

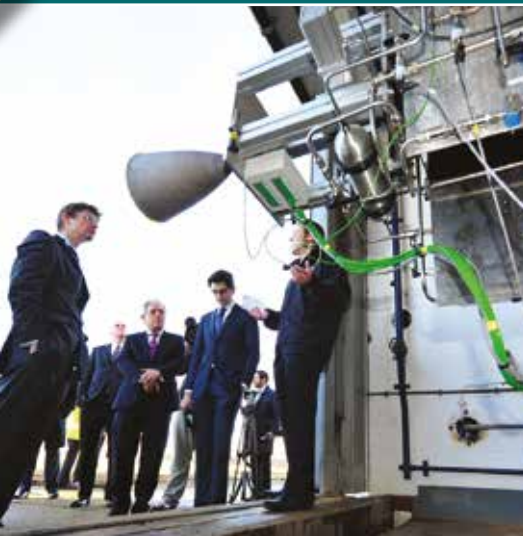
CONSULTATION DOCUMENT

Buckinghamshire

Thames Valley | LOCAL ENTERPRISE
PARTNERSHIP

THE ENTREPRENEURIAL HEART OF BRITAIN

BUILDING THE BUCKINGHAMSHIRE LOCAL INDUSTRIAL STRATEGY



EXECUTIVE SUMMARY

Buckinghamshire's Emerging Local Industrial Strategy

BTVLEP's vision is to build on the strengths of its internationally recognised iconic brands, including Pinewood, Silverstone and Westcott through greater collaboration between business, society, the research community, local and central government to achieve long-term growth. Organisations and

**Today
Buckinghamshire
has:**

- A dynamic micro economy, but a low-share of mid-sized growth businesses;
- A highly productive economy, but lower than the leading international economies;

**We will deliver this
change by transforming
our economic drivers
and business ecosystem**

**Our ambition is
that in 2050
Buckinghamshire
will have:**

- A vibrant base of super-charged entrepreneurial businesses that have the ambition and capability to grow;
- Internationally-recognised capability for testing, experimentation and

Skills and
inspiration
revolution

Buckinghamshire businesses will collaborate more effectively with the whole skills system to ensure the available talent is inspired and equipped with the necessary skills to support the future growth of the economy.

Digital
infrastructure

Resilient and future-proofed digital infrastructure will support Buckinghamshire businesses to boost productivity. Advanced investment in a range of different technologies will create a diverse and buoyant telecommunications marketplace.

Living Lab

Enhanced, deep and long-term R&D collaborations between the public, private, academic & community sectors in Buckinghamshire will underpin a high-quality environment for testing, developing and commercialising innovation.

Commercialising
innovation

Buckinghamshire's businesses will top the innovation league as they double their investment in R&D to deliver an enhanced innovation ecosystem supported by closer collaboration between businesses and universities.

Business
scale-up and
efficiency

The growth of micro & SME's will underpin productivity improvements. Enabling businesses with scale-up potential and provision of successful leadership and growth programmes to establish a new generation of growth orientated firms.

And deliver a contribution to the Grand Challenges by...

- Leading the development of encore careers in the UK in a way which increases the productivity of micro businesses in Buckinghamshire;
- Establishing an open data store to support the commercialisation of new goods and services and public service reform;
- Successfully reducing the need for car ownership through providing greater accessibility and choice.

sectors will work together to forge the right institutional frameworks and policies and make the right public investments to capitalise on Buckinghamshire's geographic advantage at the heart of the Oxford – Cambridge Arc and with excellent connections to London and the global gateway at Heathrow.

- Internationally significant economic assets, but low levels of R&D investment;
- A highly skilled workforce but faced with challenges of retaining young talent.

commercialisation which enables new ideas to be taken to the market;

- Benefitted from three decades of sustained investment in R&D and future technologies which has driven continuous improvement in productivity;
- Towns with a creative buzz which support a wider economic ecosystem.

**We will achieve this by
mobilising our economic
assets**

Westcott
Venture Park

Businesses in the Westcott Space Cluster will be at the frontier of launch, in-orbit services and satellite technologies

A nationally recognised hub for testing of space propulsion technologies, home to a 5G Test Centre and a leading in-orbit centre of excellence, Westcott Space Cluster can support the UK's drive towards achieving a 10% share of the global space market.

Pinewood
and NFTS

Pinewood Studios and the NFTS will be enhanced global centres in the pioneering, development and use of AR, VR and other new technologies

Films and TV programmes nominated for awards for immersive technologies will consistently attribute their success to Buckinghamshire based talent. Buckinghamshire businesses will pioneer the development of new forms of immersive content, helping to drive the uptake of technology.

Silverstone
Technology
Cluster

Silverstone will be the global location of choice for high tech innovation, developing and manufacturing technologies that will change the world

The Silverstone high-tech cluster will be instrumental in facilitating technology transfer across the aerospace, automotive, space, clean tech, materials and electronic sectors. Silverstone Park area will grow to be the magnet for the brightest and most ambitious entrepreneurs.

Stoke
Mandeville
Hospital

Buckinghamshire will pioneer an innovative, health and social care living lab, creating an efficient and effective health and social care model, built on commercial capability.

Increased collaboration, combined with the application of leading-edge technologies, will result in the development of new Health and Social Care business models to strengthen the productivity of the sector.

With support from government, anchor institutions and the local economy...

- A skills and growth deal;
- A productive healthy places programme;
- An innovation collective;
- An export and investment partnership.

INTRODUCTION

- 1.1** Located at the heart of the Oxford to Cambridge Arc, the Buckinghamshire Thames Valley LEP is working collaboratively with government to develop a Local Industrial Strategy (LIS). The Buckinghamshire LIS will be a local chapter of the national industrial strategy. It is intended to enable Buckinghamshire to realise its full potential to grow its contribution to the national economy and to ensure that the Oxford-Cambridge Arc is a breakthrough region for the new innovation economy.
- 1.2** The development of the Buckinghamshire LIS is a collaborative effort with government. The final strategy will present an agreed and shared view of the opportunities for Buckinghamshire, as well as the challenges that will need to be addressed, to maximise its contribution to the UK productivity and earnings growth. This consultation document sets out the LEP's proposals for the LIS.
- 1.3** The document is based on a detailed analysis of the current innovation eco-system of the wider geography and a review of the economic strengths, assets and capabilities of Buckinghamshire (considered from a sub-regional, national and global perspective). It sets out propositions to invest in some of the key global assets of the area, to enhance the openness and interconnectedness of the innovation eco-system; generate increased talent, ideas and investment; and draw on our location-specific advantages (including the improving transport connections and high quality of life assets).
- 1.4** In order to enhance the performance and openness of the sub-regional innovation ecosystem, it is vital to strengthen some of the key community, professional, academic and other networks that exist in the area and strengthen component parts of the innovation eco-system, in pursuit of common goals. Only by doing so, will it be possible to create the necessary conditions (including sharing, collaboration, openness and enhanced social capital) to stimulate the new business models needed to support the growth of innovation.
- 1.5** Delivering the propositions set out in this document will not only require action by businesses, but also by the anchor institutions in the area including local government, educational institutions and the health service. The strategy is also intended to inform decisions about investment in Buckinghamshire, to strengthen the regional innovation eco-system to better respond to the economic challenges and opportunities facing the area. This will in turn create local opportunities, local growth not simply supply workforce at talent for surrounding economies.
- 1.6** This consultation document:
- Draws on a detailed evidence base to present a pen portrait of Buckinghamshire's economy today including its strengths, opportunities and challenges and its nationally and internationally significant economic assets and drivers;
 - Sets out an economic vision for Buckinghamshire which the LIS would seek to deliver;
 - Sets out a programme of propositions the LEP is proposing for inclusion in the LIS to mobilise Buckinghamshire's economic assets and drivers;
 - Describes the spatial vision underpinning the proposed strategy and the relevance of the emerging economic vision for the Oxford-Cambridge Arc;
 - Explains how the LEP's propositions would contribute to the delivery of the national industrial strategy and calls for a new partnership with government.
- 1.7** The Buckinghamshire Thames Valley LEP is seeking views on its proposals for the LIS from everybody with an interest in Buckinghamshire's future growth and prosperity. The results of this consultation exercise will inform the full Buckinghamshire LIS which the LEP intends to agree with government. Responses can be submitted by email to ian@btvlep.co.uk or lisa.mccance@sharedintelligence.net. The closing date for responses is midnight on **8th March 2019**.

Consultation questions

1. Do you agree or disagree that we have identified the right focus for the Buckinghamshire Local Industrial Strategy? Please explain your answer.
2. What is the most important thing the Buckinghamshire Local Industrial Strategy should focus on?
3. Do you agree or disagree that the Westcott Space Cluster, Pinewood and the National Film and TV School, the Silverstone Technology Cluster and Stoke Mandeville Hospital are the internationally significant economic assets around which we should build our industrial strategy?
4. Which of Buckinghamshire's place-based assets do you believe are most important to its economic growth and what infrastructure improvements do you think are most necessary to support the delivery of this strategy?
5. How can the Buckinghamshire LIS further drive growth across the Oxford-Cambridge Arc?
6. Do you agree or disagree that the key actions required to mobilise those economic assets are: promoting a skills and inspiration revolution; ensuring that Buckinghamshire has the latest digital infrastructure; developing living labs; mobilising our capacity to commercialise innovation; and supporting business growth?
7. Are there any other sources of national competitiveness which should feature in the Buckinghamshire Local Industrial Strategy?
8. How could you or your organisation contribute to delivering an ambitious local industrial strategy for Buckinghamshire and what would enable you to do so?
9. Is there anything else you would like to say about the development of the Buckinghamshire Local Industrial Strategy?

BUCKINGHAMSHIRE TODAY



- 2.1** Buckinghamshire is home to iconic business brands and locations: Pinewood, the National Film and Television School, Silverstone, the National Space Propulsion Facility (at Westcott Venture Park) and Stoke Mandeville, the birthplace of the Paralympic Movement. It has a highly productive economy with a dynamic and resilient employment base underpinned by a strong and high-quality SME business community. It lies at the heart of the Oxford-Cambridge Arc, one of the UK's key growth regions with London and the UK's international gateway at Heathrow close by.
- 2.2** Buckinghamshire is the third most productive LEP area in England (behind London and Berkshire). It has the highest employment rate in the Oxford-Cambridge Arc, at 81.8 per cent compared with the 75.1 per cent for England. That said, it would take a 33 per cent increase in GDP per capita for Buckinghamshire to get into the top 25 German regions.
- 2.3** Major planned housing growth, new east-west road and rail connections and significant investment across the Oxford-Cambridge Arc will create the conditions for delivering sustained economic growth in Buckinghamshire, building on its existing economic and transport links with London. Appropriately delivered, this growth can also feed the global competitiveness of key national sectors, particularly clean energy, modern methods of construction, future mobility and digital healthcare.
- 2.4** Businesses in knowledge-intensive sectors have generated disproportionately high productivity and employment growth relative to the size of these sectors in Buckinghamshire. Its strength in the high technology sector is predominantly in-service businesses, and there is a nationally significant cluster of businesses in the professional, scientific and technical sector. This sector accounts for 21 per cent of businesses in Buckinghamshire, the highest share of any LEP outside London. The area also has significant strengths in the data economy.
- 2.5** Although Buckinghamshire's technological and innovative capability currently lies largely in high-value services, the evidence points to significant potential in production engineering and design for manufacturing with particular potential at Silverstone and Westcott. Historically the concentration of management consultancies in Buckinghamshire means that its relative strength has been as an intermediary between high-technology products and processes, and users, and other parts of the supply chain. The challenge now is to exploit assets such as Silverstone and Westcott to grow high value manufacturing in the area, with a pathway into high value employment opportunities.
- 2.6** Similarly, forecast employment and GVA growth suggests that Information & Communication and Professional Scientific and Technical – the knowledge intensive employment sectors – will continue to provide Buckinghamshire with a competitive advantage



to drive growth and productivity levels. Interventions are likely to be required to maintain current performance (including investment in skills in and digital infrastructure). This work also needs to address areas where levels of GVA growth have begun to stall.

- 2.7** Whilst Buckinghamshire is a major contributor to the prosperity of the UK, international comparisons suggest it could be considerably more productive given additional investment in research and development, talent, new and accessible business hubs for growing sectors and new routes to market.
- 2.8** In short, Buckinghamshire must not be complacent. There are several warning signs about the future of its economy which must be addressed and, in common with other places, Buckinghamshire must respond to the impact of structural changes in the national and international economy.
- 2.9** Buckinghamshire's impressive performance in jobs growth has slipped recently with total employment falling by 1.2 per cent between 2016 and 2017. This included a fall in professional, scientific and technical services by 15.2 per cent and a 6.3 per cent drop in information and communication technologies.
- 2.10** Buckinghamshire has a significant micro-firm economy with a higher proportion of micro-businesses than England or the South East. Significantly however, it has a low share of mid-sized growth businesses, with few businesses making the journey from micro to medium sized enterprises.

- 2.11** Despite high absolute productivity, Buckinghamshire's productivity growth in 2016 failed to match that recorded across the United Kingdom for a fifth successive year, suggesting that constraints are resulting in diminished returns to otherwise strong economic assets. It is also significant that 29 per cent of Buckinghamshire's employment is in lower productivity value-added chains of distribution, including transport wholesale and retail (accounting for 21 per cent of GVA).
- 2.12** Buckinghamshire needs to be at the forefront of government plans to increase R&D investment to 2.4 per cent of Gross Domestic Product (GDP), a 50 per cent increase, by 2027. A European Research Centre Assessment of LEP areas on a range of innovation metrics illustrates the challenge and potential in Buckinghamshire. On most indicators it ranks poorly compared with other LEPs, but it is the 2nd best performing LEP in relation to the percentage of new firms introducing new business processes (36 per cent).
- 2.13** Attention must also be given to Buckinghamshire's attractiveness as a place in which to live and work. The area has a very highly skilled population (with the 4th highest level of working aged residents educated to NVQ level 4 or above of any LEP area). But many of those people commute to London; there is a comparatively small proportion of people aged 24 to 30 and a shortage of people with intermediate and technical skills.

2 | BUCKINGHAMSHIRE TODAY

2.14 The LEP proposes that the LIS should respond to these challenges and opportunities by capitalising on growth in new industries and technologies including digital services, upstream space, film and TV production, life-sciences and high-performance engineering. It should aim to exploit its iconic business brands and locations, and its other nationally significant assets, to increase economic output, accelerate high value jobs, improve the financial outlook for our business base and contribute to tackling Britain's productivity challenge.

2.15 This document proposes a set of propositions to exploit Buckinghamshire's nationally and internationally significant economic assets. Three of these assets are already well established and are important features of Buckinghamshire as a place. They are:

- Upstream space, with the National Space Propulsion Test Facilities (at Westcott Venture Park) at its core;
- Creative and digital, building particularly on the success of Pinewood, the National Film and Television School and the recognised creative-digital cluster in the area;



- Silverstone Park, Silverstone high technology cluster, and the linked Enterprise Zone.



2.16 The fourth asset is the potential to capitalise on the global reputation of Stoke Mandeville as the birthplace of the Paralympics and pioneer of medical rehabilitation. This can provide the foundation for a wider programme to drive growth and improve health and wellbeing through Digital Health, MedTech and Advanced AI.

2.17 In order to underpin the propositions, the LEP has identified a set of economic drivers to enable the growth of these assets and to support growth and increased productivity across Buckinghamshire. These are:

- The skills and inspiration revolution: creating a broader technical education and training system and inspiring young people to pursue careers in businesses associated with our economic assets;
- Digital infrastructure: delivering comprehensive and future proofed digital coverage to support the transition to a digital economy;
- The living lab: creating the conditions to test, deploy and commercialise innovative new products and technologies, particularly in new developments;
- Commercialising innovation: action to accelerate the commercialisation of new products and services in Buckinghamshire;
- Business scale up and efficiency: helping Buckinghamshire businesses to compete in increasingly competitive markets.

2.18 Delivering this approach will require strong local leadership and new forms of collaboration between central government and the locality. In many cases the programmes require new ways of thinking from the private sector; the research community and public service providers, collaborating more effectively together to strengthen the internal and external ecosystem and enhance business capabilities to deliver more distinctive sources of competitive advantage and address the Government's Grand Challenges.

2.19 This is particularly relevant in relation to:

- greater collaboration between business, education and training providers to deliver a skills and inspiration revolution;
- ensuring that house-builders, technology providers and the people leading the integration of health and social care are open to greater collaboration to deliver a new health and social care model;
- an integrated and ambitious approach to transport planning to create the conditions for a new mobility model, integrated into local clean energy solutions;
- enabling greater collaboration between planners, developers, house-builders and infrastructure providers to deploy cutting edge technologies in future developments, to realise the living lab potential;
- addressing the qualities of Buckinghamshire as a place to live and work including issues of affordability and the vitality of town centres.

2.20 In short, key to the success of this approach will be business and civic leadership united in creating the opportunities for fresh thinking to address the challenges and opportunities facing Buckinghamshire and the country in ways that enable economic growth and higher productivity.

3 | AN ECONOMIC VISION

- 3.1** The LEP's vision is to mobilise each of Buckinghamshire's internationally significant economic assets, enabling the growth of clusters of businesses that are pioneers in their fields and raising productivity nationally, across the Oxford-Cambridge Arc and in Buckinghamshire. The ambitions for the economic drivers in Buckinghamshire are equally important. They are key to realising the potential of those assets and they also underpin the impact in Buckinghamshire of the five foundations of productivity set out in the National Industrial Strategy: ideas, people, place, businesses and infrastructure.

MOBILISING BUCKINGHAMSHIRE'S ECONOMIC ASSETS

WESTCOTT SPACE CLUSTER



Businesses in the Westcott Space Cluster will be at the frontier of launch, in-orbit services and satellite technologies.

A nationally recognised hub for the testing of space propulsion technologies, home to a 5G Test Centre and a leading in-orbit centre of excellence, Westcott Space Cluster can support the UK's drive towards achieving a 10% share of the global space market. Businesses in the space cluster will pioneer launch, in-orbit and 5G advances, to ensure that the UK remains at the forefront of the industry.

PINEWOOD STUDIOS AND THE NFTS



Pinewood Studios and the National Film and Television School will be enhanced global centres in the pioneering, development and use of AR, VR and other new technologies in storytelling, to make Buckinghamshire the international leader in immersive content.

Films and TV programmes nominated for awards for immersive makers, data visualisers, and mixed reality leaders will consistently attribute their success to Buckinghamshire based talent. Buckinghamshire businesses will pioneer the development of new forms of immersive content, helping to drive the uptake of technology.

SILVERSTONE PARK AND TECHNOLOGY CLUSTER



Silverstone will be the global location of choice for high tech innovation, developing and manufacturing additive and digital technologies that will change the world.

The Silverstone high-tech cluster will be instrumental in facilitating knowledge-intensive technology transfer across the aerospace, automotive, space, clean tech, materials and electronic sectors. The Silverstone Park area will grow to be the magnet for the brightest and most ambitious entrepreneurs looking to commercialise ideas generated across the Oxford-Cambridge Arc.

DIGI-HEALTH, MEDTECH AND AI



Buckinghamshire will pioneer the development of an innovative, health and social care living lab, which will support the creation of an efficient and effective health and social care model, built on commercial capability.

Increased collaboration, combined with the application of leading-edge technologies, will result in the development of new Health and Social Care business models to strengthen the productivity of the sector and support people to live increasingly independent healthy lives. This will reduce the cost of care for older people in Buckinghamshire and improve the wellbeing and productivity of our communities. Stoke Mandeville will be recognised as the leading med-tech adoption accelerator.

TRANSFORMING BUCKINGHAMSHIRE'S ECONOMIC DRIVERS

SKILLS AND INSPIRATION REVOLUTION

Buckinghamshire businesses will collaborate more effectively with the whole skills system to ensure the available talent is inspired and equipped with the necessary skills to support the future growth of the economy.

High quality career paths, beginning with inspiring work experience opportunities will provide the workforce of the future with the aspiration and skills to work in Buckinghamshire's leading businesses in creative, space, digital health and high value manufacturing sectors.

DIGITAL INFRASTRUCTURE

Resilient and future-proofed digital infrastructure will support Buckinghamshire businesses to boost productivity.

Advanced investment in a range of different providers and technologies will create a diverse and buoyant telecommunications marketplace. Investment in 'state of the art' infrastructure technologies will support businesses and individuals to adopt and exploit 'cutting edge' digital applications.

LIVING LABS

Enhanced, deep and long-term R&D collaborations between the public, private, academic & community sectors in Buckinghamshire will underpin a high-quality environment for testing, developing and commercialising innovation.

Living labs will drive commercial innovation at speed and scale in Buckinghamshire advancing the use and development of the latest technologies in the fields of health and social care, clean energy and future mobility.

COMMERCIALISING INNOVATION

Buckinghamshire's businesses will top the innovation league as they double their investment in R&D.

An enhanced innovation ecosystem supported by closer collaboration between businesses and universities will enable Buckinghamshire to exceed the national 3% R&D target leading to major improvements in businesses leadership, the development of new products and markets and their access to talent.

BUSINESS SCALE-UP AND EFFICIENCY

The growth of micro, small and medium sized enterprises will underpin Buckinghamshire's productivity improvements.

Buckinghamshire will benefit from sustained success in enabling businesses with scale-up potential to benefit from targeted support. Successful leadership and growth programmes and improved access to finance will boost the micro-SME firm economy and establish a new generation of growth orientated firms.

4 | MOBILISING OUR ECONOMIC ASSETS:

FOUR PROPOSITIONS

4.1 The Buckinghamshire Thames Valley LEP is proposing that the core of this LIS should comprise a set of actions, interventions and asks of government which are intended to enable the growth and development of Buckinghamshire's most significant economic assets and ensure that they contribute as much as possible to the national drive to raise productivity and enable economic growth.

4.2 The assets identified are those which the evidence and a series of conversations with local stakeholders' show are, or have the potential to be, nationally significant. In deciding which assets to focus on two other factors were taken into account: the extent to which the asset is distinctive to Buckinghamshire; and its contribution to delivering the vision for the Oxford-Cambridge Arc.

4.3 This section outlines the propositions developed for each of the assets. Reference is also made to four elements of a proposed new partnership with government. This is explained in more detail in section 5, but the four elements of that proposed partnership are:

- A Skills and Growth Collaboration;
- A Productive Healthy Places Programme;
- An Innovation Collective;
- An Export and Investment Partnership.

4.4 More detailed descriptions of the four proposed partnerships can be found in section 6.



ONE: WESTCOTT SPACE CLUSTER



4.5 Westcott Venture Park already acts as centre of excellence for SMEs and larger companies engaged in rocket propulsion R&D. It is well located in relation to a number of relevant organisations and business clusters including:

- The Satellite Applications Catapult, Harwell and the broader network of Satellite applications incubators;
- The Avionics cluster in Stevenage and Herts;
- The publicly facing national Space Centre at Leicester.

4.6 The UK currently creates £13.7bn of value from its 'upstream capabilities' in space¹; and the exploitation of space and satellite technology has been announced as a focus in the National Industrial Strategy² alongside an emerging sector deal. 'Low cost access to space' is intended to give UK companies a comparative advantage in being able to leverage the projected £250bn growth from satellite applications and 'downstream' data.

4.7 *"Since 2000, coordinated industry and government actions have trebled the size of the sector, and space now supports 14% of UK GDP – some £250bn. This has the potential to double over the period to 2030, if the relevant technological capabilities in the UK are nurtured and supported".³*

4.8 This value growth has been facilitated by increased access to space provided by UK companies, which is set to increase as government announcements in 2017 and 2018 include £50m for the development of UK based spaceport launch capability, £99m to Rutherford Appleton Labs (RAL) and commercial investment of £26.5m into UK-developed SABRE rocket technologies⁴ which will be tested in Buckinghamshire at Westcott. September 2018 saw the announcement of the location of the first UK spaceport in Sutherland.

4.9 The challenge for Westcott is to develop an investment strategy which can complement the capabilities of close neighbours in this ecosystem in a commercially sustainable and 'mission oriented' way, both drawing together and complementing the institutionally driven innovations in the upstream Space sector produced at Harwell - and in other parts of the 'UK village' of Space Capabilities.

4.10 The opportunity exists to work with the UK Space Agency, the Satellite Applications Catapult and the other major 'UK village' hubs, to support the development of a shared strategy for launch, 5G and In-orbit services and create something distinct at Westcott that builds on the site's unique capabilities and site designations, which means it is particularly well suited to higher level TRL testing and demonstration activities.

4.11 To grow and sustain this specialism the pipeline of skills needs to be improved, and companies in the Westcott Space Cluster have identified specific skills-shortages around technicians and propulsion test specialists and are working with other national partners to address these shortages.

4.12 A long-term investment plan will be developed for Westcott supported by brokering between other elements of support for the space sector. We will also support businesses at Westcott by:

- Enhancing networking across the space propulsion, launch, UAV and Satellite Applications value chains;
- Raising the profile of UK capabilities in upstream space focussing initially on propulsion systems;
- Strengthening our partnership with the Department for International Trade to develop a Buckinghamshire Export and Inward Investment Partnership;
- Attracting investment from the finance community, large corporates and overseas investors;
- Enhancing key research, development and test facilities across the Westcott Space cluster;
- Enhancing collaboration on skills development initiatives between business and skills providers.

¹ UK Space Growth Partnership figures 2018

² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664563/industrial-strategy-white-paper-web-ready-version.pdf

³ Stuart Martin, CEO, Satellite Applications Catapult

⁴ Prosperity from Space: A Partnership Strategy for the UK 2018. Available at: http://www.ukspace.org/wp-content/uploads/2018/05/Prosperity-from-Space-strategy_2May2018.pdf

TWO: PINWOOD STUDIOS AND THE NATIONAL FILM AND TELEVISION SCHOOL



Photo credit: Adam Cross

4.13 Buckinghamshire is home to the globally significant Pinewood Studios, with internationally renowned franchises including Star Wars and James Bond filmed at the studios and in many Buckinghamshire locations. The National Film and Television School (NFTS), based in Beaconsfield, is the only institution of its type in the UK, boasting alumni such as Oscar winning animator Nick Park (Wallace & Gromit), directors Lynne Ramsay (You Were Never Really Here, We Need to Talk About Kevin) and David Yates (the Harry Potter series) to name a few. Buckinghamshire also has a high concentration of people working in the creative sector, with southern Buckinghamshire recognised as a creative conurbation.

4.14 Pinewood is a centre of excellence for film and TV production and is well placed to help deliver the 10,000 new entrants needed for the growth of the film sector as part of the DCMS supported Creative Careers Programme, helping the UK creative industries sector break the £100bn annual turnover barrier. There are over 250 businesses on the site and major expansion is currently underway. The NFTS, working with the Royal Holloway, University of London, has recently secured £10m funding to develop a cutting-edge training and research programme in immersive storytelling, exploiting the latest virtual, augmented and mixed reality technologies.

4.15 Buckinghamshire ranks third out of LEP areas for the proportion of its workforce employed in the creative sector, the growth of which is being driven by employment in digital technologies. The sector is a fast-growing export market for the UK, currently worth £46bn. PWC predicted in their 2018 Global Entertainment and Media Outlook that the UK entertainment and media sector will grow by three per cent a year over the next five years.

4.16 Alongside VR, AR and other immersive technologies Buckinghamshire is leading the way in e-sports. The area is home to the e-games⁵ group and the International eGames Committee (IEGC), a not-for-profit organisation positively shaping the future of competitive gaming. Buckinghamshire New University (BNU) also offers courses in Audio and Music Production, Film and Television Production and Animation and Visual Effects.

4.17 Businesses in this sector face major challenges and exciting new opportunities to meet the demand for new streaming services. Boundaries are blurring between traditional media segments and competition is growing horizontally and vertically as businesses seek to exploit multiple platforms and develop compelling content to engage and retain users. As these developments take hold, Buckinghamshire's creative community needs to adapt to open new markets for experiential creative and digital content if the sector is to increase its contribution to the national economy.

4.18 In common with Buckinghamshire's wider business base, many creative businesses are small and medium-sized enterprises (SMEs), linked to anchor institutions like Pinewood and NFTS. It is therefore essential that even more is done to support these anchor institutions and the collaborative links between them and the SME supply base. It is also important to strengthen these businesses' links with relevant key research and training organisations (i.e. Catapult's, Universities and Centre's of Excellence delivering AR/VR programmes etc.), encouraging the creation of local facilities wherever possible and desirable.

4.19 Government support will be sought to help the film, TV and games sector to adapt to the changing technological landscape by accelerating the adoption and diffusion of augmented reality and virtual reality and ensuring some of the traditional "film making skills" (including creative, technical and trades) and deployed successfully in these emerging sectors.

4.20 Action will be taken to support a number of strategic priorities, including securing maximum benefit from the expansion plans at Pinewood and NFTS. Action will also be taken to:

- Use our proposed Export and Inward Investment Partnership with government to further support the film, TV and games sector.
- Support the Screen Industries Growth Hub at Pinewood Studios.
- Exploit our proposed Innovation Collective to secure investment in key research facilities and programmes, to ensure the sector is capable of adapting to changing circumstances.
- Enhance collaboration on skills development initiatives between business and skills providers at every level of the education system through our proposed Skills and Growth Collaboration with government.
- As part of our proposed Productive Healthy Places Programme develop an investment programme around town centres to create creative industry clusters and hubs, to create a 'buzz' in southern Bucks locations such as Iwer which is benefitting from Crossrail investment, High Wycombe, Beaconsfield and Chesham.

⁵ <http://www.egames.org/index.html?=igc>

THREE: SILVERSTONE PARK AND TECHNOLOGY CLUSTER



- 4.21** The Silverstone Technology Cluster is an important component of the wider high technology super cluster which spans the Oxford-Cambridge Arc. Over 4,000 companies in precision engineering are located within a one-hour radius of Silverstone. 1 in 10 people in Buckinghamshire are employed in the high-technology sector with the wider area of Berkshire, Buckinghamshire & Oxfordshire ranked top in Europe in 2017 for share of employment in high-technology sectors.
- 4.22** There is significant potential to enable further growth of this sector in Buckinghamshire with a particular focus on exploiting the Silverstone Enterprise Zone to stimulate potential high technology cross-overs. This will attract international investment and drive the growth of the high technologies sector across the Arc. It will position the current cluster and future entrepreneurs to make the most of Silverstone and the wider super cluster to build a manufacturing base with linkages across automotive and advanced engineering sectors and diversification into aerospace, space, clean-tech, healthcare, materials, and electronic sectors.
- 4.23** A major challenge for the development of the cluster will be drawing together sub-regional partners including battery development and engineering capability from the University of Buckingham, Cambridge's cleantech, Pinewood Studios, Satellite Applications Catapult and UK Atomic Energy Authority, and major tech businesses such as Bosch, KWSP, RedBull, Delta Motorsports and TotalSim. There is also potential to exploit the Government's £174m Made Smarter Industrial Strategy Challenge Fund which is currently being developed.
- 4.24** Proposed actions to stimulate the growth of the Silverstone as part of the wider high technology super cluster include:
- Ensuring that business investment and financial incentive packages are focussed on SME innovation.
 - Continuing to build the capacity of the High-Tech Super Cluster to improve networking opportunities across the super cluster.
 - Supporting the development and application of emerging technologies in companies in the Silverstone Technology Cluster, by improving the linkages between firms within the cluster and the knowledge base, strengthening the cluster and enabling investment in the participating firms.
 - Use our proposed work with government to deliver a unique new approach to skills provision in Buckinghamshire that brings all schools, FE and HE providers together with business at scale. This would include new schools and academies focusing on practical tech and STEM skills, majoring on employer involvement, a year in trade, work experience etc. but be imbedded within mainstream provision.
 - Developing the innovation ecosystem to improve B2B connectivity between businesses and universities and other centres of research excellence.
 - Attracting interest from the finance community, large corporates and overseas investors.

4 | MOBILISING OUR ECONOMIC ASSETS: FOUR PROPOSITIONS

FOUR: GROWING DIGITAL HEALTH, MEDTECH AND ADVANCED AI

4.25 The Buckinghamshire Life Sciences Partnership is leading the development of The Buckinghamshire Life Sciences Innovation Centre. Buckinghamshire is in the first wave of 8 Integrated Care Systems which will pioneer new approaches to health and care integration locally. Buckinghamshire is home to a number of global industry leaders in healthcare including Janssen/Johnson & Johnson and GE Healthcare. Stoke Mandeville is the UK's national spinal centre, which has considerable experience in managing a nationally distributed patient cohort. The planned major housing growth, in the area around Stoke Mandeville at Aylesbury Garden Town, provides massive living lab opportunities to test the application of new technologies.



4.26 The two locations of the Life Sciences Innovation Campus located at Stoke Mandeville and High Wycombe are in a position to draw in capability from distinct strengths in each location:

- Stoke Mandeville is located in proximity to the Silverstone and Cranfield advanced materials and performance technologies cluster in the north of BTVLEP.
- High Wycombe is home to a developed software and digital consultancy cluster in the South of BTVLEP.

4.27 Both Buckinghamshire New University and the University of Buckingham are active in healthcare education. The University of Buckingham is developing a new School of Computing and a Centre for AI.

4.28 The forecast future housing growth likely to come to Buckinghamshire provides the locality with an opportunity to improve the connectivity between Digital Health and MedTech firms, house-builders and the health and social care providers to deliver a new approach to create healthy new towns and communities.

4.29 Action to exploit Buckinghamshire's position will include:

- Supporting collaboration between businesses and health and care providers to support the operation of the Integrated Care System and the use of technology in adult social care, expanding the capacity to support business spin-outs from the Health Care Trust and the Universities.
- Exploiting the area's heritage as the birthplace of the Paralympic Movement to position Buckinghamshire as the "medical tech adoption accelerator" with dedicated pathways for at scale product testing and dedicated medical device regulation degree apprenticeship programmes.
- As part of our proposed Productive Healthy Places Programme, use the opportunities offered by housing growth in the Aylesbury Garden Town and surrounds to test the application of new technologies to provide further care directly in people's homes and to advance the use of technology within clinical settings to support remote monitoring & virtual consultation.

5 | MOBILISING OUR ECONOMIC DRIVERS:

FIVE PROGRAMMES

5.1 A set of five economic drivers have been identified which must be mobilised if the vision and ambition for Buckinghamshire are to be achieved. In thinking about these drivers, three factors have been considered:

- the five foundations of productivity in the Industrial Strategy;
- the specific challenges and opportunities relevant to each of the assets;

- the actions needed to mobilise the underlying economic strengths of Buckinghamshire.

5.2 This section outlines the actions proposing in relation to each of the drivers. Reference is made to the elements of our proposed partnership with government described in paragraph 2.3 and chapter 6.

ONE: THE SKILLS AND INSPIRATION REVOLUTION



5.3 Buckinghamshire has a very well-educated population: almost half its working age residents are qualified to NVQ level 4 or above. However, the area's economy suffers from high levels of commuting of skilled people to London and other neighbouring areas, particularly younger skilled people. A comparatively small proportion of young adults, aged 24 to 30, live in the area and there are low levels of people with intermediate and technical skills. There are concerns about the extent to which young people are prepared for employment in the changing economy and too many young people, particularly from poorer households and communities are leaving education with little or no meaningful work experience.

5.4 The area does, however, have the advantage of significant potential in technical and vocational education and collaboration between employers

and providers. This includes two university technical colleges, the University Campus Aylesbury Vale and the Buckinghamshire Skills Hub. The Buckinghamshire Education, Skills and Training Partnership works across educational boundaries to provide flexible and creative education and training solutions.

5.5 Buckinghamshire is offering to act as a test-bed for innovative, collaborative and shared ownership approaches between employers and education providers. This would be delivered through:

- 'Mainstreaming' successful T-Level practices on industry placement in advance of full roll out.
- Developing a much stronger collaborative approach between employers and providers, including determining the provision and apprenticeships required by industry through the BTVLEP Skills Advisory Panel.
- Ensuring technical routes have parity of esteem with academic pathways, through structured career guidance and inspiration activities, that transforms the perception that vocational routes are second-best to academic qualifications.
- Harnessing the assets, resources and expertise of employers for 'mandatory' and well-supported work experience embedded within the curriculum, potentially within a new generation of sandwich courses.

To deliver this Buckinghamshire would require devolution of the adult skills budget, and a mechanism to enable effective pooling of the apprenticeship levy.

5 | MOBILISING OUR ECONOMIC DRIVERS: FIVE PROGRAMMES

TWO: DIGITAL INFRASTRUCTURE

5.6 High-quality, future proofed digital connectivity is key to economic growth and improved productivity. For example, by supporting remote working and reducing congestion. The DCMS has recently produced evidence showing that its Superfast Broadband Programme has seen increases in turnover per employee in the education and health sectors of 4.7 and 3.7 per cent. In Buckinghamshire data-oriented sectors have been the strongest driver of growth in terms of new business formation and employment. Buckinghamshire has a comparatively high presence of the computer consultancy and creative-digital media sectors. Despite action by BTVLEP and its partners overall high-speed broadband coverage remains below the national benchmark and coverage is below much of the rest of the Oxford-Cambridge Arc.

5.7 In the short-term individual communities will be supported to secure broadband through community fibre partnerships. In addition, businesses will be supported to take advantage of the benefits of digital infrastructure including the development of Smart City approaches linked to the Garden Town and major national infrastructure development. Action will also be taken to address digital connectivity bottlenecks and ensure that digital requirements are planned in as a basic infrastructure requirement for new developments.



5.8 Key actions in this regard - delivered through our proposed Productive Healthy Places programme - are to:

- Explore the potential of and remain at the forefront of digital innovation by addressing digital connectivity bottlenecks, and planning in digital requirements as a key part of basic infrastructure for new and existing communities.
- Build on national infrastructure investments with a potential broadband component (HS2, E-W Rail, Expressway etc.), to create an integrated backhaul network to support future connectivity solutions in the area.

THREE: THE LIVING LAB



5.9 The scale of new development envisaged in Buckinghamshire, including the Aylesbury Garden Town, provides an opportunity develop and roll out leading-edge products, services and solutions in real life situations, to support their commercialisation. This would draw on existing expertise in the area and beyond including the Satellite Applications Catapult,

The University of Buckingham, the Regional Energy Hub, The Transport Systems Catapult and patient trials at Stoke Mandeville Hospital. This driver will be key to delivering our ambitions in Digital Health/MedTech, Clean Energy and Future Transport.

5.10 The development of our approach to a living lab will also draw on international experience including: the Botnic Living Lab in Lulea, Sweden, where the tech sector works closely with local people, public agencies and academia; Antwerp's iMinds, a digital research and innovation hub; and MIT's Wellness and Health Lab.

5.11 Early action to implement our living lab ambitions will be to establish a new collaboration between government (national and local), academia and businesses to create a rich local ecosystem to encourage and enable innovators and entrepreneurs to commercialise, test and develop their products and services in Buckinghamshire. This would draw on our proposed Innovation Collective and Productive Healthy Places Programme to:

- Collaborate with local government, developers and service providers to exploit the potential of the new housing development.
- Establish a partnership between the England's Economic Heartland programme together with HS2 Ltd, East West Rail and Highways England to provide extended community access to the digital

connectivity and legacy access alongside the new transport corridors.

- Establish additional business development capability to secure a greater share of the funding being invested in supporting collaborative research and development partnerships (Industrial Strategy Challenge Fund, Strength in Places Fund etc.)

FOUR: COMMERCIALISING INNOVATION



5.12 Buckinghamshire also has a strong record of business start-ups, but more needs to be done to help those businesses to grow. There is massive potential for local and regional universities to support the growth of these businesses through knowledge transfer focussing in particular on businesses with the potential and ambition to grow.

5.13 The first step will be to identify and meet the demand for specific support and mentoring to help SMEs in Buckinghamshire to become investment ready, by investing in the network of Innovation Hubs in Buckinghamshire where there is evidence of demand and market failure. These hubs will need to be business-led, with input from education institutions and other centres of excellence, with services provided including: technology and knowledge transfer; open innovation; support for commercialisation and the development of new approaches to skills provision. Our proposed Innovation Collective would support action on this driver to:

- Build on our innovation assets to design the area as testing ground for new innovation and technology.
- Work with the Arc's "network of clusters" to collaborate across industries and new spatial partnerships.

FIVE: STIMULATING BUSINESS PRODUCTIVITY



5.14 The opportunity in Buckinghamshire is clear. We want to grow the overall productivity of firms and improve our overall contribution to UK Plc by helping businesses to drive productivity, propensity to innovate and reduce costs. Through a targeted programme of high calibre business support delivered by our top five Growth Hub, offering a range of support services to

businesses across Buckinghamshire we will encourage aspirational businesses to innovate, reduce costs and enhance their resilience in the face of increased global competition. It is important to future proof this offer and secure commitment to continuity of funding for locally required support, defined by our business community.

5.15 Action to develop a wider eco-system of business support and encourage wider take-up of it will include:

- Leadership and Management Development: Establishing Mentoring and Business Growth Programmes delivered by a range of providers and coordinated by the Local Growth Hub, to support business scale up aspirations and capability.
- Provide the conditions to stimulate business growth through supply chain development, rural business support, incubation and co-working spaces and a new sharing platform where employers can share resources, facilities etc to ultimately increase business productivity.

6 | BUCKINGHAMSHIRE: A STRONG TRACK RECORD IN TECHNOLOGY DEVELOPMENT AND DEMONSTRATION WITHIN THE OXFORD — CAMBRIDGE ARC



6.1 At the core of this emerging LIS is a set of propositions to mobilise Buckinghamshire's nationally and internationally significant economic assets. Each of these assets has a significant spatial dimension, having developed as part of the overall chain of industrial capability that exists within the Oxford-Cambridge Arc.

6.2 Indeed, many of Buckinghamshire's research and innovation assets have developed because of the proximity to Oxford, Cambridge and London, but also because of our strengths in being able to provide a high-quality environment for technology development and demonstration. For example:

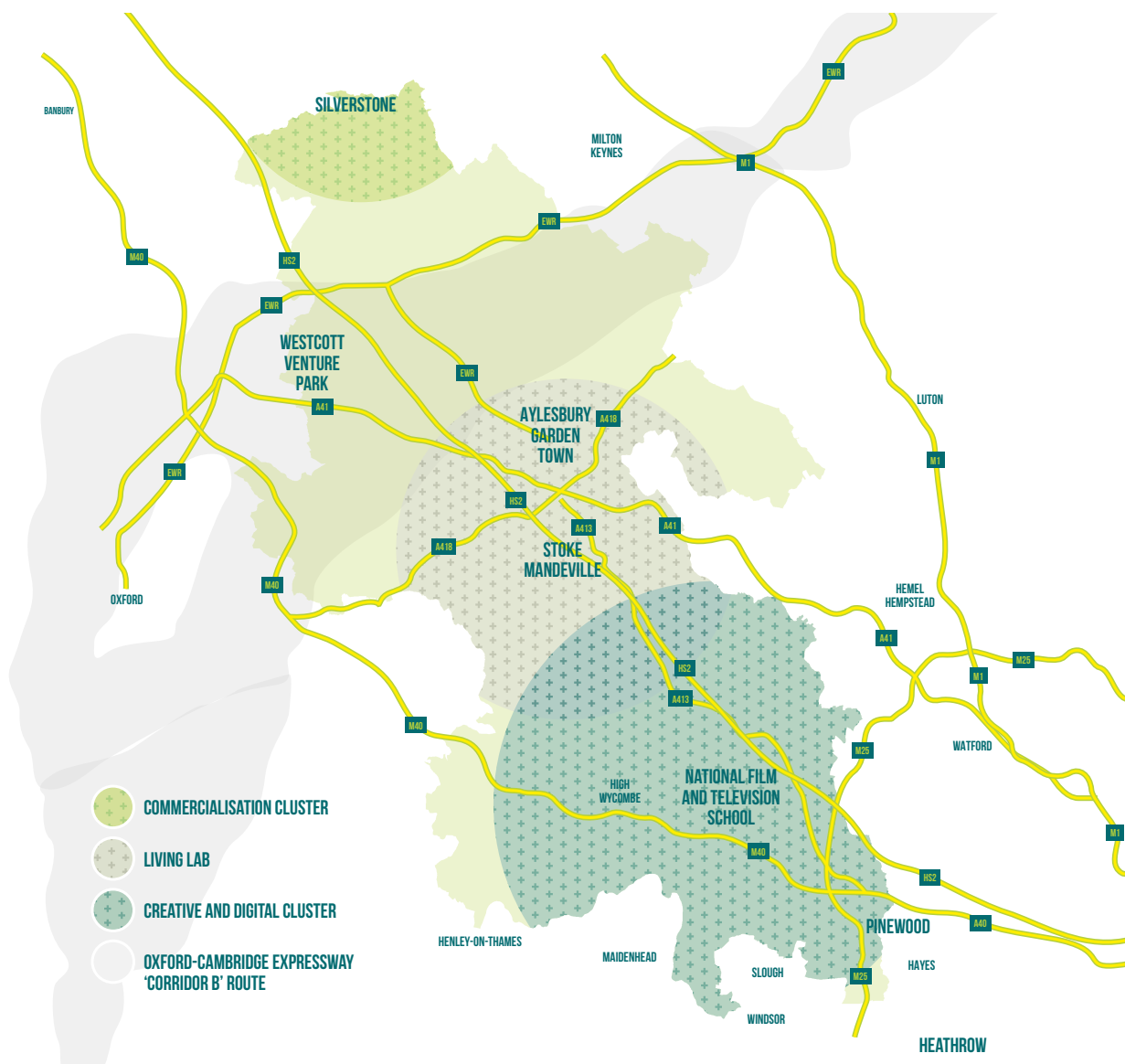
- Westcott Space Cluster has developed as part of the wider space cluster in the South East of England, with Buckinghamshire having developed capabilities in rocket development, testing and launch systems –

technologies that would not have succeeded at any of the nodes;

- The growth of the creative industries around Pinewood was enabled by the need for the film industry to establish studios outside of central London, whilst also retaining strong links to London's creative centre. Over time, the agglomeration of the Film, TV and Games Sector around Pinewood also resulted in the creation of the National Film and Television School to support the growth of the sector;
- The site of Silverstone emerged due to the need for open space to establish a racing circuit. Over time, a range of high technology manufacturing businesses have clustered in the area, which in turn has resulted in the establishment of Silverstone Technology Cluster.

- 6.3** In comparison to Oxford and Cambridge (whose strengths lie more in Basic / Fundamental Research), Buckinghamshire's strengths and capabilities have traditionally been focussed on applied research, product development and implementation. Buckinghamshire provides an ideal location to commercialise and manufacture the IP developed across the Arc.
- 6.4** Nowhere is this more evident than in Stoke Mandeville Hospital, whose expertise in managing a nationally distributed patient cohort could inform, and significantly benefit, the development of a new Health and Social Care delivery model (linked to the potential development of Aylesbury Garden Town – which is key to our living lab ambitions).
- 6.5** The planned investment in significantly improved East-West rail and road links, underpinned by the economic vision for the Oxford-Cambridge Arc, will enable Buckinghamshire to further strengthen these applied research and innovation assets.

- 6.6** The success of this strategy will be informed by the spatial policies to exploit Buckinghamshire assets, its position in the Arc and its links with London and Heathrow. The spatial vision underpinning this strategy is set out in the diagram below.
- 6.7** Going forward there is significant potential to further enable the growth of a cluster of creative and digital businesses in the south of Buckinghamshire, forming closer connections with the north and contributing to the wider creative innovation ecosystem. Proximity to Pinewood and the NFTS is key to this, as is the very high-quality local environment and proximity to London, with its concentration of creative and digital businesses and institutions, and Heathrow. If this is to succeed, action will be required to address two pressing spatial issues: the continued revitalisation of the centres of High Wycombe and Aylesbury to attract creative businesses and employees; and the quality of local transport links across the area.



6 | BUCKINGHAMSHIRE: A STRONG TRACK RECORD IN TECHNOLOGY DEVELOPMENT AND DEMONSTRATION WITHIN THE OXFORD — CAMBRIDGE ARC

- 6.8** A focus on high value manufacturing and associated activities in the north of Buckinghamshire will enable the growth of the Silverstone Technology Cluster and Westcott Space Cluster. Links between these clusters and other assets in the Oxford-Cambridge Arc are crucial to delivering this ambition, most notably with Harwell in Oxfordshire and the wider High Technology Super Cluster. Delivering the improved East-West rail and road links envisaged by the National Infrastructure Commission will be crucial to the continued growth of these clusters.
- 6.9** The significant planned housing growth at Aylesbury Garden Town combined with the presence of Stoke Mandeville and Buckinghamshire's role in pioneering health and care integration provides a major opportunity for the development of a health and social care living lab capability in Buckinghamshire. This, together with the testing facilities at Westcott, the future transport capabilities around Silverstone and Buckinghamshire's digital capabilities mean that the area could also act as a living lab in future transport and clean energy. Ensuring that this potential is centre-stage in the design and development of the Garden Town is crucial.
- 6.10** Buckinghamshire's position at the heart of the Oxford-Cambridge Arc has is essential for the delivery of this strategy and Buckinghamshire has a major contribution to make to achieving the vision for the Arc to become a breakthrough region for the new innovation economy.
- 6.11** Two aspects of the economic priorities for the Arc are particularly relevant to Buckinghamshire and the Arc:
- A test bed for innovation that will shape the twenty first century; and
 - A business-led environment where ideas and innovations are rapidly commercialised.
- 6.12** The vision also identifies six clusters in which the Arc has particular strengths and which it proposes will form a network of clusters of the vision. Those sectors are: life sciences; space; creative and digital; advanced manufacturing; future transport; and future energy.
- 6.13** Buckinghamshire has the strongest presence across the Arc in two of those sectors, creative and advanced manufacturing, and the area has an important contribution to make to the other four.
- 6.14** The Arc vision identifies Pinewood as the Arc's central creative and digital cluster. There is also a strong creative and digital cluster in Oxfordshire and significant gaming businesses in Cambridge. Given the significance of Pinewood and the NFTS, our digital and creative proposition could form the core of an Arc-wide programme of activity for this sector.
- 6.15** Similarly, Silverstone is identified as a spatial priority as the heart of the advanced manufacturing sector.
- 6.16** As the Arc vision notes, the Harwell Science and Innovation Campus is the Arc's primary gateway to the UK space sector. The inclusion of Westcott Venture Park and its plans to expand into part of the Arc space network will be key to meeting the government's 10% global space market share. The links with Harwell feature strongly in our space proposition.
- 6.17** The contribution that Buckinghamshire has to make to the other sectors identified in the draft Arc vision include:
- Our action to work with businesses and health and care providers to transform the provision of care in people's homes, as part of our proposition of digital health and MedTech;
 - The potential contribution of our living lab to future transport and future energy.

7 | WORKING WITH GOVERNMENT AND DELIVERING THE NATIONAL INDUSTRIAL STRATEGY

“Buckinghamshire has many world leading businesses and business clusters operating at the heart of the Oxford to Cambridge Growth Corridor. They are at the heart of the automotive technologies, life-science and creative industry sectors and will be critical in delivering the success of the new strategy.”

Andrew M Smith
Chairman of Buckinghamshire Thames Valley Local
Enterprise Partnership



HM Government



INDUSTRIAL
STRATEGY



- 7.1 This section explains the proposed relationship between the Buckinghamshire LIS and the National Industrial Strategy. It also sets out the LEP's proposals for a new partnership with government.
- 7.2 The Buckinghamshire LIS should be seen as a local chapter of the National Industrial Strategy. The five economic drivers are designed to exploit the five foundations of productivity identified in the national strategy: ideas, people, infrastructure, business

environment and places. The four significant economic assets are those which the evidence base suggests can make the biggest contribution to tackling the national productivity challenge and an important objective of the strategy is to ensure that Buckinghamshire is best placed to benefit from relevant national policies and programmes.

- 7.3 The table below shows how the foundations feature in the proposed strategy:

APPLYING THE FOUNDATIONS OF PRODUCTIVITY IN BUCKINGHAMSHIRE

IDEAS

Programmes of activity on Buckinghamshire as a living lab and commercialising innovation are designed to contribute to the growth of an innovative economy. This will contribute to the delivery of all five of our propositions.

PEOPLE

The Skills and Inspiration Revolution is specifically designed to ensure that businesses in Buckinghamshire have access to a skilled, motivated and ambitious workforce. This is key to the delivery of all of our propositions. A commitment to ensuring that the planned new housing development contributes to the attractiveness and affordability of Buckinghamshire as a place to live and work.

INFRASTRUCTURE

A programme of activity on digital connectivity reflects the importance of digital infrastructure to our economy. This strategy will ensure that Buckinghamshire benefits from the planned investment in road and rail across the Oxford-Cambridge Arc.

7 | WORKING WITH GOVERNMENT AND DELIVERING THE NATIONAL INDUSTRIAL STRATEGY

APPLYING THE FOUNDATIONS OF PRODUCTIVITY IN BUCKINGHAMSHIRE

BUSINESS ENVIRONMENT

Proposed action to stimulate business productivity, reduce business costs and commercialise innovation are designed to support the growth of small and start-up businesses in Buckinghamshire.

PLACES

Place is a central theme of this strategy. Four of the five propositions have a core place focus: Pinewood, Westcott, Silverstone and Stoke Mandeville. The living lab programme is intended to use the planned major development in Buckinghamshire as a platform for testing, applying and commercialising ideas and innovations. There is also committed to ensuring that action is taken to make the area a more attractive and affordable place to live, work and invest.

7.4 The sector deals the government has negotiated with industry have the potential to boost productivity, employment, innovation and skills. This strategy provides an opportunity to work with Buckinghamshire's business base to develop an explicit place focus to the application of the deals including, for example:

- The contribution of the Construction Sector Deal to enabling the efficient construction of planned major housing development in Buckinghamshire and equipping local businesses to benefit;
- Accessing the R&D investment pledged in the Automotive Sector Deal to stimulate investment in alternatives to the private car exploiting Buckinghamshire's Living Lab capabilities;

- Accessing the Cultural Development Fund promoted in the Creative Industries Sector Deal to support the growth of Buckinghamshire's creative industries cluster;
- Building on the Artificial Intelligence Sector Deal with the super high-tech cluster to support the application of AI across the propositions that form the core of this strategy;
- Exploring the potential of the Aerospace and emerging Space Sector Deals to support businesses on the Westcott Venture Park as part of the Space Growth Partnership to develop new products and services.

ADDRESSING THE GRAND CHALLENGES



7.5 The National Industrial Strategy sets out four Grand Challenges, global trends that will have a transformative impact on our society and economy: ageing society, artificial intelligence and data; clean growth and future of mobility.

7.6 Each of these challenges manifests itself in Buckinghamshire with implications, in terms of both opportunities and challenges, for the area's economic assets and drivers. In order to focus action in Buckinghamshire to both contribute to the grand challenges and benefit from the government's focus on them, this strategy identifies a Buckinghamshire mission for each of them. This mirrors the approach the government has adopted nationally. The table over the page sets out the missions, the rationale for them and the contribution of Buckinghamshire's economic assets and drivers.

AGEING SOCIETY

Buckinghamshire Mission: To lead the development of encore careers in the UK in a way which increases the productivity of micro businesses in Buckinghamshire.

In common with many other places, Buckinghamshire faces the pressures of the ageing society, but our demographic profile means that these pressures are more acute than most. A distinctive feature of its economy is the large number of SMEs many of which are micro businesses run by people in the final years of their careers. There is potential for micro businesses to contribute more to the economy through, for example greater networking and collaboration between them.

Encore careers come towards the end of people's working lives and provide both fulfilment and an income, contributing to people's health and wellbeing.

Buckinghamshire aims to become a centre of excellence for supporting encore careers with a particular focus on micro businesses. This would form an element of the work programme to Stimulate Business Productivity which would provide businesses support to encore career entrepreneurs and enable networking and collaboration between them.

AI AND DATA

Buckinghamshire Mission: To establish an open data store to support the commercialisation of new goods and services and public service reform.

The creation of a new unitary council in Buckinghamshire provides a unique opportunity for a new approach to the collection, availability and use of data.

Data is key to driving public service transformation and to creating opportunities for new commercially provided products and services. It is also relevant to the exploitation of Buckinghamshire's economic assets and drivers including; creative and digital; high technologies; digital health; future transport; the living lab; and commercialising innovation.

Developing an open data store would transform the scope for collaboration between businesses and public service providers in Buckinghamshire, creating new business opportunities and improved services for residents including, for example, transport information, encouraging physical activity and providing health and care in people's homes.

CLEAN GROWTH AND THE FUTURE OF MOBILITY

Buckinghamshire Mission: To successfully reduce the need for car ownership through providing greater accessibility and choice.

There is a danger that additional economic growth and development in Buckinghamshire will lead generate increased congestion. This will have significant implications for productivity, health and well-being and the attractiveness of the area as a place to live and work.

Concepts such as the sharing economy and waste minimisation could be applied in the transport field to reduce both car ownership and use. Locations such as Silverstone, Westcott and Cressex in High Wycombe are already looking at demand-led transport services and car and bike sharing scheme have also been explored.

Possible pilot projects include:

- Giving priority to a public fleet of e-vehicles in key locations and routes;
- Introducing responsive transport services between major business locations and transport hubs;
- Working with Meridian Mobility to establish a CAV testbed across the Arc.

A NEW PARTNERSHIP WITH GOVERNMENT

7.7 The emerging thinking around the LIS commits the anchor institutions in Buckinghamshire to new ways of working and collaboration to more effectively mobilise our economic assets and drivers. Government and national agencies also have an important contribution to make to helping us to realise our ambitions, in particular through:

- Empowering us to deliver our skills and inspiration revolution;
- Developing our capacity to support the commercialisation of innovation;

- Helping us to deliver a place focus which is attractive to the creative industries and underpins our living lab ambitions;
- Supporting our drive to export more.

7.8 Rather than seeking support for a list of asks of government the LEP is proposing four new collaborations with government:

- A skills and growth deal;
- A productive healthy places programme;
- An innovation collective;
- An export and inward investment partnership.

A BUCKINGHAMSHIRE SKILLS AND GROWTH COLLABORATION

7.9 Building on the experience of housing and growth deals and the devolution deals agreed by Mayoral Combined Authorities the Buckinghamshire Skills and Growth Collaboration would develop a new approach to the devolution of skills powers and resources to areas which do not have combined authorities. This would include:

- Adult education;
- Improving the effectiveness of the apprenticeship levy;

- Addressing the specific skills challenges faced by our nationally significant economic assets;
- Exploiting the opportunities presented by the development of T-levels.

7.10 The deal would underpin the skills and inspiration revolution and would enable Buckinghamshire to build on the capacity of the education and training providers in Buckinghamshire including the two universities, the National film and TV School and the area's Further Education Colleges.

A PRODUCTIVE HEALTHY PLACES PROGRAMME

7.11 Action to make the towns in Buckinghamshire attractive to businesses and employees in the creative and digital sector is key to delivering this LIS. As is the design and development of Aylesbury Garden Town in a way which supports our living lab ambitions including the particular focus on working with business to transform the capacity to care for more people in or near their homes. This document proposes a pilot Buckinghamshire Productive Healthy Places Programme to support the delivery of this place-based strand of the LIS. It will bring together organisations including Homes England, NHS England, the High Street Task Force, the Future Cities Catapult and the Creative Industries Federation.

AN INNOVATION COLLECTIVE

7.12 A variety of national agencies with an interest in innovation have some engagement with Buckinghamshire including the National Space Agency, Innovate UK, the Satellite Application Centre and UKRI. At present, however, this is not achieving a critical mass in terms of, for example, total investment in R&D in the area. To address this challenge Buckinghamshire is proposing to act as the location to test a more integrated approach by these and other relevant agencies at a place level. This would, for example, support the proposed focus in high value manufacturing on the cross overs between the key sectors in Buckinghamshire.

AN EXPORT AND INWARD INVESTMENT PARTNERSHIP

7.13 Each of the economic assets has the potential to deliver increased exporting from businesses in Buckinghamshire. They also provide opportunities for more inward investment to deliver infrastructure such as housing and office stock. Support from the Department for International Trade could play a key role in helping to achieve this. Rather than focussing on particular sectors, a Buckinghamshire Export and Inward Investment Partnership with the DIT would test new forms of collaboration between the department and local institutions to maximise the contribution of nationally and internationally significant assets such as those in Buckinghamshire.

**BUCKINGHAMSHIRE IS THE THIRD
MOST PRODUCTIVE LEP AREA IN ENGLAND
(BEHIND LONDON AND BERKSHIRE)**

**AND HAS THE HIGHEST EMPLOYMENT RATE
IN THE OXFORD-CAMBRIDGE ARC,
AT 81.8 PER CENT COMPARED WITH
THE 75.1 PER CENT FOR ENGLAND.**





HM Government

Buckinghamshire

Thames Valley LOCAL ENTERPRISE
Valley PARTNERSHIP
THE ENTREPRENEURIAL HEART OF BRITAIN



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