



Aylesbury Vale Economic Development Strategy 2011-2014

Aylesbury Vale: A Great Place to Grow



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1 Vision

VISION FOR AYLESBURY VALE IN 2026

*The Vale is recognised as a place in which **'enterprise happens'**, with start up rates across the Vale on a par with US averages. The choice of Aylesbury Vale as a location for the **Waterside Enterprise Academy** has supported the perception of the Vale, throughout the UK and internationally, as an area of **entrepreneurial excellence**.*

*Whilst many of the new jobs created have been focused on Aylesbury town, this has not been to the exclusion of the rest of the Vale, which is recognised as having healthy thriving market towns, including Buckingham, Winslow, Wendover and Haddenham, as well as a strong rural economy. Whilst **Aylesbury has delivered its transformation, the market towns and smaller settlements in the Vale have continued to offer the attractions of small town life**. The Vale has a **very strong rural economy** and new businesses are being set up all the time – often from a home base and making use of the full range of superfast broadband available across the Vale. Businesses are also thriving in the new state-of-the-art **Enterprise Zone**, operating in Aylesbury town centre, where many of the students graduating from the Enterprise Academy are successfully starting their first business ventures.*

*The Vale has become recognised as an area of **best practice in relation to superfast Broadband** which has supported the positioning of the Vale as a great place for business to locate and grow, especially in the Digital Age.*

*Aylesbury town is recognised as a **'best in class'**, modern market town with a lively Waterside Theatre and vibrant retail and leisure core, **following the opening of the recent phase of new retail development**. It has a thriving evening economy and provides leisure facilities and attractions that are desirable to all age groups, yet in a quality setting, including the newcomers who have moved into Aylesbury, commuters who want good entertainment on their doorstep, and the small town dwellers who can benefit from the facilities close by.*

*On the back of the revitalised town centre, **a new office core has started to emerge**. The quality lifestyle, setting and workforce has proved very attractive for new knowledge industries seeking a quality environment, with ease of access to other major centres. Aylesbury Vale has positioned itself on a national and international stage as having a unique and distinct offer as **part of the UK's fastest growing area**.*

The growth of the business sector has resulted in a corresponding growth in the business servicing industries.

*Recently a major international company has established its European R&D centre along the A41, having found a quality location less than an hour from Heathrow. Having drawn an initial UK search area at one hour from Heathrow, they had found the Thames Valley severely congested, expensive and the competition for skilled labour too fierce. The Oxford to Cambridge Arc was more promising, especially since the opening of the East West Rail. **There is a buzz about the Vale** that is recognised as a growing and self-confident area. The A41 Knowledge Park has an **established base of companies in sectors ranging from food research to hi-tech engineering and a rapidly expanding healthcare sector**.*

*For the third year running, the Visitor Centres in the Vale have secured the top national accolade for their services and the area is amongst the **top ten best locations for visitor attractions** including the world renowned Stowe Landscape Gardens, the Silverstone Racing Complex and access to the unspoilt countryside, in particular the Chilterns Area of Outstanding Natural Beauty. The benefits of the association with the Paralympics continues well beyond the 2012 Games and **Stoke Mandeville's archive and museum to the Paralympic** movement is one of the top attractions each year and has also helped to provide a focus for rehabilitation and telehealth **technologies** that have evolved around the **National Spinal Injuries Centre**.*

*Businesses and residents alike benefit from the strategic rail connections to London and from the significant enhancement to **East-West** rail links and the Aylesbury spur connection. Aylesbury Vale is now established as a key element of the **Oxford to Cambridge technology arc**, playing a major role through initiatives such as the **Berryfields employment and enterprise campus**.*

*Whilst the **link with Oxford and the South East Midlands** provided the Higher Education linkages to research skills and facilities, the roles of the **University Technical Centres, Aylesbury College & University Centre Aylesbury Vale, Bucks New University and Buckingham University** in providing relevant workforce training has proved equally crucial to both the Vale and the town's continued economic success. Following its redevelopment and the opening of its newest training facility, Aylesbury College has become a beacon of good practice in the Further Education sector. Its formula of being a part of the business community is a model that is being copied across the South East.*

2 Executive Summary

This economic development strategy sets out a powerful vision for Aylesbury Vale as a vibrant dynamic business location by 2026. Aylesbury Vale needs to ensure that sustainable economic development is driven alongside infrastructure, of which housing growth is part, to ensure that the Vale remains a great place to live and work.

Since 2009, there has been significant policy and economic change, resulting in a continually evolving policy context impacting directly upon national and local support for businesses and economic development. These fundamental changes include:

- the economy suffering its deepest recession for a generation, with continued turmoil in the Eurozone.
- the trading environment for business becoming increasingly uncertain, resulting in a lack of confidence and ability to access finance to grow.
- significant policy and funding changes, arising from the election of the Coalition government in May 2010.
- the formation and approval of the first wave of Local Enterprise Partnerships (LEPs) in August 2010, following the abolition of Regional Development Agencies (RDAs). These include AVDC being part of both the South East Midlands (SEMLEP) and Buckinghamshire Thames Valley Local Enterprise Partnerships (BTVLEP), with which AVDC's economic development strategy and action plans need to align.
- the development of a new Corporate Plan, following on from the local elections in May 2011, with a new clearer focus on driving employment and infrastructure led growth and activity.
- the intended revocation of the South East Spatial Strategy and Regional Economic Strategy (and with them their regional bodies), resulting in the need for the new Vale of Aylesbury Plan (VAP). This plan is led by getting the right levels and types of employment and housing growth across the district, in the right place at the right time.
- more detailed analysis and understanding of the key socio-economic trends in the Vale, informed by the Local Economic Assessment and Growth Assessment work for the Vale of Aylesbury Plan.

Local Enterprise Partnerships

Since the abolition of the Regional Development Agencies, the coalition government has encouraged Local Authorities to form Local Enterprise Partnerships where there are considered to be 'naturally occurring economic geographies'. Aylesbury Vale forms part of both the South East Midlands (SEMLEP) and Buckinghamshire Thames Valley (BTVLEP) Local Enterprise Partnerships.

In general terms, the roles of the Local Enterprise Partnerships are to enable Local Authorities and business representatives collectively to:

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

The Vale of Aylesbury Plan (VAP)

AVDC is now developing its new planning policy document for the district, known as 'The Vale of Aylesbury Plan'. This is set within the government's new 'localism' agenda and the removal of the regional tier of government and the revocation of the South East Plan, which is expected in April 2012. By its very nature, the South East Plan was driven by a regional re-apportionment approach (i.e. moving growth around the region away from areas of higher pressure) and was based on the premise of meeting the needs of the wider South East rather than just the needs of the district. The coalition government has made it clear that it does not believe that this mechanism is how it wishes to address these issues in the future, and is in the process of dis-assembling and removing the process.

In taking this forward, AVDC is developing the new planning policy document for the next 20 years to 2031. The Plan is currently under developed and should be in place by early 2014. In terms of its content, the Vale of Aylesbury Plan will:

- set out the overall strategy for the whole district to 2031. This will include the number of jobs and homes to be provided, and the broad locations for these;
- contain development management policies replacing saved policies from the Aylesbury Vale District Local Plan; and
- make strategic allocations for housing and employment in the district.

Economic Development strategy progress since 2008

Since 2008, there has been significant progress against all the key objectives set in the current 2008-2011 action plan. The Economic Development strategy was developed in 2008 with a three year action plan, during which time there has been significant progress against its key objectives. These include:

- *Premises & key employment sites* – Aylesbury Vale Estates (AVE), provision of new employment sites (e.g. Silverstone, Arla, Westcott and Haddenham expansions, Berryfields employment land underway)
- *Enterprise support* - the Aylesbury Enterprise and Innovation Centre (AEIC) and the business grant programme
- *Business engagement*– ongoing business engagement leading to linked actions
- *Inward Investment* – business marketing campaign (www.investaylesburyvale.com), Arla and other successful inward investments from Germany and the UK
- *Sector/cluster development* – rehabilitation and telehealth technologies sector development to leave a lasting economic & visitor legacy of Stoke Mandeville NSIC, home of the Paralympics
- *Workforce & Skills* – University Centre Aylesbury Vale, University Technical Centres (UTCs) at Silverstone for high performance engineering and hospitality management and Aylesbury for mobile ICT and construction
- *Aylesbury Town Centre & Waterside* – Waterside Theatre, the Town Centre Improvement Plan, Waitrose & progress towards the Waterside Academy
- *Access to Finance* - launch of 'Angels for Bucks', a seedcorn investment fund
- *Strategic Partnerships* – South East Midlands, Buckinghamshire Thames Valley Local Enterprise Partnerships (LEPs) and Buckinghamshire Business First (BBF)
- *Enabling infrastructure* – superfast Broadband progress, East/West Rail and opposition to High Speed 2

Whilst there can be satisfaction taken in that many of the actions identified within the 2008-2011 Economic Development Strategy have been successfully delivered, this updated strategy recognises that the scale of the task now in hand requires a much greater focus on economic development activity, especially given the worst

recession for 60 years and continuing global economic instability. There is no recent comparable economic precedent for the position the UK and the global economy finds itself in today, being in uncharted territory in terms of global financial markets and currencies, sovereign debt levels, plummeting bank share prices and the potential for a 'double dip' recession.

Whilst much of the Vale thrives, Aylesbury town has shown slower growth. While employment among Aylesbury Vale residents has remained steady, the employment of the Aylesbury area as a proportion of Aylesbury Vale employment has fallen (55 per cent in July 2011, 62 per cent in the year ending September 2008 and over 70 per cent in quarters before that). That is to say, it is the success of the rural areas which have driven the employment figures for Aylesbury Vale. This is further demonstrated by the increasing concentration of the district's residents in receipt of Job Seekers Allowance in Aylesbury's most deprived wards.

Building blocks

This plan is aligned with the Aylesbury Town Centre Improvement Plan which will transform Aylesbury. It will also recognise the unique character of the rest of the Vale and the support it requires to remain competitive, including Buckingham and other market towns' aspirations for employment growth.

The required jobs growth in the Vale will only happen if there is a clear focus on improving the attractiveness of the area for business. Jobs growth in the Vale over the previous decade so far has been modest, but has recently benefitted from the proposed £150m capital investment of Arla Dairies, creating over 700 jobs. This strategy therefore outlines a bold plan for accelerating business and jobs growth within the Vale, which builds on the current strengths of the area, and puts in place the building blocks for future success, which focuses on inward investment, business start-up, retention and growth, supporting the development of alternative career paths, and rolling out superfast broadband to the rural areas and other 'not spots' within the Vale.

The building blocks for this strategy are identified as:

- *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. This is likely to be supported through entrepreneurial education, such as that proposed by the Waterside Academy.
- *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*: an even greater focus on the promotion of the 'niche' offer of Aylesbury Vale & proactive targeting of inward investment to support local sector strengths (high performance engineering, rehabilitation and telehealth technologies, food and drink, ICT) and working with Local Enterprise Partnerships, property developers & agents, the Town Centre Improvement Plan Partnership, Aylesbury Vale Estates (AVE) and UK Trade & Investment (UKTI)
- *Enhancing knowledge economy skills*: the need to ensure that current and future workforce skills are appropriate for the 21st century global marketplace, as well as offering young people alternative career paths to help retain professionals, graduates, apprentices and qualified technicians in the local economy

Priority actions for 2011-2013

In delivering the strategy we cannot work in isolation. AVDC will lead where it is best placed to do so and where it is a priority within the Corporate Plan. However, there will be other areas where we will play a

supporting or partnering role with other bodies such as the Local Enterprise Partnerships (LEPs). The action plan will need to be reviewed on an ongoing basis in light of the emerging plans of SEMLEP, Buckinghamshire TVLEP and other partners. Whilst the new action plan has not been fully developed, this is likely to include:

1. Implementing new Corporate Plan objectives:

- promoting Aylesbury Vale's offer to the business community as widely as possible
- working with Aylesbury Vale Estates (AVE) and other partners to provide great facilities for businesses in the Vale
- help start-up companies find suitable premises and support existing Vale businesses to stay and expand in the Vale
- helping Silverstone make tangible progress towards fulfilling its development brief and assisting the delivery of other major sites
- enabling the introduction of faster broadband, especially in rural areas
- playing an active role in South-East Midlands Local Enterprise Partnership (SEMLEP) and Buckinghamshire Thames Valley LEP
- considering opportunities to encourage business growth arising from any re-localisation or local flexibilities on business rates

2. Supporting the adoption and delivery of the Vale of Aylesbury Plan:

- assisting with reviewing and developing planning policies to support and encourage business investment and growth across the Vale, and ensure sufficient land is allocated for future employment needs
- assisting with identifying infrastructure required to support new development and wider Vale needs
- identification and promotion of existing and new employment sites, ensuring that they are unblocked and get developed and promoted
- using funding sources (such as the Community Infrastructure Levy, Growing Places Fund) to help meet the costs of key growth-related infrastructure

3. Focusing more on identifying and attracting in high growth knowledge economy businesses

4. Better targeting and promotion of the inward investment offer, enhancing the website and marketing campaigns and their reach to intended audiences

5. Supporting cluster/sector development where the Vale has obvious strengths

6. Developing and supporting employers in recruiting different skills for future growth, including apprentices and future graduates of University Technical Centres

7. Encouraging more collaboration between Universities, knowledge economy assets and businesses in areas of innovation, technology and higher level skills development, linked to employers in the area

The strategy sets out a sense of purpose and direction and overall vision. It will be regularly reviewed, to take into account a fast changing environment, and supported by a detailed operational plan, which will highlight what we intend to achieve, by when, and the resources that will need to be applied for a successful outcome. It will also show how we will know whether we have succeeded and how we can demonstrate our achievements.

3 National context and local socio-economic background

There have been many changes in the national policy context as well as major changes in the business support landscape. Some of the significant changes are outlined below.

3.1 The National context

The long term economic growth of Aylesbury Vale will be influenced by continuing changes in the national policy context and framework. Since the production of the Economic Development strategy in 2008, there have been significant changes to the Government's approach to business support and economic growth, from the centralisation of certain services such as Business Link through to the devolvement of other activities to the local level in the form of Local Enterprise Partnerships (LEPs).

3.1.1 The Localism Act

The Localism Act received Royal Assent on 15th November 2011, but has not yet been fully enacted. From an economic development perspective, there are a couple of aspects of the Act to be taken into account:-

- a) a general power of competence – greater freedom to improve services and drive down costs
- b) greater control over business rates, with the power to offer business rate discounts to help attract firms, investment and jobs.

3.1.2 The Plan for Growth

The Plan for Growth was launched in March 2011, aiming to reverse the trend of the UK and its decline in saving, investing and exporting and was subsequently refreshed in the Autumn Statement in November 2011. The UK has witnessed rising debt, over-leveraged banks, an unsustainable property boom and a budget deficit. Going forward, the Government's economic policy is to achieve strong, sustainable and balanced growth more evenly across the Country and between industries. The key focus of this plan includes several measures:

- a) ensuring the UK has the most competitive tax system in the G20
- b) to make the UK one of the best places in Europe to start, finance and grow a business
- c) to encourage investments and exports as a route to a more balanced economy
- d) to create a more educated workforce that is the most flexible in Europe with an increase in apprenticeships and more participation in the workforce of the 16-24 year olds

We have already seen several initiatives launched to support these aims including:

- increased tax incentives under the Enterprise Investment Scheme
- the launch of enterprise zones across the Local Enterprise Partnerships (including the Northamptonshire Waterside)
- the approval of several University Technical Colleges (UTCs), from which we have benefitted in Aylesbury and Silverstone, to create a more flexible and educated workforce.

3.1.3 Regional Growth Fund

The Regional Growth Fund is a £1.4bn fund operating across England from 2011-2014. It supports projects and programmes that lever private sector investment, creating economic growth and sustainable employment. It aims to particularly help those areas and communities currently dependent upon the public sector to make the transition to sustainable private sector-led growth and prosperity.

3.1.4 Growing Places Fund

The Growing Places Fund was announced by Danny Alexander, Chief Secretary for the Treasury, at the Liberal Democrat Conference on the 18th September 2011 as a one-off disbursement of £500m. These funds are to enable the development of local funds to address infrastructure constraints, promoting economic growth and the delivery of jobs and houses. The fund's key criteria are to:

- support immediate infrastructure and site constraints
- allow LEPs to prioritise infrastructure needs to enable them to deliver their economic development strategy
- to establish a sustainable revolving loan fund, so that funding can be re-invested to unlock further developments and leverage private sector investment.

3.1.5 Skills for growth

There is a strong focus on the teaching of entrepreneurial skills and the expansion of the number of adult apprenticeships, providing alternative career paths to proceeding to University. It also marks a move to support colleges and be more responsive to the needs of businesses, with learners selecting training and qualifications valued by business.

Apprenticeships are at the heart of the new system, with employers investing in their own success, supporting level 3 apprenticeships to support the future knowledge economy, with routes to level 4 and higher education.

3.1.6 Business Link

Substantial changes have been made with a national contact centre and website which has been enhanced to provide information and advice on starting a business, with access to online services and national business mentors.

3.1.7 Technology Strategy Board (TSB)

The TSB is the government's body to support innovation and technology in businesses. Its key priorities are to:

a) accelerate economic growth by stimulating and supporting business-led innovation

- business focused innovation and commercialisation of technology
- tackle barriers to innovation working across business, academia and government
- promote collaboration, knowledge exchange and open innovation

b) accelerate the journey between concept and commercialisation

- providing support for small and early stage companies
- establishing a network of technology and innovation centres
- promoting knowledge exchange and open innovation

c) connecting the innovation landscape

- defining EU funding programmes and enabling them to benefit from EU and international opportunities

d) turning government action into business opportunity

- government departments and agencies can change markets and create opportunities for innovative businesses
- identify where policy, standards and regulation can stimulate business innovation and create

innovation platforms and engage with business to seek cutting edge solutions to public sector challenges

3.1.8 UK Trade & Investment (UKTI) and Inward Investment

Following the abolition of the RDAs by Government, responsibility for the promotion of the UK as an inward investment location transferred to the national level. UKTI was tasked with taking forward the development of new arrangements in England (except for London, which has its own arrangements under The Mayor), working closely with the Devolved Administration and London & Partners to provide a UK wide delivery network.

As part of the new arrangements in England, it is also responsible for developing effective working relationships with LEPs and other local partners to ensure effective end to end support to prospective and existing inward investors.

3.2 The local policy context

3.2.1 Corporate Plan

Since the 2011 local elections, Aylesbury Vale District Council has launched a new corporate plan with five 'core' areas of focus:

- we put our customers at the centre of everything we do
- we will improve our communications and interactions with our customers
- we will protect and improve the living experience in the Vale
- we will deliver efficient and economic services
- we will grow the economy of the Vale

3.2.2 AVDC is developing its new planning policy document for the district, known as 'The Vale of Aylesbury Plan'. This is set within the government's new 'localism' agenda and the removal of the regional tier of government and the revocation of the South East Plan, which is expected by April 2012. By its very nature, the South East Plan was driven by a regional re-apportionment approach (i.e. moving growth around the region away from areas of higher pressure) and was based on the premise of meeting the needs of the wider South East rather than just the needs of the district. The government has made it clear that it does not believe that this mechanism is how it wishes to address these issues in the future, and is in the process of dis-assembling and removing the process.

Through the Localism Act, Ministerial Statements, and the draft National Planning Policy Framework, it is clear that the principle driver for setting jobs and homes targets is from the local & district level upwards (set within the national context) and not the downwards imposition of the past. This change in government's approach means that the soon to be historic approach of the South East Plan will be substituted by AVDC assessing local needs and co-operation with neighbouring authorities.

In taking this forward AVDC is developing the Vale of Aylesbury Plan for the next 20 years to 2031. The Plan will:

- set out the overall strategy for the whole district to 2031. This will include the number of jobs and homes to be provided, and the broad locations for this (i.e. how these will be apportioned throughout the district);
- contain development management policies to replace saved policies from the Aylesbury Vale District Local Plan; and
- make strategic allocations for housing and employment in the district.

3.3 The local socio-economic context

3.3.1 Population

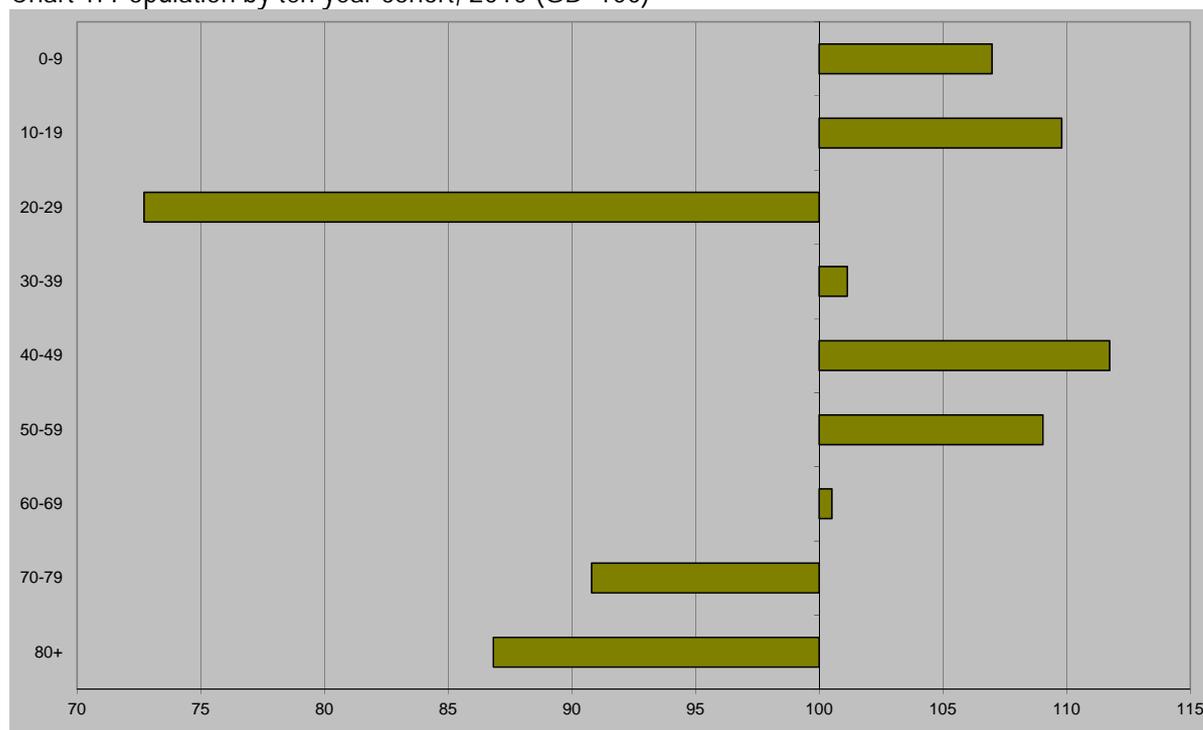
Aylesbury Vale's population stood at 174,400 in 2010. Since 2005, Aylesbury Vale's population has risen by 3.6 per cent, above the levels recorded in Buckinghamshire (3.0 per cent) and Great Britain (3.3 per cent), but well below the 5.4 per cent recorded across SEMLEP. The number of residents aged 65 or over rose by 15.7 per cent in Aylesbury Vale, well ahead of the rates recorded in Buckinghamshire (12.1), SEMLEP (11.9) and Great Britain (6.8). The working age population grew by only 2.0 per cent compared to 4.8 per cent in SEMLEP and 3.4 per cent across Great Britain.

Table 1. Population by selected age band, 2010

	Working Age 16-64			Children			Older People			Total
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.
Aylesbury Vale	112,200	64.3	144	35,600	20.4	41	26,600	15.3	283	174,400
Chiltern	55,000	60.2	343	19,100	20.9	25	17,300	18.9	122	91,400
South Bucks	41,800	61.9	284	13,100	19.4	119	12,600	18.7	139	67,500
Wycombe	104,300	63.3	217	34,300	20.8	30	26,200	15.9	264	164,800
Buckinghamshire	313,300	62.9	14	102,000	20.5	1	82,700	16.6	23	498,100
South East	5,444,500	63.9	7	1,609,700	18.9	3	1,468,900	17.2	4	8,523,100
Great Britain	39,192,600	64.8	-	11,226,100	18.6	-	10,043,900	16.6	-	60,462,600

Source: MYPE, ONS, 2011

Chart 1: Population by ten year cohort, 2010 (GB=100)



Source: MYPE, ONS, 2011

3.3.2 Jobs in Aylesbury Vale

While total employment in Great Britain fell by 0.6 per cent in 2010, Aylesbury Vale saw an increase of 1,700 jobs or 2.5 per cent. Despite this strong growth, ranking 53rd among all 380 local authority districts in the country, there were still 2,700 fewer jobs in the Vale in 2010 than in 2008. Furthermore, of these new jobs, 1,400 were part-time positions bringing the proportion of jobs in Aylesbury Vale to a new high of 34.5 per cent, compared to 32.2 per cent across the country as a whole.

Table 2: Total Employment, 2010

	Employees				Employment			
	2009	2010	% change	Rank	2009	2010	% change	Rank
			09-10				09-10	
Aylesbury Vale	63,500	65,000	2.4	59	68,300	70,000	2.5	53
Chiltern	30,600	29,900	-2.2	277	33,700	33,100	-1.8	256
South Bucks	30,800	31,400	2.0	71	34,200	34,700	1.6	78
Wycombe	72,700	75,800	4.4	25	78,600	81,800	4.1	23
Buckinghamshire	197,500	202,100	2.3	3	214,800	219,700	2.3	2
Enterprise M3	526,500	530,900	0.8	7	562,900	567,000	0.7	7
Hertfordshire	507,400	498,900	-1.7	34	542,100	531,600	-1.9	35
London	4,066,400	4,089,900	0.6	10	4,291,600	4,335,500	1.0	5
Northamptonshire	307,900	307,900	0.0	16	325,500	326,400	0.3	13
Oxfordshire	310,300	311,900	0.5	11	329,500	331,100	0.5	8
SEMLEP	806,100	809,200	0.4	13	854,600	857,300	0.3	12
TV Berkshire	446,100	453,600	1.7	4	472,900	479,700	1.4	4
South East	3,648,500	3,701,900	1.5	1	3,909,300	3,959,800	1.3	1
Great Britain	26,212,600	26,082,100	-0.5	-	27,977,400	27,814,900	-0.6	-

Source: BRES, ONS, 2011

Aylesbury Vale remains a predominantly small firm economy, with 6,945 or 75.3 per cent of VAT or PAYE registered firms having fewer than five employees. There are 15 firms with more than 250 employees.

Table 3. Firms by number of employees, 2010

	0-4			5-9			10-49			50-249			250+			Total
	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	No.	%	Rank	
Aylesbury Vale	6,945	75.3	26	1,110	12.0	364	945	10.2	343	210	2.3	260	15	0.2	346	9,225
Chiltern	4,525	79.1	1	620	10.8	380	490	8.6	377	75	1.3	373	10	0.2	339	5,720
South Bucks	3,460	74.1	46	610	13.1	321	480	10.3	340	110	2.4	243	10	0.2	317	4,670
Wycombe	6,860	73.1	72	1,210	12.9	333	1,050	11.2	310	230	2.5	231	30	0.3	238	9,380
Buckinghamshire	21,790	75.2	1	3,550	12.2	27	2,965	10.2	27	625	2.2	22	65	0.2	26	28,995
Oxfordshire City Region	22,740	69.3	18	4,730	14.4	14	4,355	13.3	8	840	2.6	13	130	0.4	10	32,795
Hertfordshire	39,185	72.6	3	7,090	13.1	25	6,135	11.4	25	1,380	2.6	14	220	0.4	8	54,010
SEMLEP	61,860	70.2	-	12,005	13.6	-	11,245	12.8	-	2,600	3.0	-	390	0.4	-	88,100
TV Berkshire	29,140	70.4	-	5,530	13.4	-	5,225	12.6	-	1,250	3.0	-	240	0.6	-	41,385
South East	276,330	70.0	2	55,900	14.2	11	50,320	12.8	11	10,445	2.6	10	1,510	0.4	10	394,505
Great Britain	1,684,665	67.7	-	375,595	15.1	-	344,850	13.8	-	73,310	2.9	-	11,540	0.5	-	2,489,960

Source: IDBR, ONS, 2011

3.3.3. Employment

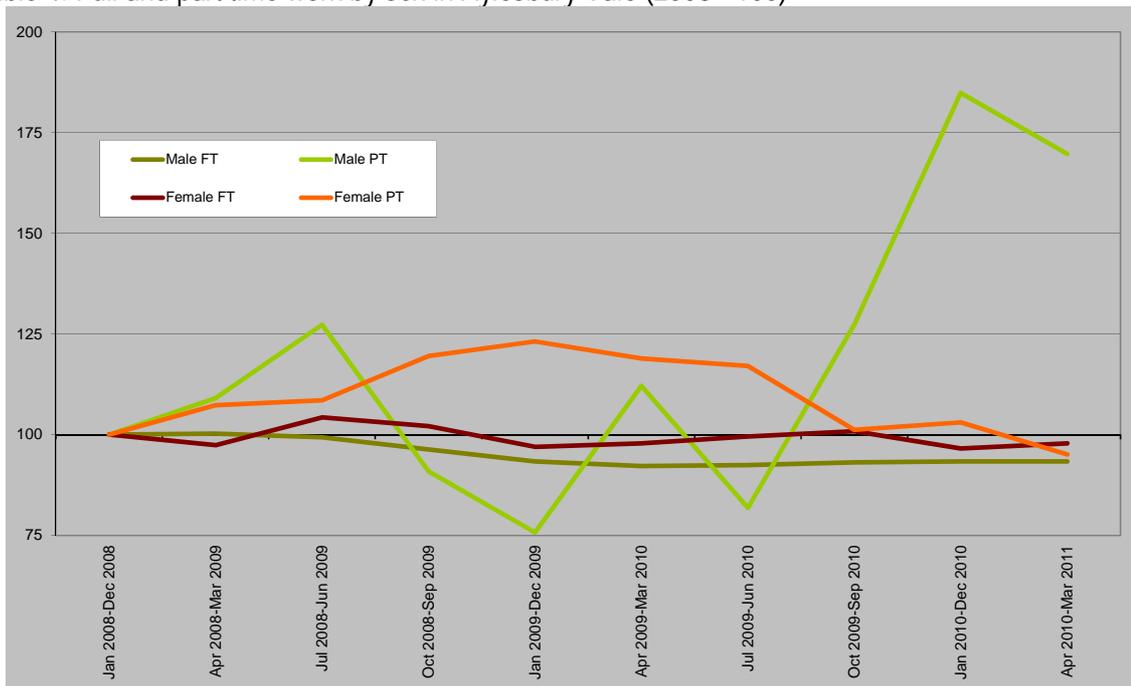
There are 84,700 working age residents in employment in Aylesbury Vale, giving an employment rate of 77.6 per cent, well above the national level, to rank 53rd of all 380 local authority districts in Great Britain.

While employment among Aylesbury Vale residents has remained steady, it should be noted that the employment of the Aylesbury area as a proportion of Aylesbury Vale employment has fallen (was at 55 per cent in July 2011, having been 62 per cent in the year ending September 2008 and over 70 per cent in quarters before that). That is to say it is the success of the rural north and south areas that have driven the employment figures for Aylesbury Vale. This is further demonstrated by the increasing concentration of the district's residents in receipt of Job Seekers Allowance in its most deprived wards.

Underemployment has contributed to unemployment remaining low in Aylesbury Vale. Since the year ending December 2008, the number of men working part time has increased by 169.7 per cent to

5,600. All other groups have seen employment levels fall, with male full-time employment falling by 2,900.

Table 4. Full and part time work by sex in Aylesbury Vale (2008 =100)

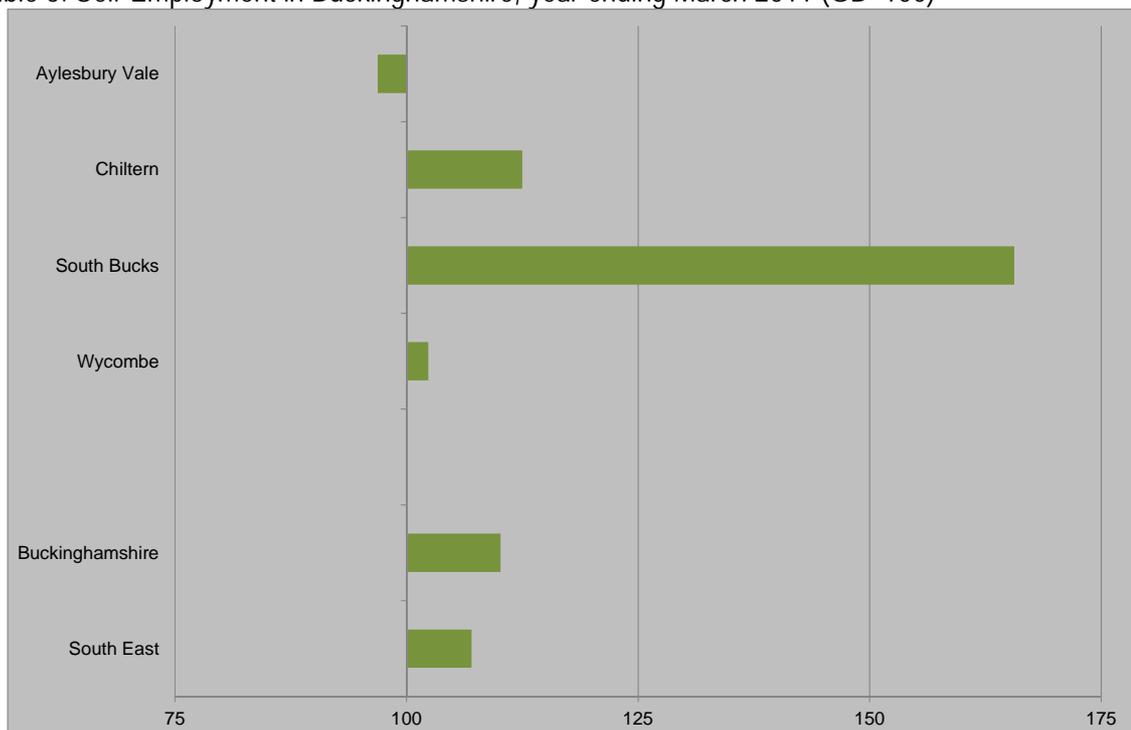


Source: APS, ONS, 2011

3.3.4 Self-Employment

There are 10,500 self-employed people living in Aylesbury Vale, representing 12.4 per cent of working age residents. This rate is below rates of 14.1 per cent and 12.8 per cent recorded across Buckinghamshire and Great Britain respectively.

Table 5. Self-Employment in Buckinghamshire, year ending March 2011 (GB=100)



Source: APS, ONS, 2011

3.3.5 Unemployment and claimant count

At 1.9 per cent of working age residents, Aylesbury Vale's claimant count rate in October 2011 was half the national rate and the 58th lowest of all 380 local authority districts. Despite this comparatively strong performance, it should be noted that at 2,081, the number of Job Seekers' Allowance claimants is 146.6 per cent higher than in January 2008, before the start of the recession.

Table 6. Claimant count, October 2011

	No.	%	GB Rank	Annual Change
Aylesbury Vale	2,081	1.9	58 of 380	4.4
Chiltern	903	1.6	29 of 380	5.1
South Bucks	579	1.4	12 of 380	-2.9
Wycombe	2,587	2.5	127 of 380	5.7
Buckinghamshire	6,150	2.0	4 of 27	7.2
Hertfordshire	18,051	2.5	5 of 38	5.7
Northamptonshire	14,514	3.3	21 of 38	7.8
Oxfordshire	7,725	1.8	1 of 38	5.0
SEMLEP	38,448	3.2	19 of 38	10.5
TV Berkshire	13,627	2.4	4 of 38	2.4
London	236,912	4.4	30 of 38	10.8
South East	139,670	2.6	1 of 12	10.5
Great Britain	1,502,528	3.8	-	10.3

Source: Job Centre Plus, 2011

The increase in claimants has been particularly marked for women, with claimants rising by 226.0 per cent to 714, and at 34.3 per cent make up the highest proportion of all claimants since the late 1980s.

The unemployment rate of 4.2 per cent of residents aged over 16 ranks Aylesbury Vale 50th of all local authority districts, a similar performance to that shown by the claimant count, and well below the 7.6 per cent recorded for the country as a whole.

3.3.6 Benefits

Only 6.2 per cent of Aylesbury Vale residents are in receipt of out of work benefits, the 37th lowest rate recorded among all local authorities in Great Britain. This includes 3,730 residents on Employment Support or Incapacity Benefit, representing 3.3 per cent of all working age residents, the 37th lowest rate in Great Britain.

Table 7: Out of work benefits, May 2011

	Out of work benefits			ESA and incapacity benefits		
	No.	%	Rank	No.	%	Rank
Aylesbury Vale	6,950	6.2	340	3,730	3.3	347
Chiltern	2,880	5.2	368	1,540	2.8	367
South Bucks	2,110	5.1	371	1,150	2.8	367
Wycombe	7,230	6.9	314	3,450	3.3	347
Buckinghamshire	19,170	6.1	26	9,860	3.1	27
Enterprise M3	62,470	6.1	38	34,550	3.4	37
Hertfordshire	55,160	7.7	35	27,880	3.9	35
Northamptonshire	44,700	10.1	22	22,590	5.1	27
Oxfordshire	26,950	6.3	37	14,630	3.4	37
London	669,780	12.4	11	314,710	5.8	18
Thames Valley Berkshire	41,520	7.2	36	20,570	3.6	36
South East	460,880	8.5	11	248,300	4.6	11
Great Britain	4,746,910	12.1	-	2,560,470	6.5	-

Source: DWP, 2011

3.3.7 Earnings

Gross median full time earnings for Aylesbury Vale residents stood at £31,107 in 2011, giving an annual increase of 6.3 per cent, the 44th strongest growth rate recorded among all 380 local authority districts in Great Britain and well above the rate of inflation¹. For those working in Aylesbury Vale, gross median annual full-time earnings were lower at £27,213, and had failed to keep pace with inflation, being 4.3 per cent higher than in 2010, but still ranking 87th among local authority districts and first in Buckinghamshire, well above the 1.4 per cent recorded across the country as a whole.

For part time workers, hourly pay is higher for those working in Aylesbury Vale than for residents. While median hourly pay rose 2.8 per cent to £9.02 for those working in the Vale, for residents pay fell to £8.85. Changes in pay failed to match inflation in both cases.

Resident women's pay, at £23,642 is £6,000 below that of men, but the gap of 26.4 per cent is the smallest of any Buckinghamshire district. The gap between the highest and lowest pay widened however, with pay for the highest paid working in the Vale rising 6.4 per cent compared to only 2.4 per cent for the lowest paid. For those living in Aylesbury Vale, pay for the poorest paid fell 0.1 per cent, but increased 6.3 per cent for those in the middle, matching the pattern seen across Buckinghamshire as a whole.

¹ 4.5 per cent on CPI to April 2011

Table 8: Annual gross median full time earnings, 2011

	Residence			Workplace		
	£	Rank	% Change	£	Rank	% Change
Aylesbury Vale	31,107	51	6.3	27,123	87	4.3
Chiltern	37,270	8	-0.9	27,028	92	-4.9
South Bucks	34,487	17	9.2	26,328	128	-5.7
Wycombe	32,752	35	0.9	30,825	34	3.9
Buckinghamshire	33,179	2	4.3	28,036	3	-0.4
South East	29,330	2	1.8	27,881	2	1.4
Great Britain	26,357	-	1.4	26,331	-	1.3

Source: ASHE, ONS, 2011

3.3.8 Learning and Skills

Aylesbury Vale has the highest educational attainment in Great Britain, with fewer residents holding no qualifications than in any other local authority district. The district ranks 69th for the proportion of residents holding degree level qualifications, at 37.3 per cent well above the 31.3 per cent recorded across the country as a whole.

Table 9: Educational Attainment, 2010

	NVQ4+			NVQ3+			NVQ2+			NVQ1+			No Quals		
	No.	%	Rank	No.	%	Rank									
Aylesbury Vale	40,800	37.3	69	70,350	63.6	30	90,425	79.9	8	106,200	96.9	2	3,400	3.1	377
Chiltern	27,000	48.5	16	36,970	65.6	15	44,815	76.6	37	51,900	93.2	70	3,800	6.8	310
South Bucks	12,700	31.5	156	20,500	49.5	223	29,900	67.6	208	35,700	88.6	216	4,500	11.2	170
Wycombe	37,500	36.2	82	58,020	55.1	106	79,240	72.5	101	97,800	94.4	32	5,800	5.6	347
Buckinghamshire	118,000	38.2	3	185,940	59.3	2	244,380	75.2	1	291,600	94.3	1	17,500	5.7	27
Hertfordshire	255,200	36.2	7	394,240	55.1	9	526,780	71.0	8	653,700	92.7	4	51,600	7.3	32
Oxford City Region	166,700	40.3	2	253,850	60.8	1	317,975	74.0	2	377,300	91.3	10	35,800	8.7	26
Pan London	2,277,200	41.9	1	3,101,880	55.7	7	3,993,560	67.3	15	4,897,000	90.1	14	537,200	9.9	22
SEMLEP	355,500	30.1	15	612,990	51.0	14	849,505	68.2	13	1,059,500	89.6	15	122,900	10.4	21
TV Berkshire	214,700	37.6	3	327,800	56.3	4	430,200	70.7	9	529,800	92.7	3	41,800	7.3	33
South East	1,819,700	33.9	3	2,927,390	53.8	3	3,977,155	70.8	2	4,911,300	91.5	2	453,600	8.5	11
Great Britain	12,167,600	31.3		20,147,460	51.0		27,603,470	67.3		34,444,000	88.7		4,391,900	11.3	

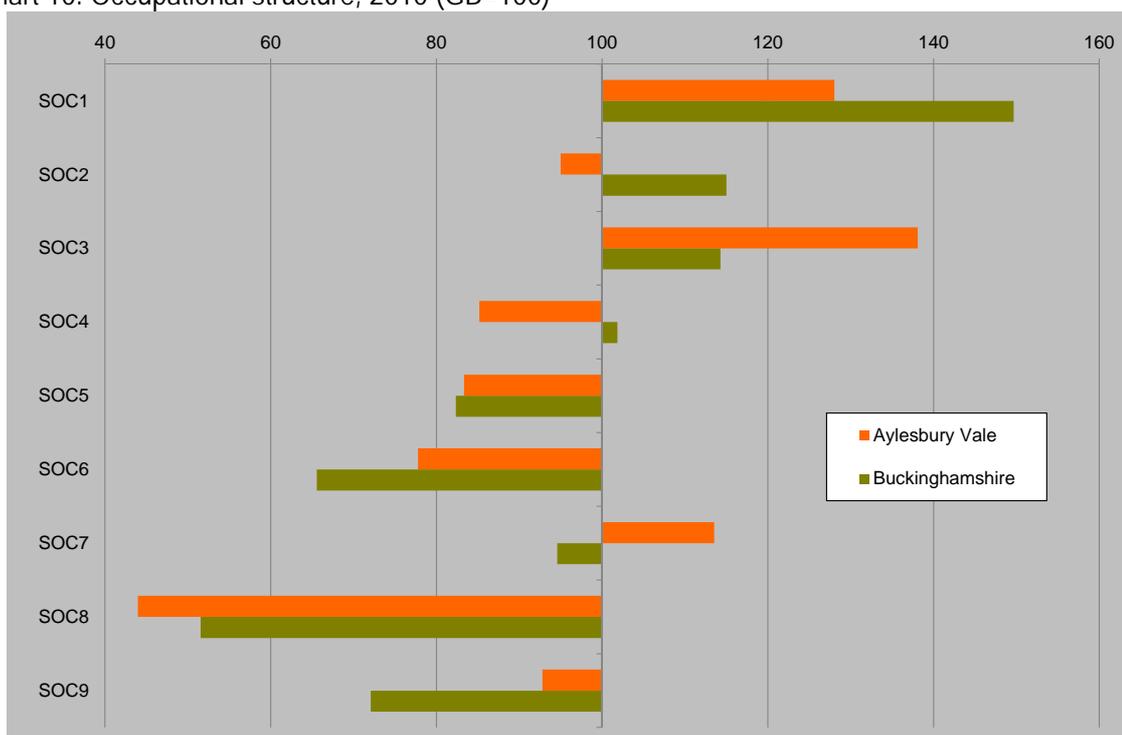
Source: APS, ONS, 2011

There are comparatively few Aylesbury Vale residents holding the intermediate level qualifications that are commonly associated with technical occupations. The district has a lower proportion of residents qualified to NVQ levels 1 and 2 than Buckinghamshire overall, the South East and Great Britain.

3.3.9 Occupational Structure

Aylesbury Vale's residents are most commonly employed in jobs requiring high skill levels, with 53.7 per cent being in managerial, professional or technical occupations.

Chart 10: Occupational structure, 2010 (GB=100)



Source: APS, ONS, 2011

3.3.10 Enterprise

Although it has the lowest new firm formation rate in Buckinghamshire, Aylesbury Vale still performs well above the South East and national levels, forming 57.6 new firms for every 10,000 residents to rank 72nd of all 380 local authority districts. Despite this, Aylesbury Vale's performance is weaker than that recorded in all neighbouring districts, including the SEMLEP authorities of Dacorum (65.6), Milton Keynes (63.3) and Cherwell (58.3).

Table 11: New firm formation rate, 2009

	Business Births			Business Deaths			Annual Change (%)	
	No.	Rate	Rank	No.	Rate	Rank	Births	Deaths
Aylesbury Vale	795	57.6	72	980	71.0	60	-13.6	24.8
Chiltern	545	75.6	19	590	81.8	25	-8.4	31.1
South Bucks	550	102.6	6	635	118.5	6	-6.0	42.7
Wycombe	860	66.4	39	1,010	77.9	33	-15.7	38.4
Buckinghamshire	2,750	69.9	1	3,215	81.8	2	-11.9	33.4
South East	36,320	53.1	2	42,550	62.2	2	-10.0	25.9
Great Britain	232,080	47.5	-	273,710	56.0	-	-11.3	26.2

Source: Business Demography, ONS, 2010

Although the business death rate is also high, and exceeded new firm formation in 2009, Aylesbury Vale has some of the country's best firm survival rates, with 86.4 per cent of firms formed in 2007 surviving to 2009 and 95.1 per cent of firms surviving at least one year.

3.3.11 Industrial structure

Buckinghamshire's economy delivers strong GVA per capita and provides high wages for its workers. The largest sector in Aylesbury Vale is education, employing 6,700, ahead of retail (6,000), human health activities (5,500) and wholesale (4,300). The ten largest sectors in the county are presented below, showing Aylesbury Vale compared to the rest of Buckinghamshire, the South East and Great Britain.

Table 12 Ten largest sectors by 2 digit SIC code, 2010 (employees)

	85 : Education	47 : Retail trade, except of motor vehicles and motorcycles	86 : Human health activities	46 : Wholesale trade, except of motor vehicles and motorcycles	84 : Public administration and defence; compulsory social security	56 : Food and beverage service activities	88 : Social work activities without accommodation	96 : Other personal service activities	81 : Services to buildings and landscape activities	78 : Employment activities
Aylesbury Vale	6,700	6,000	5,500	4,300	4,000	3,000	2,300	2,100	2,000	1,800
Chiltern	4,100	2,900	2,100	1,600	600	1,500	600	400	500	500
South Bucks	2,100	2,700	1,500	2,900	500	2,000	1,100	900	300	400
Wycombe	6,600	8,300	3,700	6,600	1,900	3,300	1,400	700	2,700	1,300
Buckinghamshire	19,500	19,900	12,700	15,400	7,000	9,700	5,300	4,100	5,600	4,000
South East	388,700	383,300	256,900	184,200	162,300	204,500	108,900	40,700	90,400	107,800
Great Britain	2,513,000	2,689,600	1,955,800	1,074,600	1,513,900	1,383,200	871,300	271,800	615,700	768,800

Source: BRES, ONS, 2011

When analysed by location quotient of sectors employing over 500 people, Aylesbury Vale's highest scoring sectors are advertising and market research, other personal service activities and repair and installation of machinery and equipment.

Table 13: Top 10 2 Digit SIC Sectors by Location Quotient, 2010

	73: Advertising and market research	96: Other personal service activities	33: Repair and installation of machinery and equipment	18: Printing and reproduction of recorded media	28: Manufacture of machinery and equipment n.e.c.	42: Civil engineering	65: Insurance, reinsurance and pension funding, except compulsory social security	26: Manufacture of computer, electronic and optical products	46: Wholesale trade, except of motor vehicles and motorcycles
Aylesbury Vale	3.8	3.1	2.6	1.9	1.9	1.8	1.7	1.6	1.6
Chiltern	2.5	1.3	0.0	1.4	0.5	0.9	0.0	1.4	1.3
South Bucks	2.4	2.8	0.0	1.3	0.5	1.3	0.0	0.0	2.3
Wycombe	4.0	0.9	1.0	1.6	0.6	0.9	0.3	4.8	2.1
Buckinghamshire	3.4	1.9	1.3	1.6	1.0	1.2	0.5	2.6	1.9
South East	1.3	1.1	0.9	1.1	1.1	1.1	1.5	1.8	1.2
Great Britain	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Source: BRES, ONS, 2011

1 is the national average. Red indicates less than the national average, amber around the national average and green better than the national average.

AVDC's inward investment and retention strategy identified two key global knowledge economy assets in Aylesbury Vale around which there might be increasing business agglomerations as they develop. These include: the healthcare sector, with a particular emphasis around Stoke Mandeville National Spinal Injuries Centre (NSIC) on telehealth and assisted living technologies; and high performance and advanced engineering, with a motorsports cluster based at Silverstone.

3.3.12 Economic performance

The summary performance of the Vale's and wider Buckinghamshire economy is summarised in the table below. The green cells indicate a level of performance above that recorded for the country as a whole. Not only does Buckinghamshire perform above the national level on all indicators, in most cases it outperforms the South East region.

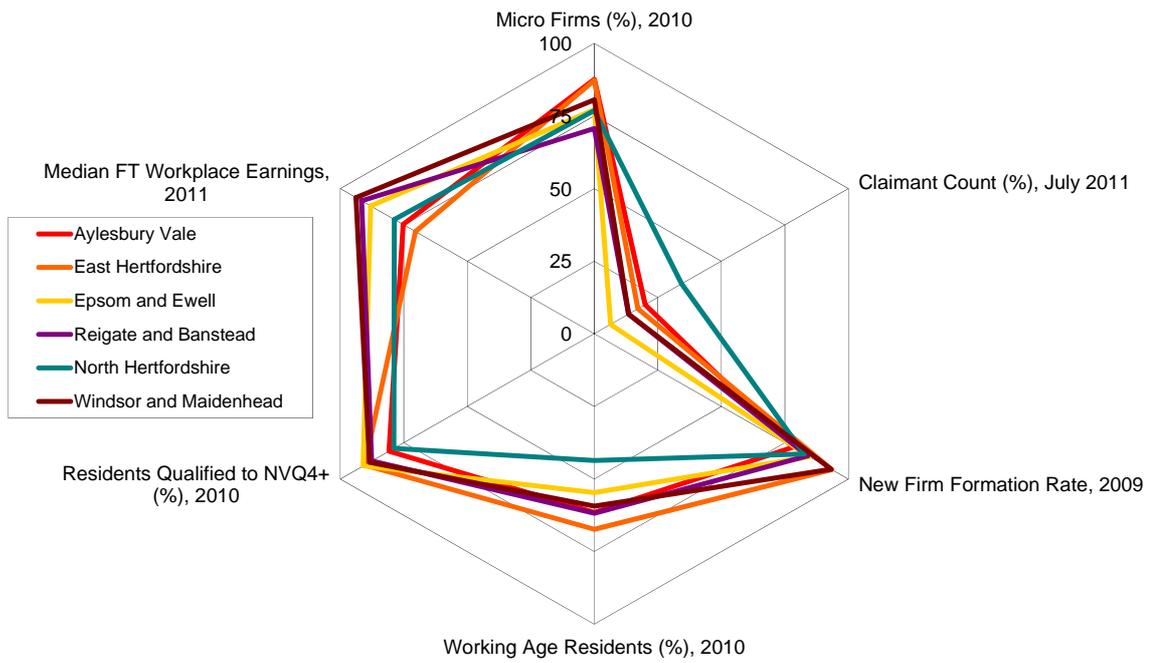
Table 14: Sources: ASHE, ONS, 2011; APS, ONS, 2011; Business Demography, ONS, 2010

	Earnings				Educational Attainment				Enterprise		Employment			
	Workplace Annual Full Time Median (£), 2011	Rank (of 380)	Residence Annual Full Time Median (£), 2011	Rank (of 380)	Working Age Population Qualified to NVQ4+ (%), 2010	Rank (of 380)	Working Age Population With No Qualifications (%), 2010	Rank (of 380)	New Business Registration Rate (per 10,000 residents), 2009	Rank (of 353)	Working Age Employment Rate (%), Year to March 2011	Rank (of 380)	16+ Unemployment Rate (%), Year to March 2011	Rank (of 380)
Aylesbury Vale	27,123	87	31,107	51	37.3	69	3.1	377	57.6	72	77.6	53	4.2	50
Chiltern	27,028	92	37,270	8	48.5	16	6.8	310	75.6	19	73.7	139	5.0	76
South Bucks	26,328	128	34,487	17	31.5	156	11.2	-	102.6	6	72.0	194	-	231
Wycombe	30,825	34	32,752	35	36.2	82	5.6	347	66.4	39	76.8	71	7.2	186
Buckinghamshire	28,036	3	33,179	2	38.2	3	5.7	27	69.9	1	75.9	6	5.9	15
South East	27,881	2	29,330	2	33.9	3	8.5	11	53.1	2	74.6	1	5.8	1
England	26,601	-	26,615	-	31.1	-	11.1	-	49.6	-	70.4	-	7.5	-

3.3.13 Nearest neighbours

To facilitate comparison and better understand the direction of travel, comparisons can be made with other local authorities to establish a set of nearest neighbours. Where lines reach the edge of the charts, performance against that indicator is the strongest in the country, with 50 representing performance at the median level.

For Aylesbury Vale, on the selected indicators, the most similar local authorities are East Hertfordshire, Epsom and Ewell (Surrey), Reigate and Banstead (Surrey), North Hertfordshire and Windsor & Maidenhead.



Sources: BRES, ONS, 2011; Job Centre Plus, 2011; Business Demography, ONS, 2010; MYPE, ONS, 2011; APS, ONS, 2011; ASHE, ONS, 2011

4 The employment challenge

- 4.1 AVDC is developing its new planning policy document for the district, known as 'The Vale of Aylesbury Plan'. This is set within the government's new 'localism' agenda and the removal of the regional tier of government and the revocation of the South East Plan, which is expected by April 2012. By its very nature, the South East Plan was driven by a regional re-apportionment approach (i.e. moving growth around the region away from areas of higher pressure) and was based on the premise of meeting the needs of the wider South East rather than just the needs of the district. The coalition government has made it clear that it does not believe that this mechanism is how it wishes to address these issues in the future, and is in the process of dis-assembling and removing the process.
- 4.2 Through the Localism Act, Ministerial Statements, and the draft National Planning Policy Framework, it is clear that the principle driver for setting jobs and homes targets is from the local & district level upwards (set within the national context) and not the downwards imposition of the past. This change in government's approach means that the soon to be historic approach of the South East Plan will be substituted by AVDC assessing local needs and co-operation with neighbouring authorities.
- 4.3 In taking this forward AVDC is developing the Vale of Aylesbury Plan for the next 20 years to 2031. The Plan will:
- set out the overall strategy for the whole district to 2031. This will include the number of jobs and homes to be provided, and the broad locations for this (i.e. how these will be apportioned throughout the district);
 - contain development management policies to replace saved policies from the Aylesbury Vale District Local Plan; and
 - make strategic allocations for housing and employment in the district.
- 4.4 Due to the changes the government has brought in, the previous method of measuring workplace based employment at the district level is no longer available. This unfortunately means direct comparisons with previous analyses carried out by the Economic Development Team is not possible, however the new measure we will use is total employment taken from Business Register and Employment Survey (BRES), which is set out in the table below. Therefore whilst new 'numbers' may be used in the future, the differences over time are still comparable.

	BRES / scaled ABI		Jobs Density	Experian
	Employee Jobs	Total Employment	Total Jobs	Total Jobs
2000	-	-	80,000	75,090
2001	-	-	80,000	75,940
2002	-	-	76,000	77,200
2003	-	-	78,000	75,800
2004	-	-	84,000	78,340
2005	-	-	86,000	78,380
2006	65,400	-	79,000	80,030
2007	65,000	-	81,000	77,290
2008	68,800	72,700	86,000	82,880
2009	63,500	68,300	83,000	78,250
2010	65,000	70,000	-	77,420

Total employment in Aylesbury Vale stood at 70,000 in 2010.

- this is a drop of around 3.7 per cent or 2,700 jobs since 2008, however this needs to be set within a national context of very difficult economic times.
- when compared to the rest of the country's average, the district has outperformed the country as a whole in terms of minimising jobs losses.
- it should also be noted that these figures do not take into account the effects of recent events, such as the planning permission of Arla or other inward investments, which will be reflected in future figures.
- current forecasts are that the number of jobs in Aylesbury Vale will have increased by 1.6 per cent in 2011, with further increases of 0.7 per cent and 2.5 per cent coming in 2012 and 2013 respectively. Therefore whilst the recession has had an impact on the Vale, it is likely that we will recover from this fairly promptly. This is similar to the assumption made in the GL Hearn's Growth Assessment work that it is being used to inform the Vale of Aylesbury Plan and the Economic Development Strategy.

4.5 Outcommuting

Taking data from the 2001 Census, figure 1. below indicates the key travel to work / study destinations of residents of Aylesbury Vale in 2001. The analysis indicates that in 2001:

- 61% of residents in work worked within Aylesbury Vale;
- 7% worked elsewhere in Buckinghamshire;
- 7% worked in Oxfordshire;
- 6% commuted to London – 5,531 people;
- 6% commuted to Hertfordshire; and
- 5% commuted to Milton Keynes.

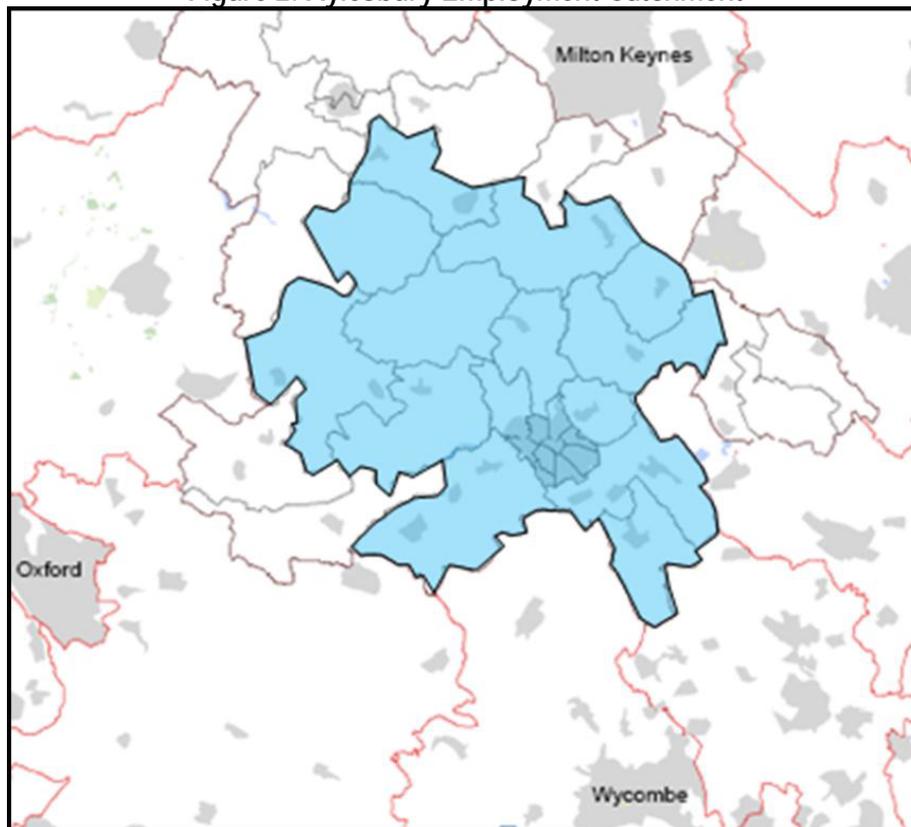
Figure 1: Travel to Work Destinations of Aylesbury Vale Residents, 2001

Residents in Aylesbury Vale work in:	Total Residents	% Residents
United Kingdom & Abroad (Total)	86,279	100%
Aylesbury Vale	52,619	61%
Rest of Buckinghamshire	6,192	7%
<i>of which Wycombe</i>	3,828	4%
<i>of which Chiltern</i>	1,904	2%
Oxfordshire	5,740	7%
<i>of which South Oxfordshire</i>	2,605	3%
<i>of which Cherwell</i>	1,679	2%
<i>of which Oxford</i>	1,028	1%
London	5,531	6%
Hertfordshire	4,982	6%
<i>of which Dacorum</i>	3,238	4%
Milton Keynes	4,613	5%
Bedfordshire & Luton	2,412	3%
<i>of which Central Beds</i>	1,677	2%
Berkshire	1,154	1%
Northamptonshire	925	1%
Rest of East Region	210	0%
Rest of East Midlands Region	124	0%
Rest of South East Region	759	1%

Overall, Aylesbury Vale is a net exporter of labour with 2001 Census data showing that 33,000 residents commute out of the District to work, with 16,000 people commuting into the District to work. This results in a net outflow of 17,000 residents.

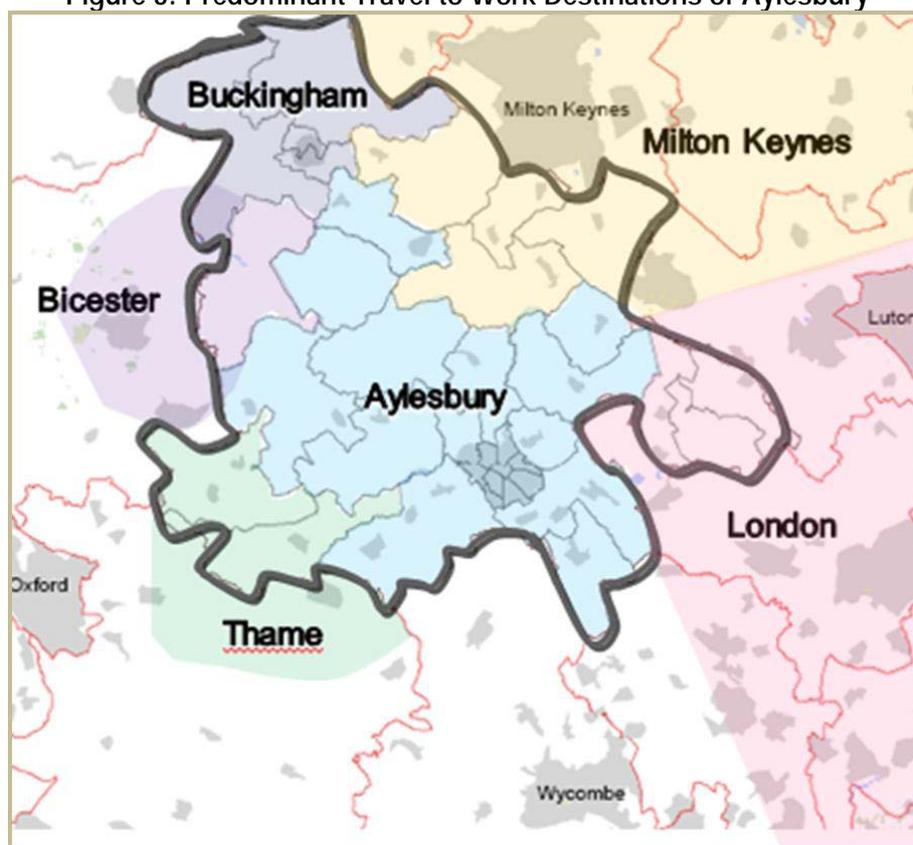
Taking this forward, the GL Hearn Housing and Economic Growth Assessment looks at catchment areas to identify those wards within which more than 10% of the working population commute to an identified employment centre. It therefore indicates areas of economic influence. Using this approach, Figure 2. indicates the employment catchment area of Aylesbury. Within the area, shown in blue on the below figure, more than 10% of the working population work in Aylesbury (town). This covers much of the District and extends to include Wendover, Haddenham and Winslow.

Figure 2: Aylesbury Employment Catchment



Through further analysis of the employment catchment areas, the GL Hearn report looks at the areas of influence of Milton Keynes and London (shown in purple) and how they overlap with that of Aylesbury (blue), Buckingham, Thame, Bicester and High Wycombe. The areas shown beyond the district are indicative only. This indicates that Buckingham's economic influence extends to Steeple Claydon, Tingewick and Luffield Abbey wards. Long Crendon ward falls within the area of influence of Thame. Marsh Gibbon ward falls within the area of influence of Bicester (again reflecting physical proximity). There is no ward in Aylesbury Vale from which more than 10% of the working population commute to High Wycombe to work. Figure 3 draws together the analysis to consider which employment centre represents the predominant employment destination for each ward in Aylesbury Vale.

Figure 3: Predominant Travel to Work Destinations of Aylesbury



4.6 Economic Structure of Aylesbury Vale

4.6.1 Buckingham and Rural North Sub Markets

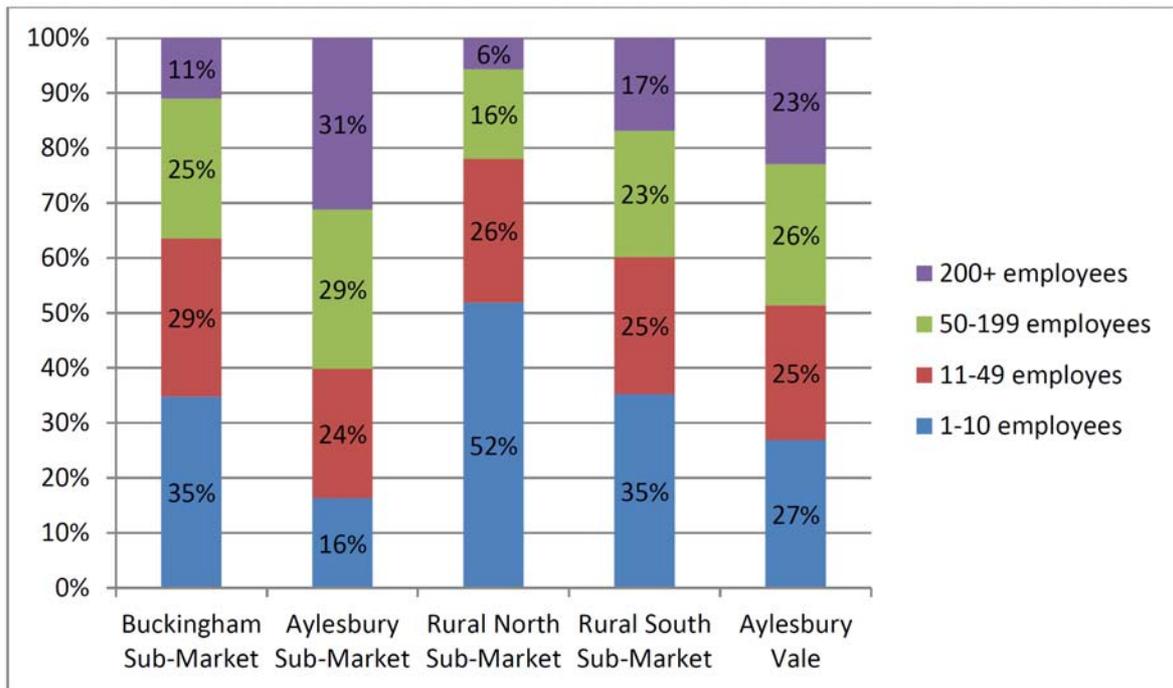
- In the north of the Vale (including Buckingham and the Rural North Sub-Markets), the largest employment sectors in terms of total employment are: education, retail/ car repair, wholesale, food/beverage, civil engineering and specialist construction activities. The North Vale area has a particular concentration of employment, relative to the South East, in civil engineering and printing and reproduction of recorded media.
- In the Buckingham sub-market, there is a particular concentration of employment in education, other personal service activities, other professional, scientific and technical, computer, electronic and optical manufacturing and printing and reproduction of recorded media in Buckingham.

4.6.2 Aylesbury and Rural South Sub Markets

- The South of the Vale (including Aylesbury and the Rural South) is larger in terms of total population and employment. The largest employment sectors are retail/car repair, health, education, public administration and wholesale.
- Relative to the profile of employment in the South East, the South of the Vale has above average employment in public administration, social work and healthcare. This may make it vulnerable to reductions in public spending in the short-term. The South Vale area has a particular concentration of employment in repair and installation of machinery/equipment, insurance and pension funding, manufacture of rubber and plastics, other personal service activities and cultural activities.

- Of these sectors, there is a concentration of employment in the Aylesbury sub-market in healthcare, public administration, other personal services, financial services, insurance and pension funding and cultural activities. The profile is influenced by Aylesbury's status as the County Town, with significant employment by the District and County Councils, and a major hospital (Stoke Mandeville Hospital).

Looking at the four sub-markets within the Vale, levels of employment in larger companies with 200 or more employees are higher in the Aylesbury and South Vale sub-markets, while in contrast employment in the North of the Vale is focused much more strongly on small enterprises. Indeed in the Rural North sub-market, just over 50% of employment is in companies with 10 or less employees. Larger employers in the Vale are focused in the Aylesbury sub-market.



Source: ABI

Socio-economic baseline assessment summary

- The Vale's population grew over the last decade at a similar rate to the rest of the region (but at a lower rate than in the 1990s). The age and household structure in the District is focused on families with children. This is influenced by factors such as the housing stock, quality of life and performance of local schools. We suspect some older households move out of the District to cheaper areas to release equity from their homes.
- The Vale's housing stock is focused on family housing, with above average detached and semi-detached housing (particularly in the rural parts of the District), and an above average proportion of larger homes relative to the region as a whole (but similar to other parts of Bucks). There are a higher proportion of smaller (and cheaper) homes in the main towns of Aylesbury and Buckingham.
- Economically, the Vale has a broad economic base. It does not have a particularly strong concentration of employment in any specific sectors, which should help to make the economy quite resilient. In the south of the Vale, employment in the public sector is higher (and thus this part of the District is more vulnerable to public spending cuts). Other sectors where there is some specialism include other service activities, finance and insurance and (particularly in the north of the Vale) civil engineering. In the pre-recession decade, employment growth was strongest in the business services, leisure/tourism, health and other services sectors.
- In 2001 around 6,000 more people commuted out of the Vale to work than commuted in (and related to this there are 0.77 jobs per resident of working age in the Vale), however this influenced by the geography of the area and its proximity to larger employment centres nearby (such as Milton Keynes and Hemel Hempstead) where there are more higher-paid jobs. Commuting to London is linked to the significantly higher salaries that can be earned in the capital. Commuting distances are similar to other parts of Buckinghamshire.
- Economic participation levels are high (with 78% of those of working-age in work in 2010) but have fallen slightly through the recession. Unemployment has grown to 5% in 2010 (with 1.5% unemployment claimants in June 2011) but remains well below other parts of the Country. This is influenced by the skills profile of the labour market (with 37% of working-age residents with degree level skills compared to 34% across the South East).
- The office market in the District is relatively small and focused on local occupiers and has grown by a very limited extent over the last decade. There is an overhang of out-dated space in Aylesbury, yet demand is currently not strong enough to support substantial speculative development. The industrial market has performed more strongly through the recession, albeit that it is not as well developed as in surrounding centres closer to the motorway network.

5 Future Planning & Growth of the Vale

SUMMARY

Aylesbury Vale has been a growth area for a number of years, with average growth per annum of around 750 dwellings. AVDC is currently developing a new planning policy document for the District, the Vale of Aylesbury Plan.

The Plan is set within the context of the Government's Localism Act, emerging changes to national policy and AVDC's responsibility for determining local housing and job targets. The Vale of Aylesbury Plan will set out a strategy for growth of the District to 2031.

5.1 Where we are now

Through its status as a growth area, Aylesbury Vale has seen growth in the main towns across the District, mainly Buckingham and Aylesbury, over recent years. The 2004 adopted District Local Plan identified two key areas for major development in Aylesbury, namely Berryfields and Weedon Hill. In Buckingham, outline permission has been granted for 700 new homes and associated facilities including some employment development. Detailed planning applications have been processed. These sites are currently under construction, with Weedon Hill nearing completion. There has also been development at key employment locations across the District, including Westcott, Haddenham and Long Crendon.

The current Local Plan recognises the importance of the town centre at Aylesbury and sets out opportunities to enhance its role as both a county town and sub-regional shopping centre, through proposals for significant expansion of the retail centre and the advancement of the Waterside development. The Waterside Theatre has been the first step in this development and has provided much needed cultural and social facilities in a high quality environment. The Local Plan has also supported the provision of more residential uses in the towns centre as well as the improvement of Buckingham Town Centre.

5.2 In early 2011, the Council commissioned consultants (GL Hearn) to develop an evidence base to start the work of setting the district's own employment and housing targets for eventual inclusion within the Vale of Aylesbury Plan. The main purpose of the work was to assess potential levels of new jobs and homes in the district, based on a series of models and projections of demographic and economic change. These included past population trends, migration (i.e. the movement in and out of the district) assessments, and two economic growth scenarios. This provides us with a strong, clear and transparent evidence base on why we are considering certain number ranges and not others.

5.3 The Hearn's Study was published in September 2011. The report covers a considerable body of work and highlights a large number of issues that will need to be borne in mind in developing strategies for the district. Key points from the study are set out below :

- We have four housing market areas within the district: Northern Vale and Southern Vale Housing Markets, and Buckingham and Aylesbury Sub-Markets;
- The report considers that our housing range lies somewhere between 500 and 13,500 new homes (in addition to those already built and in the delivery pipeline and will continue to reduce as more permissions are granted);

- The report considers that our employment range lies somewhere between -5,000 – 12,000 new jobs;
- These numbers are all substantially less than those promoted in the South East Plan;
- The conclusions from the projections in total are:

Table showing projected levels of growth to 2031		
Projection	Jobs Growth	Growth in Homes (in addition to delivered and delivery pipeline)
Zero Employment Growth	0	4,400
Trend based population (10 yr)	900	5,100
Trend based population (5 yr)	2,100	6,000
Government Projections	4,120*	7,900
Economic Trend (Cambridge)	7,800	10,100
Economic Trend (Experian)	12,000	13,500

*based on Hearn's modelling of changes in age structure associated with this level of development, not provided by government projection.

- Due to demographic change, we are likely to need around 4,000 additional homes in the district just to house our existing population (due primarily to people living longer, and social changes meaning people are not living in couples for as long in their lifetimes as they have in the past);
- We need around 4,500 homes just to keep the level of employment that we currently have (i.e. so that we do not decline in jobs terms), due to changes in working practices and demographic change;
- Our housing need figure (i.e. those households that meet the government definition of housing need) is in the region of 3,000 over the next five years; and
- There is an affordability issue in the district for people wishing to purchase a property, meaning that a household needs to be earning a minimum of £38,000 to be able to access the housing market for a 2 bed property. This level increases to higher levels in different places across the district.

5.4 The Hearn's Study is also only the beginning of setting employment or housing targets. The availability of land, site appraisals, infrastructure assessments, sustainability appraisals, stakeholder consultation and public consultation along with other evidence will all need to be considered when the council finally selects targets for the district. As such AVDC is only at the very beginning of a process which will run over the remainder of 2011 and continue throughout 2012. It will not be until mid 2013 when we will be in a position to finalise this process.

5.5 Moving towards the District's Jobs and Homes target

The Hearn's report assumes that AVDC is starting from a 'blank sheet' in terms of setting its targets. As set out in the table above, the Hearn's Study has provided AVDC with an evidence led upper and lower range of housing levels (or 'bookends') to consider testing for the district. To make the bookend ranges easier to understand and assess, the Council is consulting upon four smaller ranges within the overall employment (0-12,000 jobs) and housing (4,500 – 13,500 homes) ranges.

Employment Range (2006-2031)	0-3,000 Jobs	3,000-6,100 jobs	6,100-9,100 jobs	9,100-12,000 jobs
Housing Range less delivered & homes in pipeline	4,500-6,750 homes	6,750-9,000 homes	9,000-11,250 homes	11,250-13,500 homes

Source – AVDC, November 2011

5.6 This initial public consultation took place during the period of 1 December 2011 until 26 January 2012, after which the Council made a decision to narrow the options proposed in the Plan in relation to the location and level of future development. There will be further consultation later in 2012 and 2013, a public examination in late 2013 and the Plan is likely to be adopted in early 2014. At the time of writing this strategy the outcome of the consultation was not known.

5.7 Taking this forward: a strategy for employment allocation

In terms of overall approach, a key part of deciding where employment growth is best to be delivered, is to know where new homes may be built, and hence where future employees may live. There is not a simplistic formula to directly relate new jobs to homes or vice versa. There is likely to be a mixture of strategic and non-strategic employment sites allocated through the Vale of Aylesbury Plan. In some cases these are likely to relate to existing sites (e.g. Silverstone, Arla, Westcott). The detail of this will be an important part of our work as the Plan progresses. At this stage in the process we are therefore not in a position to identify a jobs target for the District, this work will be progressed through the Vale of Aylesbury Plan, with the likely date for adoption of the Plan in early 2014.

5.8 Having said this, the Hearn's Study does give us some guidance on how we are likely to have to address this. In summary, there is a need for an approach that will:

- deliver strategic sites for large scale employment uses in multiple locations across the Vale;
- help the continued strong success in the rural areas of employment growth, especially at the small (up to 10 employees) level;
- ensure that there is an element of balance between where new homes and jobs are located
- ensure that sufficient 'grow on' space is available for developing businesses

5.9 In moving this forward with AVDC have also commissioned an update to the Employment Land Study of 2008 to assess existing employment sites and employment land provision for the District to 2031.

5.10 Timeline for the Vale of Aylesbury Plan

The results of the public consultation will be reported back to AVDC's Cabinet in spring 2012, alongside the outcome of the local community consultation that Parish & Town Councils are undertaking, new evidence, and an updated Sustainability Appraisal. Following this, the broad timeline for developing the Vale of Aylesbury Plan is likely to lead to adoption of the final plan in early 2014. The broad timeline is set out below:

- July 2011-April 2012 – Developing Spatial Strategy for the district through, identifying issues and objectives, narrowing number range, developing spatial options and broad brush development management policy scoping.
- May 2012 - January 2013 - Apply the narrowed range of options and approaches to each of the areas likely to receive significant growth, including identification of potential strategic sites and development management policies.
- Feb 2013 – September 2013 - Formal sign off of Vale of Aylesbury Plan spatial strategy and development management policies and strategic allocations.
- Sept 2013 Onwards - Examination & Adoption of Vale of Aylesbury Plan.

6 SWOT analysis

SUMMARY

The Vale has significant strengths in relation to its location, the skills of its workforce, the businesses already here, the quality of its environment, two global brands in Silverstone and Stoke Mandeville NSIC, its key employment sites and its entrepreneurial nature. Building on the recent 'Your Time is Here' business facing campaign, more work is needed to target specific markets & businesses and identify the appropriate 'channels' to market with the Vale's generic & sector propositions.

6.1 With regard to factors influencing future economic development, the following are seen as the principal 'Drivers of Change':

- Global economic recession, sovereign debt, re-balancing the economy and youth unemployment
- Globalisation and Free Trade - the impact of increases in international trade, capital mobility and the development of new and emerging markets
- Boundaries between manufacturing and service firms (manu-services) are breaking down across the Globe
- Superfast Broadband and the Digital Economy - changes brought about through increasing broadband speeds and other digital technologies, creating new markets
- Emerging Technologies – media/digital technology convergence, green technologies, stem cell therapies, biotechnology, genetics, robotics and micro-or nano-technology are areas where major innovations are already taking place
- Demographic Change – healthy ageing, migrations and shift in the age profile of populations will affect many aspects of life
- Skills and Employment -the average age and skills requirement of the workforce are due to change significantly, and the need to design and deliver vocational qualifications really valued by employers and tackle youth unemployment
- Environmental Sustainability - access to water, food, energy and other key resources will increasingly shape the way we live and do business
- Social Cohesion and Deprivation - income distribution, poverty, and the access of isolated communities to learning and jobs will continue to influence the supply of labour, government overheads and the quality of life for all.

6.2 These are in general not factors that Aylesbury Vale can directly influence, but in many cases it is possible to track developments, understand how they might present new market and growth opportunities for existing businesses and plan for their impact. Successful economies will be those that are best able to adapt to change.

STRENGTHS

6.3 **Location** - Aylesbury Vale has an excellent strategic location. Situated to the North West of London it is one hour by train to central London. Within a 30 minute drive time, it has a population of 460,000 and a population of 5.57 million within a one hour drive time. The M1 to the east, M40 to the west

virtually describe the boundaries of the district and the M25 lies just to the south. Aylesbury is 25 minutes from the M25 and 45 minutes from Heathrow with Milton Keynes being easily accessible. The Aston Clinton and Stoke Hammond by-passes have further enhanced local communications.

There are also reasonable links to Birmingham and the West Midlands via the M1, M40 and rail enhanced by the announcement in the 2011 Autumn Statement of the Coalition's support for £270m of investment in East-West Rail from Bedford to Oxford and Reading, including a spur to Aylesbury and a new station at Winslow, and its planned inclusion in the next 5 year rail infrastructure spending period (2012-2017). This means that Aylesbury Vale is strategically positioned to connect with the rail infrastructure going North as well as East-West. This presents fantastic new opportunities for jobs and housing growth across the Vale and improves its location strengths.

- 6.4 **Workforce** - The availability and access to an appropriately skilled workforce has become the single most important criteria for businesses and it is rising in importance. This is in part due to the tighter labour markets that exist throughout the country, but especially in the South East. Aylesbury Vale has a resident labour force that is well qualified but also diverse. There are a range of skilled workers across the whole spectrum, but it is more important than ever that there is a range of alternative career paths for the young, especially since the introduction of tuition fees for higher education and the oversupply of graduates on the market. A key issue for future recruitment is 'employability' and a positive work ethic, which will increasingly drive their recruitment and growth strategies in the future and recruitment of local talent.
- 6.5 **Planned Future Growth** - With the impending removal of the 'South East Plan' and top down targets from central Government, Aylesbury Vale is now in the process of developing its Vale of Aylesbury Plan (VAP) during 2012/13. Additionally, AVDC's corporate plan has placed employment and infrastructure-led growth at the forefront of its agenda. This Economic Development strategy has a symbiotic relationship with the Vale of Aylesbury Plan and both will play their part in delivering growth in the district.
- 6.6 **Availability of employment locations** - In the course of developing the new Vale of Aylesbury Plan (VAP), a review is being undertaken of all employment sites currently identified within the Vale to assess them for deliverability, quality and opportunities for future expansion. Through this work AVDC will develop how its employment sites can attract certain types of business from hi-tech and scientific business parks through to business premises identified and marketed as 'move on' space. Aylesbury Vale Estates (AVE) will also be able to advise the Council on future developments needs and opportunities related to the existing Aylesbury commercial premises stock. Aylesbury Vale has a large quantity of employment land available for new development. Land itself is not a constraint and compared with the neighbouring authorities, which represents a significant strength.
- 6.7 **Quality of Life** - Aylesbury Vale offers an attractive environment with a wealth of small villages and towns and Aylesbury itself has the potential to be seen as a modern county market town with an excellent range of facilities and a quality environment.

Alongside this, there is a strong visitor economy and heritage sector, one example being the major development and investment in Stowe Landscape Gardens. The Vale has significant areas of unspoilt countryside, and excellent links and access to Chilterns and Areas of Outstanding Natural Beauty.

- 6.8 **Enterprise and Entrepreneurship** - Aylesbury Vale has an above average rate of new firm formation and businesses tend to survive better in Aylesbury Vale than in many other places. This latent strength of the economy needs to be tapped but, perhaps, with more emphasis placed on helping firms once they have set up.

WEAKNESSES

- 6.9 **Identity** - Aylesbury and Aylesbury Vale have lacked a clear economic identity in the last few decades, due to large manufacturing employers leaving the Vale and not being replaced. The area has historically suffered from a neutral image as a business location but since improvements have

taken place in Aylesbury Town Centre with the opening of the new Theatre, the opening of Waitrose and other developments planned for the Waterside during the next few years, this image is gradually improving.

- 6.10 **Town Centre Offices** - The town centre office market is very poor. There are a number of existing vacant premises some of which are now outdated and unlikely to be of interest to today's occupiers.
- 6.11 **Town Centre Fabric** - It is now well accepted that Aylesbury town centre needs to take action to attract new retailers and restaurants in to improve the visitor and night time economy. With the revised Town Centre Vision and Improvement Plan, the renaissance of the town centre will form a central plank in the economic strategy in delivering its vision to be a 'best in class', modern market town and the place to shop, eat, drink, play, invest and do business. It has a distinctive town centre which celebrates its heritage, is a model for sustainable living and is people-friendly.
- 6.12 **Target prospecting of inward investment and effective lead generation pipeline** - More work is required to encourage local agents and developers to seek prospects for new business through appropriate channels. Agreement needs to be reached and how this is done effectively, working with the newly restructured UKTI and Local Enterprise Partnerships.
- 6.13 **Telecommunications Infrastructure** - A superfast broadband infrastructure could be likened to the basic road and highway infrastructure built in the early years of the 20th Century. Electronic connectivity of people, enterprises and institutions is likely to have the same stimulating effect on innovation and economic development, as did the basic transportation networks built nearly 100 years ago.

OPPORTUNITIES

- 6.14 The key opportunities for the Vale stem from:

Population – the rise in population provides economic opportunities in its own right. Experience from the new towns and other growth areas indicates that if the product is right, the Vale should be able to attract younger skilled workers, say in the 25 to 40 year age range. This profile of such a population will bring its own consumer demands and expectations.

Location – Aylesbury Vale has a great strategic location. London, Heathrow, M25, Thames Valley and Oxford are all within easy reach. It is also at the centre of the Oxford to Cambridge Arc, which will take on a new impetus with the opening of the East/West railway, and its connecting spur line to Aylesbury and a new railway station at Winslow.

The Silverstone complex retains an exceptionally strong events programme. This represents an on-going opportunity to help promote and support the implementation of the Masterplan to further the development of the high performance engineering motorsports cluster and visitor economy supported by the further development of the circuit, following the opening of the new Wing Building as well as the recent approval for the go ahead of the University Technical Centre (UTC).

Theatre and Waterside – This is a large investment in the town centre. The Waterside investment is critical, but it is only the first step. It will not be enough on its own.

Growth Location – Aylesbury Vale must capitalise on the fact that it is open for business and has plans for future growth in employment. The Vale's approach is one that welcomes the right type of growth in the right places at the right time. East West Rail might present new opportunities for Winslow where there will be a new railway station, when the East West Rail is built.

Public Investment – There are a variety of changes in the way in which government support employment growth and economic development through Enterprise Zones, Growing Places Fund and New Homes Bonus to name but a few which have recently been announced. AVDC will be examining how it can best use these new mechanisms to support future growth and leverage future investment.

THREATS

- 6.15 Whilst the identified weaknesses have an impact on the economic potential of Aylesbury and therefore the Vale, they are all matters which can be remedied through concerted action. But there are potential risks that can act as serious and significant constraints to the realisation of the strategy. Some of these are internal and some external.
- 6.16 Internally, the principal challenges are to deliver the renaissance of Aylesbury town centre, to tackle problems such as congestion, retain skilled labour and deliver a range of employment space opportunities which meet the changing needs of the market. These are difficult tasks which can go wrong, and if they are not successfully achieved could damage the strategy.

The growth of Buckingham as the second main town in the district is important and if not managed properly could result in growth outside the District. It is important to ensure that Buckingham growth and that of Buckingham University complements and benefits from Silverstone.

- 6.17 Availability of funding (both from the private and public sectors) or rather lack of it would hamper these efforts. Ability of the public and private sectors to work together and to co-ordinate their efforts through Local Enterprise Partnerships (LEPS) will also be critical, as well as working with our key partners.
- 6.18 External constraints are the continued global recession and public sector deficit, exacerbated by the uncertainty in the Eurozone. Aylesbury Vale's proximity to strong areas of economic growth should help it benefit from its location between Oxford and Cambridge and its proximity to two of the top 5 cities in the UK to watch for growth, including Milton Keynes and Reading. If these surrounding city regions were to stall economically, Aylesbury Vale would also suffer. By the end of the strategy a measure of the success will be that the Aylesbury Vale economy is resilient in times of external downturn, due to the nature of its mixed and knowledge based economy.

<p style="text-align: center;">Strengths</p> <p>Location: To M25 to south, M1 to east and M40 to west Rail connections to London and East West Rail Less 1 hour from Heathrow</p> <p>Quality of life – but perhaps no better than many other similar places in the SE</p> <p>Large catchment and proximity to major economic centres including Oxford, High Wycombe, Luton and Milton Keynes and Reading</p> <p>Diverse economic base</p> <p>Skilled workforce</p> <p>(Sub) regional centre and associated facilities (health, local government, education)</p> <p>Relatively high levels of business start-ups and retention of new businesses</p> <p>Plans for growth and approach to encouraging job growth.</p>	<p style="text-align: center;">Weaknesses</p> <p>Location: Poor road and potentially improving rail connections to north with East West Rail announcement</p> <p>An emerging image and recognition as a place in which to invest</p> <p>Limited number of major players and recent loss of some 'key names'</p> <p>Aylesbury urban fabric has become tired</p> <p>Weakness in key financial and business services</p> <p>Not well articulated sector offers</p> <p>Gaps in the business infrastructure</p> <p>Aylesbury Town fallen behind rest of Vale in terms of employment growth</p> <p>Aylesbury Town has mixed property offer – very little space attractive to 'high value' investors, overhang of vacant town centre offices.</p>
<p style="text-align: center;">Opportunities</p> <p>Positive approach to growth and allocations of strategic employment sites</p> <p>Supporting growth of Buckingham and other market towns</p> <p>Pushing out the 'open for business' message</p> <p>Oxford to Cambridge Arc – proximity to Oxford (which is heavily constrained) and East West rail with a new station at Winslow</p> <p>Develop global assets as collaborative research centres of excellence - Stoke Mandeville National Spinal Injuries Centre (NSIC) and Silverstone</p> <p>Higher level education and health facilities</p> <p>Business park environment (few competitors can offer)</p> <p>Encouraging the embryo enterprise culture already found in the Vale</p> <p>Population growth and more money in local economy = stronger market for consumer facilities (retail, leisure, cultural).</p> <p>Town centre development plans e.g. the Theatre and</p>	<p style="text-align: center;">Threats</p> <p>Failure to establish defined role and image – competitive position worsens, more losses of 'big names'</p> <p>Employment growth lags behind housing completions and net out-commuting grows</p> <p>Down turn in economy of Milton Keynes, Thames Valley and Oxford limits growth opportunities in Aylesbury</p> <p>Careful management of growth in Buckingham</p> <p>Lack of investment</p> <p>Lack of co-ordinated action between public and private sector players</p> <p>Haemorrhaging existing large employers</p> <p>Lack of alternative career paths for youth to retain them in the Vale</p>

Waterside, provide a strong Aylesbury town centre which, in turn, becomes a positive influence on future investment decisions	
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7 Building a model for Growth

- 7.1 To grow employment in the Vale, a change in current performance is required. Like any business seeking to grow, the Vale needs to look after and grow its existing customer base (those businesses already here) and create an exciting offer that is attractive to potential new customers, who may be interested in the Vale as a possible business location.

Underpinning the attractiveness of the location is the infrastructure and the potential to continue to recruit appropriate levels of skills across the spectrum. As any business grows, it wants to be sure that it can find the right staff at the right time, which will require businesses, colleges and universities to work together in the locality to co-operate more than ever to support existing businesses and their future expansion plans, as well as to attract other businesses that will enhance the sector and the strength and connectivity of the local supply chain.

- 7.2 The Vale is already an exciting place for many residents as a location to seek to start their own business. It also has a competitively skilled workforce. By harnessing the strengths outlined previously, given the right focus the Vale should be self-confident and ambitious in its plans for employment growth.

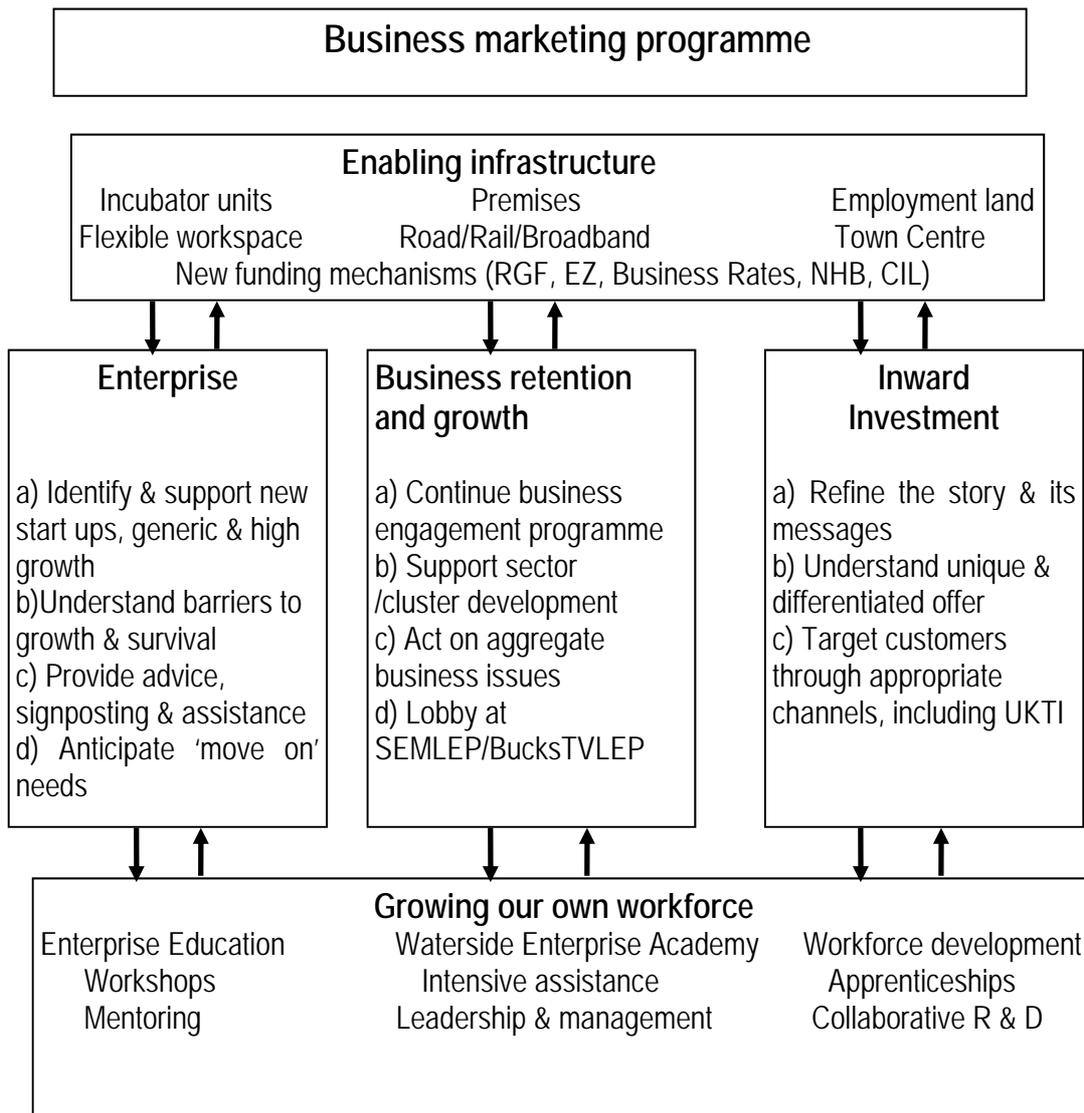
However, it also needs to position its economy to take advantage of new and emerging markets in ICT, rehabilitation and telehealth technologies, high performance engineering and food and drink, which will involve developing and exploiting its global knowledge assets (i.e. Silverstone and Stoke Mandeville National Spinal Injuries Centre (NSIC)) for future growth. The focus will be to develop Research Intensive Clusters (RICs) which rely on R&D as a source of innovation. Such clusters require:

- a strong science or technological research base (convergent technologies)
- an above average entrepreneurial culture
- capacity and potential to generate fast growing start-ups a location which is attractive to talented people
- a skilled interdisciplinary workforce
- availability of finance (early stage Proof of concept, Prototype etc.)
- value added business support services (IP etc.) proximity or engagement with large R&D corporates

To underpin such activity over time, there needs to be a bedrock of experienced managers and serial entrepreneurs which make up the 'social capital' of the local economy as well as sufficient entrepreneurial and vocational training and education, forming the 'human capital'.

- 7.3 Quality infrastructure and ensuring the continued competitiveness of the workforce are viewed as 'underpinning enablers' to accelerate growth. Ensuring the right mix of premises, superfast Broadband infrastructure and the appropriate availability of employment land provide an outstanding opportunity for the Vale, which will be reviewed as part of the Vale of Aylesbury Plan. Additionally, the Vale will need to attract funds to develop the transport infrastructure as well as provide the appropriate mix of housing and respond to the new funding mechanisms for incentivisation of growth, in line with the aims and aspirations both of District Council Corporate plan and the Vale of Aylesbury Plan.

- 7.4 The following model has been developed therefore to highlight and capture the key actions that stakeholders will be seeking to drive forward.



- a) **Enterprise:** the need to build a thriving enterprise culture, that encourages businesses to start up and grow within the Vale & improve entrepreneurial education, through the Waterside Academy
- b) **Business retention & growth:** the importance of proactively targeting and supporting growth-oriented employers in the Vale; helping them to grow through enhanced access to finance, expert advice, suitable premises and business locations (science parks, business park & innovation centres)
- c) **Inward investment:** evolving the promotion of the 'niche' offer & proactive targeting of inward investment to support local sector strengths and supply chains (food, ICT, high performance engineering, rehabilitation and telehealth technologies, working with UKTI on trade and inward investment)
- d) **Enabling infrastructure:** the provision of excellent underpinning infrastructure, which, as well as providing excellent road and rail linkages, needs to include the provision of 40mbps superfast Broadband and maximising the new funding mechanisms with SEMLEP and Bucks TVLEP
- e) **Growing our own workforce:** ensure that current and future workforce skills are appropriate for the 21st century global marketplace, as well as offering young people alternative career paths

The interdependencies operate both horizontally as well as vertically in the diagram above, illustrated by the fact that any local economy needs a combination of:

- new business start ups to inject fresh ideas and innovation into the local economy
- larger companies that are able to help commercialise and support start up businesses by providing them with market opportunities and 'piggybacking' opportunities
- inward investment businesses choosing a location based on its infrastructure, location to markets, the strength of the local business sector and the quality and availability of the underlying skills pool.

7.5 Aylesbury Vale is an area that is considered by many of its inhabitants as a great place to live, with the quality of the natural environment ranked as a key strength of many of its inhabitants. Its identification as an important part of the South East Midlands Local Enterprise Partnership (SEMLEP) area provides both significant opportunities and challenges to sustainable growth.

7.6 It is clear from recent studies that the vision is one in which Aylesbury Vale has a higher proportion of jobs in high value knowledge based activities. This will be a trend that will occur in any event as the UK economy grows but the Vale's task is to grow these jobs faster than the regional average; a challenge given Aylesbury Vale's starting point and the fact that all other areas are likely to have similar objectives.

This is why it is important to continue to attract inward investment by focusing on a differentiated offer for the Vale, especially around food and drink, ICT, rehabilitation and telehealth technologies and advanced and high performance engineering and to understand the differences between the businesses in more rural locations in the Vale, as distinct from the urban centre of Aylesbury. This will in part be achieved through further analysis as part of the Vale of Aylesbury Plan, but also by engaging with businesses to understand their drivers and reasons for their location, as well as by working with UKTI in highlighting such differences and developing the 'niche' and targeted inward investment offer and targeting particular types of business to come to the Vale.

7.7 It is a clear part of this vision that a higher number of local residents should work in the district rather than commute out to London and elsewhere. In order to achieve this, a greater number and range of job opportunities, especially amongst higher skilled occupational groups, need to be available within the district.

7.8 Quality must lie at the core of Aylesbury Vale values: a quality location, a quality workforce, quality jobs and quality lifestyle.

7.9 Stakeholders do not favour a solution that concentrates all employment growth on Aylesbury town. Rather, both the market towns and the non-urban areas should be allowed to flourish.

8 Supporting new enterprise

SUMMARY

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, Further and Higher Education 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 supported to develop a strong sense of identity for local businesses.

- 8.1 Aylesbury Vale has an above average rate of new firm formation and firms tend to survive better than in many other places within the UK. Buckinghamshire is the undisputed Entrepreneurial Heart of Britain. In 2010 there were 28,955 businesses, 7.6% of the total in the south east of England, with the fastest growth of active businesses (3.7%) between 2007 and 2009 than anywhere else in the country.
- 8.2 Aylesbury Vale will continue to review the support provided to start ups, ensuring they have access to quality advice and help from other peers and mentors and self-help websites, as well as access to specialist support. There is significant evidence from the National Endowment for Science, Technology and the Arts (NESTA) and others that business start ups that seek and access support are more likely to survive, succeed and grow – *“Incubation can impact new ventures through modifying or accelerating the entrepreneurial process of business development”*. In a changing public sector business support landscape, the District Council will work with partners to ensure that it remains abreast of any significant initiatives to support business from national government as well as the Local Enterprise Partnerships (LEPs).
- 8.3 The District Council will continue to develop strong links with business support providers to ensure that high quality advice is available to businesses. As part of this process in providing as much comprehensive information as is possible, the District Council has developed its business facing website www.investaylesburyvale.com which links with other providers. This, along with a monthly newsletter ValeEconomy, aims to keep businesses abreast of new support schemes and opportunities. Since the launch of the www.investaylesburyvale.com website, there has been significant referral through the website to the Aylesbury Vale Enterprise & Innovation Centre (AEIC).
- 8.4 The provision of suitable premises is of fundamental concern to new and potential businesses. As a place where enterprise happens, the District Council has established the very successful Aylesbury Enterprise and Innovation Centre (AEIC) www.aeicentre.com which opened in October 2009. The Council is continuing to support its development until 2013 at the very least.

NESTA states that an incubator such as this with the right early stage business support, can help put a start up business on a firmer footing and instil in them disciplines such as effective business planning, management of their cash flow and a targeted approach to marketing and client acquisition. In addition, knowing what types of finance to access as the company develops is critical, if a business is to survive beyond its formative years. Longer term the challenge for any incubation centre is to help develop a relatively small number of high-growth internationally competitive companies, as well as supporting the development of the local mixed economy.

The AEIC has rapidly become a focal point for local entrepreneurs, enabling micro-businesses across the area access to affordable premises and business support services. After two full years of operation, over 220 companies have taken advantage of the centre's premises offer and most of them have been profiled to establish their point in the business lifecycle and their need for support. Many have received 1:1 business advice and referrals to training and other support providers. The AEIC has become a hub for entrepreneurs, providing much needed intelligence to the District Council and others on the local economy and its needs. AVDC will continue to ensure that it remains a focal point for business support.

- 8.5 Alongside this, there has been a drive to modernise existing employment space to enable sufficient variety and availability to smaller businesses. This has been done in partnership with Aylesbury Vale Estates (AVE), a 50/50 Joint Venture with the District Council. This includes increasing the supply of smaller, good quality office developments to attract Small and Medium Enterprises (SMEs) which form the backbone of the local office market.

In addition to business support, any incubation facility provides businesses with the opportunity to network amongst themselves, to learn from each other, and be introduced to a range of local partners and others networks which might benefit them as they develop. This is likely to include other business support networks such as the Chamber of Commerce, the Federation of Small Businesses (FSB), the Institute of Directors (IoD), other professional business services and training providers, including local colleges and further education providers. It is important to remember that business incubators on their own cannot create an entrepreneurial or innovation ecosystem; they need to work with a wide-range of other actors, from research institutions to (serial) entrepreneurs to specialist advisers, grant providers, angel investors and many more.

- 8.6 New potential businesses can be hampered by a lack of appropriate capital to support new ideas and develop early stage prototypes. The District Council continues to offer business grants for those businesses that have been trading for at least three months and have plans to grow their head count, where there is real private sector leverage of investment. However, it is accepted that to make a significant step change, it is necessary to access the market to maximise the supply of risk capital available, albeit this is currently more difficult to do with the economy still only experiencing marginal growth in 2011 and with the impending threat of a double dip recession and the continuing uncertainty regarding the Euro and sovereign country debt levels. Buckinghamshire has established an 'Angels for Bucks' network to invest in early stage companies and is working with partners locally to establish a Bucks Investors Panel which will consist of banks, angels and other sources of finance which businesses will be able to approach.
- 8.7 Whilst helpful, the above do not in themselves create a step change in positioning the Vale at the heart of enterprise within the UK. For that, an enduring culture needs to be created, of 'cradle to grave', or lifelong enterprise. In line with this, stronger relationships with the County Council's Education Business Partnership continue to be developed to ensure that enterprise education in schools is leading edge and places enterprise education as a key strand in the local curriculum, working alongside, and with the support of local schools. Alongside this, Further Education and Higher Education will be supported in seeking to become recognised for the quality of their innovation and enterprise education, placing business engagement at the heart of their agenda.
- 8.8 The Waterside Academy as it develops will support enterprise education , further building a picture of the Vale as a place that culturally has enterprise at the heart of its agenda.
- 8.9 In building a real sense of a business community, the strategy will encourage the business community to help itself through the work of the local business grouping. Examples of activities will include:

- supporting forums that bring business interests together
- engaging business directly in visioning and planning exercises – welcoming the ‘voice of business’ at every stage
- supporting the creation of a long-term programme of seminars, breakfast meetings and advice sessions on topics of real business interest.

9 Helping existing businesses to grow and stay in the Vale

SUMMARY

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, College Road North, 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.

- 9.1 Sectorally, Aylesbury Vale has a dominant business services sector and it has potential to grow 'niche' and emerging knowledge industry in motorsports and advanced engineering, ICT, rehabilitation and telehealth technologies as well as food and drink companies.
- 9.2 It has been recognised that one of the best ways of ensuring employment growth is to encourage and support the existing and growing businesses within the Vale and to be proactive about responding to their needs.
- 9.3 In line with the Localism Act and the need to understand current and future business needs at the Local Authority level, it is important more than ever to keep the dialogue open between business and the District Council, especially as any central government funding is likely to be channelled through the Local Enterprise Partnerships (LEPs).

Any future bidding into government funding such as the 'Growing Places' fund will require ongoing and detailed knowledge of both individual and collective business issues and concerns around skills, innovation, infrastructure, access to finance and premises.

- 9.4 The District Council has implemented a comprehensive plan of business engagement since 2010 which has recently been referred to as 'Project Gumption' involving meeting the top 40 or so businesses in the Vale, as well as continuing to network with businesses at events and through the local business representative organisations such as the Chamber, Federation of Small Businesses, Institute of Directors and other networks. To-date, there have been quick wins but also the identification of issues which need to be taken forward collectively with partners on behalf of businesses. This will result in a series of business 'engagements' with the public sector trying to find collective solutions and address barriers to growth. These barriers can range from facilitating more transparent public procurement initiatives from which SMEs might benefit through to working with training providers to respond to business needs for apprentices now and in the future, as well as supporting the roll out of superfast broadband

The broad principles triggering AVDC's engagement with businesses are:

- a. where AVDC is seen as having a role to play in developing solutions to a particular business' barriers to growth and development, in partnership with others

- b. where AVDC can add value and help stimulate future expansion and development prospects of existing businesses, whether that is around the concept of clusters or other potential development opportunities
- c. where there is a statutory obligation on the Council to consult over forward plans or in delivering something which will have direct benefit to the business community
- d. where as a 'core' activity AVDC provides a service, such as providing financial support and incentives (grants) and planning
- e. where AVDC is specifically asked to respond to a specific issue or to signpost to the appropriate support agency

Specific aims the District Council intends to achieve from its business engagement and marketing activity are:

- to ensure that Aylesbury Vale businesses are aware of AVDC support and to promote its business facing services in a simple coherent way
- to raise awareness of the Council's economic development activities and progress being made
- to encourage businesses to contribute to the sense of place, community and identity of Aylesbury Vale as expressed by the marketing communications campaign 'Your Time is Here' and to determine whether they are willing to support inward investment activity
- to encourage businesses to engage in sector and supply chain development
- to ensure that AVDC has early engagement on key business issues, especially where it has a role to play in finding a solution
- to gain a better understanding of business needs and ensure that Aylesbury's business support programme, delivered by other partners, continues to meet Aylesbury Vale's business needs
- to understand the Aylesbury Vale business mix and their business drivers and local market trends, to anticipate future business requirements

9.5 AVDC is frequently a first point of contact for 'local' businesses and is experienced in appropriate signposting to partners. In addition, AVDC has a local economic development responsibility and is managing and delivering a range of projects as set out in its economic strategy, all of which are intended to benefit the business community. In June 2009, focused research commissioned by the District Council found that businesses liked a point of contact at AVDC who understood their business issues and were keen to see the Council leading on 'joined up services' from the public sector providers, enjoying proactive engagement by AVDC, using their preferred channels of communication

9.6 AVDC's business facing services are not just those of the Economic Development Team. They include providing start up and inward investment grants, advice on planning issues, managing and developing business premises and sites, energy and renewable energy advice, environmental health and licensing, trade waste services as well as collecting business rates on behalf of government. The District Council will continue to strive to simplify the collective Council offer to businesses and promote specific services to businesses where there is an express need for help or guidance.

9.7 A significant part of responding to current and future business and employment needs involves the District Council reviewing and planning for its housing and jobs growth needs now and in the future. The District Council is currently developing and consulting on the new Vale of Aylesbury plan, looking at past and historical trends as well as looking at a range of different employment scenarios across the Vale.

The Vale of Aylesbury Plan will be economically driven and encourage existing local businesses to stay and grow in the district. Wherever possible and compatible with other policies therefore, such businesses will be allowed to redevelop, refurbish and modernise their sites and expand onto existing sites. The ED team will also help to deliver planned strategic sites.

As well as providing businesses with help on searching for premises, the District Council also works with local property agents and developers through property forums and 1:1 updates on land and premises availability for businesses looking to grow.

The District will continue to provide help and support for businesses in areas as diverse as:

- a) businesses making enquiries about land availability and trying to establish the appropriate land agents and developers to discuss a particular site
- b) businesses who have identified specific premises to re-locate to, but would like to seek some informal advice about possible changes they might like to make to such premises, before they commit resources to go ahead
- c) businesses trying to rule in or out whether proceeding to work on a planning application and associated documentation, given the nature and scale of their proposed business activities

- 9.8 This will not in itself however be enough, either numerically, or as importantly, in providing the range and level of employment opportunities that is necessary to reduce the out-commuting trend. Aylesbury will therefore provide job opportunities in high value knowledge based sectors and in new growth industries.
- 9.9 Much of the significant employment growth will be focused on existing large employment sites or in and around Aylesbury and Buckingham to make the best use of the current and planned infrastructure investment in those areas and to maximise job opportunities where housing growth is to be concentrated. However, this will not be to the expense of the rest of the Vale, as there are different types of businesses more suited to a more rural location, probably those which tend to be more knowledge or service intensive in nature. In the smaller settlements growth will be encouraged to meet local needs and to accommodate opportunities which prefer a market town or rural location to that of the towns.
- 9.10 Strong local business networks help strengthen the business community, fostering the knowledge base, encouraging local supply chains and giving the right climate for high value clusters to emerge. A strong local business community is an essential step in building up growth from within the economy and businesses will be encouraged to join local business support organisations and to group together to explore common areas of interest, as in the Food and Drink sector or the Rehabilitation and telehealth technologies sector.
- 9.11 As part of the marketing plan, the revised and updated key sites will continue to be promoted and key factsheets developed, as well as continued engagement with property agents and developments about job and business movements in and out of the Vale and working with them on targeting inward investment from both across the UK and overseas. This key employment sites will be profiled on the www.investaylesburyvale.com website and at future events where the District Council has a presence.

Key sites currently include:

- a) College Road North on the A41, associated with the Arla development
- b) Westcott Venture Park
- c) Silverstone which has an approved Masterplan
- d) Haddenham Business Park
- e) Long Crendon Business Park
- f) Buckingham Industrial Park

10 Attracting inward investment

SUMMARY

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.

10.1 Aylesbury Vale is one of the fastest growth areas in the South East. Its enterprise culture and 'open for business' approach represent opportunities for developers, investors and business.

Aylesbury and the Vale outperform its nearest competitors considerably in terms of skills levels and quality of life indicators. This strategy highlights the importance for the Vale of developing and promoting a clear, strong and consistent brand to emphasise to businesses that now is their 'time to invest' in the Vale and grow, as so many things are happening. The District Council is keen to welcome businesses in and as a commitment to this, as well as engaging more proactively with businesses, the District Council has positively embraced the role which businesses themselves can play in being advocates for the Vale through its support for the development of case studies where businesses themselves talk about the business benefits of being located here in the Vale. Some of the frequently cited reasons include:

- Quality of life – urban and rural, including schools and the environment
- Excellence of the location;
- Workforce – quality and availability
- Availability of range of employment space opportunities (at rates which compare well with those of competing locations);

10.2 Set in 350 square miles of leafy Buckinghamshire, the Vale offers the following attributes which make it an attractive inward investment location:

- access to Oxford, Cambridge, Milton Keynes, London, the Midlands & the South West.
- an area with major employment sites, greenfield land development opportunities and major investment in infrastructure (East-West Rail, Superfast Broadband)
- a vibrant & growing business community, with a high level of entrepreneurialism, young start-up companies and innovative small/medium businesses

- high quality secondary education (including grammar schools) and higher than average south east qualification levels
- Aylesbury designated as having an Enterprise Academy at the Waterside
- networks of business angels, venture capitalists and other investors
- pro-active business support and networking events
- a wide range of housing – including desirable new housing developments, older village properties and affordable homes – for CEOs and employees.
- multi-million pound investment and regeneration plans for Aylesbury, the county town, including the new theatre, shops and recreational facilities.
- Aylesbury Vale Estates, a 50/50 joint venture partnership with the Council, which as well as managing its commercial premises in Aylesbury can help with new build opportunities, including turnkey services.
- one of the fastest growth areas in the south east

10.3 AVDC and its partners are also delivering a district-wide programme of investment that will help create and sustain the new homes and jobs that are planned for the Vale and enhance the image and reputation of Aylesbury Vale and the County Town as an attractive, vibrant hub. Milestones already achieved include:

- the impressive 1200-seat Aylesbury Waterside Theatre is the flagship of the prestigious new Waterside scheme to the south of Aylesbury's Exchange Street. The scheme will also deliver a Waitrose store with customer parking. An 80-room hotel will wrap around the store and front the canal. The attractions of the canal basin area will also extend to Circus Fields, where there are plans for a new marina and clubhouse.
- the Chiltern Line extension Aylesbury Parkway Station serves the new community at Berryfields, on the north western fringe of Aylesbury along with Park & Ride provision. This major development area will be the location for over 3,000 new homes, a new school and employment land with links to the future East West Rail connecting Aylesbury to Oxford, Milton Keynes and Bedford.
- an emerging partnership vision and plan for the town which will see the creation of more exciting new public spaces for arts and entertainment, shopping, training and learning and relaxation, as well as providing new places to stay. A significant area north of Exchange Street has been set aside for further shopping, restaurants and customer parking.
- a recently established Enterprise and Innovation Centre, based in Aylesbury, is helping to build on the area's reputation as an attractive business destination for entrepreneurs and small/medium businesses.
- AVDC is working to establish a Waterside Enterprise Academy in a state-of-the-art headquarters in Aylesbury, aimed at training and motivating young people to release their potential and entrepreneurial talent.
- plans to achieve Superfast Broadband of 40mbps by 2015

10.4 Whilst it needs to be recognised that Aylesbury will not always be able to compete with regional centres such as, Milton Keynes or Oxford, for large head office functions (500+ employees), due to the size of these centres and the larger pool of lower cost available labour they have access to, Aylesbury is certainly a location of choice for entrepreneurial start-ups as well as businesses re-locating here due to its strategic location at the heart of a wealthy and growing consumer market in the South East. Furthermore, some knowledge based businesses prefer a rural location where they do not have to compete as much as other larger cities for the best graduates or employees. In addition the Vale is ideally positioned for the supply chain to larger centres.

It is evident that there are many long standing businesses that have been acquired by overseas investors wishing to continue to develop and expand their European operations, such as ComDev, McCormick and McAfee. Aylesbury Vale has something to offer all types of business, as it is truly a thriving mixed economy with areas of global 'niches' such as high performance engineering and motorsports linked to the recently approved Silverstone Masterplan as well as emerging markets in rehabilitation & telehealth technology businesses, focused around Stoke Mandeville National Spinal Injuries Centre (NSIC), the birthplace of the Paralympic Games.

- 10.5 The most promising area of opportunity is for Aylesbury Vale to continue to encourage and support business start ups and survival, as part of the 'Entrepreneurial Heart' of the UK. In addition to start ups, the Vale will need to work with medium sized and larger businesses to encourage further investment in their business, especially those that are showing strong year on year growth and/or hitting the headlines for new products or developments. The medium sized businesses targeted are likely to be those who need larger premises to grow or who are looking to diversify or develop new markets for themselves, either through strategic alliances or international trade and could create additional employment through new strategic alliances & acquisitions

Such engagement should allow the District Council and its partners to:

- understand future growth and diversification plans, to ensure business retention and support premises/property planning and promotion
- identify key businesses in the 'value' or 'supply' chain and those who are well connected locally and potential advocates for Aylesbury Vale to attract other companies in
- businesses identified as being in 'knowledge based sectors or clusters' which underpin the Aylesbury Vale inward investment proposition

Since the launch of the Buckinghamshire Inward Investment strategy in 2009, much has been done to put in place a more streamlined approach to handling inward investment enquiries. Work has also been undertaken to re-positioning the Vale and its image as a place 'open for business', which has resulted in the development of a business friendly website www.investaylesburyvale.com as well as the production of new marketing material, including case studies and key employment site factsheets. Additionally there are other initiatives underway to help further the aim of Aylesbury Vale being a location of choice for certain types of business. Amongst these initiatives are:

- a) a review of the employment sites across the Vale in terms of their quality and 'fit for purpose' for certain types of business
- b) approving and embedding the recently approved planning application on College Road North land to be occupied in part by Arla Dairies and associated supply chain companies
- c) convening sector specific interest groups, as in the Food and Drinks sector
- d) progressing the development of other major employment sites such as Silverstone, Stoke Mandeville
- e) examining the types of business located across the Vale to understand the different attractions of the towns and locations across the Vale to draw in certain types of business, including knowledge economy businesses
- f) further developing the skills pool through exploring opportunities for the development of apprenticeship schemes with existing and future employers

- 10.6 Aylesbury Vale is a mixed economy where the majority of the businesses are micro and small businesses. However, a key plank of the inward investment strategy is to build upon the globally recognised brands of Stoke Mandeville National Spinal Injuries Centre (NSIC) and Silverstone. These form beacons for attracting in a new generation of knowledge economy, value adding businesses which should help create employment for school leavers and graduates in Buckinghamshire in rehabilitation and telehealth technologies and high performance motorsports engineering, hospitality

and event management in particular. Aylesbury Vale will work closely with its local partners and UKTI to help further develop the inward investment propositions and identify markets and trade shows to help promote the Aylesbury Vale and Buckinghamshire offer in a targeted manner

10.6.1 Stoke Mandeville National Spinal Injuries Centre (NSIC)

The NSIC's expertise is in providing comprehensive spinal cord injury management for life by consistently exploring new ways to treat more people proactively and more effectively in partnership with the wider community. The vision is for assisted living with empowered, knowledgeable patients being at the heart of the specialty of spinal cord medicine in Stoke Mandeville, including unlocking scalable markets for technology-enabled service innovation to support wellness and independent living

With an ageing population and more people living with life long conditions, Stoke Mandeville is ambitious to develop new mass market products and services that enable all people to live independently for longer, with patients and professionals collaborating to make this happen.

Since 2009, Aylesbury Vale District Council (AVDC) has led a partnership with Stoke Mandeville National Spinal Injuries Centre (NSIC), Bucks County Council, Bucks New University (BNU) and the South East Health Technologies Alliance (SEHTA) to launch an International Centre of Excellence in Telecare (ICE-T).

Its aim has been to encourage & support private sector opportunities in telecare/telehealth in understanding the needs of '**fragile individuals**', especially but not limited to chronic conditions, disability & spinal injuries whilst ageing.

Its primary objectives are to:

- to develop an 'action research' showcase site with a focus on 'fragile individuals' in a home setting – ageing, chronic conditions, dementia, co-morbidity, disability
- to support business start-up and existing business growth in Aylesbury Vale and Buckinghamshire
- to differentiate Aylesbury Vale, building on Stoke Mandeville NSIC as a globally renowned brand to underpin an emerging healthcare cluster
- to attract in new telecare and e-health companies and establish new business and academic partnerships internationally

10.6.2 Silverstone

Silverstone has now secured the rights to host the UK's Formula 1 for the next 17 years and has developed a Masterplan and outline planning application which has been recently approved by the District Council. This application is seen as a significant step towards enhancing Silverstone's status as a major leisure, sporting and entertainment venue, as well as a world leading technology park which will attract increased levels of tourism and inward investment and enhance the UK's collaborative research offer in automotive and high performance engineering and alternative fuels technology.

Silverstone, as the hub of Motorsports Valley and the home of Formula 1, is a national asset with a global profile. It also attracts significant private sector investment in quality infrastructure and state of the art premises, capital R&D investment and sponsorship and is a naturally occurring world class cluster.

The national significance of Silverstone relates to the Coalition Government's priorities to support economic recovery and rebalancing of the economy away from its over-reliance on the financial and business services sector and the public sector and a revival of high value manufacturing.

Implementation of the Masterplan will attract:

- private investment of over £400m
- generate additional Gross Value Added (GVA) to the economy of £232m p.a.
- additional business rates income of over £12m p.a.

Importantly for an economy like Aylesbury Vale, it represents a significant platform on which to build a world beating **manufacturing sector** with supply chain linkages across the automotive and advanced engineering sectors, with technologies and research which should enable diversification into the aerospace, space, defence, healthcare, materials and electronic sectors. It could also bring technology start-ups with links to Oxford and Cambridge into the area, especially those with the potential for significant growth, given that Silverstone and the SEMLEP area is less constrained in terms of land and premises availability than Oxford and Cambridge.

It is at the heart of a statistically important sector for the UK's knowledge economy with around 4,000 companies involved in the motorsport manufacturing industry and its wide-ranging support activities. According to the Motorsport Industry Association (MIA), the total value of UK motorsport is approaching £5bn, of which nearly 60% is exported. The industry employs over 40,000 people, including more than 25,000 highly-skilled engineers.

- 10.8 The decision made by Arla Dairies to invest in the largest dairy in Europe at a one billion litre per annum is significant. This £150m zero carbon milk processing plant will create over 700 jobs and plans to attract more food supply chain companies into College Road North. There is an opportunity to develop the food and drink sector as a key part of the Aylesbury Vale inward investment offer, associating it with other local food producers in the area.
- 10.9 As an financial incentive to inward investment, the District Council launched its Golden Welcome scheme in 2009, offering a grant to help attract those businesses employing more than 25 people to the Vale.

11 Infrastructure Development

SUMMARY

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.

11.1 Premises and Employment Land

11.1.1 Much of the existing stock of employment space in the area is considered to be of modest quality and this 'secondary' market sector supply currently exceeds demand.

11.1.2 As part of the development of the Vale of Aylesbury Plan, AVDC has published the Housing and Economic Growth Assessment Report (published in September 2011) to help inform the decision on the number of jobs and homes that need to be planned for in the District to 2031 (the future strategy to jobs targets and future planning for the District is set out in chapter 3.2). The report includes an assessment of economic characteristics and commercial property market dynamics. It includes demand-based forecasting and addresses housing-economic alignment. On that basis, AVDC have commissioned GL Hearn to undertake further work necessary to provide an updated Employment Land Review focusing on assessing the current portfolio of sites to assess both its quality and capacity for future expansion and development (in terms of vacant land and floorspace), and then considering the future strategy for employment land (in regard both to allocations and potential release of existing poorer quality sites). An important characteristic of any review is an assessment of the deliverability of any significant development opportunities identified.

11.1.3 Sites will be judged against:

- the quality of existing employment sites, and their capacity for further development (in terms of vacant land and floorspace)
- the suitability and market attractiveness of employment sites to the market – taking account of site configuration and condition, strategic and local accessibility, infrastructure and access to services
- the current and potential businesses/ sectors which the site could accommodate
- development opportunities, including available floorspace and development land – considering their market attractiveness, ownership and any other constraints to development (including infrastructure).

11.1.4 Some key employment sites that are currently under development include:

Berryfields

Berryfields is a strategic greenfield development area with outline planning permission, located 2 miles northwest of Aylesbury on the A41. It has good connections to Bicester, Oxford and the M40 motorway to London and the West Midlands and is directly opposite Aylesbury Vale Parkway rail station to London Marylebone. It has 9.5 ha employment land and is a mixed use site development including 3,000 houses, schools, open spaces and employment land.

Silverstone

Silverstone is a popular and important motor sport venue and its reputation has become synonymous with excellence, not only in motor sport, but also in education, employment and high-level skills. Silverstone is located on the A43 trunk road, with links to the M40 and the M1. The Silverstone circuit is located partly in Aylesbury Vale District, Buckinghamshire and South Northants. The site comprises approximately 300 ha and currently accommodates Silverstone motor racing circuit and associated facilities and employment facilities.

Haddenham

Haddenham is situated on the Buckinghamshire/Oxfordshire border approximately 2 miles east of Thame and 7 miles west of Aylesbury. Junctions 7 and 8 of the M40 are within 7 miles with a regular train service running through Haddenham to London Marylebone. Planning approvals and infrastructure are in place for the first phase of the Park's expansion which extends to 110,000 sq ft of light industrial space.

Westcott

Westcott Venture Park is already a well established business location and home to over 75 diverse small and medium sized businesses. In 1946, the former WW2 RAF base, re-opened as the Guided Projectile Establishment, involved in the research and development of rockets. High-tech business continues at Westcott to this day in the field of satellite research and development as well as other engineering-related businesses. It has 273 ha and 4.047 ha of open storage and is an established business park with new land available for development. It is subject to an ongoing programme of development and refurbishment with premises ranging from basic industrial units to high quality warehouse and office space. It is 9 miles northwest of Aylesbury along the A41, which provides a link to J9 of the M40. It is also 5 miles away from Aylesbury Vale Parkway rail station. The site already houses a solar field with a vast expanse of solar photovoltaic panels which supply electricity to the site.

Aylesbury Vale Estates (AVE)

Aylesbury Vale Estates is an innovative new joint venture between Aylesbury Vale District Council and the Akeman Partnership. Akeman Asset Management manages around 250 properties in Aylesbury Vale. These include small industrial units, shops, offices and other buildings. Their aim is to manage these properties in a flexible and commercial way which responds to individual circumstances.

11.2 Aylesbury Town Centre

AVDC is leading on the development of the emerging *Aylesbury Town Centre Improvement Plan*, which is based on the 2009 ARUP report and vision for the town centre that was commissioned by AVA, as well as subsequent related work by AVDC such as the *Retail Study*. The aim of the Plan is to assist AVDC and its delivery partners in taking a joined-up, 'place-based' approach to the physical and economic regeneration of the town centre. Further work is currently being undertaken to review both new research (such as the Mary Portas report) and emerging national trends (e.g. the change in buying habits) and assess the implications they will have for the town centre. Work will also need to be carried out to ensure the Plan is aligned with the aspirations of the VAP in terms of housing and

commercial premises – although the vision for Aylesbury town centre in itself will also inform these aspirations.

11.3 Other Road and Rail critical infrastructure includes:

11.3.1 East West Rail

In the Autumn Statement 2011, the Government gave a commitment to support the £270m development of the western end of the East West Rail between Bedford and Oxford, as part of the 2012-2017 rail infrastructure investments. An East West Rail consortium (EWRC) exists which is committed to promoting and facilitating economic growth, prosperity and new jobs. The re-opening of the railway line between Oxford and Cambridge represents a key strategic goal of the Consortium's commitment to realise the full potential of economic growth and realising jobs along the route. The project is intended to:

- provide a strategic east-west route lining key centres of economic activity, from Bedford to Milton Keynes, Bletchley, Winslow, Bicester, Aylesbury and Oxford through to Reading and beyond
- support Local Authorities' ambitions for substantial economic growth based on the creation of new private sector jobs (envisaged to be circa 12,000) and the development of major areas of new housing
- provide a connection between existing radial routes out of London facilitating journeys without the need to interchange through London

It is anticipated to cost £250m with an indicative payback of 5.5 years and aims to be included within the Department of Transport's plans for future rail investment plans for 2014-2019.

11.3.2 Eastern link road

Transport infrastructure (and specifically road) in and around Aylesbury will be key to the continued ability for the town to play its role as the major town in the district. A key element of this is the need to deliver both sub-regional and town wide improved road links, especially linking the A41 and the A413 to Leighton Buzzard (M1) and Milton Keynes in the north, and High Wycombe and the Thames Valley to the south. Future employment investment is likely to be reliant in part upon the delivery of such a link, as it will aid addressing congestion within the town, open up new development opportunities and also sends an important message regarding the proactive nature of Aylesbury's offer to future employers.

11.3.3 Community Infrastructure Levy

AVDC currently secure developer contributions, from development, through S106 Planning Obligations. These can be contributions in kind, such as through provision of affordable housing or provision of open space on site, or these can be in the case of financial contributions, mainly in terms of ALUTS (the Aylesbury Vale Land Use and Transport Strategy contributions) and sport & leisure contributions (linked to the Sports and Leisure SPG). Over £19m has been negotiated over last decade through S106 Obligations.

However, the nature and process of developer contributions is changing with the introduction of the Community Infrastructure Levy (CIL). In effect, by the April 2014 there will be a legal ending of larger scale pooled S106 agreements, the authority has therefore committed to implement a CIL. Unlike S106 agreements, the CIL is not negotiated scheme by scheme, nor is it part of the planning permission process. A CIL would not normally be able to be put in place until an up to date planning policy document is in place which will be the Vale of Aylesbury Plan. The CIL will therefore follow the Plan process and will be developed alongside the Vale of Aylesbury Plan.

The first step in the process is to prepare a draft charging schedule, this will be backed by Infrastructure Plan and evidence studies. Following this there will be similar milestones to the Vale of Aylesbury Plan including consultation, submission and independent examination, followed by

adoption. The timeline for the CIL will be similar to the Vale of Aylesbury Plan with likely implementation alongside or soon after the adoption of the VAP Spring 2014.

11.3.4 Housing

The approach to supporting delivery by government has significantly changed. In the past direct and 'ring fenced' funding to support growth was available and was used in the District to support growth – for example regional growth fund, growth point, and HCA funding. HCA funding is the only remaining funding stream of those listed and has itself been significantly reduced. This means that the level of overall support for growth has been significantly reduced, and is likely to remain so for some time due to the government's approach to public spending.

The Growth Assessment, and government growth forecasts, show that the UK has not recovered in the same way from the current economic recession as it has to similar events in the past. It is taking far longer for recovery to start to occur (as yet still not occurred), and as a result the development industry is suffering significant difficulties recovering. Whilst over a 20 year plan, this is unlikely to continue throughout the full period, it has, and is likely to continue to be a significant factor in the first half of the Plan period, and is likely to affect the level and rates of delivery.

11.3.5 Superfast Broadband

The District is working closely with Buckinghamshire Business First to deliver high quality broadband across the county. This work has been ongoing for a considerable period of time with a particular focus on detailed research (mapping and analysis of existing broadband provision), survey work linked to demand stimulation and commercial awareness, liaison with BT to facilitate the acceleration of exchange upgrades (superfast/fibre), development of a wireless 'pilot' project in Aylesbury Vale and direct liaison with wholesale broadband suppliers. It represents an opportunity to deliver 21st century broadband infrastructure to Bucks through a working relationship with BDUK (the agency set up to deliver the Government's aspirations for broadband provision).

As such, a revised Local Broadband Plan is being developed which provides the basis from which to access the BDUK funding. Through a combination of BDUK, local authority and commercial broadband intervention, we are aiming to ensure that at least 90% of the county's premises receive superfast broadband (up to 40 mbps), with the remainder achieving speeds of at least 2 mbps using a number of alternative technologies (wireless etc.). This will be targeted primarily at areas where the market will not deliver based on existing commercial drivers (so-called 'white spaces').

Much of the Vale is rural. High levels of next generation broadband access will be vital in sustaining the current levels of successful enterprise within these areas. Working with key stakeholders, a high priority will be given to ensuring that the Vale has leading edge provision, including reviewing models for delivery such as wireless access.

Demand Stimulation – this is the dual sided issue of needing to show 'demand' for the market to react to, as well as assessing where the 'not & low' spots are. A very large area wide demand assessment and stimulation exercise is included within the BDUK work that BBF are to undertake. .

The ED strategy can start to stimulate demand especially in the business sector, and help make the case for the importance of broadband especially in the rural economy sense. The VAP can start to lay the ground for where new development is located (and hence enhance provision potentially or avoid the 'worst' locations, and also start to develop policies that all future provision (e.g. ducting to premises). There is also linked to this the ability to work with developers post permission to try and point them towards working with the providers earlier in the process of their development being built, and hence enabling better communication with the wholesale providers.

Private networks – linked to the above are private networks – e.g. those which provide direct connections to private concerns but may be able to enable provision in the wider community.

The best example of this is the BCC private network and in particular where this runs to schools in the rural areas. In effect this would enable localised (likely wireless) connectivity around the school on a subscription basis. This may therefore enable some areas to gain provision with no wholesaler investment.

The same approach can be applied – with their agreement – to enable a community benefit. This may be appropriate where larger businesses are located (for example the business parks in the vale or where large employers are located).

Funding – This topic revolves around a couple of issues. Firstly is demand stimulation to bring in market funding (mainly covered above), however we could be more proactive with identifying to the providers the location of permitted developments of 50+ homes which are (to at least BT) seem possible candidates for fibre install from the beginning.

12 Growing our own workforce

SUMMARY

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 here 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
- developing multi- and cross-disciplinary workforce skills

- 12.1 The availability of an appropriately skilled workforce is identified as a key underpinning theme to economic development. There is a good base in Aylesbury Vale, but skill levels will need to continue to improve to ensure that Aylesbury Vale keeps pace with the increasing demand for higher skilled occupations and new and emerging market opportunities.
- 12.2 Although there is benefit and resilience in having a mixed economy like Aylesbury Vale, it is not totally clear where the future jobs will come from, other than the key employment sites such as Silverstone, new start ups, growth in the existing business base and the natural growth in jobs arising from the growth in population and associated public sector services.
- 12.3 Aylesbury itself has lost many significant manufacturing employers over the last thirty years, partially as result of a change in the industrial structure of the UK and its competitiveness. More work is needed on examining the sector strengths and linkages within the Vale, building on where the Vale sees future emerging market opportunities which it is well placed to meet, as in new automotive technologies, food, ICT or telehealth. Initial work has been undertaken through the GL Hearn Vale of Aylesbury Plan to try and identify concentrations of businesses by type, as well as comparing and contrasting their performance with growth trends nationally.
- 12.4 As a result of on-going business engagement, the District Council has begun to identify sectors where there is some evidence of co-location including motorsports and high performance engineering around Silverstone, rehabilitation and telehealth/healthcare technologies around Stoke Mandeville, aerospace and defence companies, food and drink and ICT and creative industries. Much more work is needed to evidence any agglomeration effects and the extent to which there are deeply rooted connections or opportunities between any of these businesses.
- 12.5 **Developing the workforce for the knowledge economy**

In March 2011, the Government published its Plan for Growth. In this report, it clearly stated that *"the availability of an appropriately skilled workforce is identified as a key underpinning theme to economic development"* and that although the Government wanted the UK to remain a world leader in financial

services, we should also determine to be a world leader in advanced manufacturing, life sciences, creative industries, green energy and non-financial business services.

A report by the Work Foundation in June 2011 *"A plan for growth in the knowledge economy"* highlighted the fact that the world economy is changing at an unprecedented rate, the forces of globalisation and technological progress altering the way that people make a living with Britain standing at a tipping point, caught between renewed prosperity and a descent into economic stagnation.

The key point for Britain and Aylesbury Vale is that the UK has to secure its place in the global economy which can only come from one place: **the knowledge economy**

"The knowledge economy is often the subject of misunderstanding and mistrust – both from policy makers and the general public – but its importance is an inescapable economic reality. The fact is that the things we buy, and the methods we use to make them, rely more and more on knowledge and technology, and less on manual labour."

"Like any fundamental economic shift, the knowledge economy has caused disruption and uncertainty for many people, especially those without the higher-level skills that the knowledge economy demands. The challenge is to create a knowledge economy that provides jobs for everyone, both high-skilled and low-skilled, in all parts of the country. The starting point for this is to return the UK to balanced prosperity, by focusing on the areas we are good at, and taking advantage of new economic trends".(Work Foundation 2011)

The conclusions of the Work Foundation report were that the rise of knowledge work is being advanced by three significant changes in the ways in which economies work and how organisations operate within them:

- the rise of knowledge and technology intensive jobs and economic activity;
- investment in knowledge-based assets or 'intangibles', outstripping investment in the physical
- an increasingly well qualified and educated workforce

To compete globally and retain the relevance of the Aylesbury Vale economy for the future and continue to achieve lasting prosperity, not just for the generation that have had it good and are nearing retirement, but for the next generation of our young people, the UK and the Vale needs long-term resilience, something which Aylesbury as a town has not managed very successfully in recent years. Such resilience can only be met through a more diversified and balanced economy, involving a continued investment in the **research and skills base** that encourages creativity and innovation. Without it, the UK will not have the technologies and skilled people essential for the formation of future, knowledge-based economies.

Building on the theme that the UK should focus on what it is good at, it is our contention that Aylesbury Vale should focus on what it is good at which includes:

- supporting entrepreneurialism
- exploiting its current knowledge economy research assets
- exploiting 'niche' markets e.g. low carbon technology (the first PV cells were incorporated in the Vale by BP to supply outreach centres outside the range of the electricity grid. The Vale has about 100 PV companies operating within its borders.)
- developing multi- and cross-disciplinary workforce skills

The focus should be on the following sectors:

- a) advanced manufacturing with its association with Silverstone and motorsports and high performance engineering, including aerospace and defence related industries
- b) emerging healthcare markets, driven by the increasing population and new healthcare delivery and social service models, which open up new market opportunities for rehabilitation and telehealth technologies.

These should be linked to Stoke Mandeville National Spinal Injuries Centre (NSIC), the home of the Paralympic games

- c) ICT, electronics and software, which as well as an industry in itself, is an enabler for other sectors including healthcare, the creative, cultural and digital economy and professional and business services
- d) food and drink and associated wholesale/retail supply chain opportunities, as part of the fast moving consumer goods market in the Greater South East. This has been brought to the fore through the Arla Dairies investment and its support of apprenticeships as well as other large companies in Buckingham and Haddenham including Natco, Puratos and McCormick.

In addition however, the District Council and other education and training providers need to respond to the changing work and education landscape and support a diversity of routes into employment, especially since there is little future guarantee of a job for life and the government can no longer sustain supporting all those wanting to go onto further and higher education. The government is now responding to allow for alternative routes into employment, one of which is the University Technical Centre from which Aylesbury Vale has recently benefitted, as well as continued support for those that wish to pursue a life of entrepreneurialism.

It is no longer sufficient to suggest that becoming a University graduate is the route into full time higher level employment. In times of financial cut backs, increasing costs of education and the competition for higher level skills in the manufacturing sector, the UK must put itself back in the game. Aylesbury Vale must continue to provide support for the diverse routes into employment. The rationale being that there is no longer a 'one size fits all':

- school leavers are considering apprenticeships or vocational education as a route into employment, especially where they no longer see the benefit of going to University or do not have the appetite for academic qualifications
- companies are looking for more rounded cognitive and team working skills and a desire on behalf of the employee to work in a particular industry or market sector
- where the cost of University is becoming prohibitive for some or not as exciting as immediate entry into industry and earning a wage, whilst learning on the job
- for 'ideas driven' people who need to develop their commercial skills as entrepreneurs and start their own business
- where students like the idea of being a graduate from a University Technical Centre (UTC) moving straight into working with business on a business/science park like Silverstone or alternatively undertaking collaborative research with the business and the 'University' on new technology development

12.6 The immediate opportunities include:

- a) a strong research, science and technology base
- b) University Technical Centres (UTCs)
- c) apprenticeships
- d) Waterside Enterprise Academy and entrepreneurial education

a) Maintain and exploit a strong research, science and technology base

The Government and the Technology Strategy Board are establishing a series of Technology and Innovation Centres across the country. These will focus on specific technology or sector strength which reflect the UK's knowledge economy strengths, one of these likely to be focused around space at Harwell Science Park. We need to ensure that businesses in these sectors should be linked into these centres as part of the supply chain, especially companies like ComDev, a space satellite company, that are looking to grow their workforce and bid for European Space Agency contracts.

Though important, building TICs alone will not be enough to ensure that we make the most of our

higher education institutions. It is absolutely vital that there is a clear vision for a future funding system that supports the full range of ways in which our higher education system engages with our knowledge economy – fundamental research, application and building relationships that support local businesses. Not only HEIs can be involved, but also research intensive knowledge assets including Silverstone and Stoke Mandeville National Spinal Injuries Centre (NSIC), with its dedicated Research Foundation. They can also apply to the EU and TSB on a range of collaborative funding opportunities and calls.

A strong research, science and technology base is a vital underpinning component of our knowledge economy. In addition to maintaining spending here, continued reform must play an important role in driving entrepreneurship and ensuring that our research base fully connects to and engages with our economy.

Stoke Mandeville NSIC is a research entity which has the potential to collaborate with HEIs (Cranfield, Bucks New University) around design engineering for rehabilitation and telehealth related technologies. It is also an opportunity to make the most of our public services which recognises its role within the knowledge economy, with healthcare and medtech being knowledge economy sectors in their own right with Stoke Mandeville NSIC being an anchor institution at the heart of public private innovation ecosystems.

The nature of interaction between the public and private sectors is instrumental in driving innovation – a shift from adversarial engagements towards more collaborative arrangements, as Stoke Mandeville NSIC is doing in supporting the development of a telehealth cluster, better supports the co-development of innovative new products and services as well as the easier transfer of best practice. In many areas this will demand sustained efforts to build effective public and private institutions that are capable of nurturing and supporting innovation within public supply chains.

The approval of the outline Masterplan at Silverstone is a significant step towards enhancing Silverstone's status as a major leisure, sporting and entertainment venue, as well as a world leading technology park which will attract increased levels of tourism and inward investment and enhance the UK's collaborative research offer in automotive and high performance engineering and alternative fuels technology. Moreover, it will help re-balance the local and regional economy and position the region as a major player in developing the world leading manufacturing and engineering skills base for the knowledge economy of the future.

b) University Technical Colleges (UTCs)

The Government has announced approval of a further 24 UTCs in the budget by 2013. In September 2011, the first round of University Technical Centres (UTCs) were approved. Aylesbury Vale benefitted when a UTC was approved for Silverstone, being led by Northamptonshire University with Tresham College, whose focus will be on motorsports and high performance engineering, hospitality, catering and event management. In addition, Aylesbury College was successful in its bid to host a UTC for ICT and Construction. Both of these UTCs will be opening in September 2013 and will be driven by business and their courses informed by businesses in an advisory capacity. Both these UTCs will help develop a world class pool of knowledge workers.

What are UTCs

- supported by the Baker Dearing Educational Trust
- their ultimate aim is to: "*increase our capacity to inspire and train the next generation of engineers, technicians, craftsmen and industrial innovators*"
- they will become state 14-19 schools for full-time, technically focused, employer-recognised courses, sponsored by a Further Education college or University
- there will be clear progression routes to further learning in work, apprenticeship or to University

- they combine academic and practical learning in well-resourced, highly-regarded courses
- employers will influence the curriculum and ethos, support students and provide work experience
- they are specialists in areas needing technical knowledge, practical skills and modern equipment, specialisms which should match the needs of the local economy
- there will be a core of applied business skills, ICT use, maths, English, Science and a modern language

These UTCs will complement other apprenticeship initiatives being undertaken by businesses themselves or with the help of educational and training establishments.

c) Apprenticeships

Apprenticeships bring considerable value to organisations, employers and individuals. They help create not only a skilled workforce but boost productivity and help with staff retention. They are an optimal way of training, helping businesses secure a supply of people with the skills and qualities they need and which are often not available on the open jobs market. The National Apprenticeship Service (NAS) and AVDC and local partners are working with existing businesses to help plan for their future recruitment needs, not only of vocational and technical roles but also for graduates apprenticeships.

d) Waterside Enterprise Academy

The Council is working with local Universities to establish an enterprise academy to support entrepreneurial education and the pipeline of new start up businesses within the Vale.

For many high growth firms an additional area of support is necessary. The skills required to develop a new innovation, create a business model or start a new firm are very different from those required to bring a new product to market or to diversify an existing firm, and markets fail to necessarily put the best leaders at the head of our most important growing businesses.

- 12.7 There are a good range of learning providers active in Aylesbury Vale, including both commercial and community based operators, covering a wide variety of sector needs. There will be continued efforts to increase the take up of opportunities, which will require continued efforts to engage with business leaders to communicate the benefits of improving employee skill levels, and to ensure that the opportunities made available are appropriate to the employer's needs.
- 12.8 Even where business has recognised that it has a training need it can be frustrated if suitable providers cannot be identified. As many of the existing and potential Aylesbury Vale businesses are expected to employ fewer than 250 employees, they are unlikely to have a large HR capacity, able to focus on locating the appropriate training providers. We will ensure that organisations that interface with business are able to refer to a locally focused signposting service/guide to training in the area. They will then be better able to direct business to any appropriate sources of further information or training.

Abbreviations

ABI	Annual Business Inquiry
ATG	Aylesbury Training Group
AVA	Aylesbury Vale Advantage
AVE	Aylesbury Vale Estates
AVDC	Aylesbury Vale District Council
CCEBP	County Council Education Business Partnership
BCC	Buckinghamshire County Council
BBC	Buckingham Business Club
BBF	Buckinghamshire Business First
BNU	Bucks New University
BTVLEP	Bucks Thames Valley Local Enterprise Partnership
HCA	Homes and Communities Agency
LDF	Local Development Framework
RDA	Regional Development Agency
SEEDA	South East England Development Agency
SEMLEP	South East Midlands Local Enterprise Partnership
UCAV	University Centre Aylesbury Vale
UKTI	UK Trade and Investment
UoB	University of Buckingham
VAP	Vale of Aylesbury Plan