

Aylesbury Vale Local Delivery Vehicle

Delivery 2031

Strategic Delivery Plan & Business Plan

2004-2006

“Aylesbury Vale... a great place to grow”

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Introduction

1. This report sets out the context to the development of the Aylesbury Vale Local Delivery Vehicle (LDV) and the first Strategic Delivery Plan and first Business Plan for the Company. This has been prepared having regard to the guidance and comments received from Government on the arrangements for the LDV and the key partners and agencies involved locally.
2. There are a number of core reference documents that have helped to inform and shape the first Strategic Delivery and associated business plan including:
 - ODPM's Sustainable Communities Plan
 - Regional Planning Guidance
 - Milton Keynes and South Midlands Sub Regional Strategy
 - Panel Report on Milton Keynes and South Midlands Sub Regional Strategy
 - Economic Development Strategy for Aylesbury Vale (based on Roger Tym report)
 - Vibrant Aylesbury Vale – A Vision for the future

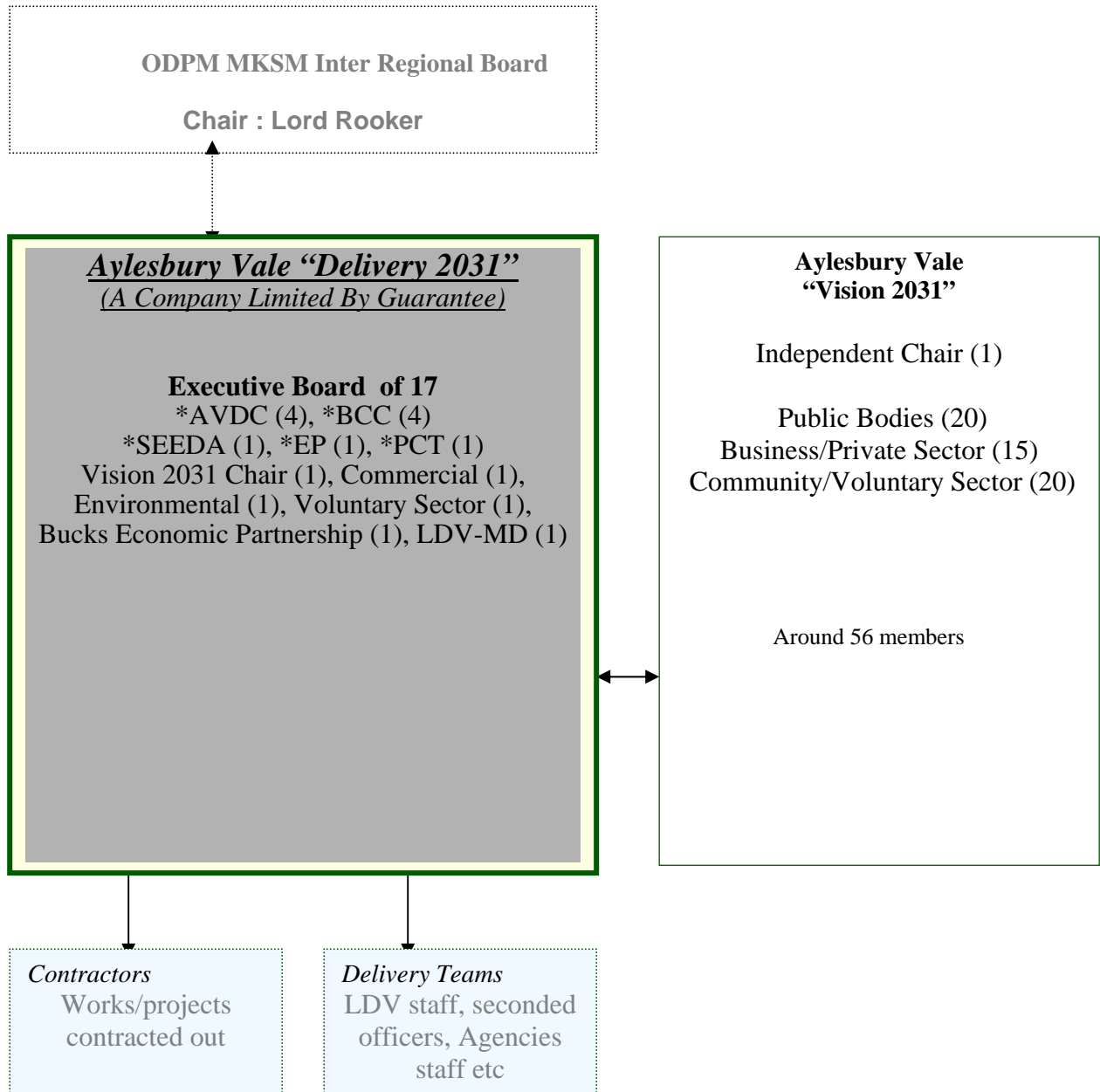
For a full list of the core reference documents see appendix 1.

Context

3. The Aylesbury Vale Local Delivery Vehicle - Delivery 2031 – has been formed in response to the Government’s Sustainable Communities Plan, published in February 2003. This identified Aylesbury Vale as part of one of the four areas designated for significant growth in the South East over the next 30 years. Aylesbury Vale lies within the wider Milton Keynes and South Midlands growth area (MKSM) and covers Northamptonshire, Milton Keynes, Aylesbury Vale and Bedfordshire – see appendix 2. A new inter regional board has been established to help address the strategic issues and implementation across the MKSM growth area and a diagram showing this structure is attached as appendix 3.
4. The Sustainable Communities Plan outlines the way in which the Government intends to facilitate the delivery of higher levels of growth in housing, employment and related community facilities and infrastructure. The concept of all growth being sustainable is an important requirement for both Government, local partners and the community.
5. The Office of the Deputy Prime Minister, the lead for the Sustainable Communities Plan, has required new structures to be established in order to meet these challenges. Local Delivery Vehicles are being established in the growth areas; their form depends on the circumstances of each growth area. For Aylesbury Vale, it has been agreed that a separate legal entity in the form of a Company Limited by Guarantee is the appropriate approach. This model of LDV will establish Delivery 2031 as the lead development delivery body charged with ensuring the sustainable housing, economic, social and environmental regeneration and growth of the area, with the statutory planning and other functions remaining with the local authorities. The Company, Delivery 2031, was formed in October 2004, with a Board as detailed in Appendix 4. The Managing Director has also been appointed and commences with the Company in January 2005.
6. The Government generally require that 6 benchmarks are met by an LDV: it is a single purpose body; has power to assemble land; has power to capture development values; has control of plan making and development control where necessary (and for the avoidance of doubt this is not the case for the Aylesbury Vale LDV – as planning powers are still with the local authorities); has the ability to raise large scale long term funding and has transparency and accountability.
7. The key role therefore for Delivery 2031 is to enable the delivery of all the growth development components (housing, employment, infrastructure, health and community facilities) and that these are provided at the right time and to the right quality and standards. It is not intended for Delivery 2031 to duplicate or complicate existing structures and activities, but to identify any constraints to, or gaps to achieving the levels of growth envisaged and a method of overcoming these gaps. To overcome these gaps, the LDV may act as a facilitator and, in some instances, intervene directly.

LDV Structure

8. Following the announcements about the Sustainable Communities Plan in 2003, arrangements were put in place to create a broader stakeholder body – Vision 2031 alongside the Local Delivery Vehicle. The diagram below identifies the overall structure and relationship between the two bodies.



9. The LDV has been established in the form of a Company Limited by Guarantee, with five Member Organisations, Aylesbury Vale District Council (AVDC), Buckinghamshire County

Council (BCC), English Partnerships (EP), South East England Development Agency (SEEDA) and the Vale of Aylesbury Primary Care Trust (PCT). These five organisations in effect own the Company but it is run by a board of 17 directors, who operate in the context of the Members' Agreement and the Articles of Association and general company law.

10. In developing the proposals for the LDV, the five owner organisations wanted to ensure that there was a broader input and ownership of the issues the LDV would be addressing from other key agencies. This is how a Board Membership of 17 evolved, which includes representation from the key statutory agencies involved with creating sustainable communities, together with representatives from other interested parties from the broader community, voluntary, business and environmental sectors.
11. The 17 Board Members are: AVDC (4); BCC (4); SEEDA (1); EP (1); PCT (1); the Managing Director of the LDV (1); Buckinghamshire Economic Partnership (1); Chairman of Vision 2031 partnership (1); Sustainable Environment representative (1); Voluntary Sector representative (1) and a Business Community representative. The sector representatives are elected from the Vision 2031 partnership, and the Chairman of Vision 2031 elected by the Vision 2031 membership also has a seat on the Board. In addition there are a number of organisations that have the right to Observer status on the Board, for example, Government Office for the South East. The Board will meet at least five times per year and will establish other working arrangements to pursue outcomes as necessary, as well as ensuring it complies with company law. The current Board of Directors are detailed in Appendix 4.
12. In addition to the Board, the LDV's business plan envisages a small staff comprising a Managing Director and up to three other members of staff. The LDV will be established in separate offices in Aylesbury but will need to work closely with the LDV partner organisations to achieve its objectives.
13. The Vision 2031 partnership held its first meeting in March 2004, where the nominees for the sector representation on the LDV board were identified alongside the Chairman of the Vision partnership. The role and function of Vision 2031 are set out as appendix 5.
14. The work of both the LDV and Vision 2031 is being set in the context of the Vision for a Vibrant Aylesbury Vale. The Vision 2031 partnership is in the process of developing the new Community Plan for the district to deliver this vision. Delivery 2031 will make a crucial contribution to delivering the Vision.

Objectives

15. The LDV Board has agreed that the following objectives for Delivery 2031:

AYLESBURY VALE DELIVERY 2031 OBJECTIVES
1. To drive the agreed growth for the sustainable and holistic development of the Milton Keynes and South Midlands (MKSM) Growth Area for Aylesbury Vale, in keeping with the nationally, regionally and locally agreed vision and strategic plans, using where appropriate the Parties' land assembly, investment and planning powers to create confidence and stimulate private investment.
2. To develop a strategy to encourage economic growth and job creation, supporting growth of existing businesses, inward investment and to co-ordinate all necessary economic development, skills strategies and marketing promotion in support of its delivery.
3. To ensure that new housing developments have the right mix of affordable housing, and are sustainable, fully meet community needs and delivered within a best urban design framework.
4. To co-ordinate the delivery of, and as appropriate to deliver, local infrastructure in co-operation with statutory providers.
5. To capture and use funds from any increase in land values in development areas to help provide further infrastructure or relevant community benefit (alongside the use of s106 agreements and any other income sources)
6. To make payments to suppliers of infrastructure in exchange for binding commitments to deliver, as well as seeking such commitments without payment through a partnership approach, and as backed by the MKSM Inter Regional Board.
7. To ensure that strategies are in place at an early stage to deal with any assets created by the LDV in terms of future ownership and management arrangements beyond the life of Delivery 2031.
8. To fully support, as individual organisations and as Executive Members of the Executive Board, effective and timely plan-making (for example, via the Local Development Framework / Documents).
9. To work alongside the LDV for the Milton Keynes Urban Development Area (MK-UDA) and other relevant LDVs mutually supporting the delivery of each other's objectives.
10. To support the formation and functions of Vision 2031.
11. To obtain sufficient funding for the Company to resource the activities of the Company and to use and apply such funding appropriately in furtherance of the Objectives.

Current Development Position

16. Emerging regional planning guidance indicates the level of growth up to 2021 for Aylesbury Vale is 14,100 additional dwellings and 12,690 jobs (information from the MKSM Panel report). The LDV's Strategic Plan will be updated once the final RPG has been issued in 2005. The most significant issues and recommendations from the Panel's report in relation to Aylesbury are:

- Aylesbury is confirmed as one of the growth locations in the Milton Keynes & South Midlands area (although at the time of the Public Examination, concerns were expressed about the apparent absence of a clear future vision for the town).
- Overall 14,100 dwellings should be provided (a reduction in 750 from the original proposals), but the Panel has extended the time period within which these should be delivered from 2016 to 2021. For Aylesbury this would represent an expansion of some 55% from the town's 2001 size of around 26,000 dwellings.
- The specific locations for growth indicated on the maps in the draft Sub-Regional Strategy should not be included, such matters being for the forthcoming Local Development Framework to determine, which the District Council is required to prepare.
- Transport issues affecting the town and its future development options should be explored in more depth.
- Appropriate arrangements will need to be defined for monitoring the provision of this scale of housing against a net growth in jobs of 635 per annum over the period 2001/2021 – a total of 12,690.
- The need to urgently resolve the waste water management issues is highlighted.

17. The report also includes some specific suggestions on activities for the Local Delivery Vehicle:-

- High-quality radial bus corridors: the Panel considers it essential for the LDV to ensure that resources are made available to complete the whole system as soon as possible in order to provide effective alternative travel opportunities to the town's fast-growing population (paragraph 8.17).
- The LDV should seek to develop the business case to extend the Chiltern Line from the terminus at Aylesbury northwards to Berryfields, and seek to deliver this in 2006-2011 (paragraph 8.18).

18. Apart from the advantage of having a good local partnership in the form of both Delivery 2031 and Vision 2031, Aylesbury Vale's future has three distinct advantages:

- All the development land lies within one district (AVDC) and within one County (BCC). Within Aylesbury Vale the majority of the initial growth is focused on one town: Aylesbury.
- Current Local Plan proposals have identified housing growth up to 2011 and work is already underway in developing these areas.
- As a result the initial focus of activity can be on marketing and economic development to support jobs-led growth, as well as monitoring and ensuring the delivery of proposed housing growth.(see appendix 6)

19. Aylesbury Vale’s future has three main general disadvantages:

- There is a current lack of identified capital to pump prime up-front infrastructure, particularly; to support sustainable development and; to deal with development “showstoppers” such as major electricity, sewage treatment, flood prevention, affordable housing or road schemes.
- Government grant regimes also mean that revenue support lags some years behind population growth.
- A current lack of identified capital to make initial land purchases to assist land assembly.

20. Aylesbury Vale will need to see dwellings and employment areas developed, infrastructure provided in good time, together with economic and community support and development measures in place.

21. A large proportion of the dwellings needed up to 2016 are already built, planned or have likely locations known. Some 40% need to be affordable/low cost market housing and a key challenge is therefore ensuring that both adequate funding from the “public purse” is available to deliver this and that appropriate new local job opportunities are available. The ability of the housing industry to deliver this number of houses, and the market to buy them, will be tested as the average housing completions rate will need to be significantly higher than recently. Intervention to stimulate the market, for example by attracting new employment, by bringing more housing land more quickly onto the market may help achieve better building rates. See table 2 below for more detailed information.

22. A major employment site has been identified at Aston Clinton for the period up to 2011 and additional allocations for employment use are likely to be required for the period 2011 – 2016.

TABLE 2: HOUSING & JOB CREATION INFORMATION

(Figures for the Vale as a whole)

Housing Information up to 2011

We need to provide 8100 dwellings up to 2011. Existing commitments and completions account for 1936 of these and we can also allow for 1345 to come from “windfall” sites. The balance of 4,800 is allocated in the recently adopted Local Plan. The key focus is two major development areas to the north of the town at Berryfields (1850 dwellings) and Weedon Hill (850 dwellings); with town Brownfield sites (1175 dwellings). The balance comes from other allocated and Brownfield sites in the rest of the District.

Housing Information 2011 up 2016

The RPG draft indicates that there are approximately 7,900 additional dwellings needed for the period 2011 up to 2016. 1150 of these can be allocated to the second part of the Berryfields development and the remaining 3,750 will need to be found within Aylesbury; a further 500 across the rest of the Vale and 2,500 for the MK overspill within the Aylesbury Vale area.

Housing Information 2016 to 2031

2001-2031 - Original Long-term MKSM Sub-regional Growth Proposals
NB These figures will include the AVDLP & Emerging RPG9 proposals detailed above

- Aylesbury Vale – between 26,000 & 31,000 dwellings and between 22,000 & 28,000 jobs (excludes any Milton Keynes “overspill”).
- Milton Keynes – Between 59,000 and 71,000 dwellings and between 55,000 & 71,000 jobs, of which between 15,000 & 28,000 dwellings would be located within Aylesbury Vale.

The original MKSM Growth Area proposals assumed most overspill from Milton Keynes came into Aylesbury Vale District Council’s area. The long-term housing targets for Milton Keynes and Aylesbury Vale will be taken forwards to 2026 by the South-East Plan emerging from SEERA during 2004/5.

Housing completion rates

The recent previous housing completions rate has averaged 710 per year, with a maximum in 1998 of 945 per year. The new build rate needed from now to 2016 will need to be an average of 973 per year (excluding MK overspill).

Job Creation Rates

For the period 2001- 2021 a net growth of 12,690 jobs need to be secured – an annual increase of 635 every year over this period.

How are we to plan ahead and achieve sustainable development.

23. The following list better defines sustainability in terms of Aylesbury Vale’s growth:

- To enable a good quality of life
- To plan well-ahead, beyond normal political horizons

- To drive balanced economic growth and the need to grade more jobs within the town to avoid outward commuting
- To manage and enhance the environment
- To integrate growth components (e.g. utilities) and local, regional and national strategies
- To achieve local commitment and consensus
- To reduce risk, create certainty but not inflexibility
- To engage people in the process and ensure social inclusion in the outputs
- To set targets and quality standards
- To monitor outcomes

24. The Local Plan for the Vale adopted in January 2004 allocated the majority of the housing and employment sites needed up to 2016. It is suggested therefore that the immediate work of Delivery 2031 is best focused on:

- Fully establishing the LDV
- Gathering key information on population trends, housing and employment needs to ensure the LDV is taking action based on a clear assessment and evidence of need
- Developing an overall “masterplan” to ensure the overall Vision for the Vale is achieved, picking up on the issue raised in the MKSM panel’s report
- Progress an economic development strategy to encourage existing businesses to expand and new businesses to invest, thereby expanding the job opportunities available
- Develop and implement a co-ordinated marketing and promotion strategy for the Vale as a business location
- Delivery of major projects, to include: the Aston Clinton MDA, regeneration of older industrial/employment sites, assessment of future transport infrastructure needs and action to meet this and, wider environmental improvements projects
- Identifying/reviewing initial long-term housing and employment broad locations, transport and other infrastructure needs and locations, showstoppers and refining future infrastructure costs and identifying/securing funding streams

25. The Roger Tym Report for Aylesbury Vale identifies similar early priorities:

Table 3: The Roger Tym Report (May 2003 for SEERA, GOSE and BCC)
➤ The need for additional programme funding from central government for transport, community facilities and affordable housing
➤ The need to implement the southern distributor road in advance of any potential s106 contributions
➤ The requirement to promote urban renaissance and attract inward investment
➤ The need to constitute a focused delivery agency

Predicting the level of infrastructure development required

26. The estimates of infrastructure costs vary considerably. An indication of the main projects that have been identified through existing studies at a regional level is found below. These will need to be checked, verified, refined, added to and more accurately costed.
27. Whilst the latest predictions of need are estimated at up to £490m, given the scale of cost of some of the works now being refined this seems too low. For example electricity and sewage treatment costs alone are in the order of £125m (see note ¹ below) but the predictions only assume £55m. The likely full costs of a southern distributor road (if agreed) together with major road schemes to better link Aylesbury to the Thames Valley and Oxford are also not fully accounted for in the estimates. Infrastructure costs are now unlikely to be less than £600m.

TABLE 4 : DETAILED INFRASTRUCTURE COST PREDICTIONS		
Identified Infrastructure Cost	RPG⁴	Roger Tym⁴
Education, Health, Sports, Police, Social Services etc:	£214m	£260m
Utilities ¹ (Electricity, gas, water, sewage etc):	£44m	£55m
Local Transport ² (excludes Part A ³ for RPG)	£28m	£31m
Affordable Housing	£125m	124m
Urban Town Centre renaissance		£20m
SUB TOTALS	£411m	£490m
<i>Note ¹: Some known utilities needs</i>		
The need for an electricity switch/supply station EDF estimate at about £25m		
There will be a need for a new sewage treatment centre (Thames Water guesstimate £100m)		
There will be a need for a comprehensive flood prevention/SUDS		
<i>Note ²: Local Transport Cost (£28m identified above in RPG) includes:</i>		
Bus station priorities Public Transport Hub (LTP funding application £10m approx)		
Quality Bus priority corridors (Up to 6, at £500k each from LTP/Developer funding)		
New Rail station and interchange at Winslow interchange (estimate £2m)		
New Rail station and interchange at Berryfields interchange (estimate £1.8m)		
Southern Distributor Road: Aston Clinton A41 to Lower Road / A4443 / A418		
<i>Note ³: Transport (Part A)</i>		
East/west rail Bedford-Bletchley-Aylesbury Link-Oxford (approx £65m)		
West Coast Mainline upgrades (national funding)		
M1 widening (national funding)		
Aylesbury to MK Road (A418/A4146 improvements/dualling) in LTP bids incl. Stoke Hammond to Lindslade west bypass LTP earmarked ~£42m, Wing / Bierton / Rowsham bypasses, Bierton to A41 bypass.		
A421/A428 Improvement/dualling (Tingewick to MK 18km)		
<i>Note ⁴: Prediction studies</i>		
The two cost columns are as found in the Regional Planning Guidance (RPG) papers and in the Roger Tym May 2003 report (for SEERA,GOSE and BCC).		

Potential sources of funding for development

28. Income will be needed to both pay for infrastructure that private development will not sustain and to provide for up-front infrastructure.
29. Standard developer contributions will not be able to cover all the costs, nor in a timely manner. New ways of financing projects [such as Public Private Partnerships (PPP), Public Finance Initiatives (PFI) and/or Strategic Land Infrastructure Contracts (SLICS)] may help but will not provide all the funding needed. The LDV itself is unlikely to have access to significant capital funds (although it has requested funding for an “investment fund”). Essentially Government funding will be needed, either directly to the LDV or via current funding streams (e.g. SEERA, EP, Local Transport Plan/LTP, SRA, NHS etc).

TABLE 5 : POTENTIAL FUNDING FOR INFRASTRUCTURE AND OTHER DEVELOPMENT

<i>Infrastructure</i>		<i>Funding Sources</i>
<i>Employment development</i>		ODPM
<i>Market Position</i>		ODPM/Dft
<i>Job creation</i>		DfES
<i>Skills Training</i>		Private South-East England Regional Development Agency
Transport	Trunk Roads	Department of Transport Office of the Deputy Prime Minister Private Finance Initiative Public Private Partnership
	Local Roads	Local Transport Plan Private Finance Initiative Public Private Partnership Section 106 Developer funding
	Rail	Private Finance Initiative Public Private Partnership Local Transport Plan Train Operating Companies Strategic Rail Authority Section 106
	Bus	Local Transport Plan Public transport operators Section 106
Education		Local Education Authorities Section 106 Colleges/Universities Private Finance Initiative Public Private Partnership
Secondary Health		National Health Service Private Finance Initiative Public Private Partnership Section 106
Primary Health		National Health Service (Lift) Private sector funding Section 106

TABLE 5 : POTENTIAL FUNDING FOR INFRASTRUCTURE AND OTHER DEVELOPMENT	
<i>Infrastructure</i>	<i>Funding Sources</i>
Community facilities	Aylesbury Vale District Council Bucks County Council Section 106
Arts, sport and leisure, culture, greenspace	Private/voluntary sector Grants Private Finance Initiative Public Private Partnership Lottery Section 106
Affordable housing	Housing Corporation Registered Social Landlords Section 106 Private sector Co-operatives English Partnerships
Market housing	Private sector Low Cost Market Housing - Section 106
Utilities	Utilities companies/customers and developers South-East England Regional Development Agency English Partnerships via Strategic Land Infrastructure Contracts Office of the Deputy Prime Minister

The Main Task Areas for Delivery 2031

30. The Guidance from Government acknowledges that the LDV needs to be selective about the projects and work it undertakes as it is recognised that it cannot realistically be expected to take on the full range of activities needed to deliver what sustainable communities are expected to be. LDVs will need to look to link with key partners and agencies and this fully reflects the approach adopted with the Aylesbury Vale LDV. A summary of the main task areas is listed below.

a. Establish Delivery 2031

Establish the legal and financial framework through the “Key Documents” including the Members’ Agreement, this Strategic Delivery and Business Plans, establish the Board, the employees, the office and back-up systems. Ensure effective links to the MKSM Inter Regional Board and the supporting regional officer groups (Growth Implementation Group (GIG) and the associated sub-groups).

Identify future operation budget needs for the LDV, and where funding will be secured from. (NB ODPM funding at present only allows for about 2 years of operation but the next round of bidding to the Growth Areas Fund for the period 2006 onwards is expected to be called for in the next few months).

Use Delivery 2031 as the key delivery, enabling, managing and co-ordinating agency for future development. This will include phasing, programming and monitoring of outcomes.

b. Progress Economic Development

Recognising that overall development needs to be employment led, Delivery 2031 will with partners: identify the economic vision for the Vale and then agree, co-ordinate and progress economic development, market positioning and location promotion strategies (the latter will be encompassed within the overall marketing strategy being developed for the Vale).

Delivery 2031 will look to facilitate the early development of high quality employment sites, such as the Aston Clinton MDA and Berryfields.

c. Development of an overall masterplan

Ensuring that the development proposals and plans for the area are actively considered as part of an overall masterplan will need to be one of the early tasks supported by the LDV. This will look to bring together the key components of the growth proposals in a single document, which will also be vital in helping to support future bids for funding and activity support. This is consistent with the comment within the Government’s sub-regional strategy about the need for an overall vision for the town.

d. Monitor and Progress Housing Delivery

Monitor progress of delivery of housing against targets and trajectory (see appendix 6) and take any action where necessary/appropriate.

e. Assess and Prioritise Infrastructure

Identify, refine and phase infrastructure needs, drawing upon past and present national, regional research, backed up by local research e.g.: population predictions; land availability; housing and employment predictions and needs and; the visions for social, economic and environmental development.

Identify the costs of the infrastructure provision, likely sources of funding and expected shortfalls. Identify strategies for overcoming these shortfalls i.e. promote specific schemes for example those listed in table 4 earlier. It should be noted that the term “infrastructure” has a broad application does not just refer to those physical elements such as roads and rail networks etc, but also relates to other areas such as recreation and sporting facilities, utilities and education, healthcare and other public and community services.

One key element will be the early identification of likely “showstoppers” to development and the solution to them. For example these might include: a new electricity supply station; a major new sewage treatment; or essential transport infrastructure, health provision or an obstacle of an unwilling landowner holding up key land assembly.

f. Land ownership, joint ventures and approach to s106

It is important to know who owns what land, what the land assembly needs and opportunities are, to support private sector development, planning and infrastructure needs as well as for the LDV to seek to capture some of the rise in land values, so as to be able to re-invest the “profits” back into infrastructure.

There are various ways that the LDV and/or its partners may work in partnership with landowners and developers, either in an enabling role or through intervention, which might include joint venture, Compulsory Purchase Order (CPO) or other routes. It might also involve support through interventionist funding for land decontamination/ stabilisation, access or other infrastructure.

The main way of capturing some of the rise in land values will be through s106 and other developer contributions but potentially also through the LDV “trading” in land development, if it can secure the necessary funding to do so. Policy development work on s106 and future contribution needs is being undertaken by AVDC and BCC.

g. Securing Funding

Funding needs to be secured in the short term for LDV operations up to March 2006. This has largely been achieved and a Business Plan for these funds (£889,000 of operational budget) has been prepared and a summary attached as appendix 7.

Early funding also needs to be secured for projects, and this will also be one of the key priorities for the new Managing Director and for the Board. Funding for specific projects will be sought including:

- The Aston Clinton MDA employment site
- Regeneration of older industrial/employment sites
- Development of an over-arching masterplan document
- Assessment of future transport infrastructure needs and addressing needs where necessary
- Delivery of the Marketing/Business Investment Strategy
- Other studies to help plan for infrastructure needs such as health, community facilities and community development support, e.g. population predictions to ensure assessment properly evidenced and supported and assessments of requirements associated with a growing population
- Wider environmental improvements to ensure that the general facilities and overall ambience of the area reflects the level of growth for the future

It will be useful to have a variety of worked up projects “ready on the shelf” to submit as funding opportunities arise.

Long-term funding in relation to delivering major infrastructure projects needs to be secured, in partnership with established delivery agencies, through Government funding of agencies and through the other measure identified in Table 5 above, including the concept of a Strategic Investment Fund to assist pump priming.

h. Sustainability (e.g. design, greening and better services)

The identified need by the Government to provide more houses, especially affordable houses, in the Growth Areas, is backed by an understanding by all concerned of the need for the developments to be more sustainable than in the past. This needs to be in terms of design and layout, community facilities, up-front infrastructure and open space, environmental needs and overall balance of different types of development.

The development of appropriate skills for the needs of the existing and new employment markets, identified in the economic strategy for the Vale, is a priority. Work on the skills agenda and the need for enhanced Further and Higher Education provision will be progressed in partnership with the Learning and Skills Council and other bodies.

AVDC and BCC will seek to both impose quality standards through the planning process, e.g. Supplementary Planning Guidance (SPG's)/new Local Development Framework and Documents, as well as through a partnership approach with developers, whereby reduced risk and agreements on infrastructure funding may be the inducement to improved quality of design and delivery. For example, if it is possible to secure funds to pump prime and bring forward investment in infrastructure using the Strategic Investment Fund combined with any new approaches to finding infrastructure adopted following discussions with the MKSM

Inter Regional Board, more of the focus of the discussions with the developers can be on the quality of the development.

i. Delivery on ODPM specific projects

As well the funding for the establishment of the LDV, ODPM has allocated funding for specific projects using growth area funds. At present the responsibility for delivering these rests with AVDC, but an early discussion with the LDV will identify what role Delivery 2031 can play in the future delivery of these and other projects.

It would be wise to identify other opportunities, and prepare bids to ODPM for project specific grants at an early stage (i.e. have them “on the shelf”) ready to take advantage of any funding that may become available.

j. Engaging Stakeholders

The normal planning led consultative approach will be backed by consultation with the Aylesbury Vale Vision 2031 Partnership (which has direct access to the Delivery 2031 Board). Vision 2031 will also have input into the development of the Strategic Delivery Plan and the issues raised at the first two meetings are reflected in this plan, in particular the need to ensure infrastructure is invested in and that the growth is jobs-led.

The three sectoral representatives on the Board; business, sustainable environment and voluntary sectors, together with Bucks Economic Partnership, will also provide routes for their sectors into the Delivery Board’s decision-making process.

Other general public engagement events will take place on a project by project basis and through the plan production process e.g. for Local Development Documents. A LDV marketing strategy will also be identifying ways of engaging local stakeholders in more detail.

An outline project plan, with some milestones for significant and related projects and timetable for the key activities is shown in appendix 8.

Financing and Budget

31. The initial set up costs for the LDV have been provide by the ODPM using the Growth Area funds and a total of £889,000 has been allocated for the period 2003/04 – 2005/06. A breakdown of how this budget has been allocated and will be spent is set out at appendix 8. The budget will be regularly reviewed by the Board to ensure best use of available funds and value for money.

Key Criteria for Measuring the LDV's Performance and Success

32. The LDV can be measured in a number of ways including:

- Progress against targets/milestones set out in the project plan
- Achieving specific projects and tasks allocated to the LDV
- An evaluation/assessment of any activity undertaken as part of project management practices to be adopted by the LDV
- Numbers of houses and jobs achieved against targets in RPG

AYLESBURY VALE LOCAL DELIVERY VEHICLE DELIVERY 2031 CORE DOCUMENTS

NO OF DOC	LEVEL	PUBLISHED	ISSUED BY	OVERVIEW & WEB-SITE ADDRESS
1.	NATIONAL Communities Plan	February 2003	Office of the Deputy Prime Minister	<p>This sets out the Government’s long term vision and proposals for creating Sustainable Communities and is the basis for the focus of the work of the Office of the Deputy Prime Minister. This provides the high level proposals for sustainable growth in the South East over the next 15 years.</p> <p>www.odpm.gov.uk/stellent/groups/odpm_communities/documents/page/odpm_comm_023301.hcsp</p>
2.	REGIONAL Regional Planning Guidance for the South-East (RPG9)	March 2001	GOSE/GOER /GOL	<p>This Regional Planning Guidance for the South East (RPG9) covers the period up to 2016 setting the framework for the longer term future. This guidance supersedes the Regional Planning Guidance for the South East issued in March 1994, which covered the period up to 2011. The primary purpose of this guidance is to provide a regional framework for the preparation of local authority development plans. The other purpose of this guidance is to provide the spatial framework for other strategies and programmes. These include the preparation of local transport plans by local authorities and the regional strategies of the South East of England Development Agency (SEEDA).</p> <p>This also identifies the general area of Milton Keynes and the South Midlands as one of four potential major growth areas in the wider South East. This proposed undertaking a sub regional strategy to investigate what the nature, possible extent and location of future growth might be within the MKSM area.</p> <p>http://www.go-se.gov.uk/key%20business/planning/downloads/final%20rpg9%20report.pdf</p>
3.	Regional Economic Strategy for the South East	2002	SEEDA	<p>This sets a 10 year framework for delivering the economic aspirations of a vision of a prosperous region delivering high quality of life and environment for everyone, now and in the future” This is the RDA’s strategic plan for the period 2002-2012 and identifies the five objectives of the strategy – competitive businesses; successful people; vibrant communities; effective infrastructure & sustainable use of natural resource - and details the associated performance measures and actions.</p> <p>http://www.seeda.co.uk/seeda_documents/index.htm#res200212</p>
4.	Milton Keynes & South Midlands Study	September 2002	Roger Tym & Partners, Halcrow & Three Dragons	<p>Study commissioned by Government, the three Regional Planning Bodies and the RDAs. Concluded that the study area has considerable potential for sustainable economic growth over the next 30 years that will be of benefit both locally and nationally. The report includes some details of the potential for all of the areas within the MKSM area- including Aylesbury Vale.</p> <p>http://www.go-em.gov.uk/planning/mksm/consultation.php</p>

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5	Milton Keynes and Aylesbury Vale Growth Area Assessment	May 2003	SEERA	<p>This study considers the growth requirements of Aylesbury town, looking to 2016.</p> <p>http://www.southeast-ra.gov.uk/our_work/planning/area_studies/milton_midlands/mk_aylesbury_final_report.pdf</p>
6	Milton Keynes and South Midlands Sub-Regional Strategy	July 2003	Regional Assemblies in the South East, East Midlands and East of England	<p>The Strategy, launched on 18 July 2003 for a 12 week consultation period, includes proposed amendments to Regional Planning Guidance for the South East (RPG9) for which it sets out proposals for the scale and form of development in the Milton Keynes and Aylesbury Vale areas to 2016.</p> <p>http://www.go-em.gov.uk/planning/mksm/examination</p>
7.	The Spirit of Innovation	2003	Oxford-Cambridge arc	<p>Prospectus issued by the Oxford to Cambridge Arc Steering Committee setting out the aims and objective and concept behind the O2C Arc.</p> <p>http://www.oxford2cambridge.net</p>
8.	Regional Planning Guidance 9 Examination in Public Report	August 2004	MKSM Sub-Regional Public Examination April/May 2004 Strategy – Report of the Panel	<p>Report from the Panel appointed by the First Secretary of State to conduct a Public Examination into matters arising from the Sub-Regional Strategy (6 on this list) which took place in April/May 2004. Recommendations of the Panel to be considered by the Secretary of State, who will then publish the proposed modifications to the Sub-Regional Strategy in the autumn of 2004. These will be subject to six week consultation when the LDV and other partners will be invited to formally comment.</p> <p>http://www.go-em.gov.uk/planning/mksm/consultation.php</p>
COUNTY LEVEL				
9.	Buckinghamshire County Structure Plan, 1991 – 2011	March 1996	Bucks County Council	<p>Structure Plan setting out the proposed growth allocation for the County.</p>
10.	Replacement Bucks County Structure Plan, 2001 – 2016 – Deposit Draft	September 2003	Bucks County Council	<p>Update to the County Structure Plan to cover the period up to 2016.</p> <p>http://www.buckscc.gov.uk/strategic_planning/structure_plan/deposit_draft_struct_plan.htm</p>

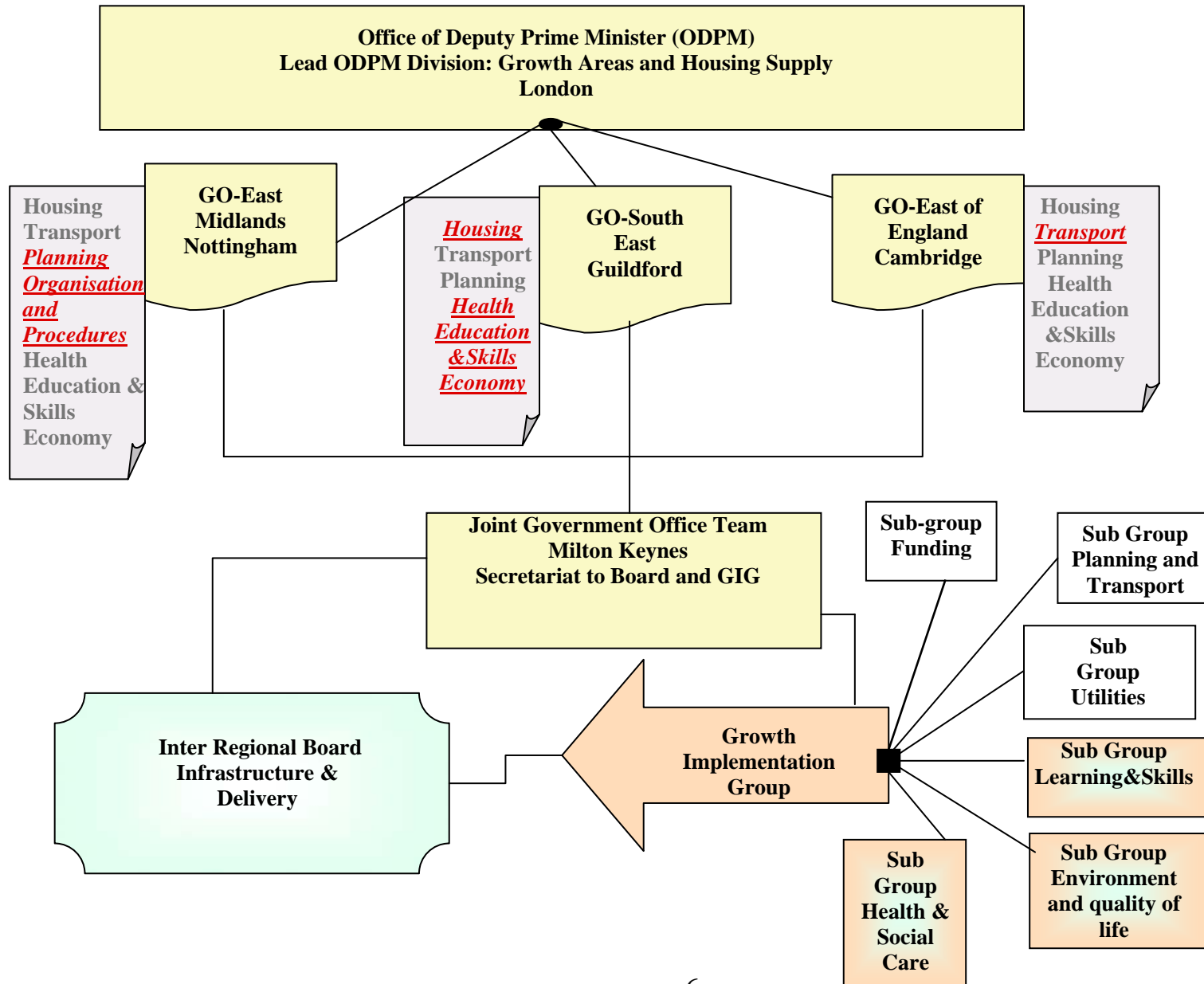
NO OF DOC	LEVEL	PUBLISHED	ISSUED BY	OVERVIEW & WEB-SITE ADDRESS
11.	Buckinghamshire County Local Transport Plan (plus annual progress reports)	July 2000	BCC	<p>This plan covers the period from April 2001 – March 2006 and proposes a set of action and initiatives to widen travel choice, tackle the effects of traffic and maintain the transport network. The process for updating this Local Transport Plan for the next five years has commenced and the new Local Plan will be submitted to Government in July 2005.</p> <p>Details the progress made against the action plan and keeping the current plan under review</p> <p>http://www.buckscc.gov.uk/transport_plan/vol1_appendices.stm</p>
12.	Bucks Economic Partnership – Economic Development action plan	January 2002	BEP	<p>The economic strategy for the County for the period 2002 – 2006 including an overall action plan aimed at achieving the key objectives of</p> <ul style="list-style-type: none"> ➤ Making Buckinghamshire a place where business is welcome ➤ Providing a commitment to supporting business improvement, through innovation, productivity and competitiveness ➤ Reflecting a community where all benefit from the advantages of a dynamic business sector. ➤ Building a future where the economy is vibrant, diverse and world-class. <p>BEP represent Bucks at the regional level encouraging SEEDA the regional development agency for the South East to invest in Buckinghamshire.</p> <p>http://www.aylesburyvaledc.gov.uk/business/support/ecodev/ecodev_plan/index.htm</p>
13.	Buckinghamshire Community Plan 2002 – 2005	October 2002	BCC	<p>This sets the strategic vision and priorities for the County for the three years 2002 – 2005 County, based on consultation with many partners.</p> <p>http://www.buckscc.gov.uk/communityplan/index.htm</p>
14.	Buckinghamshire Economic Prospects Study	June 2003	BEP (Roger Tym & Partners)	<p>This study considers the economic future of Buckinghamshire and its Districts in relation to the demand and supply of industrial and commercial space.</p> <p>http://www.bucks-ep.co.uk/publications.html</p>
15.	Buckinghamshire Economic Assessment Report – 1999/2000 Prism Research	June 2000	Prism Research Ltd for Bucks County Council and Thames Valley Enterprise.	<p>This gives some key issues facing “New Buckinghamshire” over the next two decades. The focus is on employment projections and their impact on labour market trends and future employment space needs.</p>

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DISTRICT LEVEL				
16.	Aylesbury Vale District Local Plan	Adopted January 2004	AVDC	<p>The Local Plan for the District, which identifies the level of growth and key allocations for the period up to 2011. This make provision for 8,600 homes – with over 5,000 of these planned for Aylesbury and the remainder in the rural areas. In addition the plan includes proposals for employment use at Aston Clinton, as well as on other location including Berryfields, together with other proposals for schools and other community facilities.</p> <p>http://www.aylesburyvaledc.gov.uk/ourenvironment/planning/development_and_local_plan/local_plan/aylesbury_local_plan.htm</p>
17.	Vibrant Aylesbury Vale – A Vision For the Future	Adopted January 2004	AVDC	<p>This sets out a strategic vision for the Vale that looks to ensure that the growth proposals are harnessed in a positive way and ensuring that Aylesbury Vale is populated by thriving communities.</p> <p>www.valevibe.info</p>
18.	AVDC Key Aims & outcomes.	Adopted 2003	AVDC	<p>This sets the context for AVDC’s key priorities and areas for focus.</p> <p>www.aylesburyvaledc.gov.uk</p>
19.	Aylesbury Vale State of the Economy Strategy	May 2004	Roger Tym & Partners	<p>Economic Development report and strategy, identifying the key objectives that the joint strategy for the Vale needs to address. Summary version in the process of being produced and will be available from the District Council’s web site in due course.</p>
20.	Employment Sites Audit	March 2004	DPDS Consulting	<p>This gives an economic and sector profile for the Aylesbury Vale District, including a detailed review of the largest sectors in terms of employment and business units by sector.</p>
21.	Making the Aylesbury Vale a Hub for Entrepreneurs in Knowledge Based Services	April 2004	University of Buckingham	<p>A profile of Aylesbury Vale entrepreneurs – their creativity, their concerns and their needs, assessing if the Vale has the requisite potential to merit SEEDA’s attention and resources and recommending what a SEEDA hub in Aylesbury Vale could do to enhance entrepreneurial activity in industries that have the highest potential to become regional, national and even global players.</p>

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22.	Marketing Strategy 2004			
23.	Health & Sustainable Communities – A Spatial Planning Checklist	May 2004		

August 2004

Milton Keynes South Midlands Growth Area Government Structure



Delivery 2031 – Strategic Delivery Plan 2004-2006**Current Directors of Delivery 2031 – October 2004**

Name	Organisation
John Cartwright (Vice Chair)	Aylesbury Vale District Council
Peter Cooper	Aylesbury Vale District Council
Carole Paternoster	Aylesbury Vale District Council
Alan Sherwell	Aylesbury Vale District Council
Mike Appleyard	Buckinghamshire County Council
Marion Clayton	Buckinghamshire County Council
Avril Davies	Buckinghamshire County Council
Rodney Royston	Buckinghamshire County Council
Tony Edwards	Buckinghamshire Economic Partnership
Sunil Chavda	Business Sector Representative
Sir Nigel Mobbs (Chair)	Chairman of Vision 2031
Greg Lomax	Delivery 2031 MD (from January 2005)
Dennis Hone	English Partnerships
Paul Hudson	South East England Development Agency
Sir Henry Aubrey-Fletcher	Sustainable Environment Representative
Dr Jane O'Grady	Vale of Aylesbury Primary Care Trust
Karen Boddy	Voluntary Sector Representative

Role and Function of Vision 2031 Partnership

Vision 2031 is an essential and integral element of the work on delivering the vision for the Vale. It will help to shape the future for our growing communities: brings together the public, private and voluntary sectors. It also provides an ideal opportunity for stakeholders to keep up to date with key initiatives and actions and in many ways act as a Local Strategic Partnership for the Vale.

Vision 2031 will:

- Elect a Chairman to also act as a Director on the Delivery 2031 board
- Help in the process of identifying, formal nomination and election of the representatives from the Voluntary, Business and Environmental Sectors
- Be a sounding board for Delivery 2031 and input into the growth area delivery plan
- Receive reports from delivery 2031 on progress being made against the overall delivery plan
- Help to improve links, communication and information between various sectors and associated initiatives to help deliver more joined up thinking and joined up action
- Consider a programme of activities of key tasks to progress the development of community plan for the Vale based on the Vision for a Vibrant Aylesbury Vale.