

Buckinghamshire

LOCAL ENTERPRISE PARTNERSHIP

THE ENTREPRENEURIAL HEART OF BRITAIN

Buckinghamshire Economic Recovery Plan

1. Introduction

Buckinghamshire has four internationally significant economic assets. They are the Westcott Space Cluster; Silverstone Park and Tech Cluster; Pinewood Studios and creative businesses; and Stoke Mandeville and MedTech businesses.

In the new economic circumstances shaped by the Covid-19 pandemic, these assets are as important as ever. Other features of Buckinghamshire's economy have changed significantly. In common with the rest of the country, change in the retail sector has accelerated, and the hospitality, cultural and events sectors have been hit hard. The aviation industry, which employs an estimated 2,100 Buckinghamshire residents, faced an overnight shutdown and is expected to be amongst the slower sectors to return to pre-Covid activity. A high proportion of our residents who commuted to London and elsewhere no longer do so and remote or home working looks set to be more prevalent than it was before the lockdown.

During the pandemic, significant numbers of businesses accessed government emergency support programmes. Discretionary Grant Funding amounting to £92m was made available to businesses in Buckinghamshire with over £85m having been allocated by August. This was in addition to 77,600 residents who were furloughed for at least three weeks up to the end of June 2020 and 23,200 people who received self-employed income support.

Economic recovery nationally, regionally and locally hinges on action to enable the continued growth of our economic assets. The local economy generated £16.7bn of GDP in 2018¹ with approximately 20% from sectors that have been hard hit, but other parts of the UK have out-paced Buckinghamshire's productivity growth over recent years. Buckinghamshire has a diverse economy with strengths across a multitude of industries and a strong self-employment base. While Covid-19 will have ramifications for all of its strategic sectors, the long-term growth trajectory is unlikely to be impacted. Our strategic sectors will also continue to have a key role to play in protecting the environment for future generations. In addition, the pandemic may lead to greater cross-sector innovation and disruption, as some firms are forced or have chosen to pivot or diversify.

Action is also required to enable Buckinghamshire's businesses and residents to adjust to the new economic circumstances, to identify and seize opportunities and respond to the challenges we face.

The examples included in this plan highlight how local businesses have pivoted their operations, production lines and strategies to deliver against Covid-19 requirements in the short-term. There is an opportunity for concerted action to build on this innovation, building resilience through the process to cope with future economic shocks.

The Buckinghamshire Economic Recovery Plan sets out the action we intend to take. Drawing on our early economic evidence, insight from local businesses and consultation with local thought leaders on the economic impact of the pandemic and lockdown, it sets out the new challenges and opportunities. Taking the Buckinghamshire Local Industrial Strategy ²as the starting point, it assesses the continued importance of our economic assets and identifies six drivers of recovery. Delivered in three phases **Response, Renew and Rebound** the plan builds on learning from our immediate **Response** to the lockdown and sets out a series of propositions which will form the core of our **Renew** and **Rebound** phases: Renew providing a focus on pressing challenges and new

¹ Buckinghamshire Economic Recovery Plan Evidence Base 2020

² <https://www.buckstviep.co.uk/wp-content/uploads/2019/07/Buckinghamshire-Local-Industrial-Strategy.pdf>

opportunities; and Rebound focusing on new thinking to ensure that our economy builds back stronger, more resilient and innovative.

Some areas have started to undertake localised modelling as to the shape and speed of the economic recovery, we believe that it is too early to undertake this type of activity given the dynamic and unpredictable nature of the national and local recovery. It is proposed that the recovery action plan is updated and reviewed on a regular basis over the next 2 years and that modelling is undertaken from late 2020 when the sectoral trends are less volatile.

2. Impact, challenges and opportunities

A useful starting point for understanding the impact of Covid-19 on the Buckinghamshire economy are the challenges we faced before March 2020. They included:

- Slower rate of economic growth over the last decade in comparison to other areas.
- Growth of lower productivity sectors at a faster pace than higher productivity sectors.
- Decline in local high streets and a need to focus their use and functionality.

These challenges have been compounded by the short-term impact of the virus and lockdown, including:

- A significant proportion of the workforce being out-of-work (temporarily or otherwise).
 - Nearly a third of employees living in Buckinghamshire had been furloughed for at least a three-week period up to the end of June 2020, 23,200 people had claimed self-employed income support, and an additional 9,700 residents were claiming unemployment or underemployed related benefits³ in July 2020 than in March 2020.
 - Unemployment and economic inactivity is predicted to rise in Q4 of 2020 as the Job Retention Scheme comes to an end and major firms (including those who have not used the scheme) make significant cuts to their workforces. Whilst Buckinghamshire itself has few large employers, many residents will be employed by such firms in London, Berkshire, Hertfordshire and Milton Keynes. An example being Heathrow Airport and major airlines.
- An anticipated drop in business investment in 2021 as many firms begin to pay back debts incurred in 2020.
- A likely wave of business closures in late 2020 and into 2021.
- A potential reduction in inward investment as global firms put investment plans on hold in the short-term.

As noted above the impact on employees in the aviation sector and businesses and employees in the retail and hospitality sectors in Buckinghamshire has been particularly acute. There is also a fear that there will be reduced investment in R&D and fewer job opportunities for younger people and the hard to reach. We have however taken a lead role, alongside other LEPs, in developing a set of

³ By Claimant Count

indicators that can be tracked at a national, local and regional level. Our Economic Recovery Evidence Base will continue to be informed by our local asset and business base.

We are also keen to ensure that this Buckinghamshire Economic Recovery Plan addresses the whole question of climate change, carbon reduction and green growth as well recovery from the pandemic and lockdown. It is important to take advantage of this economic reset to do so.

It is important to recognise the potential opportunities that have arisen from the response to the pandemic and lockdown. There are opportunities to capitalise on new ways of working, pursuing initiatives such as the 15-minute town, in which residents have easy access to work, leisure, retail and cultural facilities. Over the last six-months innovation that would have taken years happened in a week, there was a marked difference in levels of pollution and flexible working was deeply accelerated.

This strategy also builds on significant recent local investments in for example, our Enterprise Zone sites. This is going from strength to strength and provides significant opportunities for inward investment as well as collaboration across industries and clusters. Another opportunity will be to capitalise on the shift in commuting. In September 2020, weekday travel to workplaces remains 50% below pre-Covid-19 levels and for the large proportion commuting to central London, this provides an opportunity to provide localised employment and co-working sites in our high streets. From an economic perspective, trademark applications in Buckinghamshire were twice as high in June 2020 than in June 2019 emphasising the early indications of continued entrepreneurial led recovery.

Good Fabrications - From Formula 1 to Ventilator Valves

Long Crendon Engineering Firm Good Fabrications are more used to provide exhaust solutions for the motor-sport industry but leapt into action to help provide crucial connectors which join ventilators to hospitals' oxygen supplies, ensuring Buckinghamshire Healthcare NHS Trust could start using their ventilators sooner than expected.

Buckinghamshire Healthcare NHS Trust had managed to source ventilators for Stoke Mandeville Hospital, Aylesbury. However, the connectors to link them to the hospital's oxygen supply were not expected to arrive for several weeks.

The Trust's head of Clinical Engineering, Stephen Squire, said: "Within 12 hours, Good Fabs had designed a prototype connector ready to go into production. At this point, Cavey Laboratories, a Formula 1 partner to take over the manufacture of the part."

The two companies worked flat out to make the critical valves which were delivered to Stoke Mandeville on Good Friday, meaning the new ventilators were being used in intensive care wards in time for Easter weekend.

ANT Telecom – Mobile Body Temperature Monitoring Solutions

This innovative High Wycombe business stepped forward during the Covid-19 pandemic to ensure businesses could reopen and provide safe conditions for staff and guests. Prior to Covid-19, ANT Telecom specialised in providing solutions to protect employees and businesses with the latest telecommunication technology, but the onset of the pandemic and its effects on the business community saw the company pivot its activity to provide a state-of-the-art body temperature monitoring solution to local businesses to ensure safe working conditions. Fellow Buckinghamshire businesses Lata Lata in High Wycombe and Bijou Wedding Venues near Aylesbury are early beneficiaries of ANT's temperature monitoring technology allowing them to re-open safely.

Klaus Allion, Managing Director, ANT Telecom, said “It’s been great to implement a solution to help get the restaurant and venue industries up and running with a Covid-secure environment. Although the measures put in place to keep everyone safe may seem like dining out has fundamentally changed, the temperature monitoring solution is designed to cause as little impact on the experience as possible. And with the knowledge that risk-reducing initiatives are in place, customers can enjoy their meals with peace of mind that they are within a safe environment.”

Sabeti Wain transform production to make PPE for NHS workers

Sabeti Wain Aerospace Ltd, an airline seat cover company, has adapted its output to make personal protective equipment (PPE) for NHS workers. The High Wycombe-based company is manufacturing thousands of surgical scrubs for doctors and nurses battling the Covid-19 pandemic.

As a regular supplier to the airline industry with clients including British Airways and Emirates the company recognised the need to broaden its customer base given the downturn in the Aviation Industry. The company also wanted to offer support for medics and this offer was passed to the local health authority by their MP. At the company's four factories around the country, 500 Sabeti Wain employees leapt into action and, despite an offer to stay off work on full pay, they kept working to make the vital PPE for frontline staff.

CTV – Socially Distanced Outside Broadcasts for Live Events

CTV are one of the leading outside broadcast companies in the UK, renowned for covering events such as royal weddings, state occasions, music festivals and major sporting events. During lockdown the events that they had traditionally covered disappeared overnight.

To ensure that events could be shown in a socially distanced environment, a package of new services was rapidly developed including new purpose built Live Streaming Studio to support the remote production of live or “as live” events and virtual live streaming and green screen studio packages for presenter led chat shows, entertainment, TV and Webinars. Remote robotic cameras and live web seeds now mean that guest interviews can be delivered in a remote & socially distanced Multi-Camera Studios at affordable prices.

Rich business intelligence is key to understanding these challenges and opportunities. Drawing on our contacts with businesses over the last six months we have identified 12 themes which have informed the contents of this recovery plan. They are set out in the table 1 below.

Table 1

| Core themes | Factors influencing the future priority actions |
|---|---|
| Testbed development – re-emphasis of the ambition of the LIS | The opportunity for Buckinghamshire to operate as a testbed for development of new practices was a recurring theme from the consultation feedback. This could be applied to skills issues, in relation to sector specific brokerage services or the advantages of having an integrated care pathway with organisations with co-terminous boundaries (Healthcare Trust, LEP, College Group and Local Authority) or in extending early pilot project such as the Adept digital pilot for Healthcare solutions in the Aylesbury Garden Town. |
| Turning temporary approaches into permanent features | Much has been made that the Covid crisis has significantly advanced change, whether this is remote working, businesses being agile to pivot into new markets, different commuting patterns or businesses making use of under-utilised resources (e.g. pub and restaurant outdoor spaces). In time some will revert to the former practices, but a number of these have been positive developments and action must be considered to turn these into permanent change. The LEP is developing a set of action plans through this recovery plan, working across partners to ensure that these positive changes can be maintained. |
| The critical importance of continued digital investment | The top priority in ensuring that the infrastructure across the county can provide the choice and flexibility needed for its businesses and communities. There will be two approaches to delivering this – the “outside in” approach for providing fixed broadband for all residents as well as enabling and encouraging gigabit connectivity within the key locations (town centres, employment hubs, innovation sites). |
| Efficiency vs. effectiveness | <p>Highlighting the issues of inflexible policies including national procurement policies, digital infrastructure strategies and the need for flexibility to support resilience at times of exceptional change has been central to the challenges of businesses.</p> <p>Some current national policies are limiting the local resilience of the economy – two examples are:</p> <ol style="list-style-type: none"> 1. Procurement policies within public bodies tend to favour larger national organisations who have less flexibility to adapt to local needs in times of exceptional change. 2. National digital strategy where the value of efficient temporary satellite connectivity has been proven for facilities such as the Nightingale Hospitals but is not considered suitable for the national broadband rollout. |

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| <p>Supporting workforce adaptation</p> | <p>The “People” strand of the LIS involves a skills plan that sits alongside the recovery plan – whether this is people changing into new and unplanned roles/sectors or as part of the development and application to new working practices – and the leadership and management skills required needed to support this change. This must account for the anticipated surge in job losses as the furlough scheme comes to an end and the level of redundancies increases and be linked to the peer to peer business support networks that are being established across Buckinghamshire.</p> |
| <p>Flexible homes for life</p> | <p>A number of factors are identified here – the increase in home working and the need to provide suitable working conditions for blended work and education. The increasing reluctance of people to go into a care environment and the need for the planning system to rapidly allow for these market changes. There is a wider theme here for Buckinghamshire in relation to the increased focus on issues such as home energy efficiency, sound-proofing and digital connectivity. Business support proposals will need to help companies and individuals to be aware of the tax regulations and potential relief measures associated with home working.</p> <p>The continued delivery of the appropriate and affordable housing in the right locations is essential to retain and attract a skilled workforce.</p> |
| <p>Workforce wellbeing and mental health challenges</p> | <p>The risks of social isolation within the workforce, the need to adapt and develop occupational health practices into a remote working environment as well as the additional support that workers will need to enable to return to some working environments.</p> |
| <p>Enabling organisations to shift capabilities into new markets and services</p> | <p>Business support that is needed to for companies to identify the right new markets, pivot swiftly and effectively and also know when or if to return to their former markets as they recover. Delivering the support needed to assist businesses to use new investment wisely and to ensure cashflow is managed through this change.</p> |
| <p>Underpinning international collaboration and business resilience</p> | <p>A significant part of the national recovery will be in re-establishing international trade or identifying new international partners should individual markets not be available for a period of time. Economic resilience will be developed by not having a reliance on single international partners/suppliers. A stronger Inward Investment package for the whole of Buckinghamshire is needed to support this ambition.</p> |

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| <p>Revitalising & repurposing our town centres</p> | <p>The change in town centres and retail has been advanced by the crisis but was happening anyway. Evidence is emerging that a number of the smaller Buckinghamshire towns are recovering more strongly as they have re-connected with their local communities during this period through new sales practices (deliveries, click and collect etc) and have a stronger independent retail offering. The outlook for larger towns is less rosy with the increased loss of national retail chains and key assets such as theatres remaining closed. The challenge for town centres is to provide an adaptable and flexible offer, make the valuable outdoor space more attractive such as through traffic restrictions and to make sure that there is a better mix of retail and cultural as well as working and living spaces within the town locations. This should include the assessment of new vacant space including retail and offices and making sure it is available for flexible reuse and collaborative workspace without protracted delays.</p> |
| <p>The impact on training and apprenticeships advancing inequalities</p> | <p>Early evidence has showed that the younger members of the workforce, including apprentices are at greater risk of job losses and faced furlough disproportionately. Many apprentices will have had a break in their training, the training providers and accrediting bodies will have to show flexibility to allow for breaks in training or to provide short term and bridging courses for people whose initial plans will have changed over the past 6 months. This will be compounded by a likely reduction in entry level positions, fewer vacancies across apprenticeships, internships and for graduate placements.</p> |
| <p>The risk of greater inequalities in our society – often hidden in locations like Buckinghamshire</p> | <p>Identifying and supporting those that do not have the flexibility to adapt to the new environment, lack of digital connectivity, hardware, space, time. We will need to identify what local facilities such as business hubs, equipment loan services etc might be needed to address these inequalities in some communities and to identify surplus assets such as public buildings and offices or new sharing platforms which may be able to supply these new requirements.</p> |

3. The immediate response

Buckinghamshire's Growth Hub, funded by Buckinghamshire LEP and operated by Buckinghamshire Business First, was front and centre in the immediate business support response, providing high quality information and advice and guidance to over 7,500 businesses between 1 March and 31 May 2020.

Of greatest need amongst the business community at the onset of Covid-19 was a single and trusted point of contact with the most up to date information on business support. The Growth Hub Buckinghamshire Business First established this function through a single web portal which provided answers to frequently asked questions and as a repository of information which signposted support services.⁴

Issues ranged from how to operate safely during lockdown to cashflow issues and the immediate objective of meeting financial commitments with growing uncertainties around income levels. As the various national and local funding programmes were announced, the enquiries changed.

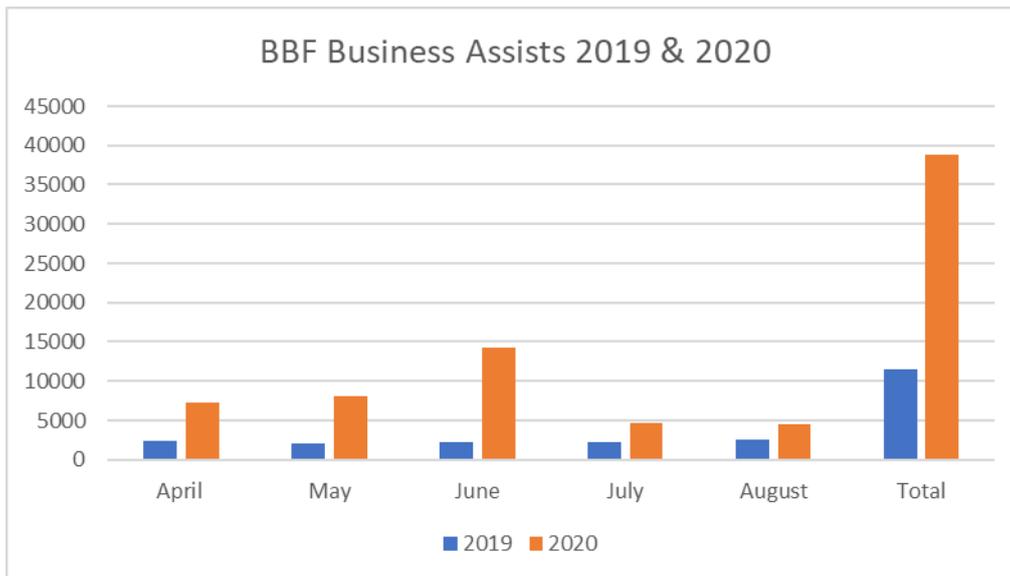
The information gathered also provided feedback to be escalated swiftly to local authority administered business rate relief support. It highlighted concern over the Job Retention Scheme, the flexible approach to the sectors eligible for discretionary rates relief, the speed at which business continuity loans were made available and the resilience problems exacerbated by inflexible national procurement policies.

In the week ending April 5th, only 3-weeks into lockdown, the Buckinghamshire Business First Covid-19 website received 7,500 enquiries from businesses and during the March/April period there were 2,000 Buckinghamshire business assisted directly by advisors. Other support included:

- The development of a redundancy task force to provide a framework for the skills brokerage services needed to help individuals find new work opportunities over the coming months.
- Discretionary Grant Funding amounting to £92m made available to businesses of which an excess of £85m was allocated by August 2020.
- A £2m emergency relief programme for businesses of which £1.6m was committed by the end of March. 508 expressions of interest were received within the first 48 hours of the scheme opening.
- The Buckinghamshire Recovery & Investment Fund (BRIF) receiving over 250 applications totalling over £8m of funding requested within 3 weeks of the fund opening.

| Buckinghamshire Business First Business Assists | | | | | | |
|---|---------|---------|---------|---------|---------|---------|
| | April | May | June | July | August | Total |
| 2019 | 2428 | 2064 | 2169 | 2271 | 2543 | 11475 |
| 2020 | 7329 | 8112 | 14,254 | 4637 | 4480 | 38812 |
| % increase | 301.85% | 393.02% | 657.17% | 204.18% | 176.17% | 338.23% |

⁴ <https://bbf.uk.com/covid-19>



Buckinghamshire LEP was one of only two Enterprise Partnerships able to make direct funding available within this timeframe. The significant rise in enquiries for business assists in June is linked to support for the national funding programmes including the Coronavirus Business Interruption Loan Scheme and Bounce Back Programme as well as the local Business Resilience and Recovery Fund.

As of the end of August all the BRIF funds had been allocated, and is expected to create 182 new jobs, safeguard 261 jobs and support the development of 67 new products or services. Businesses funded through the resilience and recovery funds has pursued initiatives such as: providing a new service for the NHS, offering a deep cleaning service, live streaming cultural performances and enabling socially distanced film production.

Our Skills Hub also established a redundancy task force to co-ordinate the activity of Government agencies such as the Department of Work and Pensions and Job Centres at a local level with training providers and employers to develop a single and co-ordinated approach to supporting people who were at risk of losing their jobs.

Moving into the next phase of recovery, it is important that this spirit of close collaboration continues with clear and open lines of communication across Buckinghamshire LEP, the local authority and Buckinghamshire Business First.

4. Buckinghamshire: our economic assets and drivers of recovery

The Buckinghamshire Local Industrial Strategy, published in July 2019, comprised two building blocks:

- Four economic assets, referred to above;
- Four drivers of productivity: the skills and inspiration revolution; digital infrastructure; commercialising innovation and living labs.

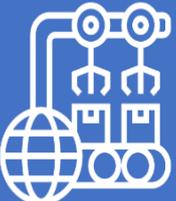
These assets and drivers remain as important to Buckinghamshire and the national economy today as they were a year ago. They form the core of this economic recovery plan and in this section, we explain how:

- Our economic assets can be exploited to drive recovery nationally and locally;
- Our drivers of productivity can be refocussed as drivers of recovery to enable us to respond to the challenges and opportunities referred to above.

Our neighbouring strategic assets, such as Heathrow, which provide jobs and supply chain activity for Buckinghamshire businesses, have also been impacted and it is imperative to work closely with them to align future plans for growth.

Strengthening our economic assets

Buckinghamshire’s economic assets are internationally significant. Action to enable their continued growth and development will deliver benefits for the national, regional and local economy. In this section we taken each asset in turn and consider it through a Covid-19 recovery lens.

| | | | |
|--|---|--|---|
| <p>Space</p>  <p>Westcott Space Cluster</p> | <p>Centre of excellence in rocket propulsion, 5G & autonomous systems R&D for SMEs & larger firms.</p> <p>£4.12m investment by UKSA to establish National Space Propulsion Test Facility.</p> <p>5 new centres being created over 2 years.</p> <p>LEP managed Enterprise Zone</p> | <p>Creative & digital</p>  <p>Pinewood Studios</p> | <p>Pinewood is an international film studio which has been the base for the James Bond and Star Wars franchises and many more. Expansion is planned and underway.</p> <p>National Film & TV School based in Beaconsfield.</p> <p>Home to International eGames .</p> <p>Potential to accelerate AR & VR.</p> |
| <p>High performance tech</p>  <p>Silverstone Park & Tech Cluster</p> | <p>Focus on precision engineering with specialisations in additive, aerodynamic & light-weight manufacturing.</p> <p>Plans to expand into a sub-regional hub of battery production, building on Uni of Buckinghamshire strengths.</p> <p>LEP managed Enterprise Zone.</p> | <p>MedTech</p>  | <p>UK National Spinal Centre is based at Stoke Mandeville and home to Janssen/Johnson & GE Healthcare.</p> <p>First wave of 8 integrated care systems, trialling new approaches to health & care locally.</p> <p>Developing Buckinghamshire Life Sciences Innovation Centre.</p> |

Westcott Space Cluster

Our ambition is to continue to develop Westcott as a centre of excellence in rocket propulsion. In the long-term, investment to develop new research and development facilities and a base for manufacturing excellence in space propulsion and in-orbit maintenance will be secured through the UKSA investment of £4.12m to establish National Space Propulsion Test Facility. A priority remains the need to address skills shortages for technicians and propulsion test specialists. We have secured funding from the government's Getting Building Fund to deliver phase one of the Disruptive Innovative Space Centre at Westcott, an important step in realising these longer ambitions.

Further actions include:

- Pursuing a 10-year plan with short-term action implementation to advance initial elements of the plan at pace including production capability at Westcott;
- Securing expertise and capabilities from sectors which are suffering in the current climate such as aviation and automotive to develop networks and further cluster activity;
- Using sustainable resource management to advance ambitions of green fuel technologies, particularly for sustainable aviation fuels.

Pinewood Studios: Creative & Digital

Pinewood Studios is a film and screen content facility of global significance. The Studios extends to around 1.5m sq ft of space and is the first-choice facility in the UK for inward investment film production as well as serving the UK film and high-end television market.

The Studios supports many businesses and jobs in the creative and digital sector at the site and through the extensive supply and skills chain. It is expanding its production space and capability under the Pinewood Studios Development Framework planning permission.

Pinewood Group Ltd as owners and operators of the site are preparing plans for implementation of the LEP proposed Screen Industries Global Growth Hub. The facility is part of the LEP Local Industrial Strategy and is carried forward into this recovery strategy to deliver:

- A major film-inspired studio 'experience' visitor attraction of international/national draw;
- Additional studio development;
- An educational training hub (alongside the National Film and Television School);
- A business growth hub for screen industries.

The creative and digital asset base in Buckinghamshire also includes the National Film and Television School in Beaconsfield (undergoing an expansion), the wider Wycombe/Beaconsfield/Marlow creative cluster and proposed Apple TV investment at the Aylesbury Woodlands site. An important strand and future strength of economic recovery is to build upon these assets with a target of being at the forefront of screen-based production particularly for the growing streaming sector.

There continues to be considerable demand for additional studio space and Buckinghamshire is well placed to provide the physical facilities and skills base to support growth.

Specific actions in support of recovery are:

- Supporting the proposed Screen Industries Global Growth Hub at Pinewood Studios;
- Supporting the NFTS Virtual TV and Games Academy;
- Supporting the development of a film-inspired studio experience at Pinewood (similar to the Warner Brothers Studio Tour – The Making of Harry Potter);
- Backing the Buckinghamshire Film Office with a dedicated film desk/support resource for the county;
- Backing opportunities for new studio development at Pinewood, Marlow and Halton.

Health and Social Care

The assets in the county include: the UK National Spine Centre at Stoke Mandeville, the county's position at the forefront of health and care integration, the location in the area of businesses such as Janssen/Johnson & Johnson and GE Healthcare, and the development of the Buckinghamshire Life Sciences Innovation Centre. There is the significant potential in developing a life-science innovation cluster in the south of Buckinghamshire capitalising on the access to the global gateway at Heathrow and the skills and academic research capabilities within easy access of Buckinghamshire.

The need for continued infection control had advanced the need to separate clinical, community and rehabilitation healthcare provision. In Buckinghamshire we have a unique opportunity as part of the integrated healthcare pathway to review and implement our public healthcare offer to make community facilities more accessible, to advance our position as a world leading centre for rehabilitation research and ensure better safety within our clinical healthcare settings.

There is an ambitious proposal for the Denham Health Technologies Campus in the south of Buckinghamshire. The campus, on a former landfill site, would provide state of the art facilities to enable businesses in the health care and life sciences sector, including start-ups and growing SMEs, to grow and contribute to economic recovery. Co-located buildings would encourage close collaboration, open innovation and cross-fertilisation of ideas. The campus would accelerate the commercialisation of life science research, apply treatments and technologies to real life and create a stronger and more resilient health care sector.

The proposed Buckinghamshire Health and Social Care Academy will be a centre of excellence in supporting the future health and care workforce in the county to develop the skills they need in a new era of digitally supported care. It will also support the growth of businesses in the health and care sector, filling skills gaps that research show is holding back productivity. This development has a key role to play in the response to the pandemic and lockdown. Digitally supported care is more important than ever and action to support high growth businesses, particularly through the piloting of how digital health data is used across an integrated healthcare system, will contribute to the economic recovery nationally and locally.

Silverstone Park and Tech Cluster

There is a significant opportunity for Silverstone Park and technology cluster to enable high tech crossovers between sectors and support for emerging technologies. This could be done through improved links between businesses and universities in Buckinghamshire and neighbouring areas. The potential of this has been demonstrated by the agility and resilience of businesses over the last six months. During the lockdown period, construction of the Enterprise Zone site continued at pace and a total of 270sq ft of new employment space will be available from the autumn of 2020, many of the companies moving into this new development have developed their new premises as good examples of Covid safe working environments and examples of their innovation should be shared across the Buckinghamshire construction and business communities.

The successful development of the Enterprise Zone means that it will be fully developed within the next five to seven years. We are now pursuing the expansion of the zone to include a 24ha site to the south of the circuit where development is planned to include additional high-quality commercial premises and facilities to expand the innovation, R&D and skills provision and to provide a greater focus on green growth linked to innovation through the advanced engineering sector. Continued development of the Silverstone enterprise zone and tech cluster will support economic recovery by providing up to 2,000 skilled jobs in new sectors such as electric vehicles, battery applications and automated vehicles providing opportunities in the supply chain across the surrounding regions and nationally.

This example of the benefits of developing a major technology cluster around a key economic asset should be considered elsewhere in Buckinghamshire with the potential to develop new technology hubs at strategic locations in the south of the county, such as Denham, within easy access of Heathrow and the M25 to capitalise on the changed relationship and increasing reluctance of workers to travel at peak times into London.

Mobilising the drivers of recovery

The drivers of productivity in the Buckinghamshire LIS were intended to support the exploitation of the economic assets and drive productivity and sustainable economic growth across Buckinghamshire. In the new context it is helpful to reframe these areas as the drivers of recovery. It is important to understand the impact on them of Covid-19, the lockdown and continued safety measures, and to be clear about how they can drive activity in the renew and rebound phase. Given the new context we have added two new drivers (vibrant town centres and green growth) which means the six drivers of recovery are:

1. The skills and inspiration revolution;
2. Digital infrastructure;
3. Commercialising innovation and enhanced business support;
4. Living labs;
5. Vibrant town centres;
6. Green growth.

In this section take each of the drivers of recovery in turn, highlight our ambitions in relation to them and describe their salience in the current context. In subsequent sections we explain their contribution to the recovery of rebound phases.

The skills and inspiration revolution

Our ambition is that Buckinghamshire companies will collaborate with education and training providers to provide local people with the aspiration and skills to work and progress in growing sectors. We are committed to supporting people who face barriers to entering and progressing in work and encouraging digital upskilling and provision of high-quality Labour Market Intelligence (LMI).

The differential impact of the pandemic on employment in different sectors strengthens the importance of employer engagement in the skills and labour market system. It also reinforces the

need to ensure that people have access to training to enable them to thrive in businesses that are most likely to grow in the new context.

In addition, there is the need to consider how greater flexibility can be provided in apprenticeship and training provision including the development of shorter courses and intensive training programmes particularly to allow people to transition into new career options. There is also the need for additional bridging post-graduate training opportunities to support people whose career paths may be temporarily blocked. The University of Buckingham have spotted this opportunity and are developing new Masters Programmes in Business Entrepreneurship to address this issue.

New thinking is required in the design and delivering of education and training, reflecting both the impact of continued social distancing and the need for provision to respond to the changing needs of employers and learners. Blended provision including both online and face-to-face learning has the potential to enable more flexible approaches reflecting the different needs and circumstances of learners and employers.

The plans for the development of each of our assets has a skills and inspiration revolution dimension, namely:

- The inspirational industry experiences planned at Pinewood and the expansion of the NFTS;
- An important objective of the Buckinghamshire Health and Social Care Academy is to inspire people of all ages in Buckinghamshire to work and learn in health and care;
- Plans for the expansion of the Silverstone Enterprise Zone include facilities for new education and training opportunities in green technologies;
- Industry specific training and demonstration facilities integral to the long-term development plans for Westcott to enable inter-University collaboration in R&D and to inspire the workforce of the future and fill skills gaps.

Digital infrastructure

We will put Buckinghamshire at the forefront of digital innovation by addressing digital connectivity bottlenecks and ensuring that digital requirements are treated as a basic requirement in all new developments.

Access to most modern digital infrastructure remains critically important to the future growth of all of our economic assets. We have secured funding from the government's Getting Building Fund to support our Rural Broadband Programme. It will deliver advanced fibre broadband to hard to reach communities and support community collaboration in the development of rural fibre networks.

The anticipated continuation of flexible working, including more home working than was previously thought possible, reinforces the need for high quality digital infrastructure throughout the county. Given the previous dependence of many communities on commuting to London and other places, Buckinghamshire is well placed to benefit from these trends, but it will do so only if modern digital infrastructure is in place.

In addition to the universal coverage provided by the fixed broadband programme we need to ensure that cellular connectivity is improved and Gigabit capacity is available at our main commercial sites, in town centres and across main transport hubs working closely with the England's Economic Heartland Programme. A new digital strategy for Buckinghamshire is being developed to cover these areas and also to address how digital skills can be developed and applied more effectively across the Buckinghamshire business community.

Commercialising innovation and enhanced business support

Our ambition is to stimulate business productivity, reduce business costs and commercialise innovation to support the growth of small and start-up businesses. This reflects the fact that Buckinghamshire is largely a micro firm economy, has a strong record of business start-ups and needs to grow its overall productivity.

Redundancies could create a new generation of potential entrepreneurs. The experience of many Buckinghamshire businesses has shown the value of being able to respond quickly to exploit the demand for new products and services. These opportunities plus the need for businesses to respond to factors such as more flexible ways of working highlight the importance of responsive, targeted business support. We will continue to work with government to secure investment in this priority to enable our Growth Hub to provide this and have already secured funding for a programme of Peer to Peer business support and leadership programmes complementing our existing package of support services which includes additional support for the visitor and hospitality sectors. The continued revenue funding for Growth Hub services will be essential in supporting new businesses to grow and thrive.

Living labs

We aim to develop an enhanced innovation ecosystem with close collaboration between the public, private, academic and community sectors. This will enable Buckinghamshire to drive commercial innovation at scale, particularly in the fields of health and social care and clean energy, and significantly contributing to the national target for investment in R&D.

The pressures on the health and care sectors are more intense than ever as is the impetus for action on climate change. Buckinghamshire now has the benefit of co-terminosity between the new Buckinghamshire Council, Buckinghamshire Healthcare NHS Trust, Buckinghamshire LEP and the Buckinghamshire College Group. The development of Aylesbury Garden Town provides an important opportunity to develop this approach and Buckinghamshire is already piloting a number of innovation initiatives as part of a programme supported by the ADEPT local authority network. We aim to build on these pilots at other locations as well.

Vibrant town centres

The vitality and distinctiveness of Buckinghamshire's town centres is an important feature of its attractiveness to current and future employees in businesses associated with our key economic assets. Covid-19 and the lockdown has accelerated trends in the retail sector that were already underway, and all the signs are that town centres face a period of continued and sustained change. In our largest towns the theatres have been closed for a significant period and are grappling with the impact of social distancing requirements. It is important that the wider cultural offer is developed to help compensate for this loss and that town centre management regimes are provided with the tools to use outdoor spaces more widely through licensing flexibilities and the improved provision of permanent events infrastructure.

Our ambition to strengthen this aspect of Buckinghamshire as a place is more relevant than ever. Imaginative solutions will be required to deliver this ambition in the context of accelerated and continued changes in the demand for space and services in town centres. There are, however, potential opportunities in the anticipated demand for more flexible workspaces and changing shopping, eating and leisure habits of people commuting less and working in the county more. There

is also considerable potential in the contribution of temporary and pop-up uses to, for example, deliver retail, cultural or culinary offers in more flexible ways.

New forms of collaboration and data sharing between businesses and other organisations based in town centres, landlords and property owners and investors will be increasingly important as will a more responsive and flexible approach to planning drawing on some of the proposals in the Planning White Paper.

The establishment of the Unitary Council has provided the opportunity for a better flow of ideas between town centre partnerships and Business Improvement District (BID) Companies and to enable towns to work collaboratively in their respective offers and to support the transformation of their high streets.

Green Growth

We are determined to use the economic reset required to respond to Covid-19 and the lockdown to ensure that we create the conditions for green growth. Our ambition is to support a world class economy in a county with a world class environment. The protection of our natural resources and the support for innovation to find new ways of delivering sustainable products and services should be at the heart of this recovery plan.

There is an important environmental dimension to each of our assets and drivers, including:

- The focus of the Silverstone cluster on decarbonisation and green technologies such as the prototyping and development of electric vehicles, battery applications and automated vehicles;
- Work to develop Buckinghamshire as a hub for the innovation in Green Hydrogen technologies with the potential to transform automotive and aviation fuel technologies;
- The efforts to protect the environment in and around Westcott;
- The importance of physical activity and access to a high-quality natural environment in our approach to health and care;
- The role of the skills revolution in equipping and inspiring people to work in the green economy;
- The contribution of digital infrastructure in reducing the need to travel and providing choice in working locations;
- The contribution of revitalised town centres with a new mix of uses to creating 15-minute places;
- The importance of business support in helping businesses to contribute to and benefit from green growth;
- Developing a comprehensive programme of Biodiversity Offsetting and connecting the Buckinghamshire Business Community to the work of the Natural Environment Partnership.
- The role of living labs in testing new approaches to sustainable living especially in the development of new housing and working spaces and in public transport provision;
- The ability to encourage retrofitting and drive sustainable new developments to build carbon negative solutions;
- Supporting our Growth Hub in delivering a Net Zero Buckinghamshire message across the programme of business engagement.

5. Renew

The Renew phase, the length of which is not clear, is a transitional one which will be critically important to the Buckinghamshire economy. It begins as businesses move away from the emergency support measures provided by Government and will need continued support to operate flexibly within their new reality, re-integrate their workforce, meet safety guidelines and spot and respond to new opportunities ahead of an effective vaccine being widely available.

This is a period in which unemployment is likely to increase. People are being encouraged to return to their offices and workplaces, but remote and agile working looks set to continue to be more important than it was six months ago. Other factors which will need to be addressed in this period include: the initial impact of Brexit; and continued pressures in the retail, hospitality and cultural sectors with particular implications for town centres.

The primary aim of the Renew phase of this action plan is to help build the resilience of the Buckinghamshire economy for future economic shocks. Historically Buckinghamshire's agile business economy has made it more resistance to economic downturns and the early indicators show that this may be the case once again. But the lockdown and Covid crisis has also highlighted how unprepared many businesses were to operate flexibly and identified how essential a comprehensive locally based and knowledgeable business support network is.

Our six drivers of recovery provide a framework for our proposed actions and interventions in the Renew phase.

The skills and inspiration revolution

Imperatives during the renew phase include helping people who are made redundant to acquire the skills required to return to work and ensuring that businesses have access to the skills they need to thrive in the changing economic context.

During the Renew phase we will:

- Develop peer to peer business leadership networks;
- Initiate Kickstart and Job brokerage programmes;
- Support the development of short term and bridging training and education opportunities;
- Establish a new Skills Hub website.

Digital Infrastructure

The quality of digital infrastructure is crucial to the productivity of Buckinghamshire businesses and to the ability of residents to work remotely.

During the Renew phase we will:

- Publish a new Digital Strategy for Buckinghamshire.
- Support commercial digital investment in our main business sites and town centres.
- Implement a Digital Broadband voucher scheme.
- Support businesses develop their digital resilience.

Commercialising innovation and enhanced business support

We will need to ensure that Buckinghamshire businesses are using government loans, support services and available grants wisely. To date, a total of 10,341 Buckinghamshire businesses have

received over £450m of government-backed loans to support economic renewal, we aim to work with those businesses to support this investment, develop leadership skills and to support future business growth.

Many businesses will face challenges in welcoming and supporting a returning workforce and in implementing new safety measures. Our Growth Hub will look to support businesses through this process by sharing best practice and by bringing together peer to peer networks of business leaders so that they can support the sharing of ideas and support measures.

We will work with the Department of International Trade and the wider business support network to assist Buckinghamshire businesses to forge new international relationships to ensure that they are less reliant on single supply chains or sales from a single international source.

The increase in patent applications over the past quarter has shown that the entrepreneurial spirit of Buckinghamshire businesses is still strong. Our Buckinghamshire Business First Growth Hub will be developing a new sharing platform to allow Buckinghamshire businesses to help support each other through the use of assets and equipment and we will be providing a greater focus on business start-up programmes aligned to the work of the redundancy task force.

Many Buckinghamshire businesses are already taking advantage of new market opportunities, we will be supporting and promoting these businesses as they develop the new products and services. In particular, we will work with those businesses that have benefitted from the Buckinghamshire Business Recovery & Investment Fund provided by Buckinghamshire LEP ensuring for example that those businesses are aware of staff recruitment incentives such as the recently announced Kickstart programme.

During the Renew phase we will:

- Maintain and develop the business support information service;
- Monitor and review the Buckinghamshire Business Recovery and Investment Fund to establish the relative impact of a “policy on” support programme of direct business investment.
- Seek to develop a new programme of business start-up packages

Living Labs

The significant housing development underway and planned for Buckinghamshire provides important opportunities to support remote and flexible working in the county.

During the Renew phase we will:

- Consider greater planning flexibilities for home working arrangements and for essential modifications to health and safety requirements in business premises.
- Seek to embed the living lab concept in the Devolution Submission for Buckinghamshire, particularly in new community housing delivery models and in intensive training programmes for growth business sectors.

Vibrant town centres

Early action is required to enable town centres to respond to the challenges facing the retail, hospitality and cultural sectors and the opportunities presented by more remote and agile working.

During the Renew phase we will:

- Establish Town Centre Task Forces to monitor retail changes and freedoms and licence flexibilities;
- Establish a Business Asset Sharing Platform for Buckinghamshire;
- Launch a Buckinghamshire Cultural Programme with a focus on accessible town centre initiatives.

Green Growth

It is important that the links between economic recovery and the response to climate change are established during the Renew phase.

During the Renew phase we will:

- Support innovative sustainable transport programmes including improved walking and cycling access and services within our town centres.
- Highlight and celebrate sustainability and net zero best practice through our Growth Hub programme
- Actively support innovative R&D collaborations between business clusters linking start-ups and SME's with larger businesses and public sector commissions

In order to support this activity and to lay the ground for an ambitious programme of activity in the Rebound phase we will use this phase to:

- Investigate opportunities for the Buckinghamshire Devolution Proposal;
- Prepare a submission for the comprehensive spending review;
- Develop and implement an economic recovery indicator evidence base.

6. Rebound

Many of the impacts of Covid-19, in terms of both challenges and opportunities, require a sustained response and new thinking. In this section we set out six propositions intended to respond to the long-term impact in ways that strengthen our economic assets and mobilise the drivers of recovery in Buckinghamshire.

We will deliver sustained action to address barriers to employment and enable people to acquire new skills to help Buckinghamshire residents and businesses to prosper in the face of long-term economic changes.

At this stage the long-term economic impact of the pandemic and the lockdown are not clear. It is likely, however, that the differential impact will continue with some sectors shrinking and others expanding. It is also likely that groups such as young people, older workers and people from disadvantaged communities will face disproportionate challenges. We will ensure that education and training providers in Buckinghamshire collaborate closely with employers and business support organisations to ensure that we respond rapidly to the changing needs of businesses and residents, making best use of government programmes such as the Kickstart scheme.

Two of our economic drivers are key to delivering this proposition – the skills and inspiration revolution and enhanced business support – and, as set out above, our plans for the development of each of our significant assets includes activity to inspire interest in working in the sector concerned.

We will develop new training and skills facilities including the Buckinghamshire College Group Estate and the Buckinghamshire Health and Social Care Academy.

We will ensure the infrastructure is in place to enable flexible and remote working for Buckinghamshire's businesses and residents.

Buckinghamshire's economy is dominated by small and micro businesses. Over the last six months many Buckinghamshire residents who previously commuted to London and elsewhere have worked from home. It looks very likely that one of the long-term impacts of the lockdown will be more flexible working with more people working remotely for at least part of the time. This has potential benefits for Buckinghamshire with more time and money spent locally. Action is required to capitalise on this development including delivering the county's ambitions for improved access to high quality broadband and enabling the provision of flexible workspaces to provide an alternative to working at home, commuting or investing in commercial premises.

We will actively support sustained collaboration between businesses and between businesses and anchor institutions in Buckinghamshire to enable recovery and economic growth.

In the current climate collaboration is more important than ever. Many of successes of the last few months are attributable to new forms of collaboration between businesses and other organisations. The development of the Buckinghamshire Health and Social Care Academy exemplifies this. It involves a partnership comprising the Buckinghamshire Health Care Trust, Buckinghamshire New University, Buckinghamshire Council, Buckinghamshire LEP, the GP Federation, Health Education England and the Universities of Buckingham and Bedford.

This type of collaboration will continue to be important given the need to respond to, for example, the different impacts on different sectors, far reaching changes to town centres and potentially long-term shifts in how and where people work. The future strength and impact of each of our assets depends on even better collaboration between businesses, education institutions and other organisations as does the effectiveness of our drivers of recovery.

The creation of a new single council for Buckinghamshire will help to create the conditions for greater collaboration. The LEP, whose board brings together business, higher and further education, and the council, also has crucial role in delivery this proposition. A first step, potentially as part of a devolution proposal, should be to speedily review the extent of collaboration in relation to the assets and drivers in order to identify any areas which require attention, under-utilised assets and community infrastructure or examples of good practice which could be replicated elsewhere.

We will also explore the potential of a Southern Buckinghamshire development zone specialising in the development of green hydrogen production for the aviation and automotive sectors.

We will exploit the opportunity to apply the Living Lab concept in Buckinghamshire.

This is a period in which innovation is critically important economically and socially. There are significant opportunities, for example, to explore the use of new technologies in new developments to enable more health and care to be provided to people's homes and to support flexible working and learning. The major development taking place in Aylesbury Garden Town provide a unique opportunity to apply this principle in practice, taking advantage of the area's economic assets, particularly the med tech sector.

We will enable the repurposing and new uses of commercial and business premises particularly in town centres.

Responding to the medium- and long-term impacts of the pandemic and lockdown will involve new uses for existing buildings and premises. Enabling this to happen as quickly as possible is important in relation to the continued vitality of town centres and the ability businesses and individuals to work in more flexible and agile ways. The council, the property sector, businesses and entrepreneurs all have an interest in delivering this. Flexibilities of the type proposed in the Planning White Paper can help. Critically important, however, will be new vehicles for collaboration between the different organisations and people involved.

Collaboration between town centre task forces and alignment and expansion of existing regeneration plans such as those underway as part of the High Wycombe Town Future High Street Bid and the regeneration proposals in Aylesbury and Chesham will need to reflect the changing mix of working, home and social trends that the pandemic has advanced. This will include developing town centre housing and key worker housing linked to new community and business hubs.

We will maintain the momentum in our action to mobilise Buckinghamshire's economic assets.

The next stages in the development of our four internationally significant assets include:

Westcott Space Cluster

- Developing and securing funding for the phased development of the Westcott 10-year action plan.

Pinewood Studios: Creative and Digital

- Supporting the development of the Pinewood and NFTS Creative Hub and the expansion of film studio space in Buckinghamshire including the Screen Industries Growth Hub and the International Pinewood Studios Experience visitor attraction.

Health and Social Care

- Undertaking a review of the health and care public estate to provide greater separation between clinical, research and community health provision.
- Supporting the development of the Denham Health Technologies Campus.

Silverstone Park and Tech Cluster

- Investigating the potential for an extension of the Silverstone Enterprise Zone and the Green Technology Development Hub.

7 Action Plans

Renew Phase

| Action | Lead Organisation | Partners | Resources Available/Required | Current Status |
|---|--------------------------------|---|--|--|
| Investigate opportunity for Buckinghamshire Devolution Proposal | Buckinghamshire Growth Board | Buckinghamshire LEP, Buckinghamshire Business First, Healthcare Trust | Consultancy Support secured in support of initial submission | Initial outline submission in development, for potential dialogue with Government in Autumn 2020 ahead of White Paper publication. |
| Prepare Submissions for Comprehensive Spending Review | Buckinghamshire Growth Board | Buckinghamshire Council, Buckinghamshire LEP | In house Resources being used – new Strategic infrastructure tool in development | Outline programme in development for Buckinghamshire Growth Board submission late September 2020. |
| Develop New Peer to Peer Business Leadership Networks | Buckinghamshire Business First | Buckinghamshire LEP / BEIS | BEIS Funding Secured | Funding secured from BEIS, first cohorts under recruitment to commence in September 2020. |
| Establish Town Centre Task Force Network to monitor retail changes and freedoms and licence flexibilities | Buckinghamshire Council | Town Councils, BID Companies | HMCLG Funding Secured. High Wycombe High Street Bid to be submitted Autumn 2020 | Underway – government funding secured, individual Town plans including licensing and safety measures including road closures, walking and cycling strategies in development. |
| Implement Digital Broadband Voucher Scheme | Buckinghamshire LEP | Buckinghamshire Council | Better Building Fund £710k secured | Awaiting release of funding – to be added to existing Connected Counties programme for delivery early 2021. |

| Action | Lead Organisation | Partners | Resources Available/Required | Current Status |
|--|--------------------------------|--|---|--|
| Initiate Kickstart & Job Brokerage Programmes | Buckinghamshire Skills Hub | DWP / Buckinghamshire Business First / Business Clusters / Intermediaries Screen Skills | Govt Funding available if network of suitable size identified DWP funding sought | Govt Guidelines released September 2020 – BBF investigating level of commercial demand. Pilot brokerage programme between Pinewood Group and Screen Skills for Aviation Industry in development and looking to secure DWP investment as a national pilot. |
| Monitor & Review Buckinghamshire Business Recovery & Investment Fund | Buckinghamshire Business First | Buckinghamshire LEP | In House | Initial interim review to be undertaken January 2021 full review July 2021. |
| Develop and Implement Economic Recovery Indicator Collection | Buckinghamshire LEP | Buckinghamshire Business First, Buckinghamshire Council, LEP Network, ONS | N/A – to be developed within existing resources | National Indicators agreed with LEP Network - initial collection underway, working with ONS on more regular release of data. |
| Support development of programme of short-term and bridging training and Education opportunities | Buckinghamshire Skills Hub | Universities, Colleges & Training Providers | TBC/DFE | Skills Action Plan review, funded by DFE, to be completed by April 2021 University of Buckingham Establishing new short- term BNU reviewing higher level apprenticeship programme to meet current needs. |
| Maintain and develop business support information service | Buckinghamshire Business First | Business Support Providers network including Innovate UK, DIT, Enterprise Advisor Network, British Business Bank | Core Growth Hub Funding | Develop and expand current Covid-19 one stop shop for business support, advice and funding information. Extend range of services and support available for start-up programmes. |

| Action | Lead Organisation | Partners | Resources Available/Required | Current Status |
|--|--------------------------------------|---|--|--|
| Establish new Skills Hub Website | Buckinghamshire Skills Hub | Buckinghamshire Business First, Buckinghamshire LEP and Buckinghamshire Council | Skills Hub Funding available for core site - additional funding being sought for full implementation | In development – to be completed by Autumn 2020. |
| Consider greater planning flexibilities for home working arrangements and for essential modifications to health and safety requirements in business premises | Buckinghamshire Council | | TBC | Potential for response to Planning White Paper. Potential focus for Devolution Proposal. |
| Support development of sustainable transport proposals | Buckinghamshire Council | Town Councils | £500k DfT funding secured as part of Active Travel Programme | E Bike Loan Pilot in operation as part of ADEPT programme for Aylesbury-Waddesdon Greenway. Potential for E-Scooter Pilot in Wycombe Area. Development of accessible walking and cycling network via quiet way routes in main settlements. |
| Establish Business Asset Sharing Platform for Buckinghamshire | Buckinghamshire Business First | | LEP Funded as part of Recovery Fund | Proposals in development, proposed implementation Spring 2021. |
| Buckinghamshire Cultural Programme | Buckinghamshire Cultural Partnership | Rothschild Foundation, Buckinghamshire Council, Buckinghamshire LEP | TBC / Arts Council Funding | Development of Festival 22 Opportunities in Buckinghamshire to provide alternative cultural offer beyond traditional venues. |
| Buckinghamshire Biodiversity Programme Development | Natural Environment Partnership | Chilterns AONB, Buckinghamshire Council, Landowners | Developer Contributions | Adoption of Buckinghamshire Biodiversity offsetting programme and development of natural environment package based on established mapping of current assets and shortfalls. |

| Action | Lead Organisation | Partners | Resources Available/Required | Current Status |
|--------------------|---------------------|-------------------------------|------------------------------|---|
| Economic Modelling | Buckinghamshire LEP | BBF / Buckinghamshire Council | Within Existing Funding | To commission place-based recovery modelling from the end of 2020 to review pace and sectoral make up of local economic recovery to support a developed baseline measurement. |

Rebound Phase

| Action | Lead Organisation | Partners | Resources Available/Required | Current Status |
|--|---|--|---|--|
| Develop & Secure Funding for phased development of Westcott 10 Year Action Plan | Satellite Application Catapult / Westcott Space Board | Patrizia, Buckinghamshire LEP, UK Space Agency | Initial £2m secured through Better Building Fund – Part of CSR Proposals | 10 Year Plan developed, and business plan independently assessed – ready for CSR proposal Autumn 2020. |
| Investigate potential for Extension of Silverstone Enterprise Zone Site & Green Technology Development Hub / Further Enterprise Zone Expansion | Buckinghamshire LEP/BRDC | MEPC, Buckinghamshire Council | £5m land – Part of CSR Proposal | Initial landowner discussions underway, development proposals being initiated by the British Racing Drivers Club. Advanced development of Aylesbury Woodland Site once planning approval secured. |
| Support Development of Pinewood & NFTS Creative Hub and Buckinghamshire wide support and expansion of film studio space. Including the: <ul style="list-style-type: none"> • Screen Industries Global Growth Hub; • International Pinewood Studios Experience. | Pinewood Studios | Buckinghamshire LEP / Buckinghamshire Council | Private Investment £2m from Getting Building fund for NFTS Expansion | Outline proposals in development, Getting Building Fund £2m secured for expansion of NFTS Site, confirmed Apple TV Investment in Aylesbury Woodlands. Buckinghamshire Film Hub / Bureau to be developed as part of initial renew phase. Opportunity to consider RAF Halton Masterplan Options. |

| Action | Lead Organisation | Partners | Resources Available/Required | Current Status |
|--|---|---|---|--|
| Undertake review of Public Estate in particular Healthcare Estate to provide greater separation between clinical, research and community health provision | Buckinghamshire Council / Buckinghamshire Healthcare Trust | Buckinghamshire LEP / BA Universities | TBC | Buckinghamshire Healthcare Trust undertaken review of Current Estates Strategy incorporating business case for new community healthcare facilities in Aylesbury. |
| Investigate potential of Southern Buckinghamshire development zone specialising in the development of Green Hydrogen production for aviation and automotive sectors. | Bosch | Silverstone Technology Cluster, Heathrow Airport, Westcott Space Cluster | TBC | Initial concept development & local pre planning discussions underway. Consortia to be developed to advance concept proposals and develop business case for national investment. |
| Development of new training and skills facilities including Buckinghamshire College Group Estate and development of Buckinghamshire Health and Social Care Academy | Buckinghamshire College Group Buckinghamshire New University | University of Buckingham University of Bedfordshire Buckinghamshire LEP | TBC – Part of CSR Submission | Preferred site identified for new college facilities in High Wycombe. Business Case Prepared for Health and Social Care Academy Capital Investment, operational and governance structures already in place. |
| Development of a Health Technologies Campus in the South Bucks Area | Private Sector Led Proposals | TBC – Potentially GE / Epilepsy Society | TBC | TBC – Pre-planning proposals shared for potential site in the Denham area. |
| Development of key worker / town centre housing programmes linked to community / business hubs | Buckinghamshire Council | Landowners | TBC – Part of Potential Devolution Submission | Potential role for existing or new local development vehicle. |

| Action | Lead Organisation | Partners | Resources Available/Required | Current Status |
|---|--------------------------|--|-------------------------------------|---|
| Development of 5G network expansion within Buckinghamshire | Buckinghamshire Council | Buckinghamshire LEP / EEH/ BBF | TBC – Part of Devolution Submission | 5G Pilot at Westcott, developing proposals for improved connectivity via East West Rail Infrastructure |
| Improve Integrated transport connectivity linking new initiatives including East West Rail Hubs, Heathrow Airport and Chiltern Line Rail Stations to major employment sites | Buckinghamshire Council | EEH/ East West Rail Co / Universities / Buckinghamshire LEP/MEPC | TBC | <p>LEP Funded Sustainable transport corridor already in place from prospective Winslow Station, potential to develop as part of integrated transport network to Silverstone Enterprise Zone</p> <p>Sustainable transport access plan in development to improve access to Heathrow Airport</p> |