

**BUSINESS SUPPORT:BUCKINGHAMSHIRE THAMES
VALLEY LOCAL ENTERPRISE PARTNERSHIP(BTVLEP) &
BUCKS BUSINESS FIRST (BBF)**

Inward Investment & Economy
Manager

1 Purpose

- 1.1 The purpose of this meeting is to hear from the Chairman of Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) and the MD of Buckinghamshire Business First (BBF) about the needs of business. Consideration will be given to what they are doing now or are proposing to do to support Aylesbury Vale businesses in the future.
- 1.2 The meeting will also explore how both bodies intend to support AVDC's refreshed Economic Development Strategy and support taking forward the associated action plan in partnership with AVDC and other stakeholders.

2 Recommendations

That Scrutiny Committee is recommended to:

- 2.1 Note the information contained in the report and the guest presentations.
- 2.2 Comment upon and explore further the support provided by the LEP and BBF to Vale businesses, either current or proposed
- 2.3 Identify areas where members think particular support should be targeted, and inform the Cabinet member of the committee's comments, including, where appropriate, suggesting any actions.

3 Supporting Information & Background

- 3.1 Following the Economy Scrutiny Committee in January 2012, it was agreed that there would be a series of themes which the committee would like to explore further, involving external speakers and as such, inviting them to meetings to provide input for consideration and debate.
- 3.2 This meeting represents a continuation of the theme 'What businesses want or need'. It deals specifically with the request made at the 20th March Scrutiny Committee meeting to hear more about what business support there was out there, especially from the Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) and the main local business support provider Bucks Business First (BBF).
- 3.3 What is the main role of a Local Enterprise Partnership?

In June 2010, the coalition Government invited areas to bid to form Local Enterprise Partnerships (LEP), following the abolition of the Regional Development Agencies and changes to the national business support infrastructure.

Essentially, the role of LEPs is to enable Local Authorities and business representatives collectively to:

- Shape, inform and be informed by, the real needs of business;

- Develop private-sector led commercial business cases in response to national funding opportunities;
- Provide a mechanism for businesses and local authorities to lobby for an appropriate share of national resources;
- To harness the collective experience and insight of business and local authorities to focus priorities;
- To provide sustained and joined-up lobbying for business critical infrastructure (e.g. East/West Rail)
- To bring together views on how best to use funding proposals to support jobs, employment growth, skills and training

3.4 Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP)

This was only established in January 2012, but is now beginning to gain some momentum. A draft Manifesto for the LEP is currently under development and it is expected that the Chairman of BTVLEP will refer to the most recent update at the meeting. However, referenced here are a few examples of some early LEP wins which have been achieved, including:

a) securing BD(UK) funding, in conjunction with Hertfordshire, to support the roll out of superfast broadband to those areas with limited or slow broadband speeds, largely of a rural nature (see www.superfastforbucks.org)

b) securing and allocating £6.2m of Growing Places Fund (GPF) from two rounds of funding, used to unblock employment sites or overcome barriers to business growth: allocations made include £0.5m towards East West Rail, £1.7m to further support broadband rollout, £2m for Handy Cross with the remaining £2m currently being decided upon, including a proposal from AVDC for public realm works related to the Waterside development

c) lobbying to secure East West Rail approval for Aylesbury Vale, formally approved in July 2012

d) a skills and employability study undertaken by Warwick University

e) support for inward investment profile raising

3.5 Bucks Business First (BBF)

Bucks Business First is a business driven economic development entity, which provides signposting and business support in areas ranging from skills, inward investment through to access to finance. It is funded by contributions from business membership and from Bucks County Council, incorporating BCC employees (formerly of Bucks County Council economic development team) and employees of the former Bucks Economic and Learning Partnership (BELP).

Bucks Business First underwent a merger with Ngage Solutions in April 2012 to provide additional expertise and capacity. BBF have already met with AVDC to discuss areas of activity which can be progressed together and are in the process of developing a Memorandum of Understanding (MOU) between AVDC and BBF, which we hope will ultimately lead to a Service Level Agreement (SLA).

It is intended that this will contain more detail about what type of support will

be provided, when and how. The MD of BBF will update on progress at the meeting. AVDC are currently working with BBF in discrete areas such as:

- a) EU funding support for our Stoke Mandeville NSIC Telehealth related activities and for other AVDC activity across the board
- b) Inward investment lead generation
- c) Business and marketing communications
- d) Economic research support

This is in addition to our own ED team activity which includes business engagement and support for the Aylesbury Enterprise and Innovation Centre (AEIC), which was covered at the March meeting.

6.0 AVDC's drivers behind its refreshed Economic Development strategy and action plan which are relevant to this meeting include:

- focusing on areas of increasing importance to business, through on-going consultation and engagement, ensuring that the action plan responds in a timely and relevant manner to changing economic circumstances
- planning ahead to be better prepared to respond to Government funding initiatives in partnership with businesses
- strengthening collaborative partnerships with Local Enterprise Partnerships, developers, educational institutions, Stoke Mandeville NSIC, Silverstone and other supporting bodies

In addition to the above Appendix A1 contains a copy of the Council's Economic Development strategy action plan until 2014.

7.0 Following the presentations from the guest speakers, members may wish to explore areas where both the LEP and BBF might support AVDC and our businesses. I have provided a few suggestions which may serve as prompts for members own questions:

Inward investment - what can you do and are you proposing to do to help identify & develop Bucks sector strengths and capture these in differentiated inward investment propositions, especially for instance around advanced manufacturing and the food and drinks sectors

Employment sites/planning – when do you intend to hold the quarterly meeting of the property agents/developers to discuss how to unblock key employment sites and what do you hope to achieve?

Business support – what are you doing about helping businesses who are seeking 'peer' to 'peer' mentoring. What business support do you offer to businesses, including micro businesses? What are you doing to help them raise finance?

Skills – what do you propose to do to address the skills issues identified in your skills report, especially for the engineering and manufacturing businesses? How are you going about encouraging collaboration with further and higher education?

8.0 **Resource implications**

8.1 These are concerned with how we can effectively harness and align the resources of BTVLEP and BBF for the benefit of Aylesbury Vale businesses

in taking forward our economic development strategy and action plan to supplement our limited ED in-house resources.

9.0 Response to Key Aims and Objectives

9.1 Economic Development functions of the council contribute to the corporate plan objectives of Growing the Economy of the Vale and Deliver Efficient and Economic Services.

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| Contact Officer | Mark Wathen 01296 585064 |
| Background Documents | March 2012 Economy Scrutiny Report – 'What Businesses Want' |

The key themes of AVDC's Economic Development Strategy are:

Enterprise: the need to sustain the Vale's thriving enterprise culture by encouraging the next generation of start-ups to remain and grow within the Vale.

Enabling infrastructure: the provision of excellent underpinning infrastructure, which, as well as providing excellent road and rail linkages (East/West Rail, Eastern Link Road) and the need to include the provision of superfast Broadband of up to 40mbps, as set out in the corporate plan

Business retention & growth: proactively targeting and supporting growth-oriented employers in the Vale through enhanced access to finance, expert advice and planning for suitable premises and business locations, as part of the Vale of Aylesbury Plan

Inward investment: better promotion of the 'niche' offer of Aylesbury Vale & proactive targeting of inward investment to support local sector strengths (high performance engineering, telehealth, food, ICT) and working with Local Enterprise Partnerships, property developers & agents, Aylesbury Vale Estates (AVE) and UK Trade & Investment (UKTI)

Growing our own knowledge economy workforce: the need to ensure that current and future workforce skills are appropriate for the 21st century global marketplace, as well as offering young people alternative career paths to help retain professionals, graduates, apprentices and qualified technicians in the local economy

Appendix A2

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011/12 TO 2014

These action plans focus on the steps that will be taken to make the economic development strategy a reality. The progress against the tasks in the action plan will be monitored on a regular basis and an annual report will be prepared outlining progress against the action plan and strategy.

| Action | AVDC roles | Partners | Activities | Dependencies | Timescale |
|--|-----------------------------------|--|--|--|--------------------|
| a) Consult on refreshed ED action plan internally and with external partners & businesses | AVDC ED team lead consultation | BBF, Chamber, IoD, FSB, ATG, Buckingham Business Group, SEMLEP, FE/HEIs, AEIC Members, Parishes, Business & stakeholder groups | Hold consultation meetings & launch on line questionnaire with links to full ED strategy and action plan | None | February 2012 |
| b) Publish refreshed Economic Development Strategy and action plan for Aylesbury Vale | ED team publish strategy | | Finalise and publish ED strategy 2012-2014 | Dependent upon approval of Cabinet and Council | May 2012 |
| c) Finalise Corporate plan ED activity and agree cross AVDC delivery plan, aligned to ED strategy | ED team with cross AVDC support | | Record progress against and monitor the 'growing the economy of the Vale' corporate plan targets | None | Ongoing |
| Develop comprehensive communications plan for Aylesbury Vale regarding ED business facing activity | ED and Marcomms | | Develop and agree ED communications plan from April 2012 onwards | | April 2012 ongoing |

| Action | AVDC roles | Partners | Activities | Dependencies | Timescale |
|---|--|--|---|----------------------------------|--|
| <p>d) Raise the profile and reach of Aylesbury Vale</p> <p>Continue to review, develop and maintain appropriate communication channels to inform businesses about ED progress, linked in with other AVDC business communication campaigns, where appropriate</p> | <p>AVDC</p> <p>ED team lead consultation</p> | <p>Marketing the Vale Partners</p> | <p>Refresh and update the "Marketing the Vale" multi-channel business facing campaign to support business growth and inward investment (e.g. case studies, web enhancement, E-Health week, sustainability events, Meet the Buyer September 2012)</p> <p>Enhance performance and management of new business facing website (www.investaylesburyvale.com), including search engine optimisation, use of social media and targeted marketing campaigns</p> <p>Produce Valeeconomy newsletter and Economy Watch for businesses and Members</p> | <p>ED and Marcomms resources</p> | <p>April 2012</p> <p>Ongoing</p> <p>April 2012</p> |
| <p>e) Develop and support economic intelligence service</p> <ul style="list-style-type: none"> - to provide information for inward investment - to identify, support and target appropriate economic interventions | <p>Bucks Business First (BBF)</p> | <p>AVDC ED and Forward Plans Team Bucks TVLEP SEMLEP</p> | <p>ED and Planning to lead requirements for information and analysis, provided by BBF, to support delivery of ED strategy and joint Local Enterprise Partnership activity</p> | <p>BBF and LEP resource</p> | <p>Ongoing</p> |

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|----|--|--------------------------------------|-------------------------------------|---|-----------------------|
| f) | Produce quarterly Economy Watch | AVDC ED and Forward Plans AVDC | BBF BTVLEP SEMLEP | Produce quarterly report with headline theme and update of progress against ED priorities and latest examples of activity | Ongoing April 2012 |
| | Action | AVDC roles | Partners | Activities | Timescales |
| g) | Enhance property search, working closely with developers and agents | AVDC | BBF Property agents & Developers | Deliver easier system for agents/developers to upload current premises and development plans and widen uptake. Engage with property agents and developers on regular basis. | Quarterly |
| h) | Fully engage with the South East Midlands Local Enterprise Partnership (SEMLEP) and Buckinghamshire Thames Valley LEP at both the Member and officer level | AVDC | SEMLEP BTVLEP AVA | Represent AVDC at the Board, CEX Group and EDO officer group level and engage in work streams | Monthly |

2 Supporting new Enterprise

Aylesbury Vale will build on its current strengths to become recognised as one of the best places in the UK to start a business, a centre for enterprise. In achieving this, attention will be given to create an environment in which entrepreneurship is encouraged and celebrated.

Enterprise education in schools and Further Education (FE) and Higher Education (HE) locally will be supported, as exemplified by the planned Waterside Academy. Potential new businesses will be supported, where appropriate, with access to funding and first stage premises, and provided with first class access to advice. Business networking will be encouraged to develop a strong sense of identity for local businesses.

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2014

| 2. Supporting new enterprise and entrepreneurs | | | | | |
|---|-----------------|--------------------------------------|---|-----------------|--|
| Task | Lead | Partners | Work Programme | Timetable | |
| a) Continue to provide grants for business start ups and existing businesses, following up after 6 months with 1:1 meeting | AVDC ED team | AVDC BIS BBF | Organise grants panels and follow up with business monitoring half yearly | Quarterly panel | |
| b) Support need for 1:1 advice at Aylesbury Enterprise and Innovation Centre (AEIC) and provide access to business advisors & mentors | AEIC | AVDC BBF | Make aware of 'free' business advice & support at 1:1 session at AEIC. Make aware of other national and local business support initiatives, including linking into 'peer to peer' business mentors | Ongoing | |
| Support hosting events & workshops at AEIC, arising out of needs identified through the continuing programme of business engagement. Such events should be aim to support & give advice to local business & consult and listen to ideas | AEIC | AVDC BBF | One example being involvement of AVDC's sustainable development team in energy/carbon saving advice to business | Ongoing | |
| Ensure AEIC remains a 'core' part of Buckinghamshire's innovation and business support service | AVDC | BTVLEP BBF SEMLEP HEIs/FECs | Involve AEIC as one focal point of support for local micro businesses in the Vale | Ongoing | |

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| c) | <p>Co-ordinate business support agency activities and opportunities nationally and locally, using www.investaylesburyvale.com as a business support signposting tool</p> <p>Work with partners to ensure a 'knowledge bank' to help identify resources, skills, grants & guidance</p> | <p>AVDC ED team</p> <p>BTVLEP SEMILEP BBF AVDC</p> | <p>BBF AEIC BTVLEP SEMILEP</p> | <p>ED team to work with BIS, BBF and Local Enterprise Partnerships to communicate opportunities to businesses</p> <p>Explore opportunities for identifying and promoting a single point of contact for all official help and information & check list for new companies to mitigate risk and limit the likelihood of non-compliance</p> | <p>Ongoing</p> <p>Ongoing</p> |
| d) | <p>Support start ups with help in accessing finance, involving 'Angels for Bucks' and 'Bucks Investors Forum'</p> | <p>AVDC ED team</p> | <p>Angels for Bucks Bucks Investors Forum</p> | <p>Identify high growth businesses needing help with accessing finance</p> | <p>As required</p> |
| e) | <p>Continue to issue Valeconomy with latest business information & increase circulation</p> | <p>AVDC</p> | <p>BTVLEP SEMILEP BBF</p> | <p>Populate with national and local Government business support advice & opportunities, including AVDC support to businesses</p> | <p>Monthly</p> |
| f) | <p>Review options for developing a 'move on' innovation centre, building on the success of AEIC in supporting start ups</p> | <p>AVDC ED team</p> | <p>AVE UCAV/AC AEIC BBF Other start up providers</p> | <p>Review as part of Vale of Aylesbury Plan and ongoing discussions with education and training providers, in response to business and sector need</p> | <p>Autumn 2012</p> |
| g) | <p>Research opportunities and feasibility of a rural 'workhub' concept in market town or rural area, as part of the ongoing Vale of Aylesbury Plan (VAP) employment review</p> | <p>AVDC</p> | <p>AEIC</p> | <p>Review as ongoing Vale of Aylesbury Plan consultation</p> | <p>Autumn 2012</p> |
| h) | | <p>AVE</p> | <p>AVDC</p> | <p>Seek additional BTVLEP support as</p> | <p>Ongoing</p> |

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| i) | <p>Support the Gatehouse development (Phases 1,2 and 3)</p> <p>Support the development and build of the Waterside Academy with partners</p> | <p>AVDC AVE</p> | <p>ED team and Forward Plans</p> <p>BTVLEP</p> <p>Aylesbury College</p> <p>BNU</p> <p>Bucks CC</p> <p>FECs/HEIS</p> | <p>required</p> <p>Dependent upon ongoing discussions with partners re financing of new build</p> | <p>Ongoing</p> |
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3. Helping Existing Business Grow

Existing businesses will be supported and encouraged to grow and expand locally. A mix of modern premises will be available that means business will be able to expand or relocate within the Vale. Developments such as Silverstone, Haddenham, Westcott and Berryfields employment land will have transformed the Vale's offer to businesses.

Aylesbury and the Vale will respond to meet the challenge of providing job opportunities in both mainstream and high value emerging and knowledge based sectors to ensure the Vale continues to have a relevant, dynamic, resilient economy offering a wide range of employment.

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2014

| 3. Helping existing businesses grow | | | | | |
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| | Task | Lead | Partners | Work Programme | Timetable |
| a) | Strengthen senior level dialogue with businesses in Aylesbury and the Vale through the ongoing programme of business engagement (Gumption) | AVDC ED team | SEMLEP BTVLEP BBF Business networks & Support agencies | Further develop agenda for dialogue and implement programme, aggregating key business issues and acting on them with partners (increasingly important with the Localism Bill) | Ongoing |
| b) | Support for businesses to access grants, loans or equity finance to support growth | AVDC ED team | Angels for Bucks SEMLEP BTVLEP Bucks Investors Forum BBF Banks | Build on Angels for Bucks launch and work with BBF to present enquiries to 'Bucks Investors Forum' | Ongoing |
| c) | Continue local investor development | AVDC | BBF BTVLEP | Identify opportunities to bring groups of businesses together (e.g. food and drink sector, environmental) | Ongoing |

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| | 'aftercare' as part of business engagement programme. | | SEMLEP FEs/HEIs Chambers & Clubs | waste etc.) or around specific interventions where a clear need has been identified (e.g. apprenticeships, procurement opportunities, broadband speed, energy efficiency, supply chain development) Involve AVDC Environmental Health team in any food & drink sector activity & AVDC sustainable development team in providing advice on energy grant incentives & renewable technologies. | January 2012 |
| | Hold training and business event to explore apprenticeship and other opportunities | AVDC | ATG HEIs/FEs Businesses BBF BTVLEP SEMLEP | Event at ATG premises on 19 th January and consider how to sustain this momentum and joint action of businesses to best place them to respond to future government initiatives | |
| d) | Identify business requirements for employment space and ensure sufficient employment land allocation as part of the Vale of Aylesbury Plan (VAP) Support development and implementation of the Silverstone Masterplan & communicate the employment opportunities & supply chain linkages more widely, as the development progresses Work with Aylesbury Vale Estates (AVE) and other partners to provide great facilities for business | AVDC Forward Plans Silverstone AVE | Local Stakeholders AVA AVDC AVA South Northants SEMLEP BTVLEP UKTI AVDC ED and Forward Plans BTVLEP | As part of ongoing VAP consultation and development Following the approval of outline planning, engage with Silverstone to attract future inward investment & existing business growth Linked to Vale of Aylesbury Plan (VAP) consultation but also to AVE plans, as well as issues identified as a result of ongoing business engagement and through meetings with developers and agents | Ongoing Ongoing Ongoing |

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| e) | Further opportunities for collaboration between business and HEI/FE partners. | AVDC | Aylesbury College BNU BBF BTVLEP FE/HEIs SEMLEP Silverstone Stoke Mandeville NSIC | Pursue opportunities for businesses to engage with University Technical Centres (Aylesbury College, Tresham at Silverstone) Link our key businesses and centres of excellence into the Technology Strategy Board's (TSB's) Technology Innovation Centres (TICs), where possible Pursue opportunities for Knowledge Transfer Partnerships (KTPs) between businesses and Universities such as BNU, Cranfield, OU and Buckingham Universities | April 2012- March 2013 |
| g) | Consider opportunities to encourage business growth arising from any re-localisation or local flexibilities on business rates | AVDC Finance & Planning | BTVLEP SEMLEP | Await government findings and Vale of Aylesbury Plan developments before deciding next steps | Autumn 2012 |
| h) | Support sector development | AVDC ED team BTVLEP BBF | Arla AVDC Environmental Health Aylesbury College UTC | Bring food and drink companies together to explore sector opportunities & connect with agriculture & rural economy where appropriate Work with Aylesbury College and the University Technical Centre around construction and mobile ICT sectors | June 2012 & ongoing Ongoing |
| | | | Stoke Mandeville NSIC & | Support the ongoing development of the rehabilitation and telehealth technologies sector | April 2012 & ongoing |

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| | | | <p>partners Bucks 2012 Manager BBF</p> <p>Silverstone SEMLEP Tresham UTC</p> | <p>activity with Stoke Mandeville NSIC, taking advantage of the 2012 global spotlight & various UKTI inward investment activities, involving Stoke Mandeville NSIC, including E-Health week in Copenhagen in May 2012.</p> <p>Work with Silverstone and partners to develop the advanced and high performance engineering sector offer</p> <p>Support the Aylesbury Vale Visitor Economy sector and action plan which links into the Visit Buckinghamshire Plan and supports the work of the Bucks Tourism Officers' Group (BTOG). Ensure linkage with the SEMLEP Visitor Economy Group.</p> | <p>June 2012</p> <p>Ongoing</p> |
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4. Attract Inward Investment to the Vale

It is recognised that encouraging new business creation and growth of existing businesses within the Vale cannot be relied on alone to meet job growth targets. Therefore, there will be a major focus on Aylesbury Vale as an exciting and dynamic inward investment business location, as part of the South East Midlands and Buckinghamshire Thames Valley Local Enterprise Partnerships.

As part of one of the fastest growing areas in the UK, the Vale will create a unique positioning that is attractive to 'niche' segments of the business market, emphasising the opportunities for higher value employment types, the potential to exploit the proximity to Oxford & Cambridge, especially with the advent of East West Rail, and its excellent location close to the M40, M1 & M25, lying midway between London and Birmingham.

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2014

4. Creating a unique positioning for the Vale as an attractive inward investment location

| Task | Lead | Partners | Work Programme | Timetable |
|--|------|---------------------------------|---|-----------|
| <p>a) Engage through SEMLEP/BTVLEP with UKTI to represent and develop Aylesbury Vale's inward investment propositions in four key areas:</p> <ol style="list-style-type: none"> 1. Motorsports and advanced engineering 2. Independent living, rehabilitation & telehealth technologies 3. Food and Drink 4. ICT & creative industries, especially mobile ICT applications | AVDC | SEMLEP BTVLEP UKTI BBF | <p>Engage with Silverstone and SEMLEP to agree approach to market Silverstone and high performance engineering sector, but also develop offer with other advanced engineering and manufacturing companies in the Vale</p> <p>Implement rehabilitation and telehealth inward investment and marketing actions</p> <p>Engage with Arla and other food companies to test appetite for sector approach</p> <p>Work with Aylesbury College to engage with ICT businesses in Vale</p> | Ongoing |

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2014

4. Creating a unique positioning for the Vale as an attractive inward investment location

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| b) | <p>Develop marcomms and events plan to attract inward investment and promote the area</p> <p>Enhance profile and exposure of www.investaylesburyvale.com and web metrics</p> <p>Develop next suite of inward investment case studies, key site information & other collateral</p> <p>Develop sector specific marketing material</p> | <p>AVDC UKTI</p> <p>ED and Marcomms</p> | <p>BTVLEP SEMLEP</p> | <p>Identify target business, channels to market and intermediaries within local, regional, national and international markets.</p> <p>Develop programme of actions and events to engage and inform these individuals.</p> <p>In line with agreed marcomms business communications plan</p> | <p>Ongoing</p> <p>Ongoing</p> |
| c) | <p>Develop relationships with potential investors and developers</p> <p>Work with key FDI businesses in Vale to target supply chain and other companies into the Vale</p> <p>Creating targeted marketing campaign on back of successes (Arla)</p> | <p>AVDC</p> <p>AVDC</p> <p>AVDC ED and Marcomms</p> | <p>BTVLEP SEMLEP BBF</p> <p>BTVLEP SEMLEP BBF</p> | <p>Establish quarterly developer forum</p> | <p>Ongoing</p> |
| d) | <p>Develop target list by sector for the 'Golden Welcome' scheme to support the attraction of new businesses to the Vale</p> | <p>AVDC</p> | | <p>Identified through ongoing business engagement programme</p> | <p>Ongoing</p> |
| e) | <p>Identify programme of investment and improvement of existing employment</p> | <p>AVDC Forward</p> | <p>AVA AVE</p> | <p>In line with ongoing VAP consultation</p> | <p>Ongoing</p> |

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2014

4. Creating a unique positioning for the Vale as an attractive inward investment location

| | sites and new ones such as Stoke Mandeville (particular focus on AVDC landholdings) | plans and ED | | | | |
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| f) | Support Town Centre Improvement Plans | AVDC Town Centre Manager Town Centre Improvement Plan Steering Group Marcomms ED and Forward Plans | | | Deliver actions as part of Town Centre Improvement Plan Strongly stimulate the retail aspects of Aylesbury and its market towns so that they receive favourable attention, in light of the Mary Portas review | Ongoing |
| g) | Develop inward investment 'soft landing' service & steering group | AVDC BBF | UKTI | | Identify opportunities to provide initial support to inward investment businesses in establishing their first UK representative office | Ongoing |
| h) | Maximise opportunities presented by 2012 Olympic and Paralympic games. | AVDC Bucks 2012 Manager | BTVLEP BBF Bucks CC BNU Stoke Mandeville NSIC & Stadium | | Plan and organise September 2012 'Meet the Buyer' event and conference and continue local sector development Support Copenhagen E-Health week during 7 th -9 th May to promote the Paralympics and related ED rehabilitation & telehealth activity Work with Bucks CC and Bucks 2012 Manager on programme of events and enhancements to Stoke | September 2011 and ongoing |

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2014

4. Creating a unique positioning for the Vale as an attractive inward investment location

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| | | | | | Mandeville Stadium and promoting 'Compete4' and other opportunities |
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5 Infrastructure Development

There will be regeneration of the overall quality of employment space available within the Vale and upgrade and identification of other employment sites, in line with the emerging Vale of Aylesbury Plan (VAP) and the Aylesbury Town Centre Improvement Plan

Other key road and rail infrastructure such as the Eastern Link Road and East West Rail will be progressed.

Superfast Broadband will be rolled out further to rural and "not spot" areas to ensure wider coverage in the Vale in support of communities and business.

The Local Enterprise Partnerships will identify infrastructure projects which are suitable for new Government funding streams for unlocking and help create a revolving fund to provide capacity.

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2013

| 5. Infrastructure Development | | | | |
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| Task | Lead | Partners | Work Programme | Timetable |
| a) Identifying infrastructure required to support new development and wider Vale needs Work with relevant agencies to bring forward Investment – Local Investment Plan (LIP) | AVDC Forward Plans and ED | AVA BTVLEP SEMLEP County Council | Further develop the case in support of identified sub-regional strategy infrastructure needs as set out in the POD and as part of the VAP consultation. This includes consideration of better road and rail infrastructure to cater for any expansion in housing & ongoing examination of public transportation requirements with the County Council Use this to lobby to ensure the implementation of infrastructure. Identify priorities beyond 2016 e.g. Eastern Link Road and A418 improvements As part of the VAP consultation | Ongoing |
| b) Review and adjust planning policies to support and encourage business investment and growth across the | AVDC Forward | AVA AVE Property agents | | Ongoing |

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| | <p>Vale, ensuring sufficient land is allocated for future employment needs</p> <p>Identify and promote existing employment sites, ensuring they are unblocked</p> <p>Use funding sources to help meet the costs of key growth-related infrastructure (including Community Infrastructure Levy, Growing Places Fund, New Homes Bonus etc.)</p> | Plans and ED | and developers BTVLEP SEMLEP | | |
| c) | <p>Engage in Broadband UK Bucks/Herts Group roll out and procure providers for 'not spots' and rural areas (see separate Broadband action plan)</p> <p>Ensure 40mbps available to 75% of businesses by 2015</p> | AVDC Forward Plans ED | BBF BTVLEP SEMLEP | <p>Ongoing BDUK funding and procurement (Herts & Bucks)</p> <p>Involve businesses, key employment sites & rural locations in any roll out of superfast Broadband & mobile phone coverage across AV in line with Broadband action plan</p> | Ongoing |
| d) | <p>Promote and support the implementation of the Town Centre Improvement Plan</p> | AVDC | | <p>.As per AVDC's separate Town Centre Improvement action plan</p> | Ongoing |

6. Growing our own workforce for the future knowledge economy

The availability of an appropriately skilled workforce is key to keep pace with the increasing demand for higher skilled occupations and new and emerging market opportunities. Aylesbury Vale has to secure its future in the knowledge economy and to do so will have to be able to respond to employers recruitment needs now and in the future, if they are to continue to remain and grow or to invest in the area.

To do so it needs to invest in the research and innovation skills of its young people and provide alternative career paths, including vocational and apprenticeship opportunities, part of which will be met by the University Technical Centres (UTCs). Aylesbury Vale needs to focus on what it is good at including: supporting entrepreneurialism, exploiting its current knowledge economy research assets, exploiting 'niche' markets and encouraging multi-and cross-disciplinary workforce skills

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2014

| 6. Growing our own workforce for the future knowledge economy | | | | | |
|---|-----------------|--|--|-----------|--|
| Task | Lead | Partners | Work Programme | Timetable | |
| a) Continue to support the development of the Waterside Enterprise Academy and support entrepreneurial education in schools and colleges | AVDC | BTVLEP BBF BNU/UCAV | Establish partnership to develop new Waterside Academy build | Ongoing | |
| b) Enterprise learning maintained across the curriculum & build capacity within schools for enterprise placements Raise awareness for young people of enterprise opportunities within particular sectors & organisations Engage SMEs and other in providing enterprise experience Enable young people to access networks such as the Young | Bucks CC BBF | BTVLEP Districts Schools HE/IFE | Raising educational levels of Aylesbury Vale residents of all ages | Ongoing | Encourage young people to start their own business |

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2014

| 6. Growing our own workforce for the future knowledge economy | | | | | |
|--|---|-------------------------------|-----------------------------|---|------------|
| | Entrepreneurs Society (YES) | | | | |
| c) | Continue appropriate development of Aylesbury College curriculum in line with employer needs | Aylesbury College | UCAV AVDC | & convert new ideas into reality, as well as reviewing opportunities for establishing social enterprises at the Clare Foundation in Saunderton | Ongoing |
| d) | Continue and enhance provision of HE, including continued development and support of University Centre | Aylesbury College & UCAV | FEs HEIs ATG Training | To make sure the college expands its capacity to provide a suitably skilled workforce, consistent with the growth of economic activity across the Vale | Ongoing |
| | Support the establishment of the University Technical Centres (UTCs) in Aylesbury and Silverstone | Aylesbury College Silverstone | AVDC Businesses | Highlight role of College in Economic Strategy for Aylesbury. Support College Business engagement strategies | |
| e) | Explore opportunities around apprenticeships to help retain and support the growth of existing and attract new businesses to the Vale | AVDC | BTVLEP BBF | Focus on helping to plug skills shortages in key sectors eg care, construction, manufacturing & engineering . Establish Higher Education working group Investigate how University of Buckingham can further develop its role and engagement with business and supporting knowledge economy sectors and innovation. Help manage Buckingham University's growth. Engage with UTCs involving businesses and helping inform course development, as well as supporting sector initiatives | March 2012 |
| | | | | Review outcomes of skills review undertaken by BBF Identify other gaps in provision and opportunities to develop apprenticeships opportunities and work with employers to respond to national government | |

ECONOMIC DEVELOPMENT STRATEGY FOR AYLESBURY VALE – ACTION PLAN 2011 TO 2014

| 6. Growing our own workforce for the future knowledge economy | | | | | |
|---|---|---------------------------|---------------|---|---------|
| | | | | incentives | |
| f) | Undertake feasibility of new science and innovation park in the Vale and knowledge economy | AVDC Forward Plans and ED | AVA BTVLEP | Explore opportunity around A41 and at Stoke Mandeville as part of the employment land review under the Vale of Aylesbury Plan (VAP) | Ongoing |
| g) | Encourage greater collaboration between business, research assets and Universities and government around innovation, technology R & D and higher level skills development | ED Bucks 2012 Manager | | Build on the collaborative working between Stoke Mandeville NSIC, HEIs, local and national governmental bodies and the EU Work with advanced engineering and high performance businesses at Silverstone and across SEMLEP to collaborate on new innovation and technology partnerships Encourage Arla and other food and drink companies to work together to identify areas of common interest to take forward collectively | Ongoing |
| h) | Develop youth portal to help young people into work and support young people and advise them as to how to help themselves in the employment market | BTVLEP Bucks CC BBF | AVDC | | Ongoing |

Dec 2011

| Topic | Action | AVDC Roles | Partners | Activities | Dependencies | Timescale |
|--|-------------------------------|--------------------------|--------------------|--|------------------------------|-----------------------------|
| Demand Assessment & Stimulation | | | | | | |
| 1 | Gain a clear understanding of | Lead : Broadband lead | BDUK (through BBF) | • Best delivered through supporting the planned BDUK | Dependent upon BDUK progress | Likely Summer 2012, however |

| Topic | Action | AVDC Roles | Partners | Activities | Dependencies | Timescale |
|-------|--|--|---|--|---|--|
| | the <u>residential</u> demand for super fast broadband within and around the Vale | officer Support : Media & Comms | Parish & Town Councils Community Groups Adjoining councils | related survey work. <ul style="list-style-type: none"> Resources best employed on assisting gaining best possible outcome for this work. Gain awareness of activity in surrounding authorities of activity on AVDC borders | and programme | contingent on BDUK bid |
| 2 | Gain a clear understanding of the <u>business</u> demand for super fast broadband within and around the Vale | Lead : Broadband lead officer Support : Media & Comms Economic Development | BDUK (through BBF) Business groups in the Vale Adjoining councils | <ul style="list-style-type: none"> Best delivered through supporting the planned BDUK related survey work. Resources best employed on assisting gaining best possible outcome for this work from the business perspective. If not addressed via this route may require separate AVDC activity Gain awareness of activity in surrounding authorities of activity on AVDC borders | Dependent upon BDUK progress and programme, or on AVDC ability to undertake work. | Likely Summer 2012, however contingent on BDUK bid |
| 3 | Raise general understanding and raise demand (residential and business) for market delivered superfast broadband | Lead : Broadband lead officer Support : Media & Comms, Economic Development, Planning Implementation & monitoring Commercial | BDUK (through BBF) Parish & Town Councils Community Groups Business groups in the Vale | <ul style="list-style-type: none"> Through the use of regular awareness raising activities – such as articles in Aylesbury Vale Times, information to parish & town councils, use of AVDC website and Invest AVDC web sites. Take part in activities related to demand stimulation (taking care with expectation management) Inform active wholesale | Dependant on particular activity as it arises | Already commenced and on-going |

| Topic | AVDC Roles | Partners | Activities | Dependencies | Timescale |
|----------------------|---|------------------------|--|---|--|
| Action | Providers | | providers of appropriate new development opportunities to gain provision from the start of developments life | | |
| Policy Levers | | | | | |
| 4 | Economic Development Strategy Refresh <i>Lead :</i> Economic Development <i>Support:</i> Broadband Lead Officer | None | <ul style="list-style-type: none"> Ensure that the Economic Development Strategy refresh (Spring 2012) places sufficient weight on the importance of super fast broadband provision in the Vale, and provides a link to this Action Plan. | None | In time to support AVDC full Council adoption of the refreshed Economic Development Strategy (April 2012) |
| 5 | Vale of Aylesbury Plan <i>Lead :</i> Planning Division <i>Support:</i> Broadband lead officer | Wholesale providers | <ul style="list-style-type: none"> Final location of strategic development sites take into account the accessibility of high speed broadband provision Consideration of a policy related to delivery of telecommunications (including ducting capacity in larger new developments) | None | To be part of the public consultation on Development Management policies with the Vale of Aylesbury Plan (Autumn 2012) |
| 6 | Development Management – application discussions | Developers / promoters | <ul style="list-style-type: none"> Explicit discussions for major site proposals to include highlighting the need for high speed broadband provision in developments; including the need for developers to engage wholesale providers, consider | Developer / promoter willingness to engage Wholesaler willingness to | On-going from Action Plan adoption (superseded once Action 5 in place) |

| Topic | Action | AVDC Roles | Partners | Activities | Dependencies | Timescale |
|-------------------------|---|---|--|--|--|--|
| 7 | Community Cohesion & Education | Lead : Broadband Lead Officer Support: Communities | AVALC/BALC CIB | <ul style="list-style-type: none"> ducting supply (in advance of action 5 coming into play) Activities are likely to be supporting demand stimulation, digital inclusion and education/skills enabling. | <ul style="list-style-type: none"> Dependent upon BDUK progress and programme for funding Dependent upon partners for delivery | Ongoing alongside BDUK work programme |
| Private Networks | | | | | | |
| 8 | Investigate if/how private networks within the Vale could be used to provide community access to super fast broadband | Lead: Broadband Lead Officer Support: Economic Development | Wholesale providers Private network holders within the Vale LEPs | <ul style="list-style-type: none"> Support the BCC roll out of access to their private schools based network for community access Investigate what other significant private networks exist within the Vale Explore with private network providers possibilities for rolling out community access | Private network owners and operators | Initial assessments by Summer 2012 |
| Funding | | | | | | |
| 9 | Funding Streams to support 'not spot' and 'slow spot' upgrades that are non commercially viable | Lead : Broadband Lead Officer Support: Planning Division Finance | BDUK (through BBF) Wholesale providers LEPs | <ul style="list-style-type: none"> Work with BBF/BDUK to ensure the best funding support package for the Vale Ensure infrastructure list used to prepare the Community Infrastructure Levy includes broadband provision | BBF/BDUK securing funding, and maximised opportunities for the Vale Sufficient funding sources are | Preparatory work to coincide with Community Infrastructure Levy (by Spring 2014) Funding streams possible |

| Topic | Action | AVDC Roles | Partners | Activities | Dependencies | Timescale |
|-----------------------|----------------|--|--|--|---|---|
| | | | | <ul style="list-style-type: none"> Ensure budget debates consider the possible future need for support funding for broadband provision Ensure LEP discussions include explicit consideration of broadband 'top up' funding | secured through CIL Sufficient budget is available to support activity | requirement post BBF/BDUK roll out programme becomes clear (Winter 2012/ spring 2013) |
| Pilot Projects | | | | | | |
| 10 | Pilot projects | Lead: Broadband Lead Officer Support: Economic Development Media & Comms | Parish & Town Councils Community Groups Businesses within the Vale | <ul style="list-style-type: none"> Explore pilot projects for innovative technologies where traditional wholesale products may not be suitable (e.g. wireless or Satellite) to test applicability for possible wider roll outs Support existing pilot projects within the Vale | Pilot project financial supporters Willing example sites | Explore pilot opportunities for single or small site examples by Summer 2012 |



Business Plan

2012/13

Executive Summary

Buckinghamshire Business First's role is to encourage net jobs growth by building a strong flexible relationship between public policy makers and the business community, to bring together the collective voice of Buckinghamshire's businesses and to create a dynamic environment that supports the Entrepreneurial Heart of Britain.

Business and evidence led: These two features combine to make Buckinghamshire Business First (BBF) uniquely valuable.

Impact focussed: We are only interested in projects that offer tangible advantages to businesses in Bucks. Everything we do is driven by the need to generate a significant return for every pound invested.

Partnership orientated: Our partners work with us to achieve mutually important goals. They include businesses, local authorities and central government departments, business representative organisations, and education and skills providers.

Buckinghamshire is the 'Entrepreneurial Heart of Britain' and we have consistently generated more business start-ups per head of population than any other county council area in England, for well over a decade.

Every Bucks business has the right to become a member of BBF, and this membership ensures they are kept informed about, and close to, the issues and activities designed to drive competitiveness and wealth creation.

This Business Plan sets out our goals for 2012/2013 and is focussed on **fostering the conditions that will encourage businesses in Bucks to invest, grow, and thrive.**

We will ...

Be evidence led ...

Be driven by the needs of business ...

Generate momentum through innovation and an enterprising approach

We will not ...

Be afraid to speak up for economic development against political opposition

Duplicate or compete with the market ...

Commit to doing more than we can deliver....

Bucks Business Needs

BBF's research base has identified the key challenges our businesses feel they face:

On skills, businesses want:

- To increase the efficiency of recruiting the right people for the job
- More energised young people to leave full-time education better prepared for the work environment
- More native Buckinghamshire graduates to return to the county following graduation

On property, businesses want:

- Increased choice of commercial property options
- A supportive efficient planning environment
- Clear dynamic picture of available property and terms
- More affordable housing

On finance, businesses want:

- Alternative more flexible sources of funding
- A longer term less risk averse attitude to lending

On infrastructure, businesses want:

- High speed and reliable broadband connectivity across the entire county
- Reduced traffic congestion in and around town centres
- Improved access to the national rail network

On business support, businesses want:

- Access to peer-level 'been there, done that' mentoring
- Access to a powerful, connected leadership network

The Buckinghamshire Business First Proposition

Buckinghamshire Business First has two principle customer groups – members and local authorities.

Member Proposition - What's in it for business?

BBF offers unique access to local and national policy makers, and to the politicians with whom it works in collaboration to generate a strong business case for strategic economic decisions.

BBF makes a difference to every business in Bucks by helping to foster conditions which support and help them to survive and thrive. We actively seek improvements that will encourage economic growth in areas such as:

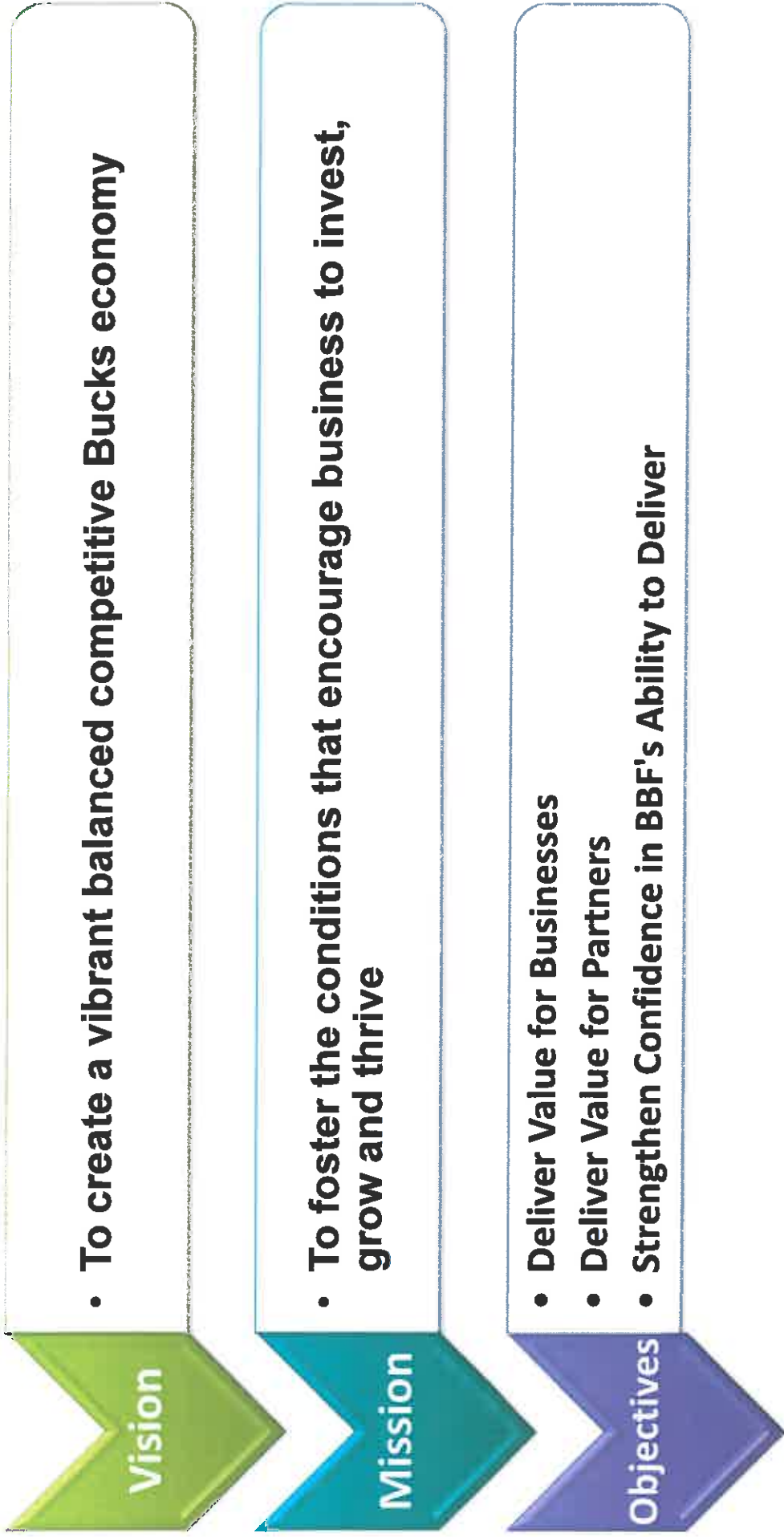
- Improved economic infrastructure like high speed broadband and EW Rail
- A faster, less bureaucratic planning system
- Easier access to finance for growing businesses
- Less onerous business rates regime
- More enterprising young people with strong employability

Partner Proposition—What's in it for our Local Authorities?

BBF offers a single point of reference to reach '*The Collective Voice of Business*', and reaches more deeply and widely into the county's business community than has been possible before, including all key sectors, locations and sizes of business. Its business intelligence network includes the Bucks Business Group, Local Action Groups in the north, south and middle of the County, the top private sector employers in the County and a growing membership database. It provides a powerful route to and from the business coal face and is able to bring forward well-conceived, well-evidenced, bottom-up business critical issues in a unique way.

- BBF is able to mobilise the business community in Bucks in support of important issues.
- BBF's ultimate focus is on net jobs growth as the foundation of a prosperous cohesive community.

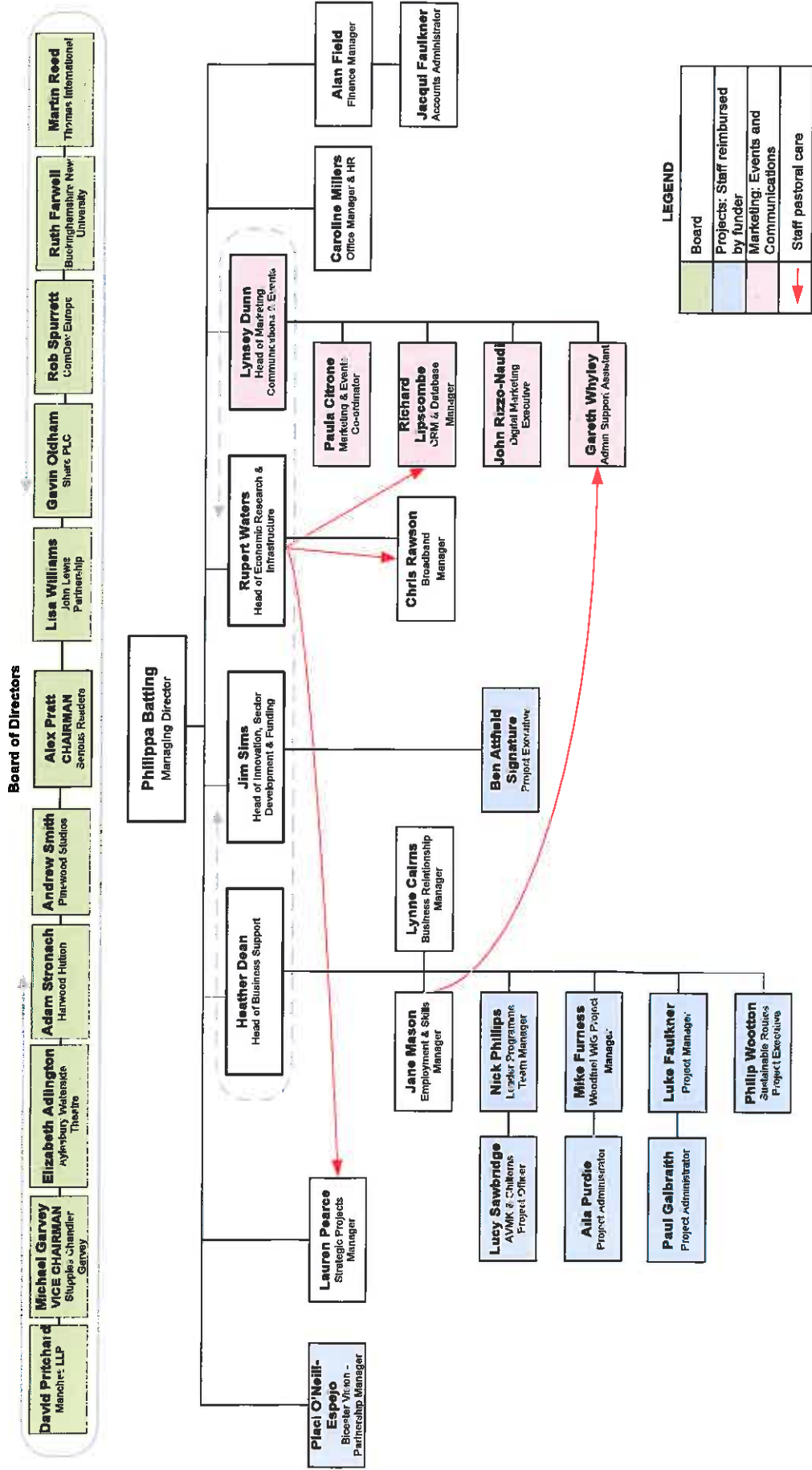
Buckinghamshire Business First
Vision, Mission and Objectives



The “What” and the “How”

| Objective | Activity | Tactics |
|--|---|--|
| Deliver Value for Business | <ol style="list-style-type: none"> 1. Stimulate transport infrastructure solutions 2. Influence the planning process 3. Work in partnership with others to provide high speed broadband across the County 4. Stimulate access to finance solutions 5. Provide business support & membership services 6. Help businesses to identify and access the skills they need 7. Promote the Bucks Brand | <ol style="list-style-type: none"> 1. Identify transport blockages impacting on business & secure funding to help businesses to reduce the cost of business travel 2. Understand & articulate the impact of planning approaches on business 3. Successfully deliver the BDUK Broadband Project 4. Initiate regular funding / finance panel meetings. Seek out new finance solutions that stimulate business growth 5. Understand what support businesses need to grow & prosper and provide information, advice and guidance 6. Research the skills needs of Bucks businesses and encourage businesses to invest in skills 7. Complete the Bucks Brand identity work and develop inward investment web presence |
| Deliver Value for Partners | <ol style="list-style-type: none"> 1. Support BTVLEP 2. Influence & catalyse partnership based, strategic economic development 3. Support jobs growth in the County | <ol style="list-style-type: none"> 1. Accurately represent the views of the private sector and successfully deliver the BTVLEP secretariat function 2. Develop & maintain successful relationships with all Business Representative Organisations that operate in the County. Collaborate with Local Authorities on shared economic development priorities. 3. Work with partners on initiatives and projects which help the unemployed secure employment |
| Strengthen Confidence in BBF's Ability to Deliver | <ol style="list-style-type: none"> 1. Be the indispensable source of information and intelligence in economic development 2. Be the indispensable expert in sourcing external funding 3. Build an effective contract & project management capability 4. Communicate loudly and clearly with those who matter | <ol style="list-style-type: none"> 1. Provide market leading research & intelligence which gives an insight into the economic development needs of the county 2. Ensure an extensive knowledge of what funding there is to support local business growth is maintained to enable additional funding to be leveraged into the County 3. Ensure we remain a trusted & respected 'safe pair of hands' for the government 4. Communication will wrap around everything that is done within BBF and is recognised as being vitally important for our customers, partners, funders and stakeholders. |

BBF Organisational Structure



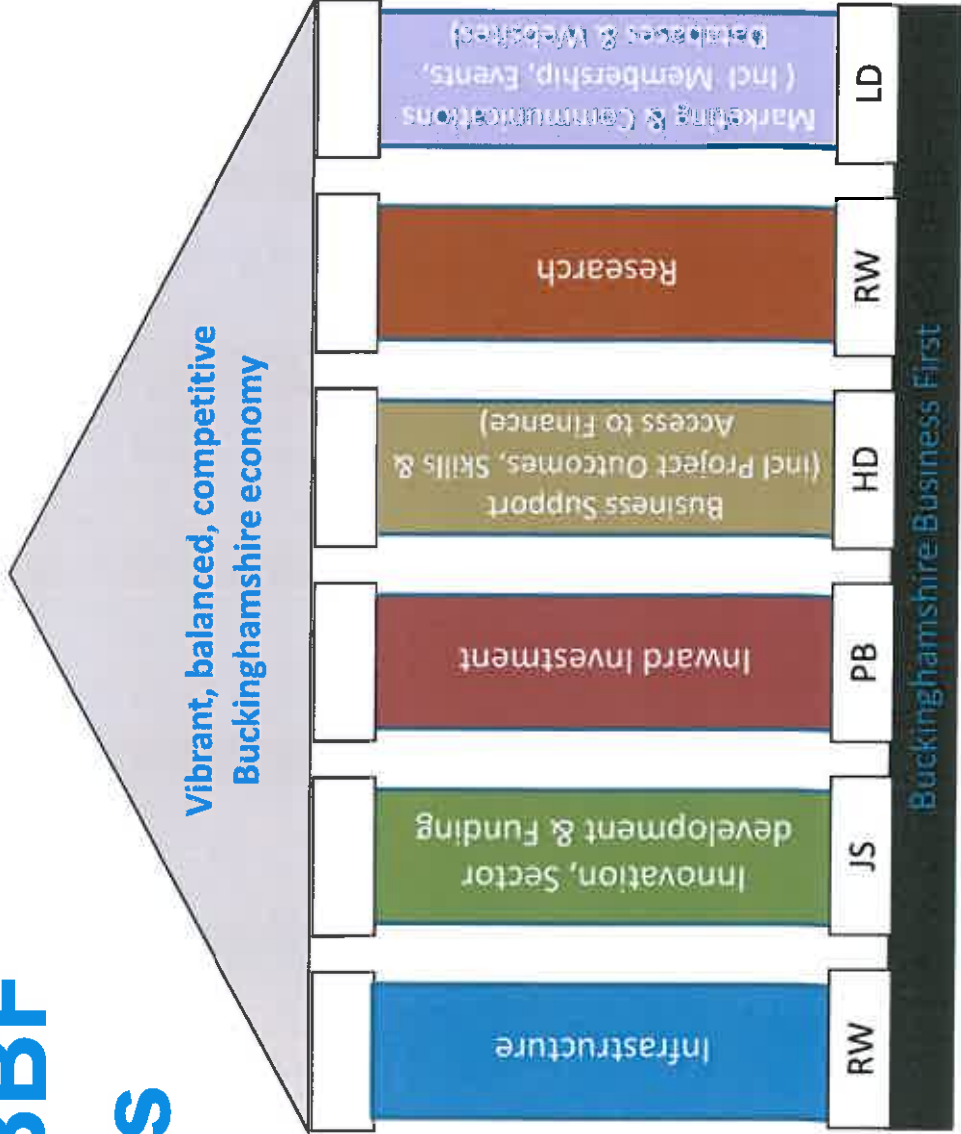
LEGEND

| | |
|--|--------------------------------------|
| | Board |
| | Projects: Staff reimbursed by funder |
| | Marketing, Events and Communications |
| | Staff pastoral care |

25 Staff: 22.04 FTEs

1st May 2012

The BBF Pillars

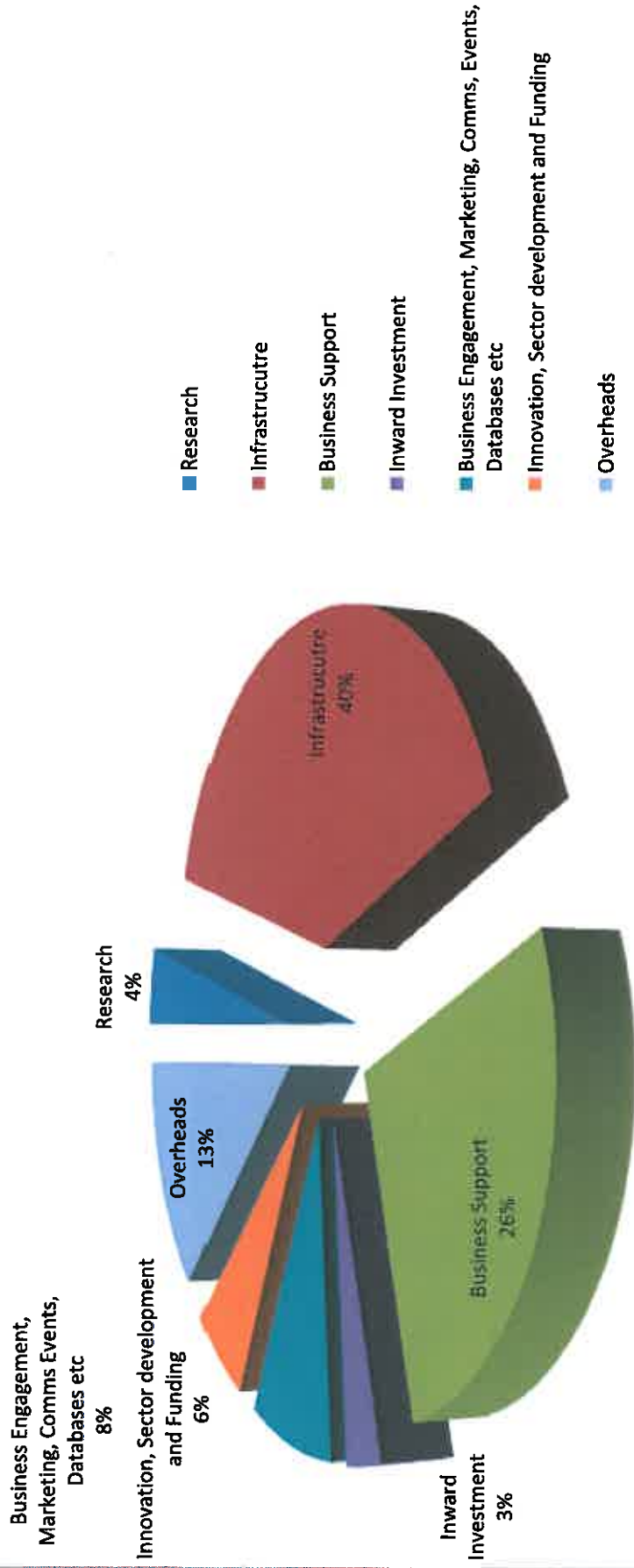


Business Plan KPIs 2012-13

| Business Area | Targets | By When |
|--|---|---|
| Membership | <ol style="list-style-type: none"> 1. 1700 members 2. 80% satisfaction from BBF members when surveyed 3. Maintain contract opportunities for local businesses via the Buy in Bucks Web portal 4. Lobby at local and national levels on behalf of Bucks businesses. Opportunities identified and actions defined | <ol style="list-style-type: none"> 1. 31 March 2013 2. 31 March 2013 3. Ongoing 4. Ongoing |
| Research | <ol style="list-style-type: none"> 1. 2 Research studies undertaken for partners 2. 4 x qtrly report on the economic conditions of Buckinghamshire 3. Establish baseline data and analysis for Bucks export performance 4. Identify primary causes of business closures within first 3 yrs of trading | <ol style="list-style-type: none"> 1. 31 March 2013 2. Qtrly 3. End of Qtr 3 4. End of Qtr 3 |
| Business Support (incl Projects & Skills) | <ol style="list-style-type: none"> 1. 250 businesses assisted 2. Identify and record professional and pro bono support network available for Bucks 3. £1,000,000 distributed to businesses as grant funding 4. 2,185 tonnes of CO2 savings 5. 100 new jobs 6. 50 new apprenticeship opportunities generated for the County 7. Skills Study research evaluated and findings disseminated. Actions defined 8. Recruitment Agency Research on scarce skills evaluated and findings disseminated. Actions defined | <ol style="list-style-type: none"> 1. 31 March 2013 2. End of Qtr 2 3. 31 March 2013 4. 31 March 2013 5. 31 March 2013 6. 31 March 2013 7. End of Qtr 1 8. End of Qtr 1 |

| | | |
|---|---|---|
| Funding (incl Access to Funding) | <ol style="list-style-type: none"> 1. 4 finance panel events 2. Source £1,800,000 external funding for the benefit of the County 3. Secure £1,500,00 funding for BBF/ Ngage pipeline for 2013-14 | <ol style="list-style-type: none"> 1. 31 March 2013 2. 31 March 2013 3. 31 March 2013 |
| BTVLEP | <ol style="list-style-type: none"> 1. Produce LEP Plan for Growth 2012-13 2. Provide scheduling, note taking and dissemination function for the LEP 3. Secure 80% LEP board member satisfaction with the LEP secretariat undertaken by BBF | <ol style="list-style-type: none"> 1. By end of Q2 2. Ongoing 3. 31 March 2013 |
| Marketing & Communications (incl Events & Databases) | <ol style="list-style-type: none"> 1. Annual events plan 2. 80% satisfaction from event attendees 3. 80% attendance by top 25 key influencers at quarterly briefings 4. 4 events joint branded with BROs (eg FSB, IOD, TVCC etc) 5. Minimum of one export focussed event | <ol style="list-style-type: none"> 1. Q1 and ongoing 2. 31 March 2013 3. 31 March 2013 4. 31 March 2013 5. 31 March 2013 |
| Inward Investment | <ol style="list-style-type: none"> 1. 10 visits to the County 2. Ensure all opportunities from 2012 exposure are capitalised upon. 3. Facilitate Bucks Inward Investment Group to incl CEO of Bucks County Council 4. Develop Inward Investment Marketing Proposition for Bucks | <ol style="list-style-type: none"> 1. 31 March 2013 2. End of Qtr 3 3. Ongoing 4. End of Qtr 2 |
| Infrastructure | <ol style="list-style-type: none"> 1. Scope support for 4G 2. Qtrly reports, to Bucks County Council leader, on progress towards superfast broadband coverage for 90% of Bucks by Mar 2015 3. Support realisation of East West Rail | <ol style="list-style-type: none"> 1. By end of Q2 2. Ongoing 3. Ongoing |

Expenditure allocation 2012 - 13



The Detail

Objective 1: Deliver Value for Business

A) Stimulate transport infrastructure solutions

The efficient distribution of goods is central to business competitiveness. Poor transport infrastructure ultimately inflates the price a consumer pays for a product or service. Improving staff access to business premises also impacts on recruitment and retention. Innovative working methods can transform the efficiency of businesses and increase competitiveness. BBF will provide the following help to business:

- 1) **Identify transport blockages impacting on business by:**
 - a. Undertaking research into business travel patterns
 - b. Raise the debate about gaps in transport infrastructure
- 2) **Build a strong evidence base to stimulate important transport infrastructure by:**
 - a. Understanding and powerfully articulating the negative impact of a 'do nothing' approach;
 - b. Lobbying for investment in transport infrastructure
- 3) **Secure funds to help businesses reduce the cost of business travel**

Future investment priorities in this area are likely to include:

 - a. Promoting flexible working and alternative travel solutions (for example, through the delivery of projects like Sustainable Routes, supporting investment in electric vehicles, improved logistics etc)

B) Influence the planning process

The provision of suitable commercial property is fundamental to business growth. The views of organised special-interest groups can negatively impact on a business's ability to grow and provide employment. In response BBF will:

- 1) **Providing businesses with invaluable commercial property information, by:**
 - a. Researching gaps in the availability of premises
 - b. Providing access to dynamic property information online
 - c. Delivering 'advocacy' & 'research' support for planning applications if appropriate
- 2) **Build a strong evidence base to stimulate important commercial property developments by:**
 - a. Understanding and powerfully articulating the negative impact of a 'do nothing' approach;
 - b. Bringing property developers & tenants together in a Planning & Infrastructure Forum
- 3) **Plug identified gaps in the supply of commercial property**

Future investment priorities in this area are likely to include:

 - a. Ensuring the local property offer remains competitive (for example, by helping landlords to reduce their costs, through increased investment in renewable energy and broadband)
 - b. Stimulating investment in the Buckinghamshire property stock, where the market is unlikely to intervene (e.g. business incubation)

C) Successfully deliver the BDUK Broadband project

The provision of high speed broadband across the county is a major factor in creating an environment that supports inward investment and indigenous growth with resultant job opportunities. Having secured BDUK and Local Authority funding towards the rollout of Superfast Broadband within the county, and having been given the responsibility for overseeing the delivery of the project, BBF will provide the following core services:

1) Work in partnership with Hertfordshire County Council, Buckinghamshire County Council and the Districts to deliver the BDUK project by:

- a. Developing a detailed project plan
- b. Producing quarterly reports to BCC leadership on the BDUK project
- c. Communicating with Buckinghamshire communities about their broadband aspirations
- d. Stimulating demand for Broadband
- e. Securing GAP Funds needed to maximise coverage
- f. Supporting the process to procure the solution

2) Secure funds needed to deliver a 4G pilot and/or secure commitment from a government funder/commercial operator:

Future investment priorities in this area are likely to include:

- a. Scoping the 4G mobile communications implications for Buckinghamshire
- b. Establishing Buckinghamshire as a 4G pilot area

D) Stimulate access to finance solutions

Ensuring businesses have access to the finance they need to grow and develop is an important component of any successful economy. Recent fiscal pressures in the public sector, combined with the banking crises, have resulted in a tightening in the available funds. Far too many businesses complain that they are simply confused about what the available finance options are. Many simply rely on overdraft or credit card finance to fund their growth. In response to these issues, BBF will provide the following core services:

1) Simplify the finance landscape by:

- a. Providing a single gateway into finance solutions for business

2) Help growth companies access the finance they need by:

- a. Initiating regular funding / finance panel meetings
- b. Maintaining a close working relationship with the finance provider marketplace
- c. Continuing to deliver the LEADER/Woodfuel WIG projects
- d. Promoting national funding initiatives (NLGS, SMART etc)
- e. Supporting The Fredericks Foundation to deliver in Bucks

3) Secure funding for new initiatives to improve access to finance for businesses

Future investment priorities in this area are likely to include:

- a. Stimulating new finance solutions that plug identifiable gaps in the market and stimulate business growth

E) Provide business support & membership services

Many businesses simply don't take advantage of the support that is available to help them grow, quite simply because they don't know it exists. In addition, businesses are often confused about the array of solutions that exist for them. Many businesses eschew external advice quite simply because they do not believe it offers good value for money. Despite these issues, national research has identified that those businesses that seek, and act upon, external support to help develop and grow their businesses generally report an average return of 2000% on their investment in it. In response to these issues, BBF will provide the following core services:

- 1) Understand the support services businesses need to grow and prosper by:**
 - a. Understanding the barriers that business face
 - b. Understanding the take up of business support in Buckinghamshire
- 2) Provide businesses with 'value adding' information, advice & guidance by:**
 - a. Highlighting opportunities and threats to businesses, via regular email alerts
 - b. Promoting UK Trade & Investment, overseas market opportunities and FP7 opportunities
 - c. Promoting R&D funding opportunities (for example, FP7, SMART, TSB etc)
 - d. Promoting Lean and Cost Reduction Programmes (for example, Renewable Energy, Lean Systems, Internships etc)
 - e. Stimulating increased process & marketing innovations including links to broadband
 - f. Continuing to deliver SIGNATURE: European Security Innovation Network Project
 - g. Maintaining contract opportunities for local businesses via the Buy in Bucks portal
 - h. Maintaining the 'pro-bono' 'professional' Bucks business support network
 - i. Providing Face-to-Face support to Buckinghamshire's key strategic companies
 - j. Promoting Coaching for Growth / High Growth Mentoring
- 3) Secure funding which allows us to create new business support services which plug identified market gaps**

Future investment priorities in this area are likely to include:

 - a. Developing a start-up mentoring solution for aspiring entrepreneurs
 - b. Developing programmes which support business to reduce costs
 - c. Developing programmes which support the competitiveness of key sectors
 - d. Developing programmes which support businesses to innovate

F) Help businesses to identify and access the skills they need

The development of workforce skills is a major driver in the economic development of the county. Developing and improving the skills and adaptability of the workforce of today and tomorrow will help businesses to grow, become more productive and increase employability. In response to these issues, BBF will provide the following core services:

- 1) Understand particular skills challenges experienced by businesses by:**
 - a. Undertaking research into business skill issues
 - a. Promoting local skills improvement opportunities to employers (HE, FE & private providers)
 - b. Encouraging more businesses to get involved in school & after school enterprise programmes
 - c. Promoting work experience opportunities to business
 - d. Providing 'advocacy' support to individual businesses with skills issues
- 3) Overcome particular failures in the labour market by:**
 - a. Promoting solutions to reduce the number of young unemployed people
- 4) Secure funding to invest in specific areas of skills 'market failure'**

Future investment priorities in this area are likely to include:

 - a. Improving in-service enterprise training for teachers
 - b. Aggregating demand for particular skills shortages and working with skills providers to secure the funding needed to tailor/target particular issues

G) Provide Inward Investment & Tourism Services

Inward investment projects can take a variety of shapes and forms – from corporate venturing (which at its most basic can simply be an 'out of county' business taking an equity stake in a smaller company in the county) through to mobile inward investment projects. Inward investment adds value to the Buckinghamshire economy, through the creation of jobs and employment, which in turn can help stimulate growth and increased prosperity. In addition, inward investment projects can plug gaps in supply chains, encourage knowledge transfer (in terms of capital and technical knowledge) and improve the overall competitiveness of key sectors in the county.

Encouraging and developing the visitor economy in Buckinghamshire can also increase the inflows of money into the County. In addition, consumers and businesses are not wholly discrete communities. Promoting Buckinghamshire as a place to visit can have a spill-over effect on attitudes of business people from 'outside the-county' that visit Buckinghamshire. Nowhere is this truer than in the conference and events market, where many businesses visit the county on business, and where we have a really positive opportunity to influence their attitudes to towards the County. In response to these issues, BBF will provide the following core services:

- 1) Promote the Bucks brand proposition to key inward investment projects by:**
 - a. Completing the Bucks brand identity work
 - b. Further developing our inward investment web presence

- 2) **Target key 'out of county' businesses looking to relocate/renew their leases by:**
 - a. Continuing to promote Buckinghamshire as the Entrepreneurial Heart of Britain
 - b. Promoting available commercial land and property to businesses
 - c. Promoting the existence of important sector groups in the County
 - d. Providing a robust 'soft landing' service for potential inward investors
 - e. Facilitating a BBF Inward Investment Steering Group to co-ordinate actions
- 3) **Understand Buckinghamshire's competitive strengths and weaknesses by:**
- 4) **Support the development of a Bucks Tourism Marketing Partnership by:**
 - a. Ascertaining what successes Buckinghamshire has had and why it loses out on investment
 - a. Bringing together Local Authorities and key attraction/accommodation providers to work together to promote the county as a tourism destination
 - b. Developing and agreeing a business plan and funding model
 - c. Targeting key conference and event organisers to recognise Buckinghamshire as an ideal location
 - d. Developing the capacity needed to respond positively to business conference/event enquiries

Objective 2: Deliver Value for Partners

A) Support Buckinghamshire Thames Valley LEP

The Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) is a business-led 'partnership of equals' between local government and the private sector, building the conditions for sustainable economic growth in the county. BBF's current chair also chairs BTVLEP; BBF board members make up the private sector representatives on the BTVLEP Board and BBF provides the secretariat function for Buckinghamshire Thames Valley Local Enterprise Partnership.

BBF is committed to ensuring BTVLEP succeeds in achieving its goals. To that end, BBF will provide the following core services:

- 1) **Successfully deliver the BTVLEP chair function**
- 2) **Accurately represent the views of the private sector when helping to guide BTVLEP's strategic priorities**
- 3) **Successfully deliver the BTVLEP secretariat function by:**
 - a. Securing the commitment of partners to contribute to funding the BTVLEP secretariat
 - b. Developing a 2012/13 Economic Development Strategy and a set of agreed priorities
 - c. Developing strong partnership relationships with neighbouring LEPS
 - d. Supporting the implementation of GPF Projects, through effective contract management
 - e. Successfully supporting the administration of LEP sub-groups to oversee the implementation of the 2012/13 Economic Development Strategy

B) Influence and catalyse partnership based strategic economic development activity

BBF recognises it is merely a small part of the Buckinghamshire economic development eco-system. We recognise the valuable contribution that many other organisations make to the Buckinghamshire economy, and firmly believe that we need our partners to be successful if Buckinghamshire's economy is to thrive and grow. To that end, BBF has concluded that, subject to our partners' agreement, it is vital for us to:

- 1) Develop and maintain successful relationships with the Business Representative Organisations (BRO's) by:**
 - a. Maintaining the touchdown hub for the use of BRO and BBF members
 - b. Meeting regularly with BRO representatives
 - c. Organising joint events
- 2) Secure and maintain the Local Authorities commitment towards collaborating with BBF on shared economic development priorities by:**
 - a. Maintaining our existing strong relationship with Buckinghamshire County Council
 - b. Developing priority projects in partnership with our Local Authority Partners
 - c. Securing investment from the District Councils into BBF's core services
 - d. Developing and maintaining excellent working relationships with council leaders, lead officers and those responsible for economic development
 - e. Working with Wycombe District Council to develop a Wycombe Business Group
 - f. Working with Aylesbury Vale District Council to develop an Aylesbury Business Group
- 3) Secure commitment of the key influencers behind BBF's mission & vision by:**
 - a. Developing a BBF stakeholder relations strategy
 - b. Organising quarterly MP briefings

C) Support jobs growth in the County

BBF recognises the importance partners place on stimulating job growth within the county. Achieving full employment brings many social and economic benefits to the county, whilst also reducing pressure on a range of other publicly funded services. To that end, BBF has concluded that, subject to our partners' agreement, it is vital for us to:

- 1) Help unemployed residents into employment by:**
 - a. Working with partners to support the delivery of the Families First initiative
 - b. Supporting partners' initiatives, and delivering projects, which help young people secure employment
- 2) Improve the links between local employers with vacancies/unemployed people by:**
 - a. Promoting local initiatives to get unemployed people into work
 - b. Promoting the take up of national employability initiatives in Buckinghamshire

Objective 3: Provide our funders, partners & customers with confidence in our ability to deliver

Under this third strategic priority, we have identified a number of management tactics or measures we need to achieve:

A) To be the indispensable source of information and intelligence in economic development

Providing market leading research and intelligence will continue to be a core priority for BBF. This intelligence provides us with insight into business needs, ensures we maintain a strong customer focus and that we remain focussed on delivering activities that are built on strong evidence bases. To that end, BBF will operate robust processes to:

- 1) Understand the economic picture by:**
 - a. Discharging Buckinghamshire County Council's statutory duty by carrying out an assessment of the Buckinghamshire Economy
 - b. Producing a quarterly research report for the BBF board and for external partners
- 2) Understand what businesses think/want by undertaking regular surveys as set out in the previous section of this report**
- 3) Maintain a reputation as the best place for research on the Bucks economy by:**
 - a. Securing the commitment of partners towards some of the key research studies

B) To be the indispensable expert in sourcing external funding

Securing the resources needed to deliver our plans, and to support local business growth, will be vitally important moving forward. In today's tight fiscal environment, Buckinghamshire partners will need to work smarter and more efficiently to secure the funding they need to bring forward projects which make a positive difference. Increasingly, we will need to pool our resources around shared goals. To that end, BBF will operate robust processes to:

- 1) Know what funding there is & systematically evaluate our chances of success by:**
 - a. Developing and implementing a robust process for identifying, selecting and bidding for funds
- 2) Leverage additional funding into the County, in support of BBF objectives by:**
 - a. Developing and implementing a clear business development strategy
- 3) Develop strategic relationships with key partners across Europe by:**
 - a. Developing strategic EU partnerships & securing partner commitment to working with BBF
- 4) Become known as the best people at securing funding in Buckinghamshire by:**
 - a. Securing match funding from partners towards joint bids

C) To build an effective contract and project management capability

BBF will be responsible for managing multi-million pound projects. As central and local government increasingly look to BBF to oversee the delivery of its strategic outcomes, it will be increasingly important for BBF to ensure it builds an effective capacity to procure, contract or project manage the outcomes needed by business. To that end, BBF will operate robust processes to:

- 1) **Become a trusted and respected 'safe pair of hands' for government by:**
 - a. Developing a robust project management function
- 2) **Implement robust project management systems and processes to:**
 - a. Achieve and exceed contractual targets
- 3) **Have a positive impact on the local economy by:**
 - a. Making an impact to local businesses

D) Communicate loudly and clearly with those who matter

Communication is very important to BBF. It wraps around everything we do. It is vitally important for the maintenance and development of relationships with our customers, partners, funders and stakeholders. To that end, BBF will operate robust processes to:

- 1) **Secure the commitment of businesses towards the role of BBF by:**
 - a. Developing a membership recruitment plan
 - b. Improving membership capture mechanisms
 - c. Creating processes to 'retain' members and encouraging active engagement
- 2) **Spearhead excellent communications with and managing members by:**
 - a. Analysing membership data & feedback to establish our audience's needs/ wants
 - b. Creating a single, integrated communications message that everyone can understand
 - c. Developing an Integrated Communications Plan
 - d. Developing & implementing a planned annual event programme
- 3) **Spearhead excellent communications with and managing stakeholders by:**
 - a. Developing a BBF Stakeholder Relations Strategy
 - b. Organising Quarterly MP Briefings

E) Broaden the funding base for the business

We live in an increasingly complex funding environment. Faced with increasing financial pressures, central government is looking for individual localities to come up with increasingly innovative approaches to funding economic priorities. In addition to these pressures, BBF needs to diversify its current funding model away from being wholly reliant on one customer. In light of this issue, BBF has set a financial objective for 2012/2013 of income of £1.8 million

GLOSSARY

| A | |
|----------|--|
| ABF | Aylesbury Business First |
| AVA | Aylesbury Vale Advantage |
| AVDC | Aylesbury Vale District Council |
| B | |
| BBE | Bucks Business Entrepreneurs |
| BBF | Buckinghamshire Business First |
| BBG | Bucks Business Group |
| BCC | Bucks County Council |
| BCF | Bucks Community Foundation |
| BDUK | Broadband Delivery UK |
| BEDS | Bucks Economic Development Strategy |
| BELP | Bucks Economic & Learning Partnership |
| BIF | Bucks Infrastructure Fund |
| BIS | Department for Business, Innovation & Skills |
| BRO | Business Representative Organisation |
| BSP | Bucks Strategic Partnership |

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| BSPIG | Bucks Strategic Partnership Implementation Group |
| BTVLEP | Buckinghamshire Thames Valley Local Enterprise Partnership |
| C | |
| CADEX | Local Authority Chief Executive Group |
| CDC | Chiltern District Council |
| CF | Capacity Fund |
| CIB | Community Impact Bucks |
| CLG | Department for Communities and Local Government |
| CO | Cabinet Office |
| CPO | Compulsory Purchase Order |
| D | |
| DCMS | Department for Culture, Media and Sport |
| Defra | Department for Environment, Food and Rural Affairs |
| DfT | Department for Transport |
| DfE | Department for Education |
| DTI | Department for Trade and Industry |
| DWP | Department for Work and Pensions |
| E | |
| EBP | Education Business Partnership |
| EC | European Commission |

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|---------------|---|
| ED | Economic Development |
| EDO | Economic Development Officer |
| EFW | Energy from Waste |
| EFA | Education Funding Agency |
| EIN | European Ideas Network |
| ENBBO | European Network for Berkshire, Buckinghamshire and Oxfordshire |
| Eoi | Expression of Interest |
| ERDF | European Regional Development Fund |
| ES | Employment Service |
| ESB | Employment & Skills Boards |
| ESF | European Social Fund |
| EWR | East West Rail |
| F | |
| FE | Further Education |
| FSB | Federation of Small Businesses |
| FTTC | Fibre to the Cabinet (Broadband) |
| FTTP | Fibre to the Premises (Broadband) |
| Finance Panel | Panel of experts coming together to consider requests for Finance |
| G | |

| | |
|------------|--------------------------------------|
| GIF | Growth and Innovation Fund |
| GOSE | Government Office for the South East |
| GPF | Growing Places Fund |
| H | |
| HA | Highways Agency |
| HCA | Homes & Communities Agency |
| HE | Higher Education |
| IJK | |
| II | Inward Investment |
| IIP | Investors in People |
| IOD | Institute of Directors |
| JCP | Job Centre Plus |
| KPI | Key Performance Indicator |
| L | |
| LA | Local Authorities |
| LAA | Local Area Agreement |
| LABGI | Local Area Business Growth Incentive |
| LDF | Local Delivery Framework |
| LDV | Local Delivery Vehicle |
| LEA | Local Education Authority |

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|-----------|--|
| LEP | Local Enterprise Partnership |
| LNP | Local Nature Partnership |
| LSC | Learning and Skills Council |
| LoSPA | Local Skills and Productivity Alliance |
| LSP | Local Strategic Partnership |
| LTB | Local Transport Body |
| LTC | Local Transport Consortia |
| LTP | Local Transport Plans |
| M | |
| MAA | Multi Area Agreement |
| MKELP | Milton Keynes Economy & Learning Partnership |
| MKSM | Milton Keynes South Midlands |
| MoU | Memorandum of Understanding |
| N | |
| NEA | National Enterprise Academy |
| NEET | Not in Education, Employment or Training |
| NVQ | National Vocational Qualification |
| O | |
| OBF (OB1) | Oxfordshire Business First |
| OCC | Oxfordshire County Council |

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|-----------|---|
| ODPM | Office of the Deputy Prime Minister |
| OFSTED | Office for Standards in Education |
| OMCS | Office of the Minister for the Civil Service, i.e. Cabinet Office |
| ONS | Office for National Statistics |
| OXLEP | Oxfordshire Local Enterprise Partnership |
| P | |
| PJEA | Peter Jones Enterprise Academy |
| PQQ | Pre-qualifying Questionnaire |
| Pro Bono | Free – for the public good |
| QR | |
| RDA | Regional Development Agency (eg SEEDA) |
| RES | Regional Economic Strategy |
| RGF | Regional Growth Fund |
| RGN | Rural Growth Network |
| ROI | Return on Investment |
| S | |
| SBDC | South Bucks District Council |
| SEBSAB | South East Business Support Advisory Board |
| SEEDA | South East England Development Agency |
| SEEC | South East England Councils |

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|------------|--|
| SEEP | South East Economic Partnership |
| SEERA | South East England Regional Assembly (known as "The Assembly") |
| SEMLEP | South East Midlands Local Enterprise Partnership |
| SFA | Skills Funding Agency |
| SLA | Service Level Agreement |
| SME | Small to medium enterprises |
| SNR | Sub National Review |
| SUF | Start Up Fund |
| T | |
| TCF | The Clare Foundation |
| TIC | Technology and Innovation Centre |
| TSB | Technology Strategy Board |
| TVC | Thames Valley Chamber of Commerce |
| UVW | |
| UKTI | UK Trade and Investment |
| VCSIP | Voluntary and Community Sector Infrastructure Partnership |
| WDC | Wycombe District Council |
| WE | Wycombe Enterprise |
| XYZ | |
| | |

ANNEX 2

Buckinghamshire Business First Group



Telephone List including Mobile Numbers

| Name | Role | Extension | Telephone | Mobile |
|---------------------|--|-----------|--------------|---------------|
| Allis Purdie | Project Administrator | 2316 | 01494 568971 | |
| Alan Field | Finance Manager | 2300 | 01494 568945 | |
| Caroline Millers | Office Manager & HR | 2302 | 01494 508947 | |
| Chris Rawson | Broadband Manager | 2059 | 01494 568942 | 07825 060603 |
| Ben Atfield | Projects Executive | 2307 | 01494 568953 | 07500 787778 |
| Gareth Whyley | Admin Support Assistant | 2062 | 01494 568987 | |
| Heather Dean | Head of Business Support | 2303 | 01494 568948 | 07500 781 783 |
| Jacqui Faulkner | Accounts Administrator | 2301 | 01494 568946 | |
| Jane Mason | Employment & Skills Manager | 2056 | 01494 568944 | 07970 051126 |
| Jim Sims | Head of Innovation, Sector Development & Funding | 2308 | 01494 568954 | 07740 511976 |
| John Rizzo-Naudi | Digital Marketing Executive | 2319 | 01494 568974 | |
| Lauren Pearce | Strategic Projects Manager | 2063 | 01494 568988 | 07786 060165 |
| Lucy Sawbridge | Leader - Project Manager | 2313 | 01494 568968 | 07806 492292 |
| Luke Faulkner | Assistant Project Manager | 2309 | 01494 568956 | 07300 778451 |
| Lynne Cairns | Business Relationship Manager | 2061 | 01494 568989 | 07819 563779 |
| Lynsey Dunn | Head of Marketing, Communications & Events | 2320 | 01494 568975 | 07775 678020 |
| Mike Furness | Woodfuel WIG Project Manager | 2315 | 01494 568970 | 07795 515413 |
| Nick Phillips | Leader Programme Manager | 2314 | 01494 568969 | 07802 411040 |
| Paul Galbraith | Sustainable Routes - Project Administrator | 2312 | 01494 568959 | |
| Paula Citronie | Marketing & Events Coordinator | 2321 | 01494 568976 | |
| Philippa Bunting | Managing Director | 2304 | 01494 568950 | 07795 161385 |
| Philip Wootton | Sustainable Routes - Project Executive | 2311 | 01494 568958 | 07718 051416 |
| Plaid O'Neill-Fryer | Business Vision - Partnership Manager | 2306 | 01494 568957 | 07900 681082 |
| Richard Lipscombe | CRM & Database Manager | 2060 | 01494 568936 | |
| Rupert Waters | Head of Economic Research & Infrastructure | 2058 | 01494 568935 | 07795 970493 |

Buckinghamshire Business First Vision, Mission & Objectives

Vision

To create a vibrant balanced competitive Bucks economy

Mission

To foster the conditions that encourage business to invest, grow and thrive

Objectives

- Deliver value for businesses
- Deliver value for partners
- Strengthen confidence in Buckinghamshire Business First's ability to delivery

Values

Succeeding together We work together with consideration and respect for each other and have strong ethos of sharing and consultation. We take responsibility for our actions and pride in our achievements.

Integrity and fairness We behave with integrity and treat each other as equals. We appreciate and recognise every individual's strengths. We strive to ensure our talents and resources are used wisely.

Making a difference We pursue our mission with passion and enthusiasm: we make a real difference to the people, businesses and communities that we serve. We maintain the respect and confidence of our funders and stakeholders.

Our Pledge

We are committed to

- Delivering on our promises
- Leading with honesty and integrity
- Exhibiting enthusiasm, passion and knowledge
- Focusing on the solution not the problem
- Communicating in a language that is jargon free
- Speaking clearly and concisely, using factual evidence to support strong claims
- Reinforcing Buckinghamshire Business First as an effective and trusted partner