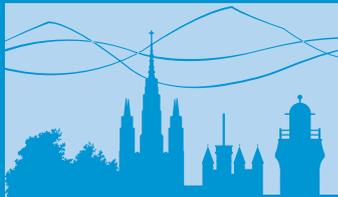


# building on energy



DELIVERING THE VISION FOR 2025  
**THE ECONOMIC ACTION PLAN**  
FOR ABERDEEN CITY AND SHIRE

# INTRODUCTION



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**As a true partnership, with business right at its heart, ACSEF believes it has the right ambition and focus to realise the economic vision for our region through a step-change in delivery.**

This action plan reflects the priorities for ACSEF, the Region's partnership with business for Economic Development. The Plan aims to deliver the vision for 2025 which was laid out in the economic manifesto published in the summer of 2007.

Over the 5 year life of this plan we will provide leadership and ensure the delivery of the actions and demonstrate real progress towards the longer term economic ambitions for Aberdeen City and Shire.

As a true partnership, with business right at its heart, ACSEF believes it has the right ambition and focus to realise the economic vision for our region through a step-change in delivery. In less than 12 months, significant progress has been made and we are taking full advantage of the real appetite among the private and public sectors to capitalise on our current buoyant economy and put robust foundations in place for future growth.

Moving to a formal partnership encompassing the former Scottish Enterprise Grampian board structure, the previous ACSEF membership and the move to create Regional Advisory Boards, the new streamlined ACSEF will deliver the actions in the plan to create the right conditions for the sustained growth of our economy into 2025.

I am honoured to have been appointed to chair the new ACSEF, which will have wider representation from the private sector, and will endeavour to ensure we deliver through strong leadership, influence and above all, action.

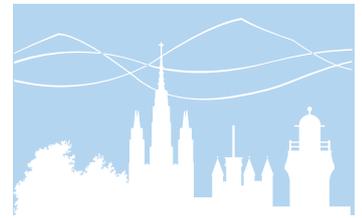
At the first ACSEF Economic Summit in May 2007, we shaped our vision for the future through our manifesto which clearly articulated two over-arching objectives of achieving economic growth and quality of life underpinned by seven strategic priorities on which our actions should be focused.

This document now spells out the actions to be taken over the next 5 years and where ACSEF and others have a role to play. We have described what needs to be done, how we can do it, who needs to do it and when it needs to be done.

In the next five years we will see major infrastructure investment in the region and we will need strong leadership, commitment and energy and a degree of risk taking to ensure the next round of projects are conceived and delivered.

We know that local businesses and their leaders are aligned to the vision and have subscribed to the manifesto that can shape our economic future. I now urge you all to participate in making it happen.

**Tom Smith**  
Chairman of ACSEF



## WHERE WE WANT TO BE – THE VISION

We aim by 2025, for Aberdeen City and Shire to be recognised as one of the most robust and resilient economies in Europe with a reputation for opportunity, enterprise and inventiveness that will attract and retain world-class talent of all ages.

The location of choice for high value oil and gas and renewable energy organisations, and a first choice for organisations of all sizes operating in other high value, quality niche markets.

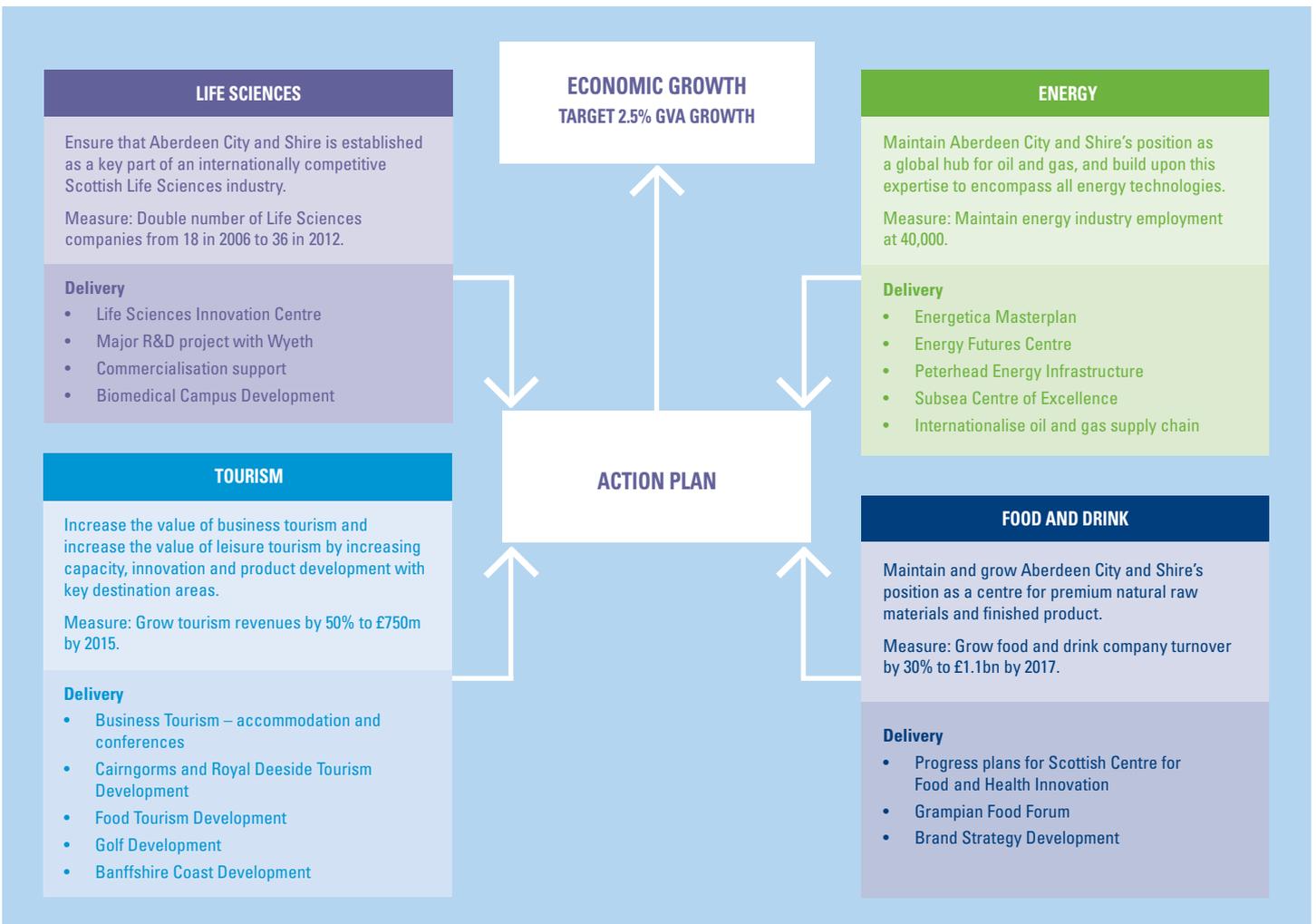
Our environment, our accessibility and our hospitality will make Aberdeen City and Shire one of the most interesting and enjoyable locations in the UK in which to visit, live, work and grow up.

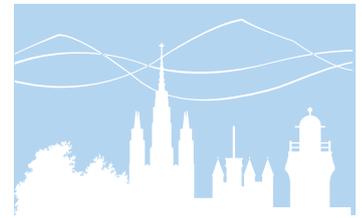
## HOW WE WILL GET THERE – THE OBJECTIVES

The target growth rate over the period of the plan is 2.5% per annum gross value added (GVA)

### PRIORITY INDUSTRIES

To maintain current levels of growth we need to sustain a vibrant business base, by building on oil and gas and growing our other key sectors of food and drink, life sciences and tourism. See diagram below.





## QUALITY OF LIFE

Quality of life is a key factor both in retaining our current population and also attracting more people to the region in the future. It is determined by having an active and successful economy and living in a great place with excellent education, leisure, transport, planning, housing, medical facilities and strong, safe communities.

We know our economy compares successfully with other European regions but we need to measure our success in this area and have been examining how we benchmark our quality of life.

ACSEF has commissioned research and an index has been developed to enable future tracking of the region's quality of life against 30 other selected global city regions.

In defining the region's quality of life the following elements will be measured in the index:

- Political and social environment
- Economy
- Socio-cultural environment
- Medical and health considerations
- Education
- Public services and transport
- Recreation
- Consumer goods
- Housing
- Natural environment

The research findings points towards Aberdeen City and Shire occupying a mid-table position in the overall quality of life indexing, with Geneva, Auckland and Vancouver scoring the highest quality of life. Aberdeen City and Shire's quality of life ranks ahead of that of Houston, Cape Town and Glasgow.

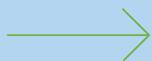
Over the 5 year life of the plan, we will aim to improve our position.

## THE STRATEGIC PRIORITIES

In addition to economic growth and quality of life, the manifesto set out seven strategic priorities determined by the business community.



**DELIVER A FULLY INTEGRATED TRANSPORT NETWORK** – our ambition is to be the best connected region in the UK with access to global locations through an integrated transport network with efficient and effective air, rail, road and sea links and transformed gateways to the region.



**MAXIMISE OUR INTELLECTUAL CAPITAL – PEOPLE AND EXPERTISE** – through highly skilled and entrepreneurial talent we can increase innovation and the commercialisation of research, building on industry knowledge and expertise within our excellent academic research base.



**ANCHOR THE OIL AND GAS INDUSTRY** – the expertise and know-how of the oil and gas supply chain is a valuable asset to the region. Our aim is to exploit the increasing opportunities for international expansion and reinforce Aberdeen City and Shire as a global centre of excellence.



**DELIVER CITY CENTRE REDEVELOPMENT** – Aberdeen City Centre must be the vibrant heart of the region, the hub for all those that live, work and visit, be that for business or pleasure.



**ATTRACT AND DEVELOP SKILLED PEOPLE** – access to the right people is critical for all organisations and our approach is to develop those already here and attract people to relocate here to secure the workforce of the future.



**IMPROVE THE EFFICIENCY OF PLANNING DECISION MAKING** – our goal is to have a pro-development approach to planning with a streamlined, fast and efficient decision making process.



**ABERDEEN CITY AND SHIRE AS THE LOCATION OF CHOICE FOR COMPANY HEADQUARTERS** – our focus is to secure and anchor more company headquarters of businesses of scale that will contribute to the long-term competitiveness of the wider business base.

# DELIVER A FULLY INTEGRATED TRANSPORT NETWORK

Our goal is to be the best connected region in the UK with access to global locations. An integrated transport network with efficient and effective air, rail, road and sea links and transformed gateways to the region will be critical to sustained economic growth and vital to retaining easy access to key markets in the UK and internationally.

Where we want to be in 2025	Where we want to be by 2013	Actions	ACSEF's Role	Date of Delivery (where determined)	
<ul style="list-style-type: none"> <li>A fully integrated transport network in place, connecting surface, air and sea transport</li> <li>Direct linkages to international hubs and key markets</li> <li>A state of the art public transport system</li> <li>Improved accessibility to the city and town centres</li> <li>Effective transport linkages between key business locations</li> <li>Reduction in transport related carbon emissions</li> <li>Aberdeen City and Shire established as a national and international centre of excellence for future thinking in transport and logistics</li> </ul>	Implement the Regional Transport Strategy (RTS) action plan up to 2021, including:	Support the delivery of the AWPR	Influence	Ongoing to 2012	
		Support the delivery of the A90 Balmedie Tippetty Dualling	Influence	Ongoing to 2013	
		Seek improvement to the Strategic Road Capacity on key trunk roads serving Aberdeen City and Shire (A96, A90 N&S)	Influence	Q1 - 2009	
		Support the delivery of enhanced airport infrastructure including the runway extension, expanded terminal and new parking and access arrangements	Influence	Q4 - 2008	
		Support the expansion of services using Aberdeen Airport	Influence	Ongoing	
		Develop intermodal freight terminals to enhance railfreight capacity and promote their use	Influence	Q4 - 2010	
		Improve the intermodality of port facilities	Influence	Q4 - 2010	
		Produce critical paths for key transport projects	Influence	Q4 - 2008	
		Ensure delivery of targets for improvements to journey times for both freight and people and for transport related carbon emissions	Influence	Q1 - 2009	
		Demonstrate the strategic links between Structure Plan, Local Plan, Regional and Local Transport Strategies	Influence	Q4 - 2008	
		Establish Public Private working parties and joint ventures on infrastructure provision to enable new development	Facilitation	Q4 - 2008	
		Increase choice and flexibility in Public Transport provision	Implement full integrated ticketing on all services	Influence	Q1 - 2010
			Implement new Park & Ride facilities and services on strategic routes serving Aberdeen City and Shire (A96, A90 N&S, A947 & A93)	Influence	Q2 - 2012
			Ensure delivery of the Nestrans Bus Action Plan	Influence	Q3 - 2008
Ensure expansion of Demand Responsive Transport across City and Shire	Influence		Q2 - 2010		
Ensure delivery of improved frequency of rail services between Stonehaven, Aberdeen, and Inverurie and the delivery of new infrastructure to implement the Aberdeen Crossrail Objectives	Influence		Q4 - 2012		
Extended availability of opportunities to reduce work based travel	Support expansion of travel planning projects across public and private sector businesses such as IT HotStops and Business Beacons, Flexible Working, Transport Management Organisations and car pools	Influence	Q4 - 2009		
	Ensure land use planning fully considers the impact of development patterns on work based travel	Influence	Q4 - 2009		
Establish an international academia/industry "think tank" to develop future scenarios of design, fuel, and technology of transport	Develop a Joint Venture mechanism for the region with regard to Research & Development on the future of transport	Influence	Q4 - 2009		

Timescale for Delivery	Lead Responsibility	Action Cost for ACSEF or Partners	Project Investment Cost	Measurement / Outcomes
Long	Aberdeen City Council Aberdeenshire Council	£10,000	£395,000,000	Completion of AWPR leading to shorter journey times, reduced congestion and fewer casualties.
Long	Aberdeenshire Council	£5,000	£27,000,000	Completion of A90 Balmedie Tippetty Dualling leading to shorter journey times, reduced congestion and fewer casualties.
Medium / Long	Nestrans	£10,000	£150,000,000	Transport Scotland commitment to improvements at Haudagain, A90 north of Ellon and A96 from Inverurie west. leading to shorter journey times and reduced congestion.
Short / Medium	ACSEF	£2,000	£18,000,000	Increased accessibility, greater choice, enhanced business and tourism opportunities.
Short / Medium	ACSEF	£2,000	N/A	Increased accessibility, greater choice, enhanced business and tourism opportunities.
Medium	Nestrans	£25,000	£5,000,000	Reduced road freight, increased accessibility and enhanced business opportunities.
Short / Medium	Nestrans	£150,000	£2,500,000	Reduced road freight, increased accessibility and enhanced tourism opportunities.
Short	Nestrans	£5,000	N/A	Publication of Nestrans actions plans with timescales and resources identified.
Short	Nestrans	£20,000	N/A	Targets, timescales and monitoring process set and adopted for Local and Regional Transport Strategies and funding packages.
Short	Aberdeen City Council Aberdeenshire Council	C/N	N/A	Clear links between the key strategies and the ACSEF Strategy.
Short	ACSEF	£50,000	£10,000,000	Early delivery of joint projects.
Short / Medium	Nestrans	N/A	N/A	Delivery of region wide Bus Action Plan (subset of RTS). Increased use of existing services, reduced congestion, greater choice.
Medium / Long	Aberdeen City Council Aberdeenshire Council	£1,000,000	£11,000,000	Delivery of region wide Bus Action Plan (subset of RTS). Availability of Park and Ride opportunities on major radial corridors to/from Aberdeen. Increased use of existing services, reduced congestion, greater choice.
Short	Nestrans	£100,000	N/A	Increased use of existing services, reduced congestion, greater choice and level of customer satisfaction.
Medium	Aberdeen City Council Aberdeenshire Council	£100,000	£2,000,000	Increased use of DRT services, enhanced access to services and secure patronage of service provision.
Medium / Long	Nestrans	£2,000,000	£20,000,000	Increased use of existing services, reduced congestion, lower journey times and greater choice. Delivery of region wide Rail Action Plan.
Medium / Long	Nestrans	£100,000	£4,000,000	Level of provision of facilities across City and Shire. Opportunities offered by major employers. Opportunities developed by Aberdeenshire Council as part of Workforce Transformation Initiative to be used as exemplar. Successful Transport Management Organisation (TMO) in existence. Measurable progress in changed travel to work patterns.
Medium	Aberdeen City Council Aberdeenshire Council	N/A	N/A	Revised City and Shire Structure Plan. Increased use of existing services, reduced congestion, greater choice, increased accessibility and reduced carbon footprint.
Medium	Aberdeen University/ RGU	N/A	N/A	Aberdeen City and Shire based Centre of Excellence in Future Transport Design.

TIMESCALES: Short = up to 18 months (to December 2009) / Medium = 18 - 36 months (January 2010 to June 2011) / Long = 3 - 5 years (July 2011 to June 2013)

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"ACSEF's ROLE" = Delivery / Influence / Facilitation / Leadership

# MAXIMISE OUR INTELLECTUAL CAPITAL – PEOPLE AND EXPERTISE

Where we want to be in 2025	Where we want to be by 2013	Actions	ACSEF's Role	Date of Delivery (where determined)
<ul style="list-style-type: none"> <li>Universally recognised for our people, expertise and skills including great educational and career opportunities and the location of choice for ambitious entrepreneurial companies, individuals and students seeking opportunities in our key industries</li> <li>A global centre of intellectual capital for the energy industry</li> <li>Defined strong intellectual capital base to support our key industries and growth companies, universities and research institutes</li> </ul>	Aberdeen City and Shire to have a strong international reputation for intellectual capital assets, innovation networks and commercialisation processes	Audit of the region's intellectual capital assets to capture baseline data	Delivery	January 2009
		Create a reference document based on audit findings	Delivery	March 2009
		Strengthen cross sectoral innovation networks to share R&D and Best Practice in priority industries	Facilitation	January 2009
		Engage Universities and research institutes in priority industry demand statements and clarify their contributions	Facilitation	January 2009
		Expertise and innovation in oil and gas anchored for the future with Aberdeen's reputation secured as an innovation and skills hub	Delivery	June 2011

Having the right people and expertise, highly skilled, and entrepreneurial by nature, is as important today as for the future. Through this talent we will continue to increase innovation and commercialisation of research, building on industry knowledge and expertise within our excellent academic research base.

Timescale for Delivery	Lead Responsibility	Action Cost for ACSEF or Partners	Project Investment Cost	Measurement / Outcomes
Short	ACSEF	£30,000	As action	Completion of audit. Evaluate audit content and publicise findings.
Short	ACSEF	£10,000	As action	Publication of document. Identification and optimisation of target audience.
Short	Scottish Enterprise	£40,000	As action	Delivery of networks and events at which to share best practice.
Short	Aberdeen University / RGU	£10,000	£100,000	Map of University strengths aligned to industry.
Medium	ACSEF / OPITO	£3,000	As action	Oil and Gas Academy operational.

# ANCHOR THE OIL AND GAS INDUSTRY

The expertise and know-how of the oil and gas supply chain is a valuable asset to the region. In the global energy market there are ever growing opportunities to support international expansion for companies and reinforce Aberdeen City and Shire as a global centre of excellence.

Where we want to be in 2025	Where we want to be by 2013	Actions	ACSEF's Role	Date of Delivery (where determined)
<ul style="list-style-type: none"> <li>A global hub of expertise for oil and gas technology, products and services</li> <li>Optimising the competitive position of the UKCS</li> <li>Sustained investment in the region's energy sector</li> <li>Establish Aberdeen City and Shire as a global centre of excellence for all-energy development</li> </ul>	Encourage the international expansion of the oil and gas supply chain through direct company support and networking	Assist Oil and Gas UK in supply chain research and build a compelling story for the region	Influence	October 2008
		Expand linkages between ACSEF and the energy sector	Delivery	October 2008
		Develop similar models to UK-West Africa Action Group (UKWAAG) for challenging markets	Facilitation	December 2008
	Build on the region's reputation as a global subsea centre of excellence and encourage similar development of other niche markets	Develop an engagement plan for political lobbying on this theme	Delivery	September 2008
		Engage with the business finance community to establish a process to encourage MBO's and further diversification opportunities	Delivery	January 2009
	Showcase Aberdeen City and Shire's energy technology capabilities	Implement Energetica masterplan	Facilitation	June 2013
		Build and operate Energy Futures Centre	Influence	December 2012
	Accelerate investment by business into all-energy development	Continue to develop the annual All-Energy exhibition and conference	Influence	May 2009
		Determine areas of all-energy development where the region has a lead and develop a process for commercialisation of those technologies	Influence	January 2010

Timescale for Delivery	Lead Responsibility	Action Cost for ACSEF or Partners	Project Investment Cost	Measurement / Outcomes
Short	ACSEF	£10,000	As action	Completion of research, understanding of baseline and drawing down of relevant data to Region. Set targets for internationalisation over next 5 years.
Short	ACSEF	In kind	As action	Identify gaps and organisations who can assist in delivery of ACSEF action plan. Ongoing engagement with businesses internationalising to support their growth via Scottish Enterprise and Scottish Development International.
Short	AGCC	£40,000	As action	Identify markets to target and establish model for Group(s).
Short	ACSEF	N/A	N/A	Develop issues plan and target key politicians and organisations to lobby.
Short	AGCC	£10,000	£100,000	Establishment of the "greenhouse" model. Establish a model learning from the NOVA fund.
Long	Scottish Enterprise	C/S	As action	Completion of Energetica masterplan by July 2008. Implementation plan agreed by October 2008.
Long	Aberdeen Renewable Energy Group (AREG)	C/S	As action	Funding package and planning permission in place.
Short	Aberdeen Renewable Energy Group (AREG)	£50,000	£50,000	Anchor conference in City for 10 years. Set targets for attendance and exhibitors.
Medium / Long	Aberdeen Renewable Energy Group (AREG)	£30,000	£100,000	Identification of technologies upon completion of Intellectual Capital audit.

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# DELIVER CITY CENTRE REDEVELOPMENT

Aberdeen City Centre needs to be the vibrant heart of the region, the hub for all those that live, work and visit it, be that for business or pleasure.

Where we want to be in 2025	Where we want to be by 2013	Actions	ACSEF's Role	Date of Delivery (where determined)	
<ul style="list-style-type: none"> <li>Aberdeen aims to develop as a globally competitive destination of choice for retail, leisure, environment and business with safety built in:                             <ul style="list-style-type: none"> <li>a key business location</li> <li>a retail centre</li> <li>a major tourism destination</li> <li>an historical and cultural centre</li> <li>a leisure and entertainment centre</li> <li>a key transport node</li> <li>a place where people live and feel safe</li> </ul> </li> </ul>	Have a clear vision, strategy and delivery plan for what we want the city centre to achieve, with measurable outputs	Aberdeen City Council to work in partnership to deliver city centre redevelopment project including master plans where required	Influence	Ongoing. Development framework by May 2008, Master Plans from August 2009	
		Commission research to enable development of measurable outputs	Influence	July 2008	
		Develop a co-ordinated marketing approach for the City and Shire, including the potential creation of a Destination Marketing Organisation	Influence & Facilitation	April 2009	
		Develop requirements for all new developments to "design-out" crime opportunities and embed provision for CCTV maintenance	Facilitation	Ongoing	
	Improved accessibility within the city centre, and to and from City suburbs and the Shire	Implement City Centre specific elements of local and regional transport strategy		Influence & Facilitation	Bus action plan by July 2008
	Sustainable management structure in place, charged with the delivery of a city centre strategy to include the private sector and key stakeholders	Establish city centre as a Business Improvement District (BID) in consultation with BIDS Scotland and city centre partners In conjunction with BIDS examination, look at alternative proposal of a private sector led management structure		Influence & Facilitation	November 2009
	Aberdeen established as a retail destination of choice for shoppers and retailers		Undertake research in order to set a benchmark to understand the facts and figures of where the customers are coming from and use these data to set targets	Facilitation	November 2008
			Undertake a campaign to improve occupancy of retail, offices and residential properties	Facilitation	December 2010
	Enhanced cultural profile of the city centre		Create a coherent group of quality venues to stage events of national and international status	Influence & Facilitation	April 2012
			Bridge the gap between day and night time culture	Influence & Facilitation	April 2011
	High quality public realm created and maintained, including development of iconic attractions alongside the promotion and delivery of high quality architecture		Create a "sense of place", using natural resources, e.g landscaping and creating tree lined approaches to the city	Influence & Facilitation	December 2012
Build on what we already have in the city centre (buildings and public places) and improve on it			Influence & Facilitation	Ongoing	
Instigate design competition for city centre redevelopment			Influence	October 2009	

Timescale for Delivery	Lead Responsibility	Action Cost for ACSEF or Partners	Project Investment Cost	Measurement / Outcomes
Short / Medium	City Centre Implementation Team ACSEF Regional Identity Team	N/A	Master plans £50,000 Projects £100,000,000	Completion of agreed project milestones. Development Framework agreed by Planning Committee by May 2008. Master plans published as supplementary planning guidance from August 2009. City Centre Implementation Team priority projects published in Strategic Framework Stakeholder Newsletter by April 2008.
Short	City Centre Implementation Team	N/A	£40,000	City centre baseline Demand and Capability Study completed.
Short	Aberdeen City Council	£5,000	£20,000	Completion of transformation programme study to better co-ordinate delivery of marketing.
Medium / Long	Aberdeen City Council Grampian Police	N/A	£20,000	All design guidelines include "Secured by Design" requirements through consultation with Grampian Police and developers.
Medium / Long	Aberdeen City Council & Private Sector	£10,000	£3,000,000	Bus Action Plan agreed by July 2008. Final Draft of Local Transport Strategy to recognise and address city centre specific transport issues. Improved pedestrian links and opening up of development opportunities through the Green.
Short / Medium	Aberdeen City Centre Association City Centre Implementation Team	£5,000	£300,000	Report and recommendation made on both proposals by November 2008. Interim City Centre Development Implementation team formalised to an accountable management structure with leadership.
Short	Aberdeen City Council and City Centre Partners Aberdeen City Centre Association	N/A	£20,000	Additional retail assessment studies completed and linked to city centre Baseline Demand & Capability study.
Medium	Aberdeen City Council and City Centre Partners	£2,000	£20,000	Baseline current occupancy during BID development. Monitor progress and demonstrate improvement.
Long	Peacock Visual Arts Aberdeen City Council Aberdeen City Centre Association	£15,000	£20,000,000	Assembly of Peacock Visual Arts funding package and completion of agreed project milestones.
Medium / Long	City Centre Partners	£5,000	£100,000	New Programme of events instigated in and around city centre.
Long	Aberdeen City Council	N/A	£500,000	Proposal made to AWPR team and included in development if agreed.
Medium / Long	City Centre Implementation Team	£5,000	£5,000,000	Delivery on key, constrained development sites.
Short	City Centre Implementation Team	N/A	£100,000	Programme of events and initiatives underway.

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# ATTRACT AND DEVELOP SKILLED PEOPLE

Access to the right people will be critical for all organisations in the region, developing those already here and attracting people to relocate here will be important to secure the workforce of the future.

Where we want to be in 2025	Where we want to be by 2013	Actions	ACSEF's Role	Date of Delivery (where determined)
<ul style="list-style-type: none"> <li>A greater diversity of employment opportunities, particularly at senior level</li> <li>The vacancy needs of all organisations across the region being met</li> <li>A robust pipeline of talented individuals in place to meet the skills needs of our key industries and research institutes</li> <li>Workforce has access to opportunities for skills development</li> <li>Young people will be prepared to meet the needs of the local labour market</li> <li>Migrant workers will continue to be attracted here and their skills will be maximised</li> </ul>	Retain more people, including graduates in the local labour market	Provide a range of opportunities to brief teachers and pupils about opportunities in the key sectors in the region (not limited to priority industries)	Facilitation	March 2009
		Arrange key events on an annual basis to inform local people, including graduates, about the career opportunities in Aberdeen City and Shire	Facilitation	March 2009
		Create more capacity for speakers of other languages Expand Teaching English to Speakers of Other Languages (TESOL) provision	Facilitation	September 2010
		Extend programme of briefings to employers on the employment of migrant workers and the support services available	Facilitation	November 2009
		Arrange an event for economic migrants to aid understanding of their existing qualifications in relation to the local economy	Facilitation	September 2009
		Develop International Energy Academy	Influence	May 2011
	Attract people to Aberdeen City and Shire with the appropriate skills for the area's economy	Dedicated recruitment programme for attracting skilled workers to Aberdeen City and Shire	Facilitation	November 2008
		Develop a package that sells the region as a great place to live and work targeted at key skills requirements within the local economy	Facilitation	September 2010
		Expand "Ambassadors" for the region for each of the priority industries to assist the above	Facilitation	January 2010
		Linking Opportunity And Need (LOAN) by moving those furthest from the jobs market into employment providing a pipeline for support and engagement	Facilitation	December 2009
		Encourage retention by providing support once employed	Facilitation	June 2011
Key industries and growth companies able to attract and retain talent required for growth	Enterprise continuing to be developed in the Educational system	Influence	August 2010	
	Encourage business people to support the Determined to Succeed proposals for P1 to S6 by companies linking and partnering with schools, engaging with pupils and hosting company work placements and visits Build the ACSEF vision into schools/colleges/universities curriculum	Leadership	August 2010	

TIMESCALES: Short = up to 18 months (to December 2009) / Medium = 18 – 36 months (January 2010 to June 2011) / Long = 3 – 5 years (July 2011 to June 2013)

Timescale for Delivery	Lead Responsibility	Action Cost for ACSEF or Partners	Project Investment Cost	Measurement / Outcomes
Short	Skills Development Scotland	£10,000	As action	Teachers, pupils and students provided with up to date information on opportunities in key sectors.
Short / Medium	Skills Development Scotland / Job Centre Plus	In kind	As action	Provide leadership on rationalising the range of events.
Medium	Aberdeen City Council / Aberdeenshire Council	£8,000	£30,000	Translation of European qualifications to UK standards. Increased availability of TESOL courses.
Short	Aberdeen City Council	£10,000	As action	Increase in number of non-professional vacancies filled.
Short	Aberdeen City Council	£12,000	As action	Increased awareness of relevance of qualifications and participation in appropriate levels of employment.
Medium	OPITO	N/A	£10,000,000	Fully operational, accredited Energy Academy.
Short / Medium	Urquhart Partnership	£15,000	As action	Defined increase in engineering skills base in Aberdeen City and Shire.
Medium	Regional Identity Team / Urquhart Partnership	£20,000	As action	1 in 4 long-term professional vacancies (over 1 year) within priority industries filled.
Medium	Scottish Enterprise / Skills Development Scotland	In kind	As action	Energy, Life Sciences, Food and Drink and Tourism ambassadors recruited.
Short / Medium	Aberdeen City Council	£15,000	As action	LOAN approach rolled out to other major projects.
Medium	Aberdeen City Council	£10,000	As action	Measurable reduction in "churn" factor.
Medium	Aberdeen City Council / Aberdeenshire Council	£9,000	As action	Extend entrepreneurship in schools curriculum.
Medium	Aberdeen City Council / Aberdeenshire Council Further / Higher Education Sector	£15,000	As action	Increasing engagement of businesses with schools and pupils. Briefing materials created for schools, colleges and universities and presented annually in Enterprise modules.

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# IMPROVE THE EFFICIENCY OF PLANNING DECISION MAKING

Availability and access to land for expansion is critical in a growing economy as is a pro-development approach to planning with a streamlined, fast, and efficient decision making process.

Where we want to be in 2025	Where we want to be by 2013	Actions	ACSEF's Role	Date of Delivery (where determined)	
<ul style="list-style-type: none"> <li>Up to date development plan in place for region as a whole</li> <li>More positive, proactive and co-ordinated approach between all parties to the planning process including development plan preparation and specific development proposals</li> <li>Greater understanding on all sides of the system and its implications for commercial developments</li> <li>More joined up approach between economic development and planning functions to ensure vision is achieved</li> <li>Streamlined decision-making processes in place to provide greater certainty to developers</li> <li>Flexible policies to dealing with applications which accord with vision but otherwise fall outwith development plan policies</li> <li>Adequate supply of land maintained for employment and housing purposes</li> </ul>	Planning authorities and private sector both championing culture change within planning process	Active and positive involvement in plan preparation	Influence	Ongoing	
		Bring forward development proposals that implement the plan as a whole, including quality and environmental objectives	Influence	Ongoing	
		Culture change seminar / business breakfast to ensure all sectors engage with the change agenda of the Scottish Government	Delivery	4th QTR 2008	
		Leadership from the top throughout all the organisations involved in the development process so that planning facilitates economic development and is deployed effectively and efficiently	Influence and leadership	May 2008 onwards	
	Developers and planning authorities actively engaged in pre-application discussions	Develop and initiate a pre-application forum for major applications on allocated sites within the City as a prelude to the implementation of processing agreements	Influence and if necessary facilitation	3rd QTR 2008	
			Private sector to submit applications which contain all the information of a sufficient quality and detail required by the planning authority to make a decision on the application	Influence	Ongoing
	Expanded use of masterplanning approach with greater private sector involvement	Active and positive engagement in the masterplanning process by the private sector	Influence and if necessary facilitation	4th QTR 2008	
			Adopt the current Aberdeen City local plan as quickly as possible to allow work to start on a new Local Development Plan	Influence and if necessary facilitation	July 2008
	Up-to-date development plans prepared and reviewed in accordance with project plans	Structure plan preparation to be completed a) Draft Plan b) Finalised Plan c) Approved by Scottish Ministers	Influence and if necessary facilitation	a) End May 2008 b) End of 2008 c) Late 2009	
			Local Development Plans commenced when legislation allows to implement the new structure plan and prepared to an ambitious but achievable timetable	Influence	Start early 2009
	Development plans and strategies which fully reflect the need and demand for new housing in the area	Local authorities (with the active and positive participation of the private sector) to use the 'Housing Need and Market Assessment' guidance to prepare housing requirements to inform the development plan, local housing strategies and to contribute to Strategic Housing Investment Plans (SHIPs)	Influence and if necessary facilitation	3rd QTR 2008	
			ACSEF vision / manifesto commitments input to the structure plan at appropriate points to ensure that the importance of the regional economic agenda is recognised and appropriately balanced with other considerations	Influence	3rd QTR 2008
	Both Councils providing a process for identifying the infrastructure necessary for developments of different types and in different locations	Strategic infrastructure requirements identified for all allocated development sites provided "up-front" where possible	Influence and if necessary facilitation	End of 2008	
			Full engagement with Strategic Development Plan to ensure new plan provides enough land and relevant triggers in both City and Shire	Influence and if necessary facilitation	July 2008
	Increased and sufficient supply of employment land	Qualitative and quantitative employment land needs calculated (including capacity to respond to short term peaks) and fed into development plan			
			Greater use of Supplementary Planning Guidance to ensure policy framework is kept up to date	Aberdeen City and Shire Councils to discuss and identify merits of using Supplementary Planning Guidance to release land to the market	Influence and if necessary facilitation
	Improved understanding between all parties of respective expectations and requirements	Business community to encourage and if necessary to put pressure on infrastructure providers to be fully engaged in the planning process and to recognise their part in bringing developments forward sooner			
Set out a "route map" for developments from concept to delivery for both Council areas. Harmonise as much as possible			Influence and if necessary facilitation	By end 2008	

Timescale for Delivery	Lead Responsibility	Action Cost for ACSEF or Partners	Project Investment Cost	Measurement / Outcomes
Short / Medium	Private sector	N/A	N/A	Quicker preparation of robust and deliverable development plans with wider ownership and commitment to implementation.
2008-2013	Private sector	N/A	N/A	Quicker decisions on planning applications and higher quality development.
Short	ACSEF	N/A	N/A	Raised awareness of the implications of the 2006 Planning Act and the culture change required by all sectors to make the new system work more efficiently.
Ongoing	Planning authorities, private sector and infrastructure providers	N/A	N/A	Evidence of step change in the speed of the planning process and quality of development.
Short	Aberdeen City Council	£10,000	As action	Establishment of City pre-application forum. Effective implementation of processing agreements under the 2006 Planning Act.
Ongoing	Developers	N/A	N/A	Quicker and more efficient decisions on planning applications.
Ongoing	Aberdeen City Council / Aberdeenshire Council	C/N	N/A	Effective masterplanning process which facilitates the delivery of quality development on the ground.
Short	Aberdeen City Council	£5,000	N/A	City's local plan adopted and in place as soon as possible.
Short / Medium	Strategic Development Plan Team	N/A	N/A	Draft structure plan published and consultation concluded on time. Formation of ACSEF consultative structure plan forum as subset of ACSEF.
Medium	Aberdeen City Council / Aberdeenshire Council	N/A	N/A	Local development plans adopted in early course.
Medium	Homes for Scotland, Grampian Housebuilders Committee Registered Social Landlords	C/N	N/A	Active participation in the preparation of a robust Housing Need and Market Assessment to inform the structure plan and local housing strategies. Evidence that affordable housing needs are fully reflected in the plan.
Short	Aberdeen City Council / Aberdeenshire Council	C/N	N/A	Robust Housing Need and Market Assessment leading to implementation of Strategic Housing Investment Plan.
Short	ACSEF Strategic Development Plan Team	C/N	N/A	ACSEF vision to inform the Strategic Development Plan vision.
Short	Aberdeen City Council Aberdeenshire Council Private Sector	£5,000	N/A	Forward view of infrastructure investment and plans related to allocated developments.
Short	ACSEF Employment Land Working Group	C/N	N/A	Consultation process is completed on time with all available input to hand.
Short	ACSEF Employment Land Working Group	C/N	N/A	Consultation process is completed on time with all available input to hand.
Short	Aberdeen City Council / Aberdeenshire Council	C/N	N/A	Published conclusions.
Short / Medium	Private sector/ Infrastructure providers/ ACSEF	C/N	N/A	Utility companies are actively involved in development plans.
Short	Planning authorities	£5,000	N/A	Route map in place.

TIMESCALES: Short = up to 18 months (to December 2009) / Medium = 18 – 36 months (January 2010 to June 2011) / Long = 3 – 5 years (July 2011 to June 2013)

CODES: N/A = Not Applicable C/S = Commercially Sensitive C/N = Cost Neutral "As action" = investment cost is that of the action "ACSEF's ROLE" = Delivery / Influence / Facilitation / Leadership

# ABERDEEN CITY AND SHIRE AS THE LOCATION OF CHOICE FOR COMPANY HEADQUARTERS

The current business mix, from major companies to micro businesses, serves the region well. Securing and anchoring more company headquarters of businesses of scale will contribute to the long term competitiveness of the wider business base.

Where we want to be in 2025	Where we want to be by 2013	Actions	ACSEF's Role	Date of Delivery (where determined)
<ul style="list-style-type: none"> <li>To be seen as an internationally recognised inward investment location for the all-energy industry</li> <li>Have a strong indigenous corporate HQ base</li> <li>Specifically                             <ul style="list-style-type: none"> <li>30% of Scotland's top 100 companies based in the region</li> <li>Energy companies based in the region increased by 10%</li> <li>Companies with a turnover range of £50m-£100m increased by 20%</li> <li>Companies with a turnover in excess of £100m increased by 20%</li> </ul> </li> </ul>	Increase business birth-rate and provide tailored support to high growth companies, leading to the establishment of indigenous corporate headquarters	Encourage indigenous growth to embed, and smaller companies to relocate, in the region by creating a scheme where indigenous SME's and growth companies are given access to established companies for advice on further growth, etc	Facilitation	October 2009
		Identify potential high-growth companies to provide the opportunity to understand how a company evolves and support them through this	Facilitation	March 2009
		Promote development of local supply chains to increase uptake of local products and services	Facilitation	March 2009
	Retain existing corporate headquarters through: <ul style="list-style-type: none"> <li>The development and retention of a highly skilled workforce</li> <li>Promotion of Aberdeen City and Shire as location of choice for potential inward investment clients of scale</li> <li>Increased investment in R&amp;D activity in the region and the supporting infrastructure</li> </ul>	Develop an alternative model for ACSEF to deliver the economic development plan for Aberdeen City and Shire	Leadership	July 2008
		Review best practice in Public/Private sector partnership models that can be adapted for Aberdeen City and Shire – e.g. Greater Houston Partnership	Leadership	December 2008
		Promotion of Aberdeen City and Shire in terms of high quality of life	Leadership	March 2009
		Create a compelling story that captures the ambition and vision for the region and the transformational projects and people that will deliver that future state		
		Promote innovation within companies Develop innovation support programme	Facilitation	March 2009

Timescale for Delivery	Lead Responsibility	Action Cost for ACSEF or Partners	Project Investment Cost	Measurement / Outcomes
Short	ACSEF/AGCC	£5,000	As action	Increase the uptake/demand of Business Mentoring to 10 per annum. Develop the "greenhouse" project concept, utilising existing businesses to facilitate growth of next generation of business.
Short	Scottish Enterprise	£15,000	As action	10 high growth companies supported per annum.
Medium	Oil & Gas UK Aberdeen City Council / Aberdeenshire Council Joint public sector procurement	£10,000	As action	Increase levels of local purchasing in public and private sector supply chain / Reduction in transport miles for goods purchased (food particularly).
Short	ACSEF	C/N	As action	Outline intent of ACSEF structure within three months by end April 2008, implement within six months end July 2008.
Medium	ACSEF	£20,000	As action	Identify potential models for review by end June 2008. Undertake review of best practice models June – October 2008 and provide recommendations to key stakeholders to implement by December 2008. Implementation plan to be developed thereafter.
Short	ACSEF	£20,000	As action	Key communication material available to promote locally, nationally and internationally. Review options for creating a Destination Management Organisation for Aberdeen City and Shire.
Medium	Scottish Enterprise	£20,000	As action	Innovation programme launched. 10 companies supported per annum.

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# NEXT STEPS



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**As a partnership, we have worked with you to agree the economic priorities for this region. We have created the building blocks to make the delivery happen.**

## MAKING IT HAPPEN

Over the past 2 years ACSEF has listened to and engaged with 1200 businesses in Aberdeen City and Shire. As a partnership, we have worked with you to agree the economic priorities for this region. We have created the building blocks to make the delivery happen.

We have now moved into delivery mode. The Chairman, the Board and all the partners involved are fully committed to delivering this plan and the priority projects, which you have identified.

The role of ACSEF is to provide leadership at a strategic level – to work in partnership – to shape, facilitate, engage, influence, advise and deliver on our commitments and ensure cohesion across partners and manage progress against the priority actions.

The commitment by all those involved in ACSEF towards a common vision with clear priorities and actions in a private sector led partnership is a huge step forward.

Through the action plan it is clear that the public sector has aligned its activities to deliver the vision – and this will bring significant direct investment to the region and will act as a catalyst to lever even greater investment from the private sector. It is this investment that will transform the region to secure future economic growth.

What we need is **your** continued contribution through the investment and growth of your business and through ACSEF we ask you to become involved now and bring forward new ideas that will ensure we, together, deliver the ambitions of Aberdeen City and Shire.

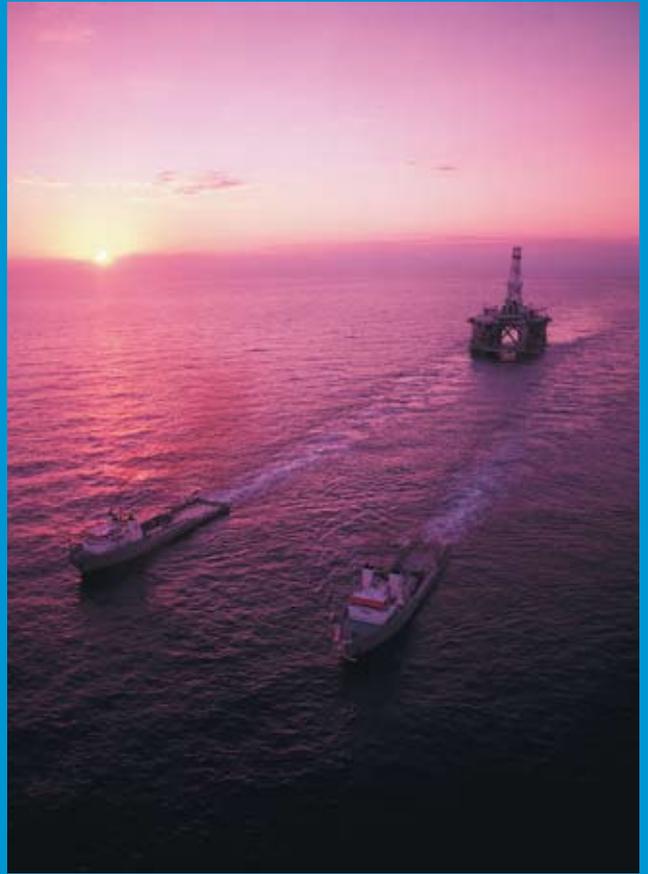
## DELIVERY AND MONITORING OF THE PLAN

Each of the projects listed in this plan will be delivered against an agreed plan with a clear timelines and be monitored and evaluated throughout the lifespan of the project.

These projects will also consider the biodiversity of Aberdeen City and Shire, along with its natural and built environment and the sustainable use of it.

We will continue to consult with the business representatives who attended the workshop sessions on each of the priorities and ask for your continued involvement where you too can support delivery.

A 6-month review meeting will be held for each of the priority actions in December 2008.





If you would like further information about ACSEF, or if you require this publication in an alternative format and/or language please contact:

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