

Buckinghamshire Integrated Economic Development Eco System

Economy Team Bucks - Future Delivery Options

Service Areas	Current Situation	Future Benefits & Opportunities	Recommendation
<p>Economic Strategy</p> <ul style="list-style-type: none"> • Strategy Development • Monitoring & Delivery • Insight & Intelligence • External Bid Writing 	<p>Strategy and Policy development underpinned by evidence base led by BLEP with support from all local authority partners and businesses. (SEP, LIS, Growth Strategy). Sub boards also formulate Strategy for consideration and agreement with LEP Board</p> <p>Monitoring and delivery function held to account by Permanent Secretary and Director General through PAC, assurance framework and annual assessment of LEP performance.</p> <p>Insight supporting development of strategies also led and co-ordinated by BLEP. Some research capability with Bucks CC but none with Economic Development focus. Real time evidence from member businesses led by BBF</p> <p>Bid writing resource sits within BBF Structure with close alignment to requirements of the SEP/ LIS for programme delivery to build business base</p>	<p>Single Bucks conversation with senior executives and political members of government to shape future policy and funding priorities.</p> <p>Clear, collaborative and transparent policy context for future Arc economic priority setting. Joint working with neighbouring LEP areas on Bucks priorities.</p> <p>Closer and integrated working to deliver enhanced levels of activity identified within the BLIS</p> <p>Team to leverage input and help direct sub-board structure particularly in BLIS and Skills prioritised areas.</p> <p>Improved alignment and consistency across all strategic documents.</p> <p>Centralised evidence base and co-ordinated strategic lead for data analysis.</p> <p>Collective ownership of strategy delivery</p> <p>Targeted and team approach to securing funding for delivery of SEP/LIS aspirations</p>	<p>Retain within BLEP structure with strengthened and dedicated strategic and research leads.</p> <p>Ensure close alignment between strategic, research and bid writing resources.</p> <p>Established linked objectives for Strategy, Insight and Bid leads to achieve a one team common purpose.</p>

<p>Local Growth Programme</p> <ul style="list-style-type: none"> • Funding Assessment • Contract Approval • Monitoring & Reporting 	<p>Contractual arrangement between HMG and BLEP. Clear guidance on processes set out within National Assurance Framework</p> <p>Dedicated officer resource within BLEP team with financial monitoring supported by BCC as part of accountable body service.</p>	<p>Funding assessment and contract appointment process to remain unchanged.</p> <p>Contracts to include obligations to work with the LEP Growth Hub to increase likelihood of successful achievement of outputs and to minimise duplication. Closer alignment between BLEP and BBF monitoring to provide robust evidence of output achievement and to support the rectification of any slippage</p>	<p>Remain within BLEP structure but ensure closer alignment on monitoring and reporting of outputs.</p>
<p>Business Support Services</p> <ul style="list-style-type: none"> • Leadership and Management Development • Innovation Support • Supply Chain Development • Access to Funding & Investment readiness • Rural Business Support • Incubation and Co-working Spaces provision 	<p>All services managed by BBF within its Business Support programme portfolio including the Visit Bucks Destination Management Organisation</p> <p>BBF operates as an efficient and effective delivery partner for BLEP Growth Hub services.</p> <p>Visit Bucks is funded by a combination of business membership subscriptions, district contributions and grants and has also benefited from a BLEP grant. BBF also holds the liability for repayments of a BLEP loan for £75,000.</p> <p>Support services offered by local authority officers tend to be focused on LA services like planning, waste and statutory compliance and rely on BBF resources for simulating economic growth at the level of individual businesses.</p>	<p>Alignment of Business Support and Skills Delivery Functions.</p> <p>Maintain current strength in understanding gaps in support provision and securing funding to mitigate market failure.</p> <p>Continued financial support from local authority with longer timeframe commitment to facilitate better long-term planning.</p> <p>BLEP support to extend Growth Hub services beyond Buckinghamshire boundaries especially across the Arc.</p> <p>BLEP Financial support to deliver unified business plan to be released from headroom Business Rates Retention on the Enterprise Zone recognising that a significant step change in deployed resource will result in improved jobs growth, GVA growth and a resilient local economy</p>	<p>Retain Business Support function – with close alignment to skills delivery within BBF function.</p>

<ul style="list-style-type: none"> • ERDF & other Funding Contract management • Destination Management / Visitor Economy 	<p>BBF ability to support heavily reliant on continued access to grant funding from UK govt agencies, the EU (or UK replacement such as the Shared Prosperity fund etc) and other organisations with an interest in vibrant local economy (e.g. HS2, Local Govt and local businesses themselves)</p>		
<p>Skills Delivery</p> <ul style="list-style-type: none"> • Schools & Young People • Adult Learning / Workforce development & Apprenticeship Programmes • Labour Market Insight 	<p>Until recently delivered as part of BLEP team structure. Well respected and strong Enterprise Ambassador and Careers Support service.</p> <p>Specialist consultant lead on apprenticeship delivery.</p> <p>New operational alignment with BBF Business Support Function. Service provided by a dedicated under 18's team with core funding provided by BLEP and supported by Careers Enterprise Company, most recently through Skills Hub programme.</p> <p>Limited skills activity within local authority structures – mainly focussed on internal staff development, recruitment and retention.</p> <p>All funding due to cease by August 2020 so sustainability currently an issue</p>	<p>Sustainable Skills Hub and Skills Advisory Panel post Aug 2020 with close alignment in operational delivery with BBF to maximise business input.</p> <p>Linked with Business Support activities for cross Arc opportunities.</p> <p>Opportunity to maximise staffing resources through Growth Hub and Skills Hub alignments</p> <p>Alignment of Research function for skills within wider strategic delivery and insight service.</p>	<p>Retain within team Bucks Structure - embed alignment between business support and skills team functions.</p>

<p>Stakeholder Relations, Strategic Partnerships & Governance</p> <ul style="list-style-type: none"> • Board Work Programme • Political Links • Government Relations • Assurance Reporting 	<p>BLEP leadership team lead on all national government relationships</p> <p>BBF linkages currently revolve around strategic delivery and delivery partnerships, operational programmes, and scale-up potential</p> <p>Good operational relationship with Cities and Local Growth Unit.</p> <p>Increased national scrutiny on assurance processes.</p> <p>LEP network and national policy and strategy engagement.</p>	<p>Strengthened strategic resource will improve our ability to target key stakeholders with well thought out asks be they policy, finance or partnership related within Whitehall and in Buckinghamshire.</p> <p>Closer briefing and alignment for Chairs, CEO and Senior management when representing to external audiences.</p> <p>Further focus on application of assurance and governance processes across the team.</p> <p>Maintain national profile and contribution.</p>	<p>Retain within Team Bucks Structure.</p>
<p>Marketing & Back office services</p> <ul style="list-style-type: none"> • Events Management • Website • Press & PR • HR & Payroll • Finance • IT & Office Support 	<p>Dedicated marketing and events team within BBF including design capabilities, digital services, social media, copywriting and events management resources.</p> <p>Separate Press and PR function with BLEP.</p> <p>Detailed events programme hosted by BBF.</p> <p>Limited events programme hosted by Local Authorities - largely duplicating events hosted by BBF.</p> <p>BLEP utilise both Bucks CC and BBF Invoice & Finance Systems</p>	<p>Full alignment of marketing and press services across Team Bucks</p> <p>Team Bucks MOU to clarify extent and operation of support service including payment services, HR support and IT support. Reducing duplication and increasing corporate knowledge.</p> <p>Reduced expenditure – improved processes consistency & greater corporate resilience</p>	<p>Deliver fully within Team Bucks Structure.</p> <p>Full alignment & integration of marketing & press function within single team.</p>

	BBF have dedicated HR, Finance, IT and office support services all operating to high governance standards and with a 100% audit clearance record for compliance with UK government standards on finance management, procurement, project management etc across multiple complex funding streams. Also 100% audit clearance for European standards compliance.		
Inward Investment	<p>No dedicated resource within the county.</p> <p>Brief being covered by BLEP through Partnership Manager working alongside Enterprise Zone programme – main focus of current activity on cross Arc level to establish the case for significant new Inward Investment Resource</p> <p>Administrative duties being undertaken directly by DIT team</p>	<p>Opportunity to establish cross Arc Strategic Investment Resource to produce investment collateral and co-ordinate proactive programme of investment campaigns with DIT and others.</p> <p>Potential role for local authority teams, through business rate service to undertake/support DIT datahub service</p> <p>Opportunity, through release of business rates retention on the Enterprise Zone, to create more effective soft-landing support service for all businesses moving into Buckinghamshire (and the Arc)</p>	Strategic lead within Team Bucks to ensure representation at Arc level.
Special Projects <ul style="list-style-type: none"> Enterprise Zones 	Enterprise Zone programme is a contractual arrangement between BLEP and HMG. Directly managed by BLEP with a dedicated board including representation from BLEP, AVDC & BCC. AVDC undertake Accountable Body Service for EZ Board	<p>Opportunity to review board structure to streamline local authority representation.</p> <p>Potentially greater flexibility in allocation of income resources beyond immediate EZ sites infrastructure requirements in Aylesbury Vale and across Buckinghamshire.</p>	EZ Service remains within team Bucks Structure, and managed by BLEP Director. Accountable Body status moves to Bucks Unitary Council

<ul style="list-style-type: none"> Aylesbury Garden Town (Inc Woodlands) Bucks Advantage Transport Projects including EEH Programme, East West Rail & Heathrow 	<p>Garden Town Board managed directly by AVDC, current contractual arrangement with Homes England – BLEP has representation on Board but with limited influence</p> <p>Only operational in Aylesbury Vale area due to non-engagement of other district authorities.</p> <p>BLEP in membership and support EEH Sub National Strategic Transport Body and boards supporting delivery of EWR & Heathrow development</p>	<p>Opportunity to invest EZ income in revenue generating resources.</p> <p>Opportunity to integrate Garden Town programme into wider Bucks Growth Board structure to link more closely with regeneration projects and Local Industrial Strategy objectives.</p> <p>Opportunity to establish new cross county joint venture development vehicle with alignment of planning, housing and transport functions.</p> <p>Opportunity to remove duplication – to ensure BLEP influence strategic decision making and engage at appropriate operational level to identify and support business support and skills opportunities.</p>	<p>Garden Town to be managed by new Bucks Unitary – direct Role within Growth Board structure for BLEP to have greater influence on programme.</p> <p>Growth Board recommendation – Unitary Led</p> <p>Unitary Authority/BLEP joint venture. Team Bucks role strengthened on business support and skills opportunities from transport infrastructure programmes.</p>
<p>Regeneration</p> <ul style="list-style-type: none"> Town Centre Investment Programmes 	<p>Largely led by individual district authorities proactive regeneration programme in Aylesbury led by AVDC with historic support from BA & BCC</p>	<p>Opportunity to develop complementary rather than competitive regeneration programmes for Buckinghamshire Town Centres and Business Parks and to promote more effectively to the business community</p>	<p>Role of a remodelled Unitary Authority/BLEP joint venture with clear role and responsibility link to Buckinghamshire Growth Board.</p>

<ul style="list-style-type: none"> • Estates Management • Property Investment 	<p>High Wycombe regeneration programme directly and independently managed by Wycombe DC.</p> <p>Regeneration strategy currently underway in Wycombe Area</p> <p>Estates and property management functions undertaken independently by all authorities.</p>	<p>Greater role for BLEP to influence investment decisions through strategic direction - i.e. Cultural Quarter in High Wycombe Town Centre, Iver Masterplan, M40 Corridor research zones.</p>	
<p>Town Centre Management & Business Improvement Districts</p>	<p>Different approaches in different locations – town Centre manager operational in Aylesbury, BID programme in operation in High Wycombe Town Centre and some Wycombe Area business parks.</p>	<p>Opportunity to assess benefits of different approaches across other locations.</p> <p>Opportunity to develop Town Centre management approach within Area Forum structure across county.</p> <p>Review effectiveness of BID process consider if more effective in Employment Site or retail locations.</p>	<p>To be retained by Unitary Authority</p>
<p>Digital Infrastructure</p> <ul style="list-style-type: none"> • Contract Preparation • Contract Monitoring • Strategy Development • Funding Bids 	<p>Close links between Bucks CC Digital Infrastructure lead and BLEP Digital Infrastructure & Broadband Programme.</p> <p>Operational arrangement for contract delivery within BLEP team, contract management resource jointly funded by BLEP & BCC.</p> <p>LGF Investment in Broadband Programme and 5G Testbed at Westcott – managed by Satellite Application Catapult</p>	<p>Development of more holistic digital strategy, moving beyond current broadband contract delivery.</p> <p>Streamlining of funding and gainshare arrangements to simplify operational delivery of current broadband contracts.</p> <p>Development of 5G infrastructure to support Garden Town and Transport Solutions.</p> <p>Effective roll out to businesses and high levels of take up of improved services</p>	<p>Retaining within Team Bucks Structure during Unitary Transition Process</p>