

# Public Document Pack



## AYLESBURY VALE DISTRICT COUNCIL

### Democratic Services

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24 November 2016

### ECONOMY AND BUSINESS DEVELOPMENT SCRUTINY COMMITTEE

A meeting of the Economy and Business Development Scrutiny Committee will be held at **6.30 pm** on **Monday 5 December 2016** in **The Olympic Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury, HP19 8FF**, when your attendance is requested.

**Membership:** Councillor P Strachan (Chairman); Councillors A Southam (Vice-Chairman), B Adams, C Branston, A Christensen, M Hawkett, T Hunter-Watts, P Irwin, C Poll, J Ward and W Whyte

Contact Officer for meeting arrangements: Alice Fisher; [afisher@aylesburyvaledc.gov.uk](mailto:afisher@aylesburyvaledc.gov.uk);

### AGENDA

**1. APOLOGIES**

**2. TEMPORARY CHANGES TO MEMBERSHIP**

Any changes will be reported at the meeting.

**3. APPOINTMENT OF VICE-CHAIRMAN**

To appoint a Vice-Chairman of the Committee for the remainder of the Council year.

**4. MINUTES** (Pages 3 - 6)

To approve as a correct record the Minutes of the meeting held on 31 October 2016 copy attached as an Appendix.

**5. DECLARATION OF INTEREST**

Members to declare any interests.

**6. AYLESBURY TOWN CENTRE PLAN** (Pages 7 - 40)

To consider the report attached.

Contact officer: Jill Hemmings 01296 585289

**7. AVE BUSINESS PLAN 2017/18** (Pages 41 - 46)



To consider the report attached

Contact Officer: Teresa Lane 01296 585006

## **8. EXCLUSION OF THE PUBLIC**

The following matter is for consideration by Members "In Committee". It will therefore be necessary to

RESOLVE –

That under Section 100(A)(4) of the Local Government Act, 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the Paragraph indicated in Part 1 of Schedule 12A of the Act.

Item 8: AVE Business Plan 2017/18

The public interest in maintaining the exemptions outweighs the public interest in disclosing the information because the report contains information relating to the financial or business affairs of organisations (including the Authority holding that information) and disclosure of commercially sensitive information would prejudice negotiations for contracts and land disposals/transactions.

## **9. AVE BUSINESS PLAN 2017/18 (Pages 47 - 92)**

To consider the confidential report attached as an appendix.

Contact Officer: Teresa Lane (01296) 585006

## Economy and Business Development Scrutiny Committee

31 OCTOBER 2016

**PRESENT:** Councillor P Strachan (Chairman); Councillors B Adams, Branston, A Christensen, P Cooper (In place of T Hunter-Watts), M Hawkett and C Poll

**APOLOGIES:** Councillors P Irwin, J Ward and W Whyte

### 1. TEMPORARY CHANGES TO MEMBERSHIP

Councillor P Cooper substituted for Councillor T Hunter-Watts

### 2. MINUTES

RESOLVED –

That the minutes of the meeting held on 7 September 2016 be approved as a correct record subject to the following amendments:-

That in paragraph 6 of the item relating to Waterside North the town of Oxford should replace Hemel Hempstead.

Also, the item relating to Aylesbury Vale Broadband (AVB) was in the opinion of one of the committee members not satisfactorily answered, therefore at the next update on AVB the Chairman will repeat the question to the presenter.

### 3. ENTERPRISE ZONES

Members were provided with an update from representatives of the Buckinghamshire Thames Valley Local Enterprise Partnership (BTVLEP) in relation to the Aylesbury Vale Enterprise Zone (AVEZ).

In late 2015 BTVLEP made a submission with the support of AVDC for an Aylesbury Vale Enterprise Zone which was accepted by central Government. This reflected the partnership working between AVDC, BCC, BTVLEP, Silverstone Park, Westcott Venture Park and Arla. It was recognised that enterprise zones were an important part of the Government's programme for devolving responsibility for leadership of local growth to Local Enterprise Partnerships to develop the local economy.

Businesses that based themselves in enterprise zones could access up to 100% business rate discount worth up to £275,000 per annum over a five year period for qualifying occupiers. The benefit could only be offered up to March 2022, from which point it would taper off until March 2027. Enterprise zones could also benefit from 100% retention of business rate growth for the LEPs to reinvest in development in the zones. There were further benefits regarding business rates for the LEP, Local Authorities and landowners which were outlined in the report to the committee.

The Aylesbury Vale Enterprise Zone comprised:-

- Westcott Venture Park – only the Space Propulsion element of the site formed part of the enterprise zone. Westcott had both the recognition and support of the European and UK Space Agencies and BTVLEP had been working actively with the agencies regarding plans for investment on the site. It was also hoped that a major space engineering company would be locating to Westcott by March 2017.

- Silverstone – only the undeveloped site K formed part of the enterprise zone. It was hoped that with enterprise zone recognition, development of the site would be accelerated and be able to attract businesses earlier than normal.
- Woodlands – there were both areas on consented and unconsented land. The consented area of land covered the Arla development and the unconsented area was being led by Buckinghamshire Advantage. It was intended that this site would focus on food and drink, health and care related activities. A planning application was being prepared for the non Arla part of the site and would include both residential and employment uses.

LEPs were the governing body with responsibility for overseeing the development of enterprise zones but they were expected to work closely with the local authorities in which the zones were based. Each site would have a flexible Memorandum of Understanding (MoU) that should last until 2020. The MoU needed to be signed off by BTVLEP, the landowners and the local authorities.

The Aylesbury Vale Enterprise Zone Strategic Board would manage the progress of the zone and would comprise local authorities in whose area the zone was based, landowners and a private sector LEP Board member.

The Board would be responsible for:-

- Ensuring that the Aylesbury Vale Enterprise Zone was able to maximise the potential of this location to benefit Buckinghamshire;
- Managing Delivery of the strategic vision;
- Overseeing marketing and co-ordination of development across the enterprise zone sites; and
- Monitoring the performance of the enterprise zones against key measures including the fiscal and employment outcomes to be secured across the zone.

Michael Dillon, a chartered surveyor with extensive property development, inward investment and enterprise zone experience had been appointed, on a temporary basis, to the role of enterprise zone manager.

Central Government were now asking that MoUs should be agreed for each enterprise zone. The Westcott MoU had been agreed in principle with Rockspring and it was hoped that it would be ready for signature at the next AVEZ Strategic Board meeting. The Silverstone MoU, once amended, would be forwarded to MEPC's legal team for review and sign off.

A Board paper was being prepared by the enterprise zone manager to identify the methods by which the first stage of development of Aylesbury Woodlands could be brought forward and in-house development appraisals of the site were being undertaken to establish appropriate phasing and the highest and best value uses for the site.

Members enquired if the Arla Woodlands site would include updating the main road around the area and were advised that the road would be built in the initial stages of the development to enable the infrastructure to be constructed.

Members asked how BTVLEP's reports would be presented to Councils and how they would measure success. Members were informed that BTVLEP had applied to the Government and had made a successful bid in order for the zone to be granted. Aylesbury Vale was one of twelve areas in the country that had applied. The reports were shared and kept-up-to-date regularly as AVDC was an accountable body.

Members were concerned about the roads around Westcott being used as a rat-run to Thame and surrounding areas. They asked if anything would be done to alleviate the problem when work started on the new Enterprise Zone. Members were informed that there were no details at that time and it was the responsibility of the landowner to specify what infrastructure they wished to put in place. However no major problems regarding traffic on the A41 had been foreseen.

Members questioned the representatives over what challenges they were worried about and how they were marketing the Enterprise Zones. Members were told that the Enterprise Zones had got off to a phenomenal start and it was a challenge to keep up that level of momentum. A growth hub had been developed to work together on a marketing strategy.

Members were concerned that the discounted business rate scheme linked to the Enterprise Zones would mean that AVDC would lose revenue. Members were informed that over the 25 year period they should be better off financially as a proportion of the rates would be redistributed back to the Councils.

Members asked what was attracting businesses to these areas. They were advised that there was a resilient business economy in these areas, particularly strong in high performance engineering at the Westcott site. Significant investment in businesses with financial incentives also helps to attract them.

RESOLVED –

That the latest position on progress as outlined in the report and the presentation given by Bucks Thames Valley Local Enterprise Partnership be noted.

#### **4. TOWN CENTRE PARTNERSHIP**

Members were given an update on the work of the Aylesbury Town Centre Partnership.

The partnership was a thriving organisation which supported the Aylesbury town centre business community and helped to improve and promote the town to encourage more footfall and investment.

The Town Centre team consisted of three part time members of staff, including the Markets Manager, who delivered the business plan on behalf of and worked with the Partnership members.

The Partnership was currently financed from a number of sources with AVDC being the majority funder.

The Town Centre Manager presented a summary of the Partnership achievements over the previous twelve months and highlighted key elements to be included in the business plan for the forthcoming year. These included:-

- Maintaining a dynamic partnership
- Supporting & enabling business development
- Environmental enhancements
- Managing & developing Markets
- Creating vibrant public spaces & managing/promoting their use
- Influencing the future development of the town and supporting the businesses involved

Members raised concerns about people parking on and around Kingsbury creating difficulty for public exhibitions and entertainment. Members were advised that the PSPO had taken a while to come through so strategically placed planters were currently deterring people from parking on the square but not working particularly well. It was also stated that the Town Centre team would need training before the PSPO was put into place. The closing off of the upper part of the High Street was successful and been used for various activities.

Members asked about the refurbishment of Sainsbury's, the use of the old cinema on Cambridge Street and who was taking over the former BHS retail space. They were informed that the refurbishment of Sainsbury's in the Town Centre was also tied in to their Gatehouse development. It was anticipated that they would be putting in an application before the end of December 2016. Churchill homes were responsible for the old cinema site and development was slow. There were some retailers interested in the former BHS retail unit but it was too early to say what was occurring and who had shown interest.

Members enquired about what facilities were available to Teenagers in Aylesbury. Members were informed that Aylesbury was above average for these types of facilities compared to other towns of a similar size. The current facilities consisted of cinema, swimming, tennis, skate parks, bowling, Rogue racing, youth groups and under 18 nights at various pubs in the town. It was stated that any operator who might come forward with other leisure facilities such as an ice rink or climbing wall would be welcomed. Currently under development was a youth market in conjunction with local Schools, Colleges and Universities along with Youth groups such as Young Enterprise. A new app was also being developed with and for young people to help promote the town for their age group.

Members asked about the retail food outlets along the canal underneath the University and the updating of the Aylesbury arm of the canal. The Members were advised that the restaurant space had not yet been taken up and that it was a challenge integrating the canal with the Town Centre. However this was something that they were working on and various possibilities were being explored in conjunction with the owners of that area.

Members suggested hosting a food festival in the Market Square. They were informed that this had been examined but the lack of power outlets, space and length on the Market Square posed a problem. This however was a possibility in the newly proposed public area in Waterside North.

Members also commented on how hard working and enthusiastic the Town Centre Manager and her team were and asked if they let other people know about their activities. Members were advised that Mix 96 and the Bucks Herald received regular updates about their progress and events in the town centre.

RESOLVED –

Members noted the work of the Aylesbury Town Centre Partnership and its plans for the next twelve months.

## AYLESBURY TOWN CENTRE PLAN UPDATE

### 1 Purpose

- 1.1 This report is to inform members of progress on the Aylesbury Town Centre Plan published in April 2014, and explain how the Plan is being updated.

### 2 Recommendations

- 2.1 To note progress on actions included in the Aylesbury Town Centre Plan since its publication. Also to note, where actions have not been progressed, which of those continue to be a priority and will be carried forward into the updated plan to be published in January 2017 – and which are no longer a priority to be pursued.

### 3 Supporting information

#### *Development and purpose of the Plan*

- 3.1 In April 2014 the Aylesbury Town Centre Plan was published. It showed the shared vision and commitment of partners whose aim was to continue improving the town centre, building on the multi-million pound investment that had already been made. This vision is that Aylesbury will:
- be a high profile, sub-regional centre for entertainment and the arts, which has added a distinctive edge to its market town heritage
  - be a distinctive, 'best in class', modern market town, which is attractive, safe, sustainable and accessible
  - provide a quality, day and evening environment in terms of leisure, retail and food and drink, which attracts and brings together people of all ages and communities from within its enviable catchment
- 3.2 The Plan also set out the challenges facing the town centre and the guiding principles (see para 3.14) to steer future development.
- 3.3 Aylesbury Vale District Council, Aylesbury Town Council and Bucks County Council developed the plan, supported by a range of partners from the public and private sector who would not only be involved in helping deliver the identified actions for improvement but also be mindful of the guiding principles when considering proposals for their own assets.
- 3.4 A summary brochure of the full Plan was published at the same time and widely distributed. Copies of this will be available at the meeting.
- 3.5 The Plan was and continues to be an important document particularly as at the time of its publication, the dated 2004 Local Plan was still being used to determine planning applications relating to the town centre.
- 3.6 The Town Centre Plan whilst not a binding document in terms of planning policy, has been used very effectively as a reference point for comments (both positive and negative), made by, for example, the Aylesbury Town Partnership, on planning applications. It has also be widely used both by AVDC and private sector partners to help promote the town centre and attract

new operators and investors.

### ***Aligning the Vale of Aylesbury Plan***

- 3.7 In recent months, the opportunity has been taken to ensure that the Aylesbury town centre policies in the draft Vale of Aylesbury Local Plan (VALP), reflect the ethos of the Aylesbury Town Centre Plan. The guiding principles and vision have also been included in the VALP, aligning the Local Plan and Town Centre Plan for the first time.
- 3.8 In drafting the text for the VALP, the challenges, vision, guiding principles were all reviewed. However, only minor changes were made to the challenges to reflect the growing of the internet on traditional retail space.
- 3.9 The subsequent Aylesbury Town centre Growth Opportunity Assessment Study carried out by The Retail Group to provide supporting evidence for the Vale of Aylesbury Plan, has confirmed that no other significant changes were needed. The detail of this Study which also covered an update on the catchment area of Aylesbury town and the catchment socio-economic profile, will be brought to a future committee meeting.

### ***Updating the Plan***

- 3.10 In January 2017, AVDC plans to publish an update to the Town Centre Plan, identifying how the actions listed in the Plan have been progressed.
- 3.11 The actions listed in the plan covered all areas of the town centre and were each classified as one of the following:

*Green* – work which can begin or be completed within current budgets and operational arrangements

*Amber* – work which could be undertaken within current operational arrangements but revenue or capital funding is needed to deliver it

*Red* – longer term aspirations which require significant operational and funding capacity

- 3.12 Some 75 actions are listed in the original plan, broken down by areas of the town centre with each area having its own mini vision. In addition, a number of actions apply across the whole town centre. Progress has been made on 60 actions. Of the remaining 15, 13 actions continue to be priorities of differing timescales, and two are no longer required because legislation has been passed enabling new powers to address the issues.
- 3.13 Appendix 1 provides a detailed commentary on progress against each of the actions. Appendix 2 is an excerpt from a consultation document on the Aylesbury Transport Strategy, detailing planned transport improvements which will be relevant to a number of important actions in the Aylesbury Town Centre Plan. The consultation runs to 3 January 2017.

### ***Progress***

- 3.14 Progress has included a range of activities from small actions to larger, longer-term schemes:
  - Improvements to the market include its appearance, the quality of products sold, the range of market types and making it easier for stall holders to pay their rent



- Improvements to Walton Street through planting, with plans for more major changes as part of the conversion of the old County Offices to apartments with associated pedestrian-friendly space
- Forming a stakeholder group to engage Kingsbury landlords and tenants in improving its appearance, making use of its links to the Roald Dahl Children's Gallery at Bucks County Museum
- Tackling parking issues in Kingsbury through the introduction of new car parking controls.
- Protecting buildings in Church Street/Parson's Fee from damage by large vehicles by installing bollards
- Bringing empty buildings such as AVDC's former High Street offices back into use
- Installing new equipment in the Vale Park skate park
- The opening of the brand new University Campus Aylesbury Vale in autumn 2015 by the canal basin
- Working with landowners and partners to plan the ambitious next step in the Waterside North development, co-ordinating parking plans and the conversion of existing buildings and construction of complementary new buildings. Work on AVDC Phase 1 (restaurants, apartments and a public square) will begin in January 2017.
- Making it easier for people with disabilities to use taxis through the Fare4All team in partnership with the Taxi Association and Bucks Disability Service.
- Increasing the scale and profile of town centre events to attract more people and encourage them to spend more time. For example the Roald Dahl Festival is now an all-day event celebrating children's literature and Vale Park hosted a bigger event to celebrate the lighting of the Heritage Flame at the start of the Rio 2016 Paralympic Games.
- Making use of the strong brands now present in the town centre, including Waitrose, Nando's, Wagamama, Travelodge and Gourmet Burger Kitchen to attract interest from other food and beverage suppliers

3.15 The Plan update also includes some new actions suggested by town centre stakeholders. These have all been considered by the Aylesbury Town Centre Steering Group which is made up of officer representation from AVDC, Bucks County Council and Aylesbury Town Council. Those which will appear in the updated Plan are those found to support the guiding principles of the Plan, which were used as selection criteria. These guiding principles are:

Principle 1: Position the town correctly

Principle 2: Be different, rather than a 'clone', but base it on reality

Principle 3: Offer what the 'market' is looking for to capitalise on our enviable retail catchment

Principle 4: Encourage social interaction

Principle 5: Build community spirit

Principle 6: Take a connected, 'whole town' approach

Principle 7: Appeal to all our different town centre users

3.16 The format of the published update to the plan will be:

- A full updated Aylesbury Town Centre Plan, including the vision for the future of the town centre, background information, a summary of achievements in recent years since the original plan in 2014, guiding

principles and Aylesbury's position. This document will also list all of the action points from the 2014 Plan, showing progress against each.

- A summary document as before with the key points of the above, highlighting the important progress that has made and plans for the future, as well as developments that the Plan is responding to since originally published.

#### **4 Reasons for Recommendation**

- 4.1 Whilst AVDC is the lead for the Town Centre Plan and plays a significant role in the delivery of its actions, it is a partnership Plan so is not subject to Aylesbury Vale District Council's exclusive approval. This is why the recommendation is to note progress on these actions and the proposals for updating the Plan.

#### **5 Resource implications**

- 5.1 As each action in the Town Centre Plan is progressed the resources required are taken into consideration. To date, a variety of sources of finance have been used to progress actions. Section 106 monies, the redeployment of the monies previously invested in the Visitor Information Centre, and AVDC's capital programme, are examples. Any that cannot be met within identified resources need to come forward with a business plan evidencing how the funding required can be obtained.
- 5.2 This report does not require any extra funding.

Contact Officer  
Background Documents

Jill Hemmings  
Aylesbury Town Centre Plan, published April 2014  
Notes of meetings of the Aylesbury Town Centre  
Steering Group

## **Appendix 1**

### **Aylesbury Town Centre Plan – Update on Actions and Progress**

In April 2014 the Aylesbury Town Centre Plan was published, bringing together a whole host of improvements that were planned to build on the multi-million pound investment already made to transform the town centre. Two years on, we are checking progress and celebrating improvements with an update to the original document.

This Appendix to the Economy and Business Development Scrutiny Committee report details the actions that were listed in the Town Centre Plan and shows progress against these actions since it was published. It also reflects the findings of the 2016 Growth Opportunities Assessment Study for Aylesbury which identifies progress since 2014 and confirms future requirements for creating a vibrant and successful town centre.

This appendix will form the content of the action plans published as part of the updated Town Centre Plan documents later this year. These actions will guide improvements in the town centre over the next few years.

This appendix is structured as follows:

#### **Section 1: Progress on actions from the 2014 Town Centre Plan**

In this section you will find listed, area by area of the town centre, the actions that were planned together with the progress achieved on each one since the Plan was published in April 2014.

Where an action has not been progressed, an explanation is provided including clarification as to whether the action continues to be a priority or has been succeeded by other actions.

#### **Section 2: New additions for the updated 2016 Town Centre Plan**

There have also been additions to the plan.

Those listed in this section are suggestions that the Town Centre Steering Group assessed as successfully meeting the Guiding Principles of the original Town Centre Plan document. The principles continue to apply to the updated Plan and are as follows:

- Principle 1: Position the town correctly
- Principle 2: Be different, rather than a 'clone', but base it on reality
- Principle 3: Offer what the 'market' is looking for to capitalise on our enviable retail catchment
- Principle 4: Encourage social interaction
- Principle 5: Build community spirit
- Principle 6: Take a connected, 'whole town' approach
- Principle 7: Appeal to all our different town centre users

## Section 1: Progress on actions from the 2014 Town Centre Plan

<b>A) Market Square, Walton Street and Friars Square</b>		
<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<p><b>Create a more attractive and usable environment for shopping, eating, drinking and leisure (including large scale events and socialising), through a public realm review to include:</b></p> <ul style="list-style-type: none"> <li>• better links between areas</li> <li>• vehicle, pedestrian and events use and</li> <li>• public space (including layout, surfaces, street furniture, signage, lighting and electricity supply).</li> </ul>	<b>Green</b>	We have already made some improvements listed in more detail below, including through changes to the market and new town centre signage, but this remains a priority.
<p><b>Improve the retail, food and beverage and leisure offer by improving the markets</b></p>	<b>Green</b>	Colourful new stalls have created a more attractive look and we are fostering greater community spirit amongst traders through social media. Market traders are now offered the convenience of making cashless payments for their stall rental. We are signed up to the Real Deal initiative to root out counterfeit or illegal products. The new Tuesday Vintage Market and Bazaar and speciality food market on Fridays offer shoppers more reason than ever to visit the market. Construction work for the Metro Bank at the entrance to Friars Square Shopping Centre created some delay to our plans but market improvements continue.
<p><b>Improve the retail, food and beverage and leisure offer by encouraging new retail operators into the square</b></p>	<b>Green</b>	Partners in this plan are working to maintain and increase units for retail. As non-retail units become empty, a change of planning use to retail space is considered where possible. The Town Centre Management team is working with businesses to encourage them to make any of their unused space available. On the market, space is prioritised for retailers. The latest Growth Opportunities Assessment Study for Aylesbury has confirmed the need to attract greater numbers of memorable retailers and an

		'anchor store' into the town centre in future development phases.
<b><i>Improve the retail, food and beverage and leisure offer by holding more large scale events</i></b>	<b>Green</b>	The Roald Dahl Festival and Play in the Park now offer more activities, many of them free, for all ages. Town centre events celebrated the lighting of the Paralympic Games Heritage Flame in 2014 and 2016. We have also improved the Christmas lights switch on and Santa's Parade, while reducing costs. Work began in summer 2016 on replacing electrical sockets in Market Square and we plan to increase the electricity supply for larger events. The latest Growth Opportunities Assessment Study for Aylesbury has confirmed the importance of events in attracting greater numbers to the town centre in future.
<b><i>Improve the retail, food and beverage and leisure offer by updating planning guidance to ensure it reflects the aim of making Market Square the hub of the town centre</i></b>	<b>Green</b>	The new Vale of Aylesbury Local Plan, which will inform planning decisions, supports this aim.
<b><i>Improve the retail, food and beverage and leisure offer by stopping parking on the Market Square in the evenings and at other inappropriate times.</i></b>	<b>Green</b>	By identifying regular offenders and making better use of bollards we have cut down on parking in Market Square. The Town Centre Management team also has new powers to tackle the issue through a Public Space Protection Order.
<b><i>Enable and support, where appropriate, improvement plans of landlords in this area of town to ensure a co-ordinated and complementary approach to future development.</i></b>	<b>Green</b>	Established relationships with landlords are helping to share information and ensure that their improvement plans reflect the vision for the town centre.
<b><i>Review the treatment and use of Walton Street, to improve the environment and encourage better links between Walton Street and other town centre locations such as Waterside North, Friars Square and Market Square (see Waterside North action plan).</i></b>	<b>Green</b>	Planting near Old County Hall and the Crown Court has improved the look of these areas, with additional planters also installed in Walton Street by the Library and the County Council offices. As part of the conversion of the old County Offices in Walton Street to flats, civic and food and beverage outlets, an environmental enhancement scheme is being developed. It will also consider an energy efficient

		shared heat plant for the new and redeveloped buildings. The area in front of the flats will be part of a more pedestrian-friendly space and better connect Walton Street to Market Square.
<b><i>Improve access to and visibility of the King's Head heritage site.</i></b>	<b><i>Red</i></b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> Progress has not been made on this action due to the scale of capacity and financial resources that will be needed to make a significant impact. It remains a longer-term aspiration.

<b>B) Kingsbury (including George Street and Pebble Lane)</b>		
<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b><i>Form a stakeholder group to identify options for improving the physical environment, looking at seating, lighting, surfaces etc so that better use of the open space can be made all year round.</i></b>	<b>Green</b>	A group including landlords and tenants is considering how the area should look and will apply for Heritage Lottery funding to make these changes happen. Their support is crucial to ensure improvement plans can be sustained. Initial progress since the publication of the plan includes flowers and foliage planted in the unused fountains and in extra containers, which is bringing year-round colour to Kingsbury. We are addressing issues caused by vehicles ignoring no access signs, by visiting businesses here to clarify access arrangements and to warn them of possible legal penalties. Failed areas of the road surface have been repaired. Planning ahead for funding the next phase of improvements, we are urging Churchill Homes to begin construction on the Sainsbury's town centre site which will release their Section 106 financial contribution.
<b><i>Investigate if it's possible to enforce a 'saturation policy' for betting shops and off-licences.</i></b>	<b>Green</b>	Councils now have powers to refuse applications for betting shops where sufficient numbers are already provided.
<b><i>Improve and promote Kingsbury as the gateway to the Old Town, eg through the signage strategy for the town.</i></b>	<b>Green</b>	A design report showed that Kingsbury could be more of an alternative route for visitors to the Roald Dahl Children's Gallery in the Bucks County Museum. New signage will reflect this.
<b><i>Deliver these (above) improvements, in a phased way if necessary.</i></b>	<b>Red</b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> See above
<b><i>Support, however possible, plans by the Local Government Association to lobby government for new powers to prevent clusters of betting shops overwhelming town centres.</i></b>	<b>Green</b>	As Government has now introduced relevant powers, this action has been dropped from the plan.

<b><u>C) Aylesbury Old Town</u></b>		
<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b><i>Include the Old Town in the town centre signage strategy to maximise the visitor potential of the County Museum and other attractions, such as the Roald Dahl Children's Gallery and classical concerts at St Mary's Church.</i></b>	<b>Green</b>	The local residents' association have been part of the stakeholder group shaping the new signage strategy for the town centre. Signage experts have helped to create a plan which should guide visitors to see as many of Aylesbury's attractions as possible.
<b><i>Investigate ways to protect buildings at the junction of Church Street and Parson's Fee from large vehicle damage.</i></b>	<b>Green</b>	Bollards have been installed in these locations, which are successfully preventing potential damage.
<b><i>Enforce on-street parking regulations to support traffic management flow and protect the quality of the environment.</i></b>	<b>Green</b>	All partners responsible for parking are in regular communication and aim to better co-ordinate parking plans and restrictions to achieve these aims. The Aylesbury Transport Strategy will look at on-street parking and should help to clarify the future role of parking regulations. The Town Centre Management team also has new powers to enforce on-street parking regulations through a Public Space Protection Order.
<b><i>Investigate pedestrianisation of Temple Street and how to connect it better to the rest of the town centre.</i></b>	<b>Red</b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> As with other proposed pedestrianisation, this needs to be considered as part of the Aylesbury Transport Strategy, led by Bucks County Council. It remains a longer term aspiration.



<b>D) Gateway South (Railway and Bus Station)</b>		
<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b><i>Link the bus and railway stations more attractively and effectively to other key points in the town, including the shopping areas through, for example, a more welcoming 'arrival statement', better signage and vistas.</i></b>	<b>Green</b>	New signage will help with wayfinding as people arrive at key points including the train and bus stations. Rockspring, owners of Friars Square Shopping Centre, are considering how they can improve its presence using the external facades of the building but there are significant physical constraints on making major changes.
<b><i>Improve the bus and rail environment, eg the watercourses running alongside the footpath and the wooded area near the station car park.</i></b>	<b>Green</b>	The town council co-ordinates regular litter-picking in this area by volunteers.

<b><u>E) Upper and middle High Street (incl Hale Street and Railway Street)</u></b>		
<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b><i>(In upper High Street from the top of Market Square to McDonalds) Reinforce and extend pedestrianisation to improve safety, the quality of the environment and the opportunity to create additional public space for entertainment.</i></b>	<b>Green</b>	It has been very challenging finding ways to reinforce the restricted vehicle access without the use of the rising bollards, which no longer work. However, by using planters to narrow the access for vehicles and by extending enforcement powers to more AVDC staff we have reduced the number of incidents. AVDC's taxi licensing service is also supporting the action.
<b><i>(In middle High Street from McDonalds to the roundabout with Exchange Street) Work with the owners of Hampden House to bring the vacant offices back into use in a way which reflects the aims and aspirations set out in the Plan.</i></b>	<b>Green</b>	All stakeholders hope to see this building brought back into use or the site redeveloped in line with Town Centre Plan principles. The current owners have considered schemes but so far not progressed any. We continue to work with them to establish the role that this building will play.
<b><i>(In middle High Street from McDonalds to the roundabout with Exchange Street) Proactively market 66 High Street, AVDC's former offices, to return them to full occupation.</i></b>	<b>Green</b>	These offices are now almost entirely occupied by a variety of tenants. The longer term plans for the site are to include it in the next phase of redevelopment as part of a mixed-use scheme.
<b><i>(In middle High Street from McDonalds to the roundabout with Exchange Street) Create a link as part of the Waterside North Masterplan to: a) connect middle High Street with Waterside North and increase the flow of pedestrians from one part of town to another and b) help attract new investment to the High Street.</i></b>	<b>Red</b>	The new signage should help pedestrians to flow better between different parts of the town centre. In addition the new public square, part of Waterside North phase one, should help strengthen the pedestrian 'circuit'. The planned enhancements to Walton Street and the new public spaces connecting it to the restaurants, apartments and public square (to be built as part of Waterside North phase one via the Judges' Lodgings) will also make an important contribution to this action.
<b><i>(In middle High Street from McDonalds to the roundabout with Exchange Street) Review the balance between traffic,</i></b>	<b>Red</b>	The draft Aylesbury Vale Local Plan now includes this area in future redevelopment plans for the town

<p><b><i>pedestrians, buses and parking including how stronger links can be made between the car parks in Anchor Lane (Upper Hundreds) and Railway Street (Hampden House).</i></b></p>		<p>centre. Any plans which come forward would need to show how they address this issue. Bucks County Council's Aylesbury Transport Strategy (expected to be completed early 2017) will also consider the balance between these modes of transport and inform actions that are required.</p>
<p><b><i>(In middle High Street from McDonalds to the roundabout with Exchange Street) Investigate pedestrianisation and public realm improvements (surfaces, street furniture, lighting and signage) in light of the above review.</i></b></p>	<p><b>Red</b></p>	<p><b>Action still to be progressed</b>  <b>Explanation and ongoing status:</b> In the shorter term, the new wayfinding signage will make it easier for pedestrians to navigate into and around the town centre. Public realm improvements are an ongoing priority and form part of our longer term plans.</p>
<p><b><i>(Upper High Street) Develop proposals and a plan for public realm improvements.</i></b></p>	<p><b>Red</b></p>	<p><b>Action still to be progressed</b>  <b>Explanation and ongoing status:</b> Public realm improvements in this area continue to be an ongoing longer term priority but are partly dependent on the Aylesbury Transport Strategy for the town centre and the opportunities that presents, including for 'shared space'.</p>

<b><u>F) Cambridge Street, Buckingham Street and New Street</u></b>		
<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b><i>(In Cambridge Street) Work with Sainsbury's and their partners on the redevelopment of their existing town centre store to ensure the planned retail units complement and enhance the range and quality of shopping and the environment.</i></b>	<b>Green</b>	Sainsbury's are being encouraged to complete the refurbishment of their site as soon as possible, to improve this area of the town centre and help reduce antisocial behaviour around the empty buildings. The new signage planned will include Cambridge Street.
<b><i>(In Buckingham Street and New Street) Develop a vision and masterplan for the area, which will consider:</i></b> <ul style="list-style-type: none"> <li>• <b><i>Pedestrian access, including better links between Buckingham Street and New Street</i></b></li> <li>• <b><i>Potential for green spaces</i></b></li> <li>• <b><i>Parking</i></b></li> </ul>	<b>Red</b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> This action remains a priority and will be progressed once the Aylesbury Transport Strategy, which includes roads in the heart of the town centre, is completed.
<b><i>(In Cambridge Street) Investigate pedestrianisation and public realm improvements.</i></b>	<b>Red</b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> As with other actions proposing pedestrianisation in different parts of the town centre, this proposal needs to be looked at as part of the wider Aylesbury Transport Strategy.

<b>G) Vale Park and the Grand Union Canal (to Circus Fields)</b>		
<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b>Improve the general environment and access to the park, eg provide better lighting.</b>	<b>Green</b>	The 5-a-side pitches, drainage and lighting in Vale Park have all been improved.
<b>Carry out a review of the skate park</b>	<b>Green</b>	This review was completed and as a result new equipment was installed in the skate park in Vale Park and promoted to young people at events such as Play in the Park to encourage its use.
<b>Complete the new marina and boathouse at Circus Fields, to enable the next phase of the development of the site.</b>	<b>Green</b>	The marina and boathouse were completed in late 2014. The canalside housing development is now occupied, bringing an added vibrancy to the area.
<b>Work with the Canal &amp; River Trust (CART) to promote the canal and its associated facilities to users, visitors and existing residents.</b>	<b>Green</b>	The town council, district council and the trust are working together to encourage tourism and coordinate interpretation boards and signage. The new town centre pedestrian signage will encourage pedestrians to visit this area and will be complemented by interpretation boards to be funded by Section 106 developer contributions. CART has already organised a number of events here and a canal boat festival and canal boat theatre show are being considered. The trust is in the process of updating its website content about Aylesbury. The town council is hoping to install new planters near Highbridge Walk in 2017/18, with the help of CART volunteers.
<b>Review canal access and frontages (eg at Stocklake and Pembroke Road) and produce a list of requirements which can be used when considering new planning applications or for working with existing, adjacent landlords/tenants to secure improvements.</b>	<b>Green</b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> This action remains a priority. Section 106 money from an adjacent housing development has now been secured and will fund planned improvements to the towpath and environment on this stretch of canal.

<p><b><i>Work with neighbouring properties, eg Tring Road Tesco, to improve the appearance and context of the canal in relation to their property, based on the list of requirements referred to above.</i></b></p>	<p><b>Amber</b></p>	<p><b>Action still to be progressed</b>  <b>Explanation and ongoing status:</b> As above, this action remains a priority and we will work with neighbouring properties to achieve maximum impact from improvements funded by the Section 106 money secured.</p>
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<b>H) Waterside South (from Walton Street junction to Upper Hundreds, including Exchange Street, Lower High Street)</b>		
<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b><i>Deliver an education centre, including two restaurants and a café, at the head of the canal basin, working in partnership with tenants Buckinghamshire New University and Aylesbury College.</i></b>	<b>Green</b>	University Campus Aylesbury Vale opened in autumn 2015 and is welcoming students. The restaurant/café space has still to be let but lettings agents are confident that once the Waterside North phase one restaurants are let, this space will also be in demand. In the meantime Bucks Education Skills and Training (BEST), the partnership between the university and college, has asked for a temporary variation to the lease clause which will enable them to use the space in different ways eg meeting space. The organisation Explore Learning has also expressed an interest and BEST is pursuing this.
<b><i>Create a new public space as part of the education centre development which opens up the head of the canal basin to access from Walton Street, the canal towpath, the theatre, Waitrose and Travelodge.</i></b>	<b>Green</b>	The new public space is complete. BEST are considering ideas for events to promote the canal as they are put forward, co-ordinating with the town council, district council and the Canal and River Trust as they plan events to promote the canal.
<b><i>Identify if alternative/improved coach parking, drop-off points and waiting areas can be provided for visitors to the theatre.</i></b>	<b>Green</b>	It is proving difficult to identify an alternative drop off point although we will continue to pursue this as improvements to the town centre progress. In the meantime, we have confirmed that the current arrangements using the north lane of Exchange Street as a drop-off point will continue.
<b><i>Carry out a feasibility study for remodelling Exchange Street, including the underpass to Vale Park, to help strengthen links between the developments either side of the carriageway.</i></b>	<b>Green</b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> This remains a priority. The results of the Aylesbury Transport Strategy commissioned by the county council will play an important role in progressing this feasibility study.

<b><u>I) Waterside North (the current Exchange Street car park) and immediate adjacent areas</u></b>		
<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<p><b>Work with adjacent landowners, eg Bucks County Council, to develop a Masterplan for the site, which will take into account the:</b></p> <ul style="list-style-type: none"> <li>• <b>scope of the site, ie buildings/land to be included</b></li> <li>• <b>future use of buildings to be retained</b></li> <li>• <b>need for a mixed-use scheme, eg restaurants, cafés, public space, housing, retail, to reflect the changing requirements of successful town centres.</b></li> <li>• <b>requirement for the development to be phased to provide flexibility and avoid displacement of services from other parts of the town.</b></li> <li>• <b>desire to retain some prime town centre parking, at least in the short to medium term.</b></li> <li>• <b>potential to use the development to develop pedestrian links to adjacent areas such as the High Street and Hale Leys Shopping Centre and enhance their ability to attract new investment.</b></li> </ul>	<b>Green</b>	Outline planning permission has been secured on AVDC-owned land (part of the temporary Exchange Street car park) for a mixed use scheme with a new public square, restaurants on the ground floor and residential accommodation above. On adjacent land, owned by Bucks County Council, a new temporary 100-space car park has been created at the rear of the old county offices, and work is planned to convert the remaining building to apartments, civic space and restaurants/bars. The pedestrian route from Walton Street to Exchange Street car park will also be improved and will include a new public space. We are considering the next phases of development of the Exchange Street car park and beyond, including replacing parking spaces to meet current and predicted future demand from business, residents, workers and visitors.
<p><b>Progress Phase 1 of the Masterplan through the planning and delivery process by 2016/17, consulting local communities and stakeholders as and when appropriate.</b></p>	<b>Green</b>	The new BCC car park opened in late 2015 and the county council continues to work on the other elements of its scheme. AVDC has appointed a development partner to progress its part of Phase 1 and has secured funding from the South East Midlands Local Enterprise Partnership (SEMLEP). A detailed planning application was submitted in July, and work is planned to start on site in January 2017 for completion in spring 2018. The views of a wide range of stakeholders have shaped the proposed new public square.
<p><b>Enable and support, where appropriate, improvement plans by the landlords of adjacent properties such as Hale Leys Shopping Centre, The Church of St Joseph's and the cinema complex to ensure that plans are co-ordinated and complement each other.</b></p>	<b>Green</b>	Partners in this plan continue to work hard at maintaining productive working relationships with landlords of adjacent properties, who are supportive of the proposed plans.



	<b><u>J) Work across the town centre</u></b>		
	<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b>Planning</b>	<b>Review current planning policies and Supplementary Guidance. Examples include:</b> <b>a) ensuring that the emerging importance of leisure (eg in the form of cafés and restaurants) is recognised.</b> <b>b) ensuring that Section 106 agreements are flexible (eg to support the enhancement and provision of the public realm, where the case can be made).</b>	<b>Green</b>	The new Vale of Aylesbury Local Plan recognises the importance of cafes and restaurants in the success of the town centre and supports their presence. It is now clear that additional elements of the town centre plan, such as the Sainsbury's site and Kingsbury, do fall within the scope of Section 106 funding. The Community Infrastructure Levy (CIL), introduced in 2010, gives greater scope for contributions to be used outside of the area which will be directly impacted by a development. We are currently assessing how CIL may affect available developer funding for town centre improvements.
	<b>Adopt a 'development management' approach to key development sites (regardless of their ownership) by, for example, proactively providing planning guidance and concept statements.</b>	<b>Green</b>	This work is underway.
	<b>Ensure the Vale of Aylesbury Local Plan (VALP) supports the aims and delivery of this Plan, influences and shapes it, and vice versa.</b>	<b>Green</b>	AVDC has been careful to ensure the new draft Vale of Aylesbury Local Plan policies which affect Aylesbury town centre reflect the aspirations of the Town Centre Plan.

	<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b>Licensing</b>	<b><i>Investigate if it's possible to enforce a 'saturation policy' for betting shops and off-licences (eg in Kingsbury).</i></b>	<b>Green</b>	On betting shops, the government has introduced new powers for local authorities to refuse applications for betting shops where sufficient numbers already provided. AVDC has for 10 years successfully implemented the Licensing Act 2003 to help reduce crime and disorder and assist in the development of the town centre. The council's latest licensing policy was adopted in 2015 following widespread consultation and reflects the council's vision for the night time economy and the role of pubs, clubs, takeaways etc.
	<b><i>Review taxi rank positions to reflect the emerging new development plans for the town (eg Waterside North) and make them more identifiable.</i></b>	<b>Green</b>	This action is ongoing and factors such as the county council's proposal to introduce parking meters (likely to affect where taxi ranks can be positioned) need to be part of the considerations.
	<b><i>Work towards making pavement licensing the sole responsibility of AVDC, rather than shared between AVDC and BCC, to achieve a more effective and co-ordinated approach.</i></b>	<b>Green</b>	This plan has changed since it has become clear that the county council already deals with most pavement licensing. The aim is now for BCC to take over this entire element.
	<b><i>Work with the Taxi Association to introduce and encourage take-up of the Fare4All access-friendly scheme, to help people with a disability.</i></b>	<b>Amber</b>	Fair4All was launched in 2014 to a very positive reception. Currently

			all drivers of Hackney Carriage taxis have been trained and signed up to the service, as well as Express Travel and ABC Cars of Aylesbury. We continue to work with the Taxi Association to encourage further take up and with the Bucks Disability Service to make booking a suitable taxi easier for travellers with specific needs.
	<b><i>Introduce a more environmentally sustainable fleet of hackney carriages and the use of a limited number of smaller private hire vehicles for single person use.</i></b>	<b>Red</b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> Due to cost and logistics this ambitious aim remains a longer-term aspiration, but we continue to be committed to it.
	<b><i>Support, however possible, current plans by the Local Government Association to lobby government for new powers to prevent clusters of betting shops overwhelming town centres (eg in Kingsbury – see action plan)</i></b>	<b>Green</b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> These powers have been introduced so this action has been dropped from the plan.
	<b><i>Review Aylesbury town centre street trading and pavement trading licensing policy to ensure consistency in terms of conditions and fees, permanent and seasonal trading and the use of parts of town as markets.</i></b>	<b>Green</b>	Any street traders operating in Market Square on market days now have to comply with the terms and conditions for market traders. AVDC Licensing officers and the Town Centre Management Team hope to meet in early 2017 with Bucks County Council to progress this work further.

	<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b>Environmental improvements</b>	<b><i>Develop a de-cluttering programme including a sign removal/angle grinding day</i></b>	<b>Green</b>	Working with Bucks County Council, we are identifying opportunities to declutter and have scheduled the installation of the new signage as one of these.
	<b><i>Investigate a restricted zone, whereby the number of different signs is kept to a minimum.</i></b>	<b>Green</b>	Still in progress. The county and district councils recognise the need to work together and start by identifying one street as a trial that can be reviewed to see what signs could be removed, learning from work that took place in Bury St Edmunds as included in the Public Realm Strategy.
	<b><i>Put in place measures to stop inappropriate parking in public spaces, eg in the Market Square at evenings and weekends</i></b>	<b>Amber</b>	We have significantly reduced parking in Market Square through better use of bollards. The Town Centre Management team also has new powers to tackle the issue through a Public Space Protection Order.

	<b>Action</b>	<b>Priority</b>	<b>Progress</b>
<b>Transport and access improvements</b>	<b><i>Develop and deliver a Transport Plan for the town centre which supports the actions in the Plan, takes into account the implications of the housing and employment growth planned for the broader Aylesbury area and seeks to balance vehicle-based access with consideration for cyclists, pedestrians and people with less mobility.</i></b>	<b>Green</b>	BCC has commissioned an Aylesbury Transport Strategy, due for completion early 2017, and the partners in the Town Centre Plan continue to work towards its shared aims. Along with housing growth identified in the Vale of Aylesbury Local Plan, the town centre is likely to be affected by HS2 construction work starting in 2017, with disruption to the local transport infrastructure although resulting in highway improvements in the longer term. East-West Rail, extending the line north, is due to open in the early 2020s and will bring the town within easier reach of those living further north. If successful, Aylesbury's Garden Town bid will also make available further funding for improvements.
	<b><i>Use the Transport Plan to help inform a Parking Plan for the town centre which looks at the short, medium and long term requirements, while balancing the different demands on town centre space.</i></b>	<b>Green</b>	A Parking Plan will be commissioned shortly. It will review existing capacity and identify future requirements, taking into account parking which will be lost as the town centre is redeveloped as well as new parking needed to accommodate the housing and

			employment growth proposed for Aylesbury.
	<b><i>Produce a co-ordinated signage plan. This will involve investigating branding and signposting the walking routes across the town to sit alongside the Gem and Rainbow routes and other routes, such as the Paralympic Way and Waterside Way.</i></b>	<b>Green</b>	Working with town centre stakeholders, a signage strategy has been produced and the first priority phase of signage identified, linking with routes into and around Aylesbury and reflecting the most accessible routes. It is hoped to complete the installation of the improved signage by Spring 2017.
	<b><i>Use the Stoke Mandeville Way access standard to carry out an audit of the town centre with businesses and other partners.</i></b>	<b>Amber</b>	<b>Actions still to be progressed</b> <b>Explanation and ongoing status:</b> Discussions with the Buckinghamshire Disability Service (BuDS) are underway to agree the brief for the audit as a first step. It is anticipated that the resulting action plan will require delivery over a significant period of time together with ownership by a wide variety of stakeholders.
	<b><i>Deliver the agreed access action plan (coming out of the above action) on a phased basis.</i></b>	<b>Amber</b>	The Aylesbury Transport Strategy recommends as one of its actions: <i>Ensure accessibility for all within the town and to key destinations including the canal basin.</i>
	<b><i>Review how the (Stoke Mandeville Way) access standard can be enforced.</i></b>	<b>Amber</b>	<b>Action still to be progressed</b> <b>Explanation and ongoing status:</b> There are opportunities

			to ensure that when planning applications are considered, or building control inspections made, access arrangements are reviewed to reflect the town's aspiration to be an accessible town for everyone. Permitted development rights have enabled many buildings to be converted/alterd without reference to planning, so we need to find ways in which to raise awareness about the importance of accessibility.
<b>Leisure and tourism development</b>	<b><i>Develop a culture trail to highlight historic features and improve connectivity by leading visitors through the Old Town and into new parts of the town and green spaces.</i></b>	<b>Green</b>	Aylesbury Town Council has published a Heritage Walk brochure. The Kingsbury improvement scheme is being developed using Roald Dahl as a theme and when the new public square opens as part of Waterside North, there will be opportunities to introduce new trails which connect different parts of the town to each other.
	<b><i>Devise an action plan for the town centre based on the relevant recommendations set out in the Cultural and Leisure study and the Tourism Study for Aylesbury Vale.</i></b>	<b>Green</b>	An audit of outdoor leisure needs is underway and a study of commercial leisure requirements is planned for 2017, with actions to be identified from these pieces of work. The scope for more hotel space will be considered as

			part of the next phases of development.
	<b><i>Carry out a joined-up and enhanced events programme (including nationally-significant artistic and sporting events which build on the London 2012 Olympics and Paralympics), to help increase footfall and visitor numbers from all sections of the community.</i></b>	<b>Green</b>	Events in the town centre have included celebrations to mark the area's unique role in the history of the Paralympic Games, an expanded Roald Dahl Festival which succeeded in increasing more visitors across a whole day, seasonal events, charity days and upgraded Christmas events. The latest Growth Opportunities Assessment Study for Aylesbury has confirmed the important role of events in the success of the town centre.
<b>Marketing and communications</b>	<ul style="list-style-type: none"> <li>- <b><i>Set up a joint partnership to:</i></b></li> <li>• <b><i>promote specific sites to potential inward investors.</i></b></li> <li>• <b><i>promote the town centre to commercial landlords to encourage them to attract quality tenants.</i></b></li> <li>• <b><i>promote the town centre to prospective new tenants/operators.</i></b></li> <li>• <b><i>promote the town centre to visitors through guides, leaflets, familiarisation trips, website, exhibitions and other communications (including digital where appropriate). This will include Town Centre Partnership materials, eg to promote events.</i></b></li> </ul>	<b>Green</b>	The Marketing Aylesbury Group has drawn up a plan of communications work and is progressing this work under the Eye Opening Aylesbury branding. Examples include the VisitAylesbury website which was launched in October 2015 and a Mix96 radio campaign. Group members share information about events, opportunities and materials available to promote Aylesbury and have helped to shape plans for the new town centre signage.



	<p><b><i>Marketing and communications - Build on the current communications in place with town centre businesses and operators, to ensure that they are knowledgeable about Aylesbury's offer and can use this both to promote and enhance users' experience of their visit.</i></b></p>	<p><b>Amber</b></p>	<p>The Town Centre Management team sends out e-newsletters every two months and at quarterly Town Centre Partnerships meetings useful information about the quality of Aylesbury town centre's offer is shared. Recent developments include Aylesbury's Purple Flag and Safer Business Award.</p>
	<p><b><i>Marketing and communications - Create a sponsorship prospectus for a public art programme to enhance existing and proposed new public space.</i></b></p>	<p><b>Amber</b></p>	<p>A sponsorship brochure was produced for the Paralympic Heritage Flame Lighting ceremony in September 2016 at Stoke Mandeville Stadium, part of the work which secured 16 sponsors and partners. In 2017 materials will be produced promoting sponsorship opportunities at the expanded arts and literature event previously known as the Roald Dahl Festival. Work to bring together sponsorship opportunities will continue and will reflect the development of new public spaces in the Waterside North scheme.</p>

<b>Economic development / town centre management</b>	- <b>Continue to provide a range of ongoing support to town centre businesses.</b>	<b>Green</b>	We have launched the Nightwatch partnership (AVDC, Thames Valley Police and Barnardo's) to enable members of the local night-time community to spot and report suspected child abuse and sexual exploitation.
	<b>Economic development / town centre management - Continue to work with landlords of empty units to attract a higher quality retailer, including independent retailers.</b>	<b>Green</b>	The Town Centre Manager has supported new tenants The Works, Bella Café, Holy Cow and Rocky & Kook as they moved into the town centre.
	<b>Economic development / town centre management - Continue to carry out inward investment activities in order to attract new investment and operators into the town.</b>	<b>Green</b>	A programme of communications activity is underway to promote inward investment. Popular and well-used 'Reasons to Invest' leaflets are regularly updated. The introduction of strong brands including Waitrose, Nando's, Wagamama, Gourmet Burger Kitchen and Travelodge has strengthened Aylesbury's appeal. The Waterside North development will further consolidate this progress enabling us to raise the town's profile, creating further F&B outlets, apartments and a new public square. The town's predicted housing growth will boost its potential attractiveness for investment by offering a

			growing catchment population. The latest Growth Opportunities Assessment Study for Aylesbury has confirmed the importance of both daytime and evening venues for food and drinks in attracting greater numbers to the town centre in future.
	<b><i>Economic development / town centre management - Continue to review with local businesses the potential for Aylesbury town to become a Business Improvement District (BID) to help fund delivery of this Plan.</i></b>	<b>Green</b>	Following further investigations, AVDC recommends pursuing this opportunity and is working to secure support and endorsement from businesses to progress it.
	<b><i>Economic development / town centre management - Continue to work with landlords/landowners of vacant property/land to agree, if possible, a co-ordinated approach to residential development.</i></b>	<b>Green</b>	In its draft Vale of Aylesbury Local Plan, AVDC is committed to supporting proposals for residential development in the town centre on the upper floors above shops, in converted vacant or underused buildings, as part of mixed-use developments.
	<b><i>Economic development / town centre management - Continue to work with landlords and tenants to improve their frontages through for, example, a 'look book' which recommends appropriate looks and materials to enhance the general environment and their business prospects.</i></b>	<b>Green</b>	We hope to improve the look of Kingsbury by making use of its link with the Roald Dahl Children's Gallery, being en route to the Bucks County Museum. We are working with landlords and tenants to seek their support to progress the project. Town centre businesses

			have committed to putting up more hanging baskets on their properties to make the centre look more attractive.
	<b><i>Economic development / town centre management - Continue to deliver the Food &amp; Beverage Strategy, collaborating, where possible, with other landlords of potential food and beverage outlets.</i></b>	<b>Red</b>	As part of the Waterside North and South developments, further F&B opportunities are being created and marketed to potential new tenants.

## **Section 2: New additions for the updated 2016 Town Centre Plan**

Below are new additions to the Town Centre Plan. All of these actions have been judged against the Guiding Principles listed in the original Town Centre Plan document (see p1 for the list of principles). Many are complementary to actions already in the Plan, and where possible have been incorporated into those actions.

### **Introduce a Canal Basin Boat Festival**

*Note: This suggestion is incorporated into the existing actions to create more events at the Canal Basin and to better promote the canal.*

### **Make use of Aylesbury Ducks in promoting the town**

*Note: The use of Aylesbury Ducks to represent part of the town's history will be incorporated into the marketing and communications work.*

### **Noteworthy events in Aylesbury's history to be included as part of the new signage**

*Note: Local history information will be included on the monoliths to be installed as part of the new signage.*

### **(In the medium to long term) A permanent exhibition of local history to be provided in the town centre**

*Note: This will be subject to the availability of resources and a suitable location.*

### **Install interpretation panels in the semi-rural area in front of Waitrose**

### **Improve the links between the Waterside Theatre, across Exchange Street and up to the Waterside North area, through use of open space**

*Note: This reflects longer term aspirations to improve the shared space and modify the priority of vehicles and pedestrians in this area of the town centre.*

### **Keep under review the possible reopening of an AVDC Town Centre Office and Tourist Information Centre**

*Note: This is in line with the commitment made by AVDC when the Aylesbury Visitor Information Centre was shut in 2016 due to low levels of use.*

### **In planning future phases of development, the financial or otherwise feasibility of an indoor market/winter garden to be considered**

### **Use the passageway next to the Green Man pub in Market Square (leading to the former Borough Assembly Hall) to create a visual timeline of Aylesbury's musical heritage based on the Friars music club.**

**Install plaques at or near the sites of the four former Friars club venues**

**Install stars in the pavement, showing artists who appeared in Aylesbury**

**Support a saxophone/jazz festival in Aylesbury**

*Note: If a privately-funded event, partners will support in any way they can. If funding is being sought for this event from town centre partners, a business case will be required for consideration.*

**Extend the installation of 'Aylesbury nameplates' to further areas of the town centre, replace some nameplates with suitable alternatives or where necessary reposition street nameplates to reflect the standards set out in the Public Realm document**

Note: This action subject to cost and sourcing adequate financial resources

## Appendix 2 Aylesbury Town Centre Plan – Summary of Transport Improvements from Draft Aylesbury Transport Strategy

This Appendix to the Economy and Business Development Scrutiny Committee report is an excerpt from the Draft Aylesbury Transport Strategy, currently in a consultation phase until 3 January 2017. These transport improvements will be relevant to a number of important actions in the Aylesbury Town Centre Plan.

### Summary of Transport Improvements

This section describes the transport improvements that have been developed in response to the transport issues and growth described above. The table below shows the full set of improvements included in the strategy, which are described in further detail within the Implementation Plan.

Transport Improvement (TI)			
1	Implement new outer road links	14	Increase the supply of cycle parking
2	Improve safety on the highway network	15	Introduce a cycle hire facility
3	Restrict through traffic within Aylesbury town centre	16	Improve safety in the pedestrian network
4	Implement a low emission zone for the centre of Aylesbury	17	Improve the pedestrian network and public realm in the town centre area
5	Analyse parking provision and controls	18	Ensure accessibility for all within the town and to key destinations
6	Provide a Park & Ride system	19	Provide or upgrade active travel information
7	Improve transport links to the railway stations	20	Improving access to travel information
8	Upgrade the existing bus station in Aylesbury town	21	Promote cycling, walking and public transport travel through awareness campaigns
9	Implement bus priority measures	22	Ensure accessibility within new developments
10	Improve the local bus network	23	Ensure connectivity to and between new developments
11	Improve the regional bus network	24	Develop a robust tool to test improvements to transport network
12	Integrate public transport ticketing	25	Update transport infrastructure to accommodate future transport technology
13	Improve the cycle network		

Each transport improvement was assessed to determine how well they support the strategy objectives and described in a pro-forma that sets out the benefits and risks in more detail, including transport benefits, fit with the strategy objectives, potential risks in the implementation and potential sources of funding. Further details of this can be found in the full draft strategy online, titled *The Draft Aylesbury Transport Strategy - November 2016*.

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## AYLESBURY VALE ESTATES BUSINESS PLAN 2017/18

### 1 Purpose

- 1.1 To give the Committee the opportunity to consider a draft Business Plan prepared by Aylesbury Vale Estates LLP (AVE) for the 2017/2018 financial year and pass their comments on to Cabinet.

### 2 For decision

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| 2.1 Whether the Committee wishes to make any comments on the draft Business Plans (set out at Appendices 1 – 3 in the confidential pages of this report) for consideration by Cabinet. |
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### 3 Supporting information

#### *Context of the Partnership*

- 3.1 As the Committee will be aware, the Council and the Akeman Partnership LLP (Akeman) set up AVE as a Limited Liability Partnership (LLP) in October 2009, following a competitive dialogue procurement, to manage, improve and develop the Council's commercial property portfolio and provide an income stream to the Council. Upon completion of the agreement the Council sold the majority of its industrial and commercial estate to AVE LLP at market value.
- 3.2 The partnership is governed by a formal Members' Agreement and managed by a partnership Board on which the Council has 3 representatives - currently Cllr Whyte, Teresa Lane (Commercial Property and Regeneration) and one Cllr vacancy following the recent resignation of Cllr Rand). Akeman produced a draft Partnership Business Plan for AVE as part of their bid, which was approved by the Cabinet in June 2009. The final version of the Plan formed part of the completion documentation approved in October 2009. The Board meets on a regular basis to review progress on the Business Plan and monitor performance of the Asset Manager, Akeman Asset Management LLP.
- 3.3 The Members' Agreement requires AVE to prepare a new Business Plan before the end of their accounting year (which now mirrors the Council's financial year) and circulate this to the Council and Akeman for approval. The Agreement also provides that the Council and Akeman will use all reasonable endeavours to agree the Business Plan within 90 working days.
- 3.4 The Business Plan is a critical document. The Members' Agreement requires the Business Plan to set out AVE's objectives for the life of the Partnership (ie 20 years) and the annual overarching objectives for each accounting period. In particular the Plan must include a statement that AVE's business shall be operated with a view to

producing the best risk adjusted profit obtainable and to maximise the risk adjusted rate of return to the Council and Akeman. Subject to agreement between AVE, Akeman and the Council, the Plan is also expected to include the following matters (based on a 3 year projection where appropriate):-

- Strategic business objectives and targets

- Gross and net rental income projections, including assessment of operating costs, rental voids, rent arrears and any other losses and receipts
  - Annual portfolio valuation prepared to a standard acceptable for AVDC financial reporting purposes
  - Confirmation that the financial covenants regarding loan to value and interest cover are being maintained
  - Projections of estimated receivable rent and confirmation of compliance with maintaining portfolio income levels
  - Proposals for working capital budget, any new capital investments and reinvestments plus any distributions to partners
  - Performance against key indicators and targets indicate levels of achievement
- 3.5 Once approved, the Business Plan provides the framework within which the AVE Board works, similar in effect to the Budget and Policy Framework set by Full Council for the Cabinet. Accordingly if the Board wish to pursue any substantive action which is not provided for in the Business Plan they must obtain specific authority from the Council (either by a Cabinet or Cabinet member decision) and Akeman.
- 3.6 The draft 2017/2018 Business Plan is attached in the confidential pages as Appendix 1. Members are asked to note that in the past, AVDC has retrospectively approved the Business Plan but the timetable for consideration of the 2017/2018 Plan has been significantly brought forward to enable any forecast distributions or other financial implications for AVDC to be reflected in the 2017/2018 budget. References to performance in 2016/2017 or issues occurring, are therefore only up until the end of September 2016.
- 3.7 The AVE cash flow is attached as Appendix 2 and the Hale Leys Business cash flow as Appendix 3.
- 3.8 The Business Plan necessarily includes a range of assumptions about the future behaviour of tenants and the wider market. Some of these may come to pass, some may not. Members will see that in Section 3 Financial and Investment Strategy, a 'What if' sensitivity analysis has been undertaken to assess the impact of both an upside and down side situation on each of the key assumptions in the cash flow based on the 2019/2020 financial position.

### ***Summary of key issues in the Plan***

- 3.9 The Business Plan is introduced by a number of key headlines, some of which are worth repeating in the covering open report.

### **Looking back**

Over the last 12 months, the following progress has been made:

#### Distributions

- During the 2016/17 Financial Year a distribution was made as a result of the Pembroke Road sale to AVDC and a further smaller distribution has been forecast to occur before the end of the financial year. However, before authorising this further distribution the Board will need to be confident that sufficient progress has been made on the major projects in this Business Plan.

#### Assets/developments

- Signed contracts to develop a turnkey office building for the Kennel Club headquarters on the Gateway site resulting in a profitable land sale and a developer's profit. So far the project is ahead of budget and will be delivered to the Kennel Club on time.
- The Phase 1 Gateway affordable housing development by VAHT is still not completed but work is again progressing after a change of contractors.
- Commissioned roofing works at Edison Road and Bessemer Crescent to improve the stock for existing tenants and reduce vacancies.
- 26- 28 High Street Winslow - A full planning application for a change of use is being progressed.

#### Key Performance Targets

- The vacancy across the entire portfolio as at 30 September 2016 was 11.8%, down from 13.3% at the end of the previous financial year. The portfolio remains on track to hit its 2016/17 financial year end vacancy target of 9.2%.
- The total return of the portfolio over the 12 months to 31 March 2016 was 8.0%. Since inception, investors have received an annual return of 14.7% (assuming set up costs are spread evenly over the period of the JV).
- Total budgeted portfolio income for the financial year ending 31 March 2016 was variance to budget of less than 1% which is well within the KPT limit of +/-10%. For the first 6 months of 2016/17, actual income received is ahead of budget.
- Bad debts written off in the 2015/16 financial year, equating to 0.1% of total rent collected against the KPT limit of 0.2%.
- The 3-month collection rate for the portfolio for the September 2016 quarter was 95%. This outperforms the 3 month KPI of 90% but falls short of the 3 month KPT of 97%. The 12-month collection rate was 99.3%, outperforming the 12 month KPI of 95% but again falling only slightly short of hitting the 12 month KPT of 100%.
- The Loan to Value as at 31 March 2016 was 72.19%, below the maximum limit of 75%.

#### **Looking forward**

- There is an opportunity to dispose of non-income producing sites and together with income expected from other asset management

projects, use the receipts to help grow the portfolio and increase revenue flows through reinvestment. The three-year business plan has been designed to take the portfolio to a position where these revenue flows can cover all running costs, asset enhancements and amortisation and leave a surplus for distribution to Members on an ongoing basis.

- The proposal is to invest AVE capital alongside new commercial debt to secure new assets. All new investment is assumed to deliver a net 8% income return on equity.
- The delivery of an ongoing annual distribution of £400,000 to Members is one of the key aims of the business plan. Members will need to appreciate that the quantum and timing of distributions in the short term may need to be flexible to achieve the long term aim of a robust positive net income stream and sustained annual distribution.
- Target forecast vacancy for the portfolio at the end of the 2017/18 financial year is 8.1%, which is a significant improvement on the vacancy position as at 30 September 2016 of 11.8%. Akeman is confident this forecast reduction can be achieved as the portfolio benefits from the asset improvements made to the portfolio during the 2016/17 financial year. The Raban's Lane area now has the best broadband in town, better CCTV security and a vibrant tenant line up whilst still having the lowest estate charge and competitive rental levels.
- The key focus of Hale Leys over the coming three years is to achieve 100% occupancy with longer-term leases and strategic lease renewals, and to continue to increase the rental income and reduce debt write-off.
- The financial target is to generate enough surplus annual income which after all costs and amortisation can be used to cover distributions to the Members. The AVE board will review other cash needs within the portfolio and set distributions each year at a level that does not hamper portfolio performance.
- As part of an ongoing review of expenditure, fees to external consultants will be benchmarked against other market providers.
- Section 7 sets out the key performance indicators and targets for AVE. The indicators are a fixed part of the Members' Agreement and are not subject to amendment. However, it is possible to add/amend the targets and a review of the current ones will take place and once finalised, will be attached to the Plan as an addendum.

### **Commentary on 3.9**

- 3.10 A number of important asset management initiatives are now underway including the refurbishment of parts of the Raban's Lane multi-let industrial estate. These works are essential both to retain tenants, and compete with other unit providers so that all units can in time be fully met at market rent. The impact of the work has already been felt with demand for units



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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