



# Buckinghamshire

Thames Valley | LOCAL ENTERPRISE PARTNERSHIP  
THE ENTREPRENEURIAL HEART OF BRITAIN

## STRATEGIC ECONOMIC PLAN (2012 – 2031)

Including our

LOCAL GROWTH DEAL PROPOSALS (2015 – 2016 and 2015 – 2021)

ENHANCING BUCKINGHAMSHIRE'S CONNECTIVITY

## CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>1.0 THE STRUCTURE OF THE BTVLEP STRATEGIC ECONOMIC PLAN .....</b>	<b>6</b>
1.1 Introduction.....	6
1.2 Our Strategic Proposition to Government.....	6
1.3 Our Process for building this Plan.....	6
1.4 Our Strategic Economic Priorities .....	6
1.5 Our Local Growth Deal Ask .....	7
1.5 Our Implementation Plan .....	8
1.6 Our Delivery Plan.....	8
<b>SECTION B: OUR STRATEGIC PROPOSITION TO GOVERNMENT .....</b>	<b>9</b>
<b>2.0 WHY INVEST IN THE BTVLEP AREA? .....</b>	<b>9</b>
2.1 Investing in the BTVLEP area will deliver significant returns to the UK Exchequer.....	9
2.2 Investing in the key factors of production will unlock significant pent up growth .....	11
2.3 When we have control of the drivers of economic growth, we deliver .....	14
2.4 We need more control over the key enablers of growth.....	18
<b>SECTION C: OUR PROCESS FOR BUILDING THIS PLAN .....</b>	<b>20</b>
<b>3.0 OUR METHODOLOGY.....</b>	<b>20</b>
3.1 A robust analytical framework and intervention logic .....	20
3.2 A process of ‘open innovation’ .....	20
3.3 A process of ‘check and challenge’ .....	21
3.4 An illustration of the design process .....	21
3.5 Cross LEP collaboration .....	21
<b>SECTION D: A SUMMARY OF OUR EVIDENCE BASE.....</b>	<b>22</b>
<b>4.0 THE BUCKINGHAMSHIRE THAMES VALLEY LEP ECONOMY.....</b>	<b>22</b>
4.1 Introduction.....	22
4.2 Strengths of the BTVLEP area – part of the Engine Room of the UK Economy .....	22
4.3 Weaknesses of the BTVLEP area – factors undermining our growth potential .....	24
4.4 Social and Environmental Risks impacting on the BTVLEP Economy .....	25
<b>SECTION D: OUR 2012 – 2031 STRATEGIC ECONOMIC PRIORITIES .....</b>	<b>26</b>
<b>5.0 KEY NATIONAL PRIORITIES .....</b>	<b>26</b>
5.1 Introduction.....	26
5.2 Local Growth.....	26
5.3 European Structural Investment Funds .....	26

5.4	Plan for Growth .....	27
5.5	Industrial Strategy & The Witty Review .....	27
5.6	Smart Specialisation and Key Enabling Technologies .....	27
5.7	Sustainable Growth .....	27
5.8	Inclusive Growth.....	28
<b>6.0</b>	<b>OUR 2012-2031 GROWTH PRIORITIES.....</b>	<b>28</b>
6.1	BTVLEP’s Ambitious Vision and Mission.....	28
6.2	BTVLEP’s Objectives .....	29
<b>SECTION E: OUR 2015 – 2021 LOCAL GROWTH DEAL ASK .....</b>		<b>32</b>
<b>7.0</b>	<b>AREA OPPORTUNITIES FOR, AND BARRIERS TO, GROWTH .....</b>	<b>32</b>
7.1	Introduction.....	32
7.2	Objective 1: Stimulating Sustainable Business Growth .....	32
7.3	Objective 2: Business-critical Infrastructure .....	34
7.4	Objective 3: Skilled Flexible Workforce.....	61
<b>SECTION F: OUR 2015 – 2021 LOCAL GROWTH FUND/NEGOTIATED ASKS ...</b>		<b>64</b>
<b>8.0</b>	<b>OUR LOCAL GROWTH DEAL PROPOSALS.....</b>	<b>64</b>
8.1	A Summary of our 2015 – 2016 Local Growth Fund Ask.....	64
8.2	A Summary of our 2015-16 Negotiated Asks .....	64
8.3	Summary of our Local Growth Fund Finances (15/16) .....	65
8.4	Project 1: Connecting 400 Ha of expansion land through the Aylesbury East Expansion, including the Eastern Link Road & Stocklake Link.....	66
8.5	Project 2: Regenerating High Wycombe through the Town Centre Masterplan and the Southern Quadrant Transport Strategy.....	69
8.6	Project 3: Improving North South Connectivity and connecting residual MOD land by developing the A355 Improvement Scheme .....	71
8.7	Project 4: Delivering modal shift by improving sustainable transport links to East West Rail & Winslow Station .....	73
8.8	Project 5: Delivering modal shift by improving sustainable transport links to CrossRail Stations in Taplow (linking Slough & Maidenhead) & Iver .....	76
8.9	Project 6: Transforming Amersham and Wycombe College’s estate to support curriculum growth	80
8.10	Project 7: Investing in the Waterside Centre, an iconic new education facility in Aylesbury Town Centre.....	83
8.11	Project 8: Stimulating SME Growth through Capital Investment .....	85
8.12	Project 9: Stimulating Growth in Buckinghamshire’s Electronics and Telecommunications sector through early access to 5G (Cross LEP Project).....	92
8.13	Project 10: Stimulating new Film, Vfx and Games businesses through the creation of a High-End Business Hatchery .....	94

8.14	Project 11: Creation of a Bucks Business Driven housing investment fund .....	98
8.15	Project 12: Regenerating Aylesbury Town Centre through the Waterside North Development .....	102
8.16	Project 13: Management & Administration of BTVLEP .....	106
8.17	Integrated Transport Block Funding .....	107
<b>9.0</b>	<b>OUR DETAILED ‘NEGOTIATED ASKS’ .....</b>	<b>107</b>
9.1	Project 14: Investing in our Local Growth Hub .....	107
9.2	Project 15: Stimulating the High Performance Technology Sector through Innovation Support at Silverstone (Cross LEP Project with sole BTVLEP delivery) .....	115
9.3	Project 16: Secure a TSB Launchpad competition to accelerate the growth of firms in the Film, TV and Vfx Sector (To underpin ask 10 - Cross LEP Project) .....	117
9.4	Project 17: To roll out a programme of Business Improvement Districts across key Buckinghamshire Industrial Estates .....	117
9.2	Project 18: To secure a DFT/Highways Agency secondee to work with us to develop the M40 J3a Project and the M40 Noise Barrier Project .....	119
9.3	Project 19: To secure Network Rail funding for a number of vital rail schemes .....	119
9.4	Project 20: To secure OLEV funding to enable us to rollout Electric Vehicle Infrastructure. ....	119
9.5	Project 21: To secure revenue funding to support a Gold Standard Apprenticeships Campaign and develop a Comprehensive Careers Showcase for Buckinghamshire .....	121
<b>SECTION G: OUR IMPLEMENTATION PLAN .....</b>		<b>123</b>
<b>10.0</b>	<b>INTRODUCTION .....</b>	<b>123</b>
10.1	Our culture, ethos and motivation .....	124
10.2	Our Governance and Delivery Model .....	126
10.4	Value for money for interventions .....	143
10.5	Making the most of existing resources & area wide funding .....	143
10.6	Environmental Impact Assessment .....	144
10.7	Assessment of Deliverability .....	146
<b>SECTION H: OUR DELIVERY PLAN .....</b>		<b>148</b>
<b>11.0</b>	<b>OUR 2015-16 DELIVERY PLAN .....</b>	<b>148</b>
11.1	Executive Summary .....	148
11.2	Our proposed delivery channels .....	148
11.3	Delivery timelines & milestones .....	149
11.4	Outputs and impact arising from our proposed activities .....	170
<b>APPENDICES .....</b>		<b>173</b>

## List of Tables

**Table 1: A summary of the goals of the BTVLEP Local Growth Fund**

**Table 2: A summary of our wider asks/freedoms and flexibilities**

**Table 3: Total employment in industrial strategy sectors 2012, BRES, ONS, 2013**

**Table 4: Place of work of Buckinghamshire residents, 2011, APS, ONS, 2013**

## List of Figures

**Fig 1: GVA per hour worked (UK=100), ONS 2013**

**Fig 2: Employment and output forecast by LEP 2013-2018, Experian Local Markets Forecast, 2013**

**Fig 3: Factors which businesses felt would aid their growth, Buckinghamshire Business Survey, 2013**

**Fig 4: The process and intervention logic underpinning our Strategic Plan**

**Fig 5: Buckinghamshire's strengths**

**Fig 6: Change in total employment by SIC section, 2011-12, BRES, ONS, 2013**

**Fig 7: Change in total employment by SIC section, by District 2011-12. BRES, ONS, 2013**

**Fig 8: Buckinghamshire's Supply Side weaknesses**

**Fig 9: Buckinghamshire's Demand Side weaknesses**

**Fig 10: Social Risks to the success of the Buckinghamshire Economy**

**Fig 11: Environmental Risks to the success of the Buckinghamshire Economy**

**Fig 12: Our High Level Growth Targets to 2031**

**Fig 13: LTB Prioritised Schemes under the first tranche of LTB funding**

**Fig 14: The Strategic Rail and Highway Network in Buckinghamshire**

**Fig 15: Schemes prioritised by neighbouring Local Enterprise Partnerships**

**Fig 16: Highway Congestion in Buckinghamshire – AM Peak and PM Peak (based on 2013 TrafficMaster data)**

**Fig 17: Locations for EV Chargepoints in Bucks**

**Fig. 18: An integrated strategy that brings together spatial, industrial and labour market interventions**

**Fig 19: Aylesbury East Development**

**Fig 20: A413 Winslow Buckingham**

**Fig 21: Crossrail Western Section**

**Fig 22: Artist's impression of the proposed improvements to the Amersham and Wycombe College**

**Fig 23: Artist's impression of the Waterside Centre**

**Fig 24: The 5G Centre of Excellence**

**Fig 25: The West London Film and TV Cluster**

**Fig 26: Waterside North Masterplan**

**Fig 27: The inter-relationships between our proposed governance and delivery model**

# EXECUTIVE SUMMARY

## 1.0 THE STRUCTURE OF THE BTVLEP STRATEGIC ECONOMIC PLAN

### 1.1 Introduction

1.0.1 The Structure of the Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) Strategic Economic Plan (SEP) is essentially built around six core components. These are;

- **SECTION A: OUR STRATEGIC PROPOSITION TO GOVERNMENT:** Explains why we believe the UK Exchequer will benefit considerably from investing in the BTVLEP area;
- **SECTION B: OUR PROCESS FOR BUILDING THIS PLAN:** Explains how we prioritised our interventions;
- **SECTION C: A SUMMARY OF OUR EVIDENCE BASE:** Explains the national policy landscape and the strengths, weaknesses, opportunities and threats impacting on the BTVLEP economy;
- **SECTION D: A SUMMARY OF OUR STRATEGIC ECONOMIC PRIORITIES:** Summarises our Strategic Economic Priorities, as set out in our Evidence Base and our Plan for Sustainable Economic Growth;
- **SECTION E: OUR 2015 – 2021 LOCAL GROWTH DEAL ASKS:** Summarises our medium term Local Growth Deal priorities and the associated costs;
- **SECTION F: OUR 2015 – 2021 LOCAL GROWTH FUND/NEGOTIATED ASKS:** Summarises our short term Local Growth Fund priorities, the wider flexibilities we are looking for and the associated costs;
- **SECTION G: OUR IMPLEMENTATION Plan:** Sets out how the interventions will be delivered;
- **SECTION H: OUR DELIVERY PLAN:** Sets out how we will manage the delivery and the timelines;

1.0.2 This document is also supported by a more detailed evidence base, which has been prepared to identify the key Strengths, Weaknesses, Opportunities & Threats facing the BTVLEP Economy.

### 1.2 Our Strategic Proposition to Government

1.2.1 Our strategic proposition to government is very simple:

- **Investing in the BTVLEP area will deliver some of the most significant returns to the UK Exchequer.**
- **Investing in some of the key factors of production in the BTVLEP area will unlock significant pent up growth.**
- **When we have control of the drivers of economic growth, we deliver.**
- **We need more control over these key enablers of growth, to enable us to simplify our delivery structures and draw in additional, third party investment.**

### 1.3 Our Process for building this Plan

1.3.1 Our process for building this plan has been underpinned by a collaborative, consultative process which has been underpinned by a robust analytical framework and intervention logic.

1.3.2 This analytical framework has sought which has sought to understand the inherent Strengths, Weaknesses, Opportunities and Threats impacting on the BTVLEP area; an evaluation and prioritisation of the range of growth opportunities that exist in the local economy; an assessment of whether or not these opportunities were impacted on by market failure; a consideration of our options for stimulating growth; and the definition of our policy priorities, objectives, interventions and outcomes.

1.3.3 This has been supplemented by a process of consultation, expert and peer group scrutiny, to ensure the proposed projects were capable of delivering the level of return on investment that we believed.

### 1.4 Our Strategic Economic Priorities

1.4.1 Our Strategic Economic Priorities have been built on;

- **Our Evidence Base** - A SWOT of the Buckinghamshire economy, an overview of the national policy environment and an analysis of identified areas of market failure; and
- **Our 2012-2031 Growth Strategy** - A clear statement about our policy priorities and objectives;

1.4.2 This section of the plan provides the context for our much more focussed Local Growth Deal Ask.

## 1.5 Our Local Growth Deal ask

- 1.5.1 This section of our plan contains an analysis of the potential growth opportunities available to us, an evaluation of the available options; and an explanation of the key interventions and outcomes we are seeking support for (Our **Local Growth Deal**).
- 1.5.2 Following advice from our Local Growth Team we have sought to structure our Local Growth Deal around a focussed number of transformational, added value interventions which key into the available funds and which we believe will stimulate the most significant growth in support of the national recovery.
- 1.5.3 In addition, we have worked hard to align public, private and third sector investments around our priority projects, in order to achieve greater cohesion amongst the LEP partners; increased value for money and impact.
- 1.5.4 Our Local Growth Fund ask is based on FIVE KEY PILLARS and THIRTEEN KEY PROJECTS

FIVE PILLARS	THIRTEEN LOCAL GROWTH FUND ASKS
TRANSPORT INFRASTRUCTURE	Project 1: Connecting 400 Ha of expansion land through the Aylesbury East Expansion, including the Eastern Link Road & Stocklake Link
	Project 2: Regenerating High Wycombe through the Town Centre Masterplan and the Southern Quadrant Transport Strategy
	Project 3: Improving North South Connectivity and connecting residual MOD Land <sup>1</sup> by developing the A355 Improvement Scheme
	Project 4: Delivering Modal Shift by improving sustainable transport Links to East West Rail & Winslow Station
	Project 5: Delivering modal shift by improving sustainable transport links to CrossRail Stations in Taplow (linking Slough & Maidenhead) & Iver (Cross LEP Project)
SKILLS CAPITAL	Project 6: Transforming Amersham and Wycombe College's Estate to support curriculum growth
	Project 7: Investing in the Waterside Centre, an iconic new education facility in Aylesbury Town Centre
BUSINESS GROWTH	Project 8: Stimulating SME Growth through Capital Investment
	Project 9: Stimulating Growth in Buckinghamshire's Electronics & Telecommunications sector through early access to 5G technologies (Cross LEP Project)
	Project 10: Stimulating new Film, Vfx and Games businesses through the creation of a High-End Business Hatchery
HOUSING & TOWN CENTRE DEVELOPMENT	Project 11: Creation of a Bucks Business Driven housing investment fund
	Project 12: Regenerating Aylesbury Town Centre through the Waterside North Development
MANAGEMENT/ADMIN	Project 13: To support the Management & Administration of BTVLEP

Table 1: A summary of the goals of the BTVLEP Local Growth Fund

- 1.5.5 In addition to the above 'core asks' we have a number of 'negotiated asks', or freedoms and flexibilities we are looking for the governments help with. The overarching proposition underpinning our 'negotiated asks' are quite simple. In order to deliver higher levels of growth Buckinghamshire needs:
- **Increased capital funding to ensure our infrastructure develops appropriately to match our population growth:** particularly transport, commercial property and town centre regeneration;
  - **Revenue funding to invest in front line business support:** to deepen and broaden our collaboration with local businesses; enhance our Foreign Direct Investment and Aftercare Services; and accelerate business growth in our key 'Plan for Growth' sectors;
  - **Increased revenue funding to better align young people's aspirations to work in our key 'Plan for Growth' sectors:** particularly STEM based professions.
- 1.5.6 We have eight 'negotiated asks':

<sup>1</sup> Subject to Planning Permission

THREE PILLARS	EIGHT 'NEGOTIATED ASKS'/FREEDOMS & FLEXIBILITIES
BUSINESS GROWTH	Ask 1: Investing in our Local Growth Hub
	Ask 2: Stimulating the High Performance Technology Sector by investing in Innovation Support at Silverstone
	Ask 3: Securing a TSB Launchpad competition to accelerate the growth of firms in the Film, TV and Vfx Sector
	Ask 4: Securing investment to roll out Business Improvement Districts across key Buckinghamshire Industrial Estates
TRANSPORT INFRASTRUCTURE	Ask 5: Secure a Highways Agency secondee to work with us to develop the M40 J3a Project and the M40 Noise Barrier Project
	Ask 6: To secure Network Rail support for some vital rail schemes
	Ask 7: To secure OLEV funding to enable us to rollout Electric Vehicle Infrastructure
SKILLS	Ask 8: To secure funding to support a Gold Standard Apprenticeships Campaign and develop a comprehensive Careers Showcase

Table 2: A summary of our wider asks/freedoms and flexibilities

## 1.5 Our Implementation Plan

1.5.1 Our Implementation Plan sets out some of the core systems and principles that underpin our approach to delivery. For example;

- **Our culture, ethos and motivations**
- **How our planned interventions have been designed**
- **How our planned interventions will be commissioned**
- **The key processes underpinning BTVLEP's activities**
- **Our proposed governance arrangements**
- **The value for money case for the interventions**
- **How local resources are being deployed in support of these objectives**
- **The impact of our plans on Sustainable Economic Development**
- **Our perception of the deliverability of this plan, our capacity and risks**
- **Our approach to public reporting and accountability**

## 1.6 Our Delivery Plan

1.6.1 In our Delivery Plan, we set out our proposed approach for delivering our 2015-16 priorities.

1.6.2 Our delivery planning process establishes how our strategy is to be planned and implemented. Whilst our strategy has been planned to span the duration of the contract, delivery planning will be undertaken on a more regular basis - normally annually. We will undertake our delivery planning activities in close consultation with the Local Growth Teams and other relevant stakeholders.

1.6.3 Our Delivery Plan sets out;

- **Our Local Growth Deal Projects & Programmes**
- **The delivery channels responsible for delivering our Projects & Programmes**
- **Our delivery timelines**
- **Our delivery milestones**
- **The outputs and impact arising from our proposed activities**



## SECTION B: OUR STRATEGIC PROPOSITION TO GOVERNMENT

### 2.0 WHY INVEST IN THE BTVLEP AREA?

2.0.1 This section of our Strategic Economic Plan is intended to provide the strategic framework and rationale for why we believe the UK will benefit significantly from investing in the BTVLEP area.

#### 2.1 Investing in the BTVLEP area will deliver significant returns to the UK Exchequer

2.1.1 Buckinghamshire has a long track record of generating strong revenues for the UK Exchequer.

2.1.2 We believe that all the evidence we have strongly supports the argument that every pound of public sector funding invested in South East of England delivers significantly better returns to the UK Exchequer than anywhere else in the UK.

2.1.3 According to research undertaken by Oxford Economics<sup>2</sup>, during the six-year period from 2003- 2010, the whole of the South East region made a net fiscal contribution to the UK (i.e. an excess of revenue contributions over public spending received) of £86.6 billion, more than any other region and equivalent to £1,711 per South East resident per year.

2.1.4 Over this period the South East has consistently received less than other regions in public spending, and particularly less than its 'fair share' based on any number of economic indicators.

2.1.5 For example in 2007/08 the South East received 'only' £69.1 billion in public expenditure for its residents, but generated £87.1 billion in tax revenues. Put simply, this meant that the South East of England made a net fiscal contribution to the UK public finances of £18 billion. **This equates to an ROI of 26%.** By contrast, public spending during the same year exceeded revenues by £10 billion in Wales, and by £8bn in Yorkshire and the Humber.

2.1.6 Similarly, whilst the deterioration of the overall UK public finances in 2009/10 meant that net fiscal contributions in all regions declined significantly, the South East was the only region that generated a net contribution to the UK Exchequer whilst all other regions recorded a net deficit. In 2009/10, the public sector spend for South East residents was £80.9 billion, the lowest of all UK regions per person in employment. Despite this, the South East still managed to record a net contribution of £1billion in 2009/10 (based on resident-based revenue contributions). **Whilst this only equates to an ROI of 1.24%, all other regions in the UK recorded a net deficit.**

2.1.7 All this evidence indicates that investing government funds in the South East of England delivers significantly better returns to the UK Exchequer than any other region.

#### Investing in County economies delivers the best returns to the UK Exchequer

2.1.8 In addition to the South East of England being an important construct in delivering the national growth agenda, all our evidence suggests that County economies like Buckinghamshire's should also be seen as important investment tools in underpinning the recovery.

2.1.9 When compared with the city deal areas, county areas make an impressive and, in many cases, larger contribution to national output and exhibit higher levels of productivity.

2.1.10 **Buckinghamshire Thames Valley's net contribution to UK public finances from 506,600 residents is greater than that of the LEPs of ALL the Core Cities combined (from a population of 16m).**

2.1.11 From 2008 to 2011, Buckinghamshire's productivity has grown faster than for the country as a whole and been the best performing county council area<sup>3</sup>.

2.1.12 **On average, each additional job in county areas such as Berkshire, Surrey and Buckinghamshire yields around 40% more GVA than each additional job in City Deal areas such as Newcastle, Sheffield and Liverpool<sup>4</sup>.**

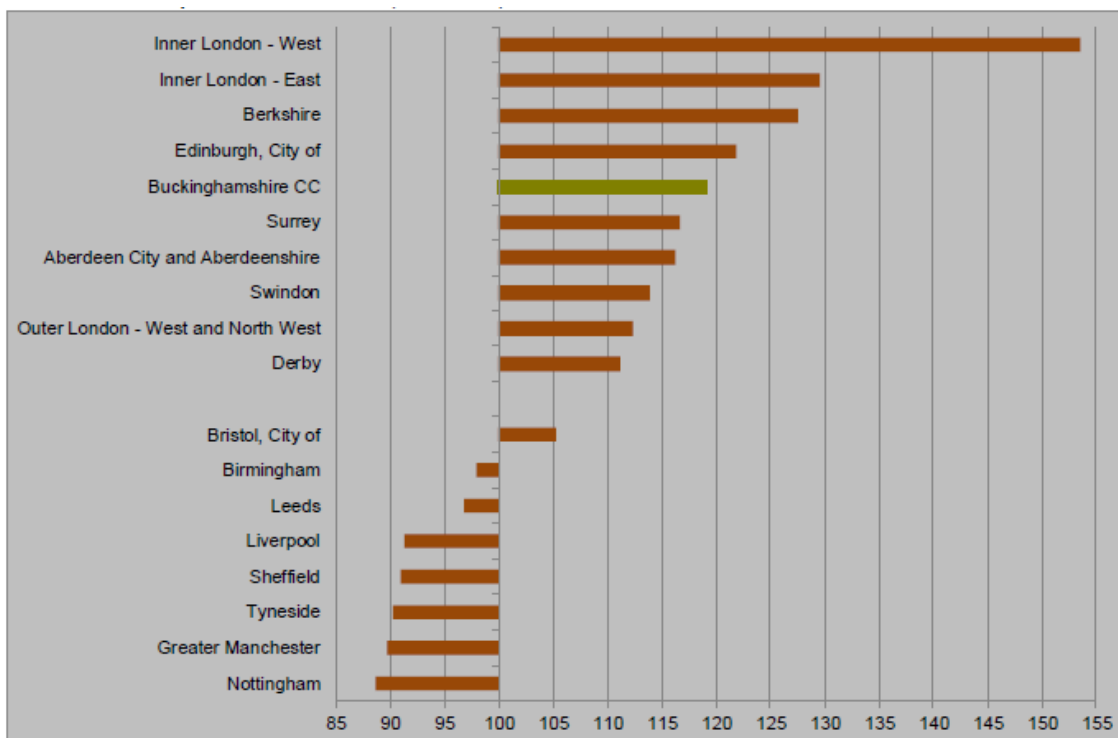
---

<sup>2</sup> Why the South East matters: Investing in Britain's economic engine room, Oxford Economics, March 2011

<sup>3</sup>GVA per hour worked ONS, 2013

<sup>4</sup>City Limits, why devolved economic powers should be made available in county areas, Essex County Council, September 2012

- 2.1.13 Since the start of the recession, no Wave 1 City Deal area has bettered Buckinghamshire’s performance, while Leeds, Greater Manchester and Nottingham have seen their productivity fall compared to the national level.
- 2.1.14 Given all the above, if devolution is designed to enhance national economic performance by concentrating funds and powers in areas that can best drive economic growth, then all the evidence we have suggests that the government should support projects which will boost growth in counties as well as cities.



**Fig. 1: GVA per hour worked (UK=100), ONS 2013**

- 2.1.15 Given the above evidence, Buckinghamshire is clearly an important investment tool, which can help drive the national growth agenda.
- 2.1.16 Not only does the evidence strongly indicate that Buckinghamshire is best placed to lead the recovery, but that it should also be seen as a major tool in helping the government secure the funds needed to invest in a number of other important economic priorities – including reducing the deficit, rebalancing the economy and rejuvenating England’s core cities.
- 2.1.17 In relative terms, Buckinghamshire clearly ‘supports’ the overall UK public finances, since its revenue contributions are larger than those from other regions and its share of public spending received is well below average on a per person basis.
- 2.1.18 Looking to the future, Buckinghamshire is well-placed to lead the economic recovery, providing government can be persuaded of the benefits of co-investing in private sector, export-led growth and in helping the area remove some of the constraints and barriers that limit businesses from achieving their full potential.
- 2.1.19 Given Oxford Economics forecasts, the Buckinghamshire economy has the potential to play a pivotal role in stimulating the economic recovery and providing the UK Exchequer with the funds it needs to continue to invest in regions outside the wider South East and rebalance the national economy.
- 2.1.20 Under-investing in areas like Buckinghamshire will have significant negative impacts on the whole UK economy, the UK finances and the global competitiveness of all UK regions. It will depress the size of the government’s investment pot and slow the pace of recovery.
- 2.1.21 In addition, it would be dangerous to assume that Buckinghamshire will continue to perform strongly whatever the slant of government policy is towards the region.

- 2.1.22 The Buckinghamshire economy faces threats, both from the uncertain nature of the global economic recovery but also from the impact of spending cuts and under investment.
- 2.1.23 There are increasing demands on the existing infrastructure. It is important for the prosperity of the whole country that Buckinghamshire is able to overcome these threats.
- 2.1.24 Greater investment in infrastructure (such as transport and communications technologies), as well as enhancing the skills base in Buckinghamshire and stimulating greater levels of business confidence and investment provides the potential to reinstate in the 'premium' that Buckinghamshire contributes to the UK Exchequer to historic levels over the next few years.

## 2.2 Investing in the key factors of production will unlock significant pent up growth

2.2.1 All the evidence we have about the Buckinghamshire Thames Valley economy, strongly points to the fact that investing in some of the key factors of production in the BTVLEP area will unlock significant pent up growth. The evidence supporting this assertion is backed by;

### Economic Forecasts

2.2.2 According to Experian, the Buckinghamshire Thames Valley LEP area is forecast to have the second strongest increases in both output and employment growth between 2013 and 2015, behind neighbouring Thames Valley Berkshire.

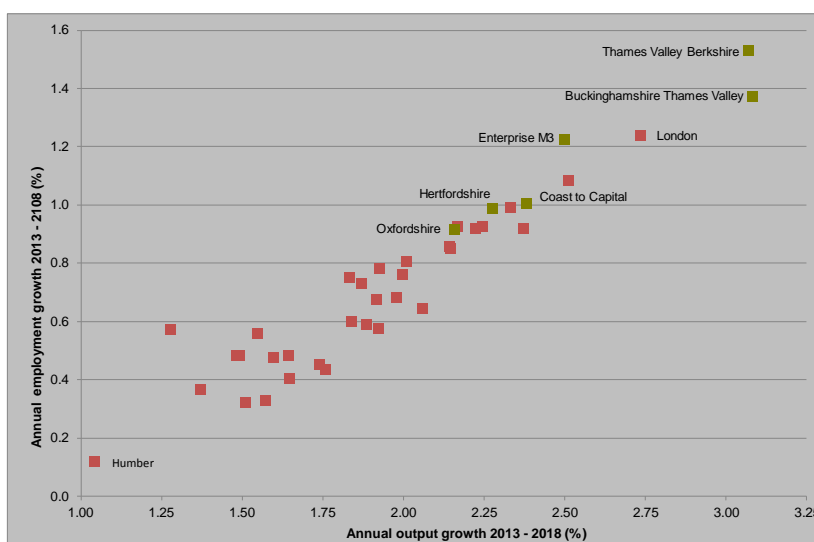


Fig 2: Employment and output forecast by LEP 2013-2018, Experian Local Markets Forecast, 2013

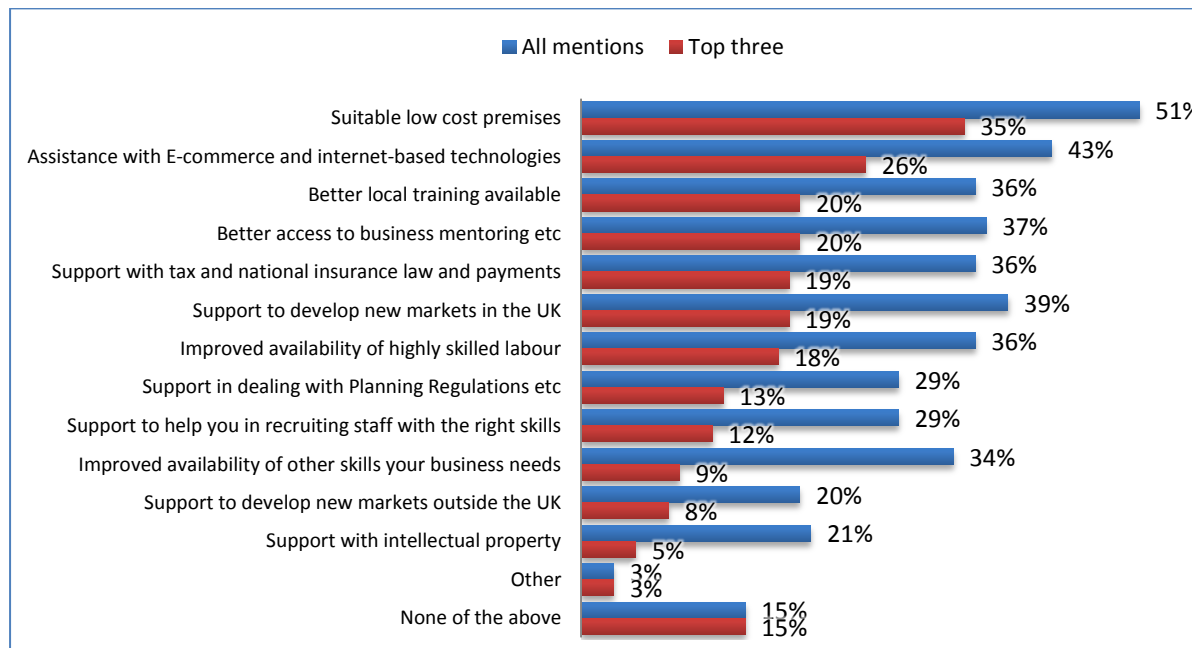
- 2.2.3 Whilst this forecast paints a wholly positive picture about the growth potential that exists in the BTVLEP area, experience tells us that these kinds of forecasts tend to apply macro-economic factors (such as government investment, business support etc.) as a standard variables across the whole of the UK.
- 2.2.4 Given this scenario, forecasts such as these are probably better being used to provide an indication of the actual growth potential that exists in particular localities and where government could actually generate the best return on investment from for every £1 invested.

### Business Feedback

- 2.2.5 Responses to Buckinghamshire’s 2013 Business Survey, in particular, strongly support the importance of providing BTVLEP with greater control over Transport Infrastructure; Property Development, Business Finance and Skills funding.
- 2.2.6 For example, whilst 52% of businesses ( 71% with 25-49 employees) have firm plans to grow over the next 2 to 3 years;
  - 31% of high growth businesses<sup>5</sup> feel negative about transport connectivity in the area, with 59% of them mentioning North to South road connections through the County as a major constraint;

<sup>5</sup> Those businesses that had increased the numbers employed by 20% or more in the last year with a minimum of 10 new employees, or those that had increased turnover by 20% or more with a minimum increase of £250,000

- 45% of all business would like to see improvements to transport connectivity;
- 47% of businesses felt that energy and utility prices were a significant constraint;
- 33% said the management and reduction of peak time congestion should be a priority;
- 18% of businesses say the high cost of premises are likely to encourage them to relocate;
- The table below illustrates the key factors which businesses felt would aid their growth;



**Fig 3: factors which businesses felt would aid their growth**

- 2.2.7 This evidence largely supports the fact that north-south transport connectivity, east to west connectivity (particularly in north/mid Buckinghamshire) and reducing congestion in our urban centres should be a priority.
- 2.2.8 In addition, it supports the case for investment in commercial property – both to ensure the property market remains competitive and to underpin our local contribution to improved transport connectivity.
- 2.2.9 Lastly, many of the responses to the survey also support the case for investment in skills (and affordable housing) and business support.

### Employment Land Studies

- 2.2.10 Various employment land and commercial property studies highlight specific growth opportunities and challenges in the county. Many of the strengths are linked to the forecast growth in population, the lack of suitable commercial property; and the need to grow jobs in the local economy.
- 2.2.11 Conversely, many of the ‘challenges’ experienced by localities (particularly North Buckinghamshire) stem from the poor transport connectivity.
- 2.2.12 For example, Wycombe District Council’s Employment Land Review<sup>6</sup> recently reported that;
- There are signs that the Thames Valley Office market may be recovering. Lambert Smith Hampton<sup>7</sup> report that total availability fell by 16% in the 12 months to Q1 2013 – the first reduction after six years of consecutive increases<sup>8</sup>. A few speculative developments are proceeding, for the first time in a number of years: examples include 1,835m<sup>2</sup> at Phoenix House, Uxbridge and 7,220m<sup>2</sup> at Market Street, Maidenhead, both due for completion in 2013;
  - Wycombe’s falling employment is reflected in the balance of its labour market. In the past 10 years Wycombe’s density fell by 15%, from 0.96 to 0.82 – more than in any other Bucks district. In Great

<sup>6</sup> Peter Brett Associates/Roger Tym and Partners, November 2013

<sup>7</sup> LSH, Office Market Review 2013

<sup>8</sup> CBRE, Thames Valley & M25 Offices Market Update, Q1 2013

Britain (GB) job density fell by 3% over the same period, from 0.80 to 0.78. Thus, Wycombe has a favourable labour market balance compared to the rest of the UK (and also to the rest of Bucks);

- Between 2011-31 Experian forecasts shows Wycombe's total employment growing by some 26,490 jobs, or 1,325 jobs per year. The greatest forecast growth is in three office-based sectors, comprising Professional Services (which gains some 9,630 net new jobs in the plan period), Administrative and Supportive Services (4,730 new jobs) and Computing and Information Services (3,030 new jobs);
- For offices, the scenario shows positive demand for some 157,900m<sup>2</sup> of net additional space over the plan period, to accommodate 11,300 net new jobs. At a plot ratio of 60% (6,000m<sup>2</sup> per hectare), which might be achieved in a 'new generation' business park or in a town centre, this would require 26 hectares of land over the plan period;
- Based on our balanced employment scenario, Wycombe in the plan period 2011-31 will require: Some 157,900m<sup>2</sup> of net additional office space, equivalent to a 11,275 net new jobs - which at the standard plot ratio of 60% would take up 26 hectares of land - a fractional net reduction of some 19 hectares in its industrial land stock, equivalent to a net loss of 1,680 jobs.

2.2.13 Similarly, Chiltern District Council's Employment Land Needs Assessment<sup>9</sup>, published in March 2013, states that;

- Local agents report anecdotally that within the last 12 months, more than three quarters of registered firms were seeking office premises in Amersham and the Chalfont's, with less than one quarter looking for office space within Chesham.
- Local agents perceive there to be an oversupply of office space across the district, but a lack of good quality office premises that suit the needs of growing SMEs. For example, there is a reasonable amount of office premises/stock above shops which are considered no longer functional and lack the flexibility which modern businesses require and consequently attract very limited demand.
- Market feedback suggests there is scope for high quality office accommodation within Chiltern, although any such development must be located within the better connected southern portion of the District in order to be viable, ideally between Amersham and the Chalfont's.
- Although affected by the recession in 2008-09, commercial agents report that current demand for industrial space in Chiltern has remained steady, dominated by demand for smaller properties, typically below 500m<sup>2</sup>, reflecting the District's SME business base.
- The main gap in supply at present is good, modern industrial premises, particularly those which offer flexible uses. There is scope in the District for small modern industrial units between 100-1,000m<sup>2</sup> in size with nominal office content and able to accommodate flexible uses (B1c/B2/B8).
- The overall space requirements related to these different futures range from 43,940 to 88,370 m<sup>2</sup> of all types of employment space up to 2026, and between 56,090 and 111,290 m<sup>2</sup> of total employment space to 2031. This implies a need for between 6 ha and 17.2 ha of employment land to 2026, and 7.6 ha and 21.6 ha to 2031.
- Although the District is expected to see minimal industrial job growth over the next 14 years (reflecting wider macro economic trends), the sector is expected to have a role to play in Chiltern's future economy. Within the context of a positive requirement for industrial floor-space over the plan period, quantitatively it would appear that Chiltern has enough identified industrial floor-space to meet future needs under all development scenarios to 2026.

2.2.14 On the other side of the coin, Aylesbury's recent Key Employment Sites Assessment<sup>10</sup> strongly identifies why it's so important to improve the transport connectivity in the north of the county;

- Developers and agents report significant issues in respect of the delivery of B1 offices across the District. Demand for office floor-space is strongest in Aylesbury, the largest centre in the Vale, but the market is under-developed compared to surrounding larger centres with average take-up of just 10,000m<sup>2</sup> (107,639ft<sup>2</sup>) per annum between 2005-11; and take-up has fallen since the onset of recession in 2008.
- There have been some encouraging signs with the letting of Target House to McAfee (albeit this was relocation from nearby Alton House) and Park House on the Haddenham Business Park. That said

<sup>9</sup> Nathaniel Litchfield & Partners, March 2013

<sup>10</sup> Aylesbury Vale District Council Key Employment Sites Assessment, GL Hearn, September 2013

larger requirements are extremely rare and with the demand that exists predominately being for small flexible space.

- There is very limited new-build office space in the District, particularly in Aylesbury Town Centre. Some new development has been brought forward at Fairford Leys in Aylesbury, with space at Riverside House and Enterprise House being marketed at £135 per m<sup>2</sup> (£12.50 per ft<sup>2</sup>).
- There have been no substantial new-build development schemes in Aylesbury for several decades and rental values are generally insufficient to support significant speculative development. The Paragon Development at Bell Business Park is one example of an opportunity for design and build but no active requirements have been identified despite the site having the benefit of a flexible planning consent. The office market and the economy more widely in Aylesbury are also vulnerable to public spending restraints given significant public sector employment in the town.
- Demand for industrial units in the Vale is stronger and has held up notably better through the recession. Take-up averages 45,000 m<sup>2</sup> (484,376ft<sup>2</sup>) per annum across the Vale. The motorsports sector and high value engineering is an important demand driver in the North of the Vale in particular. The profile of demand for industrial and warehouse floor-space however, is notably different to that in surrounding centres such as Milton Keynes or Hemel Hempstead on the M1 Corridor.
- Availability of standing industrial floor space totalled 76,000m<sup>2</sup> (818,057ft<sup>2</sup>) in 2012 equating to a supply of 1.6 years based on past take-up (albeit that there are also a number of pre-let and design and build opportunities). Of the available (i.e. vacant) floor-space a moderate 8,900 m<sup>2</sup> (95,799ft<sup>2</sup>) is new-build space.
- Given the transport linkages, Aylesbury is not a town in which the market would commonly look to provide large scale warehouse / distribution sheds, albeit that this does not preclude delivery of specialist distribution facilities or manufacturing which may look to locate in the Vale for specific reasons.
- On a more positive note agents report an improved letting market over the past 6 months for standing stock but new development and the design and build market remain extremely challenging across the District.

## **2.3 When we have control of the drivers of economic growth, we deliver**

2.3.1 When Buckinghamshire is in control of its own destiny, we deliver.

2.3.2 We believe our strong track record of aligning leadership, resources, delivery mechanisms, processes and systems across a range of agencies to deliver growth is second to none. This is particularly true where we have control of the enablers of growth.

### **Housing Delivery**

2.3.3 Look at our strong track record in housing delivery. In the last year alone, the BTVLEP area has the 2nd highest rate of housing completions of any LEP area, with Aylesbury Vale recording the 7th highest rate of any local authority.

2.3.4 Since the start of the recession in 2008, Buckinghamshire's housing stock has increased by 6,400 (or by 3.1%), the 10th highest level among LEPs. All this, despite having Green Belt policies in place on 32% of our land.

2.3.5 This enviable record in housing delivery has been achieved through the proactive work of our Local Authority partners and through the work of Aylesbury Vale Advantage, a local housing delivery vehicle which is a joint venture between Buckinghamshire County Council and Aylesbury Vale District Council.

2.3.6 Look at how we are now evolving Aylesbury Vale Advantage into a Buckinghamshire wide model - in the form of Buckinghamshire Advantage – to align local capital resources across the LEP area, to drive and co-ordinate the development process, to create the Infrastructure needed for growth and plug clear gaps on the supply side of the equation.

## Case Study: Aylesbury Vale Advantage – A strong legacy in housing delivery

Buckinghamshire Advantage has been formed from the embers of Aylesbury Vale Advantage.

Aylesbury Vale Advantage's routes can be traced back to January 2004, when Aylesbury Vale District Council (AVDC) and Buckinghamshire County Council came together to form Aylesbury Vale Advantage in response to the then Government's requirement that AVDC establishes a delivery vehicle to help oversee the implementation of the Milton Keynes and South Midlands growth plan.



Aylesbury Vale Advantage was incorporated as a local delivery vehicle with the object of promoting sustainable and holistic development and regeneration of the Aylesbury Vale area. The Company is owned by Aylesbury Vale District Council and Buckinghamshire County Council and they appointed a board of directors to oversee and manage the business on its behalf. Since its formation, in 2004, Aylesbury Vale Advantage has delivered 667 homes (2004/05); 643 homes (2005/06); 616 homes (2006/07); 822 homes (2007/08); 744 homes (2008/09); 795 homes (2009/10); 755 homes (2010/11); and a range of public realm projects, infrastructure and employment sites.

### High Quality Business Support

- 2.3.7 Witness the strength of our Local Growth Hub, as operated by Buckinghamshire Business First (BBF) and how it has brought together public, private and third sector finance to deliver exemplary business support.
- 2.3.8 Buckinghamshire Business First is a £2.5m turnover business support organisation with over 4,100 business members (45% of the employee base of the county) and over 12 years experience in supporting businesses. BBF has successfully delivered a range of European, national and local government assignments (including Business Link; UKTI; The Forestry Commission's Wood fuel Improvement Grant Programme; and Buckinghamshire County Council's economic development function);
- 2.3.9 Buckinghamshire Business First has a 94% customer satisfaction rating; and a 100% clean EU audit (having passed EU Article 13, Article 16 and 16a Audits). Current performance figures show BBF generates an ROI of £21 for every £1 invested in it.

## Case Study: Buckinghamshire Business First – over 12 years experience of working with business to deliver high quality business support

Buckinghamshire Business First is an innovative not-for-profit provider of business support and economic development services that has developed a particular expertise in delivering European, UK and local government assignments. Current and past projects include;

- Delivery of over £3m of successful ERDF projects in the South East of England, including Sustainable Routes, Low Carbon Workspaces and Grants for Eco-innovation;
- Co-ordination of the delivery of the national wood fuel WIG Grant Programme under contract to the Forestry Commission;
- Delivery of £5m of LEADER projects in the Chilterns and AVMK Local Action Group Areas;
- Project Management of the Buckinghamshire element of the £16m Broadband Delivery UK (BDUK) funded Next Generation Access (NGA) Connected Counties Broadband Project.

Over the last 18 months the various projects BBF has delivered have delivered 300 new jobs; assisted 1600 businesses; provided £3.3m of grants to businesses; promoted 220 apprenticeship places; saved 1,000,000 tonnes of CO<sub>2</sub>; seen 1500 businesses use their business hub; and 900 businesses use their meeting room facilities.



## Education

- 2.3.10 Witness the partners work on delivering the best secondary education system in the country. Over a quarter of Buckinghamshire's pupils attend Russell Group universities after key stage 5, the highest proportion of any Local Enterprise Partnership. Buckinghamshire also has the highest proportion of pupils going on to study at either Oxford or Cambridge universities. In 2012, 88% of 19 year olds in Buckinghamshire were qualified to NVQ level 2 or higher.
- 2.3.11 This was the highest proportion recorded in any Local Enterprise Partnership or county council area. Buckinghamshire also ranks top among LEPs for the proportion of 19 year olds achieving NVQ level 2 including mathematics and English.
- 2.3.12 Look at how Buckinghamshire County Council has now formed a strong partnership with the education sector to respond to the changing education environment and continue this work through a newly established vehicle, the Buckinghamshire Learning Trust. Look at Buckinghamshire's success in bidding for a new UTC, one of the first thirteen in the country, opened in September 2013 specialising in IT and Construction, sponsored by BNU and Aylesbury College plus Taylor Wimpey, MacAfee, Cisco and other smaller employers.

### Case Study: Buckinghamshire Learning Trust – continuing the mission to delivery exemplary Secondary Education

In August 2013, Buckinghamshire County Council and its partners came together to form Buckinghamshire Learning Trust (BLT), a new educational charity which will be responsible for delivering a wide range of school improvement and educational support services in Buckinghamshire and surrounding areas.

The Trust provides the following statutory services under a Service Level Agreement with the Local Authority:

- School Improvement, including statutory interventions with schools causing concern
- Early Years Improvement, including statutory interventions with settings causing concern
- Schools Financial Management, including statutory interventions with schools in deficit
- Specialist Teaching, supporting children with a statement of Special Educational Needs

The Service Level Agreement is outcomes-based. The Trust receives a grant of approximately £9m p.a. from Buckinghamshire County Council to deliver the listed outcomes, but retains operational independence and freedom in the mode of delivery.

The Trust is implementing a dynamic programme of business growth over the coming 18 months, to include:

- Large-scale school-to-school projects focused on priority outcomes and standards in Buckinghamshire (approximately £2m funding secured over the next 2 years)
- Mergers and strategic partnerships with other Local Authority education services and related educational trusts and charities (such as Diocese groups)
- Establishment of a Multi Academy Trust, subject to approval from the Secretary of State
- Organic growth of CPD and School Improvement services into surrounding LA areas

The Trust currently employs ~ 400 staff, focused on school and early years improvement and support.





## East West Rail

- 2.3.13 Look at our leadership on building the case for East West Rail, working with a range of other local authorities, to secure the funding to deliver the solution. Whilst the East West Rail Consortium was initiated by Ipswich Borough Council in 1995, Buckinghamshire County Council took over chairing the Consortium in 2005.
- 2.3.14 In April 2006, the government reported itself to be in favour of the principle of re-opening the link between Bedford and Oxford and in the 2011 Autumn Statement the Chancellor gave the go ahead with £270 million committed to the scheme. This was confirmed in July 2012 when The Secretary of State for Transport, announced that the Western section of East West Rail (EWR) would be part of the government's strategy for rail transport. In November 2013, a consortium of seven local authorities pledged £45M to the scheme.

## Broadband Next Generation Access

- 2.3.15 Look at our work on work with Hertfordshire County Council to deliver the £16m Broadband Next Generation Access (NGA) programme, which is supported by Buckinghamshire County Council, Hertfordshire County Council, Buckinghamshire Thames Valley LEP, Hertfordshire LEP and Broadband Delivery UK.
- 2.3.16 Throughout a challenging project, which has been heavily governed by EU State Aid Legislation, we have kept the project on track, to deliver against the original project plan.

## Town Centre Regeneration & Employment Land

- 2.3.17 Look at our work in regenerating our town centres and developing employment land. Both Wycombe District Council and Aylesbury Vale District Council, working in partnership with Buckinghamshire County Council, have been extremely active in regenerating High Wycombe and Aylesbury Town Centres. This has included a whole range of new developments, including
- High Wycombe - More than £200m of impressive developments already delivered, including the £125m Eden regional retail offer; the £45m Sainsbury's redevelopment around Dovecot car park; £10m of improvements to J4 of the M40 and a Cressex Link Road; BNU's investment of £60m in the development of Bucks New University's main campus; the £30m development at Handy Cross; and the £65m retail developments at Cressex Island;
  - Aylesbury Vale – the development of the £47m Aylesbury Waterside Theatre; the development of a new Waitrose, multi-storey car park and 80-bedroom Travelodge hotel; the new marina at Circus Fields; and the development of the Waterside Centre, a new education centre, bringing degree level courses to Aylesbury for the first time.
- 2.3.18 In addition to these recent developments, both organisations have a significant number of planned developments in the pipeline.

### Case Study –Wycombe District Council's Handy Cross Development

Wycombe District Council has led on the development of a new multi-million pound sports centre at Handy Cross which also comprises a £25m sports complex which will have eight sports courts, a new gymnasium, an eight-lane 50m swimming pool and a training pool.

In addition, the development includes a food-hall, a hotel, a prestigious office block and a coachway park and ride. The coachway will offer direct links to London, Oxford, major airports as well as shuttle buses every 15 minutes to and from the Eden shopping centre. A crèche and a medical-centre will also make up part of the site and additional office space will be added in phase two.



## **The Natural Environment**

- 2.3.19 Look at how ALL our local authorities in Buckinghamshire have come together with Milton Keynes Council and a range of natural environment partners to establish a strong Buckinghamshire and Milton Keynes Natural Environment Partnership (NEP).
- 2.3.20 The NEP which plays a key role in co-ordinating the preservation, maintenance and enhancement of our natural environment, which in turn helps strengthen a core component of our competitive advantage – our strong ‘quality of life’ offer. Bucks & MK Natural Environment Partnership is a partnership body which has a dedicated manager leading its work (co-located with BBF), which is funded by all of the local authorities and a number of NGO’s locally.

## **Rural Development**

- 2.3.21 Look at our work in delivering the Chilterns and Aylesbury Vale and Milton Keynes LEADER programmes.
- 2.3.22 Again, the governance structures for these programmes are built on a multi-agency public-private partnerships which have successfully supported a range of rural businesses to expand and diversify through the award of over £5m of EAFRD funds. We were one of the few LEADER groups to successfully secure a cross RDA Leader programme, covering the SEEDA and EEDA regions. Again, the LEADER team is co-located in Buckinghamshire Business First.

## **2.4 We need more control over the key enablers of growth**

- 2.4.1 In the recent past, models for funding and delivering transport infrastructure; commercial property development; skills; and business support have all been built on over centralist delivery models.
- 2.4.2 One only has to look at the existence of national organisations like the Highways Agency; the Skills Funding Agency; the Homes and Communities Agency; The Technology Strategy Board; and national business support programmes like UKTI, Growth Accelerator, MAS etc., to recognise that much of the delivery capability has been retained at the national level.
- 2.4.3 This is not a criticism of these agencies or services, we are merely making the point that control of the resources for these key enablers of growth have traditionally been held centrally and it has often been difficult for local areas to influence their work programmes to deliver the true scale of growth that exists in local areas.
- 2.4.4 Look at the fact that only 1 in 10 TSB SMART Award applicants actually secure the funding they are looking for, and the remainder are referred to the Growth Accelerator, or simply rejected. This is a missed OPPORTUNITY for local partners to improve the performance of the national innovation system, by providing ‘Innovation Readiness’ services that compliment the TSB’s and Growth Accelerators role in the system
- 2.4.5 Look at the quality of local ‘aftercare’ services that are currently provided to inward investors in the country. When benchmarked against ‘best in class’, the system is currently found wanting. This is an OPPORTUNITY for local partners to work with UKTI to develop a high quality aftercare service, to lock investors into the locality;
- 2.4.6 Look at the public sector land assets, sitting fallow in our locality. Whether it’s the Homes and Community Agency, the MOD, the NHS, we have traditionally struggled to get our ideas heard in the national system about how we might work with them to develop these assets for mutual benefit. This is a missed OPPORTUNITY.
- 2.4.7 In truth, we currently lack sufficient control and influence over some of the key enablers of growth. Our inability to control a number of key elements of the growth agenda has resulted in us becoming the most porous LEP in the country. More people out commute from Buckinghamshire than in commute. By anyone’s definition, this is not Sustainable Economic Development.
- 2.4.8 The emergence of the LEPs provides a strong opportunity for these national agencies and local areas to maximise their ability to deliver on national growth objectives.

- 2.4.9 Perhaps more importantly, if central government is committed to reducing duplication, simplifying local delivery structures and leveraging in additional third party investment to support the growth agenda, LEPs need to be seen as their 'natural' investment channel of choice in individual localities.
- 2.4.10 If national investments are not made at the level of place, but continue to be made at the level of the organisation, it will be very difficult for LEPs to simplify delivery arrangements and reduce duplication.
- 2.4.11 As can be seen from our strong track record in aligning leadership, resources and delivery behind evolving government delivery models, we are confident that we have secured a wide commitment to delivering local growth in support the national agenda.
- 2.4.12 With this in mind, this Strategic Economic Plan has been structured to enable us to gain more control over the tools that can help us deliver greater local growth impact and work with our Whitehall colleagues in a much more coherent way to deliver genuine impact on the ground.

## SECTION C: OUR PROCESS FOR BUILDING THIS PLAN

### 3.0 OUR METHODOLOGY

#### 3.1 A robust analytical framework and intervention logic

- 3.1.1 Our Local Growth Deal ask builds on our Evidence Base, our Manifesto for Sustainable Economic Growth our EUSIF Strategy by developing a detailed 'Action Plan' for delivering economic growth.
- 3.1.2 The process for developing and selecting our Local Growth Deal Priorities has involved:
- Reviewing the Strengths, Weaknesses, Opportunities and Threats impacting on the local economy;
  - Developing a 'long list' of the potential interventions available to us;
  - Evaluating and prioritising these schemes based on potential impact, deliverability and value for money
  - Comparing the proposed interventions against existing national, sub-regional and local policy priorities, to ensure they compliment, rather than compete with, the prevailing policy environment;
  - Reviewing and refining our policy priorities to assess the existence of genuine market failure. This has involved assessing the underpinning commercial model and exploring other alternative strategies for bringing our priority interventions forward (including linking and cross subsidising particular interventions);
  - Developing detailed business cases and delivery plans for our proposed interventions, establishing SMART objectives, outcomes, outputs and impact and assessing issues such as risk, compliance, leakage, deadweight, displacement and substitution.
- 3.1.3 Throughout this process, we have sought to continually re-evaluate our priority interventions, continually checking that they continue to offer good value for money and impact and remain highly deliverable.
- 3.1.4 In order to develop and improve the value for money scores, we have sought to bring transport planners together with land-use planners and the development community to align their delivery plans and cost models.
- 3.1.5 Recognising the wider mission for Local Enterprise Partnerships, to create closer cross collaboration between the public, private, third and academic sectors at the local level, in reviewing the 'Strategic Fit' of a number of our priority interventions, we have also sought to assess how well they;
- Align public-private sector resources to stimulate economic growth;
  - Offer the potential of long term savings in the public sector, by helping to develop new mechanisms to transform public services and stimulating private sector growth.
- 3.1.6 In adopting this framework, we have sought to develop a list of transformational interventions, which will realise tangible growth opportunities; remove growth blockages; add value to (and not compete with) the existing national, local and sub-regional growth mechanisms; improve the alignment of a range of local and national resources; and generate an increased contribution to the UK Exchequer.
- 3.1.7 Various material from this project evaluation and prioritisation process is included in Appendix 1.

#### 3.2 A process of 'open innovation'

- 3.2.1 The process for developing this plan has been based on a process of open innovation, seeking out the best ideas from the public, private, third and academic sectors to deliver projects which offer the greatest growth impact.
- 3.2.2 In order to develop this plan we have undertaken a deep and wide engagement with a range of organisations, through a process of collaborative commissioning. This has resulted in a range of proposals being brought forward which seek to align resources and leverage local assets in pursuit of genuine impact on the ground.
- 3.2.3 In developing our plan, we have also had to make some hard decisions. We have had to reject ideas that looked undeliverable or unrealistic. In adopting this approach, we believe we have delivered an plan which balances the need to develop a strong aspirational programme of work, with the need to ensure our plan is 'grounded' in a practical delivery model, and contains achievable goals and milestones.

### 3.3 A process of ‘check and challenge’

- 3.3.1 Once a project has been included in the initial list of projects, it is then subjected to a process of ‘check and challenge’, seeking a range of stakeholder views of the efficacy of the project. This process is designed to check the underpinning principles of the project and challenge the proposed solution.
- 3.3.2 Throughout the development of this plan, we have maintained a continuing and close dialogue with a range of stakeholders on the development of this plan. This has included consulting regularly with Local Authorities, businesses, neighbouring LEPs, Business Representative Organisations, third sector infrastructure organisations, natural environment partnerships etc.
- 3.3.3 A range of organisations have submitted letters of support for this plan and these are included in the Appendices.

### 3.4 An illustration of the design process

- 3.4.1 The diagram below describes the process and the intervention logic we have built this plan around.
- 3.4.2 Adopting this approach has also allowed us to place our proposed Local Growth Deal in the context of other important national/local strategies/plans and programmes (such as the Plan for Growth and Industrial Strategy) to ensure we avoid duplication and inefficiency and ensure we integrate the various plans we have at the local level.
- 3.4.3 In addition, our robust evidence base has also helped support the Strategic Economic Plan drawing upon the wealth of data and knowledge from local partners.

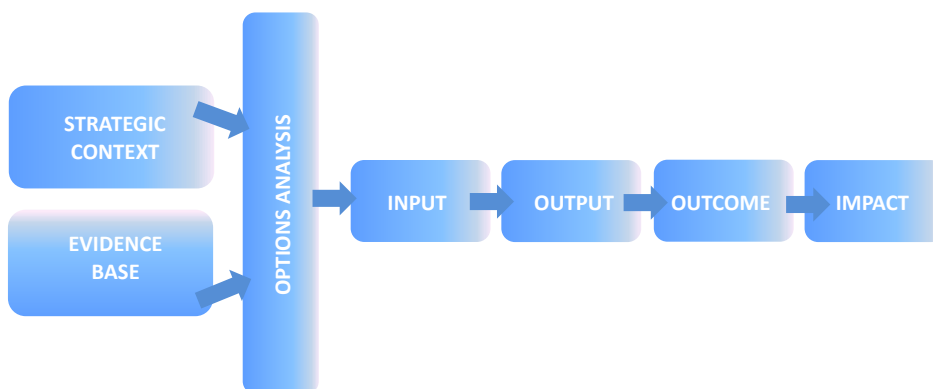


Fig 4: The process and intervention logic underpinning our Strategic Plan

- 3.4.4 In assessing which interventions we should prioritise, we have sought to build our assessment criteria for the selection of our chosen interventions around a scoring criteria which echoes those set out in the Local Growth Fund preliminary guidance. This includes;
- **Ambition and rationale for intervention for the local area** - this includes an assessment of whether the project has a strong rationale, whether it is nationally significant; and whether it has strong links to national priorities (i.e. industrial strategy);
  - **Value for money** - this includes an assessment of whether the project brings third party funds in to play, and the scale of those funds; and an assessment of the returns likely to accrue to UK Plc. (i.e. benefit cost ratios, where possible);
  - **Delivery and risk** - including an assessment of the strengths, capabilities and track record of the partnership; the commitment of a range of partners towards the project; the governance model for the project; the effectiveness of the solution in addressing and issue / overcoming a particular constraint; and the ease with which the deliverables can be monitored).

### 3.5 Cross LEP collaboration

- 3.5.1 A number of the projects in this plan have also been developed in partnership with neighbouring LEPs. In adopting this approach, we have sought to maximise the commitment of neighbouring LEPs to particular initiatives and develop projects which are capable of having a more significant, national impact.

## SECTION D: A SUMMARY OF OUR EVIDENCE BASE

### 4.0 THE BUCKINGHAMSHIRE THAMES VALLEY LEP ECONOMY

#### 4.1 Introduction

- 4.1.1 The Buckinghamshire Thames Valley LEP area has long been one of the more prosperous parts of the UK economy, with above-average employment rates, wages and productivity.
- 4.1.2 The Buckinghamshire Thames Valley LEP economy contains some significant strengths in a number of key, nationally significant 'Plan for Growth' and 'Industrial Strategy' sectors.
- 4.1.3 Our **evidence base**, which sets out the specific economic strengths & weaknesses and social and environmental risks impacting on the Buckinghamshire economy, is appended to this Strategic Economic Plan as a separate document;
- 4.1.4 Rather than repeat the entire Evidence Base here, we shall provide a high level synopsis of our business case for investment.

#### 4.2 Strengths of the BTVLEP area – part of the Engine Room of the UK Economy

- 4.2.1 Our 'deep dive' into the Buckinghamshire economy has identified the following strengths of the Buckinghamshire economy;

Strengths
<ul style="list-style-type: none"><li>• An <b>outstanding economy</b> with numerous World class companies;</li><li>• A <b>strong knowledge economy</b>;</li><li>• The <b>Entrepreneurial Heart of Britain</b>;</li><li>• The <b>best trained workforce</b> in the country;</li><li>• A <b>superb Quality of Life</b>;</li><li>• An <b>outstanding natural environment</b>;</li><li>• <b>High levels of economic activity &amp; low levels of unemployment</b>;</li><li>• Strong <b>locational advantages</b>;</li><li>• Some of the best <b>performing schools in the country</b>.</li></ul>

Figure 5: Buckinghamshire's Strengths

- 4.2.2 In addition to being recognised as one of the powerhouses of the UK economy, Buckinghamshire is also renowned for having a high proportion of employment in high and medium technology production and the knowledge economy, ranking sixth of all LEP areas and third of all county council areas, behind Cambridgeshire and Hampshire.
- 4.2.3 As illustrated by the table overleaf, the Buckinghamshire Thames Valley LEP area also has an over-representation in all the 'Plan for Growth' sectors (e.g. Construction, Space; Creative Industries; and High-Tech Manufacturing) and many of the 'Industrial Strategy' sectors (Aerospace, Life Sciences, Education, Information Economy and Business Services).
- 4.2.4 As far as future growth prospects of these key industrial sectors are concerned, an analysis of recent employment trends generally makes for positive reading.
- 4.2.5 In 2011-12, the Aerospace, Life Sciences, Information Economy, Business Services, Construction and Education sectors in the BTVLEP area all experienced positive employment growth, whilst the Automotive, Agri-tech and Oil and Gas sectors fared less well.
- 4.2.6 A more detailed analysis of more recent 'local employment flows' in the key Industrial Strategy sectors also makes for interesting reading.

	Aerospace			Automotive			Life Sciences			Agri-tech			Education		
	No	%	Rank	No	%	Rank	No	%	Rank	No	%	Rank	No	%	Rank
Aylesbury Vale	800	1.2	36	100	0.2	160	100	0.1	262	100	0.1	165	7,200	10.1	129
Chiltern	100	0.3	84	100	0.2	129	1,200	3.6	1	-	0.1	150	3,900	12.0	55
South Bucks	600	1.8	24	-	0.0	241	-	0.1	228	-	0.0	336	2,300	6.9	334
Wycombe	100	0.2	110	-	0.0	272	100	0.1	271	100	0.1	166	6,800	8.6	241
Buckinghamshire	1,700	0.8	6	200	0.1	22	1,300	0.6	6	200	0.1	21	20,300	9.3	16
BTVLEP	1,700	0.8	7	200	0.1	33	1,300	0.6	7	200	0.1	26	20,300	9.3	27
Coast to Capital	1,300	0.2	24	1,700	0.2	27	4,100	0.5	9	500	0.1	30	77,000	9.6	19
Hertfordshire	2,000	0.4	14	300	0.1	36	4,400	0.8	2	300	0.1	32	43,000	8.0	37
London	1,400	0.0	36	4,300	0.1	34	4,900	0.1	37	700	0.0	39	371,000	8.1	35
Northamptonshire	300	0.1	31	2,900	0.9	10	500	0.1	34	300	0.1	24	25,700	8.1	36
Oxfordshire	400	0.1	30	3,600	1.1	7	2,200	0.7	5	300	0.1	25	48,800	14.7	1
South East Midlands	4,200	0.5	9	4,400	0.6	17	1,300	0.2	30	500	0.1	28	70,000	8.9	31
Thames Valley Berkshire	300	0.1	34	800	0.2	28	2,300	0.5	11	100	0.0	38	39,300	8.3	34
South East	13,100	0.3	6	11,800	0.3	9	19,700	0.5	1	51,100	1.3	8	382,800	9.8	3
Great Britain	102,300	0.4	-	129,800	0.5	-	90,700	0.3	-	474,000	1.7	-	2,540,800	9.1	-

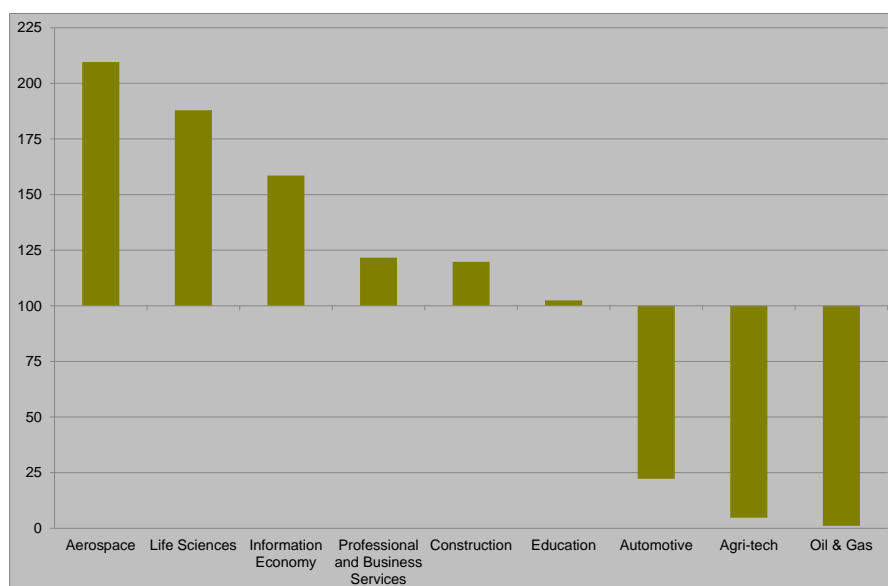
  

	Information Economy			Professional and Business			Oil & Gas			Construction		
	No	%	Rank	No	%	Rank	No	%	Rank	No	%	Rank
Aylesbury Vale	1,900	2.7	117	11,600	16.3	46	-	0.0	173	3,800	5.4	163
Chiltern	1,700	5.1	38	5,100	15.5	56	-	0.0	173	1,800	5.6	147
South Bucks	800	2.3	143	5,800	17.0	35	-	0.0	115	1,900	5.6	151
Wycombe	5,200	6.6	18	10,000	12.6	101	-	0.0	173	4,500	5.7	136
Buckinghamshire	9,600	4.4	4	32,500	15.0	5	-	0.0	20	12,000	5.5	12
BTVLEP	9,600	4.4	3	32,500	15.0	7	-	0.0	35	12,000	5.5	7
Coast to Capital	24,100	3.0	12	97,400	12.1	18	2,000	0.2	6	36,200	4.5	28
Hertfordshire	23,100	4.3	4	100,400	18.6	1	-	0.0	36	34,800	6.5	2
London	191,600	4.2	5	835,300	18.2	2	3,600	0.1	13	158,300	3.4	39
Northamptonshire	3,800	1.2	36	42,400	13.3	12	-	0.0	34	12,900	4.1	37
Oxfordshire	10,500	3.2	8	49,900	15.0	6	-	0.0	31	14,200	4.3	31
South East Midlands	22,000	2.8	14	108,100	13.7	9	100	0.0	29	35,100	4.5	30
Thames Valley Berkshire	57,100	12.1	1	78,200	16.5	3	1,600	0.3	4	18,200	3.8	38
South East	182,300	4.6	1	521,000	13.3	2	5,500	0.1	3	186,900	4.8	7
Great Britain	776,000	2.8	-	3,429,000	12.3	-	47,600	0.2	-	1,288,500	4.6	-

**Table 4: Total employment in industrial strategy sectors 2012, BRES, ONS, 2013**

4.2.7 As the table below illustrates, recent local fluctuations in employment numbers would suggest;

- High Wycombe District has witnessed quite a significant 'shift' in its industrial structure, with its share of knowledge based industries decreasing and employment in the wholesale & retail, transportation and storage, real estate and health and social care sectors increasing;
- Aylesbury Vale District has seen quite a significant 'shift' the other way, with increases in the Professional, Scientific and Technical and Administrative and Support Service sectors and decreases in the Wholesale/Retail and Health/Social Care sectors;
- South Buckinghamshire has seen an overall growth in employment in the knowledge based economy, although parts of the visitor economy have seen quite significant reductions;
- Chiltern District's shifts in employment numbers have been fairly minor.



**Fig 6: Change in total employment by SIC section, 2011-12, BRES, ONS, 2013**

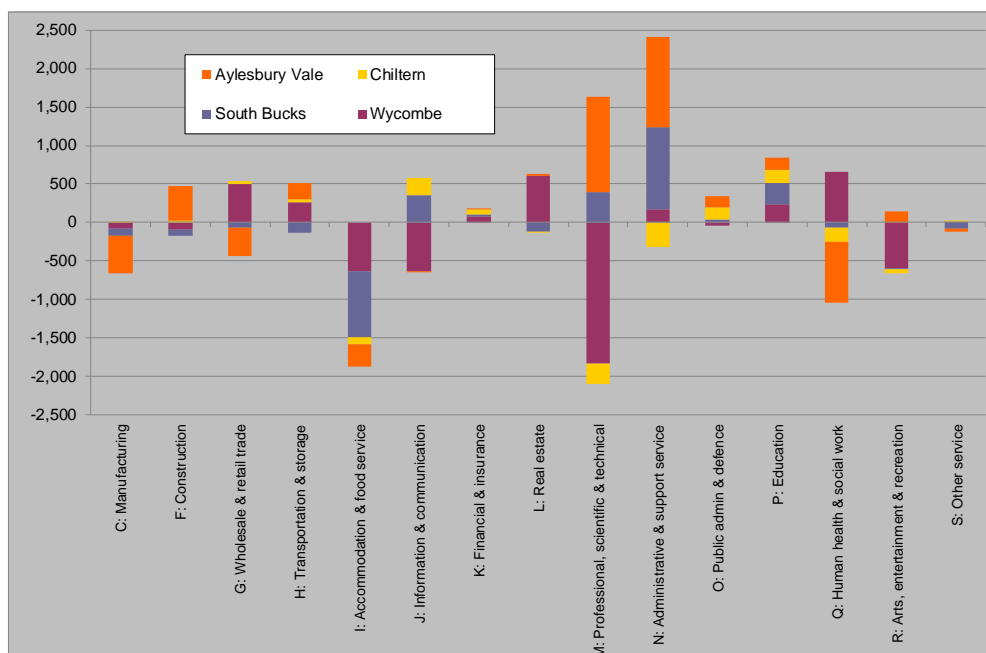


Fig 7: Change in total employment by SIC section, by District 2011-12. BRES, ONS, 2013

### 4.3 Weaknesses of the BTVLEP area – factors undermining our growth potential

4.3.1 The major weaknesses we have identified which we need to address, if the growth forecasts for the Buckinghamshire Thames Valley Region are to be realised can largely be characterised as supply side weaknesses (including **infrastructure** and **skills**); and demand side weaknesses (such as **investment** and **awareness of support**).

Supply Side Weaknesses
<p><b>Infrastructure Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Poor <b>transport connectivity</b> of north Buckinghamshire to other key economic centres;</li> <li>• <b>Traffic congestion</b> in the south Buckinghamshire and in town centres;</li> <li>• <b>Our weak public sector research infrastructure;</b></li> <li>• <b>Aged commercial property stock;</b></li> <li>• <b>The quality of our town centres;</b></li> <li>• <b>Lack of a commercial model for broadband rollout, in areas of recognised market failure;</b></li> <li>• <b>High numbers of out commuters;</b></li> <li>• <b>Ingress to and egress from Business Parks;</b></li> <li>• <b>Mobile telephone coverage, particularly in rural areas;</b></li> <li>• <b>High cost of house prices and rents</b>, particularly for young people;</li> <li>• Land constraints means <b>location of housing growth</b> not always matched to employment growth;</li> <li>• <b>Limited availability development land</b> in some parts of the county;</li> <li>• <b>Lack of early stage business accommodation</b> in rural areas;</li> <li>• <b>Lack of housing affordability</b>, particularly for first time buyers.</li> </ul> <p><b>Skills Weaknesses</b></p> <ul style="list-style-type: none"> <li>• A <b>significant undergraduate brain drain</b> leading <b>poor graduate availability locally;</b></li> <li>• The <b>poor work readiness skills</b> of young people;</li> <li>• <b>Weaknesses in the quality of Careers Information Advice and Guidance (IAG);</b></li> <li>• <b>Weaknesses in the delivery of Higher Level &amp; Advanced Technician Skills;</b></li> <li>• <b>Weaknesses in the delivery of technician skills for 'Plan for Growth' sectors;</b></li> <li>• <b>Low volumes of young people that progress into employment;</b></li> <li>• <b>Significant levels of underemployment.</b></li> </ul>

Figure 8: Buckinghamshire’s Supply Side weaknesses



Demand Side Weaknesses
<p><b>Business Growth Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Difficulties businesses experience in becoming <b>investment ready and accessing finance</b>;</li> <li>• <b>Low levels of firm growth</b>;</li> <li>• <b>Weak export &amp; international trade performance</b> (particularly mid-larger firms);</li> <li>• Continued <b>decline in High Value Manufacturing</b>;</li> <li>• <b>A weakening industrial structure</b>;</li> <li>• <b>A lack of high growth business start ups</b>;</li> <li>• <b>Weak public sector research infrastructure</b> &amp; low graduate population to underpin local incubation offer;</li> <li>• <b>Weak innovation business support</b> offer;</li> <li>• <b>Shortage of technician &amp; higher level workforce skills</b> to support R&amp;D led companies;</li> <li>• Difficulties businesses experience in <b>accessing finance</b>;</li> <li>• <b>Weak specialist business networks</b> (sector, Innovation etc.);</li> <li>• <b>Weak use of procurement as a tool to harness social innovation.</b></li> </ul>

Figure 9: Buckinghamshire’s Demand Side weaknesses

#### 4.4 Social and Environmental Risks impacting on the BTVLEP Economy

4.4.1 In addition to the above weaknesses, we have also identified a number of social and environmental risks impacting on the BTVLEP economy.

4.4.2 A significant number of the social risks impacting on the BTVLEP economy are skills and labour market related, and the environmental ones are linked to business growth and infrastructure issues. Because of this, they will be considered under these components of this plan.

Social Risks
<ul style="list-style-type: none"> <li>• The <b>high cost of housing</b>, particularly for young people;</li> <li>• Increasing levels of <b>deprivation and worklessness</b>;</li> <li>• <b>Increasing gap between the most affluent and the poorest residents</b>;</li> <li>• <b>Current ‘inclusion’ interventions are simply not working</b>;</li> <li>• <b>Increasingly ageing population</b>;</li> <li>• <b>High proportion of young people &amp; lone parents that are unemployed</b>;</li> <li>• <b>Weak rural public transport provision</b>;</li> <li>• <b>The risk of large scale redundancies</b> from the 60 or so firms we have with over 250 employees.</li> </ul>

Figure 10: Social Risks to the success of the Buckinghamshire Economy

Environmental Risks
<ul style="list-style-type: none"> <li>• <b>High energy bills</b> in the UK result in high business costs and lack of global competitiveness;</li> <li>• <b>Low level of energy currently generated from renewable sources</b>;</li> <li>• <b>Poor energy security</b>;</li> <li>• <b>Over reliance on centralised energy model</b>;</li> <li>• <b>Complex regulatory frameworks</b> (FITS, RHI’s, Green Deal etc.);</li> <li>• <b>Poor energy efficiency</b> of aged building stock;</li> <li>• <b>Over reliance on car transport</b>;</li> <li>• The <b>high carbon footprint</b> of the county;</li> <li>• <b>The negative impact of HS2</b> on the environment;</li> </ul>

Figure 11: The Environmental Risks to the success of the Buckinghamshire Economy

## SECTION D: OUR 2012 – 2031 STRATEGIC ECONOMIC PRIORITIES

### 5.0 KEY NATIONAL PRIORITIES

#### 5.1 Introduction

5.1.1 In this section of the plan, we seek to set out the strategic context in which this plan has been built, including key national policies, local arrangements etc.

5.1.2 Our key areas of focus for setting the scene for this plan are;

- **The Local Growth White Paper**
- **The Heseltine Review**
- **European Structural Investment Funding**
- **The Plan for Growth**
- **The Industrial Strategy & The Witty Review**
- **Smart Specialisation and Key Enabling Technologies**
- **Sustainable Growth**
- **Inclusive Growth**

5.1.3 We shall now go and explore each one of these key areas of national policy in turn.

#### 5.2 Local Growth

5.2.1 In October 2010, the Coalition Government published the Local Growth White Paper, setting out its approach to rebalancing the economy and helping drive sustainable growth by focusing on three key themes:

- Shifting power to local communities and businesses, by creating dynamic local enterprise partnerships;
- Increasing confidence to invest;
- Focused investment, by tackling barriers to growth that the market will not address itself.

5.2.2 The Government's Response to Lord Heseltine's Review, in March 2013, also set out the governments' vision for local growth: unleashing the ambition and creativity of local leaders, by devolving resource and responsibility to those places which can demonstrate credible and compelling economic leadership, in pursuit of growth.

5.2.3 The Government's Response to Lord Heseltine's review also confirmed the government's commitment to negotiating a Growth Deal with every Local Enterprise Partnership, building on the success of City Deals, and ensuring that no place gets left behind.

5.2.4 Through Growth Deals, the government has indicated that Local Enterprise Partnerships will also be able to seek freedoms, flexibilities and influence over resources from Government; and a share of the new Local Growth Fund to target their identified growth priorities.

5.2.5 In return, the Government expects Local Enterprise Partnerships to demonstrate a real commitment to the growth agenda, including the development of ambitious, multi-year Strategic Economic Plans (SEP's).

5.2.6 The government also expects the local authority members of Local Enterprise Partnerships to take up the challenge of putting economic development at the heart of all they do and work collaboratively across the Local Enterprise Partnership area.

5.2.7 On the 26th June 2013, the Chancellor also set out his spending plans for 2015-16, under the headings of reform, growth and fairness, stating that the 2013 Spending Review would 'turn Britain around'.

#### 5.3 European Structural Investment Funds

5.3.1 In addition to announcing plans to cut Government spending by a further £11.5 billion, the Chancellor announced its intention to drive economic growth, by committing £50 billion to the Local Growth Fund, to enable LEPs to invest in national infrastructure, the science sector and education.

- 5.3.2 Alongside the Local Growth Fund, every Local Enterprise Partnership is being given responsibility for drawing up investment plans for over £5 billion of European Structural and Investment Funds for England for the period 2014-2020.
- 5.3.3 More recently, the government has published a number of important strategy documents which set the framework for the development of LEP's Strategic Economic Plans. These include the Industrial Strategy, the framework for the Eight Great Technologies and the Witty Review, all of which have strong implications for local and sub-regional economic development.

## **5.4 Plan for Growth**

- 5.4.1 Our Strategic Economic Plan will contribute to three of the four key ambitions outlined in the government's Plan for Growth:
- Making the UK one of the best places in Europe to start, finance and grow a business.
  - Creating a more educated workforce that is the most flexible in Europe.
  - Encouraging investment and exports as a route to a more balanced economy.
- 5.4.2 Our Strategic Economic Plan contains activities which support businesses access the finance they need to grow; encourage investment and exports as a route to a more balanced economy; ensure the UK remains one of the top destinations for foreign direct investment (FDI); deliver an increase in exports to key target markets; stimulate increased private sector employment; invest in low carbon technologies; create a more educated workforce; support more apprenticeships than any previous government; increase in the participation of 16-24 year olds in employment or learning; narrow the educational attainment gap.

## **5.5 Industrial Strategy & The Witty Review**

- 5.5.1 The Buckinghamshire Thames Valley LEP area is packed with innovative firms, many of whom have achieved success in commercialising innovation. That said the amount of pure research being conducted in the LEP area is limited. A stronger focus on sector development, and the national attention to key enabling technologies, aligns well with our prioritisation of research and development.
- 5.5.2 The Witty Review identifies our comparative and absolute advantage in Life-sciences, Education, Professional Business Services and the Information Economy. Our own research indicates we possess particular strengths in test and measurement; micro-electronics; food science; and screen based industries, although a number of factors (such as the availability of suitable skills) are constraining these sectors from realising their true potential.

## **5.6 Smart Specialisation and Key Enabling Technologies**

- 5.6.1 Smart Specialisation is a major thrust of our 2014-2020 EUSIF plan. Making use of the RIS 3 approach to develop an approach to Smart Specialisation, we have developed and commissioned a range of studies, desk research and insights work to develop a deeper understanding of the local opportunities.
- 5.6.2 This work seeks to steer a path forwards to capitalise on the essential strengths of the Buckinghamshire Thames Valley LEP area in specific areas but also to ensure links are made across sectors and businesses.
- 5.6.3 Our Smart Specialisation study has initially provided a series of propositions based on those sectors previously identified as being relevant to the Buckinghamshire Economy. Over the next few months, this work will be developed further in time for the final January EUSIF Strategy submission.
- 5.6.4 The primary technology 'propositions' having been identified as having future potential for the Buckinghamshire Thames Valley Economy include Lightweight structures, composites, advanced materials, rapid prototyping; ICT, sensors, telemetry, and instrumentation; and screen and games based technologies.

## **5.7 Sustainable Growth**

- 5.7.1 In prioritising Sustainable Economic Growth, we are seeking to recognise that Buckinghamshire's strong natural environment is a key component of our competitive proposition; that we have a strong requirement to create local employment opportunities for large number of people that are currently out commuting; that moving towards a low carbon economy can help businesses reduce costs; and that commercial market opportunities for low carbon products/services exist which can help deliver growth.

- 5.7.2 Put simply, the primary focus of this aspect of this strategy is to retain and stimulate local job and business growth to ensure that the overall outcomes of the strategy are met.
- 5.7.3 In practice, we will achieve our goal of achieving sustainable economic growth by stimulating a greater number of local jobs; encouraging and promoting the adoption of tools such as green infrastructure planning, biodiversity off-setting and Payment for Ecosystems Services to secure a net gain for the natural environment; encouraging and promoting the development of decentralised energy networks and low carbon vehicles.
- 5.7.4 As far as commercial opportunities in the green economy are concerned, the energy and transport sectors offer the greatest potential. Biomass generation, in particular, utilising the major woodland assets in Buckinghamshire - present a strong opportunity to future development. In the low carbon transport sector, Buckinghamshire Thames Valley LEAs industrial base possesses significant capabilities in energy storage, powertrain and control technologies.

## 5.8 Inclusive Growth

- 5.8.1 Given the success of the Buckinghamshire Thames Valley LEP economy, it would be wrong to assume that we were not concerned about ensuring everyone was able to benefit from the growth of the local economy.
- 5.8.2 For us, it is vitally important to ensure that those people in Buckinghamshire that are currently socially and economically excluded are capable of playing a full part in, and benefitting from, the growth in the local economy.
- 5.8.3 Our approach to addressing this issue will focus on two key areas where we believe the LEP can have the greatest impact, including promoting employment, education and training as the route out of disadvantage, isolation and poverty; and promoting social investment. As far as this second point is concerned, this SEP includes proposals for a pilot project to encourage private sector investment in Real Estate Investment Trusts (REITs).
- 5.8.4 In adopting this focussed approach we recognise we will not satisfy everyone's aspirations, but need to recognise that the LEP has limited resources to invest in this area. Despite the lack of funding, we remain committed to ensuring we deliver an inclusive approach to growth to ensure we improve representation in the labour market and remove barriers to participation.

## 6.0 OUR 2012-2031 GROWTH PRIORITIES

### 6.1 BTVLEP's Ambitious Vision and Mission

- 6.1.1 Buckinghamshire Thames Valley Local Enterprise Partnership's vision is **to create a vibrant balanced competitive Buckinghamshire economy.**
- 6.1.2 Buckinghamshire Thames Valley Local Enterprise Partnership's mission is **to create the conditions that support our business to compete more effectively in the Global Race.**
- 6.1.3 As far as setting ambitious targets for the achievement of these goals are concerned, this plan proposes the targets shown below.

Overarching Goals	Narrative	Measure of Success	Target (2021/2020)
Economic Performance & Productivity	By 2020: <ul style="list-style-type: none"> <li>Achieve an average annual increase in Gross Value Added per capita of at least 3%.</li> <li>Narrow the gap in growth rates between the BTVLEP area and its nearest international neighbours.</li> </ul>	<ul style="list-style-type: none"> <li>Increase GVA per capita.</li> <li>GVA per hour worked.</li> </ul>	<ul style="list-style-type: none"> <li>To achieve additional GVA growth of £319m over the lifetime of this plan</li> <li>To Close the gap to achieve the G7 average.</li> </ul>
Skills Performance	By 2020,; <ul style="list-style-type: none"> <li>Increase the number of adults with the skills required for employability and careers in our key plan for growth sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Maximise number of people ready for employment at all skill levels, and ensure they are equipped to progress in the labour market.</li> </ul>	<ul style="list-style-type: none"> <li>To deliver a minimum of 5,216 Apprenticeship starts per annum.</li> </ul>

Sustainable Communities	By 2020: <ul style="list-style-type: none"> <li>• Achieve positive trends in energy generated from local sources;</li> <li>• Achieve a better balance between housing availability and the local jobs;</li> <li>• Maintain high employment rates;</li> <li>• Achieve measurable improvements in the quality, biodiversity and accessibility of green and open space.</li> </ul>	<ul style="list-style-type: none"> <li>• Local jobs growth.</li> <li>• Unemployment &amp; Claimant Count.</li> </ul> Rates	<ul style="list-style-type: none"> <li>• To generate 6,800 additional net new jobs above pre-recession peak by 2020</li> <li>• Youth claimant count rate is no more than three times the overall claimant count rate.</li> </ul>
-------------------------	---	--	--

Figure 12: Our High Level Growth Targets to 2031

## 6.2 BTVLEP’s Objectives

6.2.1 In November 2012, we published our Plan for Sustainable Economic Growth, which set out our Vision, Mission and overarching Economic priorities for the Buckinghamshire Thames Valley Region. This was supplemented, in October 2013, by the publication of our EU Structural Fund Investment Strategy and the underpinning Evidence Base.

6.2.2 Our stated economic priorities in these documents focus on;

### Sustainable Economic Growth

BTVLEP Priorities
<ul style="list-style-type: none"> <li>• <b>Forcing a step change in Buckinghamshire’s export performance:</b> particularly in mid-sized and large businesses, which appear to be lagging behind.</li> <li>• <b>Accelerating innovation in ambitious, growth orientated companies and our priority sectors:</b> particularly High Performance Technology (Micro-electronics, Test and Measurement; and Aerospace, Defence and Space); Life-sciences &amp; Medical Technologies (Drugs Manufacture &amp; Delivery Technology; Medical devices and Healthcare systems &amp; services); Information Economy (Cyber Security and Big Data); Creative Industries (Film, Digital Media; and Games Development); Food and Drink; Business Services; Tourism; Retail and Care.</li> <li>• <b>Operating the most professional “Open for Business” planning service in the Country.</b></li> <li>• <b>Stimulating more ambitious high growth start-up businesses:</b> particularly in the ‘Plan for Growth’ sectors in which our skills system and our strong industrial base excels.</li> <li>• <b>Plugging identified gaps in access to finance for high growth potential firms.</b></li> <li>• <b>Promoting business resource efficiency &amp; resilience;</b> to support businesses to reduce costs and waste.</li> </ul>

6.2.3 As far as investing in small businesses to stimulate **Sustainable Business Growth** is concerned (i.e. investing on the demand side of the equation/at the level of the firm) in a successful economy like ours is based on our empirical evidence that even businesses in successful economies like ours struggle to access the support they need to grow (market failure) and that incentivising them to ‘nudge’ them into action can generate significant returns for the UK Exchequer.

6.2.4 Our empirical evidence of the need to intervene on the demand side of the equation (albeit with a lighter touch than might be needed in other less dynamic economies) is included in the businesses cases for each of the projects we are looking for government support for – in the form of cases studies of real businesses that have approached us looking for support.

6.2.5 Despite recognising Buckinghamshire is never like to secure Assisted Area status, the opportunity to support small firm growth in Buckinghamshire with small scale capital investments does still exist (under the De Minimus regulations) and has the potential to generate significant returns for the UK Exchequer.

6.2.6 In addition to being the 2<sup>nd</sup> most porous LEP in the country, we also have the largest micro firm economy in the country. We only have 60 companies with over 250 employees. Although Buckinghamshire performs well for new firm formation, the lack of access to capital investment continues to constrain our small business. At 12.5%, Buckinghamshire’s proportion of small firms to have shown an increase in the number of employees is the lowest of any county council area, a position Buckinghamshire has held for every year since the indicator was launched in 2003.

## Business Critical Infrastructure

### BTVLEP Priorities

- **Improving broadband connectivity in the county**
- **Unblocking major commercial property investments which support the needs of business**
- **Making our major transport infrastructure fit for our economic purpose**
- **Fixing the utility constraints that prevent commercial site developments**
- **Ensuring housing growth develops appropriately to meet the needs of businesses & communities**

- 6.2.7 As far as investing in our **Critical Infrastructure** is concerned, the business case is again supported by our evidence base.
- 6.2.8 Last year, Buckinghamshire Thames Valley LEP ranked 2<sup>nd</sup> among LEPs<sup>11</sup> for housing completions. This, combined with the fact that Buckinghamshire is the 2<sup>nd</sup> most porous LEP in the country (with only 62.3% of residents working in the LEP area and 92,000 people out commuting) means congestion is becoming a significant constraint. These statistics, together with some of the empirical evidence we have from the increasing number of businesses that are complaining about road congestion, supports the business case for the need to improve our **transport infrastructure**. In addition, the impact of Cross-Rail, Evergreen3 and East West Rail within the period of this plan presents us with opportunities to promote and encourage modal shift, which is desperately needed if some of our Station Car Parks are to cope with the potential influx of new commuters.
- 6.2.9 Whilst Buckinghamshire is currently ranked 7th (of 39 LEPs in the country) in terms of the amount of commercial office floor-space we possess; we are also ranked 36th in the country for the amount of new commercial office floor-space developed between 1998 and 2008. We desperately need to refresh, regenerate and consolidate our **commercial property** stock. In addition, in order to generate the local contribution needed to make our transport asks more viable, we need access to more development finance, to enable us to cash-flow the employment space we need to underpin our transport asks.
- 6.2.10 42% of businesses in Buckinghamshire are home based SME's<sup>12</sup> - the second highest rate of any Local Authority area in the Country. This makes investment in **broadband infrastructure** vitally important. In a recent Buckinghamshire Business Survey, the second highest request from businesses for business support was assistance with ICT and e-commerce, at 43%. Whilst only 29% of businesses currently say their broadband speeds are too slow, we forecast the explosion in handheld devices and rich media content is likely to have an impact on this figure. In addition, accessing a mobile phone connection in large parts of Buckinghamshire is nigh on impossible.
- 6.2.11 Some of our **skills infrastructure** is desperately in need of investment to ensure it remains an attractive place for people to study. For example, SFA data reveals that Amersham and Wycombe College has some of the 7<sup>th</sup> worst quality estate of any publicly funded college in the country.
- 6.2.12 We also desperately need to find a new financial model to underpin the delivery of **affordable housing**. Buckinghamshire's housing stock is skewed towards larger houses, with a higher proportion of houses in Council Tax band G than any other county and the lowest proportion in bands A, B and C. Current indications are that the housing market is beginning to recover. That said, many young people and key workers are struggling to get on the housing ladder, as the 'traditional' RSL and public sector models for delivering affordable housing struggle to operate in today's market.

## Skilled, Flexible Workforce

### Skilled, Flexible Workforce

- **Improving the market intelligence about the local labour market:** to help providers meet employment need and provide high quality information and advice to young people and adults looking to enter employment.
- **Continuing to develop the number and range of apprenticeship opportunities within Buckinghamshire:** with a focus in key employment sectors e.g. engineering, digital ICT. Develop a much wider range of opportunities at Advanced and Higher apprenticeship levels.

<sup>11</sup> DCLG housing figures Quarter 3, 2013

<sup>12</sup> Insights Research Programme undertaken by Business Link, South East Business Monitor, combined dataset waves 8, 9, 10 & 11, un-weighted base: Key Statistics 2008.

- **Developing a more effective local system of careers advice and guidance:** to work with the local schools, colleges, providers and local employers to develop a more effective careers information system.
- **Improving the work readiness of young people:** to help our young people gain the employability skills they need to succeed in the workplace.
- **Promoting a skills system that is more responsive to the needs of local employers:** working with the local provider network to review the local curriculum offer increase the level of collaboration.
- **Providing a reference point for future skills needs:** to keep abreast of the innovation and skills needs of the future and to support the sector with help with innovation including plans for capital investment.

6.2.13 As far as a **Skilled and Flexible Workforce** is concerned, we desperately need to excite local young people to pursue STEM based careers and continue to invest in them to acquire higher level skills.

6.2.14 Whilst people who go through the school system end up leaving Buckinghamshire to pursue their studies (and don't return until their middle age), the majority of 'technician' level people that are left behind possess 'elementary' skills and aspire to work in 'elementary' professions.

6.2.15 The number of people studying Higher Level 'Technician' Skills, particularly in our 'Plan for Growth' sectors, has been in decline for a number of years. This is strangling our key sectors and making it nigh on impossible for employers to find the skilled people they need to help their businesses grow. In addition, current national policies on skills funding are squeezing the age bracket within which public funding can be used to address this to a very narrow band.

## SECTION E: OUR 2015 – 2021 LOCAL GROWTH DEAL ASK

### 7.0 AREA OPPORTUNITIES FOR, AND BARRIERS TO, GROWTH

#### 7.1 Introduction

7.1.1 In developing this Strategic Economic Plan, we have been asked to set out our funding forecast for 2015-2021. We have also sought to try and look at the future arrangements for Local Growth Funding and develop a more detailed investment plan for the BTV LEP Area.

7.1.2 In doing so, we have sought to:

- **Provide government with a view of our preferred funding ‘mix’** – recognising that the precise ‘mix’ of funding from 2016 - 2021 is yet to be finalised, but that we would ideally like the Local Growth Fund evolve to meet our needs;
- **Undertake an assessment of a range of ‘known’ schemes** – to enable us to assess their deliverability, viability, impact and value for money;
- **Undertake an assessment of known ‘market failures’ associated with these schemes** - that prevent them being brought forward without public subsidy;
- **Assess the impact a range of risk factors on the viability of particular projects** - such as the prevailing planning policy context) might have on the commercial viability of a particular scheme;
- **Identify where they might fit in our overall delivery programme**- short, medium or long term.

7.1.3 Despite having recognised that a number of external factors can impinge on viability of a particular scheme through this process, we have found it extremely worthwhile analysing the range of growth opportunities that existed locally.

7.1.4 Moving forward, the list of schemes we have analysed will be continually reviewed to assess their deliverability, and we envisage government will ask us to review the narrative set out in this section of the plan, and the attached appendices/detailed scheme information to develop an ‘Annual’ Delivery Plan;

7.1.5 Let us go on to assess where we would like to see Local Growth Funding being directed over the coming years and the kind of projects we would envisage supporting through those arrangements;

#### 7.2 Objective 1: Stimulating Sustainable Business Growth

7.2.1 The government has set out a strong vision for establishing a network of Local Growth Hubs across the UK that will drive SME growth by bringing coherence to the business support landscape, improving awareness, understanding and accessibility of the support available in the local area.

7.2.2 Local Growth Hubs will address the key weaknesses of the current business support system - duplication, poor coordination, complexity, difficulty of navigation and engagement.

7.2.3 The government has stated Local Growth Hubs **will be open to all SMEs that aspire to grow**, including the numerous smaller businesses not currently engaged. They will add strategic value to the business support system by ensuring the optimal balance between specialist, targeted national schemes (such as Growth Accelerator and MAS) and localised engagement and delivery.

7.2.4 Local Growth Hubs will build on existing organisational structures where possible, and focus on four main areas of activity:

- **Establishing a first stop shop:** to improve coordination, raise awareness and increase uptake of local and national business support by providing a single, local point of access for all businesses wishing to access business, innovation or trade support;
- **Management and strategic coordination:** to improve the efficiency, effectiveness and responsiveness of the local business support offer by understanding customer needs, improving coordination with national support efforts, eliminating duplication, evaluating and continually improving performance and closing local initiatives that no longer offer best value for money;
- **Improving the impact/reach of national policies:** signpost and/or broker access to national schemes as appropriate, use local funding to amplify/expand the provision of agreed national schemes, establish close working relationships with BIS, UKTI, TSB and other national government stakeholders to foster improved collaboration (e.g. over design of national programmes);



- **Creating bespoke business, innovation and trade support:** to plug gaps in the provision of business, innovation or trade support, to meet business needs in their area. These should not overlap or duplicate existing schemes and, where possible, should be co-designed with national government or other LEPs (e.g. to benefit from collaboration in design and management);
- 7.2.5 Our strategy for stimulating more sustainable business growth (and the priorities set out in the previous section of this plan) is predicated on the delivery of an approach which seeks to integrate a number of our key Local Growth Fund asks into services which we will commission in future through our EUSIF funds.
- 7.2.6 Our approach is also built on a business-like strategy which seeks to coalesce resources behind an absolutely crystal clear proposition and a delivery model which seeks to build on what existing capabilities we have got and remove duplication, waste and inefficiency wherever we see it.
- 7.2.7 Given that we have so little EUSIF funding, we feel it's really important to be absolutely clear about the proposed approach we will adopt.
- 7.2.8 In addition, given that Buckinghamshire Thames Valley LEP already has a BIS approved Local Growth Hub (which has been sustainable over the last few years through the direct support of businesses) we intend to build on that capability, not use government funding to duplicate or displace this investment.
- 7.2.9 The approach we are proposing is also based on a model which **seeks to increase the propensity of businesses to grow by using investment funds and the front line advisers in our local growth hub** to 'nudge' businesses into action. Ideally, we would like to see Regional Growth Funding deployed in Buckinghamshire to support:
- **A structured investment programme** which provides high growth businesses with the investment they need to grow;
  - **Additional front line 'Adviser' capacity** to enable us to deepen our relationships with growth orientated businesses and drive up demand for national support services;
  - **An increased number of Access points, hatcheries and drop in centres** to accelerate the growth of small firms;
  - **A strengthened Aftercare Service**, to engage with those businesses with the 'absorptive capacity' to grow;
  - **The Creation of a business-led Design Network** to promote the take up of design, as a pathway to innovation and new product development;
  - **Some dedicated capacity to accelerate the rollout of Business Improvement Districts across the locality** to encourage social action to regenerate and renew aged industrial estates.
- 7.2.10 We will build on these activities by using our EUSIF funds to create additional 'HORIZONTAL' business support services:
- **A strengthened Sustainability & Resource Efficiency Programme** which helps businesses reduce their costs and improve their productivity;
  - **An enhanced programme of Rural Business Support** to ensure there is parity of take up of business support in the rural business communities and to support the delivery of LEADER activities;
  - **A strengthened UKTI Trade Support Service** creating a dedicated local resource to improve the delivery and take up of UKTI services.
- 7.2.11 In commissioning services in this way, we intend to use the above Local Growth Funded activities as (in part) match funding to create the additional EU funded services described above.
- 7.2.12 In addition, to these services, we believe there is a strong business case for increasing the sector based business support that is available to businesses in some of our key 'Plan for Growth' Sectors. Ideally these sector focussed resources would be based in geographies of high business incidence (co-located on industrial parks, located near relevant research centres/skills assets) and include a business incubation and growth component to the services they offered.
- 7.2.13 Particular sector focussed services we would like to see supported over the lifetime of our Local Growth Deal, and which have a strong resonance in the BTVLEP area are;

- **High Performance Technologies (possibly co-located at Silverstone Innovation Centre)** –involving BTVLEP, SEMLEP and NEP to support early stage and small technology companies in Motorsport Valley to grow;
- **Film, TV and Visual Effects (possibly co-located at Pinewood Studios)** – involving Herts. LEP, BTVLEP and EM3 to support the growth of firms in the Film, TV and Visual effects sector;
- **Games and Connected Digital Economy (possibly co-located with the Next Gen Academy)** – again involving Herts. LEP, BTVLEP and EM3 LEPs;
- **The Visitor Economy (possibly co-located with Visit Bucks)** – potentially collaborating across the Thames Valley.

7.2.14 Ideally, we would like to link these specialist resources to our capital **investment plans to create a network of new hatcheries and incubation centres** linked to some of the industry concentrations and/or knowledge assets that we possess locally.

## 7.3 Objective 2: Business-critical Infrastructure

### Introduction

7.3.1 As far as the business critical infrastructure ask in our Local Growth Deal is concerned, we have identified a number of transport, commercial property, utilities and broadband priorities that we would like to see supported over the lifetime of the Local Growth Deal.

7.3.2 As far as transport infrastructure is concerned, these include investments in:

- **NATIONALLY SIGNIFICANT AND LOCAL transport infrastructure improvements** – which utilises the available Local Transport Majors (LTM) and Integrated Transport Block (ITB) funding to put in place transport infrastructure which reduces congestion, improves journey times /journey time reliability and regenerates our town centre transport infrastructure; and
- **NATIONALLY SIGNIFICANT SUSTAINABLE TRANSPORT INFRASTRUCTURE** – to improve connectivity between new and existing rail stations and major settlements in the Buckinghamshire Thames Valley LEP region (and beyond); encourage modal shift; integrate transport systems and promote low carbon vehicles;

7.3.3 As far as commercial property is concerned, we would ideally like an **increased allocation of capital funding to enable us to** accelerate the development of the **COMMERCIAL PROPERTY** in our locality. This would support us in the achievement of our goals to undertake Town Centre Regeneration, develop a network of new hatcheries and incubation centres, linked to some of the nationally significant industry concentrations and knowledge assets that exist locally.

7.3.4 As far as Broadband is concerned, we pleased to see that localities have recently been offered an **allocation of the new DCMS Broadband funding**, enabling us to mainstream this into our existing (part BDUK funded) Superfast NGA programme. We are also interested in exploring the potential of delivering an innovative **5G mobile broadband pilot** - building on the unique strengths of Greater Thames Valley LEP universities and establish this area as THE place for business to invest in Mobile Broadband and aligned technologies.

7.3.5 As far as Housing is concerned our biggest challenge is not in delivering housing numbers, but in ensuring we develop appropriate levels of affordable housing to meet the needs of local communities. In response to this issue, we propose to **launch an innovative Real Estate Investment Trust (REIT) Social Housing pilot**, which attempts to capitalise on local businesses needs for affordable housing, by encouraging them to invest in a delivery vehicle which can deliver a 3-8% return on investment.

7.3.6 Let us go on and examine each one of these priorities one by one.

## Transport Infrastructure

7.3.7 At the beginning of 2013, Officers at Buckinghamshire County Council developed an Infrastructure Register on behalf of BTVLEP, which contained 72 transport schemes, which were drawn up from a range of sources.

7.3.8 This included schemes proposed in the Local Transport Plan (2011-2016); the Infrastructure Delivery Plans of the three district councils with adopted Core Strategies and the Buckinghamshire Infrastructure Study (2008). Schemes in Aylesbury Vale were also proposed in the 2009 Transport Strategy for Aylesbury. This list was then supplemented through discussion with partners.

7.3.9 Then, in March 2013, the BTVLEP Board agreed to the principle of LTB funding remaining within the control of the Buckinghamshire Local Transport Board (LTB), whose geography is contiguous with BTVLEP's and the local Transport Authority (Buckinghamshire County Council)

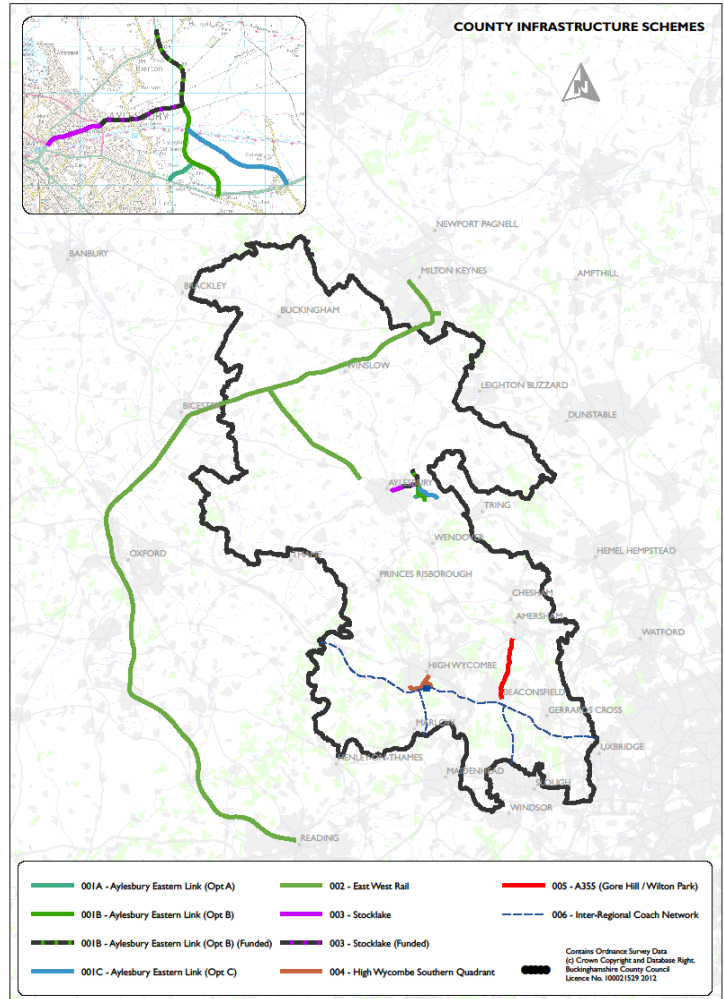
7.3.10 In order to prioritise schemes, Jacobs, Buckinghamshire County Council's retained transport consultants were commissioned to develop an Infrastructure Appraisal Tool (IAT). The IAT assessed these 72 schemes and options against strategic objectives drawn from BTVLEP's Manifesto for Growth, the County Council's Strategic Plan and Local Plans. Other criteria used were based upon the Department for Transport's (DfT) funding requirements, to ensure that schemes which were put forward were acceptable to DfT

7.3.11 The DfT criteria applied in the IAT included employment delivery including at existing and planned Strategic sites; housing delivery at existing and planned Strategic sites; affordability (i.e. cost and known or potential funding); deliverability (community support, technical feasibility, funding certainty); and positive or negative impacts on health, greenhouse gas emissions, deprivation.

7.3.12 Then, in July 2013 following consultation with the BTVLEP Board and Stakeholders, the LTB met and considered the initial list of transport schemes that were proposed for further development using the initial £12.4m of Local Transport Majors (LTM) funding that DfT had allocated to Buckinghamshire (with this figure having fallen to £8.3m after CSR2013). These schemes were;

- Aylesbury East (Southern) Link Road
- East West Rail
- Stocklake Link, Aylesbury
- High Wycombe Southern Quadrant Transport Strategy
- A355 Wilton Park/ Gore Hill

7.3.13 In light of the LTB prioritising these schemes and the need to progress Design and Feasibility work for a number of other important transport schemes, Buckinghamshire County Council, in its capacity as a Transport Authority, allocated £6m of Design and Feasibility funding to a range of different schemes across Buckinghamshire (including those on the above list), to enable 'Strategic Business Cases' to be developed.



**Fig 13: LTB Prioritised Schemes under the first tranche of LTB funding**

- 7.3.14 Following the release of the Local Growth Fund Guidance in July 2013, BTVLEP refreshed the membership of its Infrastructure sub-group to draw in representatives from the Transport Authority, District Councils; Private Sector Development Community; Local Delivery Vehicles; FE Colleges; HE institutions; and Business Support Organisations.
- 7.3.15 This group met on a weekly basis to go through the entire list of schemes developed through the previous exercise undertaken by the Local Transport Body to review the evidence base; discuss the schemes; and debate options, deliverability, timescales, local contributions, risks and costs. This has resulted in the development of a shared transport story, which is set out below and in the attached appendices. In adopting this process, we specifically set out to try and develop a Strategic and Operational Transport Infrastructure Plan, for inclusion in the SEP.
- 7.3.16 What this process also demonstrated to us was that;
- There didn't always appear to be a direct correlation between the national significance of a scheme and its viability;
  - The tendency to want to parcel up large schemes into smaller elements helped increase its deliverability, but this often had a negative impact on others perception of its national significance, and could potentially diminish the viability of certain components of a scheme;
  - The status of individual local authorities plan making processes, and the individual authorities progress in implementing robust CIL/Section 106 policies can have an impact on the viability of certain transport schemes;
  - A number of schemes were at various stages in the planning application process and consequently it was difficult to accurately pinpoint the exact quantum of developer funding that was likely to come forward;
  - It is important to regularly refresh all our Strategic Business Cases, in order to be able link smaller schemes together to create more strategic schemes;
  - The ring fencing of the various elements of DfT's Local Transport funding can sometimes work against its deployment;
  - Because developer contributions are vitally important in underpinning the costs of improved transport infrastructure, its vital that the processes used for applying for funding recognises this
- 7.3.17 Given the above, we have also concluded that in order to maximise our chances of securing the maximum amount of local contribution towards our transport infrastructure aspirations, it is vital that the LEP establishes a really effective mechanism for making sure the local planning authority, the transport authority, and the public sector development community work as closely as possible with each other and think as creatively as possible about how best to generate the appropriate quality and quantity of infrastructure needed to support any development (and vice versa).
- 7.3.18 In establishing Buckinghamshire Advantage as a local delivery vehicle - to be guided and led by our 5 local authorities and the business community - we believe we have a vehicle which genuinely distinguishes us from other LEPs and should give DfT the confidence of knowing this LEP is committed to trying to secure more local contribution to important transport schemes.
- 7.3.19 Recognising that our priorities can also obviously change over a 5 year timeline (based on what enabling development we are successful in securing) we have chosen to follow DfT's advice in how best to make our transport ask by first setting out our transport evidence base/telling our strategic story of place before making a number of direct asks of government.

### **Our evidence base of our 2015-2021 transport investment needs**

- 7.3.20 Transport plays an essential part in every aspect of our daily lives, from supporting the UK economy through the movement of people and goods, getting people to work and food to the supermarkets.
- 7.3.21 The scale of global transport is astonishing. However, the impact of growing demand for transport is clearly reaching saturation point. Congestion plagues every global economy, having knock on impacts to the environment, health, the economy and energy.
- 7.3.22 Given the future growth forecasts, it could be argued that the issue now demands a step change in system performance to deliver a genuinely sustainable transport system.

7.3.23 In Buckinghamshire, road congestion, unreliable journey times and poor connections to global markets are also creating a barrier to economic growth.

7.3.24 Buckinghamshire's transport infrastructure has largely been shaped by its position within the United Kingdom. Most routes between the UK's two largest cities, London and Birmingham, pass through the BTVLEP area.

7.3.25 As can be seen from the map opposite, the north of the county, in particular, suffers from particularly poor connectivity to other major employment centres.

7.3.26 Buckinghamshire's road network is still largely composed of single carriageway roads, with a few exceptions. There are no major roads that run directly between the south and north of the county (e.g. between High Wycombe and Milton Keynes).

7.3.27 Aylesbury and High Wycombe are the focal points of Buckinghamshire's road network.

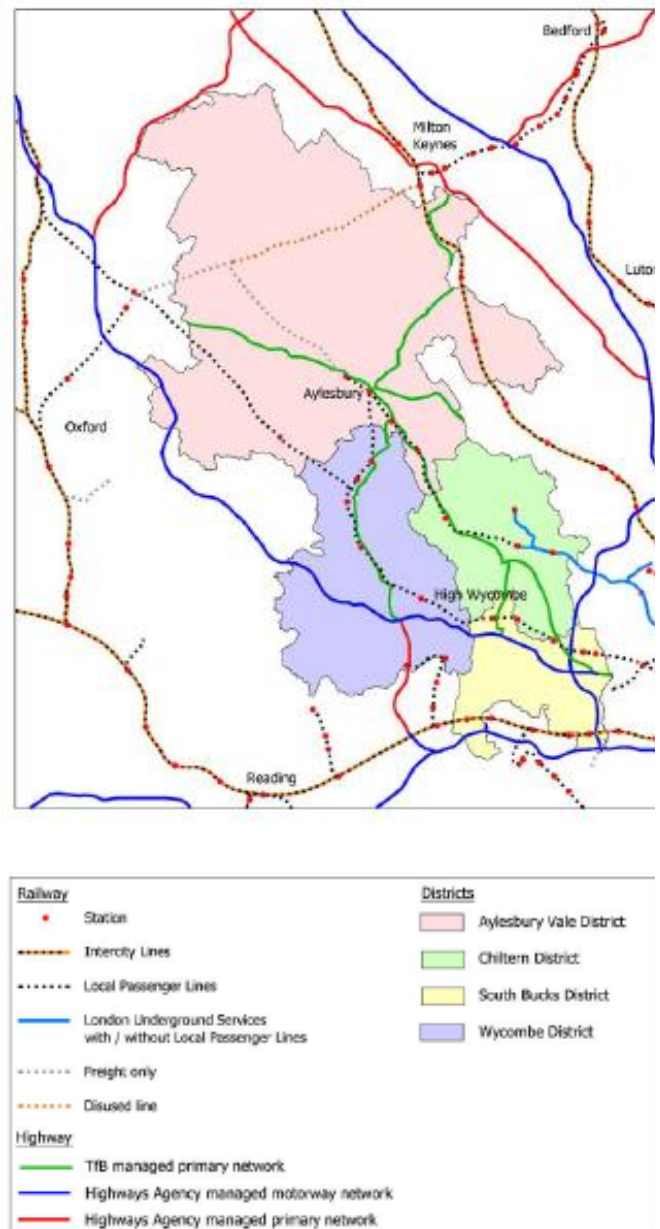
7.3.28 The A413, A418, A41 and A4010 roads (all of which are principally single carriageways as they approach and within Aylesbury) all converge on the town. As the town doesn't have a network capable of re-routing traffic bypassing the town the centre of Aylesbury suffers from serious traffic congestion problems during peak hours.

7.3.29 In High Wycombe, the A4010 from Aylesbury meets the A40 to the north west of the town and the A404 and continues south on single width carriageway to M40 motorway, which passes the town to the south. The A404 from Amersham meets the A40 in the centre of Wycombe and continues south beyond the M40, towards Maidenhead.

7.3.30 As far as rail is concerned, Buckinghamshire is served by the Chiltern railway line between London and Birmingham, the Great Western railway line between London and the West Country, and the West Coast Mainline between London and the North. In addition to this Amersham, Chesham and Chalfont and Latimer are served by the London Underground network.

7.3.31 Whilst almost all stations and branch and connecting lines in north Buckinghamshire were closed in the 1960's, Chiltern Railways opened Aylesbury Vale Parkway 2 miles north of Aylesbury in 2010. Most lines in the south survived as busy London commuter routes.

7.3.32 Outside of the interurban bus services that operate within the county, there is little by way of a national network of bus/coach services linking local centres to key regional centres outside the county. Denham is currently served by a service between Harlow-Hertford-Watford-Heathrow (60-120min frequency daily). Stokenchurch and High Wycombe are served by a service between Oxford – Luton - Stansted Airport (daily every 2-3 hours). Buckingham is served by a service between Oxford-Bicester-Milton Keynes-Bedford-Cambridge (30-60min frequency daily). Just beyond the county boundary there are existing longer distance bus/coach stops at: Lewknor (high frequency London-Oxford services); Milton Keynes Coachway (National Express Services); and Hemel Hempstead (services to London). This limited



**Fig. 14: The Strategic Rail and Highway Network in Buckinghamshire**

network results in poor journey times and/or frequencies between the main urban centres within the county and those in neighbouring authorities.

- 7.3.33 Heathrow Airport, the largest and busiest in the UK, is the nearest international airport for much of the county and is some 20 miles south east of High Wycombe down the M40 and M25. London Luton Airport, the fourth largest airport serving the wider London catchment and the fifth busiest in the UK, is some 26 miles cross country east of Aylesbury.
- 7.3.34 As far as Waterways are concerned, the Grand Union Canal runs through the county, branching from Marsworth to Aylesbury and Wendover. The Aylesbury branch remains active to this day, whilst the Wendover arm was closed over a century ago. However it is now being restored by a volunteer trust who have reopened it as far as Little Tring. It is presently being restored back to Aston Clinton. Another branch which is the subject of restoration efforts is the branch to Buckingham.
- 7.3.35 The **evidence base** for our strategic transport needs has been built on a deep analysis of a range of documents and datasets (including Local Transport Plans; Local Transport Models; Business Surveys; Census Data; Our Strategic Housing Market Assessments; and Rail Demand Studies) and been augmented through discussions with a range of discussions with neighbouring LEP's; Transport Specialists, Local Authority Planning Officers and local businesses, politicians, developers and landowners.
- 7.3.36 Collectively, this evidence tells us that Buckinghamshire has approximately 2012 miles of roads and 2,065 miles of public rights of way. There are over 3.9 billion vehicle miles travelled annually in the county by residents, businesses, visitors and those passing through. This includes trips on the motorway network. The number of trips made in Buckinghamshire is currently forecast to grow by 28% between 2010 and 2026<sup>13</sup>.
- 7.3.37 It also tells us that Buckinghamshire is soon to benefit from a range of significant Rail investments;
- In 2011 the government announced financial support for re-opening of **East West Rail** line, linking Aylesbury and Oxford to Milton Keynes and Bedford, with a new station at Winslow. This included provision for connectivity to Aylesbury Vale Parkway, into London. Whilst this will go some way towards improving the connectivity of the north of the county when it opens in 2017, its unlikely in isolation to alleviate the road congestion that exists in the north south routes through the county.
  - In 2013, Chiltern Railways announced they would start a fast Marylebone-Oxford service via Wycombe, Princes Risborough and a new Bicester chord, **Evergreen3**, which is due to open in 2016.
  - In the South, **CrossRail** will open in 2018, connecting Maidenhead to Acton Main Line, with an underground spur to Heathrow Airport. The main route will include upgrading the stations at Maidenhead, Taplow, Burnham, Slough, Langley and Iver.
- 7.3.38 In addition, under current plans, HS2 - the high-speed line connecting London to Birmingham - will open in 2025, but without any stations in Buckinghamshire. Subject to the outcome of the Davies Commission and a government decision following the 2015 general election, surface connectivity including a possible HS2 link may be improved to Heathrow through additional lines, services and stations. These may also serve the south east corner of the county as well as West London and Slough.
- 7.3.39 Our evidence base also tells us that Buckinghamshire is actually the most porous LEP in the county, with only 62.3% of residents working in the County (the lowest proportion of any Local Enterprise Partnership, behind neighbouring Hertfordshire at 66.2%). Whilst 92,000 people out commute out of the LEP area every day, 48,000 people also in commute.
- 7.3.40 The most common places of work for Buckinghamshire residents are presented in Table overleaf.
- 7.3.41 Although 35,000 residents commute to London, almost a third of this total is made up by residents from the south of the county working in neighbouring Hillingdon and so may owe more to local commuting effects than the lure of London

---

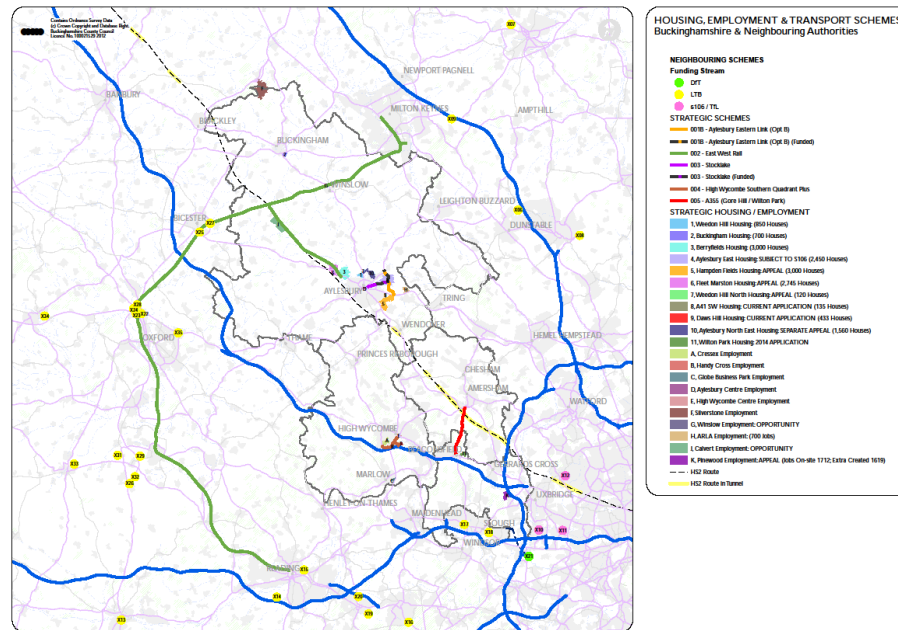
<sup>13</sup>Department for Transport TEMPRO v6.2 prog, dataset 5.4

Aylesbury Vale		Chiltern		South Bucks		Wycombe	
LAD	Commuters	LAD	Commuters	LAD	Commuters	LAD	Commuters
Aylesbury Vale	52,622	Chiltern	20,836	South Bucks	10,693	Wycombe	51,573
Milton Keynes	4,606	Wycombe	3,655	Slough	4,280	Chiltern	3,181
Wycombe	3,840	Hillingdon	2,042	Hillingdon	3,573	Windsor and Maidenhead	3,132
Dacorum	3,226	South Bucks	2,042	Windsor and Maidenhead	1,753	South Bucks	2,864
South Oxfordshire	2,603	Westminster	1,958	Wycombe	1,440	Hillingdon	2,572
Chiltern	1,914	Dacorum	1,072	Westminster	1,016	Slough	2,177
Central Bedfordshire	1,683	City of London	907	Chiltern	848	Aylesbury Vale	1,777
Cherwell	1,673	Slough	851	Ealing	670	Westminster	1,513
Westminster	1,258	Aylesbury Vale	837	Hounslow	562	South Oxfordshire	1,395
Oxford	1,021	Three Rivers	733	City of London	390	Ealing	788
Hillingdon	884	Ealing	641	Spelthorne	257	Reading	676
South Northamptonshire	607	Camden	591	Hammersmith and Fulham	246	Wokingham	672
Luton	590	Watford	512	Camden	245	Dacorum	603
City of London	583	Windsor and Maidenhead	476	Bracknell Forest	238	City of London	538
Watford	497	Harrow	429	Wokingham	207	Bracknell Forest	511
Slough	468	Hounslow	357	Brent	205	Hounslow	506
Camden	456	Brent	293	Harrow	192	Camden	450
South Bucks	452	Hammersmith and Fulham	272	Reading	188	Oxford	377
Three Rivers	349	Islington	233	Runnymede	175	Hammersmith and Fulham	338
St Albans	332	St Albans	205	Three Rivers	171	Harrow	288
Windsor and Maidenhead	328	Kensington and Chelsea	191	Aylesbury Vale	170	Brent	270
Harrow	257	Tower Hamlets	190	Kensington and Chelsea	132	Three Rivers	260
Hounslow	254	South Oxfordshire	160	Watford	118	Runnymede	257
Vale of White Horse	248	Hertsmere	153	Dacorum	115	Watford	224
Ealing	239	Southwark	152	South Oxfordshire	99	Spelthorne	205
Northampton	231	Reading	151	Islington	96	West Berkshire	202
Islington	214	Milton Keynes	150	Southwark	90	Southwark	168
Brent	199	Bracknell Forest	139	Tower Hamlets	86	Kensington and Chelsea	162
Hertsmere	182	Barnet	136	West Berkshire	76	Cherwell	157
West Oxfordshire	177	Wokingham	134	Wandsworth	68	Islington	155
Welwyn Hatfield	172	Spelthorne	114	Richmond upon Thames	67	Vale of White Horse	136
Tower Hamlets	159	Lambeth	108	Barnet	66	Milton Keynes	134
Southwark	155	Runnymede	102	St Albans	60	Tower Hamlets	131
Hammersmith and Fulham	150	Central Bedfordshire	97	Lambeth	60	Hertsmere	130
Bracknell Forest	147	Welwyn Hatfield	95	Elmbridge	53	Barnet	123
Reading	146	Luton	86	Hertsmere	51	Lambeth	117
Bedford	142	Oxford	71	Basingstoke and Deane	50	Richmond upon Thames	108
Barnet	139	Richmond upon Thames	68	Surrey Heath	50	St Albans	102
Wokingham	127	Hackney	62	Woking	49	Surrey Heath	100
Kensington and Chelsea	103	Elmbridge	57	Milton Keynes	42	Guildford	99
Lambeth	102	Cherwell	53	Oxford	42	Basingstoke and Deane	98

**Table 4: Place of work of Buckinghamshire residents. 2011. APS. ONS. 2013**

- 7.3.42 Milton Keynes and Slough are both ahead of the central London destinations of the cities of Westminster and London and the Boroughs of Camden and Southwark.
- 7.3.43 The most common places of residence for those working but not living in Buckinghamshire are Windsor & Maidenhead (4,300), Central Bedfordshire (3,900), Slough (3,600) and Dacorum (3,000).
- 7.3.44 In addition, our discussions with neighbouring LEPs also tells us that there are a number of issues concerned with activities beyond the BTVLEP border that either impact on the Buckinghamshire transport network and our Plan's objectives. These include:
- Cross border growth and associated travel demand increases that will increase pressure on our strategic routes. Neighbouring local land use plans are at various stages in their adoption. However the areas likely to accommodate significant growth (over 10,000 new homes) in the next 15 years are Milton Keynes, West Northamptonshire (including Northampton, Daventry, Brackley and Towcester), Wokingham, Dacorum (focused on Hemel Hempstead) and Central Bedfordshire (focused on Luton/Dunstable/Houghton Regis and Leighton-Linslade). Other notable proposed developments include an eco-development at Bicester and growth in Slough and Maidenhead.
  - Cross border growth also includes significant commercial and mixed use developments that in many cases will accompany the above proposed new housing allocations. Notable proposed developments on or close to the county boundary include Silverstone and the 700 ha Heathrow Opportunity Area (9,000 new jobs and homes) identified in the Draft Replacement London Plan (2009).
  - Improvements to key rail routes. During the lifetime of this plan, East West Rail, CrossRail and Evergreen 3 will all come on stream. Whilst these improvements are welcome, we need to recognise the need to develop a much more integrated transport model, which looks at how commuters access these new services.
  - The lack of attractive interurban express bus connections within Bucks and between neighbouring counties. This greatly reduces the potential for people to travel by public transport beyond trips by railway which has limited coverage in the county particularly in the north, and local buses.

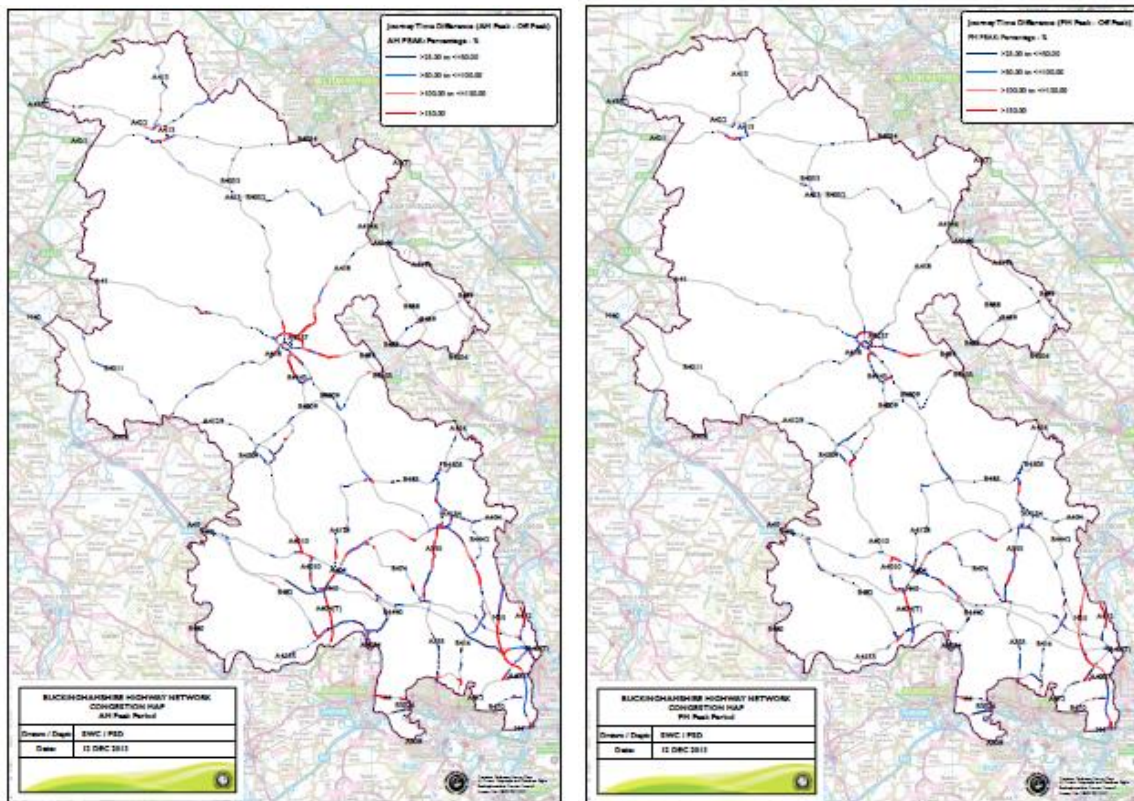
- Accessibility, particularly by sustainable modes, to urban centres or travel hubs/stations outside the county but used by Buckinghamshire residents such as Tring, Leighton Buzzard and Slough.



**Fig 15: Schemes prioritised by neighbouring Local Enterprise Partnerships**

- 7.3.45 Because we recognise congestion is generated by inbound and outbound commuter, leisure and business travel to and from areas outside the county, we also recognise how important it is to invest in both internal and cross boundary transport infrastructure. In addition, we recognise how improvements to infrastructure outside the county can have a positive impact on local residents and businesses.
- 7.3.46 In developing the transport element of our Strategic Economic Plan, we have sought to take account of these cross border issues and neighbouring LEP and LTB priorities. For these - and any other cross border issues in this Plan - partnership working will be crucial. Primarily with neighbouring authorities, but also other partners such as the Highways Agency, Network Rail, Train Operating Companies and neighbouring Local Enterprise Partnerships. Hence, partnership working comprises a significant area of work in this Strategic Economic Plan.
- 7.3.47 As far as the BTVLEP area is concerned, our two largest centres of population are the towns of Aylesbury and High Wycombe, with total populations of 69,000 and 92,300 respectively.
- 7.3.48 These urban areas accommodate around a third of the county's total population. Due to the county's relevantly high level of affluence and rural nature the car is, and will likely remain, the mode of choice for many people for the foreseeable future. The importance of the car driver is highlighted by the fact that 87% of households have access to one or more cars and the county's traffic flows increased by approximately 3.7% between 1999 and 2009.
- 7.3.49 Traffic congestion and disruptions on the road network clearly has an impact upon the county's economy. High traffic volumes and flows, limited road capacity, estimated traffic growth and changing travel patterns involving longer journeys all contribute directly to congestion. The county's significant housing and employment growth will generate additional travel and place increased demand upon the network.
- 7.3.50 Traffic growth will not be evenly spread throughout the day, as up to 40% of daytime journeys are made in the morning and evening peak periods (0700-0900hrs and 1600-1800hrs). As a result traffic growth will have a disproportionate effect on the road network during these times when many areas are already at, or exceeding capacity. It is highly likely that the biggest impact will be felt on the strategic interurban routes and the routes into and around the principal urban centres.
- 7.3.51 Data collected by the DfT indicates that congestion in Buckinghamshire is comparable to that experienced in most counties bordering London. It is also worse than that experienced in those local authorities immediately west, north and north east of the county.





**Fig 16: Highway Congestion in Buckinghamshire – AM Peak and PM Peak (based on 2013 TrafficMaster data)**

- 7.3.52 Travel patterns across the three key urban and population centres in Buckinghamshire (Aylesbury, High Wycombe and Chesham & Amersham) are very different. Car and bus use is particularly high in High Wycombe. The greatest proportion of walkers and cycling is in Aylesbury in part due to the topography, and the highest proportion of train use is in Chesham and Amersham, reflecting the level of train access. Car use in the county is higher than the regional average.
- 7.3.53 The maps on the previous page, shows congestion levels in Buckinghamshire, based on TrafficMaster data. The sections shown to suffer most from severe congestion during the peak periods are the motorways, a number of strategic highway network sections, a small number of other A and B roads, and some pinch points in our urban areas and at key intersections.
- 7.3.54 Highway access and congestion generated by commuting and business travel to and from employment centres in and outside the county is a particular issue which gives cause for concern. High Wycombe and Aylesbury draw commuters in, whilst large centres such as London, Milton Keynes, Oxford, Reading and other Thames Valley towns draw people out. This puts pressure on the principal road network.
- 7.3.55 Transport, particularly how it is integrated into land use planning, has a crucial role to play in the successful delivery of town centre regeneration. Aylesbury and High Wycombe face intense competition from rival centres such as Milton Keynes, Watford, Slough, Reading, and Oxford. The regeneration of towns is required to attract private sector investment to avoid the town centres stagnating, and to support a mixed and vibrant town centre economy. Growth in and around both towns, necessitates that the town centres develop and grow to be able to support the varied needs of the population. Failure to do so will result in the towns becoming increasingly dormitory, and encourage people to travel further to more distant centres, thereby worsening congestion and carbon emission levels.
- 7.3.56 The same argument applies to the county's smaller, but no less important local centres and market towns. These cater for the needs of significant rural catchments, and provide local services to residents. These centres must be attractive and accessible to encourage their continued use and development. Vibrant and attractive centres of all sizes will be important to the future success of the economy, given

the role they play in developing and creating new businesses, providing new homes and attracting visitors to the county.

- 7.3.57 A number of recent transport studies have outlined that the north of the county is perceived as being relatively inaccessible by businesses and residents alike. Those areas of the county that are better connected can suffer from unreliable journey times, notably in the south. Some of the specific connectivity issues identified include;
- Poor connectivity to neighbouring centres and employment areas;
  - Poor north-south highway connections, in terms of journey times, speeds and reliability;
  - High dependence on the private car;
  - For many in Buckinghamshire, public transport is currently not a viable, realistic alternative, as the point-to-point journey times are typically between two to two-and-a-half times longer than by car;
  - The road and rail radials from London are heavily congested;
  - Aylesbury has poor connectivity with neighbouring urban centres, with the fastest options involving journeys in excess of one hour;
  - Poor and congested east-west connections between Bedford, Milton Keynes, Aylesbury and Oxford;
  - Bottlenecks remain on the key roads entering our town centres, notably Aylesbury and High Wycombe, but also Chesham and Amersham; and
  - Considerable peak period congestion exists in all our town centres, and on strategic road links to the motorway network in Wycombe and South Bucks.

### **Our Strategic Transport Objectives**

- 7.3.58 Given this starting point, our key transport objective is

**To create a smart, integrated, transport network, which provides excellent multi-modal connectivity between key areas of housing and economic growth across the wider sub-region.**

- 7.3.59 In order to deliver this objective, we have prioritised a number of key transport aims which have been designed to support sustainable economic growth. These are:
- **Improving connectivity between the national road network and key employment hubs;**
  - **Improving connectivity between major settlements and key economic centres;**
  - **Improving connectivity between major settlements and existing/new rail connections;**
  - **Supporting employment and housing enabling transport infrastructure;**
  - **Supporting the regeneration of our Town Centres;**
  - **Reducing congestion, improving journey times and journey time reliability;**
  - **Ensuring we maintain a high quality of life and natural environment, by promoting low carbon vehicles, innovative travel solutions; and reducing the inefficiency in existing transport systems;**
  - **Delivering a more co-ordinated and commercial approach to transport infrastructure and land-use planning.**
- 7.3.60 Achieving the aims listed above is fundamental to ensuring the future smooth operation and growth of the Buckinghamshire Economy.
- 7.3.61 In order to understand how the above aims can have a positive impact on the sustainable economic development of Buckinghamshire, and the wider sub-region, we will now go on to look at each one of them individually.
- 7.3.62 It's probably worth stating that our planning assumptions in building the transport priorities set out in this plan are that;
- HS2, as part of their mitigation measures will be pick up the costs of
    - **A41 Waddesdon Relief Road;** and
    - **Stoke Mandeville A4010 Realignment**
  - Schemes that we have assessed as being currently out of scope (either because the planning context is not yet set for them, or they currently look financially challenging to deliver) include;
    - **Aylesbury North East Link Road;**

- **Aylesbury Bus Station Scheme;**
- **Buckingham Western Bypass;**
- **Aylesbury Southern Link Road;**
- **A4010 Bradenham Improvements;**
- **Princes Risborough Bypass;**
- **Princes Risborough Infrastructure Package;**
- **Junction 6 M40 to Aylesbury Link;** and
- **Iver Relief Road.**

7.3.63 That said, because we believe one or two of the above schemes will emerge through the local planning process before 2021 and quickly become viable, nationally significant transport schemes (and so as to not contravene Local Planning Policy) we have created a contingency fund in our financial plans to support one or two of these key schemes.

### **Improving connectivity between the national road network and key employment hubs**

- 7.3.64 An analysis of current employment trajectories, congestion patterns, business feedback and future potential development opportunities, has led us to conclude that there are a number of key infrastructure developments linked to the national road network in Buckinghamshire that could help reduce traffic congestion locally; improve journey times and journey time reliability; and unlock major development opportunity sites.
- 7.3.65 Given recent revisions to planning guidance which will enable more large-scale development near motorways and 'A' roads, we believe the **M40 growth corridor, from Junction 3a northwards**, provides the Highway Agency with a major opportunity under the Route Based Strategies programme. In addition, the connectivity that the **M40** provides to the **A34 and A43** corridors makes this a very important transport corridor for our neighbouring Oxfordshire and Northamptonshire LEPs and their future economic development plans.
- 7.3.66 In addition to potentially supporting improved connectivity to a number of major settlements and opportunity sites Junction 3 and 3a (**High Wycombe**, the Abbey Barn and Gomm Valley Opportunity Sites); Junction 4 (**High Wycombe** - Globe Park and Cressex Industrial Estate and A404 link to the Thames Valley); Junction 5 (Stokenchurch); Junction 6 (**Princes Risborough**); Junction 7 and 8 (**Haddenham Business Park**); Junction 9 (**Bicester** and **Wescott Venture Park**); and Junction 10 (**Silverstone Race Circuit**), we also believe the M40 corridor includes a number of other potentially highly viable opportunity sites (north of Junction 3a) which the Highways Agency might consider bringing forward as potential development sites.
- 7.3.67 Recognising that the Highways Agency are likely to favour schemes which are capable of accommodating viable linked developments and which deliver a reasonable payback period, we believe **Junction 3A on the M40** is a scheme of particular merit. This scheme could potentially unlock development sites near to Junction 3a (including the Kingsmead Netball Centre and Westfields area); and provide a new limited access motorway junction between Junction 4 (Handy Cross) and Junction 3. An eastbound off-slip and westbound on-slip slip would provide more direct access to the motorway network and relieve significant pressure on the southern quadrant of High Wycombe and Handy Cross junction and employment centre. Allied improvements to the local network (which could come forward in advance of the main junction improvements) could include options for joining the A40 to London Road, Gomm Road bridge, Abbey Barn Lane and Spring Lane.
- 7.3.68 In addition, we believe the **signalisation and improvement of the A412 at Junction 1 on the M40** would also significantly improve journey times and journey time reliability. This Junction already had its slip roads signalised.
- 7.3.69 Implementing improvements to the **A404 / A4155 Westhorpe Interchange** will help address congestion and road safety concerns at this potentially strategic employment site. Signalising the Interchange would reduce congestion on the slip roads and vehicles queuing back on to the A404, reduce vehicle speeds on the A4155, increase safety for pedestrians and cyclists and increase access for pedestrians and cyclists across the junction. Priority calls would be incorporated for the fire service, which is located nearby. In addition to these developments, further Strategic Employment sites may be unlocked through the reparation of the next Development Plan.

7.3.70 Lastly, we are particularly keen to see the Highways Agency, the M40 Chilterns Environmental Group and Wycombe District Council bring forward their Solar Noise barrier project on the M40. Indeed, if the end beneficiaries of the solar power were businesses, the project may be something that could secure EU funding to support its rollout.

### **Improving connectivity between major settlements and existing/new rail connections**

7.3.71 In addition to bringing forward investment in key road infrastructure, BTVLEP is also keen to see Network Rail, train operators and Government improve rail infrastructure, service patterns, connections, frequency and journey times to destinations in the LEP area and key destinations and with local partners to improve access to stations.

7.3.72 A particular rail scheme which is really important to improving rail connectivity between East-West Rail and London, and relieving pressure on the roads includes **The Aylesbury to Princes Risborough route upgrade**. This scheme is important to Buckinghamshire because the provision of a passing loop between Princes Risborough and Aylesbury will enhance connectivity and facilitate two-way running and the provision of EWR through-services to Marylebone. Ideally, we would like to see these improvements brought forward as Part of the East West Rail Project, to achieve a Milton Keynes – Aylesbury – High Wycombe – Thames Valley strategic public transport route.

7.3.73 Two other potentially interesting rail schemes that we believe are worthy of investigation are;

- The potential of **re-opening the Wycombe to Bourne End Rail Link**. This route could utilise the remaining parts of the original rail alignment and therefore avoid interaction with general traffic and provide a good quality light rail scheme possibly connecting Maidenhead and High Wycombe. A light rail service would provide easy access to, and increase catchment for Crossrail at Maidenhead, electrified services along the GW main line with possible access to Heathrow. Through services HW-Maidenhead would significantly improve the frequency of the existing service to Marlow. The DAILY commuter mileage of 278,000 miles between Wycombe District and the three Thames Valley towns of Slough, Maidenhead and Reading is effectively car mileage, because there is no public transport suitable for commuting. The strategic importance of the ‘missing link’ between High Wycombe and Bourne End should not be underestimated. Most of these five miles remain undeveloped, even though the service closed in 1970. Two feasibility studies (Scott-Wilson) June 2008 and (Egis mobilite) February 2009) have demonstrated that reinstatement is possible. A commutable connection to the Thames Valley would give High Wycombe access to the Thames Valley and Vice Versa.
- **The potential for establishing a Halt on the East-West Rail Line in the Bernwood Forest**. Where the East West Rail line meets HS2. At this point of intersection, Hs2’s current proposals suggest there will be a service depot located quite nearby, with circa 150 people travelling to get to the facility daily. In addition, Buckinghamshire County Council is in the process of building an Energy from Waste (EfW) facility nearby, with 64 expected jobs. The contract is worth £275 million and will save Buckinghamshire tax payers over £150 million over the 30-year life of the contract.

### **Improving connectivity between major settlements and key economic centres**

7.3.74 Improving connectivity between major settlements and key economic centres, particularly in areas which suffer from significant congestion issues, possesses the potential to relieve congestion, improve journey times and journey time reliability, improve business productivity; and increase the attractiveness of these sites as investment locations.

7.3.75 As discussed previously, the major viable strategic opportunity we foresee for improving the connectivity between some of the major settlements and key economic centres in the BTVLEP area and the wider sub-region is to improve **north-south connectivity** between the M40 in the south, up to the M1 in the north (via the main population centres, including Beaconsfield, High Wycombe, Princes Risborough, Aylesbury and up to Milton Keynes).

7.3.76 In turn, improving this transport corridor is also likely to improve journey times and journey reliability to other major settlements and key economic centres in the wider sub-region, including Bicester, Marlow, Maidenhead and Reading. In addition, improving connectivity along this key transport corridor will also

improve the attractiveness of the BTVLEP area as an inward investment location and provide a potential diversion route to alleviate congestion on the M1 and/or the M40, in the event of any major incidents.

- 7.3.77 Another reason we have opted to prioritise this key transport corridor is because – having undertaken some detailed analysis of a range of schemes along the route – there is sufficient approved development and/or opportunity sites along the route, to make the schemes viable. Many of the employment opportunities along this corridor are in key 'Plan for Growth' sectors.
- 7.3.78 Particular schemes linked to this corridor that we have already developed and/or that are under development include;
- **Aylesbury Link Road - Western Section** (Berry Fields - Weedon Hill) - The Western Link Road (WLR) is due to be open to traffic at the later of 611 occupations on Berryfields or 1500 occupations combined on Weedon Hill and Berryfields. The latest estimates suggest that the WLR could be open in Spring/Summer 2014. The Western Link Road has been identified by the ALUTS strategy as an important connection for the proposed Weedon Hill and Berryfields MDA, and as a radial route for Aylesbury. A section of the WLR within the MDA will be built concurrently with site development and a contribution towards funding and land for the balance of the road, will be made available from the development;
  - **Aylesbury East (Northern) Link Road** - Aylesbury East (Northern) Link Road has been subject of a £16m PWLB application, through which BCC intend to procure the northern section of the Eastern Link Road that runs from Bierton to the Canal (the cost of land, road construction, consents and fees was calculated at £22m). Applying for PWLB has enabled Barratt's to start on site earlier having secured planning permission ; enables the infrastructure to be completed in one go; opened up the site on two fronts; unlocked more construction activity; and opened up Employment land up to 3-5 years earlier;
  - **Stocklake Improvement (Rural Section)** - The Stocklake improvement consists of a radial link between the north section of the Eastern Link Road and the town centre, including a new 'rural' section on a new alignment which would connect with a signalised junction at Oakfield Road, and improvements to the existing urban section of Stocklake. The scheme will be delivered as part of planned land use development at Land East of Aylesbury and would provide access and egress for traffic associated with the development. The new link would also provide relief to the existing A418 Bierton Road and provide a direct route into the town centre, with potential for public transport priority;
  - **A404 Bisham Roundabout Improvements** – This scheme, funded under the government's Pinch Point programme proposes improvements to reduce congestion at Bisham roundabout.
- 7.3.79 New/additional schemes we have prioritised through our SEP which will significantly reduce congestion, improve journey times and journey reliability along this corridor include;
- **A355 Improvements (Gore Hill / Wilton Park)** - The route would be improved at two key points: at the Gore Hill junction (with the A413) through part-time signalisation and at Wilton Park by a diversion which would create a relief road, eliminate bottlenecks in Beaconsfield Old Town and provide a new access to a the surplus MoD strategic development site.
  - **Aylesbury East (Southern) Link Road** - The Aylesbury Eastern Link Road runs on a north-south alignment from A418/Hulcott Lane junction to A41 at an improved Aston Clinton bypass roundabout. The route would improve road network performance and better traffic distribution in the east of Aylesbury, relieving existing congestion issues on key parts of the current Aylesbury road network including the urban section of A41 Tring Road. The ELR is a priority strategic road, designed to link existing and planned employment to the wider road network and to relieve traffic congestion in Aylesbury and surrounding villages. Developing the Southern section at the same time as the Northern section will deliver a comprehensive package of traffic calming measures which will assist in reducing traffic through Bierton and Broughton.
  - **Stocklake Improvement (Urban Section)** - The Stocklake improvement consists of a radial link between the north section of the Eastern Link Road/Stocklake Link and the town centre, It includes a new upgraded existing road' section which would connect with a signalised junction at Oakfield Road to Park Street and then town centre via Vale Park Drive to deliver improvements to the

existing urban section of Stocklake. The new link would also provide relief to the existing A418/A41 and provide a direct route into the town centre, with potential for public transport priority.

- **A418 - A4146 Improvements - Road Scheme** - This scheme consists of improved links between Aylesbury and Milton Keynes, including a major road scheme with new roads that bypass Rowsham and Wing. The scheme would improve journey times and journey time reliability between Aylesbury and destinations to the north east including Milton Keynes, Luton Airport and would improve transport conditions within villages along the existing A418.
- **High Wycombe Southern Quadrant and Town Centre Masterplan** - The Southern Quadrant Transport Strategy identifies a package of schemes that will improve transport provision and conditions in the south of the town. The scheme includes a package of measures that aim to make the most efficient use of this key movement corridor through increasing capacity, reducing congestion and improving sustainable transport provision. In addition, implementation of the **High Wycombe Town Centre Masterplan** will strengthen the role of the Town Centre as the focus for employment, shopping and leisure activities in the District. A key component of the Masterplan is an Alternative Route around the town centre, linking A404 Marlow Hill to the A40 West Wycombe Road. This will pave the way for a more attractive town centre that better connects the old and new parts and is able to respond to economic change and the shopping and leisure aspirations of visitors. This scheme includes a number of route improvements, including the Gas Works Link Road, Westbourne Street Link Road and the alternative route treatment, Dovecot Gyratory, Abbey Way Gyratory Reconfiguration, Eastern Town Centre Traffic Management, Swan Frontage Highway Works-and Oxford Road Roundabout and Approaches.

7.3.80 In addition, the following schemes in this corridor are on our contingency list, largely because the planning context for linked developments is yet to be established;

- **South East Link Road** - A new distributor road between the A41 Aston Clinton Road and A413 Wendover Road would provide additional highway capacity between these two key corridors into Aylesbury. The route would improve road network performance and provide better traffic distribution in the south and east of Aylesbury, relieving existing congestion issues on key parts of the current Aylesbury road network.
- **SLINK (East)** - This scheme proposes a Southern Link road for High Wycombe, from the Abbey Barn area to the A404 south of Handy Cross as a new strategic route to help deal with traffic from the development areas.
- **SLINK (West)** - linking Wycombe Airpark/High Heavens to Junction 4 on the M40.
- **Inter Regional coach network** - This scheme aims to establish a new express coach service between High Wycombe, Northampton (inc. Silverstone), Thames Valley and London. It has been initiated by the Aylesbury Vale Association of Local Councils (AVALC) and has the support of Buckingham Town Council but seeks support from a range of other parties including (but not limited to) the connected county, district and local councils of Northamptonshire and Buckinghamshire, the further and higher educational institutions along the route, the relevant business and economic development bodies and not least the providers and users of such coach services.

### **Supporting employment enabling transport infrastructure**

7.3.81 In addition to the above schemes, we have identified a number of potential schemes which will help unlock a number of key local employment sites. Whilst many of the other schemes listed in sections above will also unlock local employment and housing, these schemes are included here because they don't conveniently fit into any of the other categories above.

7.3.82 Particular schemes of note under this priority include;

- Winslow Station and Employment Site Developments (**Furze Lane & Access onto A413**) - This scheme will deliver a road on the edge of Winslow in order to support housing growth on the edge of the town, linked to the East West Rail developments. The housing developments will require two new access points onto Furze Lane and road improvements to Furze Lane and its junctions with Verney Road and Buckingham Road (the A413). It must also make provision for access to a new Free School, the new station and new employment sites.
- **Buckingham A421 Relief Road** - The A421 forms a by-pass around the southern edge of Buckingham which links to the M40 to the west and Milton Keynes to the east. Key aspirations of

the Neighbourhood Plan are to develop an A421 relief road (and a Western bypass) to alleviate congestion problems within the town and on the existing bypass. Key employment developments linked to the proposed relief road include a large Sainsbury's and Asda along the A413 and A421 and improving links to Silverstone to the north.

### **Support the regeneration of our Town Centres**

- 7.3.83 The re-development of a number of town centres in the BTVLEP area is a priority for the LEP. The redevelopment of our town centres is key in supporting the retail and leisure sectors locally, and the development of Buckinghamshire as a visitor destination.
- 7.3.84 To this end, a number of schemes are already underway, in part funded through Growing Places (GPF) funding. These include;
- **Aylesbury Town Centre** – this scheme includes the completion of the regeneration of the South of Exchange Street, by opening up the canal basin to the public; relocating the marina to Circus Fields on the eastern side of Aylesbury and regenerating the North of Exchange Street. The District and County Councils are working in partnership and using their property assets to regenerate the town centre by developing retail and leisure schemes.
  - **Hughenden Quarter Link Road and Upper Access Road** – this scheme sees the construction of a new link road and green corridor between Hughenden Avenue and the Morrison's roundabout (at the intersection of Hughenden Road, Glenister Road and Bellfield Road); improvements to existing highway infrastructure immediately adjacent to the site, along with associated footways, cycle ways, service connection points, surface water drains, sewers, landscaping and improvements to the Hughenden Stream. It also re-constructs the Access Road which connects the Upper Site to Bellfield Road to an adoptable standard.
- 7.3.85 In addition to these schemes that are already in train, we envisage a number of other town centre developments will be important in reducing congestion, improving journey times and journey time reliability and unlocking future developments;
- **Aylesbury Town Centre**– these proposals will see improvements to the Buckingham Road PPTC proposals; the B4443 Stoke Road Bridge Upgrade; and the Aylesbury Inner Ring Road Improvements. In common with the High Wycombe Schemes, they are designed to alleviate current pinch points and introduce a package of measures to improve the attractiveness and connectivity of the town centre by reducing the barrier effect and severance that is caused by the inner ring road enhancements.
  - **Amersham Town Centre and One-Way System** – under these schemes, a one-way system will be introduced in Amersham Town Centre to enhance traffic movements, create additional on-street parking, address some servicing conflicts, improve public realm, enhance walking, passenger transport and cycling and improve the overall vitality and viability of the centre. Improvements in traffic flows particularly at peak times will particularly enhance Amersham and Little Chalfont connectivity to assist in inward investment, efficiency/productivity of existing and growing businesses and support a number of emerging development opportunities.
  - **Beaconsfield Transport Strategy** - This scheme identifies over 40 localised transport improvements around Beaconsfield. The package includes a scalable range of traffic management proposals.
  - **Buckingham Infrastructure Package** - The Buckingham Transport Strategy has defined a preferred package of measures to deal with the transport issues within the town. This scheme is a package of measures including public transport provision, small junction and carriageway improvements, and walking and cycling measures to encourage modal shift and reduce traffic growth; and
  - **Marlow Infrastructure Package** - This scheme includes a package of measures to improve transport provision and conditions in Marlow including the development of a shared cycle footway, road signage and minor enhancements in Marlow town centre; the Marlow UTM System and the introduction of an electronic car park guidance system.

### **Reducing congestion, improve journey times and journey time reliability;**

- 7.3.86 In addition to some of the more ambitious transport schemes, we have also chosen to prioritise investment in a number of important Primary Public Transport Corridors (PPTCs) and Junction improvements. Whilst we have already invested nearly £2m of our own funding in the Aylesbury A41

Tring Road Route Improvements (to accommodate a large scale inward investment project by ARLA Foods), our other priorities include;

- **A404 Amersham Improvements** – This scheme would deliver improvements in traffic flows particularly at peak times will enhance Amersham and the Chalfont’s connectivity to the M25 to assist in inward investment, efficiency/productivity of existing and growing businesses and support a number of emerging town centre development opportunities. This area has been identified as a prime office location attractive to both the local and regional market with potential to attract relocating offices from London for example.
- **A416 Congestion Management Corridor** - This scheme consists of traffic management initiatives to improve the flow of traffic along the A416 corridor through Chesham and Amersham. This would include junction improvements as well as new traffic management systems based on those considered as part of the CATS (Chiltern and Amersham Transport Study) work.
- **A41 Tring Road PPTC** - The A41 Tring Road Primary Passenger Transport Corridor (PPTC) would include bus lanes and bus priority measures at junctions either through a redesign of the junction or using traffic signals. This would improve public transport journey time reliability along this corridor to improve service patronage and limit traffic growth.
- **Upgrading the A404 to improve connectivity to the M25** - The A404 White Lion Road/Amersham Road/Chenies Road links Chorleywood and Amersham and has major interchanges with the M25 at Junction 18, at Little Chalfont with the B4442 and with the A413 at Amersham. This scheme would upgrade this section of the A404 to offer improved connections to the M25.

7.3.87 Potential contingency schemes in this category include:

- **A41 Bicester Road PPTC** - The A41 Bicester Road Primary Passenger Transport Corridor (PPTC) would include measures such as bus lanes, priority measures at junctions, provision of carriageway widening and use of traffic signals. This would improve public transport journey time reliability along this corridor to improve service patronage and limit traffic growth. The PPTC works will also enhance walking and cycling links along Bicester Road into town, and tie these routes into the cycling network in Aylesbury.
- **High Wycombe Western Quadrant** - The scheme will involve a package of measures that will aim to make the most efficient use of this key movement corridor through increasing capacity, reducing congestion and improving traffic flow. Measures will include The Pastures and the New Cressex Road junction. The signalised Plomer Hill junction with the A40 West Wycombe Road is over capacity, with queues often extending to Bradenham Road in the west and into Plomer’s Hill to the north. Plomer Hill is constrained by the railway bridge, this scheme involves the widening of the bridge to facilitate a dedicated left turn filter lane on to the A40 and ease queuing. Signal timings would also be optimised to assist traffic flows on the A40.
- **High Wycombe Eastern Quadrant** - The scheme will involve a package of measures that will aim to make the most efficient use of these key movement corridors through increasing capacity, reducing congestion and improving public transport journey time reliability, particularly between Micklefield Road and Chestnut Avenue.
- **Desborough Avenue/A404 PPTC** - LTP3 proposes a PPTC along Desborough Avenue / A404 Marlow Hill to link with the proposals in the Southern Quadrant Transport Strategy, and in particular, the Coachway/Park and Ride scheme. This scheme aims to support modal shift from private car to public transport in order to intercept and transfer journeys onto the new services.
- **High Wycombe Northern Quadrant** - LTP3 identifies the A404 route as a priority corridor for congestion management and a PPTC. The scheme will include a package of measures that aim to make the most efficient use of this key movement corridor through increasing capacity, reducing congestion and improving traffic flow.
- **High Wycombe Park and Ride** - This scheme proposes the implementation of Park & Ride facilities in High Wycombe. These are in part linked to the delivery of PPTCs in the town to ensure that a quick, frequent public transport link is provided to the town centre. Park & Ride will intercept journeys associated with the town centre in order to reduce congestion and limit traffic growth.

7.3.88 Collectively, the schemes between paragraph 6.5.2.87 and this one are schemes that will be proposed under LTB/ITB over the 2015-2021 time period.

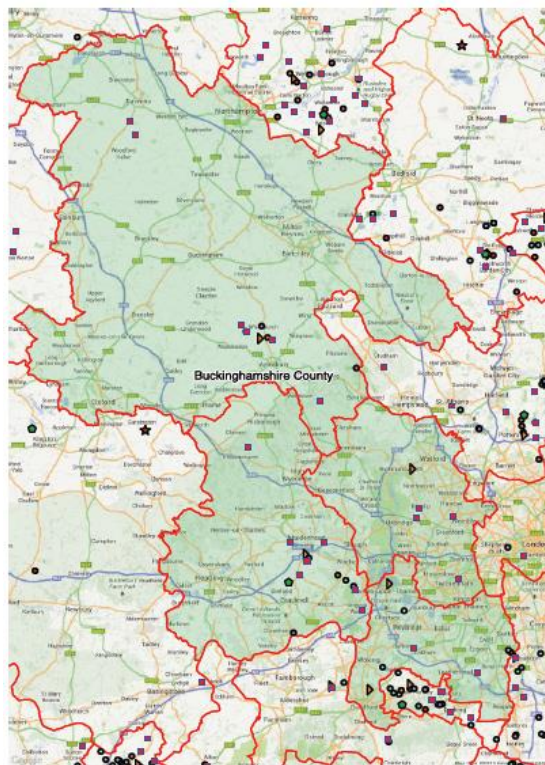


7.3.89 More information on these potential schemes, including maps and high level benefits statements are included in Appendix 1.

### **Promoting low carbon vehicles, developing innovative sustainable travel solutions; and reducing the inefficiency in existing transport systems**

7.3.90 Given the strategic importance of a number of new rail developments in the BTVLEP area (including CrossRail and East West Rail), we are proposing to invest the majority of any Local Sustainable Funding we secure, in improving Access to Stations. These form the core of our Local Sustainable Transport Fund ask, and comprise;

- **Winslow – Buckingham – Silverstone Cycle and Bus Route Improvements** – this scheme would connect Buckingham and potentially Silverstone to the East-West Rail Station at Winslow. Potential investments in this portfolio of projects include a new cycle link (A413 Cycle Route) connecting Buckingham and Winslow Improved travel information and promotion (RTPI); and an infrastructure upgrade to the No. 60 bus route between Winslow and Buckingham (WiFi Hubs at 3 bus stops).
- **A4 Cycle and Bus Route Improvements**- This scheme would deliver improved sustainable travel links between Slough and Maidenhead and Taplow Rail Station. It would deliver important integrated transport solutions linked to the new Crossrail service. Potential investments in this portfolio of projects include a shared use cycle path along the A4; a possible cycle hire scheme; EV charge points at the rail station; the promotion of cycle links to nearby tourist attractions (like the nearby Clivedon and Dorney Lake); and improved links to a frequent bus service from Taplow.
- **The Ivers area Cycle Route** – This scheme would deliver improved sustainable travel links to Iver Rail Station from the proposed Pinewood Development<sup>14</sup>, linked to the new Crossrail service. Potential investments in this portfolio of projects include an improved cycling link to Pinewood Studios; EV charge points at Iver rail station; cycling links to Black Park and Langley Park; information and promotion linked into local tourist destinations; improved infrastructure around local villages to encourage public transport use.



**Fig 17: Locations for EV Chargepoints in Bucks**

7.3.91 Lastly, as mentioned above, we are also keen to part fund the feasibility studies for **Inter-regional Coach Network**, the **Bernwood Halt** and the **Wycombe to Bourne End Rail Link**

7.3.92 In addition to these key capital transport schemes, we also recognise that there is a desperate need for us to undertake various activities to promote low carbon vehicles develop innovative travel solutions; and reduce the inefficiency in existing transport systems.

7.3.93 As stated previously, given the future growth forecasts in travel patterns, we recognise that without a step change in system performance our roads and railways are simply going to grind to a halt and this in turn is likely to have a detrimental impact on our environment, the health of our residents and our potentially our energy performance.

7.3.94 Ultimately, we recognise that the implementation of new technologies and working with residents and businesses to encourage behaviour change can help us to deliver a more sustainable transport system.

<sup>14</sup> Subject to planning permission

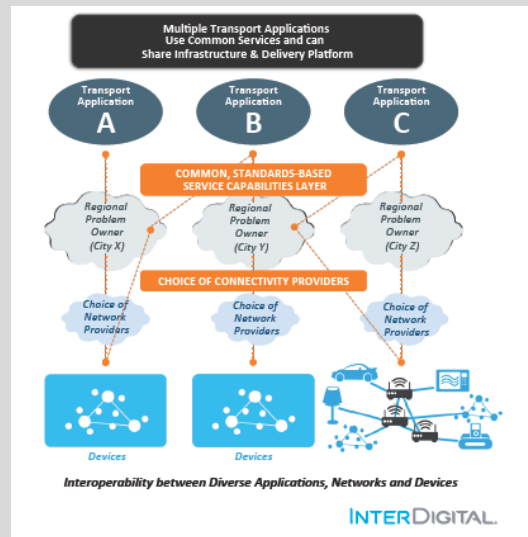
## Case Study: A one M2M-based Transport Platform for encouraging modal shift

Buckinghamshire County Council have recently joined forces with BTVLEP and InterDigital to secure TSB feasibility funding for a OneM2M-based Open Ecosystem for Transport Modal Shift, as part of the £10m Technology Strategy Board Competition for In Field Integrated Transport Solutions.

This project directly addresses the issue of traffic congestion through a novel approach that will facilitate intelligent transport modal shifting while at the same time opening up potential new revenue models for Local Authorities. The project will explore the feasibility of a world's first ITS platform design based on the emerging international standard oneM2M.

State-of-the-art behavioural & predictive analytics will process an array of transport relevant information rendering prescriptive personalised transport guidance to end users via a Smartphone application, to 'nudge' behavioural choices.

This approach is scalable, standardised, and non-proprietary and can ignite the open data developer community. It offers compelling benefits for Local Authorities with strong or poor infrastructure, with realistic potential for national and global adoption. The Feasibility Study will focus on specific system design, logistical and business framework aspects of the proposed project and planning for an In-Field trial in Buckinghamshire.



7.3.95 In addition to rolling out EV Charge points, we envisage Buckinghamshire County Council, will work with partners to deploy their LSTF to:

### Demonstrate Leadership

- To provide an open platform that allows innovative companies, particularly SMEs and technology companies, to test future ideas;
- To test and showcase the integration of multiple transport systems, products and services;
- To break down barriers to local and national procurement and engage stakeholders with strong technical leadership.

### Improve Information Provision

- To overcome deficiencies in transport data exploitation and integration for the benefit of customers and overcome barriers to future innovation;
- To ensure information provision allows people to make informed choices, thereby encouraging use, reducing congestion and improving journey time reliability;
- To develop and promote technology platforms and new vehicle solutions that seek to reduce congestion by improving the optimisation of spare capacity in vehicles (car sharing schemes etc).

### Improve Sustainable Transport Infrastructure

- To improve sustainable transport infrastructure, including cycle paths, bus routes and low carbon vehicle infrastructure.

### Promote Efficient Low Carbon Vehicles

- To reduce carbon emissions from the public transport sector by rolling out low carbon vehicles and implementing measures to improve the efficiency of vehicles;
- To reduce carbon emissions from the personal transport sector by rolling out EV charging points, encouraging the adoption of electric vehicles and implementing measures to improve the efficiency of vehicles;
- To reduce carbon emissions from the business sector by encouraging the adoption of electric vehicles and implementing measures to improve the efficiency of vehicles.

### **Promote Modal Shift**

- To reduce carbon emissions by developing existing high quality cycle networks and walking routes to support an increase in active travel, reduce vehicle kilometres and to help to improve health outcomes;
- To nudge human behaviour towards a balanced operation of the transportation system;
- To work with businesses and the freight industry to explore more efficient and sustainable means of distribution, across all modes of transport, and to link proposed solutions with new business opportunities;
- To show how collaboration benefits businesses and supply chains.

### **Integrate Systems**

- To improve the integration between different transport systems (public, personal and freight) by exploring opportunities to utilise spare capacity in vehicles for the benefit of individuals, business and the environment;
- To test and showcase the integration of multiple transport systems, products and services.

7.3.96 Over the coming months, we will develop an Sustainable Transport Strategy that provides us with a vehicle for integrating these priorities into our overall delivery plan.

### **Delivering a more co-ordinated approach to transport infrastructure and land-use planning**

7.3.97 Lastly, in addition to the above actions, we will use the establishment of Buckinghamshire Advantage as an opportunity to deliver a more co-ordinated approach to transport infrastructure and land-use planning.

7.3.98 Our experiences in recent months have suggested that this will be essential if we are to achieve the investment programme we have set out in this Strategic Economic Plan. The current separation of duties in transport infrastructure delivery and land use planning can cause delays in system performance; result in breakdowns in communication; and weaken our ability to be entrepreneurial in our approach.

7.3.99 The establishment of Buckinghamshire Advantage will provide us with a vehicle for developing a more co-ordinated approach to the schemes set out in this plan and aligning the leadership teams, the transport agencies and the planning authorities in pursuit of shared objectives.

### **Property Development**

7.3.100 As indicated previously, many of the above transport schemes are closely linked to some of the major development opportunities that exist in the BTVLEP area.

7.3.101 Some of these schemes are extremely well developed, with detailed planning permission, whilst others are still opportunity sites, where the ultimate end use remains a little less concrete.

7.3.102 We are encouraged by the potential delegation of funds to BTVLEP and have worked hard to analyse, classify and understand the range of development opportunities that exist locally. This deep dive into the range of available sites and schemes has also convinced us that;

- In order to provide government with the confidence they need that we possess a significant number of viable development schemes that can underpin our Local Growth Deal, we have chosen to set out where we think the major opportunities are;
- One of the major things we need, which the Local Growth Fund had the potential to deliver (when it contained New Homes Bonus) is access to increased levels of development finance, to enable us to accelerate commercial property development through the promotion of opportunity sites into local plans, assembling land, pump priming infrastructure investment etc.;
- This, combined with improved access to finance solutions, would enable us to stimulate business growth and facilitate the infrastructure that we so desperately need locally;
- If we are to achieve our goals, we need to increase the overall quantum of development taking place locally. In response to this need, we have created Buckinghamshire Advantage, to add value to the significant development work that a number of our local authority partners are undertaking locally.

7.3.103 Let's go on to look at some of our property development priorities.

## Supporting internationally significant science and technology led property developments

- 7.3.104 Our discussions with a number of commercial property developers and potential end users has identified a number of potential large scale science and technology led opportunity sites/developments in the area, which further build on our industrial strengths.
- 7.3.105 As far as **Film, Digital Media, Visual Effects and Games is concerned;**
- Obviously **Pinewood Studios'** planned expansion is currently with the Secretary of State for consideration - which we obviously need to await the outcome of. However, it's perhaps worth noting that if Pinewood's plans were given the go ahead, Amion Consulting estimate it would add a total of 100,000 sq.m. of new facilities (including studios and stages, workshops, production offices and streetscapes for filming); provide £194m of private sector infrastructure investment; support over 8,100 full time jobs; create some 3,100 net additional jobs; produce an additional £149m in Gross Value Added (GVA); provide an additional contribution to the Exchequer of £36m per annum; and generate an additional £37m per annum in UK exports. This development links to the **M40 Junction 1 signalisation scheme** and the **Ivers Cycle improvements**.
  - The **National Film and Television School** also plans (subject to planning permission) to build on its international reputation by developing Phase 2 of its 'Digital Village' masterplan. In addition, we understand that that one of our Local Planning Authorities is also in discussion with a major international communications infrastructure and media services company about their possible expansion. **Both these developments are within a stone's throw of the A355 Relief Road and would benefit from some of the proposed measures in the Beaconsfield Transport Strategy.**
- 7.3.106 As far as **High Performing Technologies and Advanced Engineering is concerned;**
- We have set out previously, how the consented Masterplan at the **Silverstone Circuit** in north Buckinghamshire are forecast to create around 8,400 permanent jobs, plus an average of 550 construction jobs per annum through a 20 year development phase (of which 4,800 of these jobs are likely to be entirely new to the area). Of the 760 acres comprising the Silverstone Estate, over 230 acres will be released for new development, with plans for up to 6 million sq. ft. of fixed use accommodation over the next ten years. The implementation of the masterplan will attract private investment of over £400m and generate additional Gross Value Added (GVA) to the economy of £232m p.a. We have already set out in an earlier part of this plan how collaborating with MEPC and neighbouring LEPs on the establishment of business move on premises would help realise this growth trajectory. As far as linked transport schemes are concerned, the proposals to **improve Coach and Cycle connections between Silverstone, Winslow and Buckingham** are important linked initiatives (and new main station).
  - In addition, it's probably worth noting that **Westcott Venture Park**, between Aylesbury and Bicester, also has significant potential as a centre of Advanced Engineering in Buckinghamshire. The Park, is a former 650-acre Rocket Propulsion Establishment that today comprises a mixed-use development of office space, warehouses, manufacturing buildings and workshops. High-tech research and development in the fields of satellite and future propulsion systems continues at Westcott to this day. The £30 million site is owned by Rockspring who report a good level of demand for standing units and have advised that the estate is currently fully occupied. Whilst the **A41 PPTC** at Aylesbury is listed as one of our contingency schemes, and **the A41 Relief Road** is being proposed as an HS2 Mitigation measure, both these developments would link to further development at Wescott Venture Park.
- 7.3.107 As far as **Life-sciences is concerned;**
- We are aware of at least three international Life-sciences companies that have plans for expansion in the High Wycombe area, subject to the adoption of Local Development Plans. These firms are likely to benefit significantly from the **High Wycombe Southern Quadrant Transport Strategy**.
  - In addition, the University of Buckingham plans to turn the site of a derelict factory into the UK's first independent medical school – and will be seeking applicants from September. Subject to obtaining planning permission, the university intends to start building the new school in January on the former Hartridge site, on Tingewick Road. The six-acre site would provide accommodation as well as teaching facilities for the medical students. A planning application will be submitted in the

autumn with a view to the first intake of medical students beginning their studies in January 2015. The university has just received permission from the General Medical Council (GMC) to set up the school. The four-and-a-half year MB ChB course will be run in partnership with Milton Keynes Hospital NHS Foundation Trust. Phase one of the training will take place in Buckingham with a mix of clinical and biomedical science teaching over two years. The second, clinical, phase will be centred at Milton Keynes Hospital. The university hopes for an intake of about 50 medical students each year.

- Buckinghamshire Advantage is also in discussions with a major sporting operator about the potential for developing a major sporting facility that could build on Stoke Mandeville's Paralympic legacy and help unlock employment opportunities from their specialism's in Spinal Injury rehabilitation. **This scheme would link closely to the Aylesbury Eastern Link Road and Stocklake Link.**

7.3.108 Lastly, as far as Food and Drink is concerned **ARLA Foods** secured planning consent to build the largest super dairy in the UK on the Eastern side of Aylesbury in 2011. The high abnormal costs of securing utility provision resulted in Arla seeking consent over additional land (which is currently being marketed by Westhall Estates under the **Aston 41** label) to promote for development in order to recoup a portion of abnormal costs and make the dairy scheme commercially viable. Aston 41 has outline planning consent for up to 240,000 sq.ft. of development and offers a range of unit sizes between 1,745 sq.m. (18,784 sq.ft.) and 13,935 sq.m. (150,000 sq.ft.), designed to institutional standards, with secure yards on self-contained plots. The plots are available for freehold presale or leasehold prelet to occupiers' specific requirements. **These developments could also link to the Aylesbury Link Road Developments and the A41 Tring Road PPTC.**

### **Supporting high quality business park redevelopments, which create attractive environments for 'high-value' firms**

- 7.3.109 In addition to building on a number internationally significant science and technology facilities in Buckinghamshire, a number of opportunities also exist to create, extend or reinvigorate various major Business Parks.
- 7.3.110 We have already set out our ideas for regenerating **Globe Park**, close to Junction 4 of the M40, via a potential Business Improvement District Pilot. Globe Park is a collection of different types of uses and stock. It is predominantly an office park, with some light industrial units and warehousing. Whilst this site benefits from its 'almost' direct motorway access, its access to the local road network is a problem. The **A404Westhorpe Interchange** junction bottlenecks at peak hours and it can take 20 minutes to leave Parkway in the afternoon rush hour.
- 7.3.111 We have also set out the potential of **Westcott Venture Park** between Aylesbury and Bicester (and how this might support the **A41 PPTC** and the **A41 Relief Road**) and the potential to bring forward some additional employment space linked to **J9 on the M40**. Westcott is a prime site for growth of UK space propulsion as it sits within a one hour drive of the International Space Innovation Centre at Harwell, Astrium at Stevenage and a primary cluster of UK space organisations including Reaction Engines. Moog has a significant presence in the UK having invested close to £100 million and now employing over 1,000 people across a number of manufacturing sites. Moog In-Space Propulsion's facility at Westcott Venture Park in Buckinghamshire offers a uniquely suitable opportunity for focus of UK investment which will result in significant growth of UK propulsion business and jobs. Moog has a unique position as the UK's only manufacturer of rockets and thrusters for space applications and the site has heritage in this business since 1946. Moog are keen to put forward plans for growth based around the development of a comprehensive rocket research and manufacturing facility here at Westcott to rival the best in the World. They already have significant capability on-site in the design, manufacture and testing of chemical rockets and we have plans to grow the business and employ significantly more people. To create a 'Rocket Propulsion Centre' (RPC) for the UK based at the British rocket heritage site at Westcott Venture Park, Westcott. This RPC, uniquely placed as a spoke from the UK Space Hub at Harwell, will create the nucleus from which Moog and the other space organisations already on the site (**Airborne Engineering, SSTL, The Falcon Project**) can grow both business and space industry employment opportunities, both individually and in collaboration. The RPC also has the opportunity to provide access to universities and other educational establishments, through educational partnership, to integrate with

RPC consortium of companies, and enable focused academia/industrial space engineering interaction and access to, modern propulsion test facilities, to develop and grow the UK's future propulsion engineers.

- 7.3.112 Booker Airpark has some potential to be developed as **Wycombe Advanced Engineering Park** either within planning policy - i.e. within the existing built footprint – or possibly in the future to a greater extent, within a changed policy context. The site provides hangar/warehouse, workshop and office space for air-related industries, specifically flying clubs and aviation organisations. Current occupiers consist of small flight-school businesses as well as aerospace suppliers. The site is currently designated under Policy GB10 of the 2004 Local Plan, which requires development to be closely related to the use of the Air Park; it also states that proposed ancillary businesses must demonstrate their necessity to the airpark. The site has well established occupiers and there is currently no vacancy. To build on this success, the Council have plans for a phased redevelopment of the site. The first phase will involve the redevelopment of four hangars to cater for advanced engineering as well as conditional airpark related uses. Plans also involve moving the waste uses on the site to a different location to free up space for redevelopment. The potential for a further phase outlined in the Council's feasibility study is dependent on a Green Belt release to extend the development area of the site for new hangar and storage space, and amenities. This would involve re-working some of the existing brownfield space, as well as reducing the foliage and tree cover at the northern boundary of the site for new buildings. The feasibility study has found that without a relaxation in Green Belt policy development potential at Air Park will be quite restricted. Allowing for a wider range of uses could help to offset the losses in industrial stock from places in High Wycombe as well as windfall losses. This site could provide space for small-scale industrial/warehousing appropriate to the Wycombe market. The Air Park's attraction is that it already has the infrastructure within the site to support further employment space. In addition the conversion of High Heavens waste depot into **High Heavens Low Tech Park** could create a 'low tech park' aimed at recycling industries and renewable energy (biomass and anaerobic digestion) producers and create the development needed to underpin the **SLINK (East and West)**.
- 7.3.113 **Cressex Industrial Estate** on the western side of High Wycombe is the largest designated Employment Area in the district, and one of the largest industrial/warehouse and business estates in southern Buckinghamshire. It provides a mix of office, industrial/warehouse and commercial/trade premises. As a general industrial site it performs well. It benefits from good access to M40 along the A4010. Cressex is well occupied but opportunities for redevelopment do come up periodically. These firms are likely to benefit significantly from the **High Wycombe Southern Quadrant Transport Strategy, improvements to Handy Cross (J4), highway improvements near J3 and proposals for 3a**.
- 7.3.114 On the western edge of Princes Risborough is the Princes Estate, which comprises **Regent Park** and the Errol site. Regent Park is a high-quality office development that has been developed within the past five years. The Princes Estate also has 2.3 ha of development land for sale, owned by the Homes and Communities Agency (having inherited from SEEDA). There is currently a reserved matters application for redevelopment of this site, to provide a mix of B1, B2 and B8 buildings. Due to the site being a relatively new development, there are a number of units available to let, but vacancy is not substantial as over half the site is now let out. **The proposal to create a footbridge extension at Princes Risborough will improve the accessibility of this site.**
- 7.3.115 On the Oxfordshire/Buckinghamshire border you will find **Haddenham Business Park**, a good quality business park, 14.4 hectares (35.6 acres) in size, which accommodates B1 and B2 uses and is located off the A418. The site is located approximately 7 miles west of Aylesbury and 2 miles from Thame and benefits from strong rail accessibility located close to Haddenham & Thame Parkway on the Chiltern Mainline. The largest occupier on the site is McCormick (UK) Plc, which is one of the Vale's major employers. McCormick is an American-owned international food flavourings firm. The site is the company's European HQ and has recently benefitted from development of a £2 million new innovation centre. The former airfield site was acquired by Land Improvement Holdings in 1999. The existing estate was sold to Rockspring but Land Improvement Holdings retained the undeveloped land. The site is adjacent to residential development being built out by Persimmon. Approvals and infrastructure are in place for the first phase of the Business Park expansion which extends to 10,219 sq.m. (110,000 sq.ft.) of light industrial space. Self-contained buildings ranging from 929 sq.m. to 2,787 sq.m. (10,000 sq.ft. to

30,000 sq.ft.) can be procured on a pre-let basis. **Developments at Junction 8 on the M40** could support potential growth at Haddenham.

- 7.3.116 The proposed **Winslow Business Park** is located to the north of Winslow town centre on a greenfield site of approximately 4.75 ha (11.75 acres) which has outline consent for 15,000 sq.m. (161,460 sq.ft.) of employment uses: Class B1 (offices, research and development, and light industrial), B2 (general industrial), and B8 (warehouse and distribution). Winslow Business Park is split into two zones: Zone 1 can provide office accommodation close to the proposed railway station and with frontage close to Buckingham Road. Unit sizes range from 929 sq.m. (10,000 sq.ft.) to 4,180 sq.m. (45,000 sq.ft.). Zone 2 will provide manufacturing and storage accommodation to the north of the site providing units from 1,858 sq.m. (20,000 sq.ft.) up to a total of 10,684 sq.m. (115,000 sq.ft.). The site adjoins the railway line and is the preferred location of a new station to serve the East / West Rail proposals, which is scheduled to be operational by 2017. The site is also in close proximity to the Bellway Homes The Glade Residential development, which comprises 116 (family) residential units. We understand that discussions between the owner and Network Rail are on-going in respect of acquiring circa 1 hectare (2.5 acres) of the site to facilitate the construction of the new station and for associated station car parking. **Development of this site has significant potential to help local partners to make their local contribution to the East West Rail scheme, and with some flexible development finance, we can't help feeling this is an obvious site that partners would prioritise.**
- 7.3.117 Current plans in the Buckingham Neighbourhood plan make the case for extending the existing Buckingham Industrial Park by five hectares, further East to Gawcott Road. In principle, this could support some of the **proposed transport schemes around Buckingham.**

#### **Stimulating incubation facilities**

- 7.3.118 As our evidence base indicates, BTVLEP believes there a strong business case to establish more hatchery/incubation/business centre facilities in Buckinghamshire. Providing businesses with a safe, supportive environment in which to grow will – with access to peer-peer mentoring support, advice and finance accelerate their development path.
- 7.3.119 Incubation, with aligned business support and access to finance, is an important strategy in pursuit of our goal of increased growth.
- 7.3.120 We have identified a number of priority and/or opportunity sites for incubation/hatchery/businesses centre facilities. These include
- **Silverstone** – MEPC have recently bid for Regional Growth Funding to create a new business graduation centre. The grant will ensure the graduation space is ready before start-up businesses either have to delay growth plans or relocate elsewhere because premises of the right size, specification and cost are not available at Silverstone. The grant will ensure that the building's design is synonymous with Silverstone's iconic image and it fosters a culture of open innovation amongst its occupants. The grant will help to provide world class broadband and open access facilities for meetings and training. Up to 200 jobs will be safeguarded and created, with up to 40 temporary jobs created during construction. The leverage will be 1:5.7. Subject to the grant award, the centre is planned to open 18 months after a grant contract is entered into.
  - **National Film and Television School** –The NFTS is embarking on an ambitious Phase 2 to redevelop the remaining estate to create the infrastructure to deliver a series of new high profile initiatives.. One key initiative planned as part of Phase 2 is the provision of production and incubation services to students and graduates of the NFTS (in particular from the Richard Branson Ingenious Entrepreneurial Producing for the Creative Industries course) to help them to develop, protect and commercialise pioneering projects and business ideas successfully. The NFTS will establish the physical infrastructure and the community of practice to deliver: a new state of the art incubation facility; Six to ten start-up businesses launched in the initial period; more than twenty projects given development finance; turnover of more than £500,000 generated.
  - **Winslow Business Centre**– a number of potential stakeholders have expressed an interest in trying to develop an incubator on the Winslow Business Park.
  - **Chesham Innovation Centre**- Chiltern District Council will permit the redevelopment of Springfield Road Industrial Estate as a Strategic Employment Site and the associated previously developed area

which lies adjacent to the site in the Green Belt as a comprehensive scheme in accordance with an agreed Development Brief so as to achieve the retention of viable employment premises; investment in new small business units; thereby enabling the provision of an Innovation Centre to assist business start-ups, The Development Brief will include arrangements to secure a satisfactory relationship between residential and employment uses whilst enabling the satisfactory functioning of the employment units (e.g. adequate dedicated parking and servicing arrangements). Planning permission will only be granted for a comprehensive development and permission will be controlled through conditions and/or a legal agreement to ensure the above objectives are met.

- **Birch House Working Community** - Birch House Working Community is a 30,000 sq.ft./30+ units of managed workspace scheme. Comprising the proposed conversion of one of Wycombe's last remaining 'flatted factories' (a multi-storey former furniture factory), it is the subject of a Heritage Enterprise grant bid. The central part of the site is the area proposed to be redeveloped to provide small start-up units. The scheme involves the conversion of Birch House, which will provide 31 managed workspace units; much will depend on the scheme being successful in a bid for a heritage grant. If successful it will protect a heritage area and instil a new life in to the Desborough area. But without the grant it will be difficult to justify keeping this stock within the Employment Area.
- **UrbanStartUp.co.uk** - UrbanStartUp.co.uk is a mini-version of Workspace Group plc. It aims to provide 'step-up' accommodation for SMEs – 500-1,000 sq.ft. single storey units in terraces, as part of mixed-use redevelopments. Five potential sites have been identified, in Wycombe and Princes Risborough, providing 35 x 1,000 sq.ft. Units. The Council is pursuing an innovative joint venture with a Registered Provider (Housing Association) based on producing 'funky' town centre apartments for young professionals. Modelled on [www.be-here](http://www.be-here) and [www.fizzyliving](http://www.fizzyliving), Urban Upstart's first proposed development will comprise 40 one and two bed apartments (with two nearby sites capable of a further 60 units), all edge-of-town-centre.
- **Managed Workspace Programme in Wycombe District** - The emerging local action plan from the URBACT Wood footprint project, involving cities from across Europe with a furniture/wood history, is for a medium-term programme to provide managed workspace units to assist start-up and move-on small businesses.

### **Supporting proposals for mixed use developments that bring forward high quality commercial floor-space**

7.3.121 In addition, a number of Mixed Use developments are either planned or underway which intend to create local employment opportunities;

- **Aylesbury East** – This site currently has planning approved for 2,450 houses and 500 jobs with 10 hectares of employment land located off Eastern Link Road. Plans for the Link Road around Aylesbury are an important component of this scheme.
- **Aylesbury Woodlands** – This opportunity site, potentially underpins some of the costs of developing the Aylesbury Eastern Link Road (Southern), connecting the Northern section with the A41. This unlocks in the region of 500 acres of land. Aylesbury Vale Advantage aims to establish the planning context for this development which will be largely employment led. The development will focus on strengthening sectors that are strong in Buckinghamshire and also possesses the potential to strengthen Aylesbury's Paralympics Legacy. Initial plans include the development of a sports facility, which has attracted interest from a major sports operator. This would necessitate a degree of facilitated development.
- **The Aston Clinton Road Major Development Area (MDA)** is located on the eastern side of Aylesbury, north of the A41 Aston Clinton Road. The site is one of a cluster of employment sites in Aston Clinton, which benefits from its direct access to the A41 dual carriageway. The site is a short distance from the Arla and the Aston 41 developments as well as the College Road North Business Park. A planning application was submitted for development of a business park on 17.65 ha (44 acres) of land in 2007. This proposed development of 150 houses, 25,776 sq.m (277,451 sq ft) of office floorspace and ancillary uses, to provide 2000 jobs. However the application was not progressed. Aston Clinton MDA represents a strong potential location for future employment development within Aylesbury given its strong strategic road access, located close to the end of the



A41 Dual Carriageway the potential for local services to be delivered alongside major development and public transport access to Aylesbury Town Centre.

- **Berryfields** - The construction of housing at Berryfields began in July 2010 after public sector intervention and the use of growth funds to assist with the provision of upfront infrastructure. The MDA comprises a circa 187 hectare site called Berryfields and once fully developed will accommodate circa 3,000 homes. The scheme is being delivered by a consortium of developers including Kier, Taylor Wimpey, Martin Grant Homes and Banner Homes. In addition to the residential content the proposals include 6.2 hectares (15.3 acres) of land around the Parkway and 2.8 hectares (6.9 acres) to the north of the MDA for employment use. In addition a district centre is also planned comprising a food store, smaller retail units. Three schools including a new Academy are also proposed. The Parkway Train Station is now open and circa 552 residential units and the new academy is now open. **This development links to the Western Link Road, linking the A41 and the A413 Buckingham Rd.**
- **Abbey Barn and Gomm Valley**- The sites at Abbey Barn (South and North) have the market potential to deliver commercially attractive employment space. As Wycombe District Council's Economy Study & Employment Land Review states *"The sites could be suitable and attractive for office development as well as high-quality industrial, but only if its accessibility improves dramatically. This would need the proposed new Junction 3A on the M40. Because Junction 3A would be north-facing only, it would also require a much improved link from the site to Junction 3. Without the new junction, another difficulty is that the sites are likely come forward as residential-led mixed-use schemes – because any significant development in the area will require substantial new infrastructure, and only housing will deliver high enough values to pay for it. Therefore, in our judgment, employment provision at Abbey Barn is likely to be only around 5 ha as part of a mixed-use scheme. This would make it difficult to create the critical mass necessary for a high-value scheme. If the new junction is not delivered, therefore, we consider that the Abbey Barns area would be suitable and attractive for lower-profile industrial development, to serve the local market. Such development could play a valuable role, helping offset the loss of poorer-quality sites in Desborough for example. Our assessment suggests that the Council should identify 3.5 ha at Gomm Valley for office development and 5 ha at Abbey Barn for industrial development"*. These options are being put out to consultation in February 2014, as part of the Local Plan making process.
- **Wilton Park** - South Bucks District Council is working with Inland Homes and Buckinghamshire County Council to prepare a development brief for the Defence School of Languages site at Wilton Park, Beaconsfield. The site - which will soon be surplus to defence requirements - has been identified in the South Bucks Core Strategy for comprehensive redevelopment in the form of a high quality, sustainable development of residential and employment uses with community facilities and open space.
- **Pitstone Green Business Park** is a modern business park developed by Chartmoor Estates which accommodates B1, B2 and B8 activities. The area was a former cement works which closed in the 1990s, and is in the process of being redeveloped for a mix of residential development and business uses. The subject site is a large area of vacant land, 4.7 hectares in size, which has planning consent for a 16,000 sqm (172,222 sqft) data centre over two linked single-storey buildings. The site is located approximately 2 miles from the A41 via the B488 and B489. The site adjoins the largest occupier in the area Goodrich Aerospace, an American owned aerospace firm and one of the Vale's key employers. The building will provide a total of 16,000 sqm (172,000 sqft) of technical space in sixteen 1,000 sqm (10,760 sqft) halls. The building is based on the Galileo Connect modular design with independent electrical distribution, UPS and generation per 2,000 sqm (21,530 sqft) of technical space. Individual data halls from 1,000 sqm (10,760sqft) are available for lease.
- The **Hughenden Avenue** area is a large designated Employment Area. It consists of a variety of types of sites. The north-western corner at Lisle Road offers light industrial units in good condition. The north-eastern corner at Manor Court Yard offers modern offices. Both of these sites have little vacancy. On the western side of the site is Ariston, Peter Harvey and Carousel, who occupy a large warehouse and ancillary office space. The remaining parts of the site were once home to De La Rue and Compair. Both businesses have moved on and the industrial stock has been cleared for redevelopment. The sites are now being promoted as residential led mixed-use development. The 2011 Position Statement for Housing and Land for Business set the framework for the two sites. For

the Compair site the statement suggested 'a core of business uses and other significant employment generating uses should be re-provided'. For the De La Rue site, some replacement B1 (c) space should be re-provided at the southern end of the site. The current permission for 2,399 sq m of light industry and warehouse space (B1c/B8) supports this view. For the Compair site we know that there are applications permitted: one for the erection of 13 business units (B1, B2 and B8) providing 3,226 sq m of employment space, and one for 495 sq m of business start-ups as part of the student accommodation.

- The **London Road, Buckingham** site extends to 3.73 hectares (9.21 acres). The majority of the site sits within a wider land parcel which has planning permission dating from 2009 for mixed use residential, health care facility and employment development. The employment and health care development was identified to be implemented on the application site, with the residential element to the south. The residential development is currently being built out. An outline planning application has been submitted to Aylesbury Vale District Council (AVDC) on behalf of Sainsbury's Supermarkets Ltd (SSL) for "demolition of existing restaurant and development of a supermarket 7,811 sqm (84,077 sq ft) gross internal area (class A1 use) and petrol filling station with 394 car parking spaces and 36 cycle parking spaces together with a 3,709 sqm (39,923 sqft) health care facility (class D1 use) (or building for class B1 office use) with 77 car parking spaces and associated highways, access, landscaping and other ancillary works.

7.3.122 In addition to the above, it's probably worth saying that – under certain circumstances - a number of speculative developments could be brought forward in Aylesbury Vale which have linked transport schemes, including the proposed Fleet Marston Developments (linked to the A41 PPTC); the proposed Hampden Fields developments (linked to the South East Link Road); and Hallam Land's proposed development in the North East of Aylesbury.

### **Town Centre Renewal**

7.3.123 Town Centre Renewal is an important priority for BTVLEP for a variety of reasons. Renewal of our town centres will increase the economic viability of town centre businesses, increase their attractiveness as inward investment locations and enhance Buckinghamshire's Visitor Economy offer.

7.3.124 **High Wycombe** now has an agreed Masterplan for High Wycombe town centre to make it uniquely appealing and a more attractive destination with a thriving economic centre and a high quality public realm. The images from the Masterplan illustrate economic growth potential; thriving economic centre; improved pedestrian landscape less dominated by roads; changes to traffic flow around the town centre - including Abbey Way flyover; a better connected town centre; high quality public space; and making the River Wye a feature.

7.3.125 Schemes starting in 2014 include phase 1 of the alternative route, St Mary Street public realm improvements and improved pedestrian access between the town centre and the Rye open space. In addition to the above, we are wholly committed to supporting Town Centre renewal in some of our key urban centres, particularly High Wycombe, Aylesbury, Amersham, Chesham, Princes Risborough.

7.3.126 As far as future development in High Wycombe Town centre is concerned the DSA lists a number of sites in the town centre that have potential to provide new or enhanced quality office accommodation. The sites are:

- HWTC 8 Council Offices and Royal Mail Sorting Office
- HWTC 10 Swan Frontage
- HWTC 16 Oxford Road Roundabout
- HWTC 17 Bridge Street
- HWTC 19 Rapid House.

7.3.127 In planning terms the sites are acceptable for new or intensified office space. Any new office space would likely need to be cross-subsidised with a higher value scheme. That said the sites are located centrally and do benefit from good public transport accessibility. High Wycombe station will benefit from a new rail line to Oxford with services likely to start from 2015. For the Royal Mail and Council offices, the current stock of office space may have little appeal on the market for prospective tenants when the current occupiers move out. Redevelopment will therefore have to occur on these sites, which will only occur if there is a healthy town centre office market. Any redevelopment will impact on

viability as a scheme will have to be cross-subsidised by residential development. For the Bridge Street/Rapid House area, the site occupies a gateway location on the main route into High Wycombe. The DSA states that this area is a key office location and surrounded primarily by employment uses, which we support. Finally, for the Oxford Street Roundabout and Swan Frontage, the sites have the advantage of having prominence from the main routes through the town centre. This view is reflected in the DSA, where it states that the site has the best potential within the town centre to deliver high-quality, large-scale headquarter style office accommodation. We feel that a portion of office could be viable in future development here, but not in the short-term.

- 7.3.128 Wycombe District Council is also now engaged in discussions with the institutional owners of Chiltern Shopping Centre, which is at the end of its useful life. Redevelopment plans are being worked up, for a predominantly residential scheme (c. 60 units). Existing buildings fronting Frogmoor and Church Street are to be ‘living-over-the-shop’ conversions, with ground floor former retail units refitted as ‘flexible commercial space’, potentially for sale on long leases (a market not previously tapped).

### Case Study: Wycombe District Council’s track record in delivering Town Centre Regeneration

Over the last few years WDC has had a leading role in working with partners to deliver more than £200m of impressive town centre developments, including;

- £125m Eden regional retail offer
- £45m Sainsbury’s redevelopment around Dovecot car park
- £10m improvements to J4 of the M40 and a Cressex Link Road
- BNU’s investment of £60m in Bucks New University’s main campus



As part of the Sainsbury’s comprehensive development WDC sold a former surface car park to Premier Inn for 120 bed hotel, which resulted in a estimated £4m inward investment into the area. In addition, as part of the programme of renewal of the Desborough Area Renewal, WDC also sold a site to Lidl, resulting in a new supermarket in the area (also estimated to be worth £4m of inward investment).

Since 2006 £62m has been invested in campus transformation at Bucks New University (BNU). The state of the art Gateway complex opened in 2010 and won a Royal Institute of British Architects (RIBA) award. £7m has been invested in campus redevelopment at the Flackwell Health site of Amersham & Wycombe College enabling improved services for 1,000 learners. This redevelopment includes a new Construction Skills Centre incorporating Environmental Technology facilities. The site has also been completely remodelled for learners with learning difficulties and disabilities.

On Cressex Island, there is already an assured investment programme of circa £30m of retail developments that will create 100 FTE new jobs. Next has secured planning permission for a new building providing circa 7,300 sqm of floorspace with an investment value of £14m. The remaining part of Cressex Island is under offer to a warehouse club operator for a 13,500 sqm building. This will bring an estimated investment value of £35m (planning application likely autumn 2013). John Lewis has secured planning permission for their store expansion plans to sell clothing which will create around 200 new FTE jobs and opened in October 2013.

- 7.3.129 **Aylesbury** Town Centre has a draft improvement plan and is moving towards developing a Masterplan. The Draft Improvement Plan sets out our joint Vision for the town centre and the guiding principles AVDC and its partners believe should underlie any major change and development. It also outlines some ideas as to how key areas of the town could be improved. Bblur has recently been commissioned to establish the planning context for the Waterside North Development and Lamert Smith Hampton have been commissioned to do a financial viability study.

- 7.3.130 Much has already been achieved, in weak market conditions, through public sector leadership;
- A new Waitrose, multi-storey car park and 80-bedroom Travelodge hotel are now open alongside Aylesbury Waterside Theatre and a new marina is being built at Circus Fields (off Broughton Lane).

- AVDC is working with Buckinghamshire New University and Aylesbury College to provide a new education centre by 2015 next to the canal basin (Waterside South), bringing degree level courses to Aylesbury for the first time. The project will also include a new public square next to the canal basin and other public space linking to the Waterside Theatre, Waitrose, Travelodge and the Town Centre.
- Internal and external improvements are underway to Hale Leys Shopping Centre, including a new cafe area and children's play area. The development of Waterside North, to the north of Exchange Street, will be phased so that some of the flat surface car park stays. This development will also involve the renewal and demolition of some of the Old County Council Offices. AVDC, BCC, and AVA are working with partners, including Buckinghamshire County Council, to add a mix of attractions, including a major new shopping centre, restaurants and housing.
- Sainsbury's have submitted two planning applications - one for the refurbishment of the town centre store, together with better parking, affordable housing and retirement homes, as well as small retail units. Sainsbury's also wants to build a superstore on Gatehouse Road with parking, affordable homes and petrol station nearby.
- AVDC's former office at the bottom of the High Street is a possible new location for the County Library. The centre will provide a hub for council customer services, together with a cafe, visitor information centre and more. The move will allow the existing space to be used for something different and for Walton Street to be improved. This will improve the attractiveness of Friars Square.
- AVA has recently acquired the former Aylesbury police station which has been vacant since 2008. The Building is situated in a prominent location at the junction of Exchange Street and Walton Street. The building is located adjoining a cluster of civic uses (County Council offices) and is located opposite the new Waterside Theatre and is in close proximity to the retail core. The site is considered an important part of the phased delivery of the proposed Waterside North retail led development.

- 7.3.131 As far as **Chesham** and **Amersham-on-the-Hill** are concerned, there are more modest plans for some mixed use development schemes in centres, which support the vitality and viability of the centre. These will be encouraged where a satisfactory relationship can be secured between the proposed uses and nearby uses.
- 7.3.132 **Princes Risborough** town centre has a small selection of employment sites which range from office to workshops. Most employment use is centred along the main road (A4010), particularly the New Road stretch. The area is quite spacious, particularly along New Road; most properties are set back from the main roads, allowing for parking. The office stock is in a good condition, with some converted from residential to office, and some purpose-built office blocks designed to blend in with the town centre character. The workshops are in a fair condition and provide space for trades and auto industries. Current occupiers in the town centre office sites are well established, and there are only small pockets of vacancy in the office sites.
- 7.3.133 The town centre area provides small amounts of office space and supports local businesses, contributing to the vitality of the town centre and mix of uses. The new rules on Permitted Development could have a large impact here, as many offices are in converted dwelling houses.
- 7.3.134 On the periphery of the urban area of Princes Risborough is a large designated Employment Area occupied by Hypnos. The Hypnos site was formally occupied by Chevler Packaging.
- 7.3.135 The site is fronted by Hypnos, with an office block frontage. The entrance to the section formerly occupied by LEO – who are no longer on site – is located down an access road within centre of the site. This site provides office, distributor units and laboratories. There are also a number of warehouse/light industrial units on the south-eastern side, separate from the LEO/Hypnos site. The site is contiguous with the railway line of the south-east.
- 7.3.136 The site benefits from being level and a regular shape, and has good access for HGVs and cars into the site and to the rear. It is also visually prominent from Longwick Road. However, the site is a slight anomaly as it is not located close to any other similar employment uses, and it is on the edge of the urban area adjacent to the countryside. Wycombe District Council's recent Employment and Land Use

Strategy recommended the site should be designated for mixed-use development, including an industrial element, subject to market testing.

7.3.137 Lastly, as far as **Buckingham** is concerned, potential redevelopment of Swan Pool is an important project for the Town, which would lead to additional job creation opportunities.

## 7.4 Objective 3: Skilled Flexible Workforce

7.4.1 As our evidence base has shown, whilst many might think we are more fortunate than most in terms of our skills system, there are number of ‘mission critical’ issues that we need to address locally, if our economy is to deliver its true potential.

7.4.2 The overall aim of BTVLEP’s skills strategy is to set out the broad skills objectives that Buckinghamshire businesses need to drive growth and by working together with businesses, partners, providers and funders we hope it will become a key tool in the planning, funding and delivery of priorities over the next few years.

7.4.3 The evidence base behind the strategy is based on both data analysis and research and many conversations with those involved in all aspects of the skills system. Whilst identifying key themes and priority areas, we want the strategy to be both proactive in identifying the key areas of need and challenging all players involved in the skills map to work together to bring about change, and also acknowledge that it needs to be responsive as the skills priorities will change over time.

7.4.4 As identified in the summary of our Strategic Economic Priorities, BTVLEP’s skills priorities are to;

- **Improve the market intelligence about the local labour market:** to help providers meet employment need and provide high quality information and advice to young people and adults looking to enter employment.
- **Continue to develop the number and range of apprenticeship opportunities within Buckinghamshire:** with a focus in key employment sectors e.g. engineering, digital ICT. Develop a much wider range of opportunities at Advanced and Higher apprenticeship levels.
- **Develop a more effective local system of careers advice and guidance:** to work with the local schools, colleges, providers and local employers to develop a more effective careers information system.
- **Improve the work readiness of young people:** to help our young people gain the employability skills they need to succeed in the workplace.
- **Promote a skills system that is more responsive to the needs of local employers:** working with the local provider network to review the local curriculum offer increase the level of collaboration.
- **Provide a reference point for future skills needs:** to keep abreast of the innovation and skills needs of the future and to support the sector with help with innovation including plans for capital investment.

7.4.5 Whilst Buckinghamshire is perhaps not unusual in prioritising the above issues, because 19 out of 20 people leaving secondary education pursue HE pathways outside of the county, our issues are probably much more acute than other LEP areas.

7.4.6 What many employers in our ‘Plan for Growth’ sectors’ tell us is that the majority of young people they come across have not considered working in the sectors they operate in; they don’t possess the requisite skills; and/or the quality of the candidates is relatively poor.

7.4.7 The reasons for this are relatively simple. The majority of young people who leave our secondary education system (particularly the upper schools) and stay in the county, have relatively ‘elementary’ skills and aspire to work in what might be described as ‘elementary’ professions.

7.4.8 This situation is stifling our high growth firms, and the issue impacts on every subsequent tier of the education system, limiting their ability to deliver higher level skills in the vitally important STEM subjects .

7.4.9 If we are to address this issue, our number one priority as a LEP has to be to find a way of enthusing and exciting young people in secondary education to pursue Science, Technology, Engineering and Maths (STEM) based careers. This could include professions ranging from Computer Programmers to Engineers.

- 7.4.10 Our findings are borne out by a recent report by engineering UK<sup>15</sup>, which found that;
- Despite its capacity for industrial growth, the UK is in danger of falling behind in the global race as a result of its engineering skills gap.
  - The number of under 19s enrolling in advanced engineering apprenticeships dropped by 12.2% in 2011/2012, taking the figure down to 16,280. The negative trend could have an adverse impact on the UK's growth potential, both at present and in the future.
  - Preliminary figures for 2012/13 reveal a marginal increase in uptake within that age group, but the overall result remains in negative territory.
- 7.4.11 EngineeringUK has made a number of recommendations in its 2014 report, urging a collaborative approach to the problem. This means that the government, the engineering community, engineering companies and the education sector should work together to keep the talent supply flowing. In addition to doubling the number of under 19s doing advanced engineering apprenticeships, EngineeringUK also called for a twofold rise in engineering graduate numbers. This will be critical for meeting future demand for such graduates and will help address the shortage<sup>15</sup> of physics teachers and engineering lecturers.
- 7.4.12 The report further urges support for teachers and careers advisors to help them provide students with relevant career information and increase their awareness of the various professional opportunities available in the scientific, technological and engineering sectors. Students should be made to realise the value of STEM subjects for employers and also get the opportunity for hands-on experience in a modern engineering workplace, the report noted.

#### **Encouraging Young People in Primary and Secondary Education to pursue STEM related careers**

- 7.4.13 Given the above situation, BTVLEP's **number one priority** is to use whatever resources that come under its control to commission targeted activities to positively influence young people's enthusiasm to pursue a STEM based career.
- 7.4.14 What is clear from the structure of the Buckinghamshire education system is that whatever interventions we support to try and reverse the current dearth of aspiring engineers, computer programmers, physicists, biochemists and chemists (for example) coming through the skills system, we need to actively and deeply embed STEM activities in the School Curriculum.
- 7.4.15 That said, following a recent discussion with BIS Central about the fact that Skills Capital Funding is adult skills money, we recognise that it cannot be used for these purposes. Give that situation, we have identified three other possible local priorities that could benefit from Skills Capital Funding;

#### **Building our providers capability to deliver STEM skills**

- 7.4.16 In addition to our top priority set out above, we also recognise there are a wealth of opportunities for the public and private sector to collaborate on improving the quality of STEM provision, through a range of other initiatives. University Technical Colleges, Employer Opportunities Pilots and the outcomes of the Perkins' Review of Engineering Skills all provide opportunities for employers and providers to come together to commission new provision.
- 7.4.17 BTVLEP feels there is a strong case for a UTC in High Wycombe, specialising in Design and Advanced Manufacturing. This is something we will work with our providers on, to try and support them to bring something forward.
- 7.4.18 As far as Skills Capital Funding is concerned, at the time of writing, we believe we have identified two strong projects in Buckinghamshire that would benefit from Local Growth Funding, namely the renewal of Amersham and Wycombe College's estate and the capital fit out of the Waterside Centre
- 7.4.19 The illustration overleaf summarises the strategic thrust of our overall Local Growth Deal ask.

---

<sup>15</sup> [http://www.engineeringuk.com/research/Engineering\\_UK\\_Report\\_2014/](http://www.engineeringuk.com/research/Engineering_UK_Report_2014/)



Fig. 18: An integrated strategy that brings together spatial, industrial and labour market interventions

## SECTION F: OUR 2015 – 2021 LOCAL GROWTH FUND/NEGOTIATED ASKS

### 8.0 OUR LOCAL GROWTH DEAL PROPOSALS

#### 8.1 A Summary of our 2015 – 2016 Local Growth Fund Ask

8.1.1 The table below sets out a summary of our 2015-16 Local Growth Fund ask

FIVE PILLARS	THIRTEEN LOCAL GROWTH FUND ASKS
TRANSPORT INFRASTRUCTURE	Project 1: Connecting 400 Ha of expansion land through the Aylesbury East Expansion, including the Eastern Link Road & Stocklake Link
	Project 2: Regenerating High Wycombe through the Town Centre Masterplan and the Southern Quadrant Transport Strategy
	Project 3: Improving North South Connectivity and connecting residual MOD Land <sup>16</sup> by developing the A355 Improvement Scheme
	Project 4: Delivering Modal Shift by improving sustainable transport Links to East West Rail & Winslow Station
	Project 5: Delivering modal shift by improving sustainable transport links to CrossRail Stations in Taplow (linking Slough & Maidenhead) & Iver (Cross LEP Project)
SKILLS CAPITAL	Project 6: Transforming Amersham and Wycombe College's Estate to support curriculum growth
	Project 7: Investing in the Waterside Centre, an iconic new education facility in Aylesbury Town Centre
BUSINESS GROWTH	Project 8: Stimulating SME Growth through Capital Investment
	Project 9: Stimulating Growth in Buckinghamshire's Electronics & Telecommunications sector through early access to 5G technologies (Cross LEP Project)
	Project 10: Stimulating new Film, Vfx and Games businesses through the creation of a High-End Business Hatchery
HOUSING & TOWN CENTRE DEVELOPMENT	Project 11: Creation of a Bucks Business Driven housing investment fund
	Project 12: Regenerating Aylesbury Town Centre through the Waterside North Development
MANAGEMENT/ADMIN	Project 13: To support the Management & Administration of BTVLEP

Table 1: A summary of the goals of the BTVLEP Local Growth Fund

8.1.2 A number of projects in this Strategic Economic Plan have been developed in partnership with other LEPs and are of national significance. The overall cost of these asks is shown in the table overleaf.

#### 8.2 A Summary of our 2015-16 Negotiated Asks

8.2.1 In addition to our core Local Growth Fund Asks, we have also identified EIGHT freedoms and flexibilities, or 'negotiated asks' which are important to us.

THREE PILLARS	EIGHT 'NEGOTIATED ASKS'/FREEDOMS & FLEXIBILITIES
BUSINESS GROWTH	Ask 1: Investing in our Local Growth Hub
	Ask 2: Stimulating the High Performance Technology Sector by investing in Innovation Support at Silverstone
	Ask 3: Securing a TSB Launchpad competition to accelerate the growth of firms in the Film, TV and Vfx Sector
	Ask 4: Securing investment to roll out Business Improvement Districts across key Buckinghamshire Industrial Estates
TRANSPORT INFRASTRUCTURE	Ask 5: Secure a Highways Agency secondee to work with us to develop the M40 J3a Project and the M40 Noise Barrier Project
	Ask 6: To secure Network Rail support for some vital rail schemes
	Ask 7: To secure OLEV funding to enable us to rollout Electric Vehicle Infrastructure
SKILLS	Ask 8: To secure funding to support a Gold Standard Apprenticeships Campaign and develop a comprehensive Careers Showcase

Table 2: A summary of our wider asks/freedoms and flexibilities

<sup>16</sup> Subject to Planning Permission



## 8.3 Summary of our Local Growth Fund Finances (15/16)

8.3.1 The table below summarises the overall breakdown of our proposed Local Growth Deal by theme. A full breakdown of our Local Growth Deal by Project is appended to this plan.

LOCAL GROWTH FUND						
Project or Programme Name & Brief Summary	Total Project costs (£m)	Total LGF cost	Total Competitive LGF Cost	LGF 15/16	% Intervention (Total Competitive LGF vs. Total Project)	% Private Sector intervention
Aylesbury Eastern Link Road	£22,953,000	£12,458,000	£12,458,000	£6,000,000	54.28%	38%
Stocklake Link	£6,624,000	£3,810,000	£5,910,000	£457,000	89.22%	0%
High Wycombe Town Centre & Southern Quadrant Transport Strategy	£19,850,000	£12,940,000	£12,940,000	£2,793,000	65.19%	28%
A355 Improvement Scheme	£11,981,000	£8,686,000	£8,686,000	£497,000	72.50%	20%
Sustainable Transport Links to East West Rail's arrival in Winslow	£2,250,400	£1,753,400	£1,753,400	£1,753,400	77.92%	4%
CrossRail: Improving Multi Modal Connectivity to Taplow Station	£1,770,600	£1,542,700	£1,542,700	£1,542,700	87.13%	11%
CrossRail: Improving Multi Modal Connectivity to Iver Station	£1,840,000	£500,000	£500,000	£500,000	27.17%	71%
Transforming Amersham and Wycombe College's Estate	£10,256,000	£5,000,000	£5,000,000	£5,000,000	48.75%	46%
Waterside Centre	£4,835,000	£500,000	£500,000	£500,000	10.34%	36%
SME Capital Investment Programme	£7,887,520	£987,520	£987,520	£987,520	12.52%	87%
5G Testbed	£660,000	£600,000	£600,000	£200,000	90.91%	0%
Film, Television & Vfx Accelerator	£1,400,000	£750,000	£750,000	£500,000	53.57%	0%
Waterside North	£22,000,000	£3,250,000	£3,250,000	£3,250,000	14.77%	35%
LEP Management & Admin	£771,000	£470,000	£470,000	£470,000	60.96%	4%
<b>Sub Total</b>	<b>£115,078,520</b>	<b>£53,247,620</b>	<b>£55,347,620</b>	<b>£24,450,620</b>	<b>48.10%</b>	<b>27%</b>
LOAN FACILITY						
Project or Programme Name & Brief Summary	Total Project costs (£m)	Total LGF cost	Total Competitive LGF Cost	LGF 15/16 (£m)	% Intervention (Total Competitive LGF vs. Total Project)	% Private Sector intervention
Business friendly social housing investment vehicle	£162,000,000	£56,000,000	£56,000,000	£19,000,000	11.73%	36%
<b>Sub Total</b>	<b>£162,000,000</b>	<b>£56,000,000</b>	<b>£56,000,000</b>	<b>£19,000,000</b>	<b>11.73%</b>	<b>36%</b>
NEGOTIATED ASKS						
Project or Programme Name & Brief Summary	Total Project costs (£m)	Total LGF cost	Total Competitive LGF Cost	LGF 15/16 (£m)	% Intervention (Total Competitive LGF vs. Total Project Cost)	% Private Sector intervention
Local Growth Hub	£1,524,000.00	£324,000.00	£324,000.00	£162,000.00	21.26%	26%
Silverstone Innovation Adviser	£375,544.00	£120,420.00	£120,420.00	£60,210.00	32.07%	68%
Accelerate the rollout of BIDs	£1,200,420.00	£120,420.00	£120,420.00	£60,210.00	10.03%	75%
Network Rail	£130,000.00	£100,000.00	£100,000.00	£100,000.00	76.92%	0%
OLEV Place Based EV Charging Infrastructure	£1,545,000.00	£1,125,000.00	£1,125,000.00	£1,125,000.00	72.82%	25%
Gold Standard Apprenticeship Campaign & Comprehensive Careers Showcase for Buckinghamshire.	£350,000.00	£160,000.00	£160,000.00	£60,000.00	45.71%	0%
<b>Sub Total</b>	<b>£5,124,964.00</b>	<b>£1,949,840.00</b>	<b>£1,949,840.00</b>	<b>£1,567,420.00</b>	<b>38.05%</b>	<b>32%</b>
<b>Total Funding (All sources)</b>	<b>£282,203,484.00</b>	<b>£111,197,460.00</b>	<b>£113,297,460.00</b>	<b>£45,018,040.00</b>	<b>32.62%</b>	<b>32%</b>

## 8.4 Project 1: Connecting 400 Ha of expansion land through the Aylesbury East Expansion, including the Eastern Link Road & Stocklake Link

### Our Ask

- 8.4.1 To secure **£6,457,000** of Local Transport Majors funding in 2015/16 and **£16,268,000 over the lifetime of the Local Growth Fund Deal** to invest in the £29.5m Eastern Link Road & Stocklake Link Road Schemes, to unlock over £120m of land assets.

### The Project Rationale

- 8.4.2 Aylesbury is a growth town that has delivered consistently high numbers of both employment and housing growth over the past five years despite the economic downturn. Recent development delivery has benefited from advanced provision of infrastructure such as the parkway railway station at Berryfields North West Aylesbury serving a 2,000 plus housing and 10ha employment development and electricity supply

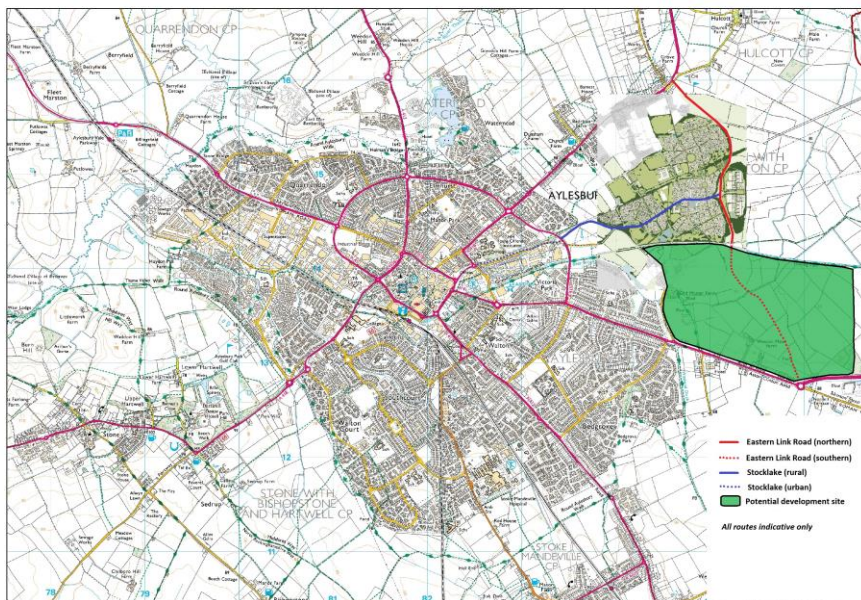


Fig 19: Aylesbury East Development

capacity work at Aylesbury East that assisted ARLA's investment decision in a super dairy facility, that became fully operational in 2013 and is on schedule to generate up to 700 local jobs.

- 8.4.3 Alongside this practical intervention approach the planning and highway authorities have been planning for the next generation of growth and supporting infrastructure. Improving movement across Aylesbury and between Aylesbury and neighbouring towns in both north and south directions is a long held strategic policy aspiration that will significantly improve the employment attractiveness of the town and offer the scope to renew and reposition Aylesbury's employment provision.
- 8.4.4 In 2013/14 both district and county council authorities, working with delivery vehicle Aylesbury Vale Advantage, successfully renegotiated a Section 106 Agreement with volume house builder Barratt leading to the grant of planning consent for a major development area comprising 2,450 homes and 10ha of employment land at Aylesbury East. This scheme will deliver the northern section of the Eastern Link Road and the rural section of the Stocklake Link Road and is wholly private sector funded. Barratt estimate that they will invest in the region of £440m over a fifteen year development programme at Aylesbury East. While the planning and highway authorities held the policy aspiration to deliver an eastern bypass for Aylesbury as part of this scheme it was not possible to achieve on either viability or planning grounds. The Barratt development is therefore an important start but falls short of delivering a comprehensive solution to traffic movement on and through the East of Aylesbury.
- 8.4.5 Barratt however recognise the benefit of linking their development to the A41 trunk road that would be achieved by the construction of the southern section of the Eastern Link Road and have agreed to assist early provision of the southern section through sharing of technical information and accelerating the rate at which they would seek completion of the northern section to link with that of the southern section. Further BTVLEP have worked with Barratt at Aylesbury East as the main candidate for use of

the PWLB funds allocated to LEPs. In return for PWLB funding Barratt have agreed to bring forward their planned commencement date on the northern section of the Eastern Link Road to 2015/16 and further to accelerate the rate of construction resulting in a planned completion date of 2018/19 as opposed to the planning obligation date that requires the road to be completed by 2020/21. In this respect a loan facility amounting to £22m (£14m PWLB and £8m Buckinghamshire County Council BCC) will be made available to accelerate the rate of delivery of a housing led scheme that will deliver an important component of strategic infrastructure.

8.4.6 Aylesbury Vale Advantage (now Buckinghamshire Advantage) turned its attention to the provision of the southern section of the Eastern Link Road in 2011. It has secured interests in land linking the Barratt development to the A41 trunk road by way of land acquisition and promotion agreement and option agreements. The latter of which relates to two small land interests that are under negotiation but are underpinned with the Highway Authority's in principle support to resolve to compulsory purchase to accommodate the new road. AVA will use £1m of capital reserves to establish a planning context for the road together with facilitating development in 2014/15. This scheme will be employment led and link to the BTVLEP evidence base for employment space provision and growth. AVA has further been in discussion with Stoke Mandeville Stadium, home of the Paralympics together with a major sporting interest to develop a planning strategy that could provide an international sporting facility surrounded by employment and ancillary leisure uses within a strong landscape environment that would create a new, well designed and accessible entrance to Aylesbury from the East. The employment and leisure led development would be complementary to the Barratt housing scheme to the north. Further the Stocklake Link Road proposals that connect to the Eastern Link Road will provide the direct link between the town centre and the new East of Aylesbury Major Development Areas. Unlike the housing development, that was marginal before the public sector renegotiated the S106 obligations, the employment led nature of the Eastern Link Road Southern scheme and indeed the nature of the promotion agreement with the major landowner, that means that the public purse will only retain 20% of the uplift from land value, means that grant funding is required to achieve early and coordinated delivery of the Eastern Link Road.

8.4.7 In addition to the key output of achieving improved connectivity for Aylesbury an equally important issue is to control the quality and provision of employment land that is required by those business sectors that BTVLEP wish to support and grow. Businesses within the BTVLEP growth sectors will be actively targeted and supported.

### **What this project will deliver**

8.4.8 **The Eastern Link Road** provides a new orbital link between the A418 Bierton Road and the A41 Tring Road, to the east of Aylesbury. The road is to be constructed in two discrete sections; a northern section between the A418 and the canal and a southern section over the canal that joins with the Woodlands roundabout on the A41.

8.4.9 In combination the phases provide direct road connections between the A418 and A41, avoiding the town centre networks. The link will provide network capacity to accommodate local traffic from East Aylesbury and adjacent areas, relieving traffic demands on the existing A418 Bierton Road and the A41 Tring Road, plus the town centre road network. The Eastern Link Road delivers reduced journey times and more reliable journeys to and through Aylesbury town centre and key development sites to the east of the town. It also helps to secure potential public transport priority measures on the approaches to Aylesbury and relief to town centre Air Quality Management Areas. The scheme is therefore vital to accommodating large-scale growth east of Aylesbury without any commensurate worsening of traffic conditions.

8.4.10 The northern section is an integral part of the new road network as part of planned development at Aylesbury East and provides access and egress for traffic associated with this development. This section is delivered by private-sector investment via a S106 developer agreement but will be forward-funded by a Public Works Loan to accelerate delivery. The proposed southern section will provide a new general purpose single carriageway road alignment, creating a new orbital route for strategic routing north-south across the county and local traffic originating/arriving at localities to the east of the town centre.

The “ask” for the Eastern Link Road from the Local Growth Deal relates to this southern section but it is anticipated that a substantial portion of the costs can actually be met by the development site(s) it unlocks south of the canal. Therefore, when the combined package of north and south is considered together, the scheme demonstrates substantial leverage of private sector funding in addition to the value added by unlocked development sites. The northern section has planning permission for 2450 homes and a 10ha employment site whilst the southern section will unlock the area south of the canal for employment led development that will provide a high-quality eastern entrance to Aylesbury. It will also reinvigorate the prospects of the stalled Aston Clinton Major Development Area and provide alternative routing for ARLA HGV traffic.

- 8.4.11 Lambert Smith Hampton and Aitchison Rafferty have been commissioned and have provided valuation advise on the facilitating development required to fund the Eastern Link Road southern section. A mixed use development over 180Ha comprising employment, R&D, commercial and sport leisure , retail, housing, parkland and flood attenuation areas is proposed with an estimated gross development value of £77m. In addition contributions are proposed from AVA and the Local Transport Board allocated funds that would increase receipts to £88m to £94m dependent upon the allocation of LTB funding. Total Development costs are estimated at £98m for land, servicing, planning, highway and public realm for the first phase development. In this particular scenario the costs include contribution to an iconic sporting facility. This leaves a short fall of £4-10m on a scheme that together with the Northern Section of the Eastern Link Road would see leverage of £580m of private sector funds and accelerated road provision. The gap funding requirement would fall early in the development cycle and would assist in early draw down of land from the landowner under the promotion agreement. This would be in 2015/16 following planning consent. A cash flow is appended with the supporting information.
- 8.4.12 The project is scalable in the respect that the rate at which the road could be procured may be delayed to match land receipts but this would be sub optimal in matching the Barratt development and thereby creating a whole Eastern Link Road solution by 2018/19. Likewise the mix of uses could be changed to accommodate higher yields but this would limit the prospect of creating an outstanding employment and leisure opportunity that would be unique to Aylesbury, would likely have detrimental effects on the viability of the town centre and would limit the business critical infrastructure that Buckinghamshire business require to grow.
- 8.4.13 The **Stocklake Link Road** consists of a radial route between the northern section of the Aylesbury Eastern Link Road and the town centre.
- 8.4.14 A new 'rural' section will connect with a signalised junction at Oakfield Road. This rural section is an integral part of the new road network as part of planned development at Aylesbury East, providing access and egress for traffic associated with the development of 2,450 homes and 10Ha of employment land. This rural section is funded through a S106 developer agreement that will have an accelerated delivery via the injection of PWLB funds.
- 8.4.15 Improvements to the existing 'urban' section of Stocklake enhance carriageway alignment and provide better facilities to manage right-turning movements and on-street parking associated with the Stocklake Industrial area and residential properties, thereby completing a radial route into Aylesbury Town Centre.
- 8.4.16 In combination these schemes deliver a new Stocklake link road providing direct access between the Eastern Link Road and therefore the Aylesbury East Expansion land and the town centre. This link will provide network capacity to accommodate local traffic from East Aylesbury and adjacent areas, relieving traffic demands on the existing A418 Bierton Road and securing potential for public transport priority measures on the A418 on the approaches to Aylesbury. It will also complement the regeneration of Aylesbury Town Centre by enhancing its accessibility to Aylesbury's newest residents.

## 8.5 Project 2: Regenerating High Wycombe through the Town Centre Masterplan and the Southern Quadrant Transport Strategy

### Our Ask

- 8.5.1 To secure **£2,793,000 of Local Transport Majors funding in 2015/16** and **£12,940,000 over the lifetime of the Local Growth Fund** to invest in the remaining elements of the **£19,850,000** High Wycombe Town Centre and Southern Quadrant Transport Strategy.

### The Project Rationale

- 8.5.2 High Wycombe Town Centre is the most sustainable location within Wycombe District for economic growth. Regional and local policy consistently identifies significant additional development potential in the town but this is constrained by a road network that was based on size, structure and function of a town centre in the 1960's.
- 8.5.3 The Wycombe Masterplan within the Delivery and Site allocations Plan (July 2013 sets out a vision for High Wycombe's town centre over the next thirty years and was developed in accordance with BCC's Local Transport Plan (LTP). The Masterplan identified the negative and divisive impact of Abbey Way (elevated section) and to a lesser extent, Archway. The Masterplan vision focuses upon reconnecting and enhancing the town centre, maintaining access whilst reducing road and traffic intrusion through the removal of the elevated Abbey Way, the de-dualling of Archway, and the provision of an alternative cross-town route. The Southern Quadrant is an area of growth in land use including significant expansion of employment development and is a key gateway to the town centre.
- 8.5.4 The proposed package of schemes aims to deliver the transportation proposals set out in the Masterplan as part of WDC's Local Development Framework and schemes in the Southern Quadrant as part of BCC Local Area Strategies. The schemes will facilitate the development of the key areas of land use resulting in job creation and the regeneration of the town centre. The environment and urban realm within the town centre will be significantly improved and new and enhanced development opportunities will be created, transforming High Wycombe into an attractive place to live, work and visit.
- 8.5.5 The scheme, which is being delivered in a phased package of measures aims to resolve the divisive nature of A40 Abbey Way / A4128 as well as integrating an enlarged town centre. The scheme will achieve this by;
- Offering scalability and flexibility in respect to the development of the whole package.
  - Supporting new opportunities for homes, jobs, shops and leisure activities, and
  - Facilitating the necessary improvements to the quality of the public realm that make the town centre a more attractive place to live, work and visit.
- 8.5.6 The development has already utilised significant funding for the development of some of the schemes. The following outlines the current spending to date relating to the HWTCMP / SQTS package.

SCHEME	INITIAL INVESTMENT
TCMP – Alternative Route	£2.63mn
TCMP – Paul's Row	£0.55mn
SQTS – S106 / S278 Contributions	£6.39mn
<b>TOTAL – TCMP / SQTS</b>	<b>£9.57mn</b>
Other Committed Funding	£3.10mn
<b>TOTAL INVESTMENT TO DATE</b>	<b>£12.57mn</b>

### What this project will deliver

- 8.5.7 Further complementary developments that aim to link to the town centre are also being developed as part of the Southern Quadrant Transport Strategy. This package of measures which contributes significant financial match funding to the Town Centre scheme also further aims to improve economic growth within the urban area through improving transport connections and accessibility to strategic economic growth sites such as Cressex, Marlow and improved connectivity to the M40.

8.5.8 The individual measures within the package are as follows:

SCHEME	DESCRIPTION	POTENTIAL DELIVERY
Westbourne Street	Provision of improved new highway link between West Wycombe Road and Westbourne Street including a new junction at Westbourne Street / West Wycombe Road.	2014
Pauls Row / Saint Mary's Street	Highway and environmental improvements to improve facilities for pedestrians and other users whilst maintaining vehicular access.	2014
A40 Rye Crossing	New toucan crossing at surface level as alternative to existing subway.	2014
Gasworks Link	The key section of the alternative cross-town route is a new piece of the network created through the gas works site and the Buckingham House & Castle House site which connect Suffield Road and Desborough Road.	2015/16
Alternative Route	The development of the alternative route aims to complete the connection between Westbourne Street scheme and Gas Works Link. This incorporates the provision of the link road between Bellfield Road and Archway, and introduction of gyratory system. The works also aim to development the treatment of Bellfield Road, Oxford Road, Bridge Street, West Wycombe Road, Desborough Road and Queen Alexandra Road in line with the Manual for Streets design approach	2014-16
Abbey Way Flyover	Following the provision of the alternative route this will give the authorities scope to reduce traffic capacity on Abbey Way flyover to a single carriageway, whilst maintaining access for local traffic to town centre car parks and a through route for general traffic, reducing traffic at the key junctions either end of the flyover, so that these can be remodelled to create development opportunities with pedestrian friendly spaces. In the longer term, subject to satisfactory network operation and funding availability, Abbey Way flyover could be closed completely to traffic. This would enable the demolition and removal of the ramps at the western and eastern ends, providing the opportunity to reopen the River Wye which has been culverted underneath, with the middle section of the flyover retained to continue to function as the roof of the shopping centre.	2014-16
Abbey Way Gyratory	Dualling of Abbey Way Gyratory (south side), including pedestrian crossing and removal of through traffic from north side to re-connect the green space to the town centre and traffic management amendments and potential of mini-roundabouts at Abbey Way Gyratory replaced by two roundabouts, including provision of pedestrian crossings.	2015-2019
Oxford Road Roundabout	The reduction of through traffic at Oxford Road roundabout allows for the reduction and simplification of traffic movements in this location and the removal of the roundabout. The reconfigured junction arrangements would facilitate all movements and retain existing access points, including into the Eden car park and service yard. In conjunction with changes to the Oxford Road roundabout, there is potential for the de-dualling of Archway at this time.	2015-2019
Easton Street	Traffic management changes aimed at restoring Easton Street and Queen Victoria Road to two-way traffic flow. This would enable a less traffic dominated environment compared to the present situation where vehicles tend to travel in high speed platoons of merging traffic. It would also improve access for westbound buses into the High Street avoiding A40 traffic on Abbey Way. This would include changes to the junction of Crendon Street with High Street, with improved safety as a result of a straight ahead route along Queen Victoria Road being available in the event of brake failure leading to runaway vehicles down Crendon Street.	2015-2019
Dovecot Gyratory	Most of the changes to the road network in the Dovecot / Bellfield Road area were initially developed as part of the Sainsbury's development, but the provision of a full link road between Bellfield Road and Archway and further traffic management changes to the road network so as to create a gyratory arrangement providing a different route for traffic via Bellfield Road will be required to enable the downgrading of Archway to a single carriageway.	2015-2019

Note 1: The schemes highlighted above forms the basis of the package of developments, with the later schemes forming complementary schemes aimed at enhancing the effectiveness of the town centre traffic flow and minimising traffic impact on the town centre and surrounding areas.

## **8.6 Project 3: Improving North South Connectivity and connecting residual MOD Land<sup>17</sup> by developing the A355 Improvement Scheme**

### **Our Ask**

- 8.6.1 To secure **£497,000 of Local Transport Majors funding in 2015/16** and **£8,686,000 over the lifetime of the Local Growth Fund** to invest in the £11,981,000 A355 Improvement Scheme.

### **The Project Rationale**

- 8.6.2 North-south links within Buckinghamshire are limited but crucial for flow of services, commuting and access to national transport networks. The A355 provides the main north-south route through the South Bucks District, connecting Amersham and the A413 in the north to the M40 and on to Slough in the south. As a result, it accommodates high volumes of traffic. In combination with the relative affluence of the area and local commuting patterns, a tidal pattern of traffic flow is evident comprising high proportions of through traffic.
- 8.6.3 The corridor is widely cited as suffering from congestion at peak times, with a number of junctions seen as forming significant bottlenecks. In recognition of this, Buckinghamshire's Local Transport Plan 2011-20162 (LTP3) classifies the A355 Amersham to Beaconsfield as an Interurban 'Priority Congestion Management Corridor'.
- 8.6.4 Improvements to the A355 corridor are seen as key elements of the transport solution that will be required to deliver growth and improve connectivity within Buckinghamshire. The improvements are included in BTVLEP's draft SEP as a potential major scheme for preparation and commencement before 2021.
- 8.6.5 The A355 improvement scheme is closely associated with the delivery of the proposed strategic housing and employment site at Wilton Park, to the east of Beaconsfield. In line with the South Bucks District Council Core Strategy, a range of measures are proposed in order to address traffic congestion concerns, reduce pressure on the London End roundabout and ensure that proposed development can be delivered without an unacceptable impact on the local road network. The scheme intends to improve the resilience and performance of Buckinghamshire's local highway network, and improve strategic north/south connectivity for the county.
- 8.6.6 At the northern end of the A355 corridor is the A413/A355 intersection on the southern edge of Amersham, known as the 'Gore Hill roundabout'. The junction has been identified as a bottleneck in the Chesham and Amersham Transport Study. A scheme at this location would be necessary to realise local transport improvements and would support the effective delivery of improvements further south on the route.
- 8.6.7 The London End roundabout is widely cited as a congestion hotspot, with evidence indicating reduced speeds and increased vehicular delays on approaches to the junction at peak times. Reduced vehicle speeds occur on the A355 southbound reflecting significant queues on the approach to the roundabout. These queues relate to the high volumes of conflicting movements, limited capacity and unusual geometry at the junction.
- 8.6.8 The volumes of traffic and congestion on this route contributes to difficult egress conditions from the residential side roads, with particular concerns raised at the junctions of Ledborough Lane and Maxwell Road with the A355. There are also safety concerns at a number of junctions along this route including London End roundabout.
- 8.6.9 The A40 London End experiences congestion throughout the peak hour through Beaconsfield Old Town. This has negative consequences for the environmental quality of the conservation area and for local businesses. The extent of these queues can consequently impact upon the A40 London End junction with the B474 Aylesbury End, contributing to queues and congestion on Station Road in to Beaconsfield New Town. As a result, rat-running on residential roads between the B474 and A355 can occur.

---

<sup>17</sup> Subject to Planning Permission

- 8.6.10 Congestion also occurs on the A40 in a westbound direction, primarily due to delays related to constraints on London End including issues relating to parking on London End and can block back toward Pyebush roundabout.
- 8.6.11 The Gore Hill roundabout is also highlighted as a bottleneck on the A355 corridor. Analysis indicates the junction is approaching capacity in the AM peak period, with delays experienced on the A413 approach from the west and Gore Hill from the north. The junction is shown to be operating within capacity during the PM peak.
- 8.6.12 Results, however, do not wholly support anecdotal accounts or observations on site where northbound queues are reported on the A355.
- 8.6.13 In general, congestion affects journey time reliability on the A355 and approaching roads, and reduces accessibility. The LTP3 classifies the length of A355 between Beaconsfield and Amersham as an Interurban 'Priority Congestion Management Corridor', elevating the status of the route as a priority for investment.

**What this project will deliver**

- 8.6.14 The A355 (Gore Hill / Wilton Park) project will deliver a package of improvements that will improve transportation conditions in Beaconsfield and at the Gore Hill junction to the south of Amersham, through two connected schemes.
- 8.6.15 The A355 at both these locations suffers from significant peak time congestion, affecting both local and longer distance strategic traffic movements.
- 8.6.16 The preferred scheme for Beaconsfield would provide the northern section of a 'relief road' to the East of Beaconsfield. The southern section of the relief road may be provided by the developers of the Wilton Park Opportunity Site, which is the subject of a draft Supplementary Planning Document (SPD), and may provide a mixed use development providing 250-350 new homes, commercial floor space, community buildings and facilities, and 17ha of open space including formal sports facilities. The draft SPD requires the developer of the Wilton Park site to provide an access from the Pyebush Roundabout that is capable of being upgraded and extended northward to the A355 to form the first stage of an A355 relief road for Beaconsfield. The LTB has identified the completion of the relief road, from the Wilton Park development northwards, as a priority scheme for investment and local growth deal funding is sought to supplement LTB funds in order that the relief road can be provided in its entirety.
- 8.6.17 If the relief road is delivered, it would relieve traffic from the London End junction and would improve conditions on the existing A40 and A355. This will then provide the opportunity to deliver a wider package of measures including environmental and urban realm improvements in these locations.
- 8.6.18 The Gore Hill junction would be subject to an improvement scheme within the limits of the highway boundary, primarily aimed at reducing the impact of traffic growth on congestion at the junction, in particular on the western and southern arms of the junction which experience congestion in the AM and PM peaks respectively.
- 8.6.19 The primary economic benefits are in the form of journey time savings, but the scheme and the wider package will also offer environmental and social benefits for local residents.



## 8.7 Project 4: Delivering modal shift by improving sustainable transport links to East West Rail & Winslow Station

### Our Ask

- 8.7.1 To secure **£1,753,400 of Local Sustainable Transport Capital Funding (LSTF) in 2015/16** to invest in the £2,250,400 scheme to deliver smart, sustainable integrated transport connections between Buckingham and the developing East West Rail station in Winslow.
- 8.7.2 In tandem with this highly focused infrastructure ask we are also delivering a number of projects/proposing a number of related actions which integrate into this investment ask, including;
- Buckinghamshire County Council is also bidding for LSTF revenue funding to encourage increased rail use through sustainable travel to stations; minimise parking issues at stations; encourage visitors to the area; and provide innovative solutions to encourage sustainable travel to stations.
  - BTVLEP and BCC are also working with a range of transport technology providers on a number of current and emerging TSB projects;
  - Ask 7 sets out our aspiration to work with OLEV on rolling out Electric Vehicle charging infrastructure as part of this project. Securing this agreement could increase the scale of local contribution to these schemes.

### The Project Rationale

- 8.7.3 Winslow and Buckingham are market towns located in the north of Buckinghamshire. Winslow has a population of 4,407 and Buckingham has a population of 12,043<sup>18</sup>. There are a number of villages which lie between the two towns. Buckingham and Winslow are connected by the A413.
- 8.7.4 East-West Rail is a major project which will establish a strategic railway connecting East Anglia with Central, Southern and Western England. It aims to improve links across the UK and increase rail connectivity. The East-West Rail Link – Western Section focuses on the section of the route between Reading, Milton Keynes and Bedford. It will provide a new purpose built station at Winslow, which will offer significantly improved local and regional connections. Winslow will form part of the East West Rail western section with a new station planned to be built just off the A413 Winslow (near junction B4033). The East West Rail route ties in with key growth areas and provides opportunities for local and regional journeys between regional ‘hubs’.
- 8.7.5 Winslow Station is to be located on the north side of the railway line between Furze Lane and Buckingham Road (A413) as set out in Winslow’s emerging Neighbourhood Plan. The integration between cycle, bus and rail at this location is essential in helping to facilitate sustainable and seamless end to-end journeys.
- 8.7.6 Locally, there are strong aspirations to want to;
- Improve connectivity between Winslow, Buckingham and Silverstone – both to accommodate the significant visitors attracted to the race circuit, but also to improve employment opportunities for young people.
  - Stimulate greater employment growth – to support the employment needs of local people, by developing a business park located next to the station;
  - Improve local education provision - through the development of the Sir Thomas Freemantle Free School;
  - Improve connectivity to Bernwood - an area which Bucks CC is developing to be a key tourist destination, specifically aimed at attracting cycling tourism. The rail station at Winslow could act as a magnet to visitors from Oxford and Cambridge, two of the largest cycling cities in the country.
- 8.7.7 The A413 forms part of the County’s strategic highway network, connecting Denham in the south through Aylesbury and Winslow, to Buckingham and on to Towcester in the north. It provides one of the key north-south highway connections within Buckinghamshire.

---

<sup>18</sup> 2001 Census

- 8.7.8 The route between Winslow and Buckingham, intersects with the B4033 just north of Winslow and the A421 in Buckingham, as well as a number of minor roads. Average two-way daily traffic volumes are just under 10,000 vehicles and include a number of bus services and HGVs. Within the urban areas of Winslow and Buckingham, the route suffers from congestion in both the AM and PM peaks.
- 8.7.9 Winslow is already a 'hub' for keen cyclists and cycle clubs, providing business to local retailers. The revenue element of this LSTF project hopes to expand on this and help further boost the local visitor economy.
- 8.7.10 The Bernwood Opportunity Zone project seeks to bring together aspirations and opportunities for the area with the aims of promoting sustainable rural tourism, improving access for recreation and education and to benefit and conserve the environment and grow the rural economy. The project also aims to develop an integrated sustainable travel network across the Bernwood area. Building on existing leisure cycle routes and establishing new routes (mostly on quieter roads) will allow for a growth in cycle tourism.
- 8.7.11 Network Rail has forecast demand at Winslow station to be 572,000 annual trips (both ways) in 2017 and 575,000 annual trips (both ways) by 2031. Without intervention to encourage sustainable travel there will be significant increase in car use, causing congestion and parking issues.

8.7.12 Buckingham's nearest rail stations are currently Bicester and Milton Keynes meaning Buckingham residents have to travel approximately 12 miles to a rail station. Winslow is just 6 miles from Buckingham allowing easier access for the residents of Buckingham to a rail station.

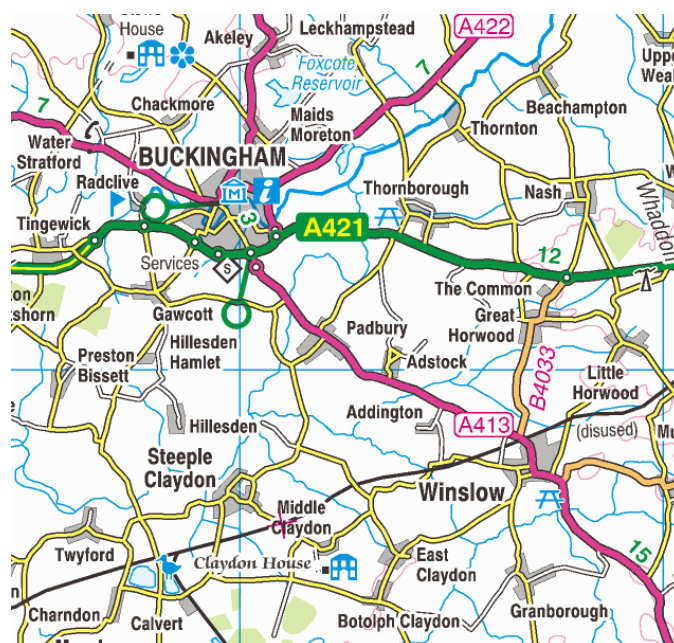


Figure 20: A413 Winslow-Buckingham

- 8.7.13 A Transport Strategy for Buckingham (including a plan for a cycle network across the town) is currently being developed. This is linking into the Buckingham Neighbourhood Plan to ensure that it fully incorporates local need/aspirations and future planning.
- 8.7.14 Along the A413, Arriva currently operates an hourly bus service (number 60) on weekdays between Buckingham and Aylesbury via Winslow. Bus stops are located on both sides of the A413, predominantly in the built up areas but also to serve dwellings and farm buildings located along the route. Facilities provided at each stop vary, with shelters and seating more often provided in the towns and villages.
- 8.7.15 Within Buckingham, the cycle network is limited; current provision primarily consists of off-road routes through parks and woodland and sections of shared use footway/cycleway along the A413 London Road and A421. A proposed cycle network is currently being progressed, however, as part of a wider transport strategy for the town in line with Buckingham's Neighbourhood Plan. Within Winslow, with the exception of NCN51, there is currently no cycle infrastructure provision.
- 8.7.16 Over the last five years a total of 37 collisions were recorded on the route, of which 2 (5%) were classified as fatal, 10 (27%) were classified as serious and 25 (68%) as slight. A significant proportion of collisions occurred at junctions (46%), with notable locations at the A413 junctions with the B4033 Great Horwood Road, Lenborough Road (which included a fatality) and Main Street, Adstock. This is slightly above DfT statistics, which reported that 40% of collisions on non built-up roads in 2012 were at or within 20 metres of junctions.

## What this project will deliver

- 8.7.17 This scheme improves bus and cycle connections between Buckingham and the East-West Rail Station in Winslow, thereby improving multi-modal connectivity. It also has the potential to improve onward access to Silverstone and the Bernwood area, creating new employment opportunities and improving connections between major centres of employment.
- 8.7.18 In tandem with other investments that local partners are making, or are hoping to make (see Ask 7), in innovative transport technology platforms, EV charging infrastructure and behaviour change programmes, this infrastructure is a necessity if we are to deliver modal shift.
- 8.7.19 Investments in this project include;
- A new cycle link (A413 Cycle Route) connecting Buckingham and Winslow
  - Real Time Passenger Information (RTPI) and promotion; and
  - An infrastructure upgrade to the No. 60 bus route between Winslow and Buckingham (WiFi Hubs at 3 bus stops).
- 8.7.20 Currently there is developer funding available in the area to implement some of the requirements:
- £447,500 being used to develop some of the aspirational cycling routes across Buckingham town. This will connect residents safely out of the town to the A413. The LSTF Capital bid is to fund an extension of the network to Winslow rail station.
  - £10,000 towards RTPI in Buckingham (bus stops).
- 8.7.21 This capital bid integrates into BCCs revenue bid which seeks to;
- Encourage increased rail use through sustainable travel to stations (including active travel)
  - Minimise impacts of increased travel to stations (including congestion and air quality issues)
  - Help minimise parking issues at stations
  - Encourage visitors to the area (with minimal transport impact)
  - Provide innovative solutions to encourage sustainable travel to stations.
- 8.7.22 By integrating these investments together, with wider activities (such as the rollout of EV Charging Infrastructure and our work in a TSB In Field Integrated Transport Competition), we believe we have an integrated programme of investments that can be used together to deliver a genuinely impactful behaviour change programme which promotes modal shift and encourages more sustainable travel.

## 8.8 Project 5: Delivering modal shift by improving sustainable transport links to CrossRail Stations in Taplow (linking Slough & Maidenhead) & Iver

8.8.1 Crossrail, Europe's largest infrastructure project, will open in 2018, delivering a direct connection between all of London's main employment centres; linking Heathrow with Paddington, the West End, the City and Canary Wharf. The new railway will reduce journey times, ease congestion and improve connections.

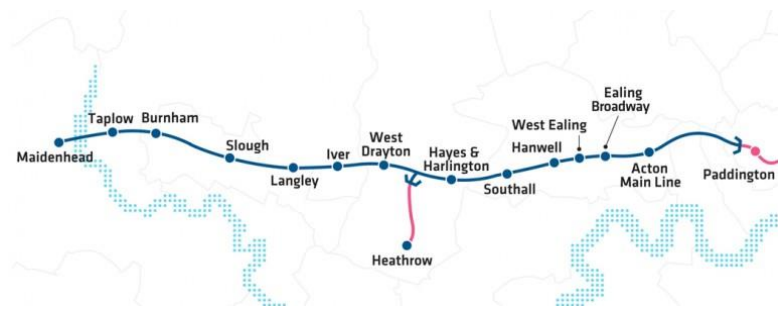


Figure 21: Cross Rail Western Section ([www.crossrail.co.uk](http://www.crossrail.co.uk))

8.8.2 This project seeks to improve multi-modal connectivity to two Cross Rail Stations – in Taplow and Iver.

8.8.3 This investment ask, for funding into transport infrastructure integrates into a number of other actions we are taking to improve multi-modal transport connectivity to these key transport hubs;

- Buckinghamshire County Council is also bidding for LSTF revenue funding to encourage increased rail use through sustainable travel to stations; minimise parking issues at stations; encourage visitors to the area; and provide innovative solutions to encourage sustainable travel to stations.
- BTVLEP and BCC are also working with a range of transport technology providers on a number of current and emerging TSB projects;
- Ask 7 sets out our aspiration to work with OLEV on rolling out Electric Vehicle charging infrastructure as part of this project. Securing this agreement could increase the scale of local contribution to these schemes.

### Project 5a: CrossRail: Improving Multi Modal Connectivity to Taplow Station - linking Slough & Maidenhead (Cross LEP Project)

#### Our Ask

8.8.4 To secure **£1,542,700** of Local Sustainable Transport Capital Funding (LSTF) in 2015/16 to invest in a **£1,770,600** scheme to deliver smart, integrated, sustainable transport infrastructure to improve multi-modal connectivity between Maidenhead, Slough, Key Visitor Attractions and the new CrossRail station in Taplow.

8.8.5 In addition to our ask, Thames Valley Berkshire LEP is also seeking £620,000 of funding towards this scheme (estimated cost £1,165,000). Collectively, this makes this overall scheme worth £2,965,000 with £1,543,245 (53%) being sought from the Local Growth Deal.

#### The Project Rationale

8.8.6 Taplow forms part of the Western section of the CrossRail upgrades

8.8.7 The western section of the Crossrail route runs from London Paddington to Heathrow Airport and Maidenhead. Service improvements along the western section of the route include:

- Additional capacity and reduced overcrowding on trains
- Electric trains providing quicker, cleaner, quieter and smoother journeys
- Journeys into the West End, City and east London without the need to change trains. It is estimated that it will take 54 minutes to travel from Maidenhead to Canary Wharf.

8.8.8 Crossrail will leave a legacy of economic sustainability. The new railway will support regeneration across the capital and add an estimated £42bn to the economy of the UK.

8.8.9 Crossrail anticipate passenger numbers for peak 3 hour periods (7-10am and 4-7pm) in 2026 will be 620 passengers in the morning peak, made up of 420 entries to the station and 150 exits (these numbers

would be reversed for the evening peak). This 2026 figure is 3 times the number of passengers counted in 2001.

- 8.8.10 In order to ensure future proofing and to allow for any unforeseen increases in numbers, CrossRail will ensure that all their stations are suitable for 2026 figures plus 28%. BCC are working directly with Crossrail in terms of trying to ensure that the stations are suitably prepared for the anticipated increased patronage (hence the need for this LSTF scheme).
- 8.8.11 Taplow is situated in the South of Bucks. It nestles between Burnham and Slough. The population of Taplow is 1,669 (2011 Census). As with Iver there are currently no formal non recreational cycle routes in the area. The nearby National Cycling Network route 61 is the closest cycle route. Taplow station is located just off the A4.
- 8.8.12 The station currently has 2 sets of covered cycle racks (total of 20 spaces for bikes). There is some pay and display car parking to the front of the station and a pay and display car park to the rear of the station.
- 8.8.13 Key local destinations include Slough and Maidenhead (employment, retail); Windsor, Eton, Clivedon, Burnham Beeches, Dorney Lake and Odds Farm Park (visitor attractions).

### **What this project will deliver**

- 8.8.14 This scheme will deliver improved sustainable travel links between Slough, Maidenhead, Taplow Village and Taplow Rail Station. It would deliver important integrated transport solutions linked to the new Crossrail service. Investments in this portfolio of projects include;
- A shared use cycle path along the A4;
  - A possible cycle hire scheme;
  - EV charge points at the rail station;
  - The promotion of cycle links to nearby tourist attractions (like Clivedon and Dorney Lake); and
  - Improved links to a frequent bus service from Taplow.
- 8.8.15 It will improve access to/from Taplow Rail Station to the new Crossrail services, linking communities, business, education and tourism.
- 8.8.16 The Beeches Local Area Forum Environmental Sub Group (made up of Parish, District and County Councillors) are actively looking to facilitate and encourage sustainable travel across the area, particularly to schools. They have dedicated all of their funding to this scheme over the next 2 years, which will support the LSTF work.
- 8.8.17 There are additional developments planned for the area (such as Skindells Yard – on the border with Maidenhead – which should help to provide a cycle link across the River Thames). Funding will be secured from these developments to help further enhance the cycle and bus network.
- 8.8.18 There are existing cycle routes in place, these will help link with the proposed cycle route along the A4:
- Slough cycle network(A4 route is a key missing link)
  - Maidenhead cycle network (funding secured for this by RBWM)(A4 route is a key missing link)
  - Sustrans Jubilee Way (NCN Route 61) – linking down to Windsor
  - Beeches Cycle Route.
  - Currently there is developer funding available in the area to implement some of the requirements, including £185,900 towards the A4 cycle route and £2,000 towards Real Time Passenger Information along the A4 (bus stops).

## Project 5b: CrossRail: Improving Multi Model Connectivity to Iver Station

### Our Ask

- 1.0.1 To secure **£500,000**<sup>19</sup> of Local Sustainable Transport Capital Funding (LSTF) in 2015/16 to invest in the £1,840,000 scheme to deliver smart, integrated, sustainable transport infrastructure to improve multi-modal connectivity between Iver Village, Pinewood Studios, key visitor attractions and the new CrossRail station in Iver

### The Project Rationale

- 8.8.19 Iver forms part of the Western section of the Cross Rail upgrades. The western section of the Crossrail route runs from London Paddington to Heathrow Airport and Maidenhead. Service improvements along the western section of the route include:
- Additional capacity and reduced overcrowding on trains
  - Electric trains providing quicker, cleaner, quieter and smoother journeys
  - Journeys into the West End, City and east London without the need to change trains. It is estimated that it will take 54 minutes to travel from Maidenhead to Canary Wharf.
- 8.8.20 Cross Rail have been looking into expected use at rail stations once the new services are in place. For Iver, the number of passengers expected to use the station between 7 and 10 a.m. each weekday is estimated to be 490, made up of 420 entries to the station and 70 exits. The 2026 figure is more than three times the number of passengers counted in 2001.
- 8.8.21 In order to ensure future proofing and to allow for any unforeseen increases in numbers, CrossRail ensures that all their stations are suitable for 2026 figures plus 28%. BCC are working directly with Cross Rail in terms of trying to ensure that the stations are suitably prepared for the anticipated increased patronage (hence the need for this LSTF scheme).
- 8.8.22 Iver is located in the South East corner of Buckinghamshire. Iver lies close to the border of the County and neighbours Slough.
- 8.8.23 The population of Iver is 11,119. There are currently no formal non-recreational cycle routes in the area. However, there is a fairly extensive rights of way network which provides access within and to the countryside. Iver is located on the B470 and is close to the M4. Nearby visitor attractions include Chilterns AONB, Pinewood Film Studios, Colne Valley Park, Black Park and Langley Park.
- 8.8.24 Current rail provision Iver train station has 4 platforms. Trains from Iver run regularly to London Paddington and Oxford. There is one covered cycle rack which holds 10 bikes. Iver rail station has no car parking available.
- 8.8.25 Other reasons for promoting this scheme include;
- There is currently no parking provision at Iver rail station. Cars park the residential roads around the station. This encourages commuters to drive to Iver station because they can park free roadside rather than paying for parking at nearby Langley Station.
  - School traffic in the area, increases peak hour traffic and therefore congestion.
  - Iver station is in Richings Park which is outside the village of Iver, meaning that the train station is located away from where most residents reside.
  - No designated cycle routes and minimal parking provision – this makes it difficult to encourage cycling to the station.

### What this project will deliver

- 8.8.26 This scheme would deliver improved sustainable travel links to Iver Rail Station from the proposed Pinewood Development<sup>20</sup>, linked to the new Crossrail service.
- 8.8.27 Investments in this project potentially include;

---

<sup>19</sup> This is subject to Pinewood securing Planning Permission, with £1,300,000 contribution coming from Section 106

<sup>20</sup> Subject to planning permission

- An improved cycling link to Pinewood Studios;
  - EV charge points at Iver rail station;
  - Cycling links to Black Park and Langley Park;
  - Information and promotion linked into local tourist destinations;
  - Improved infrastructure around local villages to encourage public transport use.
- 8.8.28 The wider project will deliver improved access to/from Iver Rail Station to the new Crossrail services – linking communities, business, education and tourism.
- 8.8.29 The Section 106 agreement for Pinewood Studios makes provision for:
- £500,000 towards cycle links to Pinewood Studios.
  - £800,000 towards RTPI along the A4 (bus stops) cycling infrastructure, RTPI, Intelligent Transport Systems etc.
- 8.8.30 Also, as part of the Crossrail development the bridge by Iver Station is being rebuilt and will provide a shared use cycle path across it. This will link into the wider proposed cycle network.

## 8.9 Project 6: Transforming Amersham and Wycombe College's estate to support curriculum growth

### Our Ask

- 8.9.1 To secure **£5,000,000** of Skills Capital funding in 2015/16 to improve the quality of the estate at Amersham and Wycombe College, towards the £10,256,000 scheme.

### The Project Rationale

- 8.9.2 Amersham and Wycombe College offers a wide range of vocational education and training and is a key partner working alongside local schools, the local university and other providers to deliver provision to meet the needs of young people, adults and employers through a range of initiatives. It plays a lead role in developing partnership working including new Diplomas in Construction, Creative and Media, Business and Professional, ICT and Health and Social Care.

- 8.9.3 The College has ambitious plans to redevelop its estates and secure high quality learning facilities to support excellent student experience and success. The first phase of the estates development plan has seen a substantial investment in the High Wycombe Centre (at Flackwell Heath), creating a modern learning centre. The enhanced provision being delivered by the College through this project is directly impacting on workforce employability and giving individuals relevant skills at a range of levels. In addition it is increasing participation and allowing progression into work and higher education. Further investment is needed to take forward the College's estates development plan to support its key role in meeting the needs of the local economy. The investment strategy and details of the development projects are currently being finalised and subject to approval by the College's Corporation Board. The costings against the outline proposals presented below are only approximate. The next phase of capital investment is a £10 million project.

- 8.9.4 The project has created opportunities to improve the quality and range of provision available to students and local people, through partnerships. For example, a private crèche is located on campus providing high quality childcare and work placement opportunities. A £1.5 million specialist LLDD unit is also being planned in partnership with Buckinghamshire County Council to support up to 60 learners with complex learning difficulties and /or disabilities. Other planned developments include a 3G pitch to support the expanding Sports programmes.

- 8.9.5 The outcomes of the proposed projects match the LEPs strategic aims to invest in skills and infrastructure, provide high quality, enjoyable and accessible opportunities that enable students to achieve their potential, inspire young people to embrace the STEM curriculum, develop their skills and provide a rich pool of human capital to support economic prosperity.

- In summary the projects will deliver:
- High quality vocational learning facilities.
- Wider curriculum including the development of STEM based technician and apprenticeships provision.
- Better access for students and the wider community.
- Closer partnership with employers.
- Increased talent pool for businesses.
- Improved success rates for students.
- Expand progression routes in FE, HE, training and work.



Figure 22: Artists impression of proposed improvements to the Amersham and Wycombe College



## What the Project will deliver

- 8.9.6 The College aims to provide its learners with an outstanding learning experience. The current accommodation at Amersham will require transformation in order to meet this objective. The College's property strategy is to consolidate accommodation onto the Amersham and High Wycombe Centres and to completely upgrade both campuses to suit the long-term needs of students.
- 8.9.7 The proposal is to **modernise the existing buildings at the Amersham Centre to support curriculum development and quality improvement**. This will contribute to developing the future workforce, employability and vocational skills to meet local employer needs. It will provide improved access and widen participation. The £7.5 million scheme comprises:
- Renewal of fabric of the main buildings and essential maintenance (£3 million).
  - Remodelling and upgrading of teaching and specialist facilities to support a modern and integrated curricula (£2.5 million).
  - TV studio upgrade (£0.5 million)
  - New catering provision (£1.5 million)
- 8.9.8 The vision is to create 'Learning Hubs' in a phased approach. The Amersham Centre will be upgraded through a combination of new build, remodelling and refurbishment of existing accommodation. It will continue as a specialist campus providing a hub for Creative and Media Industries, Enterprise and Business, Beauty Therapy, Sports and Catering. Beauty Therapy programmes were introduced two years ago in direct response to local need providing curriculum opportunities linked to our creative specialism, in areas such as 'Media Make-Up'. Sports programmes were introduced in the current year 2013/14. Catering programmes are being developed in a further response to local demand.
- 8.9.9 On arrival to the site it is not obvious where the entrance of the building is given it is located on the end of a long predominantly single storey building. This does not create a good first impression to potential students. The campus delivers predominantly specialist accommodation which is in the main oversized. The project will remodel a number of inflexible accommodation spaces completely in line with the established space standards.
- 8.9.10 A review of Guided Learning Hours delivery at the campus has shown the College to be some 5,000m<sup>2</sup> over spaced. Whilst it is not feasible to alleviate this problem in one phase, the first investment will rationalise some of the accommodation. Space utilisation efficiency shows that frequency of use is reasonably good but numbers within spaces do not come anywhere near close to theoretical norms.
- 8.9.11 The current creative and associated curriculums are hidden from public view and have nowhere to showcase their talents. The new curriculum layout will provide this space and allow permeability with the use of glazed partitioning.
- 8.9.12 Over 80% of the College's estates are in eMandate conditions C and D. The building survey conducted five years ago concluded that there was in excess of £5 million of backlog maintenance liability within the estate although this figure is likely to be significantly higher given no intrusive surveys were undertaken and only a visual inspection of plant was made. The works identified will address £3 million of this backlog as well as drive efficiency in estate running costs. A comprehensive conditions survey will be completed in the spring of 2014.
- 8.9.13 The existing circulation routes within the College are very long and linear in and lead to difficult way finding for both ambulant and non-ambulant learners. Floor finishes are in the main formed from paving slabs which are a health and safety risk. Given the site slopes from front to back, a number of ramps have been installed for wheelchair access but the gradients are far too steep and do not meet current legislation. The project will address a large proportion of accessibility issues.
- 8.9.14 The College has attempted to zone its curriculum offer within the buildings, however, the inflexible spaces mean this is not achieved in a cohesive manner and curriculum areas that rely on close proximity to each other are located disparately. The project will lead to cohesive aligned curriculum delivery. This is particularly important within the creative industries curriculum area where the proximity of TV studios with performance, digital media and fashion spaces will allow an integrated approach.

- 8.9.15 The College has analysed a number of options to facilitate estate rationalisation and improvements at Amersham Centre and the alternative would have been to invest large sums of money in a general refurbishment of the campus. This scale of investment would not move the estate forward strategically and allow for rationalisation of space. Nor would it provide any realistic opportunity for the student environment to be improved given the limitations of the structure. Furthermore, the impact on curriculum delivery would be huge and likely lead to a loss of student numbers given the specialist nature of the provision and the difficulty of trying to decant this into temporary accommodation.
- 8.9.16 In addition, the project will invest £2.5 million in the **High Wycombe Centre**, combining new build and remodelled existing buildings to create teaching / IT rooms, specialist workshops and breakout space to support the development of new programmes in Engineering and Motor Vehicle, in response to the requirements of the local economy. The project will further the transformation of the High Wycombe Centre into an outstanding facility for delivery the technical vocational curriculum and supporting employers' skills requirements.
- 8.9.17 The High Wycombe Centre has recently benefitted from a £7.3 million capital investment. The new campus has had substantial and positive impact on learners at the College and the wider communities of High Wycombe in terms of the quality of provision, overall learner experience, widening participation and meeting local needs.
- 8.9.18 The facility has attracted more local people from diverse backgrounds. There has been growth in enrolments to provision in the key service industries such as Construction, Health and Social Care, Sports and Public Services. Student numbers increased initially by 200 following the relocation of construction provision from other sites. Student numbers have grown by a further 245 since the project was completed in April 2012 to a total of 1,475 for all provision at the centre in the current academic year. Applications have continued to increase over the last year, doubling in Sports and Construction and indicating an upturn in the enrolments expected in September 2014.
- 8.9.19 The new facilities are transforming teaching and learning and supporting improvement in learner success and satisfaction. The increased number of learners has created opportunities for participation in community initiatives and 'live briefs' / work experience.

## 8.10 Project 7: Investing in the Waterside Centre, an iconic new education facility in Aylesbury Town Centre

### Our Ask

- 8.10.1 Aylesbury College in its partnership with Bucks New University through BEST is seeking **£500,000** of Skills Capital funding from the Single Local Growth Fund in 2015/16 as a 25% matched funding contribution towards the total projected cost of providing physical and technological infrastructure, and purchase of high-cost specialist equipment including 'Living Labs' for the new Waterside Centre.
- 8.10.2 The BEST Partnership is committing significant funds to secure the Waterside Centre building and is working in partnership with Aylesbury Vale District Council

### The Project Rationale

- 8.10.3 Aylesbury College and Bucks New University have established the BEST (Buckinghamshire Education, Skills and Training) partnership.

- 8.10.4 The partnership has secured the Waterside Centre as a Vocational, Professional and Higher Education Centre with further and higher education working together to provide progression to the highest levels of study. It will be open in 2015/16, the total cost of which will be in the region of £15.8m.

- 8.10.5 The Waterside Centre is planned for individuals to access employer-led education and training locally, and for employers to work in partnership with education to meet their needs and provide a local talent pipeline to a skilled and qualified workforce.

- 8.10.6 The Waterside will initially include two Technology Centres and will combine research, innovation and education supporting the delivery of technician and higher level workforce skills development in the 'Plan for Growth' sectors around STEM.

- 8.10.7 **The Telehealth and Assistive Technology Centre.** Aylesbury College currently has an assisted 'Living Lab' and is delivering through the BEST partnership, programmes on a smaller scale. The aim for the Waterside Centre is to build on these successes and significantly scale up to provide an innovation hub for existing and new businesses to the Assisted Living Technologies market from across England and more widely. Professional courses from levels 3-7, to support the private and public social care sector, will be provided alongside the Living Lab providing technician and higher workforce skills. This will also provide opportunities for research into innovative and cutting edge practice.

- 8.10.8 **The Cyber-Security Technology Centre.** The second proposed technology centre would develop and deliver cyber-security and cyber-fraud services with a high level of direct employer engagement where Aylesbury already has major specialist business. The technology centre and its security education provision will be delivered together with Prolix, an existing partner of Bucks New University, and a



Fig 23: Artists impressions of the Waterside Centre

significant company, based in Oxfordshire, specialising in Cyber Assurance, Cloud, Data Centre Transformation and End-user Computing.

8.10.9 The physical space and technology infrastructure of the Waterside Centre will be designed to provide flexibility to enable the BEST partnership to respond to emerging and future markets and increase the number of innovative technology centres within the building.

8.10.10 In addition the Waterside Centre will deliver a wide range of vocational, professional and higher education courses that will support, with well-articulated progression routes, the education and employment aspirations of individuals in the area. Professionally accredited qualifications will be embedded into the programmes in employment sectors that are prevalent or emerging in Aylesbury Vale and the wider region. Subject sectors include digital media, mobile computing, finance and accounting, business enterprise, healthcare, telehealth, sports, tourism, and other service-sector segments.

8.10.11 The Waterside Centre will support growth in apprenticeships at all levels including higher apprenticeships.

### **What this Project will deliver**

8.10.12 This project will deliver;

- Employer-led professional and higher education and training for residents and employees based in the Vale of Aylesbury, with linked employment opportunities.
- Technology centres that will combine research, innovation and education opportunities in partnership with Small, Medium, National and Multi-National companies based in the Vale of Aylesbury.
- Provide accessible education, raising aspirations and playing a prominent role in supporting personal, economic and technology development in the Vale of Aylesbury and Buckinghamshire as a County.
- Access to a home-grown workforce of skilled employees from the local area for local employers.
- Working in partnership with local employers to meet their staff training needs and to provide a local talent pipeline of skilled and qualified workers:

8.10.13 The key project areas identified for the Waterside Centre are:

- The Telehealth and Assistive Technology Centre
- The Cyber-Security and Fraud Technology Centre
- Vocational, professional and higher education provision in digital media, mobile computing, finance and accounting, business enterprise, healthcare, telehealth, sports, tourism, and a range of service sector segments.

8.10.14 This provision to be within a flexible space which is adaptable to meet the changing needs of businesses.

8.10.15 This application is for £0.5m capital grant towards the fit out for the Waterside Centre. Other initial capital costs include initial lease costs and the set-up of services (£1.5m + £0.5m = £2m). Total capital costs for the project are approximately £16 million and will be incurred over a 30 year lease.

## 8.11 Project 8: Stimulating SME Growth through Capital Investment

### Our Ask

- 8.11.1 To secure **£987,520** of Regional Growth Funding in 2015/16 to invest in a £7,887,520 initiative to provide growth orientated businesses that are struggling to secure finance from mainstream sources towards the cost of acquisition of a new capital asset or the implementation of a strategic growth project.
- 8.11.2 Grants offered will comply with state aid regulations and will be dependent on the size of the business, number of jobs being created/safeguarded and the ability of the business to secure regular financing for the investment.

### The Project Rationale

- 8.11.3 One of the major barriers both we and national government have identified that growth orientated businesses struggle with is sourcing the funds they need to rapidly scale their business ideas, invest in capital machinery and/or develop new products and services.
- 8.11.4 This issue, and the need to expand the sources of finance available to businesses continues to be a problem, as a range of recent news articles demonstrate;
- [Widen finance for small firms \(12/03/14\)](#)
  - [Banks may be 'hindering' small businesses, says OFT \(11/03/14\)](#)
  - [Banks still not doing enough to support business, say MPs \(21/01/14\)](#)
  - [CBI calls on George Osborne to help SMEs access finance \(3/03/14\)](#)
- 8.11.5 In addition, through our work with Buckinghamshire's business community, we've identified a number of businesses that have been unable to secure the finance they needed from mainstream lenders;

### Case Study: Local businesses that are struggling to access the finance they need

Our direct engagement with businesses over the last few weeks and months has identified a number of businesses that are struggling to access the finance they need to grow:

- **Company 1:** A well-established and innovative High Wycombe based small business that uses chemical vapour deposition of metals and ceramics to enhance the performance of existing materials and produce new high-performance materials. ATL need a **loan** facility to enable them to service overseas orders for their unique process and equipment;
- **Company 2:** A fast growing SME based at Pinewood Studios. They have developed multi award winning LED technology and lighting and energy saving solutions for the film and media industry, established a global distribution network and are seeking £500k of **equity** investment to enable them to take advantage of their market lead and grow quickly;
- **Company 3:** A furniture manufacturer looking to acquire a single Multi Axis machine which will enable them to mass produce bespoke furniture, improve their productivity, shorten lead times and reduce their production costs. In order to secure the equipment they require, they need to secure gap funding of £50k;
- **Company 4:** A medical devices company, looking to onshore its manufacturing facility to the UK, creating 12 further jobs. However, in order to achieve this goal, they have a funding shortfall of £120k needed to invest in establishing a cleanroom facility;
- **Company 5:** A manufacturer of automation equipment that has developed an innovative device for manufacturing gloves that has had to scale back its expansion plans due to limitations in the availability of Asset Finance;
- **Company 6:** A small exotic metals sourcing and finishing company that supplies some of the most prestigious names in the aerospace industry and exports to over 50 countries, looking to expand into new premises and create circa 10 new jobs.



- 8.11.6 Preparations for the Business Bank have prompted BIS to undertake extensive work to re-examine the nature of the finance problem. BIS has commissioned a significant amount of research and analysis into the financing challenges facing SMEs. This research found:
- The flow of new bank term lending to SMEs fell by 23 per cent between 2009 and 2012, but this was partly caused by constrained demand;
  - Seventy per cent of SMEs whose loan application is rejected get no alternative finance, and younger and smaller firms are worst affected; and
  - The 'funding' gap (the difference between the funding required by SMEs and the funding available) is £10 billion to £11 billion but, subject to some significant assumptions about the state of the economy, may reach about £22 billion by 2017
- 8.11.7 The launch of the UK Business Bank, together with a range of other important national initiatives, will help this situation. However, all the evidence we have suggests that the real strength of any ecosystem for supporting businesses access the finance they need will come from joining up national and local capabilities to harness the full power of local Financial Intermediaries, Angels and Venture Capitalists.
- 8.11.8 In addition, a recent National Audit Office report<sup>21</sup> has identified that one of the major reasons SMEs may struggle to access the finance they need to grow is because around 70 per cent of the government backed financial support schemes are delivered via the banking sector.
- 8.11.9 The same report recommends that in order to address this issue, the Business Bank should:
- Take a flexible approach, implementing and withdrawing schemes in an agile way to reflect movements in the market;
  - Align any new interventions with BIS's broader policy priorities, as set out in BIS's Industrial Strategies, based on an understanding of what is working; and
  - Target SMEs' lack of awareness of issues such as the loan appeals process and alternative sources of funding.
- 8.11.10 These issues will take time to address.

### **What this project will deliver**

- 8.11.11 The problem we have identified here is twofold: ensuring businesses have access to the support they need to become 'investment ready'; and that they can access the funds they need to expand.
- 8.11.12 As far as 'investment readiness' is concerned, a significant amount of the empirical evidence we have collected indicates businesses need help in getting their financial plan to a sufficiently investable proposition. Whilst 'growth vouchers' may, in some instances, help a small number of businesses address this challenge, the 'comparative research' element of this solution leads us to believe it is not universally suitable for everyone.
- 8.11.13 In order to address this issue, Buckinghamshire Thames Valley LEP needs to develop a more effective platform for linking businesses with the finance they need to grow. This could be institutional grant or loan finance, equity or innovative sources of funding.
- 8.11.14 By putting in place a skilled Project Manager with a strong financial packaging background, BTVLEP will be able to:
- Oversee the effective management and dispersal of the RGF funding we are applying for as part of our RGF capital grants programme (see below);
  - Establish a £5m 'Fund of Funds' through our EUSIF allocation (working with other LEPs), to provide (patient) loan and equity finance to local growing businesses;
  - Strengthen our network of financial intermediaries (including mainstream high street lenders) capable of supporting firms with investment readiness support;
  - Support businesses that are struggling to source investment they need to grow;

---

<sup>21</sup> Improving access to finance for small and medium-sized enterprises, Report by the Comptroller and Auditor General, November 2013

- Train our Business Advisers to promote relevant financial support measures such as the Enterprise Finance Guarantee Scheme, Community Development Finance Initiatives, Enterprise Capital Fund etc.;
  - Strengthen our links with the emerging UK Business Bank;
  - Start developing a local ‘marketplace’ of high net worth individuals and businesses with cash and time to invest, and place this at the heart of the business model of our Local Growth Hub.
- 8.11.15 The approach we will adopt will seek to broker customers to relevant and suitable ‘market-based’ mechanisms of support, including:
- Individuals willing to offer their time free of charge to mentor and support businesses that are unable to pay for commercial support from the marketplace;
  - Mentors that charge for their time; and
  - Potential investors.
- 8.11.16 The need for the establishment of such a local network of finance expertise is supported by a range of national and local evidence which indicates:
- High growth companies in Buckinghamshire<sup>22</sup> have reported mixed views on existing banking performance. Approximately two thirds of interviewees expressing dissatisfaction with their current provider and a number of isolated examples of failed loan or finance requests were identified; and
  - New firm formation data<sup>23</sup> has shown that whilst Buckinghamshire Thames Valley LEP’s new firm formation rate remains a third above the national rate, the actual number of new businesses fell while those closing increased. This data is supported by statistics for new business bank account openings<sup>24</sup> which indicate that the number of business start-ups in Buckinghamshire Thames Valley fell in 2013 in every SIC code apart from two (Financial Intermediation and Public Admin/Defence), with these two only increasing by 16 businesses;
  - This data is supported by the Association of Business Recovery Professionals (R3), who reported at the end of Quarter 2 of 2013 that company liquidations in England & Wales were up 12% to 4,129 from 3,681 in Q1, and the number of businesses with very serious cash flow problems has climbed over the past twelve months.
- 8.11.17 Recognising that our Local Growth Hub Advisers simply won't have the capacity to offer every one of their clients face to face advisory support, we need to build a system for drawing in commercial providers that are willing to offer their services free of charge to support those that don't have the necessary expertise.
- 8.11.18 As far as delivering a robust local investment readiness service is concerned, it is vital we work with relevant government schemes, local intermediaries and high net worth individuals. Where appropriate, we will broker clients to Growth Accelerator and those services listed on [www.mentorsme.co.uk](http://www.mentorsme.co.uk). This new service will also support the delivery of [New Enterprise Allowance \(NEA\)](#), [Start-Up Loans](#) and work closely with the “[Start-Up Britain](#)” campaign. We will also broker clients to professional third party investment readiness support providers, enabling businesses to connect quickly and efficiently to the support they need to secure investment. We will also obviously need to monitor the customer experience and measure the impact of the interventions, something that will be a key role of the Project Manager.
- 8.11.19 In addition to seeking to work with public and private sector partners to improve the provision of **Investment Readiness Support**, we have already set out in our EUSIF strategy how we intend to develop a **Financial Engineering Instrument (FEI)** from 2015/16 to provide businesses with debt and equity finance to enable them to grow. In developing our FEI we will work with an established Fund Manager who already provides support to other LEPs (hence this is a collaborative LEP project), however EU procurement rules will necessitate us procuring this service openly, rather than selecting a provider.

<sup>22</sup> Buckinghamshire as a place to do business: A manifesto for business and employment growth Buckinghamshire Business First, March 2012

<sup>23</sup> ONS, 2013

<sup>24</sup> Bank Search Information Consultancy Ltd, 2013

- 8.11.20 Current indications are that Berkshire Thames Valley LEP - which already operates such an FEI - already has two enquiries from Buckinghamshire based firms that are seeking to raise equity funding of between £150,000 and £500,000.
- 8.11.21 The Regional Development Agency legacy returns that BTVLEP has been assured from previous financial instruments (that were set up by the South East of England Development Agency) must be re-invested within the geographic area they were allocated to for that programme period (at least in its first re-use).
- 8.11.22 Our understanding is that the South East currently has circa £300,000 of SEEDA legacy funds, which are forecast to rise to £7m by 2019. By combining this with our own Growing Places Funding, we believe we will have sufficient funds to co-invest in an FEI which can help Buckinghamshire SMEs with improved access to equity and loan finance. In addition, BTVLEP is interested in exploring the potential of using this FEI to manage some of its own infrastructure loan funds.
- 8.11.23 Having looked at the most sensible structure of a **Funding Escalator** for high growth firms, we have concluded the most suitable mix of funding that we need to put in place to meet the available local demand (and complement national programmes) should comprise a number of elements:
- **High Growth Business Start-up Finance**- providing pre-start high growth potential businesses with support, advice and grants of between £2,000 and £10,000 to help them accelerate their growth trajectory. Emphasis will be on supporting businesses in high growth and advanced technology-led sectors which have been identified as key growth sectors for the Buckinghamshire economy. Bidders to this fund will be able to request funding in order to get a new business up and running and will be required to invest 80% of the required start up funding from their own resources;
  - **Support to initiate Strategic Design Projects** -providing SMEs with support, advice and grants of between £5,000 and £10,000 to implement a Strategic Design and Innovation Project which will help them develop a new product or service. Companies eligible to apply for the Design and Product Development grants will need to specialise in the design and manufacture of innovative technology products (including creative businesses). Applicant companies will be required to invest between 80% and 90% of the total funding for the project from their own resources, depending on their size;
  - **Finance 4 Business Growth** - providing SMEs with grant, equity and loan support to invest in new equipment/machinery, premises, infrastructure and associated training to enable expansion and job creation. This programme will enable existing businesses in Buckinghamshire that require investment to make the scheme viable to expand and provide 'tipping point' finance for new inward investment schemes that have been verified by UKTI, ensuring creation of new jobs within the UK. Again, applicant companies will be required to invest between 80% and 90% of the total funding for the project from their own resources, depending on their size.
- 8.11.24 Providing high growth start-up businesses; businesses/manufacturers with innovative ideas; and 'stalled' business expansion projects with the investment they need to initiate their project/scale their business will deliver significant value to the local and national economy.
- 8.11.25 **The structured Funding Escalator for high growth businesses we will launch under our Local Growth Funds proposals** will commence in 2015-16 and will contain a range of elements:

<b>High Growth Business Start-up Finance - Rationale for Intervention</b>
<ul style="list-style-type: none"> <li>• NESTA<sup>25</sup> has shown that High Growth Business Start Ups actually account for more than half the growth in jobs in the UK. They estimate that between 2005 and 2008, nationally, 11,530 high growth firms were responsible for generating 1.3 million out of the 2.4 million new jobs that were created in established businesses employing ten or more people. On average, UK high growth firms tripled their employment over this three-year period;</li> <li>• The British Chamber of Commerce report<sup>26</sup> identifies that newly formed businesses often use their own funds early on. Indeed this finding was supported by the primary consultation conducted with Buckinghamshire based businesses for this piece of research;</li> </ul>



<sup>25</sup> Measuring Business Growth, High-growth firms and their contribution to employment in the UK, Oct 2009, Nesta

<sup>26</sup> Growing Pains: What is Holding SMEs Back?, British Chamber of Commerce, March 2008



- The Work Foundation stated in a recent report that, whilst anecdotal, there appears to be a convincing case that the current system of finance has a regional bias. The report finds that firms outside of London and the South East are less likely to be able to access growth finance and are less likely to be approached by venture capitalists<sup>27</sup>;
- Concerns also remain that the current banking system is not providing sufficient capital for firms. There is a political desire for banks to provide more lending to businesses;
- Data from Aston Business School indicates that Buckinghamshire Thames Valley generates fewer high growth business start-ups than some of the neighbouring LEP areas<sup>28</sup>. Given our demographic, educational and business profile this should perhaps not be a surprise. However, our own research into the needs of high growth companies in Buckinghamshire<sup>29</sup> has identified that those entrepreneurs interviewed reported mixed views on existing banking performance. Approximately two thirds of interviewees expressing dissatisfaction with their current provider and a number of isolated examples of failed loan or finance requests were identified.

- 8.11.26 Given this starting point, and recognising the importance of high growth businesses in stimulating jobs growth, we have thought long and hard about how best to stimulate and sustain increased numbers of high growth start ups in our patch.
- 8.11.27 As discussed previously, we have concluded that if we are to generate a higher number of high growth start-up businesses, what we actually need is an integrated strategy which is based upon linking our skills pipeline to new incubation facilities, supporting these aspiring entrepreneurs with specialist and generalist advice; and improving access to finance solutions to our 'Plan for Growth' sectors.
- 8.11.28 As far as establishing a centrally managed high growth start-up grant programme is concerned, **this component of our ask forms a key element of our proposed Local Growth Deal**. BTVLEP will provide pre-start high growth potential businesses (particularly those operating in technology-led sectors identified as key growth sectors for the Buckinghamshire economy) with generalist support, advice and grants of between £2,000 and £10,000 to help them accelerate their growth trajectory.
- 8.11.29 Businesses applying for these grants will need to demonstrate they are going to create additional sustainable jobs, the project would not displace other jobs and the project wouldn't progress without the funding.
- 8.11.30 Bidders to this fund will be able to request funding in order to get a new business up and running and, in order to comply with State Aid Rules, will be required to invest 30% of the required start-up funding from their own resources.

#### Support for businesses to initiate Strategic Design Projects - Rationale for Intervention

- The UK is currently ranked 20<sup>th</sup> in the world, in terms of gross domestic expenditure on R&D<sup>30</sup>.
- The UK needs to do much better at turning research into new and better services and products if it is to remain competitive in the global marketplace.
- Innovation, design and knowledge are key drivers of growth and opportunity in all sectors and all markets.
- Design increases turnover, profit and exports: Every £1 invested generates a £20 increase in turnover; a £4 increase in net operating profit and a £5 increase in exports<sup>31</sup>.
- The main (spontaneous) reason for Buckinghamshire businesses not currently exporting is not having a product/service suitable for exporting, with at least 30% mentioning this<sup>32</sup>.

- 8.11.31 Supporting manufacturing and technology firms in Buckinghamshire to innovate is an important component of our overarching growth strategy.

<sup>27</sup> Ready, Steady, Grow, The Work Foundation, March 2011

<sup>28</sup> Michael Anyadike-Danes, Senior Research Fellow, Economics and Strategy Group, Aston Business School, 2 March 2012

<sup>29</sup> Buckinghamshire as a place to do business: A manifesto for business and employment growth, Buckinghamshire Business First, March 2012

<sup>30</sup> OECD Factbook 2013: Economic, Environmental and Social Statistics, Gross domestic expenditure on R&D

<sup>31</sup> Design Delivers for Business, Design Council, September 2012

<sup>32</sup> Buckinghamshire Business Survey 2013, Buckinghamshire County Council & Buckinghamshire Business First

- 8.11.32 Design and Innovation is an important cross cutting theme to help businesses to develop new products and services that are capable of competing on a world stage and stimulating domestic and overseas business growth.
- 8.11.33 Whilst our evidence base suggests that Buckinghamshire firms are good at developing innovative ideas, there is also plenty of evidence to suggest that a) a higher proportion of Buckinghamshire's innovators are SMEs, b) many of them struggle to 'scale' their businesses, and c) we continue to lag behind other parts of the world, in terms of % turnover that businesses invest in R&D (even though we do better than many).
- 8.11.34 Much of our evidence base also points to some of the major reasons businesses struggle to scale their innovative ideas, which include: the fragmentation and impenetrable nature of the support marketplace; difficulties they experience accessing the right kind of support; and a lack of capacity/capability within the firm (too busy working in the business to work on the business).
- 8.11.35 Generating more innovative products and services is an important component of our strategy. Supporting firms in Buckinghamshire that have developed innovative products and services to better 'connect' to the UK and European innovation eco-systems is important if these companies are to grow and 'scale' their innovative concepts into workable prototypes and market-ready solutions.
- 8.11.36 In order to address this issue, BTVLEP is keen to support Buckinghamshire's SMEs to leverage greater value from the local, national and European design and innovation system by improving and enhancing the connectivity of local businesses to local design expertise and national services such as the [Growth Accelerator](#), [The Manufacturing Advisory Service \(MAS\)](#), [The Technology Strategy Board](#) (and related support services such as Knowledge Transfer Networks, Catapults etc.), the [Enterprise Europe Network](#), the [Intellectual Property Office](#), the [Design Council](#) etc.
- 8.11.37 In addition to promoting national support services, BTVLEP is keen to promote how important design and creativity can be in generating new product and service innovations which have a potential global resonance, and increase the 'absorptive capacity' of UK firms to enable them to compete more effectively on a global scale.
- 8.11.38 We will achieve this goal by:
- Developing our team of Business Advisers as a group of 'Innovation Champions'. This will help increase the innovative capacity of local firms, generate new innovations and help those existing innovators better commercialise their ideas;
  - Stimulating increased levels of demand from Buckinghamshire businesses for the Design Leadership Programme – both through direct promotion and intermediary working;
  - Providing businesses with a Design Implementation Grant (which needs to be match funded by the participant company) to implement the outcomes of the Design Leadership Programme and encourage the participant companies to realise one or more of the opportunities arising from the design coaching process.

### Case Study: Aylesbury Automation



Aylesbury Automation is an innovative robotics and automation company that needed support to develop a prototype of an innovative new product and bring it closer to market

BBF assisted with bid submission to secure over £500,000 from the Technology Strategy Board (TSB)

Aylesbury Automation's Managing Director, Dave Manby, said:

*"Buckinghamshire Business First were invaluable. Their incredibly talented team enabled us to secure funding we otherwise would have struggled to get"*

- 8.11.39 Grants will need to be 80% match funded by the participant companies. Businesses applying for these grants will need to demonstrate they are going to create additional sustainable jobs, the project would not displace other jobs and the project wouldn't progress without the funding.
- 8.11.40 Adopting this delivery model will enable us to target, identify and select those companies with strategic design projects which are likely to generate the greatest returns for UK PLC. (more likely to be high growth, medium sized businesses with the potential to develop global innovations); provide them with the design leadership skills they need to lead the development process; and smooth their path into implementation, by providing them with a grant to commence the development process (which could be spent on a design specialist; rapid prototyping etc.).
- 8.11.41 In addition to the tasks described above, we will continue to play a part in the national discussions with the Technology Strategy Board, via the 39 LEP network, about how we can best connect the Local Growth Hub network up more effectively with the national innovation eco-system, for the benefit of a wider group of businesses.

#### **Finance 4 Business Growth – Rationale for Intervention**

- Our research into the needs of high growth companies in Buckinghamshire<sup>33</sup> has identified that those entrepreneurs interviewed reported mixed views on existing banking performance. Approximately two thirds of interviewees expressing dissatisfaction with their current provider and a number of isolated examples of failed loan or finance requests were identified.
- This research is further supported by a recent survey of Buckinghamshire businesses, which identified that almost four in ten businesses report that finance is either the main factor (16%) or one of a number of factors (22%) which constrains their activities<sup>34</sup>. Three in ten businesses (31%) were unable to obtain any of the finance they sought; one in fourteen (7%) obtained some of it; and one in six (16%) obtained all of it but with difficulty.
- Six in ten of those businesses surveyed which obtained all or some of the finance they sought obtained it via a bank loan/mortgage (60%) and three in ten did so via a bank overdraft (29%). Evidence collated from a number of grant programmes that exist locally suggests that many businesses need support in developing robust business cases/business plans.
- Evidence collated from a number of grant programmes that exist locally, like LEADER, indicate that many businesses need support in developing robust business cases/business plans.

- 8.11.42 In addition to supporting high growth start-ups and design and innovation, the third major way we will support businesses to grow is to create a local grant to support business expansion projects.
- 8.11.43 In order to support business expansion projects this fund of funds will be able to provide SMEs with support, advice and grants of between £25,000 and £100,000 to invest in new equipment/machinery, premises, infrastructure and associated training to enable expansion and job creation.
- 8.11.44 This creation of a Capital Investment Grant programme will enable existing businesses in Buckinghamshire that require investment, but have been unable to secure it from mainstream sources, with the funds they need to expand.
- 8.11.45 We have opted for this structure following extensive consultation with the local business community; consideration of the levels of private sector match needed in the Local Growth Fund; and the fact that the EUSIF funds are unlikely to start to flow until late 2014.
- 8.11.46 We envisage the investment could also provide 'tipping point' finance for new inward investment schemes that have been verified by UKTI, ensuring creation of new jobs within the UK. Businesses applying for these grants will need to demonstrate they are going to create additional sustainable jobs, the project would not displace other jobs and the project wouldn't progress without the funding.

<sup>33</sup> Buckinghamshire as a place to do business: A manifesto for business and employment growth, Buckinghamshire Business First, March 2012

<sup>34</sup> Buckinghamshire Business Survey 2013, Buckinghamshire County Council & Buckinghamshire Business First

## 8.12 Project 9: Stimulating Growth in Buckinghamshire's Electronics and Telecommunications sector through early access to 5G (Cross LEP Project)

### Our Ask

- 8.12.1 We are seeking an investment from government of **£200,000 per annum for three years**, to enable relevant technology businesses in Buckinghamshire to work with the dedicated research staff at the University of Surrey's 5G innovation centre on 5G R&D programmes.

### The Project Rationale

- 8.12.2 The University of Surrey is developing the world's first dedicated 5G Innovation Centre. The centre, based at the University of Surrey's Research Park, will focus on advanced technologies that could go on to underpin the 5G networks of the future, and it is hoped, give Britain global leadership in mobile technologies. The Innovation Centre is supported by a consortium of organisations including AIRCOM International, BBC, BT, EE, Fujitsu Laboratories of Europe, Huawei, Ofcom, Samsung and Vodafone who have pledged time, expertise and other contributions totalling more than £47million. On its completion in January 2015, the centre will be home to 150 researchers and around 100 PhD students, all working hand-in-hand with industry partners.



Fig 24: The 5G Centre of Excellence

- 8.12.3 Buckinghamshire Thames Valley LEP is extremely supportive of the work being undertaken at the University of Surrey's 5G Innovation Centre, and envisages it could be a significant driver in enhancing the ability of a range of businesses in Buckinghamshire to exploit the Connected Digital Economy and the Internet of Things.
- 8.12.4 However, given our meagre EU Structural Investment Funds, we are unable to support businesses in Buckinghamshire to exploit this opportunity as we would like, unless supported through the Local Growth Fund.
- 8.12.5 There is huge interest in this project. Recently, the Prime Minister, David Cameron, announced that the UK has joined forces with Germany to develop the next generation of ultrafast 5G based Mobile Broadband technology, which will only take "one second" to download an 800MB (MegaByte) film.
- 8.12.6 There is a strong expectation from BIS that LEPs will come together to work alongside this centre.

### What this project will deliver

- 8.12.7 Through the 5G Centre of Excellence Test-bed Project the GTV6 LEPs will provide:
- Support for companies to participate in the test bed facilities. LEP funding for 5GIC will create access for businesses from the region to the unique 5G Development and Test Bed facilities based at the University of Surrey in Guildford at equivalent rates to those applied for the major company partners of the 5G Innovation Centre;
  - Access to facilities will mean the ability to take advantage of the facilities that will receive £65m investment from founder industry partners and HEFCE over the next five years as well as planned bids for up to £100m in R&D collaborative funding from Horizon 2020, UK Research Councils and TSB;
  - Companies will be able to engage with the 5G Centre via R&D programmes and networking events, and LEP companies will be able to input to future developments and standards connected with emerging 5G Mobile Communication, Internet technologies and standards as well as Digital Terrestrial TV, Intelligent transportation system (ITS), smart energy network and metering, emergency services, Government services, environment information and big data analytics;

- Training to latest digital technologies, regulations and policies will be available to companies, as will access to world class R&D collaborations which will include UK government funded programmes as well as extensive European, Horizon 2020 funding;
  - Small or start-up companies will have access to the University of Surrey's specialist Communications business incubation facilities which include access to a world class business angel and venture capital network. This initiative will allow companies in the region to leverage massively off the collective strengths of the 5GIC, CDEC and Tech City and will drive research and innovation to maximise impact and accelerate delivery through economies of scale achieved by joint staff appointments and shared facilities. A key element of the 5GIC's strategy will be to understand and support the value chains of its industrial partners;
  - The expectation is that companies will be able to grow their own businesses, spot new opportunities, grow, expand and create jobs.
- 8.12.8 Government funding via LEPs will allow SMEs and start-ups to engage directly with the 5G Centre via the use of shared technical and networking facilities and space within the 5G building on the Surrey campus. It will sponsor additional 5G research staff and also business support and innovation staff. The exact numbers and support required will need to be negotiated over the following months and we would want to consider how we weave in our own local business support experts to support companies into this model.
- 8.12.9 The University of Surrey are proposing that LEP funding will be used to:
- Sponsor the activity of 12 dedicated research staff, working on R&D programmes directly related to the needs of the companies within the wider GTV6 region, focussing on the strands of activity highlighted above;
  - In addition, a regional business development manager will be engaged by the 5GIC, supported by a project manager and an administration assistant, who will be responsible for ensuring that the programme targets for supporting regional growth are met;
  - The support team will also be responsible for organising a wide range of regional networking and training events to ensure that the results of this initiative are disseminated as widely as possible throughout the region's business community;
  - A proportion of funding will be set aside annually to provide a research and development stimulus fund aimed at encouraging smaller companies to provide matched funding to engage with 5GIC programmes as well as supporting bids to other sources such as TSB and Horizon 2020.
- 8.12.9.1 The University has already secured £35m to develop this centre, £12m from government funds and £24m from a consortium of key mobile operators and infrastructure providers including - Huawei, Samsung, Sony, Vodafone etc.
- 8.12.9.2 Industry partners have identified the 5GIC as the single biggest opportunity for the UK to regain a world leading position in the development of 5G technologies and for the development of vibrant businesses around the technologies.
- 8.12.9.3 The GTV6 LEPs are committed to work jointly with the world class 5G Mobile Communications Centre to:
- Support the interactions and connections between and across business and the 5G centre to deliver local growth through the adoption of new knowledge and knowhow;
  - Deliver better connections between larger organisations and SMEs and enhance the ability for collaboration and bringing new ideas to market quicker, driving local and UK competitiveness;
  - Maximise opportunities for GTV6 businesses to take advantage of Government and private sector innovation funding and support - increasing the number of businesses being awarded financial support from schemes, such as those from the TSB and other Government programmes - this will lead to corresponding innovation led productivity gains;
  - Support the development of a strong cluster of businesses in and around the centre engaged in these new technologies drawing in business from across the globe and promoting the wider area as a technology hotspot for future growth.

## 8.13 Project 10: Stimulating new Film, Vfx and Games businesses through the creation of a High-End Business Hatchery

### Our Ask

- 8.13.1 To secure **£750,000 of Regional Growth Funding** to establish a physical Film, Vfx and Games Business Hatchery co-located with the Next Gen Skills Academy at Pinewood Studios<sup>35</sup>, as part of the plans for the Next Gen Skills Academy Pathfinder.
- 8.13.2 In addition, through discussion with our colleagues in Hertfordshire and EM3 LEP and the major film studios in our region, we have agreed to collaborate on strengthening the quality of the business support on offer to Film & TV firms within the sector, by exploring the potential of working together to develop a joint ERDF specification to support the sector.

### The Project Rationale

- 8.13.3 Both the Digital Britain and Creative Britain<sup>36</sup> reports identified the creative sector as one of the growing industries in the 21st Century. According to this report, the audio-visual sector contributes close to 7% of GDP to the UK economy.
- 8.13.4 According to research conducted by Oxford Economics into the Economic Impact of the UK Film Industry<sup>37</sup>:

- The core UK film industry is a substantial industry, directly employing 36,000 people in 2009 (up 7% from 33,500 in 2006) and supporting a total of 100,000 jobs, taking into account those working in its supply chain and its contribution to UK tourism, trade and merchandise sales;
- With the right support, particularly in skills development, the sector will continue to make a major contribution to UK PLC;
- The film industry provides jobs for some of the UK's most highly qualified workers. 58% of the production workforce are university educated, and at £33,700 the average salary is significantly above the national average.
- UK films contribute substantially to British cultural life. They are a key means of expression of UK identity and address issues of diversity that are critical to meeting the challenges of the 21st century;
- Films depicting the UK are responsible for generating around a tenth of overseas tourism revenues, totalling around £1.9 billion a year;
- Exporters also benefit from the part films play in establishing and reinforcing the UK's image and "brand". This is helped by around a quarter of the top worldwide films being premiered or co-premiered in the UK, which generates substantial media exposure;
- Overall, the core UK film industry contributed over £4.5 billion to UK GDP in 2009, taking into account its multiplier impacts, and over £1.2 billion to the Exchequer (gross of tax relief and other fiscal support).

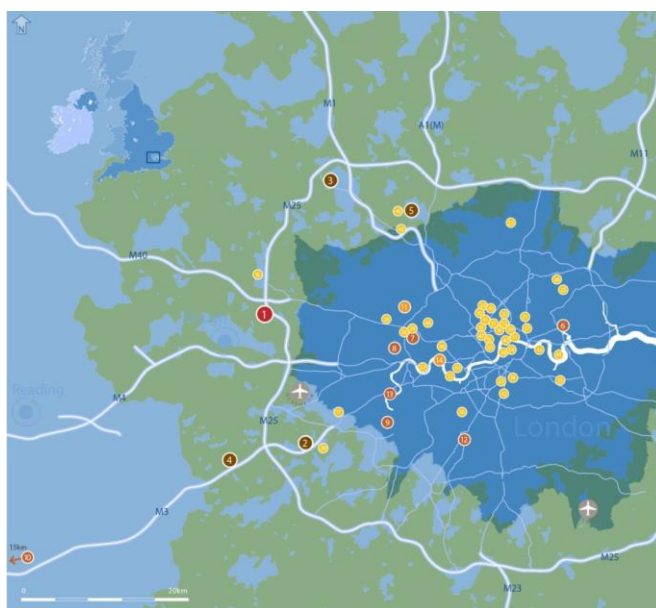


Fig 25: The West London Film and TV Cluster

<sup>35</sup> Under current plans, the NGSAs intends to establish a Pathfinder at Pinewood Studios, subject to planning permission. If this is not forthcoming, an alternative location will be found.

<sup>36</sup><http://webarchive.nationalarchives.gov.uk/+/http://www.culture.gov.uk/images/publications/digitalbritain-finalreport-jun09.pdf>

<sup>37</sup><http://www.creativecoalitioncampaign.org.uk/images/uploads/bfi-economic-impact-of-the-uk-film-industry-2012-09-17.pdf>

- 8.13.5 In 2011, NESTA published 'Next Gen', a report detailing what was required to turn the UK into the world's leading talent hub for the video games and visual effects (VFX) industries.
- 8.13.6 The NGSA is a national centre of excellence for the games, visual effects (VFX) and animation industries, directed by employers and developing the skills which employers vitally need, and which the educational system is currently failing to deliver.
- 8.13.7 Amersham and Wycombe College as the lead along with a consortium of over 120 employers and other stakeholder bodies from across the industry, are implementing a project that will:
- Develop England's talent pipeline of skilled employees in games, VFX and animation;
  - Create a sustainable innovation model for vocational and CPD training;
  - Develop the next generation of creative pioneers to stimulate growth;
  - Increase the diversity of the workforce, by providing a robust alternative to university as a route into industry;
  - Increase the global competitiveness of the industry.
- 8.13.8 This will be achieved by:
- Setting up a network of high-performing FE providers which will deliver innovative industry-relevant courses, by replicating studio environments and offering industry-led briefs;
  - Driving the content of new fit-for-purpose qualifications, including Higher Apprenticeships;
  - Developing relevant content for a cloud-based online learning platform to empower seamless interaction between industry and education;
  - Ensuring that the NGSA responds quickly and effectively to the changing needs of employers in this fast-moving industry.
- 8.13.9 In addition, subject to planning permission, the NGSA currently hopes to establish a Pathfinder at Pinewood Studios.
- 8.13.10 In discussion with a number of neighbouring LEPs (Hertfordshire and EM3) and a number of the major film studios (Pinewood, Shepperton, Leavesden and Elstree), we have achieved an 'in principle' agreement to commissioning a joint ERDF project, which would put in place a cross LEP support service for companies operating in the sector.
- 8.13.11 Significant benefits will be achieved from co-locating these various components of the eco-system of support to create a co-ordinated business accelerator. This accelerator would bring together the industry's future talent, with access to hot-desk workspaces, cutting-edge multimedia technical equipment, informal networking events and professional business support.
- 8.13.12 A number of the major studios in question have already started to strengthen their linkages with the pipeline of future talent. For example:
- Future plans at the National Film and Television School at Beaconsfield include Phase 2 of the expansion of the Digital Village, which will include some hatchery units for a small number of some of the country's best film makers;
  - A number of the major film studios are partners in the delivery of the Next Gen Skills Academy - a network of colleges and digital clusters across the UK, which aims to train tomorrow's film-makers, games developers and visual effects specialists;
  - Elstree University Technical College has recently been launched at Elstree Studios - a post 14 vocational training organisation, which is a partnership between the University of Hertfordshire, Elstree Studios, The Ambassador Theatre Group, Endemol, Universal Music Group, the BBC and a number of other key industry players;
  - Over at Leavesden, Warner Bros. Creative Talent programme is recognised as a high quality programme to invest in some of the country's best young film, TV and visual effects talent. This builds on Warner Bros.' recent investments in education and training, which has seen the company become the single largest contributor to Creative Skillset's Skills Investment Fund (SIF), investing over a £1million over the last nine years and hosting a range of educational classes reaching around 25,000 school children every year.

- 8.13.13 Clearly, many of the young people coming out of these skills institutions could secure employment at the end of their training. However, in an industry so heavily based on freelancers, it wouldn't be difficult to encourage graduates from many of these institutions to progress into self employment.
- 8.13.14 With increasing digital convergence, the other potential driver of growth in the Film, TV and Visual Effects sector is increased levels of investment in Research, Technology Development and Innovation (RTDI). Increasing public sector investment in RTDI can support firms to stimulate new ideas, processes, products and services; open up new markets; help firms develop clear USPs; and stimulate growth. Specialist Networking activities can also stimulate new ideas and supply chain connections. Working with the Technology Strategy Board on relevant competitions and initiatives (like Launchpads) will support tenant companies to innovate.
- 8.13.15 As far as specialist business support is concerned, this is the major area that would benefit from being strengthened. Firms within the sector in other parts of the country have tended to benefit from wraparound business support, often provided by specialist agencies like Creative England. In contrast, the local business support offer is relatively weak, with Creative England's main footprint in the South of England being in Brighton. Whilst they do have access to facilities in some of the major studios, their current resource base in the region is weaker than it is in some of the core cities.

### **What this project will deliver**

- 8.13.16 Through this project we intend to create a small physical Film, TV & Games Business Hatchery, located at Pinewood Studios<sup>38</sup> with the Next Gen Skills Academy (NGSA) Pathfinder. Alternative locations have been explored, in the event that Pinewood's planning application is not approved.
- 8.13.17 In addition, we intend to collaborate with Hertfordshire LEP and EM3 LEP to commission a pan-regional business support service for those working in the Film and TV sector.
- 8.13.18 We already have 'in principle' commitments of funding from the Technology Strategy Board and Creative England towards strengthening the business support and investment in the sector in our geography. In conversation, the TSB has also recognised how important it is to have supportive sector based business support and incubation programmes in the localities where they are running 'place based' innovation programmes.
- 8.13.19 A number of the studios we have spoken to recognise the value that sector focussed business support can have in strengthening the existing firms in their studios and potentially stimulating new business start-ups.
- 8.13.20 The LEPs operating across Buckinghamshire, Hertfordshire and Surrey have established a strong culture of collaboration. We are working together in such a way which supports the collective interests of our economy and the individual interests of the major film studios in our respective LEP areas. Similarly, organisations like Creative England and the TSB play an important role as trusted partners.
- 8.13.21 Looking at the various funds available to us, and the potential gaps in service provision, we propose to:
- Utilise Creative England's Strategic Partnership Funding to establish a partnership across the LEPs (Creative England and the TSB), to put in place a balanced governance model for overseeing the subsequent management of funds;
  - Make the ask of Government (through the LEP Strategic Planning Process) for Local Growth Deal Funding for a Business Hatchery, linked to the NGSA;
  - Encourage the TSB to allocate Launchpad funding to invest in firms in the sector in our sub-region;
  - Develop a joint ERDF specification for Incubation/Business Support in the Sector, which relies on one organisation bidding for the funding on behalf of the Major Studios involved and potentially partnering with them to enhance their business support offer.
- 8.13.22 Adopting this approach will enable Creative England, Technology Strategy Board and Local Growth Fund monies to be used as match funding for the ERDF funding.

---

<sup>38</sup> Subject to Planning Permission



## Case Study – BTVLEP’s strong asset base in the Film, Visual Effects and Games Sector

Buckinghamshire has a strong and growing asset base in the sector.

### Pinewood Studios

Pinewood Studios is a major international film studio and television studio situated in Iver Heath, Buckinghamshire, approximately 20 miles (32 km) west of central London. The studios have played host to many productions over the years, from huge blockbuster films to television shows and commercials.

Today Pinewood has 16 soundstages, three television studios, an underwater filming stage, exterior tank and a full range of supporting facilities and services. The buildings of Pinewood Studios today have a gross external area of some 112,000 sq m (1.2 million sq ft).

The Pinewood offer now includes: film production with large scale stage infrastructure; studios for High Definition digital and filmed television production; video games production through motion capture, blue screen facilities and sound post production; digital content services; and production of web-based content.



Whilst we recognise the plans for a £200m expansion of Pinewood Studios are currently the subject of a Public Enquiry, which BTVLEP would not want to prejudice, the business case for continued support for the firms that are based on the existing facility remains compelling, regardless of the outcome of this process.

### National Film and Television School Hatchery

It is the ambition of the National Film and Television School to build on its reputation as the most complete film, television, games and new media school in the world — by creating Phase 2 of its ‘Digital Village’ Masterplan.

In 2007 the School delivered Phase 1 of this ambitious plan through the development of the RIBA award winning education block providing approximately 2,800m<sup>2</sup> of space. Six years on the School is embarking on an ambitious Phase 2 to redevelop the remaining estate to create the infrastructure to deliver a series of new high profile initiatives.

Whilst at the time of writing these proposals have yet to achieve formal planning permission, one key initiative planned as part of Phase 2 is the provision of production and incubation services to students and graduates of the NFTS (in particular from the Richard Branson “Ingenious Entrepreneurial Producing for the Creative Industries” course) to help them to develop, protect and commercialise pioneering projects and business ideas successfully.

### The Next Gen Academy

The NGSA is a national centre of excellence for these three sectors, developing the skills which the education system is currently failing to deliver. It will develop new qualifications and apprenticeships, delivered through a network of high-performing FE colleges, and use cloud-based technology to empower seamless interaction between education and industry.

### Buckinghamshire New University

Lastly, Buckinghamshire New University currently has a cohort of over 300 Film and Television undergraduates, many of whom are working with some of the leading edge Film and Visual Effects Firms that exist locally to develop new film productions, games or commercials.

## 8.14 Project 11: Creation of a Bucks Business Driven housing investment fund

### Our Ask

8.14.1 To secure a loan facility of up to **£56m** to accelerate the rate of planned housing provision, to tackle housing affordability through the creation of a local business driven investment trust delivery model. This would be matched by £106m of leverage.

### The Project Rationale

8.14.2 Whilst the government has recently announced an increase in the funding available for new affordable homes by increasing local authority Housing Revenue Account borrowing limits by £150 million in 2015-16 and £150 million in 2016-17, this initiative is not relevant to Local Authorities in Buckinghamshire.

8.14.3 As far as Large Sites is concerned, we do not believe we have any new large housing sites that would be eligible for the £50m made available for large housing site developments in 2015/16.

8.14.4 Housing is important to us though, although it should be noted that it is not BTVLEP's responsibility to decide on housing numbers or allocations. We work closely with our local planning authorities, to support them to discharge their responsibilities.

8.14.5 That said, Buckinghamshire Advantage is well equipped to support local authorities deliver their housing targets.

8.14.6 Buckinghamshire remains among the most expensive places to buy a house in the UK. House prices in Buckinghamshire are the 3rd highest outside London. National research has found that the average person setting aside 5% of their income each week in the 1990s could save up for a deposit on a house after just 8 years. Today, it would take the average person saving five per cent of their salary 47 years to save a deposit. In Buckinghamshire it would take 64 years, rising to 86 and to 92 in South Buckinghamshire and Chiltern Districts respectively, making them the 5th and 2nd least affordable places outside London.

8.14.7 BTVLEP's key housing priority is to support appropriate housing developments which help local people and key workers to stay in the county.

8.14.8 In order to address our Affordable Housing issues we would like to pilot an innovative project, which seeks to leverage value from encouraging the business community to invest in providing the social housing so desperately needed by their employees.

8.14.9 In Buckinghamshire, we would like to recapture the spirit of Victorian philanthropists like Titus Salt and George Cadbury by establishing an Affordable Housing Real Estate Investment Trust, to provide retail investors (businesses and individuals) with an opportunity to invest in housing developments, which could generate them a 3-8% return on investment (depending on the ownership model).

8.14.10 The reasons for wanting to trial this model are simple. Traditional models for bringing forward new housing developments have tended to operate around three types of tenure:

- Social Landlords/Council Housing – Where public funds are used to subsidise affordable homes;
- Private Rented Sector – Where private sector developers develop houses to rent;
- Home Ownership (Private sector development) – Where private developers develop houses to sell to end occupiers.

**“The evidence suggests that subsidy can be distributed from the centre (national tax authorities or federal programmes) to lower tiers of government, which have more local freedom to augment subsidy (with land, for instance) for locally tailored, affordable solutions. Such arrangements are possible in the UK. Subsidies from different tiers of government and agencies in federal/devolved systems could be combined, as a more discretionary and flexible use of subsidy. Again, this can promote experimental, tailored solutions” - Innovative financing of affordable housing international and UK perspectives – Joseph Rowntree Foundation, May 2013**

- 8.14.11 However, in many localities across the country, these traditional models are largely failing to deliver the right mix and volume of housing, to meet the needs of residents.
- 8.14.12 In the face of a tightening of public sector subsidies – brought about by the economic downturn - many traditional Social Landlords have simply stopped investing in new developments.
- 8.14.13 Rents in the private rented sector have largely become unaffordable for the majority of residents. In response to this issue, developers have generally suppressed development.
- 8.14.14 As far as home ownership is concerned, private sector developers and institutional investors are generally focussing at the upper end of the market, where they know they can easily sell their developments.
- 8.14.15 In the face of these challenges, many localities are finding themselves with housing shortages. Affordable housing in particular gets squeezed. Young people and those on low incomes find it hard to get on the housing ladder.
- 8.14.16 To try and address this issue, boundaries between traditional development models are now blurring.
- 8.14.17 Ambitious, commercially focused housing associations are moving into private sector management and building homes for market rent. Councils are outsourcing the running of their homes to private companies. Big house builders are competing against social housing organisations for a share of the governments £1bn "Build to Rent" pot, an initiative launched to stimulate new private rented housing supply and to provide opportunities for new institutional investment in the sector.
- 8.14.18 A range of other schemes, from "affordable" rented homes, at higher than the usual social rents, to shared ownership initiatives and "Help to Buy" mortgages for would-be homeowners, are redefining what it means to be a tenant or owner occupier. And, right across the housing sector, everyone is looking for new ways of working to extract maximum value from every pound that's spent.
- 8.14.19 Social landlords are having to reassess their roles. A split is emerging.
- 8.14.20 Many community based housing associations which see themselves as social enterprises have largely stopped developing new homes. Then there are those who are exploring a real mixed market, trying to use a mix of funding to diversify their business models to deliver new ways to help meet housing need and produce surpluses to be ploughed back into building new affordable homes.
- 8.14.21 Housing associations, which once used to rely on public grants to build new affordable homes, are now having to look for new ways to bring investment in for their development work.
- 8.14.22 One model which has emerged of late are **Real Estate Investment Trusts (REITs)**. REITs operate rather like an investment trust, securing investment from a range of organisations to invest in property development, and offering financial returns to those investors. They are particularly viable investment vehicles when interest rates are low and many savers are struggling to generate returns on their savings.
- 8.14.23 REITs are quoted companies that own and manage income-producing property, which provide a way for investors to access property assets without having to buy property directly.
- 8.14.24 REITs have a tax efficient nature; because most of the company's taxable income is distributed to shareholders through dividends. Therefore the company is largely exempt from Corporation Tax.
- 8.14.25 A REIT diversifies your investment over a number of different properties, so ironing out the sharp ups and downs that you may get from investing in one individual property therefore, your risk can be reduced.
- 8.14.26 The **benefits of REITs** can largely be summarised as:
- Currently exempt from Corporation Tax;
  - Liquidity - easily traded on the LSE online and by telephone;
  - Access to property investment for minimal outlay - opportunities for growth, income and portfolio diversification;
  - Access to UK commercial property, e.g. shopping centres and retail parks;

- Lower transaction costs than buying property directly (only 0.5% stamp duty on UK REITs compared to direct property which is up to 4%);
- There is no responsibility for property held in a REIT on the part of the investor.

### **What this project will deliver**

- 8.14.27 **Buckinghamshire Real Estate Investment Trust** is a pioneering new investment vehicle aimed at providing the funding required for the PRS market to be significantly boosted in south and mid-Buckinghamshire. Pioneering in that BREIT will be a public-private partnership based on the concept of ‘blended return’.
- 8.14.28 BREIT has been conceived by Paradigm, one of the UK’s largest ‘Registered Providers’ (housing association). Paradigm are proposing a c £160m REIT-based fund to develop 500 residential units across Wycombe, Aylesbury, Chiltern and South Bucks. The units would be let at 90% open market rents. Paradigm is of the belief that investors in BREIT would include local employers, for whom ‘key worker’ accommodation is an issue (and who may, in return for investing, get the ‘bonus’ of priority lets).
- 8.14.29 Paradigm is working with sub-regional and local authority partners to form BREIT.
- 8.14.30 At sub-regional level, Bucks Thames Valley Local Enterprise Partnership (BTVLEP) has a key role to play, both as a conduit for central Government funding for BREIT and as a forum through which to attract private sector investors into BREIT.
- 8.14.31 At local authority level, the County and District Councils in south and mid-Buckinghamshire also have a key role. Firstly as planning authorities, setting policy on affordable housing and Community Infrastructure Levy requirements, which have a significant effect upon the financial viability of PRS. Secondly, as landowners, with potential to make development sites available to BREIT. Thirdly, as potential investors in BREIT.
- 8.14.32 BREIT depends upon a funding cocktail based on individual investors’ differing requirements for a return on their investment. When aggregated, the ‘blended return’ equates to the net rental yield on cost of PRS accommodation, thereby making its development financially viable.
- 8.14.33 Local authority investment and private sector investors will underpin the funding cocktail, at a relatively low rate of return (3%). Paradigm’s own capital input makes up the next layer, with a higher rate of return (5%) for they are the active participant. However, to achieve a ‘blended return’ that makes PRS development financially viable, the cocktail has to be topped up by Government funding, at a rate of return between the two (3.5%).
- 8.14.34 The BREIT financial model is based upon attracting:
- Local investment from local authorities, businesses or individuals of £48m at 3% interest;
  - Government funding of £56m at 3.5%;
  - Housing Association borrowing of £58m at 5%;
- 8.14.35 Whilst these returns might be considered too low for many institutional investors, our belief is that the particular situation we currently find ourselves in – with recent ONS statistics indicating that more young adults between 20 and 34 were living with their parents than ever before – meaning such an investment is likely to be an attractive proposition to ‘philanthropic’ retail investors, concerned about the difficulties of securing suitable staff and/or concerned about helping their children secure their first home.
- 8.14.36 The full financial model for BRIET forms a separate supporting document.
- 8.14.37 We estimate BREIT could provide:
- 500 units of shared ownership purchased at open market value;
  - 500 units of rented accommodation at market rent levels purchased at open market value.
- 8.14.38 It has been assumed that local investors would want the option of recovering their investment after 10 years, so the financial model assumes 30% of the properties being sold over 3 years, starting in year 10

of the market rented. An alternative is for investors to receive a guaranteed 3% plus increase in sales values from the option date onwards or a negotiated market based rate.

- 8.14.39 A further derivative of the financial model could be based on returning the government investment after say 20 years.
- 8.14.40 The basic target of all the modelling would be that in 25 years' time, there would be a portfolio of 350 rented properties plus about 100 shared ownership properties making surpluses of about £10m per annum with zero debt. Assuming inflation about 2.5% per annum, BREIT should have significant development capacity well before the 25 year mark is reached.
- 8.14.41 For this financial model to work, Paradigm would need Lender consents but that should not be insurmountable, once the investment has been secured.

## 8.15 Project 12: Regenerating Aylesbury Town Centre through the Waterside North Development

### Our Ask

- 8.15.1 To request **£3,250,000** of grant funding towards the cost of a key Town Centre Regeneration Project in Aylesbury (with a total request for funding of £6,500,000, with £3,250,000 also being sought through SEMLEP's Strategic Economic Plan).

### The Project Rationale

- 8.15.2 Regeneration of Aylesbury town centre is needed to meet changing expectations and help Aylesbury fulfil its potential as a major centre for housing and employment growth.
- 8.15.3 AVDC has a track record of investing in town centre capital projects which not only deliver direct economic growth in their own right (e.g. Aylesbury Waterside Theatre) but also unlock further development and investment (e.g. the opening of new restaurants since the theatre opening to provide a complementary offer).
- 8.15.4 The Waterside North project has the same strategic importance locally as previous developments:

- The additional restaurants/café/retail will provide direct jobs growth contributing to the employment growth for the Vale and wider employment area;
- The development will deliver uplift to important but struggling adjacent retail areas such as Hale Leys Shopping Centre and the High Street;
- It will link the recently developed Waterside south with the rest of the town enabling the wider town centre business community to benefit from footfall to the theatre, Waitrose and Travelodge;
- Waterside North will continue the momentum of the transformation of the town centre and build confidence with potential new investors for other key development sites, some of which have been empty for nearly 20 years. This will create new job opportunities;
- Delivery of the project will help increase footfall and spend in town centre and in doing so help protect and secure the future of existing businesses and jobs in the town centre;
- The aspirational housing element of the scheme will help support the emerging night time economy and help the town attract a greater mix of evening visitors from its catchment area - something it currently fails to do. The housing will also contribute to the overall housing targets for the Vale and the broader housing market area;
- Overall, the scheme will help Aylesbury town achieve its vision as expressed in the draft Aylesbury Town Centre Improvement Plan.

- 8.15.5 Waterside North will greatly enhance the attractiveness of Aylesbury and the Vale as a place to live and, in doing so, help meet the housing growth targets for the area whilst retaining and attracting workers to meet the needs of businesses in the area.

- 8.15.6 There have been two failed attempts to deliver a scheme for Waterside North - both led by the private sector: Crest Nicholson in 2003 and Warner Estates in 2010. Crest Nicholson withdrew from delivering their masterplan (which also included Waterside South - the site opposite Waterside North but separated from the town by a dual carriageway) because they became subject to a takeover and could not guarantee the capital financing of the scheme.



Fig 26: Waterside North Masterplan

- 8.15.7 After their withdrawal, AVDC decided to deliver the Waterside South phase using its own capital. As a result Aylesbury Waterside Theatre opened in 2010, and Travelodge and Waitrose in 2013. The final phase, a partnership project with Bucks New University and Aylesbury College, is underway and will deliver an education centre that will open in 2015. This will deliver degree level education in Aylesbury for the first time, has capacity for over 700 students and will also provide a waterside location for two restaurants and a café.
- 8.15.8 In addition to schemes within Waterside North, other Aylesbury Town Centre schemes are being developed in parallel and rely on the infrastructure being provided. These include 50 new apartments being created within the Friars Square Retail Centre, Sainsbury's refurbishment of their Buckingham Street store together with new retail and housing, and Dayla's new housing development at the bottom end of the High Street.
- 8.15.9 The successful completion of phase 1 of the masterplan will provide the footfall to start the regeneration of the town centre and increase the confidence of the market to invest in the town centre. Phase 2, which will be a mixed development of retail, residential and leisure/cultural developments, will generate significant financial benefits in terms of business and council tax generation. The income generated will reinforce the financial impact achieved in phase 1, creating a strong payback potential from the initial outlay from this bid.
- 8.15.10 It is estimated that in total nearly 400 new homes and 20,000m<sup>2</sup> of retail and leisure space will be created from phases 1 and 2 combined. A significant proportion of the new homes bonus and additional business rates income will be used to support the phase 2 development.
- 8.15.11 A successful model has been developed to deliver schemes on a commercial basis, and only looking to bid for funding where support is required to provide public realm infrastructure to make development financially viable.
- 8.15.12 The Warner retail led scheme was withdrawn because of the recession and internet impact on retail, and the uncertainty about the viability of the scheme.
- 8.15.13 AVDC has an excellent track record in delivering major capital projects, as illustrated by Waterside South and earlier infrastructure projects such as the Aqua Vale Leisure Centre in Aylesbury and the Swan Pool in Buckingham.
- 8.15.14 The development of the draft Aylesbury Town Centre Improvement Plan provides the context for Waterside North by setting out very clearly the challenges the town faces, the guiding principles for future development and the economic and physical regeneration aims. The plan published in July 2013, came ahead of the publication of Beyond Retail, the report recently launched by the Taskforce set up by the Government to review the future of our town centres. Many of the recommendations in the Town Centre Improvement Plan reflect those now set out in the Beyond Retail report.
- 8.15.15 The further improvement of the town centre will play a vital role in securing Aylesbury's and the area's future success as a desirable place to live, work, visit and invest.
- 8.15.16 More locally, the development itself will help fulfil an unmet market demand for aspirational town centre living. This is expected to stimulate the bringing forward for development other town centre sites for housing, some of which already have planning permission. News about the next phase of development is also generating interest from landlords of town centre vacant office space, who see the potential to convert the space to either housing or re-market the space in the context of Aylesbury's improving attractiveness.
- 8.15.17 The proposed scheme for Waterside North avoids the pitfalls of earlier schemes. The move away from a retail led scheme to a mixed use scheme builds on the place shaping and socialisation of the town centre development programme already in place to achieve the Vision. The phased approach will deliver enhancement to the whole town rather than undermine other areas through displacement. The scheme is also financially viable.

## What this project will deliver

- 8.15.18 Aylesbury Vale Advantage (AVA) has forward funded a sum of money for the acquisition of a commercial building which is adjacent to the AVDC land which forms the development site. It has made this commitment in support of the overall masterplan for the site which is the subject of this bid.
- 8.15.19 Aylesbury Vale Estates (AVE) is the owner of the Hale Leys Shopping Centre which also adjoins the site. AVE is 50% owned by Aylesbury Vale District Council who are collaborating with AVE on the masterplan to ensure that the future and improvement of Hale Leys is secured through the process. AVE are, therefore, fully committed to the project.
- 8.15.20 Bucks County Council is an adjacent landowner and is collaborating with AVDC and AVA on the implementation of the Waterside North regeneration masterplan. As part of the plan they are regenerating their property holdings in a co-ordinated programme with the District Council.
- 8.15.21 A masterplan for the development of Waterside North, a prime development site in the centre of Aylesbury, has been produced, to enable a mixed use scheme of housing retail, leisure and public realm to be brought forward.
- 8.15.22 This is a project which Aylesbury Vale District Council (AVDC) is promoting, which is included here as it is a project which is included in SEMLEP's Strategic Economic Plan (and this is consistent with our agreement with SEMLEP to jointly promote schemes in each other's plans and each to make a request for 50% of the funds needed for any development projects).
- 8.15.23 This project bid is for three different elements of phase 1 of the masterplan:
- Public realm: £4m;
  - Property acquisition and the creation of public realm, extended space for housing, retail units: £2m;
  - Capacity building: £500,000 .
- 8.15.24 However the overall scheme is estimated to cost in the region of £63m<sup>39</sup>, split on the following profile.

	£m
Pre-15/16	19.88
15/16	26.50
16/17	14.00
17/18	3.50
Total	63.88

- 8.15.25 AVDC has already invested £19.8m into the Waterside North project and AVA has contributed £200k towards the development of the masterplan. Proposed investments include £2m from BCC before 2015/16, and a further £2m to refurbish their former premises and create new residential units.
- 8.15.26 AVDC is currently developing retail and housing schemes to commence in Spring 2015 and is therefore looking for assistance with public realm that pulls all these elements together. In addition, three important private sector developments will link to the new public realm as part of the new masterplan. This represents a total regeneration package in excess of £63m.
- 8.15.27 The Waterside North project has already commenced with land assembly and the purchase of key assets such as the Hale Leys Retail Centre. The figures in the table show the direct spend within the Waterside North area and include some private sector developments such as Hampden House.
- 8.15.28 The specific objectives of the project are to:
- Begin delivery of the masterplan but on a phased basis to enable flexibility and responsiveness to changing consumer/market demands in the longer term. The public realm is a critical and integral element of the masterplan;
  - Fulfil acknowledged gaps in the Aylesbury town centre offer including a better range of restaurants and cafes to help retain footfall and enable the town to capitalise on its enviable catchment area;

<sup>39</sup> The figures in the table above is an addition to the revenue costs of £280k already incurred in getting the masterplan to this stage.



- Meet a currently unmet demand for aspirational housing in the heart of the town centre;
  - Contribute to achieving the Vision for the town centre and the wider town centre improvement plan;
  - Act as a catalyst for building confidence and attracting further investment and footfall across the town centre;
  - Protect and enhance existing private/public sector investment in the town centre such as the Waterside Theatre, Travelodge and the refurbishment of Friars Square Shopping Centre.
- 8.15.29 Phase 1 development of the site owned by AVDC to provide new high quality public realm to facilitate new restaurants, housing, and some retail.
- 8.15.30 The development of two small adjacent areas to the AVDC site which will enable the extension of the public realm, housing and retail units provision. This will require the acquisition of one building currently in private ownership but the owner has made clear his willingness to sell.
- 8.15.31 A critical outcome for the project is its ability to strengthen the retail/leisure circuit across the town centre and provide uplift to adjacent trading areas such as the High Street by creating new attractive gateways and accesses.
- 8.15.32 Importantly, phase 1 does not compromise the future development of the rest of the site at a later date. It leaves flexibility as to how and when later phases should be brought forward.
- 8.15.33 Aylesbury has very strong links to Stoke Mandeville, the birthplace of the Paralympics. It has a legacy programme in place which includes a range of initiatives from inward investment activity related to Assisted Living Technologies, to developing Aylesbury as a best practice town for accessibility and mobility.
- 8.15.34 The Waterside North development will build on the legacy programme and encourage other stakeholders to contribute to the Government's recently published Disability and Health Employment Strategy.
- 8.15.35 As part of its socialisation and social capital building programme, over 450 events already take place in the town centre, many in the open public spaces. In March 2014, the flame for the Sochi Paralympic games began its journey at Stoke Mandeville with a parallel celebratory event for the community taking place in the town centre. The plan is for the flame lighting to take place every 2 years with a community event in the town centre. The public realm being created through this scheme is earmarked as a location for future Paralympic games celebratory events, including the siting of the legacy public art - the Armillary Sphere.

## 8.16 Project 13: Management & Administration of BTVLEP

### Our Ask

- 8.16.1 To secure **£470,000 of revenue funding in 2015/16** to support the continued work of Buckinghamshire Thames Valley Local Enterprise Partnership.
- 8.16.2 In recent weeks, we have also been asked to include an ask for BTVLEP's management and administration costs in our Strategic Economic Plan.
- 8.16.3 In considering our overall financial needs and requirements, we have been asked to consider the management and administration role that the LEP will need to perform and factor into our thinking any funding that the LEP might receive through:
- EUSIF Technical Assistance Funds; and;
  - Contributions from Projects.
- 8.16.4 Having considered the above two issues, we have come to the view that they are likely to have negligible impact on our overall costs. The reason for this are because ...
- 8.16.5 As far as EUSIF allocations are concerned, we have calculated that 2% of our notional allocation of EU funding is circa £35,000. Notwithstanding the fact that this number could change, due to the current work government is having to do to review the allocations, we also feel that this funding will need to be used for a discrete range of activities which would make it very difficult to achieve much efficiency with mainstream management and admin costs.
- 8.16.6 As far as charging any LEP staff costs to any of the projects, this is also a difficult thing to do, because:
- The LEP is largely a strategic body, not a delivery organisation;
  - We are unsure of which projects are likely to be funded;
  - Any such costs charged to the project will affect the gearing of the overall project.
- 8.16.7 As far as analysing the tasks required of the LEP in 2015-16 is concerned, we have concluded that we will need a similar level of capacity then as we have now. In addition to the mainstream LEP activities, we also recognise the need to manage the delivery of, and provide oversight of this plan.
- 8.16.8 To that end, we have structured our ask around a similar base model to the one that operates at present, but forecast a 6% increase in private sector investment:
- £235k core LEP costs;
  - £235k costs for delivery planning, management, monitoring the plan, liaison with government etc.
- 8.16.9 We have assumed these costs would be matched by similar levels of financial contributions coming from our local authority partners (currently circa £21,000) and from 'in kind' match funding of officer time (at circa £250,000 per annum).
- 8.16.10 The table below summarises our calculations.

Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding [include rows for each funding type: pre-committed LGF; competitive LGF; LA funding; private investment etc]	Funding type [Capital or Resource]	Profile (£m)	
				2015/16	Total
LEP Costs	Management & Admin	Pre-committed LGF	Revenue	£0	£0
		Local Authority (funds)	Revenue	£21,000	£21,000
		Private Investment	Revenue	£30,000	£30,000
		Local Authority (in kind match)	Revenue	£250,000	£250,000
		Competitive LGF	Revenue	£470,000	£470,000
<b>Sub Total (Competitive LGF only)</b>				£470,000	£470,000
<b>Sub Total (LGF – all sources)</b>				£470,000	£470,000
<b>Total Funding (All sources)</b>				£771,000	£771,000

## 8.17 Integrated Transport Block Funding

- 8.17.1 In addition to the asks in our Local Growth Deal, we are using this opportunity to secure our allocated Integrated Transport Block funding to invest in highways improvements which reduce congestion, improve journey time and journey time reliability.
- 8.17.2 We understand the Local Growth Fund also includes an allocation of funding for BTVLEP from the £200m of Integrated Transport Block funding per year, which is to be used to deliver small scale transport schemes.
- 8.17.3 We have set out in Section 7.3 of this Strategic Economic Plan a range of small scale transport improvements which we believe would add value to the local economy, reduce congestion, improve journey time and journey time reliability.

## 9.0 OUR DETAILED 'NEGOTIATED ASKS'

9.0.1 In addition to our core Local Growth Fund asks set out in the previous section, we have also identified a number of additional asks, which we would like government support on, but that we have been given strong indications don't fit with the funding structure of the Local Growth Fund.

9.0.2 These asks are of equal importance to us as the core LGF asks and can generally be broken down into:

- **Revenue funding to invest in front line business support:** to deepen and broaden our collaboration with local businesses; enhance our Foreign Direct Investment and Aftercare Services; and accelerate business growth in our key 'Plan for Growth' sectors;
- **Increased capital funding to ensure our infrastructure develops appropriately to match our population growth:** particularly transport, commercial property and town centre regeneration;
- **Increased revenue funding to better align young people's aspirations to work in our key 'Plan for Growth' sectors:** particularly STEM based professions.

9.0.3 Let us go on to examine our nine negotiated asks.

### 9.1 Ask 1: Investing in our Local Growth Hub

#### Our Ask

9.1.1 To secure **£324,000 of Regional Growth Funding over 2 years (2015 – 2017)** to augment our existing Local Growth Hub by putting in place additional front line resources to improve business engagement, drive up demand for national support programmes and stimulate additional growth:

- One FTE Adviser – to engage and inspire businesses to grow and take-up national support services;
- One 0.5 FTE Adviser to operate across the entire BTVLEP area, to deliver Aftercare Services to the Foreign Owned Companies that we have locally, in line with our UKTI Memoranda of Understanding;
- One FTE Adviser to support the growth of the Visitor Economy, and build a coherent support structure across the Thames Valley.

9.1.2 Whilst this Ask could be linked to Project 7 in our core LGF asks, we have chosen to list it here for simplicity.

#### Ask 1a: Enhancing Business Engagement

##### Our Ask

9.1.3 To secure revenue funding to employ one FTE Business Adviser to cover the southern part of our LEP area – to engage and inspire businesses to grow, thereby achieving parity in the support available to businesses in the BTVLEP area.

##### The Ask Rationale

9.1.4 In trying to engage with the current national and local business support environment, businesses in Buckinghamshire are telling us they are becoming even more concerned about the increasing

inconsistency in the support available in the county and the emerging 'Postcode Lottery' of support when compared to other counties who have been awarded enterprise zones and/or Wave 1/2 City Deals.

9.1.5 BTVLEP recognises that it is one of 15 LEP areas in the country that has not been able to benefit from Wave 1 or Wave 2 City Deal Funding, and therefore has not been able to invest in enhancing its growth infrastructure.

9.1.6 Whilst local public and private sector partners have invested significantly in creating Buckinghamshire Business First, we now find ourselves in a situation where there is a very tangible difference in the business support that exists in the locality, largely because of the award of Regional Growth Funding to the Wave 2 City Deals to other LEP areas on our borders to develop Local Growth Hubs.

9.1.7 As we have already set out, whilst businesses are telling us that they are concerned about the emerging 'Postcode Lottery' of support, our own view is that **investing Regional Growth Funding in Buckinghamshire could generate greater returns to the UK Exchequer, to increase the government resources to pursue a range of other national policy priorities.**

9.1.8 Our rationale for this Ask is based on our practical experience of working with businesses and from our strong evidence base which proves:

- SMEs that use strategic advice make profits that are typically double those of businesses that don't act on this type of advice. SMEs using advice report an average return of 2,000% on their investment in it. Businesses that have invested in advice /training report the best profit results<sup>40</sup>;
- Despite all this, small and medium sized businesses in the main say they eschew strategic advice (only 15% regularly ask for 'business advice'; 60% rarely ask for 'business advice'; and 25% never ask for 'business advice'. Of those that don't seek advice: 74% state that they simply do not need it; 13% say that advisers were unlikely to know their business; and 6% say they have their own financial adviser/accountant)<sup>41</sup>;
- Although Buckinghamshire performs well for new firm formation and survival, firm growth is more modest. At 12.5%, Buckinghamshire's proportion of small firms to have shown an increase in the number of employees is the lowest of any county council area, a position the county has held for every year since the indicator was launched in 2003;
- The pool of business support providers is large and many SMEs are simply put off by the confusing array of options;
- Co-ordinating and managing the relationship with and between a range of service providers increases the knowledge in the support community; increases the quality of referrals and maximises the chances of ensuring businesses find the most appropriate help for their particular need (whether from the public, private, third sector or academic provider community);
- Despite the existence of a number of high quality national business support services, businesses still generally eschew business advice;
- Businesses are by their very nature, quite independent: 89% of businesses set up to adopt their own approach to work; 81% trust their own judgement over that of others; and 73% rate their own capabilities as very important to future survival/growth (vs. 44% for external advice)<sup>42</sup>;
- When questioned about why they didn't seek external advice, many businesses responded by saying 'Advisers sell their own products, not solutions'; 'Too costly'; 'I haven't got the time'; 'A confusing array of options'; 'Previous bad experience of using advisers'<sup>43</sup>.

9.1.9 As far as establishing a Local Growth Hub as a 'first stop shop' for businesses is concerned, **Buckinghamshire Business First (BBF) has already been approved as the Buckinghamshire Local Growth Hub** by the Department for Business Innovation and Skills – the first growth Hub to be approved outside a City Region.

<sup>40</sup> The Advice Dividend, Small Business Service, 2003

<sup>41</sup> Source: MCB/PHD special analysis of Feb 2002 omnibus

<sup>42</sup> Household Survey of Entrepreneurship 2001

<sup>43</sup> Household Survey of Entrepreneurship 2001/FSB Report 2000

- 9.1.10 Buckinghamshire Business First already provides a high-quality 'first stop shop' function for business, including increasing awareness and uptake of public and private support at both the local and national levels and providing a high-quality 'gateway' service for businesses.
- 9.1.11 Buckinghamshire Business First is a £2.5m business support and economic development organisation, with a membership base of over 4,100 business members, most of whom have been acquired in the last two years. BBF is the largest membership organisation of any business representative organisation in Bucks, with over 45% of the Buckinghamshire Private Sector Employee base who are BBF members. Membership is targeted to reach 6,000 and 60% respectively by the next year end (March 2015).
- 9.1.12 Buckinghamshire Business First already targets all businesses with an ambition to grow, rather than just focusing solely on priority sectors. BBF seeks to facilitate a single conversation with local businesses, raising awareness and uptake of public and private sector support at both the local and national levels.
- 9.1.13 BBF already has a well established monitoring framework to measure its performance through surveys of businesses using the service; number of businesses acting on advice; conversion rates for referrals to national schemes; jobs created or safeguarded and private sector investment leveraged. We will work with BIS to improve the monitoring and evaluation of the Growth Hub service and strive for continuous improvement.
- 9.1.14 In line with the Wave 2 City Deal (W2CD) Growth Hubs, BBF will work with BIS to:
- Implement an improved customer journey to ensure businesses get to the information and services that they need as quickly and seamlessly as possible, with more comprehensive content for businesses wanting to start-up or grow;
  - Integrate the national online offer with the local BBF web presence, to ensure it aligns with the national portal on gov.uk and links to national campaigns (such as the 'GREAT' SME campaign); provides fast access to local and national support schemes; and makes full use of existing national assets, including web content, the national Business support helpline, mentoring resources etc.;
  - Implement data sharing & formal joint working agreements across all national Government services.
- 9.1.15 As far as improving the management and co-ordination of business support is concerned, Buckinghamshire Business First already has well established relationships with various national and local support organisations/services (including Growth Accelerator, UKTI, MAS, BIS etc.); local business representative organisations (IOD, Chambers, FSB, EEF etc.); and various University departments.
- 9.1.16 The partnership Buckinghamshire Business First has with key business support organisations and specialists (including mentors, coaches, banks, universities, professional service firms, chambers etc.), is key in it being able to provide a single access point to a targeted package of diagnostic, advisory, and coaching/mentoring services.
- 9.1.17 Buckinghamshire Business First already has a close working relationship with UKTI, Growth Accelerator, MAS, several business representative organisations and our local authorities. We meet on a quarterly basis with representatives from various Business Representative Organisations and national business support providers, to co-ordinate services, exchange information on client companies and integrate our various service offers.
- 9.1.18 Through these regular meetings, we ensure we have an effective governance structure in place with representation from all relevant stakeholders, including the local chamber of commerce and central government representatives where appropriate.



**The BBF/IOD Hub in Saunderton**

- 9.1.19 All the provision BBF delivers locally complements and enhances the national offer. We have no desire to duplicate or replicate national services, merely drive up demand for those that already exist and plug recognised gaps in the market.
- 9.1.20 Given the scenario described above, our Local Growth Hub already plays an important part in the national business support eco-system, by providing a proactive outreach service that:
- Raises awareness of the national/local business support system;
  - Becomes the 'trusted friend' of business;
  - Understands individual businesses needs - through the application of a light-touch diagnostic;
  - Links businesses to the most appropriate support services provided by the public, private, third sector and academic partners - through the application of a robust triaging service); and
  - Stays by their side to ensure they take up the support; monitor the services provided by the third-party organisation they have been referred to; and continue to benefit from on-going support.

- 9.1.21 A range of national services are already available through the Buckinghamshire Thames Valley Local Growth Hub, including Growth Accelerator; UKTI; UK Business Bank; Technology Strategy Board; and Manufacturing Advisory Service. Through these services, firms in Buckinghamshire can already get access to the national high growth coaching service; support to improve their international trade capabilities and access international markets; access to loan and equity finance; access to grants for research and development and collaborative research and development; support for Knowledge Transfer Partnerships; Innovation Vouchers; and Growth Vouchers.



**The second BBF Hub has already been established at Chesham Library**

### **What this ask will deliver**

- 9.1.22 Through this ask, we will **increase the capacity in our Local Growth Hub** by putting in place 3 additional Business Advisers:
- One to engage and inspire businesses to grow, thereby achieving parity in the support available to businesses in the BTVLEP area (we already have one adviser based in the northern part of our patch, through a wave 2 City Deal funded Local Growth Hub);
  - One to operate across the entire BTVLEP area, to deliver Aftercare Services to the Foreign Owned Companies that we have locally, in line with our UKTI Memoranda of Understanding;
  - One to support the growth of the Visitor Economy, and build a coherent support structure across the Thames Valley.

- 9.1.23 Whilst Buckinghamshire Business First hosts a telephone and web based enquiry service for businesses, and has secured one Adviser through the relationship they have established with the Velocity Growth Hub, we believe there is a strong case for further bolstering this resource.

Whilst BBF is a good example of a Local Growth Hub, our experience of delivering these services tells us that if we are to achieve the government's business support and economic development ambitions, we need **an additional Business Adviser to cover the South of the BTVLEP Region. This will provide us with a resource to** get out to more local high growth businesses and support them to grow. In turn this adviser would also 'drive' local businesses towards suitable national business support services (in the public, private, academic and third sectors) and help local entrepreneurs achieve their business aspirations.

- 9.1.24 Our calculation on the need for one additional adviser is based on each adviser managing a portfolio of circa 70 high growth businesses each.

- 9.1.25 This Adviser will be managed by the Head of Business Support in our Local Growth Hub and be backed by a comprehensive CRM system and knowledge base of providers. The BBF website will be fully integrated with the national web presence.
- 9.1.26 In order to ensure the Adviser penetrates deeply into the business community in Buckinghamshire, BBF will establish secondary hubs around the county at the heart of the business community (in managed offices or on large industrial estates) or within the local library network (in line with the ‘Libraries as Enterprise Catalysts’ Model, being promoted by the British Library). Ideally, we would envisage this Adviser being allocated postcode regions to cover, based on an equal distribution of business population.
- 9.1.27 The targets we have established for the Adviser have been built from our extensive track record in delivering face to face advice sessions. In addition, each Adviser will have their own individual targets, for referrals to a range of national business, innovation or trade support schemes. These targets will be agreed with the various national business support teams prior to any funding being agreed.

## Ask 1b: Improving Aftercare Support

### Our Ask

- 9.1.28 To secure revenue funding to employ a 0.5 FTE Adviser to operate across the entire BTVLEP area, to deliver Aftercare Services to the Foreign Owned Companies that we have locally, in line with our UKTI Memoranda of Understanding.

### The Ask Rationale

- 9.1.29 In addition to delivering business support to local businesses, we also recognise we could do more to strengthen the resources that exist at the local level to work with existing foreign owned companies resident in the County.
- 9.1.30 To that end, we have developed a detailed action plan with UKTI (see overleaf) detailing the tasks UKTI feel it would be valuable for us to perform at the local level, in support of their mission. The aim of the action plan is to provide a clear and concise framework for the preparation and delivery of a toolkit of material, actions, activities and outputs to support UKTI. This toolkit aims to help strengthen our existing information and product base. It will also provide a SMART framework against which inward investment and trading activity and future deliverables can be informed.
- 9.1.31 However, having analysed the work required under that Action Plan, we have concluded that we need to put in place a Full Time Adviser to discharge our Aftercare obligations to Foreign Owned Companies (FOCs) if we are to perform the role that is being asked of us.
- 9.1.32 To that end, in addition to seeking one Adviser from Government, we are also seeking one 0.5 FTE Adviser, to deliver our Aftercare obligations.

Action Plan for building / strengthening the existing inward investment capacity
Sector propositions: Develop clearer sector/sub-sector business driven propositions targeted at identified key geographies and markets: <ol style="list-style-type: none"> <li>i. Life Sciences, Pharma and Healthcare.</li> <li>ii. Creative Industries/Media.</li> <li>iii. Advanced Manufacturing and Engineering.</li> <li>iv. ICT.</li> <li>v. Food and Drink.</li> </ol> PM to identify and engage key sector leads within UKTI, incl. HQ & specialists to be engaged with the LEP. <i>(Identify industry leads to review and coordinate each proposition, including use of UKTI Sector Specialist and Investment Organisation networks)</i>
Business Case Studies: <ul style="list-style-type: none"> <li>• Build a stronger evidence base of sector-specific business case studies ‘promoting’ the locational &amp; business benefits of Bucks. Consider also geography-based case studies, e.g. China; US, etc.</li> <li>• Establish events / forum to show-case sector, geography and trade based successes.</li> </ul>
Silverstone and Pinewood Studios: <ul style="list-style-type: none"> <li>• Prepare joined-up global-focused proposition documents / marketing material.</li> <li>• Engage UKTI POST network (e.g. Toronto, Atlanta, Southern USA, Malaysia, Germany, etc) and Embassy leads to articulate propositions.</li> </ul>

<ul style="list-style-type: none"> <li>Engage with the property management leads to identify all FOCs<sup>44</sup> / FDI activity and record successes on the NIIP.</li> </ul>
<p>POST and Sector Specialist Visits/Tours:</p> <ul style="list-style-type: none"> <li>Establish informed approaches to POSTs to drive sector and geography based engagement.</li> <li>Target visits/tours by UKTI sector specialists in Creative Industries/Media; ICT; Food &amp; Drink and Advanced Manufacturing and Engineering.</li> </ul>
<p>Develop &amp; review an internationally competitive 'landing package' suitable for investors after 3, 6 &amp; 12 months.</p>
<p>Review SNO entries and ensure all 'centres of excellence' are identified and articulated within the SNO returns.</p>
<p>BBF and LEP 'business membership': Maximise the depth of engagement with the existing (35%) and future (50%) business membership network:</p> <ul style="list-style-type: none"> <li>Identify (i) the number of FOCs; (ii) the number &amp; volume who are or wanting to export/trade; (iii) FOCs engaged in expansion/investment, R&amp;D, supply-chain dev't, etc.</li> <li>Establish an effective &amp; ongoing monitoring system to maintain the breadth &amp; depth of business engagement on inward investment &amp; trade activities.</li> <li>Establish an effective mechanism to draw-out the engage with, and the LEP Board to fully identify FDI activity leads / enquiries through to successes) recorded on the NIIP.</li> </ul>
<p>BTVLEP Board (esp. commercial partners, incl. accountants, solicitors, property agents, etc):</p> <ul style="list-style-type: none"> <li>Establish an effective mechanism to draw-out the engage with and the LEP Board to fully identify FDI activity leads / enquiries through to successes) recorded on the NIIP.</li> <li>Consider also the establishment of an inward investment working group as a focus for delivering strategy &amp; oversight during this intensive period of activity.</li> </ul>
<p>Relationships with the District Councils:</p> <ul style="list-style-type: none"> <li>Facilitate closer engagement between the LEP / local authorities on inward investment, incl. delivery of an effective, efficient &amp; joined-up enquiry management system; use of the NIIP; sign-off of successes, etc.</li> <li>Establish full(est) understanding of all FOCs and FDI activity on major industrial/commercial estates across the County.</li> <li>Consider also the establishment of a small inward investment working group as a focus for delivering strategy &amp; oversight during this intensive period of activity.</li> </ul>
<p>Local Delivery Partner (Thames Valley Chamber):</p> <ul style="list-style-type: none"> <li>Review existing contract deliverables to ensure activities are SMART &amp; prioritised on LEPs key aims and objectives for inward investment.</li> <li>Work with TVCC in helping to deliver the inward investment activities described; working the existing contract arrangements sharper, harder and focused on delivering greater inward investment into the LEP area.</li> <li>Identify all potential extensions (e.g. trade and inward investment services).</li> </ul>
<p>Greater Thames Valley Six (GTV6):</p> <ul style="list-style-type: none"> <li>Identify potential economies of scale in delivering inward investment services across GTV6 area, e.g. Life Sciences.</li> <li>Appraise what economies of scale might be achieved by having the existing local delivery body provide a similar service across an expanded 'GTV6 area'.</li> </ul>
<p>Existing Service Provision and Funding:</p> <ul style="list-style-type: none"> <li>Review all existing &amp; future funding streams to identify potential for Inward Investment activity &amp; cover costs of core staff.</li> <li>Review &amp; fully appraise how existing core BBF/LEP staff are resourced to deliver inward investment &amp; trade activities.</li> </ul>
<p>National Inward Investment Pipeline:</p> <ul style="list-style-type: none"> <li>Ensure the LEPs full and active use / interrogation of the NIIP to record all FDI activities.</li> <li>UKTI to review NIIP activity with the LEP (monthly).</li> <li>UKTI to offer IST/EMU assistance to provide additional help on how to interrogate the NIIP.</li> <li>Meet with commercial partners (start with the Board) to establish the most appropriate reporting mechanisms, targets and measures to record &amp; monitor all FDI enquiries &amp; successes coming into Bucks.</li> <li>Meet with key local partners and landowners (incl. Wycombe District Council) to (i) identify all existing FOCs (ii) set-up reporting &amp; monitoring mechanism for all new FDI-related enquiries &amp; successes, incl. trade referrals.</li> </ul>
<p>Commercial Partners: Facilitate closer engagement between the LEP and the key local delivery partners, on delivering an effective, efficient &amp; joined-up enquiry management programme, ensuring all partners make full use of the UKTI NIIP system at all times.</p>
<p>To strength clusters, build stronger networks &amp; enhance the supply-chain development in targeted key sectors, the LEP will need to target activities by sector &amp; geography, to increase the breadth &amp; depth of FDI, business activity &amp; physical development in the LEP-area, by:</p> <ol style="list-style-type: none"> <li>Scoping-out/developing a methodology for the development of specific programmes aimed at improving targeted sector clusters, networks &amp; supply-chains.</li> <li>Agreeing a clear 'SMART<sup>45</sup>' programme of actions.</li> <li>Working alongside local partners to commission '1<sup>st</sup> phase' work around engaging existing companies/business networks to inform the above programme and raise the base-level of knowledge &amp; understanding.</li> <li>Develop an associated marketing plan with SMART targets &amp; project deliverables that will secure added value investment into the area, increase FDI &amp; re-investment and grow the supply-chains &amp; networks.</li> </ol>

<sup>44</sup> Foreign Owned Companies.

<sup>45</sup> SMART: specific, measurable, attainable, realistic (or relevant) and timely (or time-bound).



Account Management and Aftercare:

Does the LEPs knowledge of & approach to account management & aftercare (AMM) of FOCs in the LEP area fully reflect aspirations to promote Bucks as a destination for FDI & support wider prospects for growth? To consider and address this:

1. Obtain & maintain full knowledge of FOCs within Bucks.
2. Establish a full & active programme of AMM of selected FOCs within Bucks (incremental growth?).
3. Monitor remainder in partnership with local partners.
4. Establish virtual teams for selected FOCs ensuring visitor contact reports are prepared & shared for all contacts.
5. Ensure timely referral of all expansion & trade opportunities (ongoing).
6. UKTI to engage UKTI sector leads to ensure joined up approach to AMM. Initial steps to deliver above will include:
7. Engaging major landowners to identify FOCs within key industrial/commercial estates.
8. Establish an 'initial' listing of FOCs within Bucks; Identify AMM programme.
9. Engage the LEP & UKTI to coordinate the most effective UKTI-aligned AMM programme & virtual team network/s.

## Ask 1c: Strengthening our Destination Management Organisation

### Our Ask

- 9.1.33 To secure Regional Growth Funding to employ one FTE Adviser to invest time in building the 'Visit Bucks' Destination Management Organisation and establishing a strong collaboration across the Greater Thames Valley.

### The Ask Rationale

- 9.1.34 Tourism is one of the largest industry sectors. A 2010 report by Deloitte for Visit Britain estimated the visitor economy delivers a direct contribution to the UK economy of £53 billion or 4% of GDP. There are significant indirect impacts through the visitor economy's interaction with many other businesses in the supply chain so the total impact is estimated at £115 billion. It is clear that a growing visitor economy would have a positive impact on food and drink, transport, retailing, cultural, sporting and other recreational services which serve local people as well as visitors.
- 9.1.35 The Deloitte report notes that the visitor economy is a particularly important generator of jobs in rural areas and for those traditionally less likely to engage with the full-time labour market. The British Hospitality Association calculates that the sector employs over 10% of the UK workforce and is generating 27% of total jobs growth.
- 9.1.36 Buckinghamshire Business First and Buckinghamshire Thames Valley LEP have recently been working with group of public and private sector partners to encourage them to coalesce funding and activities around a single Destination Management Organisation.
- 9.1.37 However, if we are to realise the potential of this sector in creating jobs, by benefitting from EUSIF funding, we now need to be thinking about working with other LEPs in order to get sufficient critical mass. With this in mind, we are seeking one year of RGF funding to encourage public and private sector to coalesce their funding into a single DMO and reach out to neighbouring DMOs.
- 9.1.38 In addition to focussing on three high economically performing sectors, BTVLEP has also prioritised the development of the Visitor Economy, as a sector that it believes is worthy of further support.
- 9.1.39 Headline figures for Buckinghamshire (including Milton Keynes) for 2011 are:
- Staying visitors 1.38 million trips, £238 million spend;
  - Day Visitors: 14.43 million trips; £724 million spend;
  - Total spend (stay + day): £962 million;
  - Tourism direct gross value added of £450 million.
- 9.1.40 In Buckinghamshire (excluding Milton Keynes) 19,100 people are directly employed in tourism.<sup>46</sup> Visit England's ambitious target is to grow tourism by 5% year on year to 2020. But if the visitor economy grew by just 3% a year it could generate more than 2000 additional jobs in Buckinghamshire by 2020.
- 9.1.41 Recent performance of tourism in the area has been mixed, however.

<sup>46</sup> Source of GVA and employment estimates is Visit England's paper, "What is tourism worth?" which presents findings from a study by the Tourism Intelligence Unit at ONS, "The Sub-Regional Value of Tourism in the UK in 2008". GVA figure is for 2008, employment figure for 2009.

- 9.1.42 Since the major national slowdown of 2008-09 domestic tourism trips to Buckinghamshire have increased by 13%. However the number of inbound trips (i.e. from out of county) to Buckinghamshire was down by 11% in 2011 compared to 2008.
- 9.1.43 In the South East region, inbound trips were down by 6% and in England by just 2%. Business trips are particularly important to Buckinghamshire and appear to have been hard hit by the significant decline in inbound business trips during the recession.
- 9.1.44 While Buckinghamshire does well for business trips and for visits to friends and relations (VFR) it performs noticeably less well for pure holiday trips. Pure overnight holiday spend in Buckinghamshire including Milton Keynes averaged £38m a year (2009-11), comparing poorly with Oxfordshire (£107m) and Berkshire (£79m).
- 9.1.45 Buckinghamshire and the Chilterns has a most attractive natural environment and many places of historical and cultural interest, yet its attractions are diverse in character and not easy to sum up in a few words or a neat strap line.
- 9.1.46 We asked participants at an industry workshop to identify the strongest elements of the offer for leisure visitors and the characteristics that make it special and different from other destinations. Our own research and audit has largely confirmed their views. They saw proximity to London as a major factor and opportunity. It was clear that participants were proud of what the area has to offer. The following illustrates the strong themes that emerged; it is not a comprehensive list of every element:
- The landscape and the outdoor opportunities for walking, cycling, water sports and canals, wildlife-watching, camping;
  - History and heritage, especially the great houses and gardens and National Trust properties;
  - The towns for their heritage buildings and connections to historical events, markets and antique shops;
  - Literary, TV and film connections from John Milton to Roald Dahl and the Midsomer Murders;
  - Local food and drink, especially gastro-pubs and micro-breweries;
  - Arts, crafts and studios open to the public;
  - Opportunities for children, both in children's attractions and for safe outdoor activities.
- 9.1.47 In Buckinghamshire there are 9 visitor attractions receiving more than 100,000 visitors a year<sup>47</sup> and it is noticeable that 6 relate to heritage and gardens, 2 are outdoor activity venues and 1 is a children's attraction.

#### **What this Ask will deliver**

- 9.1.48 In response to this issue, we are looking for some additional resource to deliver increased support to businesses in the visitor economy and engage them more effectively in developing a co-ordinated approach to the promotion of the visitor economy.
- 9.1.49 This will be matched with funds that local partners have come together to invest in the Buckinghamshire DMO, to provide a central co-ordinator for the service; work with public and private sector partners on specific campaigns; and outreach to neighbouring DMOs in order to lay the ground for potential future EUSIF collaborations.

---

<sup>47</sup> The attractions are in descending order of visitors: Willen Park and Lake, Wendover Woods, Waddesdon Manor, Cliveden, Bekonscot Model Village, Stowe Gardens, Bletchley Park, Buckinghamshire County Museum, Hughenden Manor.

## 9.2 Ask 2: Stimulating the High Performance Technology Sector through Innovation Support at Silverstone (Cross LEP Project with sole BTVLEP delivery)

### Our Ask

- 9.2.1 To secure **£120,420 over two years** to support the employment of an Innovation Adviser at Silverstone Innovation Centre.

### The Ask Rationale

- 9.2.2 MEPC has also recently submitted a bid for a £1m RGF grant, to match to £5.7m of its own investment, to build a high quality 30,000 square feet (2,727m<sup>2</sup>) business graduation centre alongside the world famous Silverstone motor racing circuit. Up to 200 jobs will be safeguarded through this new centre, with up to 40 temporary jobs created during construction.
- 9.2.3 To add value to the development, **Buckinghamshire Thames Valley LEP, SEMLEP and NEP have come together** to develop a proposal to put in place an Innovation Adviser based at Silverstone Innovation Centre, to support the firms to grow on to the new business graduation centre MEPC intend to build on site (subject to a successful RGF Round 5 bid).
- 9.2.4 Silverstone is an international brand, as well as being the home to Formula 1, with 8 out of the 11 F1 teams in close geographic proximity to the circuit.
- 9.2.5 Property developer MEPC, which is backed by BT's pension fund, has recently paid £32m to take a 999 year lease on the Silverstone Industrial Estate and development land around the outside of the Formula 1 circuit.
- 9.2.6 Most of the British motorsport industry is based in Motorsport Valley in Northamptonshire, Oxfordshire, Milton Keynes and Buckinghamshire close to the Silverstone Circuit. Around 3,500 companies associated with motorsport are based in Motorsport Valley employing around 40,000 people, including around 80 per cent of the world's high-performance engineers. Most top-level motorsport constructors are based in the UK.
- 9.2.7 It is estimated that motorsport-based businesses spend at least 30% of their turnover on R&D. In the low carbon transport sector, the motorsport industry has researched many of the innovations that have led to greater fuel efficiency and the use of alternative fuels. Motorsport companies have also been offering their unique capability to British aerospace/defence companies. The industry is used to solving high-performance engineering problems and then getting the results back out to the field very quickly.
- 9.2.8 Transferable technology and skills means the motorsport industry cluster has grown in to a High Performance Technology (HPT) network that incorporates companies operating in sectors such as defence, aerospace, marine, construction and renewables. NEP estimates that there are around 800 companies in Northamptonshire's HPT network, which is worth over £2 billion to the local economy.
- 9.2.9 Retaining and attracting growing high performance technology businesses to Silverstone will help to address the issues caused by the lack of local jobs. Private sector jobs growth will also reduce the dependence on public sector employment.

### What this Ask will deliver

- 9.2.10 The six LEPs covering Northamptonshire, Oxfordshire, Buckinghamshire Thames Valley, SEMLEP, Coventry & Warwickshire, and Leicester & Leicestershire have collaborated to develop joint approaches to supporting High Performance Technology (HPT) companies across the whole LEP area. The group is a recognition that the supply chain and network of companies is not confined to one LEP area and that a range of company connections exist across the whole geography. UKTI, BIS, Silverstone Circuits and the Motorsport Industry Association are also part of the group. The group is working on a range of initiatives, including better description of the HPT offer for new investment, working with UKTI; and planning a significant industry technology event just before the 2014 F1 Grand Prix at Silverstone in July.

- 9.2.11 Three of the LEPs: Northamptonshire, Buckinghamshire Thames Valley and SEMLEP overlap at Silverstone, and support for this globally important asset, including the recently announced MEPC investment in the development of the science and technology park, is a key part of each LEP's Strategic Economic Plan and their support for HPT companies and investment. Principal interventions and support include: supporting MEPC to pursue additional funds from existing RGF rounds; exploring ways to develop targeted business support for businesses based on the Silverstone estate; and pursuing the implementation of road network improvements, in particular improved access from the estate on to the A43 at the Abthorpe and Tove junctions.
- 9.2.12 As the case study above illustrates, recent developments at Silverstone mean the facility now has the potential to become much more than a race circuit. Silverstone Race Circuit's recent decision to enter into a joint venture with MEPC to develop the land around the circuit means the site has the opportunity to become a key strategic national asset in the HPT/Motorsport Sector, supporting firms to grow and develop in a supported business environment.

### Case Study: Motorsport Valley as an engine of growth in High Performing Technologies

Silverstone is an international brand, as well as being the home to Formula 1 with 8 out of the 11 F1 teams in close geographic proximity to the circuit.

The Silverstone development will create around 8,400 permanent jobs, plus an average of 550 construction jobs per annum through a 20 year development phase, of which 4,800 of these jobs are likely to be entirely new to the area.

Of the 760 acres comprising the Silverstone Estate, over 230 acres will be released for new development, with plans for up to 6 million sq ft of fixed use accommodation over the next ten years. The implementation of the Masterplan will attract private investment of over £400m and generate additional Gross Value Added (GVA) to the economy of £232m p.a.

It represents a significant platform on which to build a world beating manufacturing sector with supply chain linkages across the automotive and advanced engineering sectors, with technologies and research which should enable diversification into the aerospace, space, defence, healthcare, materials and electronic sectors.



- 9.2.13 Through this Ask, we would like to put in place an Innovation Adviser based at Silverstone Innovation Centre, to support the firms to grow on to the new business graduation centre MEPC intend to build on site.
- 9.2.14 This Innovation Adviser will work to the UKBI the National Business Incubation Framework (NBIF), delivering 1:1 advice sessions to businesses on site, helping firms to access the support they need to grow, linking to the wider HPT support network, working with Universities and Research Institutes etc.
- 9.2.15 There will be no cross subsidisation of this project with MEPC's stand alone RGF5 bid submission and individual budget codes will be maintained for both projects, to ensure any government appointed auditors can clearly identify the match funding related to both projects.

### **9.3 Ask 3: Secure a TSB Launchpad competition to accelerate the growth of firms in the Film, TV and Vfx Sector (To underpin ask 10 - Cross LEP Project)**

#### **Our Ask**

- 9.3.1 To secure a Film, TV and Vfx Launchpad to operate across the 'Western Wedge' of London in 2015/16, and secure the TSB's commitment to enabling this investment to be used as match funding for a wraparound business support service.

#### **The Ask Rationale**

- 9.3.2 As set out in Project 9, we have been having some very positive discussions with the Technology Strategy Board about the potential of securing a TSB Launchpad in 2015/16, to support our aspirations to build a network of Film, TV & Vfx hubs across the sub-region.
- 9.3.3 We have also been having discussions with the TSB about how TSB funds might be used as match funding for EUSIF projects.
- 9.3.4 In order to secure agreement to running a Film, TV and Vfx Launchpad to operate across the 'Western Wedge' of London in 2015/16, and secure the TSB's commitment to enabling this investment to be used as match funding for a wraparound business support service, we envisage we will likely need to set up a small project team of various staff within BIS and the TSB to work out the logistics.
- 9.3.5 To that end, we would like to ask for our Local Growth Team's support in facilitating the process.

#### **What This Ask will deliver**

- 9.3.6 Through this Ask, we will support some of the major Film & TV studios in the UK to create a pan-regional, localised, business support offer, linked to their plans to create and strengthen a network of business hubs, hatcheries and/or incubators<sup>48</sup>.
- 9.3.7 In addition, we hope to be able to find a way of using TSB funds as match funding for our planned EUSIF funded adviser programme.

### **9.4 Ask 4: To roll out a programme of Business Improvement Districts across key Buckinghamshire Industrial Estates**

#### **Our Ask**

- 9.4.1 To secure **£120,420 of Regional Growth Funding over two years** to pump prime the creation of a single BID support function for Buckinghamshire, to maximise the private sector spend on business park improvements, whilst minimising the overhead costs and bureaucracy normally involved in setting up Business Improvement Districts.

#### **The Ask Rationale**

- 9.4.2 Some of our industrial estates are in desperate need of renewal and regeneration.
- 9.4.3 Where prime sites are in multiple ownership and/or contain a high proportion of vacant property, we believe that the opportunity may exist to develop a Business Improvement District.
- 9.4.4 Through our Local Growth Deal, we are seeking government's support to put in place additional support to develop more Business Improvement Districts on key industrial sites across Buckinghamshire.
- 9.4.5 A Business Improvement District is a partnership between a local authority and the local business community to develop projects and services that will benefit the trading environment within the boundary of a clearly defined commercial area.

---

<sup>48</sup> Some of which, may or may not be dependent on planning permission (depending on whether or not they utilise existing facilities).

- 9.4.6 Although most UKBIDs are currently in town centres, the principle works just as well in other places, and there are already BIDs established in some industrial estates around the country – although none in Buckinghamshire.

### **Case Study – Globe Park’s Business Improvement District**

Globe Business Park is a prime industrial estate, made up of a combination of different estates, close to the A404 bypass. However, due to parking and egress/ingress challenges, the vacancy rate on the estate currently stands at about 40%.

Businesses at Globe Park stretch from Station Road to the Marlow bypass roundabout and there are about one million square feet, comprising about 20 large office buildings and numerous smaller ones. Marlow is seen as a thriving place but there is quite a big unoccupied rate on certain parts of the industrial park. One or two have been refurbished, there are still some older buildings needing tidying up.



Discussions with business leaders began last year about the potential to establish a Business Improvement District Company, similar to the one that was formed in central High Wycombe Town Centre in October 2012.

The Business Plan themes for the Globe Park BID are sustainable transport initiatives; image enhancements and a greener trading environment; co-ordinated, supported and connected business community; and a secure and safe trading environment.

- 9.4.7 By creating a small amount of capacity to pump prime the work of developing BIDs, we believe we will be able to lever additional private sector resources into the regeneration of key industrial estates across the county. The first industrial estate we will pilot this activity on is Globe Park

#### **What will this Ask deliver**

- 9.4.8 This Ask will ‘pump prime’ the creation of a BID Manager to work with local businesses to roll out the BID concept to other suitable business parks across Buckinghamshire, based on the lessons learnt in a pilot project which was led by Wycombe District Council.
- 9.4.9 This BID Manager will create a single BID support function for Buckinghamshire, who can work with local businesses to maximise the private sector spend on business park improvements, whilst minimising the overhead costs and bureaucracy.
- 9.4.10 In 2015/16 the deliverables will be:
- To generate indicative private sector funding (based on 1% additional business rate levy) of £127,840;
  - To identify the Business Parks which will form part of the multi-year roll-out programme, which will be determined by the strength of expressions of interest by Business Park companies and the cumulative sum of additional business rate levies;
  - To secure an ‘in principle’ commitment amongst a group of businesses to rolling out a Business Improvement District on one Industrial Estate
  - To secure a commitment to pursuing a BID on two industrial estates (subject to a formal “yes” vote as part of the statutory process required).
- 9.4.11 If the BIDs receive formal approval, we estimate that this could generate additional business rate levies in excess of £200,000 pa (or £1,000,000 over five years of the first term of the BID).
- 9.4.12 Developing a single resource hub for all Business Improvement Districts on business parks/industrial estates, will support other estates to develop the BID model, enhancing the local business contribution to Economic Development, minimise overhead/admin costs and develop a connected learning network across Buckinghamshire to transfer ideas and solutions.

## **9.5 Ask 5: To secure a DfT/Highways Agency secondee to work with us to develop the M40 J3a Project and the M40 Noise Barrier Project**

9.5.1 As we set out in our Strategic Economic Plan, we are particularly keen to accelerate two projects, which have strong dependencies with the Highways Agency. They are:

- The M40 J3a – which we have already entered into preliminary discussions with local landowners about and which possesses the potential to utilise local development to underpin the costs of the dualling the Junction;
- The M40 Chilterns Environmental Group (M40CEG) Solar Noise Barrier Project – which has been led by M40CEG and Wycombe District Council, working with the Highways Agency, and possesses the potential to utilise the energy generated to underpin the installation costs.

9.5.2 Our belief is that by having a dedicated member of Highways Agency/DfT staff based locally, we will be able to help the Highways Agency accelerate these schemes (which are wholly consistent with their future direction of travel) and they will benefit from the local partners skills in land assembly, and development management, our local contacts and our ability to potentially access external funding that would not normally be open to them.

## **9.6 Ask 6: To secure Network Rail funding for a number of vital rail schemes**

9.6.1 As we set out in our Strategic Economic Plan, we are particularly keen to accelerate the development of two Strategic Rail Projects which are important to us locally.

9.6.2 They are:

- The potential of re-opening the Wycombe to Bourne End Rail Link. This route could utilise the remaining parts of the original rail alignment and therefore avoid interaction with general traffic and provide a good quality light rail scheme possibly connecting Maidenhead and High Wycombe;
- The Aylesbury to Princes Risborough route upgrade - This scheme is important to Buckinghamshire because the provision of a passing loop between Princes Risborough and Aylesbury will enhance connectivity and facilitate two-way running and the provision of EWR through-services to Marylebone. Ideally, we would like to see these improvements brought forward as Part of the East West Rail Project, to achieve a Milton Keynes – Aylesbury – High Wycombe – Thames Valley strategic public transport route.

9.6.3 To get the first scheme underway, we would propose undertaking a commercial viability study of this scheme and would like to request Network Rail's support to fund a small viability study, in the region of £100k.

9.6.4 In return, in the same way that we have led on the development of the East West Rail Scheme, we would propose to pull together a local steering group and local management time to work on developing the projects

## **9.7 Ask 7: To secure OLEV funding to enable us to rollout Electric Vehicle Infrastructure**

### **Our Ask**

9.7.1 We would like to secure a minimum of **£1,125,000 of OLEV funding in 2015/16** to support a strategic rollout of Electric Vehicle Infrastructure in Buckinghamshire.

9.7.2 Because this Ask was a potential revenue generator for our local authorities, we had wanted to include this element of our Local Growth Fund Ask (as part of our LSTF proposals), to improve the overall gearing of our LSTF projects. However, we have not been able to secure agreement to this prior to the submission of this plan, and have therefore included it as a negotiated ask.

## The Ask Rationale

- 9.7.3 One of the significant barriers to the adoption of plug-in electric vehicles (EV) is the lack of a visible and accessible rapid charge network. Such a network that charges cars in under 30 minutes would work in conjunction with domestic and slow charge infrastructure to overcome drivers' concerns about range anxiety.
- 9.7.4 We are seeking to address the barrier of range anxiety by installing, managing and operating a publicly accessible rapid charge network across Buckinghamshire to help increase the uptake of plug-in EVs. This network will be open to the public, commercial fleets, taxi and private hire drivers.
- 9.7.5 In addition to these key capital transport schemes, we also recognise that there is a desperate need for us to undertake various activities to promote low carbon vehicles develop innovative travel solutions; and reduce the inefficiency in existing transport systems.
- 9.7.6 As stated previously, given the future growth forecasts in travel patterns, we recognise that without a step change in system performance our roads and railways are simply going to grind to a halt and this in turn is likely to have a detrimental impact on our environment, the health of our residents and potentially our energy performance.
- 9.7.7 Ultimately, we recognise that the implementation of new technologies and working with residents and businesses to encourage behaviour change can help us to deliver a more sustainable transport system.
- 9.7.8 With that in mind, and recognising that OLEV is in receipt of an additional £500m to invest into EV charge points, we would like to initiate a strategic project to roll out 30 of them in 2015/16, to create an integrated network across Buckinghamshire.
- 9.7.9 **What will this Ask deliver**
- 9.7.10 Through this Ask, we would like to bid for funds to operate a 'plugged in places' style intervention across the whole of Buckinghamshire.
- 9.7.11 This would enable us to roll out a range of Electric Charge Points during the delivery of our LSTF projects and enable us to create a greater awareness of Electric Vehicles and drive more significant behaviour change. The costs of implementing this strategic rollout would fit the normal OLEV model, with us seeking £1,125,000 to rollout 30 rapid charge points and our commercial providers providing £390,000.

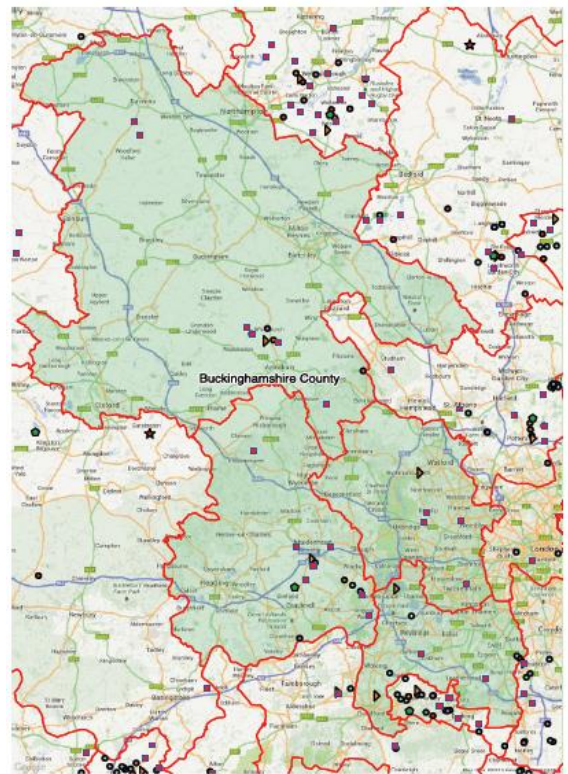


Fig 17: Potential Locations for EV Chargepoints in Bucks



## **9.8 Ask 8: To secure revenue funding to support a Gold Standard Apprenticeships Campaign and develop a comprehensive Careers Showcase for Buckinghamshire**

### **Our Ask**

9.8.1 To secure funding to remodel and develop an integrated programme developing the ongoing relationships between young people, parents, schools and local businesses to champion innovative career opportunities in Buckinghamshire.

### **The Ask Rationale**

9.8.2 Buckinghamshire has the best schools in the country, sending more of its young people to good universities than anywhere else and has the highest rates of educational attainment at 19 in the country. Overall, Buckinghamshire has one of the highest levels of educational attainment in the country with 34.8 per cent of residents qualified to degree level. However, Buckinghamshire ranks only 49<sup>th</sup> for the share of residents aged 16 – 24 holding degrees and is one of only 15 where residents aged 35-49 are more likely to hold degrees than those aged 25 – 34.

9.8.3 Without a Russell Group University plus a school system and demographic profile which means that young people are highly likely to move away from home for their university education, Buckinghamshire does not provide higher education for its school leavers, with 19 out of every 20 student leaving Buckinghamshire's excellent schools choosing a university in another part of the country. While the lack of large employers, high housing costs and cultural offer of Buckinghamshire combine to prevent young people starting their careers here, so that only 10.4 per cent of the county's residents are in their 20s, compared to 13.6 percent across the country as a whole.

9.8.4 Regarding the cost of housing locally, in the 1990s the average person setting aside 5% of their income each week could save for a deposit on a house after 8 years. Today, it would take the same person 47 years. Nick Boles, Minister for Planning, January 2013. In Buckinghamshire that rises to 64 years and 92 in South Bucks! No wonder our graduates don't return to the county!

9.8.5 Careers information and advice across the county is very patchy and new ways of delivering this need to be developed.

9.8.6 Whilst apprenticeship numbers are growing the opportunities advanced and higher apprenticeships offer as an alternative form of higher education is not visible to young people, their parents and teachers. Although Buckinghamshire has a small number of large companies there are a significant number of innovative companies working in the growth sectors which fall below the radar in terms of graduate recruitment.

9.8.7 There is the need to enthuse young people in STEM subjects across the whole school sector from an early age.

### **What this Ask will deliver**

9.8.8 This Ask comprises a number of elements:

- We plan to develop web based applications to showcase local businesses and the career opportunities available including apprenticeships at all levels. There will be a whole programme of social media, events and activities built around this.
- The intention is that the local businesses engaged in the project will be matched to local schools to provide an ongoing enterprise ambassador support to the school engaging with the young people, their parents, school governors and teachers. Through the scheme opportunities for work placements and work shadowing for young people and teachers would be developed. Each secondary school in Bucks would be provided with three Business Ambassadors to work with students, teachers and parents.
- We would like to develop more work based learning opportunities for study and gain higher level qualifications, including degrees, alongside work rather than the acquisition of university qualifications being seen as an alternative to work. Higher level apprenticeships are considered to

be an important part of this strategy. We see that the development of on-going links between employers and young people while they are at school, (and possibly sponsorship) as a means of encouraging more young people to stay in Buckinghamshire rather than move away to attend university.

- We would like our primary schools to engage with the IAG agenda and look at best practice around the country and within Europe to develop this. We will provide profiling opportunities for 1,000 young people a year to understand more about their natural temperament and soft skills and 100 teachers.
- Building on successful work by Thomas International in Suffolk we would like to introduce a profiling scheme for all young people so they gain a greater understanding about themselves and their potential e.g. entrepreneurial skills. We would also like to extend this to the teachers so they better understand themselves and how to get the best out of each young person.
- We know that other countries e.g. Germany and Scandinavian countries have highly developed approaches to the promotion of vocational educational routes. We would like to bring in an expert from another country which demonstrates excellence in school business engagement and what we can learn from them to implement in our schools. We will engage with 10 schools to promote exchange visits and bring in external expertise on vocational learning. The exchange visit programme could be supported by British Council funds and potentially new EU funding streams.

9.8.9 In 2012/13, 3,130 apprenticeships were started in Buckinghamshire, a rise of 16.4 per cent over two years, well above the 11.2 per cent recorded across the country as a whole. Buckinghamshire, with 1.0 per cent of England's population is responsible for 0.6 per cent of apprenticeships, so we are improving but have some way to go, although we do provide 1.3 per cent of undergraduates and 5.4 per cent of those going to Oxford or Cambridge. By 2020 we would like to increase the 0.6 % to at least 0.8%. This would mean having 4,173 starts per year. This would also be dependent on SFA funding for increased apprenticeships being available.

## SECTION G: OUR IMPLEMENTATION PLAN

### 10.0 INTRODUCTION

- 10.0.1 In our Manifesto for Sustainable Economic Growth, we set out our fourth strategic objective, which was **to secure the investment needed to underpin growth.**
- 10.0.2 Under this objective, we set ourselves the following priorities:
- Pushing the case that GVA per job produced is 40% higher in Bucks than in our cities;
  - Better presenting our economic potential to the EU and other potential investors;
  - Pro-actively seeking inward investment into Aylesbury and High Wycombe in particular;
  - Better aligning local and national resources with clear identified local economic priorities.
- 10.0.3 These priorities - particularly 'aligning local and national resources' – sit at the heart of our implementation and delivery plan.
- 10.0.4 However, whilst this Local Growth Deal has been developed in response to the government's request for localities to bring forward plans that can inspire, align and shape partners contribution towards stimulating economic growth, we recognise the need to accept that funds are limited.
- 10.0.5 We have thought long and hard about how to reconcile these tensions, and believe we have come up with a genuinely innovative approach which will deliver immediate returns. Our approach is built on a three pronged strategy:
- Building some highly impactful and sustainable short-term growth propositions that utilise the available funds to bring a range of organisations together to stimulate increased levels of growth and efficiency; and
  - Building some strong partnership vehicles that can underpin the core LEP construct, which can really come into their own if we can have a closer dialogue with government about how future Local Growth Deals could be better structured;
  - Pitching some other project ideas which we believe could help government save money and stimulate additional growth through closer working with Local Enterprise Partnerships.
- 10.0.6 Collectively, in seeking to address these three issues, we have sought to develop an inspiring, impactful programme of work that encourages and stimulates increased collaboration between partners to deliver increased levels of local growth.
- 10.0.7 This Implementation Plan also sets out some of the core principles and approaches that will underpin BTVLEPs core proposition. For example:
- **Our culture, ethos and motivations**, the core principles that guide the work of the LEP;
  - **How our planned interventions have been designed**, the approach we have used to develop this plan;
  - **How our planned interventions will be commissioned**, how we plan to commission these plans;
  - **The key processes underpinning BTVLEPs activities**, the key competencies required by BTVLEP;
  - **Our proposed governance arrangements**, and how our governance model will help us align local and national partners;
  - **The value for money case for the interventions**, cost/benefit analysis for our proposed interventions;
  - **How local resources are being deployed in support of these objectives**, how local partners have come together to support these plans;
  - **The impact of our plans on Sustainable Economic Development**, how we plan to ensure the plan does not have a negative impact on the environment;
  - **Our perception of the deliverability of this plan, our capacity and risks**, our own assessment of how viable this plan is, and what the potential risks are;
  - **Our approach to public reporting and accountability**, how we will monitor our performance;
  - **Our wider asks**, what other freedoms and flexibilities we ask of government.
- 10.0.8 This Implementation Plan underpins, and is an integral part of, our Strategic Economic Plan **and** our proposed Local Growth Deal, by acting as a high level approach to implementation in the BTVLEP region

and providing an overview of the major actions which will deliver the outcomes required to achieve progress against each of our goals:

- Stimulating more smart sustainable business growth;
- Bringing forward the necessary business-critical infrastructure;
- Ensuring the skills and employment system delivers the skilled, flexible workforce needed by our firms; and
- Securing the investment needed to underpin growth.

10.0.9 The Implementation Plan is not a detailed Business or Corporate Plan setting out a tightly defined investment programme for the region. That is the role of the Delivery Plan and our individual partners' Corporate Plans.

## **10.1 Our culture, ethos and motivation**

10.1.1 As a Local Enterprise Partnership, our culture, ethos and motivations are built around a number of guiding principles and areas of focus. Put simply, these are:

- **To be ambitious for the future;**
- **To demonstrate and encourage strong civic leadership;**
- **To be strongly business led;**
- **To be strongly evidence-led;**
- **To be strongly partnership orientated;**
- **To be deeply rooted in the communities we serve;**
- **To be value adding and impact focussed;**
- **To add value by Intervening at various levels in the economic development eco-system.**

### **Ambitious for the future**

10.1.2 As far as being **ambitious for the future** is concerned, we will set a challenging agenda that transforms the delivery of local economic development activities to meet ever growing customer expectations. We relish the challenge in refreshing all areas of these services to release efficiencies and economies of scale.

10.1.3 We also recognise the public services environment is being transformed and this is likely to be accelerated given the economic pressures over the next 5 years. Our approach is to work at the margins of the public and private sector to transform local economic development services to deliver the highest possible standards and quality for local businesses, within the constraints of the public service environment.

### **Demonstrating and Encouraging Strong Civic Leadership**

10.1.4 As far as Leadership is concerned, BTVLEP sees a unique component of its proposition (over and above what Whitehall can do on its own), is that we have the potential to bring a range of local organisations and individuals into play, to demonstrate **strong civic leadership** and make more of a difference to the local economy.

10.1.5 We fully recognise the critically important role that Leadership plays, at a national, regional, sub-regional and local level. To that end, BTVLEP has sought to bring a unique and comprehensive "leadership package" to the table in this Local Growth Deal:

- **Leadership to transform the delivery of economic development and business support services** - we will establish and sustain a working environment which allows creativity and innovation to flourish, within a quality assured framework. We will adopt business processes and standards which are consistent with national standards and deliver excellent value for money and consistency of customer experience;
- **Leadership to Add Value** - we will seek out ways to add strategic value and leverage additional funding for our services by developing strong relationships with key staff from other national organisations, LEPs, sub-regional commissioning bodies and local businesses;
- **Leadership to form and develop partnerships for action** - we will take the lead in forming partnerships that galvanise action to address local and national economic development needs. We will have a cadre of staff, supported by local Board members, capable of making this happen;

- **Leadership to create progressive policy and programmes** - we are dedicated to working as an embedded partner with government, focusing on high quality delivery on the one side and acting as trusted confidant, critical friend and sounding board for policy and strategy. We bring deep knowledge and experience of the economic development and business support agenda and of the wider national Industrial Strategy and stay close to the government to ensure our activities are fully aligned; and
- **Leadership at every level** - We believe that we need to embed leadership at every level within our services. Our service is about leading change within businesses, within the supply network and within local economies and so we must be an organisation that equips all our staff with leadership skills.

10.1.6 Fundamental to being able to demonstrate true leadership has been our understanding that communication, consultation and drawing insight from our customers, our partners and our colleagues is critical to getting it right. The right approach will always be evidence based.

10.1.7 Working closely with government we commit to bringing leadership to the following important activities:

- Developing the Local Growth Hub in Buckinghamshire to release the maximum potential and achieve national objectives;
- Working with local partners to develop strategy and plans for increasing business growth in our localities;
- Working with the national business support system to integrate the channels of delivery to give the best possible service for Buckinghamshire companies;
- Providing insight and intelligence to government and all our partners on business issues;
- Bringing the impartial 'voice' of business into the development of policy and services;
- Bringing together private and public sector people to address the opportunities and challenges facing the future of the local economy;
- Attempting to simplify our engagement with business;
- Leveraging local resources to increase the scale and impact of delivery in a whole range of policy areas (transport, business support, housing etc.).

10.1.8 We believe we have built a cross-organisational leadership team with the capacity and capability to successfully manage this assignment and lead the change management process.

**Being Strongly Business Led**

10.1.9 We thrive on supporting businesses and people achieve their full potential. We measure our success by the success of our businesses and their collective impact on the UK economy. Through Buckinghamshire Business First, BTVLEP is deeply connected with business and our proposal brings business people into every aspect of our service and governance model.

**Being Strongly Evidence Led**

10.1.10 As we have shown through our detailed evidence base, we will not create any 'castles built on foundations of sand' but will only invest in initiatives that plug identified gaps in the local economy or maximise local growth opportunities, which possess the potential to stimulate local growth and help Buckinghamshire firms compete more effectively in the global economy.

**Strongly Partnership Orientated**

10.1.11 We are committed to working in partnership with public, private academic and third sector partners, to add value to the UK economy. We recognise that the LEP is merely a vehicle for encouraging closer collaboration between a variety of organisations in the local economy. To that end, a number of our core propositions around built around delivering greater impact and added value to the national economy by encouraging closer collaboration between partners.

10.1.12 **Deeply Rooted in Local Communities**

10.1.13 We are deeply rooted within Buckinghamshire communities. This is core to our approach on service delivery, partnership engagement, supplier development, governance and human resource

development. We act as a bridge between public and private sector within localities facilitating a collaborative approach to facing the opportunities and challenges of economic development.

10.1.14 **Value and impact focussed**

10.1.15 BTVLEP is a hybrid organisation - combining a commercial and not for profit ethos - delivering genuine value and impact with efficiency of operation. All our resources are focussed on achieving sustainable economic prosperity in Buckinghamshire and the wider surrounds. We aim to give the highest total return on investment for the UK and its local economies and communities.

10.1.16 We also offer our experience in leveraging a range of other projects and the associated funding which will mean the wider economic and business support agenda will benefit from substantial extra activities over the lifetime of this plan.

10.1.17 **To add value by Intervening at various levels in the economic development eco-system**

10.1.18 In addition to the above, we will intervene at various levels of the national economic development eco-system, to maximise the potential to stimulate growth in the local economy:

- At an **international / transnational level**, we have worked for over 12 years on trans-national projects with the EC and a wide range Partners including Local Authorities Chambers of Commerce, Universities and Enterprise Agencies across Europe.
- At **national** level we are delighted to be contributing to the transformational government agenda via our work with the 39 LEPs and on various national working groups. In adopting this approach, we will try and shape the local growth agenda and support the national LEP movement strengthen the business case for increased levels of devolution;
- At a **regional and sub-regional level** we have worked extremely closely with our counterparts in the GTV6LEP area, neighbouring LEPs and organisations like the Skills Funding Agency, Job Centre Plus and a range of specialist agencies and partnerships to ensure we maximise opportunities for cross-LEP collaboration. A number of propositions in this plan have been developed in partnership with neighbouring LEPs;
- Working **locally** we have embedded ourselves within local partnerships and contributed significantly to shaping thinking on a range of issues from broadband, skills, business support and rural development. We can demonstrate a long history of involvement, best practice and effective working of bringing businesses to the table to work with the public sector to address strategic and operational barriers to growth.

10.1.19 As can be evidenced by our partners experience of working across all levels of government and the private/third/academic sectors, we are committed to continuing to try and persuade investors at all levels that devolving funds to the LEP will generate far greater returns than national and transnational commissioning models.

## 10.2 Our Governance and Delivery Model

### 10.2.1 Introduction

10.2.1.1 Whilst we have achieved relatively strong alignment in our leadership team in Buckinghamshire, and have made significant strides towards coalescing resources for a range of local projects, we recognise that Aylesbury Vale District Council's decision to remain members of two LEPs has the potential to weaken government's perception of our governance model and our ability to align funds.

10.2.1.2 That said, and recognising that government appears to be committed to retaining the ability for District Councils to remain in membership of two LEPs, we have worked hard to address these concerns, by;

- Seeking to establish a governance model which enables AVDC to remain in membership of two LEPs;
- Agreeing a split of responsibilities with SEMLEP which allows funding to be coalesced around certain themes, based on a particular LEP leading on certain activities and/or a partnership model which enables LEPs to fully collaborate on certain activities.

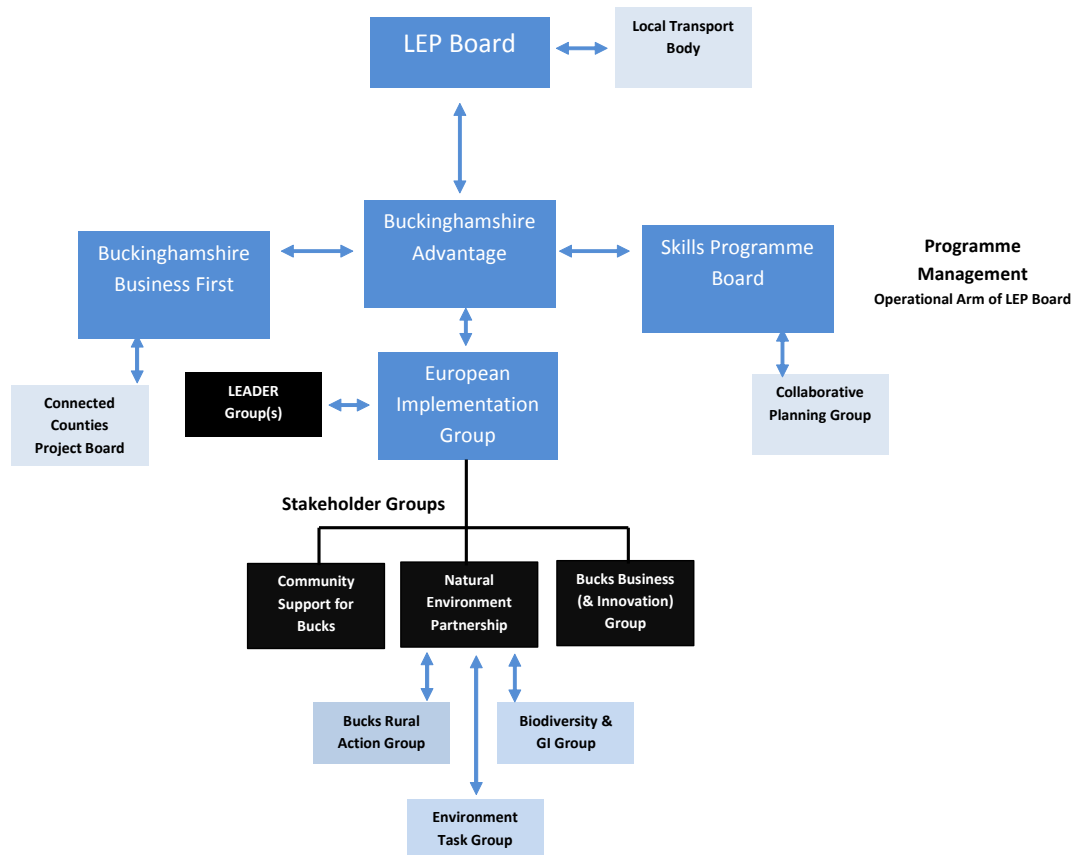
10.2.1.1 How we will achieve this is covered in more detail in a later section of this Plan.

## 10.2.2 Our approach to governance, service and funding alignment

- 10.2.2.1 Our whole approach to achieving a strong alignment between partners is predicated on the simple principle that getting into 'high-level' service alignment discussions with a range of organisations will, in itself, NOT generate quick returns to the UK economy.
- 10.2.2.2 In reality, adopting such an approach will merely serve to take our eye off delivery; erode our development/delivery capacity; create a period of intense internal reflection; and potentially result in lots of time and effort being wasted on internal process issues.
- 10.2.2.3 We have concluded that if we are to be successful in achieving full strategic and operational resource alignment, and add value to the UK economy, we actually need to focus on achieving a stronger integration between our key public & private sector leaders and our land use planning; our transport planning; our business development and our property development capabilities.
- 10.2.2.4 Given this starting point, we have concluded that in order to better align our resources in pursuit of shared growth objectives, we need to:
- **Develop a shared vision for the local economy** which is agreed by all partners and serves to bind them together behind a common set of objectives;
  - **Retain BTVLEP as an un-constituted association of public and private sector leaders, to oversee the delivery of this plan**, influencing government, aligning their organisations and drawing in other organisations to support the delivery as appropriate. Adopting this approach ensures that the LEP can remain a 'light touch' organisation, working with local leaders to support them to build their long term capacity and draw in the private sector to display stronger civic leadership;
  - **Utilise Buckinghamshire Business First as the vehicle for securing strong business engagement in economic development.** Buckinghamshire Business First will continue to play a key role in helping businesses achieve their goals; but will also play a key role in sustaining and growing the number of businesses engaged in the growth agenda by implementing a strategy for leveraging private sector investment in pursuit of growth;
  - **Establish a new Infrastructure Delivery Organisation, Buckinghamshire Advantage** to bring together the Senior Officers in the planning, development and business development communities to collaborate on joint infrastructure and economic development projects. Buckinghamshire Advantage will be mutually owned by the 5 local authorities and the business community (in the form of BBF).
- 10.2.2.5 Given our relatively low allocation of funding to date, we want to avoid undue bureaucracy, whilst also ensuring local arrangements are efficient, effective and capable of meeting Government's tests, which can be summarised as:
- Delivering collective decisions, from all local authority leaders, with evidence of robust underpinning partnership arrangements (for example joint contracts). Different arrangements will apply in different places and might include a Joint Leaders Committee, an Economic Prosperity Board, a Combined Authority or other arrangements.
  - Are coterminous with the LEP area, or where this might not be possible have a clear and robust arrangement for engaging those local authorities not formally represented to deliver joint decisions.
  - Build a strong relationship with the business community, as well as engagement with wider local partners.
- 10.2.2.6 Importantly these arrangements will need to demonstrate Local Authorities ability to discharge democratic accountability and where appropriate financial accountability for Government and European funding distributed through the LEP.
- 10.2.2.7 In addition, the government has asked us to set out how we intend to oversee the development and delivery of future transport schemes, recognising that LEPs, not Local Transport Boards, will continue to be their key conduit for transport funding.
- 10.2.2.8 A model has been developed which is designed to build on what is already working, provide opportunity for wider stakeholder engagement, increased private and sector joint working, and to meet Government's key tests. Importantly, it has also been designed to reflect the strategic priorities of the

Strategic Economic Plan, and to ensure that there are specific bodies with responsibility for mobilising the SEP and the European Structural and Investment Fund Strategy.

10.2.2..9 The proposed model is as follows:



**Fig 27: The inter-relationships between our proposed governance and delivery model**

10.2.2..10 These organisations will work closely with LEP partner organisations and wider partners to improve the co-ordination of economic development activities and plug gaps in potential service delivery.

10.2.2..11 Let us go on to explore the governance structures and roles of the different organisations shown in the above diagram.

**Buckinghamshire Thames Valley LEP**

10.2.2..12 BTVLEP will work with public and private sector partners to develop a shared vision for the future of the local economy and use the LEP Board as a forum for collective discussion and decision making on strategic growth priorities. The BTVLEP Board will continue to operate as a strong public-private sector governance, accountability and decision making unit.

10.2.2..13 At all times the imperative for the BTVLEP is to focus on actions to help businesses thrive. It is recognised that economic development is a complex agenda, that is hugely important to Buckinghamshire, and no single body is able to provide everything that is needed to deliver the best result for employers, residents and taxpayers.

10.2.2..14 There is an implicit obligation on the LEP to lead in avoiding duplication of effort. Clear two-way communication between all partners involved in economic development and sharing of information



avoids potential overlaps. Because of this, the BTVLEP Board will regularly explore the potential to align, pool and/or share assets.

- 10.2.2..15 All partners to the LEP agree to work together in a win/win partnership to deliver what is best for Bucks as a whole and for its constituent parts.
- 10.2.2..16 The BTVLEP Board is made up of five nominated local authority Leaders/Deputy Leaders who sit alongside five business leaders with a business Chair. The BTVLEP is able to draw on the support services of Buckinghamshire Business First (BBF) and also the economic development teams of the local authorities.
- 10.2.2..17 The LEP itself is not legally constituted as a formal entity. The board will decide who it believes should be the appropriate accountable body in relation to funds at its disposal.
- 10.2.2..18 BTVLEP is directed by a board made up of five elected members, one from each of the Buckinghamshire local authorities, and five representatives of the private sector nominated by Bucks Business First. Each board member has an identified alternate. The board is set at a maximum of 10 members to enable a strong team ethic, fully inclusive debate, and a capacity for rapid decisions.
- 10.2.2..19 The Chairman is to be one of the private sector directors and is elected by the members of the board. The Chairman, on behalf of the board, represents BTVLEP between meetings or delegates this role to other members. The Vice Chairman is drawn from the public sector representatives on the board and supports the Chairman in their role.
- 10.2.2..20 Individual membership of the board is dependent upon the continuing support of the relevant nominating body.
- 10.2.2..21 The business representatives on the BTVLEP board are nominated by the BBF board. The current board members are:-

<b>Organisation</b>	<b>Director</b>
Buckinghamshire New University	Ruth Farwell
Jones and Cox	Guy Lachlan
Pinewood Studios	Andrew Smith
Serious Brands	Alex Pratt
Stupples Chandler Garvey	Michael Garvey

- 10.2.2..22 The public sector directors and their alternates are nominated by their respective authorities. The present board members are:-

<b>Organisation</b>	<b>Director</b>
Aylesbury Vale DC	Cllr Neil Blake
Buckinghamshire CC	Cllr Martin Tett
Chiltern DC	Cllr Nick Rose
South Bucks DC	Cllr Adrian Busby
Wycombe DC	Cllr Richard Scott

- 10.2.2..23 The key purpose of the BTVLEP board is to provide ‘helicopter’ direction for economic development interventions in Buckinghamshire. Key functions of the board are to ensure economic development

activity in the county is well co-ordinated, that duplication is avoided, and that regular updates on projects and initiatives are undertaken.

- 10.2.2..24 The five local authorities' BTVLEP Board members should be one of the Leader, Deputy Leader or the Member holding the portfolio for Economic Development. The named alternate is to be drawn from one of the remaining two roles wherever possible and acceptable to the rest of the BTVLEP Board
- 10.2.2..25 It is expected that the Business Representatives nominated by BBF will collectively bring experience of appropriate geographies, sectors and sizes of business within the county, and have the relevant skills, experience, time and passion to make a big difference to the LEP agenda.
- 10.2.2..26 The role of Chairman requires an individual with extensive experience running a private sector business, but also, if possible, with a detailed knowledge and understanding of how the public sector works and of key relationships with other LEPs and Central Government.
- 10.2.2..27 The BTVLEP Board's first Chairman, Alex Pratt OBE, was unanimously appointed by the board on 7 December 2011 and agreed to serve for an initial period of 12 months. The appointment of its private sector Chairman, who leads the LEP team, from its number, is a matter for the LEP board.
- 10.2.2..28 All Board Members must retire every three years but can be reappointed by their nominating body at the end of each three year period.
- 10.2.2..29 It is recognised that a board of 10 is not able to have direct representation of all interested constituencies within the wider community, therefore sub-groups and task and finish groups will be convened by the board as necessary where direct board relationships with existing individual institutions are not appropriate or possible, to oversee or deliver activities. Sub groups help inform debate by the board of the LEP's priorities.

**Buckinghamshire Advantage**

- 10.2.2..30 In July 2013, the BTVLEP Board agreed that it would like to establish a delivery mechanism to enable it to deliver on the LEPs behalf, where appropriate.
- 10.2.2..31 Given this decision, and the existence of a legacy organisation – Aylesbury Vale Advantage – in the north of Buckinghamshire it was proposed that this could be achieved by admitting new members to the AVA company arrangement and revisiting the Members' Agreement, the Company Objects and the Articles of Association.
- 10.2.2..32 This was agreed by the AVA Board in September and work has been progressing with the other District Councils and Buckinghamshire Business First in order that this change can be brought about.
- 10.2.2..33 At the time of writing all of the Member organisations have signed the Memorandum and Articles Association. Wycombe, Chiltern and South Bucks District Councils have been admitted as new members of the Company, alongside Buckinghamshire Business First, who together with Aylesbury Vale District Council and Buckinghamshire County Council own the company. Each of the Member organisations detailed above can appoint one Director and there is a minimum of six or a maximum of 12 Directors.
- 10.2.2..34 The Members acting jointly have agreed to appoint a further 5 private sector Directors and the Managing Director of the Company shall also be appointed as a Director. At the time of writing the members have nominated 3 of the 5 private sector members of the Board;

Organisation	Director
Phil Ingman	Director of Aylesbury Vale Estates
Adrian Brown	Chairman of Berkeley Homes, Strategic Division
Alison Hadden	CEO of Paradigm Housing Association

- 10.2.2..35 The Board will also appoint a Board Chair from the appointed Directors. Each Member Organisation is entitled to appoint an alternate Director to attend any Board Meeting or otherwise to vote on any decision provided the Board have had sufficient notice.
- 10.2.2..36 Each Member can also appoint a representative “observer” to attend Board meetings in a non-voting capacity. Board resolutions are decided by a majority vote and in the case of an equality of votes the Board Chair does not have a second or casting vote and the matter will be referred to the Members for their approval. The number of Directors required for a Board meeting to be quorate is 6 and all of the Member organisations need to be present/represented for a Members meeting to be quorate.
- 10.2.2..37 In virtually all respects the proposed company arrangements for Buckinghamshire Advantage mirror those that were in existence for Aylesbury Vale Advantage, except for the provision that related the activity to the geographic area of the Vale, which will be aligned to match the Strategic Economic Growth Plan and in the interests Buckinghamshire.
- 10.2.2..38 Moving forward, Buckinghamshire Advantage will act as the operational arm of the BTVLEP Board on the delivery of the growth agenda, ensuring that the Strategic Economic Plan and EU Structural and Investment Fund Strategy are effectively delivered; national, European and local growth related funds are invested to maximum effect; delivery capability in line with strategic priorities; and emerging risks are mitigated or referred to the LEP Board for resolution.

### **Buckinghamshire Business First**

- 10.2.2..39 Buckinghamshire Business First’s role within the BTVLEP is to bring a well evidenced, non anecdotally reliant, collective business voice to the table, supporting business and jobs growth; augmenting and shaping the strategic economic development work being undertaken by the partners, facilitating better practice and assisting LAs where possible. BBF provides the core secretariat for the LEP and will involve LA and business talent as appropriate.
- 10.2.2..40 BBF is an independent body, with an entrepreneurial private sector Board who have invested circa £100K of private funds, have a contract with BCC to deliver economic development support in the County, and is focussed on what businesses need.
- 10.2.2..41 With diverse business membership, a professional research and evidence base and capability, BBF provides a clear conduit through which all businesses in the county can impact effectively with the Local Authorities on strategic business matters. Every Bucks based business is entitled to join BBF without charge.
- 10.2.2..42 BBF remains separated from BTVLEP in much the same way as the LAs are involved as a partner but are also separate entities in their own right. BBF acts as the nucleus of the LEP secretariat but benefits from the support, help and involvement of LA staff as appropriate and when requested.

### **The European Implementation Group**

- 10.2.2..43 The European Implementation Group (EIG) will be overseen by the LEP Executive. The EIG will draw its membership from a wide range of Stakeholders and local partners including Civil Society, Private Sector Board Members; Local Authorities; Higher and Further education institutions, Environmental bodies (including the Local Nature Partnership); Voluntary Sector Organisations; Business Representative Organisations and Employer Representative Organisations. With an emphasis on *delivery and performance* it will maintain overall responsibility for:
- Approving project specifications, prior to their release;
  - Agreeing the commissioning model;
  - Considering and approving the project selection criteria; and
  - Considering outline bids received in each bidding round, and making recommendations as to which projects can proceed to full application.
- 10.2.2..44 The work of EIG will be informed by a wide range of existing sub groups in the BTVLEP area, including Community Support for Bucks, the Natural Environment Partnership, Bucks Business Group, the Trade Union and The LEADER Local Action Groups.

## The Skills Programme Board

10.2.2..45 The Skills Programme Board has been established to develop the Buckinghamshire Skills Strategy and implement the various workstreams within that strategy. Its current Chair is Ruth Farwell and its membership comprises representatives from HE, FE, BBF, Job Centre Plus and Buckinghamshire County Council.

10.2.2..46 Its current work is focussed on:

- Making Apprenticeships work for Employers in Bucks;
- Developing a new model for Information Advice and Guidance in Bucks;
- Developing a ' Bucks gold standard' for employability skills;
- Labour Market intelligence;
- Future thinking;
- Supply side planning.

10.2.2..47 In order to address this last issue, it has established a Collaborative Planning Group

### 10.2.3 **Our Governance and Delivery Model for working with neighbouring LEPs**

10.2.3..1 We will operate a strong collaborative model for working with other LEPs, on cross border projects of relevance.

10.2.3..2 We have established strong links with the GTV6LEP Consortium – a grouping of six Local Enterprise Partnerships in the South East of England that have come together to develop a common approach to delivering our growth priorities. The LEPs represented in the GTV6LEP Consortium are Buckinghamshire Thames Valley LEP; Coast to Capital LEP; Enterprise M3 LEP; Hertfordshire LEP; Oxfordshire LEP; and Thames Valley Berkshire LEP. A number of projects in this plan are delivered in partnership with one or more of the GTV6LEP consortium;

10.2.3..3 We have worked closely and constructively with Oxfordshire LEP and Northamptonshire LEP in respect of the alignment needs over our respective overlapping geographies with SEMLEP recognising that clarity and simplicity will be critical to future delivery.

10.2.3..4 In opposition to the clearly expressed view of the business community and the position of our other Local Authority LEP members, Aylesbury Vale District Council continues to remain in membership of two LEPs, which creates an overlap. We have worked hard to address any issues that might arise through this overlap by:

- Seeking to establish a governance model which enables AVDC to remain in membership of two LEPs;
- Agreeing a split of responsibilities with SEMLEP which allows funding to be coalesced around certain themes, based on a particular LEP leading on certain activities and/or a partnership model which enables LEPs to fully collaborate on certain activities.

10.2.3..5 These discussions, which have involved Oxfordshire LEP, Northamptonshire LEP and SEMLEP have sought to agree how we will collaborate moving forward, with all parties agreeing that it would make the most sense (for the businesses community and central government) to come up with a model of co-operation which is based on a cleaner geography.

10.2.3..6 As far as the detail of these arrangements are concerned, we have agreed the following with SEMLEP:

- Because Buckinghamshire's Transport Authority (Buckinghamshire County Council) is a member of BTVLEP and we are closely tied to them, BTVLEP will lead on the development and delivery of ALL Transport Schemes for the whole of Buckinghamshire. This means all transport related funding for Buckinghamshire will flow to BTVLEP;
- Because Buckinghamshire Business First is an approved Local Growth Hub with a strong membership in Aylesbury Vale we have agreed that SEMLEP's Local Growth Hub will;
  - Contract with BBF for the delivery of Local Growth Hub services in Aylesbury Vale;
  - Operate a distributed call centre model,, publishing BBF's number as the main point of contact for ALL businesses in Aylesbury Vale;
  - Augment– not duplicate - the core business support services provided by BBF;

- Liaise with BTVLEPs growth hub prior to commissioning any augmented services;
  - Use BTVLEPs local growth hub as a 'contract hub' for any local business support activity which it commissions at the level of Aylesbury Vale (to enable BBF to integrate the delivery into the core activities of the Local Growth Hub)
- 10.2.3.7 Because the 4 overlapping LEPs involved in supporting Silverstone (OXLEP, NEP, BTVLEP and SEMLEP ) have a shared interest in seeing this project succeed, its important (for the future of the Motorsport Valley construct), that the four LEPs are involved equally in supporting the delivery of any related Silverstone projects.
- 10.2.3.8 All other activities in the Aylesbury Vale overlap area will be planned and delivered on a 50%-50% (or proportionate) LEP model, where SEMLEP and BTVLEP (and any other participating LEPs) agree to split any funding allocation from government on an equal basis and agree to contribute equally to the costs of its implementation.
- 10.2.3.9 We will operate a strong collaborative model for working with other LEPs, on cross border projects of relevance.

## 10.3 Intervention Commissioning

### 10.3.1 Our Key Processes

- 10.3.1.1 Recognising that BTVLEP is not a constituted body, in commissioning the activities in this Local Growth Plan, we have assumed that once government is satisfied with our Local Growth Deal proposition:
- Government will establish a contract with our nominated accountable body (or bodies) for the delivery of 'the deal', based on a financial profile which we will have been previously agreed with BTVLEP;
  - BTVLEP staff will need to procure the specified projects included in its deal, maintaining a close dialogue with the accountable body (or bodies) and the Local Growth Teams throughout;
  - Government will resource BTVLEP to provide a central supplier management, project monitoring and evaluation role.
- 10.3.1.2 Given this scenario, we envisage that the key business processes that BTVLEP will need to utilise in implementing the Local Growth Deal are:
- Contract Management (management of our relationship with the Local Growth Team);
  - Procurement;
  - Financial Management and Monitoring;
  - Supplier Management (as opposed to Project Management, which will be the responsibility of our partners & suppliers);
  - Risk Management;
  - Funding Leverage;
  - Project Monitoring and Evaluation.
- 10.3.1.3 Because BTVLEP staff are a mix of BBF or BCC employed staff, the Human Resource Management processes BTVLEP will utilise will largely conform to these organisations core business processes.
- 10.3.1.4 In addition, the Financial Management, Quality Management and Procurement BTVLEP will adopt will largely conform to those of its nominated Accountable Body.
- 10.3.1.5 That said, BTVLEP's Management Team will develop their own Contract Management, Supplier Management, Risk Management, Funding Leverage and Monitoring and Evaluation processes which will sit at the heart of the organisation.
- ### 10.3.2 Contract Management
- 10.3.2.1 We are using the term 'Contract Management' to describe the tasks that BTVLEP will need to undertake to maintain its relationship with the government contractor, which for the purposes of this assignment we assume will be the Local Growth Team.

- 10.3.2.2 The staff within BTVLEP possess a strong record of successful contract management, gained from their experience in delivering a range of publicly funded contracts. Many of these have been highly complex assignments, involving a matrix of outputs and partners.
- 10.3.2.3 The same staff possess extensive experience of managing a range of EU and UK government programmes, encompassing business support, training, enterprise and employment and infrastructure delivery.
- 10.3.2.4 Our commitment to high quality contract management runs through the whole of our organisation:
- **Governance:** Our Boards and Board sub-committees (explained in detail in the Governance section of this plan) are the ultimate guardians of our performance. They are close to the operation of the business and take this responsibility very seriously. They are presented with an analysis of performance, and comparative performance, on a regular basis and are involved in discussion, debate and decision about how performance is improved, corrected or shaped at an organisational level. The BTVLEP Board will have accountability for performance against our Local Growth Fund contract. The various Board sub-groups will have accountability for performance in their areas.
  - **Management:** Our management structure is designed to give clarity of accountability for different objective and target areas. The senior team at BTVLEP will have clear accountabilities with the Chief Executive being the performance manager of the whole.
- 10.3.2.10 Our processes will comply with best practice and be designed to ensure effective delivery of our contract objectives. The emphasis of our contractual relationship with the Local Growth Team will be on an exception reporting basis so we can respond rapidly with any improvement action. We strive to be responsive and agile in a fast changing environment.
- 10.3.2.11 The Annual Delivery Plan we will prepare will involve collaborative working alongside the Local Growth Team. This Annual Delivery Plan will include a detailed, distributed work plan with the outputs required and inputs needed.
- 10.3.2.12 Regular reports will be prepared for the Local Growth Team, detailing progress. Regular, detailed review and development meetings will take place with the Local Growth Teams. Our Finance team will produce regular financial reports by contract/project and will support and respond to all audit and monitoring visits.
- 10.3.3 Procurement**
- 10.3.3.1 We will use a variety of approaches to commissioning projects in this plan. This will include internal delivery, co-commissioning (with other LEPs), commissioning, competitions, and traditional 'procurement' approaches.
- 10.3.3.2 In choosing which approach to adopt, we will largely be guided by the government's approach to contracting the projects set out in this plan.
- 10.3.3.3 Clearly, in all LEP activities to date, government has largely asked LEPs to nominate a 'lead' accountable body, which has traditionally been a local authority with a designated 151 officer. In the recent past, BTVLEP has nominated Buckinghamshire County Council (BCC) as its accountable body.
- 10.3.3.4 Clearly, if this is the approach that government wishes to maintain, Buckinghamshire County Council will become an 'in house' delivery body for some elements of the BTVLEP Local Growth Deal (for example, as the Transport Authority BCC will deliver all the transport related projects in this plan). Under that scenario, we have traditionally set up a Funding Agreement between BTVLEP and Buckinghamshire County Council, clearly specifying the service requirements.
- 10.3.3.5 However, because a number of the projects in this plan will also be delivered by delivery partners with a particular specialist expertise - many of whom will also be required to bring their own match funding to the table - the number of suppliers that might reasonably deliver them is likely to be quite limited (for example there is only one Local Growth Hub in Buckinghamshire). In this scenario, we will seek professional procurement advice on whether adopting a 'sole supplier' commissioning model is a tenable approach to adopt. Where we feel such an approach could be challenged, we will use the opportunity to openly procure our nominated suppliers.

10.3.3.6 If this approach is acceptable to government, BTVLEP's Executive will establish clear service specifications, which will be openly tendered.

10.3.3.7 Generally speaking, our guiding procurement principles are that:

- In procuring products and services we apply a formal process to select against a set of criteria that include: product quality, price, delivery, quality of relationship, and financial stability;
- We use appropriate methods to tender for work depending on the nature of the work required (e.g. single-tender action, competitive tender) and in accordance with European Union guidelines;
- Where appropriate, we will use an objective method for supplier selection, and effort is expended on ensuring a good relationship with excellent communication between supplier and procurer;
- All suppliers are treated fairly and our dealings with suppliers are built on mutual trust and respect;
- Where possible we select suppliers from a supplier database that we have developed and maintain because of the cost savings this approach introduces to the procurement process;
- We will put in place "Framework" agreements with preferred suppliers where appropriate to make the procurement process as efficient as possible;
- We ensure that service levels are clearly specified and appropriate when commissioning work with a view to ensuring that we deliver on our promises to our clients;
- Once contracts are placed, our approach to supplier management includes the application of appropriate monitoring, measurement and analysis methods to assure delivery, and we take the necessary steps to improve performance where necessary;
- We review the performance of suppliers against contract requirements (during the course of a project and on completion) and use the results of this analysis to drive continuous improvement and innovation;
- All work we undertake is subject to risk assessments at the bid and inception stages and risk management, including re-assessment, is performed during the lifetime of the contract. In managing any contract we adopt a risk management approach which is constantly re-evaluating risk and attempting to minimise its impact by mitigation steps or at looking for a different approach with less risk. This helps us to ensure delivery is made to time, quality, cost.

10.3.3.20 These policies comply with current management best practice and (where appropriate) the prevailing UK and EU legislation.

10.3.3.21 In addition, where the contractors involved are responsible for delivering services which need to comply with nationally prescribed service standards, we will enshrine these in our supplier agreements and establish additional controls to ensure the services provided adhere to these standards.

#### 10.3.4 **Financial Management**

10.3.4.1 We will undertake financial management via a single computerised system with income and expenditure reported to the Senior Management Team on a regular basis. This will allow us to update monitoring spread sheets regularly and provide a variance analysis for the purposes of monitoring and controlling income and expenditure.

10.3.4.2 Adopting this approach will enable us to give highly functional, efficient and accurate financial management information.

#### 10.3.5 **Supplier Management**

10.3.5.1 Supplier Management is the process we use to ensure our delivery partners deliver their project plans to ours and government's satisfaction. It includes all those actions that affect the successful delivery of projects. We define supplier management simply as: "taking action in response to actual performances to make outcomes better than they would otherwise be". That action may be at individual, team, or service level.

10.3.5.2 Our proposal seeks to develop enhanced supplier management processes across a range of economic development objectives. A plan-do-review-revise framework will be used:

- **PLAN:** Based on current performance, prioritise what needs to be done, identify actions that need to be taken and plan for improvement.

- **DO:** make sure that the proper systems and processes are in place to support improvement, take appropriate action, manage risk and help people to achieve better performance.
- **REVIEW:** understand the impact of our actions, review performance, speak to users and stakeholders about their experience of performance.
- **REVISE:** use the lessons learned from review to change what we do so that future action is more efficient and effective. Through this framework, learning can be harnessed in a continuous cycle of improvement.

10.3.5.3 Supplier management is about both the systems and culture that turn ambition into delivery and implies a number of steps which link to this plan-do-review-revise framework to answer:

- **What do we want to do?** What needs to be done (strategy aims, objectives, priorities and targets);
- **How do we intend to do it?** Delivery Plans for ensuring that it happens (improvement, action or service plans);
- **How well are we doing it?** Daily, weekly, monthly, quarterly assessment if this has been achieved (performance measures);
- **What should we do next?** Information reaching the right people at the right time (performance reporting) so decisions are made and actions taken.

10.3.5.4 Our supplier management framework will present a clear and consistent model of performance management that is owned by, and supportive of, all parts of the organisation.

10.3.5.5 BTVLEP aims to deliver excellence in supplier management by:

- Recruiting really effective people against our business model;
- Having a strong and clear vision and culture and inspiring all our people to give of their very best;
- Focussing on the integration of LEP programmes with other business support services so value for money and effectiveness is improved;
- Balancing high quality with high output by being smarter about offering services that are relevant and will be acted upon;
- Using technology to enhance personal effectiveness for our customers and for our staff;
- Using customers as both beneficiaries and drivers of the service at all levels;
- Providing a stronger link between the activities of each member of our staff and the resulting outcomes and impact based on the following model and;
- Having a longer term view to understand and demonstrate how each contribution, over time can build to significant positive changes for businesses, localities and individuals.

10.3.5.6 Arrangements for quality assuring the services that BTVLEP funds can include:

- Mapping activities into monthly targets with outcomes, outputs and milestones;
- Monthly meetings with relevant delivery staff, supported by monthly reports from sub-contractors, to review progress against targets, expenditure, overall performance, feedback from participants and forward planning;
- Analysis of regular management reports and on-going assessment of target market needs in consultation with partners;
- Consultation with partners on new project development, assessing the effectiveness of the programme, identifying employer priorities from feedback and partner consultation - enabling project review and adjustment where necessary;
- Regular audits to monitor administrative procedures, setting and monitoring budgets across the partnership to identify any significant discrepancies. This also enables us to monitor cost effectiveness and ensure best value.

10.3.5.7 Performance outcomes are also monitored in relation to actual recruitment/engagement of employers and individuals, and achievement of diversity targets.

10.3.5.8 As far as monitoring business interventions are concerned, we will use the Local Growth Hub's CRM system to drive management reports against a variety of criteria and monitor progress. The BTVLEP



Management Team will regularly assess the likelihood of achievement of objectives and targets and identify and corrective actions needed.

- 10.3.5..9 Each delivery organisation will own and be accountable for their activities and will monitor their own performance as part of their routine management processes. Performance reporting will feed into the relevant internal and external performance management processes.
- 10.3.5..10 Regular dashboard performance indicator reports will be produced by each delivery organisation and for BTVLEP as a whole. This will provide the daily, weekly and monthly operational reporting capability to the organisation, and be available, as required, by the BTVLEP Board.
- 10.3.5..11 The status of a performance indicator will be shown using a range of five colours; red, amber, yellow, green, and blue. The colours signify two things; the degree to which performance in that area is meeting its target, and the degree to which managers should be focussing on that particular area.
- 10.3.5..12 If all the indicators in the performance management system are green then there is a high probability that the organisation is making very good progress. As such, if there are a consistently large number of red performance indicators then the organisation is in a very serious position.
- 10.3.5..13 Targets will be evaluated as part of routine performance monitoring to ensure that they accurately reflect the desired direction and pace of travel of the organisation.
- 10.3.5..14 Each month the BTVLEP Board will be provided with a short corporate dashboard report that shows the status of each key performance indicator. A commentary and recovery plan/actions will be reported by each delivery partner, as required.
- 10.3.5..15 Monitoring of Customer Satisfaction will be an integral part of the performance management process. The cycle for surveys will be agreed as part of the Delivery Planning process.
- 10.3.5..16 Regular trend performance forecasting reports will identify variance of projected performance indicators from plan. These will be circulated and used internally to highlight areas for performance improvement and support planning of BTVLEP activities.
- 10.3.5..17 Our Supplier Management Processes are based on tried and tested PRINCE2/Managing Successful Programmes (MSP) methodologies. In common with these methodologies, our Supplier Management processes cover a range of sub-processes.

### **Contract Initiation**

- 10.3.5..18 During the Contract Initiation phase of a project, we will produce the project objectives, scope, purpose and deliverables and – depending on the procurement approach to be utilised – either procure the supplier or encourage our suppliers to put in place the project team/project office and undertake a review of the project, to gain approval to begin the next phase.
- 10.3.5..19 In establishing the Contract, the operating procedures are developed and project-specific forms produced (including partner agreements, letters of appointment, quality/environmental management paperwork, project reviews forms, financial reporting templates, project reports, monitoring arrangements etc.). For efficiency, we will re-use operating instructions developed for other projects where practicable.
- 10.3.5..20 In our experience, this stage in the Contract Management Life Cycle is vital for building good relationships with the supplier and aligning the service to our requirements. It's also vital that minutes of meetings or emails are retained and decisions shared between the Contract Manager and the supplier.
- 10.3.5..21 If not determined at the delivery planning stage, project performance measures and reporting requirements will be defined at this stage. The process for delivering these will be developed, together with the process for retaining project records.

### **Contract Delivery**

- 10.3.5..22 Regular review meetings will take place with the supplier to gain feedback, address any particular concerns and/or identify any potential service enhancements. The results of reviews and measures will be discussed at these meetings.

10.3.5..23 The effectiveness of the existing procedures will be regularly reviewed and amended - applying established document management procedures and the Control of Records processes - and opportunities for continuous improvement sought out

### **Project Completion**

10.3.5..24 When a project achieves completion our Contract Manager will meet with the supplier and other service stakeholders to ensure that the supplier has delivered the project to our satisfaction, to identify any remaining requirements and agree actions during the close-out phase of the project. Once the project has closed, we will seek formal feedback on the project (as part of our Monitoring Strategy) and use this feedback to inform further project planning. This feedback will be used by the Contract Manager in the post-project review, identifying what went well, what could have been improved, and the main lessons learned.

### **Audit**

10.3.5..25 We will conduct regular 'supplier' audits to determine whether or not delivery conforms to the planned arrangements for service delivery and is effectively implemented and maintained.

10.3.5..26 This audit process is designed to identify best practice and non-conformities to the planned systems and to put in place actions and to improve.

10.3.5..27 The scope of the audits is planned in liaison with the suppliers or delegated representatives, taking into account any previous issues and any current areas of concern. Any actions required as a result of the audit are highlighted, and plans for corrective actions agreed with the relevant staff.

10.3.5..28 An audit programme will be drawn up every six months to cover key aspects of the programme, with a sample of projects within the programme normally being audited. Audit criteria are agreed in advance with the Performance Director and the staff affected by the audit.

10.3.5..29 The Suppliers Project Manager in the area being audited will be responsible for ensuring that actions are taken within an agreed time to overcome identified non-conformities. Reports are reviewed periodically to ensure corrective action has been taken and it can be demonstrated that improvement has been made to the particular area of work under review. Identified best practice will also be shared.

10.3.5..30 We will regularly monitor and measure our own Supplier Management processes to ensure they are achieving the planned results and to identify where corrective actions need to be taken or best practice shared.

10.3.5..31 We will monitor and measure the programme service characteristics to verify that agreed service levels are being met. Measurements will be made where contractually agreed and where they are appropriate to monitor service quality and delivery. These will include:

- Contractual service level agreements;
- Performance against agreed targets;
- Outcomes for programme participants;
- Performance of specific activities and suppliers.

10.3.5..32 We have extensive experience of managing contracted projects and have designed our contract management processes to ensure effective, accountable delivery which meets the project aims and objectives.

### **10.3.6 Risk Management**

10.3.6..1 In order to identify, access and manage any potential risks we encourage our suppliers to undertake pre-program and in program risk assessments.

- Through their **pre-program risk identification and assessment processes**, we seek to encourage suppliers to identify and assess the key risks they envisage might impact, at the outset of the project. We ask suppliers to record the risks they have identified on a risk register. This has been developed from a model risk register supplied by DCLG and supplemented by a brainstorming session amongst our project team, which brought our extensive experience of undertaking similar activities to bear.

- Through their **in-program risk identification, assessment and management processes**, we also encourage them to develop a risk Log, which the Project Manager should update on a regular basis as new risks emerge. We would expect the Project Manager in our supplier would periodically review the risks on the Risk Log and transfer any to the Risk Register that are deemed sufficiently high risk, to warrant ongoing monitoring. This Risk Log, and the Risk Register, will be reviewed periodically at Project Team Meetings, to ensure the impact and probability of the various risks occurring are considered and appropriate management actions relating to each risk are discussed by the team. Where Risks are deemed to have a significant impact on the performance of the project, we will escalate them to the Local Growth Team for discussion/further consideration. We will utilize our own Risk Management processes more actively during the start-up and closure phases of any projects, as experience tells us these are the phases of the project that are generally higher risk. That is not to say risk management will be ignored during the earlier phases - merely that Risk Management is a particularly strong focus during set up.

10.3.6..34 In addition, our own core risk processes are based on three key principles; risk identification, risk assessment and risk management.

### **Risk Identification**

10.3.6..35 In this process, we identify risks that BTVLEP is taking with its investment decisions; specific risks that are being taken in the way a project is/or will be developed; risks associated with the successful operation of an application; and the effect of the risk should it occur.

10.3.6..36 Risk identification can take place at many stages of a project, with each iteration focusing on risks that are specific to the work being undertaken at that stage.

10.3.6..37 Tools we have utilized previously to identify risks in the past include risk questionnaires, risk checklists, brainstorming/risk workshops and/or an analysis of previous historical risks (as in certain work - especially project work and service delivery - risks that have been identified and managed in one phase may well occur in other pieces of work).

10.3.6..38 Once we have identified potential risks, we then seek to identify the likely effects associated with it.

10.3.6..39 With each effect identified, we attempt to quantify the likely effect of the risk on this piece of work. For example, if a delay is going to occur of what likely duration will the delay be. In each case, we try and quantify its effect in terms of effect on time, effect on cost, effect on functionality and effect on quality.

10.3.6..40 In order to maintain an accurate, up-to-date record of the risks, the effects and the likely impact/probability, we maintain a central risk register for a project, which we review periodically.

### **Risk Assessment**

10.3.6..41 For each risk identified we assess the likelihood, or chance, of it occurring and the impact it will have on this project if it does occur. It is normal for us to use classifications of high, medium and low for likelihood and impact.

### **Risk Management**

10.3.6..42 The output of the risk identification and assessment process identifies what could be done and what will be done to manage the risks.

- **Priority for Action**- The prioritization of risks will depend on the results of the risk assessment process. As a rough guideline, those risks that are high likelihood and high impact will have the highest priority for action, those that are low impact and low likelihood will have the lowest priority for action.
- **Risk Management Actions** - Risk actions are decided upon commensurate with the risk being assessed. We basically operate five categories of action:
- **Avert** - Remove the risk from consideration by changing the direction, features, etc., of the work being undertaken.
  - **Reduce** - Reduce the likelihood or impact of the risk if it cannot be averted.
  - **Manage** - Manage the effect of the risk if it cannot be averted or reduced.

- **Ignore** - Accepting the effect of the risk if it does occur outweighs the quantification associated with actions to manage the risk. Notify people of the risk and that no action is planned for its management.

10.3.6..43 The action(s) finally undertaken will commonly be a combination of actions from manage and/or reduce.

- **Planning the Actions** - All the identified and agreed actions are recorded as specific activities within the project plan. They will affect the project plan in a number of ways:
  - **Contingent Actions** - If the risk occurs we will implement contingent actions. Therefore milestones are pre-planned into the project to forecast the likelihood of the action occurring.
  - **Contingencies** - These will be resource, time or money contingencies allocated to specific tasks, or an overall contingency bar, that will allow us to cater for the effect of the risk if it occurs.
  - **Risk Reduction Actions** - These are specific actions that are taken to reduce the likelihood of a risk occurring. These are planned, estimated and resourced into the project plan.
  - **Further Risk Assessments** - As more information becomes available there may be a need to conduct further risk assessments.

10.3.6..45 The effectiveness of the risk management actions will be tracked throughout the work. Activities will be planned, either specific or as part of the Progress Reporting process, to trap risks that were not identified through the initial assessment process.

10.3.6..46 All unplanned risks and actions taken will be recorded in the Project Diary for review at project end. At the end of the project, the effectiveness of the risk assessment process will be reviewed. Those risks that did occur will be documented along with the actions taken to deal with them (successfully or otherwise); with this learning being fed into future risk assessment sessions.

#### **Our approach to Risk Management in Local Growth Deal**

10.3.6..47 We have developed a series of risk registers for the delivery of our Local Growth Deal, which potentially identify key risks to service delivery that might result in a non conformance. These risk registers will become living documents, which will be retained over the lifetime of the programme.

#### **10.3.7 Funding Leverage**

10.3.7..1 In order to genuinely deliver local growth, we also feel we need to maximise the resources that are available in Buckinghamshire Thames Valley to deploy on economic development. Clearly, the more resources we are able to draw into the area, the more impact we and our partners can have on the ground.

10.3.7..2 In many cases external funding can often also provide the 'glue' to bring partners together to work more efficiently in partnership with each other, to deliver particular projects and operate in accordance with the supply chain model of business support being proposed in this Regional Business Support Model.

10.3.7..3 In our experience, a significant amount of funding could be better utilised in the delivery of economic development, if the various parts of the supply chain worked together more effectively to deliver co-ordinated business support services.

10.3.7..4 We will work with national, regional and local partners to secure additional funding to invest in value adding economic development locally, and proactively promote the benefit of partners working with us to deliver these projects.

#### **10.3.8 Project Evaluation and Monitoring**

10.3.8..1 We are committed to working in partnership with the government, the 'What Works Centre' and other LEPs to learn from the interventions we have and to collectively spot opportunities for service delivery innovations or new ways of working.

10.3.8..2 We believe a fundamentally important component of our offer is the culture of continuous improvement we bring to the delivery of the Local Growth Deal projects. We believe our track record in delivering a range of government assignments demonstrates our commitment to delivering a quality service.

- 10.3.8.3 We will continually improve our processes through a regular robust review and analysis of programme performance data and any corrective actions.
- 10.3.8.4 Staff and suppliers will be encouraged to suggest improvements. We will provide the necessary tools and resources to enable staff to effect change where appropriate. Additional opportunities will also be identified by staff undertaking reviews or internal audits.
- 10.3.8.5 Customer feedback will also shape our service design. The results of our customer insight, feedback and research will be reviewed regularly for potential service improvements.
- 10.3.8.6 Project teams will be established by the Management Team to examine areas where there are problems or where existing processes require review. Project Closure Reports, Lesson Learned Logs and Evaluation Studies will be reviewed to identify any issues which could feed service improvements.
- 10.3.8.7 Once a project evaluation has been completed, we will also undertake a post-project review with the Supplier and the Local Growth Teams to identify any possible areas for improvements in our project management processes.

### **Performance Measurement**

- 10.3.8.8 Performance Measurement needs to be in the context of the national objectives of Local Growth Deals, which include:
  - To further economic development and regeneration;
  - To promote business efficiency and competitiveness;
  - To promote employment;
  - To develop enhanced infrastructure;
  - To enhance the development and application of skills relevant to employment, and
  - To contribute to sustainable development.
- 10.3.8.2 Clearly defined performance measures and targets will drive-up performance and help realise the aspirations for the services we will support and through that, its impact on the BTVLEP economy.
- 10.3.8.3 We will measure the whole economic impact of our interventions, including:
  - GVA;
  - Productivity;
  - Employment;
  - Infrastructure;
  - Environment; and
  - Sustainable Development.
- 10.3.8.4 This will be structured around six performance dimensions:
  - Macro-Economic Impact, for example;
    - Average annual increase in Gross Value Added per capita
    - Increase in productivity per worker
  - Interventions at the level of place, for example;
    - Metres of new road developed, new floor space etc.
  - Interventions at the level of the firm, for example;
    - Number of businesses assisted, number of new jobs created etc.
  - Client-centric - Value Add to the potential/business owner, for example;
    - Time saved/ reduced cost/ cost avoided/ additional sales;
    - Customer satisfaction in knowledge/relevance/ GVA change/ resulting from Business Action in terms of carbon footprint;
  - Partnership
    - Added value through contributions to the achievement of partners objectives
  - Contract performance level
    - Delivering the KPIs in our contracts, to time, budget and quality.

- 10.3.8..6 All six levels will be translated into SMART (specific, measurable, achievable, realistic, time-related) key performance indicators (KPIs) for all managers and staff in BTVLEP.
- 10.3.8..7 Applying this will mean that we have to measure macro-economic impacts of our interventions on the business community (GVA improvement, productivity improvement, energy saved, skills improvement and so on) but that we also measure the number of activities undertaken (business supported, event attendees etc.) and the customer perceptions of the service received. This may require surveying customers to find out whether the service they have had has led to them becoming more productive or knowledgeable through time saving, reducing costs or learning.
- 10.3.8..8 Any survey results will then be extrapolated across all similar interventions we have recorded in any given period of time to give an estimate of the total impact of the service against the key criteria.
- 10.3.8..9 Wherever possible, we seek to collect information we need to assess the effectiveness of our suppliers as far as possible on a 'gather once, use many times' approach. This process is vital to ensure we are able to identify any issues related to management and delivery and undertake a process of continuous improvement.
- 10.3.8..10 We use information gathered from our internal data and management reports to review the effectiveness of our services. To assess the impact of our services on businesses we have used customer satisfaction studies; focus groups; web, email and telephone surveys.
- 10.3.8..11 We will also meet with individual businesses, business groups and stakeholders for their direct feedback

#### **Controlling non-conformance**

- 10.3.8..12 Non-conformities themselves may be identified by an individual in the BTVLEP team - through our day to day operations or through our regular service audits - or by an external stakeholder. As and when non-conformities are identified, the manager responsible for this area of service delivery will investigate the matter and implement a corrective action as identified above, whilst keeping all potentially affected individuals informed of developments.
- 10.3.8..13 Whilst our core processes have been designed to prevent non-conformances, should they arise we will:
  - Communicate with relevant staff to preclude any further use of the non-conforming product;
  - Take action to eliminate the detected non-conformity.
- 10.3.8..14 If it's not possible to effect a correction immediately, a senior member of BTVLEP staff will seek the Local Growth Team's agreement to continue to run the non conforming service, for a specified timescale.
- 10.3.8..15 When a non-conformity is corrected, any changes will be agreed by the Chief Executive and/or the Local Growth Team as appropriate. Records of non-conformities and corrective actions will be maintained by BTVLEP, who will analyse trends that can drive continuous improvement in the programme.

#### **Managing Performance**

- 10.3.8..16 BTVLEP will identify areas of good and poor performance and establish mechanisms for implementing corrective action. The colour coding of performance indicators identifies the areas of good and poor performance.
- 10.3.8..17 When an indicator is red the relevant contract lead will meet with the CEO to agree on appropriate action(s). When an indicator is amber the directorate should normally make plans to improve performance in that area.

#### **Performance and Planning Process**

- 10.3.8..18 Outputs and outcomes from the performance monitoring and managing performance principles will be used to inform the planning process.
- 10.3.8..19 Regular Reviews between the CEO and our Local Growth Team will inform both BTVLEP's progress for the remainder of the financial year, and the cycle of future planning for the next year and beyond.
- 10.3.8..20 The subsequent planning process will set the aims and objectives for future years and the key performance measures and targets used to monitor and manage performance against.

## 10.4 Value for money for interventions

- 10.4.1 As far as quantified costs and benefits of our overall Local Growth Deal is concerned, we have used traditional Treasury Green Book Appraisal techniques to assess the value for money for each of our projects.
- 10.4.2 This has necessitated evaluating the additionality of a range of projects and assessing the leakage, displacement, substitution and economic multiplier effects of each.
- 10.4.3 We believe our Growth Deal offers good value for money.
- 10.4.4 We have calculated each of the unit costs above based on the full costs of the output (for example the average cost per job includes the public and private sector investment in creating that job). We have discussed our costs carefully with our partners, especially delivery partners to ensure that we are delivering value for money in all areas and working with the kind of indicative unit costs government would expect.
- 10.4.5 In addition to offering the specific outputs described above, we believe our programme of work will deliver a broader package of support that will be appealing to employers and employees in Buckinghamshire Thames Valley. The broader package we will be delivering includes a range of employer engagement activities, referral to third party services, capacity building, publicity work and enabling activities, which will unlock growth further on down the line. In this way we have sought to make best use of the funding available and avoid unnecessary and wasteful costs to the project.

## 10.5 Making the most of existing resources & area wide funding

- 10.5.1 In developing this programme of work we have sought to make use of a range of existing resources. These are explained in more detail below.
- 10.5.2 In responding to governments plea to ask us to coalesce local funding together, we feel it's worth pointing out that **the level of public sector funding that Buckinghamshire Thames Valley have available to invest in Economic Development is considerably less than many other areas around the country.** For example;
- Buckinghamshire Thames Valley LEP has the lowest allocation of SIF funding of any LEP in the country.
  - Buckinghamshire County Council is a floor authority.
  - In 2009/10, the public sector spend for South East residents of £80.9 billion was the lowest of all UK regions per person in employment (this figure is the equivalent of just £18,800 per resident, compared to a national average of £21,100 across all UK regions and £27,000 in Northern Ireland).
- 10.5.3 This situation can make finding any additional public sector resources a real challenge.
- 10.5.4 In addition, we believe that we have already made some great strides in aligning economic development resources. For example, anyone undertaking an audit of our current local economic development resources in the BTVLEP Area would find;
- That only one of our local authorities has a dedicated Economic Development Officer;
  - That the business community has contributed over £100,000 in cash towards the establishment of the LEP (notwithstanding the time they put in);
  - That ALL the local authorities already have a Memoranda of Understanding (MOU) or an Service Level Agreement (SLA) with Buckinghamshire Business First for the delivery of business support services;
  - That the Local Authorities Leaders are pro-active in their leadership of the LEP; and
  - That we are developing a new, jointly owned Infrastructure Delivery Group, in the form of Buckinghamshire Advantage.
- 10.5.5 In short, our activities in aligning economic development resources are already well embedded, although we are intent on building on them further.
- 10.5.6 In developing the projects contained in this plan, BTVLEP has made the most of a range of existing resources:
- As far as generalist Business Support is concerned, Buckinghamshire Business First, as the recognised Local Growth Hub for Buckinghamshire Thames Valley LEP, already benefits from over £500,000 of

funding contributions from local authorities to deliver a range of 'shared' business support services in Buckinghamshire. This includes contributions from Buckinghamshire County Council, Wycombe District Council, Aylesbury Vale District Council and a number of other public sector organisations for a range of project based business support activity. Whilst not all this sum has been allocated to our proposals in this plan, we hope it provides government with a clear indication of the scale of support that BBF has locally.

- As far as our Investment Readiness Plans are concerned, we have identified a number of specific firms that are currently looking for equity or debt investment to match to their own resources and high street loan funds to support their businesses expand.
- As far as the specialist business support contained in this plan is concerned, the programmes we have developed for the High Performance Engineering, Film/Visual Effects/Games Development sectors are either supported by investments from intermediary organisations and/or private sector firms.
- As far as Visit Buckinghamshire's work in the Visitor Economy is concerned, this has traditionally benefited from about £300k of support from a range of public and private sector sources, and this is forecast to increase to circa £350k by 2015-16.
- As far as transport infrastructure work is concerned, Buckinghamshire County Council – as the local Transport Authority – has already set aside £6m of funding for Feasibility and Design work over the next few years for a range of transport schemes. In addition, we already have a range of historical pooled Section 106/CIL funds to invest in these schemes and/or forecast contributions that are due to be collected over the next few years.

10.5.7 In developing the projects contained in this plan, BTVLEP has also sought to make the most of a range of existing decision-making processes/mechanisms, including Buckinghamshire Advantage and Buckinghamshire Business First.

10.5.8 As can be seen from the narrative in the main body of this Implementation Plan, we have already made significant strides in aligning and pooling some of our economic development resources, to date, much of our work on pooling and alignment has been with revenue budgets in the field of business support.

10.5.9 The formation of Buckinghamshire Advantage provides an opportunity to start to create stronger alignment between our expenditure in a variety of economic and regeneration fields, to build on some of the work the LEP has been doing with partners on Growing Places Funding (see case studies overleaf)

10.5.10 In developing our proposals in this plan we have sought to make as many of the projects as sustainable as possible, by either linking them revolving funds, incubation facilities or commercial opportunities which can underpin their long term operating costs, without contravening state aid rules.

10.5.11 As far co-operation on the alignment of and/or joint preparation of local plans is concerned, there is strong co-operation between local authorities on the preparation of joint spatial/transport plans although we believe the establishment of Buckinghamshire Advantage will further strengthen this.

## **10.6 Environmental Impact Assessment**

10.6.1 At the time of writing, we have not undertaken a full Environmental Impact Assessment our Local Growth Deal, although as we get closer to finalising this plan it is something we would envisage doing.

10.6.2 That said, a number of actions in this plan make us believe that our plan will have a net environmental benefit to the Buckinghamshire economy. In particular;

- In commissioning a linked EUSIF project to promote business sustainability, we will be encouraging businesses to have a more positive impact on the environment by reducing their carbon emissions;
- Our Sustainable Transport activities in this plan will encourage businesses and individuals to utilise low carbon transport solutions, which will in turn have a positive impact on carbon emissions;
- Our plans to create more local jobs and reduce out commuting will also have a positive impact on the environment
- Our work on helping businesses exploit the commercial market opportunities for low carbon products/services will lead to the adoption and diffusion of a range of new low carbon products and services;



- We will encourage and promote the adoption of tools such as green infrastructure planning, biodiversity off-setting and Payment for Ecosystems Services to secure a net gain for the natural environment;

### **Case Study: Our strong track record of aligning BTVLEP, BCC and AVDC priorities to accelerate the delivery of Transport Infrastructure**

BTVLEP, Buckinghamshire County Council, the District Councils and – on occasion - Aylesbury Vale Advantage have a strong track record of joint working on transport infrastructure projects;

**Eastern Link Rd (Northern Section)** – BTVLEP was recently successful in submitting a £14m Public Works Loan Board (PWLB) Application to government, to underpin the costs of developing the Eastern Link Road (Northern Section). Buckinghamshire County Council agreed to underwrite a further £8m loan, to get this scheme underway. The Aylesbury Eastern Link Road is a key part of the strategic road network, linking the A418 (the main trunk road between Milton Keynes and Aylesbury) and the A41 (linking Aylesbury to the M25). The construction of the Aylesbury Eastern Link Road is part of a larger mixed-use development (led by Barratt Homes) which aims to provide 2,450 homes; 25 acres of employment; two primary schools; a secondary school site; a health centre; ecological mitigation areas; and a 250 acre Wetland Centre (see the diagrams attached in the Appendices). Through this PWLB loan, BTVLEP & BCC were able to forward fund the development of the Eastern Link Road, which in turn will enable us to unlock more residential and commercial development some 3-5 years earlier than would happen were we to rely on the Eastern Link Road being funded by Section 106 alone. The GDV for the whole scheme is £550m; it will generate 2,450 homes and circa 500 jobs.



**Hughenden Spine Road** – BTVLEP awarded Wycombe District Council a loan of £1.1m of Growing Places Funding to construct a new link road and green corridor between Hughenden Avenue and the Morrison’s roundabout in High Wycombe; improvements to existing highway infrastructure immediately adjacent to the site, along with associated footways, cycle ways, service connection points, surface water drains, sewers, landscaping and improvements to the Hughenden Stream. The construction of the ‘spine road’ will start in April 2014, enabling Buckinghamshire New University’s Student Village and a large day centre / extra care / care home complex to proceed

**Hughenden Upper Access Road** – In 2012, BTVLEP loaned Wycombe District Council £300,000 of Growing Places Funding for this project. Hughenden Quarter Upper Site is a disused surface car park (former Bellfield Surface Car Park) forming part of the former Compair site. The Upper Site is currently accessed via an unadopted access road, which requires upgrading to adoptable standard, so as to attract investment in the consented redevelopment of the Upper Site. This project will reconstruct the Access Road which connects the Upper Site to Bellfield Road to an adoptable standard.

**High Wycombe Town Centre** – Earlier this year, BTVLEP applied for £2m of PWLB loan funding to support the High Wycombe Town Centre Masterplan. Through this project, we will create a new link route through Wycombe Town Centre that will open up two development areas (phase 1 and 2 on the attached map) and divert traffic from the centre of Wycombe, which will enable us to make pedestrian and environmental improvements, that better link the old and the new town. It is estimated that the development sites adjacent the Westbourne Street link may generate approximately 60 jobs in phase 1 and a further 50 jobs in phase 2. (sites edged in blue and purple on plan above).

- Through our EUSIF programme we will encourage and promote the development of decentralised energy networks and low carbon vehicles.

10.6.3 Collectively, we believe these main actions will result in a net positive gain for the environment, although this is something we will test further as we progress to sign off.

## **10.7 Assessment of Deliverability**

### **10.7.1 Capacity**

10.7.1.1 This Local Growth Deal is built on the capability of some strong local organisations. As highlighted previously;

- Buckinghamshire Thames Valley LEP's track record in delivering Growing Places Funding is second to none, with all its £6.2m of funds committed and allocated, with the first £2m having already recycled from one of the first schemes it funded. Its recent application for £32m of PWLB funding should stand as a testament to the strength of support it has from its local partners.
- Buckinghamshire Business First is a well established business support organisation that has over 12 years of delivering a range of European, national and local government business support assignments. It has been subject to, and passed, article 13, article 16 and article 16a audits from EU.
- Whilst Buckinghamshire Advantage is a newly established organisation, it has a strong track record in property development, acquired through its legacy organisation Aylesbury Vale Advantage. Buckinghamshire Advantage has recently secured the agreement of all of the five local authorities in Buckinghamshire to become members of the organisations
- Buckinghamshire County Council is a strong Transport Authority with a strong track record of delivering DfT initiatives and schemes. The speed with which it has delivered its Chapel Lane pinch-point bid stands as evidence of its capability to deliver. It has recently strengthened its transport team with the appointment of a number of in house transport specialists. We believe that a number of issues make BTVLEP the 'natural home' for any transport funding invested in Buckinghamshire;
  - The contiguous nature of the two tier authorities in Buckinghamshire - enabling us to encourage co-investment in schemes, thereby delivering better value for money;
  - The strong track record that Buckinghamshire County Council has in working with BTVLEP and our District Council's in delivering high quality transport schemes;
  - The fact that many of the pooled Section 106/CIL funds are already in the control of these organisations and minimising the number of partners that need to be involved in negotiations simplifies delivery;
- From a skills perspective, Buckinghamshire New University, University of Buckingham, Aylesbury College and Amersham and Wycombe College have strong track records in delivering both government funded and commercial training provision. Buckinghamshire New University and Aylesbury College's balance sheets are strong, and Amersham and Wycombe Colleges plans to release their land assets in Amersham and Chesham will put them on a much more solid footing.

10.7.1.2 Collectively, these issues demonstrate the strong organisational capacity that sits behind this Local Growth Deal.

### **10.7.2 Risks**

10.7.2.1 Our risk registers for each of the transport schemes contained in our work programme are appended to this plan, in Appendix 1.

10.7.2.2 In addition to these schemes, Risk Registers for each of our other projects are also included in the Appendices.

10.7.2.3 Our approach to Risk Management is set out in our Delivery Plan.

10.7.2.4 In assessing these schemes for risks, we are confident that our programme of work is eminently deliverable within the stated timescales and quality thresholds.

### **10.7.3 Public Reporting & Accountability**

10.7.3.1 We are dedicated to meeting the highest standards of ethics in public service.

- 10.7.3.2 Our financial arrangements with government will be completely 'open book', in line with the audit arrangements government would expect.
- 10.7.3.3 Buckinghamshire Thames Valley LEP already produces abridged minutes of our Board meetings for publication on our website.
- 10.7.3.4 We have established formal engagement arrangements with our key partners and stakeholders to ensure they are appraised of service developments and impacts. Having strong local governance provides a direct route for local stakeholders and economic development partners, to influence local delivery.
- 10.7.3.5 We will regularly share and discuss BTVLEPs performance with stakeholders, to move them from being merely informed to being consulted on a regular basis. This supports our objective to make the LEP truly responsive to local companies and the local economy. Open debate will be encouraged to ensure the services commissioned through this Local Growth Deal deliver the greatest impact to the economy.

#### 10.7.4 **Wider asks**

- 10.7.4.1 The wider asks we are seeking to negotiate outside the Local Growth Fund, which would give us greater influence and decision-making power over centrally managed resources and support our alignment activities are;
- For government to implement a much more concerted approach to using the LEPs as a central conduit for devolving funding to localities. Of late we have seen a number of announcements, which, given the opportunity to be the governments key delivery partner, we think we could have delivered a much more impactful service.
  - To ask government to help us to continue our dialogue with a number of government departments to encourage them to release residual public sector assets.

## SECTION H: OUR DELIVERY PLAN

### 11.0 OUR 2015-16 DELIVERY PLAN

#### 11.1 Executive Summary

- 11.1.1 Our delivery planning process establishes how our strategy is to be planned and implemented. Delivery planning will normally take place annually. In this delivery plan, we set out our proposed approach for delivering our 2015-16 priorities. We envisage this plan will need to adapt further, as our Growth Deal evolves.
- 11.1.2 We will undertake our delivery planning activities in close consultation with our LEP Board Members, key Delivery Partners, the Local Growth Teams and other relevant stakeholders. BTVLEP's Chief Executive will have overall responsibility for the formulation of the delivery plan, and be responsible for reporting progress against targets, objectives, milestones and deliverables contained within the plan.

#### 11.2 Our proposed delivery channels

- 11.2.1 Our proposed delivery channels for the various 'asks' in this delivery plan are set out below;

Project	Delivery Partner
<b>Project 1: Connecting 400 Ha of expansion land through the Aylesbury East Expansion, including the Eastern Link Road &amp; Stocklake Link</b>	Buckinghamshire County Council
<b>Project 2: Regenerating High Wycombe through the Town Centre Masterplan and the Southern Quadrant Transport Strategy</b>	Buckinghamshire County Council
<b>Project 3: Improving North South Connectivity and connecting residual MOD Land by developing the A355 Improvement Scheme</b>	Buckinghamshire County Council
<b>Project 4: Delivering Modal Shift by improving sustainable transport Links to East West Rail &amp; Winslow Station</b>	Buckinghamshire County Council
<b>Project 5: Delivering modal shift by improving sustainable transport links to CrossRail Stations in Taplow &amp; Iver (Cross LEP Project)</b>	Buckinghamshire County Council
<b>Project 6: Transforming Amersham and Wycombe College's Estate to support curriculum growth</b>	Amersham and Wycombe College
<b>Project 7: Investing in the Waterside Centre, an iconic new education facility in Aylesbury Town Centre</b>	BEST
<b>Project 8: Stimulating SME Growth through Capital Investment</b>	Buckinghamshire Business First
<b>Project 9: Stimulating Growth in Buckinghamshire's Electronics &amp; Telecommunications sector through early access to 5G technologies (Cross LEP Project)</b>	University of Surrey
<b>Project 10: Stimulating new Film, Vfx and Games businesses through the creation of a High-End Business Hatchery</b>	Amersham and Wycombe College
<b>Project 11: Creation of a Bucks Business Driven housing investment fund</b>	Paradigm Housing
<b>Project 12: Regenerating Aylesbury Town Centre through the Waterside North Development</b>	Aylesbury Vale District Council
<b>Project 13: To support the Management &amp; Administration of BTVLEP</b>	Buckinghamshire County Council

- 11.2.2 Similarly, the delivery channels for our negotiated asks are;

Ask	Delivery Partner
<b>Ask 1: Investing in our Local Growth Hub</b>	Buckinghamshire Business First
<b>Ask 2: Stimulating the High Performance Technology Sector by investing in Innovation Support at Silverstone</b>	MEPC

<b>Ask 3: Securing a TSB Launchpad competition to accelerate the growth of firms in the Film, TV and VFX Sector</b>	Buckinghamshire Business First
<b>Ask 4: Securing investment to roll out Business Improvement Districts across key Buckinghamshire Industrial Estates</b>	Wycombe District Council/BBF
<b>Ask 5: Secure a Highways Agency secondee to work with us to develop the M40 J3a Project and the M40 Noise Barrier Project</b>	Buckinghamshire Advantage
<b>Ask 6: To secure Network Rail support for some vital rail schemes</b>	Buckinghamshire Business First
<b>Ask 7: To secure OLEV funding to enable us to rollout Electric Vehicle Infrastructure</b>	Buckinghamshire County Council
<b>Ask 8: To secure funding to support a Gold Standard Apprenticeships Campaign and develop a comprehensive Careers Showcase</b>	Buckinghamshire Business First

## 11.3 Delivery Timelines & Milestones

### 11.3.1 Eastern Link Road

11.3.1.1 The Stage 1 business case for this scheme – including options analyses and risk registers - is attached in the appendices. The GANTT chart below, and overleaf, provides a summary of the proposed delivery plan and milestones for the southern section of the ELR.

11.3.1.2 This is a scheme in Aylesbury Vale, so BTVLEP is leading the delivery of this scheme with SEMLEP supporting our bid.

	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	
Option Assessment																															
Feasibility Design																															
Transport Business Case																															
Preliminary Designs																															
Ecology / environmental statement																															
Land acquisition																															
Public Utility searches / diversions																															
Stakeholder consultation																															
Detailed designs																															
Statutory Planning Permissions																															
Tendering																															
Construction																															
Handover / completion																															

## Delivery Plan (Full Programme where this extends beyond the short term programme above)

Activity	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
Option Assessment																														
Feasibility Design																														
Transport Business Case																														
Preliminary Designs																														
Ecology / environmental statement																														
Land acquisition																														
Public Utility searches / diversions																														
Stakeholder consultation																														
Detailed designs																														
Statutory Planning Permissions																														
Tendering																														
Construction																														
Handover / completion																														

11.3.1.3 BTVLEP have worked with Barratt Homes to accelerate delivery of the northern section of Eastern Link Road, through the deployment of Public Works Loan Board funds to pump-prime an accelerated delivery timetable.

11.3.1.4 Early commencement of the southern section will compliment this approach, opening up a new mixed use development over 180Ha comprising employment, R&D, commercial and sport leisure , retail, housing, parkland and flood attenuation areas is proposed with an estimated gross development value of £77m.

11.3.1.5 The alignment of the construction timetable for the northern and the southern section will also provide opportunities to achieve efficiencies/economies of scale and potentially break ground earlier than the above timetable might suggest.

11.3.1.6 Key milestones are:

- Option Assessment Complete – May 2014;
- Feasibility Design Complete – October 2014;
- Transport Business Case Complete – October 2014;
- Preliminary Designs Complete – February 2015;
- Ecology / environmental statement Complete – November 2015;
- Land acquisition Complete – February 2016;
- Public Utility searches / diversions Complete (Phase 1) – December 2014;
- Stakeholder consultation Complete – April 2016;
- Detailed designs Complete – Nov 2015;
- Statutory Planning Permissions Complete – Mar 2016;
- Tendering Complete – June 2016;
- Handover / completion – Qtr 2 2019.

11.3.1.1 Key dependencies are;

- Completion of designs
- Land acquisition

- Preliminary / accommodating works and service diversions
- Determination of Planning Approvals
- Tendering and Contract Award

### 11.3.2 Stocklake Link

11.3.2.1 The Stage 1 Business Case for this scheme is included in the Appendices. The GANTT chart overleaf, provides a summary of the proposed delivery plan and milestones for the Stocklake urban improvements.

11.3.2.2 Key dependencies are:

- Completion of designs;
- Land acquisition at the junction of Stocklake / Park Street / Vale Park Drive;
- Preliminary / accommodating works and service diversions;
- Determination of planning approvals;
- Tendering and contract award.

11.3.2.3 This is a scheme that is in Aylesbury Vale, so BTVLEP is leading the delivery of this scheme with SEMLEP supporting.

	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	
Option Assessment	█	█																													
Feasibility Design																															
Transport Business Case	█	█	█	█	█	█	█	█	█																						
Preliminary Designs				█	█	█	█	█	█																						
Ecology / environmental statement				█	█	█	█	█	█																						
Land acquisition				█	█	█	█	█	█	█	█	█	█	█																	
Public Utility searches / diversions				█	█	█							█	█	█	█	█	█	█	█	█										
Stakeholder consultation				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Detailed designs																			█	█	█										
Statutory Planning Permissions												█	█	█	█	█	█	█	█	█	█										
Tendering																					█	█	█								
Construction																								█	█	█	█	█	█	█	█
Handover / completion																															

11.3.2.4 Key milestones are:

- Option Assessment Complete – Apr 2014;
- Feasibility Design Complete – Jan 2015;
- Transport Business Case Complete – October 2014;
- Preliminary Designs Complete – October 2014;
- Ecology / environmental statement Complete – November 2014;
- Land acquisition Complete – April 2015;
- Public Utility searches / diversions (Phase 1) Complete – Aug 2014;
- Public Utility searches / diversions (Phase 1) Complete – Nov 2015;
- Stakeholder consultation Complete – July 2016;
- Detailed designs Complete – September 2015;
- Statutory Planning Permissions Complete – July 2015;
- Tendering Complete – Jan 2016.

### 11.3.3 High Wycombe Town Centre Masterplan & Southern Quadrant Transport Strategy

- 11.3.3.1 The Stage 1 business case for this scheme is included in the appendices and includes risk registers, options analysis etc. The GANTT charts overleaf, provides a summary of the proposed delivery plan and milestones for the outline of an overall concept project programme which assumes a phased approach to scheme delivery.
- 11.3.3.2 The timescales for the delivery of the scheme have been developed through a risk assessment process and scheme phasing strategy as an outcome of workshops involving key representatives from BCC and WDC.
- 11.3.3.3 The timescale set out within the project programme has also been informed by current activities related to the Westbourne Street and Gasworks Link Road schemes given these schemes are key dependencies for later delivery phases.
- 11.3.3.4 The programme consists of scheme option assessment, design and environmental study work informing business case development through to March 2015. In parallel with this scheme development work, land acquisition processes would be undertaken in parallel for land associated with the Gasworks Link Road scheme.
- 11.3.3.5 The scheme would then be delivered in phases according to area-specific detailed design, utilities investigation, tendering, and construction during which consultation and engagement processes would continue.
- 11.3.3.6 The period for devolved Local Growth Fund commences in April 2015. The completion of the business case work and Westbourne Street schemes are programmed to coincide with this milestone.
- 11.3.3.7 The programme assumes that land acquisition processes would be complete in the first quarter of the funding period, at which point the construction of the Gasworks Link Road would proceed. The phased delivery programme would be distributed across the four year fund period, completing in early 2019.
- 11.3.3.8 Given this scenario, the key milestones are:

#### **Gasworks Link Rd**

- Detailed Design Complete – March 2014
- Stat Plan' Permissions Complete – Feb 2015
- Tendering Complete– July 2014
- Construction Commences - March 2015
- Handover Completion – July 2015

#### **HWTC Alternative Route**

- Detailed Design Complete – April 2014
- Stat Plan' Permissions Complete – October 2014
- Tendering Complete– May 2015
- Construction Commences - Jun 2015
- Handover Completion – Aug 2016

#### **Remaining Schemes**

- Option Assessment Complete – Aug 2014
- Feasibility Design Complete – Jun 2014
- Business Case for funding Complete – March 2015
- Preliminary Designs Complete – December 2014
- Ecology/Enviro statement Complete – Mar 2015
- Land acquisition Complete – February 2015
- Public Utility diversions Complete (Phase 1) – Mar 2015
- Stakeholder consultation Complete – Aug 2016
- Detailed designs Complete – Jun 2015
- Tendering Complete Complete – Sept 2015
- Handover / completion Complete – May 2016



Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	
<b>(1) WESTBOURNE STREET</b>																															
Option Assessment	<p style="text-align: center;"><b>INITIAL SCHEME DEVELOPMENT UNDERTAKEN 2013</b>  <b>TOTAL COST - £1.2mn</b>            Consultation – Sept 2013            Detailed Design – Oct to Dec 2013            Planning Submission – Sept 2013            Planning Decision – Nov 2013</p>																														
Feasibility Design																															
Business Case for funding																															
Preliminary Designs																															
Ecology / Envmt Statement																															
Land Acquisition																															
Public Utility diversions																															
Stakeholder consultation																															
Detailed Design																															
Stat Plan' Permissions																															
Tendering Process																															
Construction Process																															
Handover Completion																															

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	
<b>(2) PAULS ROW / ST MARY'S STREET</b>																															
Option Assessment	<p style="text-align: center;"><b>INITIAL SCHEME DEVELOPMENT UNDERTAKEN 2013</b>  <b>TOTAL COST - £0.33mn</b>            Consultation – Sept / Oct 2013            Detailed Design – Oct / Nov 2013</p>																														
Feasibility Design																															
Business Case for funding																															
Preliminary Designs																															
Ecology / Envmt Statement																															
Land Acquisition																															
Public Utility diversions																															
Stakeholder consultation																															
Detailed Design																															
Stat Plan' Permissions																															
Tendering Process																															
Construction Process																															
Handover Completion																															

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016
<b>(3) RYE CROSSING</b>																														
Option Assessment	<p style="text-align: center;"><b>INITIAL SCHEME DEVELOPMENT UNDERTAKEN 2013</b>  <b>TOTAL COST - £0.38mn</b>            Consultation – Sept / Oct 2013            Detailed Design – Oct / Nov 2013            Construction Started – Feb 2014</p>																													
Feasibility Design																														
Business Case for funding																														
Preliminary Designs																														
Ecology / Envmt Statement																														
Land Acquisition																														
Public Utility searches / diversions																														
Stakeholder consultation																														
Detailed Design																														
Stat Plan' Permissions																														
Tendering Process																														
Construction Process																														
Handover Completion																														

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016
<b>(4) GASWORKS LINK ROAD</b>																														
Option Assessment	<p style="text-align: center;"><b>INITIAL SCHEME DEVELOPMENT UNDERTAKEN 2013</b>  <b>TOTAL COST - £1.5mn (inc. Land Acquisition)</b>            Consultation – Sept 2013            Planning Submission – Sept 2013            Planning Decision – Nov 2013</p>																													
Feasibility Design																														
Business Case for funding																														
Preliminary Designs																														
Ecology / Envm Statement																														
Land Acquisition																														
Public Utility diversions																														
Stakeholder consultation																														
Detailed Design																														
Stat Plan' Permissions																														
Tendering Process																														
Construction Process																														
Handover Completion																														

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016
<b>(5) REMAINING ALTERNATIVE ROUTE</b>																														
Option Assessment	<p style="text-align: center;"><b>INITIAL SCHEME DEVELOPMENT UNDERTAKEN 2013</b>  <b>TOTAL COST - £1.7mn</b>            Consultation – Sept 2013            Planning Submission – Sept 2013            Planning Decision – Nov 2013</p> <p style="text-align: center;"><b>ONGOING DEVELOPMENT - SUBJECT TO FUNDING</b>  <b>TIMESCALES BASED ON FUNDING AVAILABILITY</b></p>																													
Feasibility Design																														
Business Case for funding																														
Preliminary Designs																														
Ecology / Envmt Statement																														
Land Acquisition																														
Public Utility diversions																														
Stakeholder consultation																														
Detailed Design																														
Stat Plan' Permissions																														
Tendering Process																														
Construction Process																														
Handover Completion																														X

**X - Proposed Completion - Spring 2017**

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016		
<b>(6) REMAINING OVERALL SCHEMES COMBINATION (HWTMCP / SQTS – SUBJECT TO FUNDING &amp; LIABLE TO CHANGE)</b>																																
Option Assessment																																
Feasibility Design																																
Business Case for funding																																
Preliminary Designs																																
Ecology/Enviro statement																																
Land acquisition																																
Public Utility diversions																																
Stakeholder consultation																																
Detailed designs																																
Statutory Plan' Permissions																																
Tendering Process																																
Construction Process																																
Handover / completion																																

Note 1: Assumes planning permission is not required as per BCC advice on permitted development.

Note 2: Assumes "Land Acquisition" is for the acquisition of the land for the construction of the Gasworks Link Road.

Note 3: Assumes phasing following Westbourne St – Gasworks / Alternative route / Abbey Way, Oxford Rd area, Abbey Way gyratory, Easton St/Eastern Town Centre.

### 11.3.4 A355 Improvement Scheme

- 11.3.4.1 The Stage 1 business case for this scheme is included in the appendices. The timescales for the delivery of the scheme have been developed through a risk assessment process and scheme phasing strategy as an outcome of workshops involving key representatives from BCC. Key project risks related to programme are highlighted in section 4.2.4 and Appendix D. Table 6-B presents an outline of an overall concept project programme which separates delivery phases for schemes according to planning permission and land acquisition requirements. A detailed programme is presented in Appendix E.
- 11.3.4.2 The programme consists of scheme option assessment, design and environmental study work informing business case development through to March 2015. In parallel with this scheme development work, land acquisition processes would be undertaken for land associated with the Relief Road scheme.
- 11.3.4.3 The scheme would then be delivered through a process of detailed design, utilities investigation, tendering, and construction during which consultation and engagement processes would continue.
- 11.3.4.4 Supplementary Green Book Guidance<sup>24</sup> sets out a systematic tendency for project appraisers to be overly optimistic with regard to construction programmes for civil engineering projects. An optimism bias of between 3% and 25% for programme duration is described reflecting in particular factors associated with environmental impact, funding availability, business case inadequacies, poor project intelligence and site characteristics. The outline project programme presented in Table 6-B should be considered in this context which excludes any adjustment for programme related optimism bias.
- 11.3.4.5 The period for devolved Local Major Scheme Funding commences in April 2015. The completion of the business case work is programmed to coincide with the first quarter of the funding period. The programme assumes that the delivery of scheme elements not currently expected to require land or planning permission could proceed in parallel with the land acquisition processes for the Relief Road. The delivery phase for the Relief Road would follow planning permission, land acquisition and scheme tendering processes.

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	
Option Assessment																															
Feasibility Design																															
Business Case for funding																															
Preliminary Designs																															
Ecology / environmental statement																															
Land acquisition																															
Public Utility searches / diversions																															
Stakeholder consultation																															
Detailed designs																															
Statutory Planning Permissions																															
Tendering																															
Construction																															
Handover / completion																															

Activity	Q1 2014/5	Q2 2014/5	Q3 2014/5	Q4 2014/5	Q1 2015/6	Q2 2015/6	Q3 2015/6	Q4 2015/6	Q1 2016/7	Q2 2016/7	Q3 2016/7	Q4 2016/7	Q1 2017/8	Q2 2017/8	Q3 2017/8	Q4 2017/8	Q1 2018/9	Q2 2018/9	Q3 2018/9	Q4 2018/9	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
Option Assessment	■	■																						
Feasibility Design	■	■	■																					
Business Case for funding	■	■	■	■	■				■										■					
Preliminary Designs			■	■	■																			
Ecology / environmental statement	■	■	■	■	■																			
Land acquisition							■	■	■	■	■	■												
Public Utility searches / diversions			■				■	■	■	■	■													
Stakeholder consultation		■	■	■	■		■	■	■															
Detailed designs						■	■	■	■															
Statutory Planning Permissions					■	■																		
Tendering												■	■											
Construction						*	*							■	■	■	■	■	■					
Handover / completion																			■	■				

Note 1: Assumes planning permission for Wilton Park granted during Q1 2015/6

Note 2: Later stages of business case development refer to Stage 3 of Business Case process (Implementation, Monitoring, and Evaluation)

Note 3: Voluntary land acquisition would shorten this programme by circa 6 months

11.3.4.6 Based on the above timetable, key milestones are;

- Option Assessment Complete – Aug 2014
- Feasibility Design Complete – Oct 2014
- Business Case for funding Complete – May 2015
- Preliminary Designs Complete – March 2015
- Ecology / environmental statement Complete – May 2015
- Land acquisition Complete – Quarter 3, 2016/17
- Public Utility searches / diversions Complete (Phase 1) – November 2015
- Stakeholder consultation Complete – July 2015
- Detailed designs Complete – June 2016
- Statutory Planning Permissions Complete - September 2015
- Tendering Complete – Quarter 1, 2017/18
- Construction Complete – Quarter 2, 2018/19
- Handover / completion – Quarter 4, 2018/19

### 11.3.5 Sustainable Transport Schemes

11.3.5.1 Feasibility studies for the A4 Cycle Path – Maidenhead to Slough Link and the A413 Cycle Path – Winslow to Buckingham are attached in the Appendices.

11.3.5.2 Further work will be commissioned on the Iver Feasibility once the outcome of Pinewood’s planning appeal is known. This is a key dependency.

11.3.5.3 As far as delivery timelines are concerned, the GANTT chart overleaf, provides a summary of the proposed delivery plan and milestones, which are;

- Roject Initiation Document Produced – July 2014
- Development of feasibility work complete (Iver) – October 2014
- Public consultation on proposed schemes complete – January 2015
- Detailed design work complete – April 2015
- Implementation of cycle routes complete – July 2015
- Launch the routes – Aug 2015
- Installation of RTP1 complete – May 2015



- Project Evaluation & Closure Report – March 2016

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	
Project Initiation Document Produced																															
Development of feasibility work (Iver)																															
Ongoing engagement with partners/ stakeholders																															
Public consultation on proposed schemes																															
Detailed design work																															
Implementation of cycle routes																															
Launch the routes																															
Installation of RTPI																															
Project Evaluation & Closure Report																															

11.3.5.4 Implementation of the schemes is necessary in the first half of 2015/16, in order to enable the revenue element of the project to make use of the new infrastructure, as part of their planned programme of communications.

### 11.3.6 Amersham and Wycombe College’s Estate

11.3.6.1 The College is well into completing the sale two plots of land. These are “The Chilterns” a disused area adjacent to the Amersham campus, and the former Chesham campus. Proceeds from sales are anticipated to be realised from the Spring of 2014.

11.3.6.2 As far as delivery timelines are concerned on the estate developments, the preliminary GANTT charts below, provides a summary of the proposed delivery plan and milestones for the outline of an overall programme.

11.3.6.3 The detailed options review is already underway, with detailed design work due to commence in May 2014.

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	
Options review																															
Funding application																															
Project Initiation Document Produced																															
Contracts Agreed																															
Detailed design																															
Tender process																															
Planning																															
Construction																															
Project Evaluation & Closure Report																															

11.3.6.4 The high level milestones for this project are;

- Options review Complete – May 2014
- Funding decision secured – July 2014
- Project Initiation Document Agreed – July 2014
- Contracts Agreed – August 2014
- Detailed design Complete – Sep 2014
- Tender process Complete – Jan 2015

- Planning Complete – Mar 2015
- Construction Complete – Feb 2016
- Project Evaluation & Closure Report Produced – Mar 2016

### 11.3.7 The Waterside Centre

- 11.3.7.1 Buckinghamshire New University (BNU) and Aylesbury College (AC) have established a joint venture known as “BEST” to undertake professional and commercial training in the Bucks area, and Aylesbury Vale in particular.
- 11.3.7.2 Negotiations have taken place with AVDC concerning a partnership to develop the new facility on the Waterside site in Walton Street adjacent to the Waterside Theatre. The new development would be known as The Waterside Centre.
- 11.3.7.3 The Council has acquired the site and had prepared the land for development and it agreed to act as landlord and construct the Waterside Centre and recover the costs through a 25 lease, enabling BNU and AC to purchase the building over the life of the lease.
- 11.3.7.4 The site proposed for the Waterside Centre has been cleared ready for development and the live and redundant utility services have been re-routed or removed and a new electricity sub-station provided
- 11.3.7.5 The design of the Centre has been completed and planning permission has been granted subject to conditions and S106 approval.
- 11.3.7.6 A risk strategy has been formulated during the development phase of the project, and a risk register is being used to prepare for the construction phase. A project team of Council officers, and BNU and AC staff has been established to manage the project and a corporate risk register has being developed to manage the risks identified for each of the parties.
- 11.3.7.7 The procurement of contractors for the construction of the Waterside has been tendered using the Improvement and Efficiency South East (IESE) construction framework and a supplier selected. The building of Phase 1 of the development is due to commence in May 2014.
- 11.3.7.8 The GANTT diagram below presents the timelines for the fit out of the Waterside Centre.

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016
Planning the build																														
Build phase 1.																														
Build phase 2.																														
Project Initiation Document																														
Contracts Agreed																														
Install IT																														
Furnishing – phase 1																														
Furnishing phase 2																														
Install specialist technology																														
Project Evaluation and Closure Report																														
Planning and development of training and education programmes																														
Marketing																														
Delivery of training and education																														

11.3.7.9 Based on these timelines, the key milestones in this project are;

- Project Initiation Document Agreed – August 2014
- Contracts Agreed – September 2014

- Install IT – Aug 2015
- Furnishing (Phase 1) – Aug 2015
- Project Evaluation and Closure Report – March 2016
- Furnishing (Phase 2) – Aug 2016
- Install specialist technology – Aug 2016
- Delivery of training and education – Sept 2015

### 11.3.8 Stimulating SME Growth through Capital Investment

11.3.8.1 This project has been developed from within our Local Growth Hub, based on direct conversations we have had with local businesses that are seeking to expand and grow, but struggling to access all the finance they need to initiate a particular project.

11.3.8.2 Because BBF can continue these conversations throughout 2014/15, and mainstream this element of the project into their core business engagement we are confident that the project will be able to hit the ground running in April 2015 and disperse the available funds.

11.3.8.3 Based on the timelines set out in the GANTT diagram below, key milestones are;

- PID & Contracts agreed – August 2015
- Steering Group Meetings – Mar 2015, July 2015, Nov 2015 and Mar 2016
- Recruitment of Finance Packaging Specialist complete – Mar 2015
- Development of application material complete – Mar 2015
- Development of marketing collateral (Phase 1) – Sep 2014
- Training of Advisers – April 2015
- Project Closure Report – April 2016

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016
Steering Group Meetings																														
PID & contracts agreed																														
Business Engagement																														
Recruitment of Finance Packaging Specialist																														
Development of application material																														
Development of marketing collateral																														
Stakeholder engagement (businesses, FE and HE)																														
Marketing activities (email marketing, social media, etc)																														
Training of Advisers																														
Recruitment of beneficiaries																														
Project Appraisal & awards																														
Project Closure Report																														

### 11.3.9 5G Innovation Centre

11.3.9.1 As this project will be led by the University of Surrey & Enterprise M3 LEP, we will be guided by their delivery plan and timelines for the project, which we have not yet fully agreed.

11.3.9.2 However, we do know the 5G Innovation Centre (5GIC) will open in January 2015, ensuring that business engagement will be able to commence from March 2015 onwards.

11.3.9.3 Following the submission of this Local Growth Deal, we will work with EM3 LEP and the University of Surrey to agree timelines and a detailed project plan.

### 11.3.10 Film, Vfx and Games High-End Business Hatchery

11.3.10.1 As far as this project is concerned, the detailed project plan has a number of key dependencies, which will influence how, and to some extent where, the hatchery is based. The first of these is the outcome of the planning appeal and the second is the award of the Next Gen Skills Academy contract. Alternative possible premises will be explored in the next few months in advance of the later.

11.3.10.2 The third major dependency, although not critical to the implementation of the hatchery is the commissioning of the joint LEP EUSIF specification for a business support service for the Film and TV sector. Our current assumption is that this is likely to be launched at the end of 2014, with a commencement date of March 2015. It is worth stressing that we envisage contracting the EUSIF specification openly, with a clear statement to the provider that we would expect some of their time to be spent in the hatchery.

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016
Steering Group Meetings																														
Submission of Creative England Strategic Partnership Bid																														
Agreement about TSB Launchad																														
PID & Hatchery Contract Agreed																														
Review premises options																														
Detailed design																														
Tender process																														
Fit Out of Hatchery																														
Staff recruited																														
EUSIF Specification Developed																														
EUSIF Specification Released																														
EUSIF Contact agreed																														
Service is launched																														
Hatchery fully operational																														
Mid Term Review Report																														

11.3.10.3 As far as detailed milestones are concerned, the plan and GANTT diagram below sets out our latest thinking on timelines;

- Steering Group Meetings
- Submission of Creative England Strategic Partnership Bid – April 2014
- Agreement about TSB Launchad – July 2014
- Decision on Pinewood Appeal – July 2014
- NGSA contracting – June 2014
- Review premises options – April – June 2014
- PID & Hatchery Contract Agreed – August 2014
- Detailed design work complete – September 2014
- Tender process complete – January 2015
- Staff Recruited – March 2015
- Fit Out of Hatchery Complete – June 2015
- EUSIF Specification Complete - Nov 2014
- EUSIF Specification Released – Dec 2014
- EUSIF Contact agreed - Mar 2015
- Service is launched – Apr 2015
- Hatchery fully operational – May 2015

- Mid Term Review Report - Apr 2016

### 11.3.11 Bucks Business Driven Housing Investment Fund

11.3.11.1 This project is continuing to evolve through our discussion with our local partners and a wider range of stakeholders.

11.3.11.2 On April 3<sup>rd</sup>, we have a meeting with the National Housing Federation, The Housing Finance Corporation and KPMG to take forward this project. We are also in discussion with a number of EU partners in a current Urbact project (<http://urbact.eu/en/projects/urban-renewal/use-act/homepage/>) and have also recently been put in touch with a contact from Manchester City Council, that is also working with the EIB in an Urbact project (<http://urbact.eu/en/projects/metropolitan-governance/csi-europe/homepage/>) about this project.

11.3.11.3 Whilst these meetings might influence our future rollout of this project, our current thinking on the project plan and milestones is shown overleaf.

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016
Governance Structure of Fund Agreed																														
Heads of Terms for Demonstration Projects Developed																														
Draft Prospectus agreed																														
LA Promotional seminar																														
PID and Contracts agreed																														
BFF promotional seminar																														
Contracts exchanged for Demonstration Projects ('DP')																														
Pre-App commenced for DP																														
Sites identified																														
Planning Permission for DP																														
Prospectus Issued																														
DP start on site																														
Initial tranche of funding allocated																														
Sites secured																														
Planning Permission commenced																														
Planning Permission																														
Start on site																														

11.3.11.4 Key milestones in this project are;

- Governance Structure of Fund Agreed – May 2014
- Heads of Terms for Demonstration Projects Complete – May 2014
- Prospectus agreed – May 2014
- LA Promotional seminar – Jun 2014
- PID and Contracts Agreed – July 2014
- Contracts exchanged for Demonstration Projects ('DP') – July 2014
- BFF promotional seminar – July 2014
- Pre-App commenced for DP – June 2014
- Sites identified – Aug 2014
- Planning Permission for DP – Sept 2014
- Prospectus Issued – Sept 2014
- DP start on site – December 2014
- Initial tranche of funding allocated – December 2014
- Sites secured – January 2015
- Pre-app commenced – January 2015
- Planning Permission Agreed – April 2015

- Start on site – July 2015

### 11.3.12 Waterside North Development

11.3.12.1 There are four key elements to the project:

- Phase 1 development of the site owned by AVDC to provide new high quality public realm to facilitate new restaurants, housing, and some retail.
- New connecting public realm linking the AVDC and BCC landholdings and creating new pedestrian routes in the Town Centre.
- The development of two small adjacent areas to the AVDC site which will enable the extension of the public realm, housing and retail units provision. This will require the acquisition of one building currently in private ownership but the owner has made clear his willingness to sell.
- Capacity building ie staff resources to support delivery

11.3.12.1 A critical outcome for the project is its ability to strengthen the retail/leisure circuit across the town centre and provide uplift to adjacent trading areas such as the High Street by creating new attractive gateways and accesses. Element 2 will play a vital role in achieving this.

11.3.12.2 The key milestones for this project are;

- PID & Contracts Agreed – July 2014
- Acquisition of some buildings and masterplan design: Complete
- Enabling Works Planning Application – Demolition and temporary car park – Submitted March 2014
- Project Initiation Document Agreed – June 2014
- Contracts Agreed – July 2014
- Outstanding acquisitions: March – July 2014
- Stakeholder and public consultation: April/May 2014
- Planning application: May – July 2014
- Demolitions: July – September 2014
- Procurement: May – December 2014
- Construction: March 2015
- Year end evaluation – March 2016

11.3.12.1 The GANTT diagram below presents these timelines in an illustrative format.

Activity	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	
PID & Contracts Agreed																															
Outstanding Acquisitions																															
Stakeholder and Public Consultations																															
Planning Application																															
Pid Agreed																															
Contracts Agreed																															
Demolitions																															
Procurement																															
Construction																															
Year end evaluation report																															
Completion																															

**11.3.13 Management & Administration of BTVLEP**

- 11.3.13.1 As this project will be heavily influenced by the outcome of our Local Growth Deal, and because it largely comprises a mix of processes set out in our implementation plan and an aggregation of our successful Local Growth Deal Projects, we have not yet developed a project plan for this project.
- 11.3.13.2 However, once the components of our Local Growth Deal have been agreed, we will develop a detailed programme plan, which will comprise an aggregation of the sub-plans of the successful projects.
- 11.3.13.3 These will be enshrined at the heart of the 2015/16 BTVLEP business plan, which will be developed in late 2014/early 2015.

**11.3.14 Investing in our Local Growth Hub**

- 11.3.14.1 This project involves the appointment of a number of Business Advisers to ensure there is parity in the delivery of business support across the BTVLEP area; to deepen our engagement with businesses; enhance the delivery of aftercare support; and strengthen Visit Buckinghamshire, our Destination Management Organisation.
- 11.3.14.2 Whilst, for the purposes of appraisal, we expect the individual projects to be treated separately, they all broadly follow the same delivery plan/milestones.

- PID & Contract Agreed – Sept 2014
- Recruitment of Adviser – February 2015
- Adviser Appointed – February 2015
- CRM training – Mar 2015
- Marketing Campaign commences – February 2015
- Mid Term Review – March 2016

11.3.14.1 The GANTT diagram for this project is shown below.

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016		
PID & Contract agreed																																
Recruitment of Adviser																																
Adviser Appointed																																
CRM training																																
Marketing Campaign to generate appointments																																
Business Engagement																																
Mid Term Review Report																																

**11.3.15 Silverstone Innovation Adviser**

- 11.3.15.1 This project differs from the ones above, because rather than being hosted in the Local Growth Hub, this Adviser will be based in at Silverstone, in their Innovation Centre.
- 11.3.15.2 Given this scenario, the project plan differs slightly, particularly in respect of of the client management and monitoring arrangements. Other than this, the project lan broadly follows similar lines to the previous one.
- 11.3.15.3 Key milestones are;

- Agree client management and monitoring protocols – Nov 2014
- PID/Contract agreed – Dec 2014
- Recruitment commences – Dec 2014
- Innovation Adviser appointed – Feb 2015
- Adviser trained on CRM system – March 2015

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016
Scope role in detail																									
Agree client management and monitoring protocols																									
PID/Contract agreed																									
Promote opportunity & Recruit Adviser																									
Innovation Adviser appointed																									
Adviser trained on CRM system																									
Delivery commences																									

### 11.3.16 Launchpad competition to accelerate the growth of firms in the Film, TV and Vfx Sector

11.3.16.1 This ask underpins Project 10, so does not have a discrete project plan. Should we be successful in securing this ask, we will develop the project plan that accompanies Project 10 to encompass the launch of a Launchpad.

### 11.3.17 Business Improvement District Programme

11.3.17.1 This project has been based around a nine stage process;

- Identifying Business Parks which might be worthy of developing a Business Improvement District;
- Obtaining contact details for primary businesses;
- Consultation with key businesses and stakeholders;
- Presentation of key findings and business planning workshop
- Development of a Draft Business Plan
- Finalising the Business Plan
- Development of a short term Business Plan
- Balloting potential levy payers
- Delivering the programme, reviewing and developing the BID.

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016
PID & Contract Agreed																														
Business Park Meetings																														
Recruitment of Business Park BID resource																														
BID resource starts																														
Business and stakeholder engagement																														
Private Sector Steering Groups Established																														
Development of BID proposal documentation																														
84 day notice to trigger formal BID process																														
Marketing to businesses and stakeholders																														
Formal Ballot																														
BIDs starts Option 1 (if yes vote)																														
BID starts Option 2 (if yes vote)																														
Business Plan - year 1 (of 5) delivery																														



11.3.17..1 The basic principle of the project is that we will spend most of 2015/16 laying the foundations for the launch of the BIDs and potentially launch 2 bids by the end of 2016.

11.3.17..2 The key milestones are;

- PID & Contract Agreed – Sept 2014
- Business Park Meetings – Dec 2014
- Recruitment of Business Park BID resource – Jan 2015
- BID resource starts – Feb 2014
- Business and stakeholder engagement – Mar 2015
- Private Sector Steering Groups Established – Apr 2015
- Development of BID proposal documentation – Jul 2015
- 84 day notice to trigger formal BID process – Jul 2015
- Formal Ballot – Oct 2015
- BIDs starts Option 1 (if yes vote) – Apr 2016
- BID starts Option 2 (if yes vote) - Apr 2016

### 11.3.18 Highways Agency secondee

11.3.18..1 This project doesn't have a project plan associated with it, as it is an ask for a secondee. However, if the ask is successful, we will develop a full role specification and project plan for the appointee.

### 11.3.19 Network Rail support for vital rail schemes

11.3.19..1 Again, this project doesn't have a project plan associated with it, as it is an ask for a support – in the form of funding for a feasibility and support for a particular scheme. However, if the ask is successful, we will develop a full project plan for implementing the feasibility.

### 11.3.20 OLEV funding to enable us to rollout Electric Vehicle Infrastructure

11.3.20..1 This project is linked to Project 4 and 5, insofar as we believe there are significant advantages to be gained from linking the two projects – both in terms of cost effectiveness of delivery, but also in terms of generating positive PR (and effecting greater behaviour change towards more sustainable forms of travel).

11.3.20..2 As such, the GANTT diagram for the project is shown below.

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	
Project Initiation Document Produced																															
Ongoing engagement with partners/ stakeholders																															
Tendering of Opportunity																															
Award of contract																															
Sites identification																															
Public consultation on proposed installations																															
Detailed design work																															
Implementation																															
Project Evaluation & Closure Report																															

### 11.3.21 Gold Standard Apprenticeships Campaign and Comprehensive Careers Showcase for Buckinghamshire

11.3.21..1 This project is based around 10 discrete phases;

- Sign off of the PID
- Development of a simplified CRB process for businesses to be able to go into schools.

- Appointment of a Project Manager
- Benchmarking of the UK system with the German system
- Development of web based applications to showcase local businesses and the career opportunities available including apprenticeships at all levels.
- A programme of social media, events and activities built around this.
- Ambassador recruitment and matching to schools
- Profiling of teachers and students
- Work placement opportunities delivered
- Work shadowing opportunities for teachers
- Careers guidance to young people
- Production of a mid term evaluation

11.3.21.1 The GANTT chart of the project delivery is shown below.

Activity	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	
Sign off of the PID																															
Development of a simplified CRB process for businesses to be able to go into schools.																															
Appointment of a Project Manager																															
Benchmarking of the UK system with the German system																															
Development of web based applications to showcase local businesses and the career opportunities available including apprenticeships at all levels.																															
A programme of social media, events and activities built around this.																															
Ambassador recruitment and matching to schools																															
Profiling of teachers and students																															
Work placement opportunities delivered																															
Work shadowing opportunities for teachers																															
Careers guidance to young people																															
Production of a mid term evaluation																															

## 11.4 Outputs and impact arising from our proposed activities

### 11.4.1 Outputs

11.4.1.1 The outputs arising from our proposed activities are shown under the individual projects are shown in the individual projects descriptions in Section F of this plan and in the attached finance spreadsheet.

11.4.1.2 At a headline level, we forecast the projects described will deliver (amongst other things);

- Over £2 bn of GVA growth;
- Over 11,000 new jobs;

- Over 4000 new homes;

11.4.1.3 More information on these outputs is contained in the attached spreadsheet.

#### 11.4.2 **Additionality**

11.4.2.1 In addition, using Green Book Treasury guidelines, we have calculated that an investment of £25m per annum will deliver the following;

	<b>No LGF investment 2015 - 2020 POLICY OFF</b>	<b>£25m investment in LGF 2015 – 2020 POLICY ON</b>	<b>Additionality 2015-2020 ADDITIONALITY</b>
Homes increase	<b>8,175</b>	<b>10,065</b>	<b>2,500</b>
New Jobs	<b>24,000</b>	<b>30,800</b>	<b>6,800</b>
GVA Increase	<b>£3bn</b>	<b>£3.3bn</b>	<b>£319m</b>

11.4.2.2 Given the above, we believe that this plan offers an excellent investment opportunity.

11.4.2.3 We look forward to discussing these ideas and issues with government, which we desperately need support with if we are to maintain the contribution of the Buckinghamshire economy to UK Plc.

## Acknowledgements

BTVLEP gratefully acknowledges the financial support of the Urbact Programme in developing this plan. Urbact is a European programme that promotes sustainable urban development, enabling cities to work together to develop solutions to major urban challenges.

Cities are helped to develop pragmatic solutions that are new and sustainable, and that include economic, social and environmental issues. Good practices are shared with all professionals involved in urban policy throughout Europe.

Urbact is made up of 300 cities, 29 countries and 5,000 active participants. It is jointly financed by the European Union (European Regional Development Fund) and the Member States.

Connecting cities  
Building successes



KEEPING BUCKINGHAMSHIRE OPEN FOR BUSINESS

[WWW.BUCKSTVLEP.CO.UK](http://WWW.BUCKSTVLEP.CO.UK)

