

**ECONOMIC DEVELOPMENT STRATEGY REFRESH  
PROGRESS UPDATE**

**1 Purpose**

- 1.1 To provide Scrutiny members with an update of progress against the refreshed economic development strategy and action plan, allowing members to comment on the activity undertaken so far and to review the forward look over the next 12 months or so.
- 1.2 To consider and comment upon the proposed scope of the skills session arranged for the 25<sup>th</sup> March 2013 and to provide further steer as to what members would like to be covered and the desired outcomes.

**2 Recommendation**

The Scrutiny Committee is asked to:

- 2.1 Provide any comments on the activity to date and suggestions as to the specific areas of activity they feel might merit more attention or where members would like more detailed information for debate and discussion, involving external parties as appropriate.

**3 Summary**

- 3.1 The Refreshed Economic Development strategy was developed at the end of 2011 with a three year action plan, during which time there has been good progress against its key objectives.
- 3.2 Progress is reported against the key interconnected themes of the strategy set out below and the action plan update which is attached in **Appendix A**
- *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) needs 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). AVDC is also 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 21<sup>st</sup> 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

### 3.3 Progressing ED strategy actions in partnership

An economic development strategy for Aylesbury Vale should essentially be owned and taken forward by those partners best placed to lead, with AVDC having both an overseeing role and participation in some of the delivery.

In delivery terms, at the 4<sup>th</sup> September meeting, it was agreed that closer working with BBF should be pursued, supported by both an MOU and something akin to a Service Level Agreement. AVDC is due to sign off both the MOU and a 'call off' agreement with BBF shortly, thereafter moving to develop an action plan to jointly progress our ED strategy with BBF.

The ultimate outcome should be a quality, joined up business support service across Buckinghamshire and the Vale, which uses the right level of experience, expertise and resource to complement AVDC's activity and resource.

## 4 Background

Summary progress against the themes mentioned earlier is referenced below with specific actions contained within the supporting action plan in **Appendix A**.

### 4.1 Local Enterprise Partnerships

Significant progress has been made in engaging with both the South East Midlands Local Enterprise Partnership (SEMLEP) and Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP). Members have already had the opportunity to scrutinise both these LEPs during Autumn 2012. Specific successes arising from the LEP related activity are included within the relevant sub headings below.

Following the publication of Lord Heseltine's report "*No Stone Unturned in Pursuit of Growth - a new partnership for growth*" at the end of October 2012, the Local Enterprise Partnerships are poised to assume wider responsibilities, with increasing devolution of funding from central Government to LEPs. AVDC has been closely involved in the submission of an Expression of Interest (EOI) for the second wave of City Deals with MK and SEMLEP as part of 'piloting' this process. This was submitted to Government on 15<sup>th</sup> January and we await decisions on the next steps in early February 2013.

### 4.2 Enterprise

#### 4.2.1 Aylesbury Enterprise & Innovation Centre

- 78 1-2-1 Business Support sessions have been executed over the period Feb 12 to Jan 13. These sessions are now running at a consistent rate of

8-10 per month, starting to assist a significant number of key prospects, resulting in multiple sessions for a number of companies with more promising business plans.

- Following the advisor sessions feedback is sought in line with the table in **Appendix B** to qualify performance and seek continued improvement. From the 78 sessions completed to date, the feedback scores indicate that the AEIC is delivering a satisfaction rating of 87% overall.
- As part of AVDC's MOU with Bucks Business First (BBF), BBF's business support champion will spend time based at the AEIC to provide information, advice and support on a wide variety of issues. In addition, we will be linking our respective websites with timely business support information, hold joint events and launch a joint newsletter to supersede Valeeconomy.
- 'Peer to peer support' and wider connection to other businesses - we will also ensure they are connected to the wider business community of BBF for 'peer to peer' offers, support and possible mentoring, in addition to referring them to the Aylesbury Business First informal network or other business membership organisations, such as the Chamber or FSB, as appropriate
- Examples of other cross AVDC business support initiatives include a specific example of business Health and Safety audits and reviews - the ED team is working with colleagues across the Council and externally to undertake free health and safety visits and audits for those businesses who might welcome such a review and guidance after the review.
- AVDC will be convening with other partners to explore and understand options for the AEIC and other such initiatives during the course of 2013.

#### 4.2.2 Business grants scheme

AVDC continues to hold four quarterly panel meetings to assess applicants for the start up or existing business grants scheme which has proved popular. It still has £69k of LABGI funds which have not yet been allocated.

A survey just undertaken of 20 business grants recipients over the last three years has confirmed that the business grant has been a great help. (**see Appendix C**). Most of the businesses have increased their staff numbers with at least 17 new jobs created to-date from a baseline figure of 59. Of the 15 businesses who replied, 11 feel that they have grown in the recession and the other 4 have maintained their turnover and staff levels.

AVDC will be reviewing whether there is an opportunity to use some of this funding to support second growth stage of companies. The panel has reviewed several high potential cases that, if managed correctly, could create many new jobs in the Vale, but may be in need of specialist help in certain core disciplines.

### 4.2.3 Golden Welcome

During 2012, AVDC awarded a grant of £30k to a company which was intending to create a £30m plus turnover business with approximately 50-60 employees by 2015. The LABGI pot still unallocated for the Golden Welcome scheme is £65k.

The company is called the Diabetic Boot Company which aims to provide the most effective therapy boot for treating diabetic foot ulcers, saving people from having foot amputations.

It started in 2010 to develop a patent granted in 2009, initially intending to establish a 4 person office but then expand to an office/warehouse facility when they begin production in Q2 2013.

They intend to be an export led manufacturing facility (over 95% of revenue generated from exports) producing medical devices for the treatment of lower limb conditions over time, once they have established their first product in the market

### **4.3 Enabling infrastructure**

AVDC is working with both SEMLEP and BTVLEP in developing a priority infrastructure investment plan, being also represented on the infrastructure sub groups of both LEPs. Discussions have also been held through SEMLEP about priority investments as part of a 'growth conversation' discussion. Such discussions are on-going, as are plans to form part of the SEMLEP/MK City deal programme mentioned earlier.

#### Growing Places Fund

AVDC continues to identify opportunities for proposals to the Growing Places Fund allocated to each of the LEPs. SEMLEP has already allocated £4.4m of Growing Places Fund towards enabling works related to access road and utility infrastructure to help bring forward the proposals at Silverstone. A further £2m has been allocated from BTVLEP to support public realm works around the Waterside development. AVDC are currently refining further potential bids for the next round by identifying opportunities arising from its Town Centre Masterplan.

#### East West Rail

In July 2012, the Government announced that the electrified East West rail route linking Oxford, Milton Keynes, Aylesbury and Bedford will be delivered by Network Rail at a cost of around £500m, with local authorities committed to contributing £30m to £50m through CIL and other local contributions.

#### Eastern Link Road

AVDC have resolved to grant planning permission, subject to a S106 agreement, for a major development area comprising 2,450 new homes and 10 ha of employment land. AVDC is working with LEPs and Government officials to examine alternative financing options with the developers. A key feature of the scheme is the early construction of the first phase of the Eastern Link Road which would help meet the strategic objective of improved north/south connectivity, a critical factor in holding back employment growth in Aylesbury.

## Broadband

Good progress continues to be made in securing BD(UK) funding across the county, 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](http://www.superfastforbucks.org)). The current position is as follows:

*The Percentage of total premises with super-fast broadband (up to 40 Mbps per second) - current countywide position states circa 50% superfast coverage. The expected position at end of 2014 (commercial investment programmes) is 72% superfast coverage for premises across Bucks.*

2014 market investment figures envisage 51% superfast coverage in AVDC – this equates to 39,082 premises. The total number of business premises in AVDC is 4.7% of the total, thus it may be plausible to assume that 1,837 business premises will be superfast enabled by 2014.

*Percentage of total premises that have at least a 2 Mbps per second internet connection - using our current knowledge of premises with a connection of less than 2Mbps, it can be deduced that 73,746 premises across AVDC have a connection of 2Mbps or better, of which 3,466 are business premises (applying the 4.7% proportion). This equates to 96% of all premises across the Vale. It is understood that 3,235 premises have less than 2Mbps connectivity.*

It is still quite difficult to access data on the exact position now in relation to business and residential premises as these numbers are constantly changing. Using the 72% number for Bucks as a baseline and knowing that progress is somewhere around 50% across the county, it is plausible to assume that approx. 27,140 premises have been superfast enabled across AVDC. This is based on pretty rough calculations though and doesn't reflect actual phasing.

## **4.4 Business retention & growth**

Over the last 18 months, some 40 visits have been made to the larger businesses within the Vale. Many of the issues referred to in the 20<sup>th</sup> March 2012 scrutiny paper about what businesses want and need still hold true.

### Skills issues

BTVLEP have recently undertaken a skills audit of some 700 businesses within Buckinghamshire. One area of focus, potentially around workforce development, is to work with businesses to support them in recruiting for their 'hard to fill' vacancies, especially in the manufacturing and engineering sector.

AVDC sits on the LEP skills sub group to take the recommendations of the report further and is working with partners in arranging joint events during the National Apprenticeship week in March 2013. AVDC is also actively engaged in helping young people identify future career opportunities with businesses locally, through participation in 'workwise week' in early February being led by Aylesbury College.

## Sector development

### *High performance engineering, including motorsports*

AVDC is part of the SEMLEP High Performance Engineering Group chaired by Richard Phillips of Silverstone to identify the businesses in the sector and understand their issues around skills needs, in addition to marketing the sector to attract inward investment into the SEMLEP sub-region, including Silverstone.

### *Manufacturing and Advanced Technology*

AVDC is also working with SEMLEP on the Manufacturing and Advanced Technology sector development group, having led research into the sector in Bucks which produced a shortlist of 100 key companies in Buckinghamshire. The research methodology has been adopted by other Local Authority areas to produce a comprehensive list of businesses in this sector across SEMLEP which will then enable the chair to determine what to do next to support the sector's growth.

### *Food and drink*

AVDC is working closely with BTVLEP to identify opportunities within Bucks to progress food and drink sector activity, building on the arrival of Arla, but also following up on recent business visits to companies in this sector and exploring other opportunities to link in with some of the smaller, rural food businesses across Bucks.

### *ICT*

Following on from the successful announcement of McAfee as a global engineering HQ in the UK and the formal opening of its new offices in November, securing the presence of the Rt Hon. Secretary of State for higher education and science David Willetts MP, AVDC is working with the Principal of the University Technical College in the Vale to understand the ICT companies in the Vale and their involvement with the UTC.

### Key employment sites

Further to a review by GL Hearn on major employment sites as part of the Vale of Aylesbury Plan, work has started in compiling a comprehensive list of employment sites which AVDC should consider moving forward with agents and developers, where possible. This will be so we can provide a more comprehensive offer of sites within the Vale in response to existing business enquiries or inward investment prospects. We are also holding discussions shortly with Westcott and Haddenham.

## **4.5 Inward Investment**

Since April 2012, we have received 16 Inward Investment enquiries from a number of sources included Bucks Thames Valley Local Enterprise Partnership, South East Midlands Local Enterprise Partnership and direct.

From the overall 16 enquiries, 14 remain live, whereby, investors could come back and ask for further information to make an informed decision and 2 are closed.

In conjunction with UKTI, Aylesbury Vale has had confirmation of '100 jobs safeguarded' at one company in Pitstone. A foreign Singapore based company called 'Advanced Integrated Manufacturing Group (AIM)' has recently acquired a local company in Pitstone, a manufacturer in sheet metal including Turning, Milling, Detail Presswork and Assembly (**see Appendix D for more detail**)

#### Stoke Mandeville NSIC

Two successful events were held in September in which AVDC played a key role which included the Global Business Summit event in Assistive Medical Technologies in September 2012 with 150 businesses, academics and Paralympic associations in attendance and an additional follow on event held at the Royal Academy of Engineering the following day with the theme of "sports and disability sports driving engineering innovation". Senior UKTI lifesciences contacts and the Foreign and Commonwealth Office committed to working with partners in Buckinghamshire to attract investment to the Vale in rehabilitation, telehealth and disability sports technologies to the Vale.

AVDC also worked in partnership with the South East Health Technologies Alliance (SEHTA) to host their third annual 'Meet the Buyer' telehealth event at Stoke Mandeville Stadium, with over 120 different business organisations attending, chaired by Cllr Michael Edmonds. The event attracted the Technology Strategy Board and buyers and sellers of telehealth products and services from across the South East and overseas.

Since July, Stoke Mandeville NSIC have hosted over 8 individual foreign company visits, all as a result of the work around identifying companies with innovative technology that can assist the NSIC in the use of telehealth to improve the delivery of healthcare services and assist patient care. This is not a medium term activity which is not going to lead to jobs overnight. The path for attracting inward investment in this sector is along the following lines::

- initial meeting of companies at Stoke Mandeville (with products)
- invitation to a Workshop at Stoke Mandeville with clinicians and possibly patients
- agreement for product trials
- establishment of r&d or sales & marketing facility, with longer term potential of local distribution/manufacturing hub

The Centre for Telehealth and Assisted Living (CETAL) at Bucks New University will play a key role in supporting future R&D collaborations & will continue the telehealth showcase site for businesses, which will in future be hosted at Aylesbury College.

The inward investment activity is being taken forward as a 'core' group of the Bucks 2012 legacy programme.

#### **4.5 Growing our knowledge economy workforce**

AVDC is working closely with BTVLEP and BBF skills sub group on a range of aspects. A more detailed update of activity in this area will be provided at the next ED scrutiny meeting on 25<sup>th</sup> March.

### Arla

Aylesbury College is working closely with Arla to support the training of apprentices for its business in the Vale

### University Technical College (UTC)

AVDC is working closely with the Principal of the University Technical College (UTC) in promoting this centre and understanding how we can work together more closely in sector development

### Waterside Academy

AVDC is in ongoing discussions with Bucks New University and Aylesbury College about progressing the build of the Waterside Academy

### Stoke Mandeville NSIC and 2012 legacy

A range of partners are involved in the 2012 legacy programme involving inward investment, innovation and education and training opportunities around sports, leisure and the healthcare sector

### Apprenticeships and workforce development

AVDC is working with partners in participating in joint events during the National Apprenticeship week in March 2013 and in progressing workforce development issues through the BTVLEP skills group

## **5. Resource implications**

These are addressed through the operating budgets of the Economic Development function.

## **6. Response to Key Aims and Objectives**

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.

Contact Officer	Mark Wathen 01296 585064
Background Documents	None

**APPENDIX A**

**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.

Completed or excellent progress made  
 Work underway, some good progress but more to do  
 Work not really started for variety of reasons, sometimes resource related

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

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Action	AVDC roles	Partners	Activities	Dependencies	Timescale	
d)	<p>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 (<a href="http://www.investaylesburyvale.com">www.investaylesburyvale.com</a>), including search engine optimisation, use of social media and targeted marketing campaigns</p> <p>Produce Valeconomy 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>
e)	<p>Develop and support economic intelligence service</p> <ul style="list-style-type: none"> <li>- to provide information for inward investment</li> <li>- to identify, support and target appropriate economic interventions</li> </ul>	<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
	<b>Action</b>	<b>AVDC roles</b>	<b>Partners</b>	<b>Activities</b>	<b>Dependencies</b>	<b>Timescale</b>
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		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 BIS 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)	Co-ordinate business support agency activities and opportunities nationally and locally, using <a href="http://www.investaylesburyvale.com">www.investaylesburyvale.com</a> as a business support signposting tool	AVDC ED team	BBF AEIC BTVLEP SEMLEP	ED team to work with BIS, BBF and Local Enterprise Partnerships to communicate opportunities to businesses	Ongoing
	Work with partners to ensure a 'knowledge bank' to help identify resources, skills, grants & guidance	BTVLEP SEMLEP BBF AVDC		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	Ongoing
d)	Support start ups with help in accessing finance, involving 'Angels for Bucks' and 'Bucks Investors Forum'	AVDC ED team	Angels for Bucks Bucks Investors Forum	Identify high growth businesses needing help with accessing finance	As required
e)	Continue to issue Valeconomy with latest business information & increase circulation	AVDC	BTVLEP SEMLEP BBF	Populate with national and local Government business support advice & opportunities, including AVDC support to businesses	Monthly
f)	Review options for developing a 'move on' innovation centre, building on the success of AEIC in supporting start ups	AVDC ED team	AVE UCAV/AC AEIC BBF Other start up providers	Review as part of Vale of Aylesbury Plan and ongoing discussions with education and training providers, in response to business and sector need	Autumn 2012
g)	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	AVDC	AEIC	Review as ongoing Vale of Aylesbury Plan consultation	Autumn 2012
h)	Support the Gatehouse development (Phases 1, 2 and 3)	AVE	AVDC ED team and Forward Plans BTVLEP	Seek additional BTVLEP support as required	Ongoing
i)		AVDC	Aylesbury	Dependent upon ongoing discussions with	Ongoing

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	<p>Support the development and build of the Waterside Academy with partners</p>	<p>AVE</p>	<p>College BNU Bucks CC FECs/HEIS</p>	<p>partners re financing of new build</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					
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 (Gumpton)	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 'aftercare' as part of business engagement programme.	AVDC	BBF BTVLEP SEMLEP FEs/HEIs Chambers & Clubs	Identify opportunities to bring groups of businesses together (e.g. food and drink sector, environmental waste etc.) or around specific interventions where a clear need has been identified (e.g. apprenticeships, procurement opportunities,	Ongoing	

	<p>Hold training and business event to explore apprenticeship and other opportunities</p>	AVDC	<p>ATG HEIs/FEs Businesses BBF BTVLEP SEMLEP</p>	<p>broadband speed, energy efficiency, supply chain development) Involve AVDC Environmental Health team in any food &amp; drink sector activity &amp; AVDC sustainable development team in providing advice on energy grant incentives &amp; renewable technologies.</p> <p>Event at ATG premises on 19<sup>th</sup> January and consider how to sustain this momentum and joint action of businesses to best place them to respond to future government initiatives</p>	<p>January 2012</p>
d)	<p>Identify business requirements for employment space and ensure sufficient employment land allocation as part of the Vale of Aylesbury Plan (VAP)</p> <p>Support development and implementation of the Silverstone Masterplan &amp; communicate the employment opportunities &amp; supply chain linkages more widely, as the development progresses</p> <p>Work with Aylesbury Vale Estates (AVE) and other partners to provide great facilities for business</p>	<p>AVDC Forward Plans</p> <p>Silverstone</p> <p>AVE</p>	<p>Local Stakeholders AVA</p> <p>AVDC AVA South Northants SEMLEP BTVLEP UKTI</p> <p>AVDC ED and Forward Plans BTVLEP</p>	<p>As part of ongoing VAP consultation and development</p> <p>Following the approval of outline planning, engage with Silverstone to attract future inward investment &amp; existing business growth</p> <p>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</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

e)	Further opportunities for collaboration between business and HE/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	Aria 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 & partners Bucks 2012 Manager BBF  Silverstone SEMLEP Tresham UTC	Support the ongoing development of the rehabilitation and telehealth technologies sector 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.  Work with Silverstone and partners to develop the advanced and high performance engineering sector offer	April 2012 & ongoing  June 2012

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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
a) Engage through SEMLEP/BTVLEP with UKTI to represent and develop Aylesbury Vale's inward investment propositions in four key areas: <ol style="list-style-type: none"> <li>1. Motorsports and advanced engineering</li> <li>2. Independent living, rehabilitation &amp; telehealth technologies</li> <li>3. Food and Drink</li> <li>4. ICT &amp; creative industries, especially mobile ICT applications</li> </ol>	AVDC	SEMLEP BTVLEP UKTI BBF	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  Implement rehabilitation and telehealth inward investment and marketing actions  Engage with Arla and other food companies to test appetite for sector approach  Work with Aylesbury College to engage with ICT businesses in Vale	Ongoing
b) Develop marcomms and events plan to attract inward investment and promote the area	AVDC UKTI	BTVLEP SEMLEP	Identify target business, channels to market and intermediaries within local, regional, national and international markets.	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**

	<p>Enhance profile and exposure of <a href="http://www.investaylesburyvale.com">www.investaylesburyvale.com</a> and web metrics</p> <p>Develop next suite of inward investment case studies, key site information &amp; other collateral</p> <p>Develop sector specific marketing material</p>	ED and Marcomms		<p>Develop programme of actions and events to engage and inform these individuals.</p> <p>In line with agreed marcomms business communications plan</p>	Ongoing
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>	AVDC	<p>BTVLEP SEMLEP BBF</p> <p>BTVLEP SEMLEP BBF</p>	<p>Establish quarterly developer forum</p>	Ongoing
d)	<p>Develop target list by sector for the 'Golden Welcome' scheme to support the attraction of new businesses to the Vale</p>	AVDC ED and Marcomms		<p>Identified through ongoing business engagement programme</p>	Ongoing
e)	<p>Identify programme of investment and improvement of existing employment sites and new ones such as Stoke Mandeville (particular focus on AVDC landholdings)</p>	AVDC Forward plans and ED	<p>AVA AVE</p>	<p>In line with ongoing VAP consultation</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**

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 <sup>th</sup> -9 <sup>th</sup> 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 Mandeville Stadium and promoting 'Compete4' and other opportunities	September 2011 and ongoing

## 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

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 Vale, ensuring sufficient land is allocated for future employment needs	AVDC Forward Plans and ED	AVA AVE Property agents and developers		Ongoing

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

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## 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	AV/DC	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 Entrepreneurs Society (YES)	Bucks CC BBF	BTVLEP Districts Schools HEI/FE	Raising educational levels of Aylesbury Vale residents of all ages  Encourage young people to start their own business & convert	Ongoing

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

**6. Growing our own workforce for the future knowledge economy**

					new ideas into reality, as well as reviewing opportunities for establishing social enterprises at the Clare Foundation in Saunderton	
c)	Continue appropriate development of Aylesbury College curriculum in line with employer needs	Aylesbury College	UCAF AVDC		To make sure the college expands its capacity to provide a suitably skilled workforce, consistent with the growth of economic activity across the Vale  Highlight role of College in Economic Strategy for Aylesbury.	Ongoing
d)	Continue and enhance provision of HE, including continued development and support of University Centre  Support the establishment of the University Technical Centres (UTCs) in Aylesbury and Silverstone	Aylesbury College & UCAF  Aylesbury College Silverstone	FEs HEIs ATG Training  AVDC Businesses		Support College Business engagement strategies 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	Ongoing
e)	Explore opportunities around apprenticeships to help retain and support the growth of existing and attract new businesses to the Vale	AVDC	BTVLEP BBF		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 incentives	March 2012
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

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

**6. Growing our own workforce for the future knowledge economy**

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

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Topic	Action	AVDC Roles	Partners	Activities	Dependencies	Timescale
<b>Demand Assessment &amp; Stimulation</b>						
1	Gain a clear understanding of the residential demand for super fast broadband within and around the Vale	Lead : Broadband lead officer  Support : Media & Comms	BDUK (through BBF) Parish & Town Councils Community Groups Adjoining councils	<ul style="list-style-type: none"> <li>• Best delivered through supporting the planned BDUK related survey work.</li> <li>• Resources best employed on assisting gaining best possible outcome for this work.</li> <li>• Gain awareness of activity in surrounding authorities of activity on AVDC borders</li> </ul>	Dependent upon BDUK progress and programme	Likely Summer 2012, however contingent on BDUK bid
2	Gain a clear	Lead :	BDUK (through	<ul style="list-style-type: none"> <li>• Best delivered through supporting the</li> </ul>	Dependent upon	Likely Summer 2012,

<b>Topic</b>	<b>Action</b>	<b>AVDC Roles</b>	<b>Partners</b>	<b>Activities</b>	<b>Dependencies</b>	<b>Timescale</b>
	understanding of the business demand for super fast broadband within and around the Vale	Broadband lead officer  Support: Media & Comms Economic Development	BBF) Business groups in the Vale Adjoining councils	planned BDUK related survey work. <ul style="list-style-type: none"> <li>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</li> <li>Gain awareness of activity in surrounding authorities of activity on AVDC borders</li> </ul>	BDUK progress and programme, or on AVDC ability to undertake work.	however contingent on BDUK bid
<b>3</b>	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 Providers	BDUK (through BBF) Parish & Town Councils Community Groups Business groups in the Vale	<ul style="list-style-type: none"> <li>Through the use of regular awareness raising activities – such as articles in Aylesbury Vale Times, information to parish &amp; town councils, use of AVDC website and Invest AVDC web sites.</li> <li>Take part in activities related to demand stimulation (taking care with expectation management)</li> <li>Inform active wholesale providers of appropriate new development opportunities to gain provision from the start of developments life</li> </ul>	Dependant on particular activity as it arises	Already commenced and on-going
<b>Policy Levers</b>						
<b>4</b>	Economic Development Strategy Refresh	Lead: Economic Development  Support: Broadband Lead Officer	None	<ul style="list-style-type: none"> <li>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.</li> </ul>	None	In time to support AVDC full Council adoption of the refreshed Economic Development Strategy (April 2012)
<b>5</b>	Vale of Aylesbury Plan	Lead: Planning Division	Wholesale providers	<ul style="list-style-type: none"> <li>Final location of strategic development sites take into account the accessibility of</li> </ul>	None	To be part of the public consultation on

<b>Topic</b>					
<b>Action</b>	<b>AVDC Roles</b>	<b>Partners</b>	<b>Activities</b>	<b>Dependencies</b>	<b>Timescale</b>
	Support: Broadband lead officer		high speed broadband provision <ul style="list-style-type: none"> <li>Consideration of a policy related to delivery of telecommunications (including ducting capacity in larger new developments)</li> </ul>		Development Management policies with the Vale of Aylesbury Plan (Autumn 2012)
6	Lead : Planning Division	Developers / promoters	<ul style="list-style-type: none"> <li>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 ducting supply (in advance of action 5 coming into play)</li> </ul>	Developer / promoter willingness to engage  Wholesaler willingness to engage	On-going from Action Plan adoption (superseded once Action 5 in place)
7	Lead : Broadband Lead Officer  Support: Communities	AVALC/BALC CIB	<ul style="list-style-type: none"> <li>Activities are likely to be supporting demand stimulation, digital inclusion and education/skills enabling.</li> </ul>	Dependent upon BDUK progress and programme for funding  Dependent upon partners for delivery	Ongoing alongside BDUK work programme
<b>Private Networks</b>					
8	Lead: Broadband Lead Officer  Support: Economic Development	Wholesale providers Private network holders within the Vale LEPs	<ul style="list-style-type: none"> <li>Support the BCC roll out of access to their private schools based network for community access</li> <li>Investigate what other significant private networks exist within the Vale</li> <li>Explore with private network providers possibilities for rolling out community</li> </ul>	Private network owners and operators	Initial assessments by Summer 2012

Topic	AVDC Roles	Partners	Activities	Dependencies	Timescale
<b>Action</b>			access		
<b>Funding</b>					
<b>9</b>	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"> <li>Work with BBF/BDUK to ensure the best funding support package for the Vale</li> <li>Ensure infrastructure list used to prepare the Community Infrastructure Levy includes broadband provision</li> <li>Ensure budget debates consider the possible future need for support funding for broadband provision</li> <li>Ensure LEP discussions include explicit consideration of broadband 'top up' funding</li> </ul>	BBF/BDUK securing funding, and maximised opportunities for the Vale Sufficient funding sources are secured through CIL Sufficient budget is available to support activity	Preparatory work to coincide with Community Infrastructure Levy (by Spring 2014) Funding streams possible requirement post BBF/BDUK roll out programme becomes clear (Winter 2012/ spring 2013)
<b>Pilot Projects</b>					
<b>10</b>	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"> <li>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</li> <li>Support existing pilot projects within the Vale</li> </ul>	Pilot project financial supporters Willing example sites	Explore pilot opportunities for single or small site examples by Summer 2012

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