



# building on success

The Economic Action Plan for Aberdeen City and Shire

2013-2018

# Foreword



Tom Smith  
Chair of ACSEF

**A fully joined-up approach to economic development in Aberdeen City and Shire has resulted in significant progress towards our aim of becoming a global energy hub with a flourishing economy and an enviable quality of life.**

Our first five year economic action plan, launched in 2008, has delivered progress despite regional and global set-backs, not least of which was the economic turmoil we experienced in recent years.

ACSEF recognised that public funding for major projects was going to change and that the public purse would become more constrained. We knew we needed to demonstrate to Scotland, the UK and the rest of the world that we were going to meet the challenges by shaping our own destiny rather than waiting until it is too late to respond to declining production in the North Sea.

We now have strategic and local development plans which are fully aligned to the transport and economic strategies so that we know how we will grow, where we will grow and what the transport implications and requirements will be.

Almost £1 billion of the planned £1.5 billion of new investment in a variety of projects and developments is underway.

Combine this with our current, robust local economy and it would be easy to be complacent, but taking the easy route and doing nothing is not an option. Companies serving UK and international markets will soon be asking themselves where they need to be located in order to best serve their markets in the future. Aberdeen City and Shire will not necessarily be that location and we need to be bold, ambitious and aggressive in our plans to retain and attract people, businesses and investment in the future and to secure our fair share of financial support from the Scottish and UK Governments.

Since 2008, we have focused on working in partnership to deliver projects that do not sit in isolation but come together as parts of the jigsaw which make for a compelling picture.

The final picture is clear and the pieces are coming together well. It is ACSEF's role to influence and implement what is required to close the gaps.

Integrated transport and broadband connectivity, attracting and developing skills, city centre regeneration, place promotion and anchoring an international energy industry remain at the core of our plan as they are the priorities facing local businesses in the region. The region must see these ambitious plans turned into reality.

We need to continue to build a region which has a great reputation and profile, fit for purpose infrastructure, provides the tools for the development of a skilled workforce and delivers projects which create opportunities and enhance our quality of life.

This document sets out our refreshed action plan which will take us through the next five years. It identifies our priorities, actions and delivery mechanisms for the next stage of shaping our economic well-being and achieving our 25 year vision for the region. Real, tangible progress in physical and digital infrastructure, centres of excellence, and flagship projects such as Energetica will be achieved.

Our refreshed plan provides the framework for the next five years but we will ensure that there is a constant pipeline of new projects and ideas to meet the challenges we have identified and those we do not yet know about. We are determined to maintain progress so that Aberdeen City and Shire continues as the bold, ambitious, dynamic region we know it is.

A handwritten signature in black ink, appearing to read 'Tom Smith', written over a light blue circular stamp.

Tom Smith – Chair of ACSEF

# Partner Comments



Colin Mackenzie,  
Chief Executive,  
Aberdeenshire  
Council

**Aberdeenshire Council** remains fully committed to the enhancement of our area's economy and to improving the already high quality of life for our residents and businesses. ACSEF is a highly regarded partnership that delivers to these agendas. The partnership looks to future opportunities with a particular focus around the emerging story of improving digital connectivity.

The work of the Council compliments and aligns with the work of ACSEF, to strengthen our work with the private sector and other key stakeholders.

The new ACSEF Action Plan details how our partnership will be focussed, with a clear drive for delivery and outcomes. Whilst giving a clear direction on our energy related businesses, we are continuing to also champion Food and Drink, Tourism and Creative Industries. The business and public sectors needs to maximise the benefit of collaboration. The strong record of achievement and delivery are key foundations from which to further enhance the lives of all our communities.

Partnership working is key - both in voice and action and Aberdeenshire is strongly set to play its part in achieving real benefits for North East Scotland.



Valerie Watts,  
Chief Executive,  
Aberdeen City Council

**Aberdeen City Council** places great value on the ACSEF partnership and is fully committed to our shared vision and to realising the full potential of the Aberdeen City and Shire economy.

Over the next three years the Council's Economic and Business Development Plan will support all that ACSEF does and will focus on attracting visitors, workers and investment to the city; encourage the growth of local business; and facilitate new developments to enhance Aberdeen's physical business and commercial infrastructure and its general public realm.

By delivering our plans for Aberdeen City and by continuing to work closely with our partners, we will advance ACSEF's vision and deliver tangible benefits for the people of the North East of Scotland.



Maggie McGinlay,  
Regional Director,  
Scottish Enterprise

**Scottish Enterprise** is committed to working with our partners in ACSEF to place Aberdeen City and Shire at the heart of raising Scotland's long-term sustainable economic growth.

As the Regional Advisory Board for Scottish Enterprise in Aberdeen City and Shire, ACSEF will continue to provide strategic direction and advice to help progress our work in supporting ambitious and growing companies, sectors that are globally competitive and growth in new markets. This will ensure we harness resources to take advantage of opportunities and deliver projects that will have the greatest impact on our economy.

Scottish Enterprise will work with ACSEF to deliver growth through the region's key sectors and ensure the implementation of its action plan and in doing so continue to make a strong contribution to the delivery of the Scottish Government's Economic Strategy.

# Economic Growth

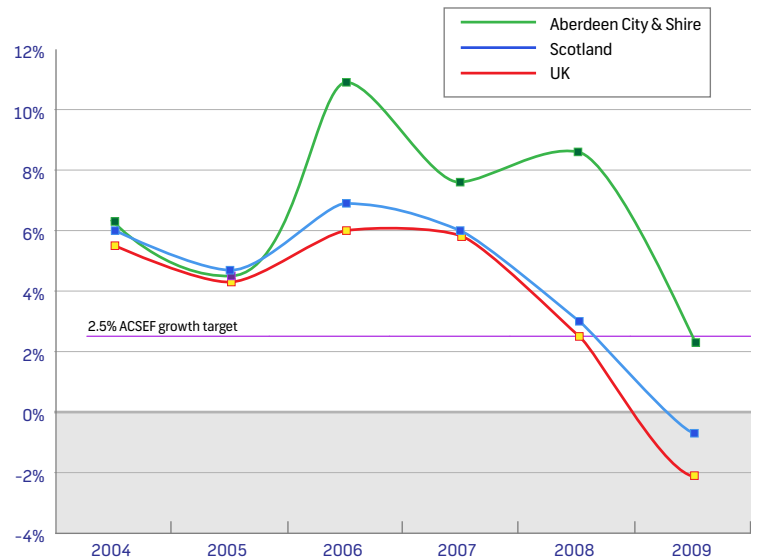
ACSEF aims to achieve an annual economic growth rate of 2.5%. This was achieved from 2004 – 2008 when our growth rates were among the highest in the UK.

The target was narrowly missed in 2009 (the most recent comparable year) – when the local economy grew by 2.3% – but that level of growth was exceptional at a time of severe recession when both the Scottish and UK economies contracted.

A growth target of 2.5% will be challenging over the next five years but, given Aberdeen City and Shire’s strengths, should be achievable.

Economic output per head in Aberdeen City and Shire is the second highest in the UK, after Inner London. It is also among the highest in the European Union. Out of more than 270 equivalent EU regions, Aberdeen City and Shire had the 14th highest output per head in 2009.

**Annual GVA Growth Rate: 2004 – 2009**



Source: National Statistics

*“Economic conditions of recent years have affected the growth rate in Aberdeen City and Shire, but it is important to note that whilst UK and Scottish economies contracted, the local economy has demonstrated a resilience and optimism sustaining its continued growth.”*

Mark Higginson – Senior Partner, PwC, Aberdeen

# Quality of Life

A high quality of life is integral to attracting and retaining the talent and investment needed to grow the economy. ACSEF aims to enhance the quality of life in Aberdeen City and Shire so that it continues to be a great place to live, work, invest and visit.

World-class education, low unemployment, leisure, transport, planning, housing, medical care, strong, safe communities and an attractive natural environment all help shape the region's quality of life. Over the life of our economic plan, the aspiration is for Aberdeen City and Shire to have one of the highest quality of life ratings nationally and indeed globally. Improved digital connectivity will be an important addition to our work in this area.

Measurement and benchmarking of quality of life should be based on the perceptions and experience of residents in Aberdeen City and Shire but also take account of external perceptions.

Global researchers, Mercer, places Aberdeen 54th highest, from 221 cities worldwide, in its 2011 Quality of Living report. It is the third highest UK city in the rankings, behind London and Birmingham. Their survey also shows that Aberdeen is the highest UK city in the rankings on personal safety.

***“There is a desperate need for faster and more reliable broadband to improve the economy of the north east. I fully support the work of ACSEF in improving broadband access and speed for rural areas.”***

Claire Rennie – Owner, Berry Scrumptious, Rosehearty

The Bank of Scotland ranked Aberdeenshire and Aberdeen City in the top 5 local authority areas in Scotland in its 2011 annual quality of life survey embracing the economy, housing, environment, health and education. Aberdeenshire has regularly performed consistently well in this survey, topping the poll for best quality of life overall in Scotland in 2009 and 2010.”

Residents need to feel and sense that they have a great quality of life which in turn helps population and skills retention in the region. Participants in Aberdeen City's and Aberdeenshire's Citizens' Panels have generally rated their own quality of life positively or very positively.

Although it should be noted that overall perceptions of quality of life generally remain high, the most recent surveys have noted a slight decline, mainly due to an increased cost of living as a result of general economic conditions. City and Shire residents also commented on maintenance of roads and traffic congestion along with attractiveness of the City Centre as factors in that decline.

The Economic Action Plan recognises these factors and aims to address any issues impacting on Quality of Life.

***“Aberdeen City Centre must rightly remain the beating heart of North East Scotland offering a vibrant and safe environment for workers, shoppers and tourism visitors. The Business Improvement District is about maintaining and enhancing that position by supporting the improving retail, dining and hotel experiences.”***

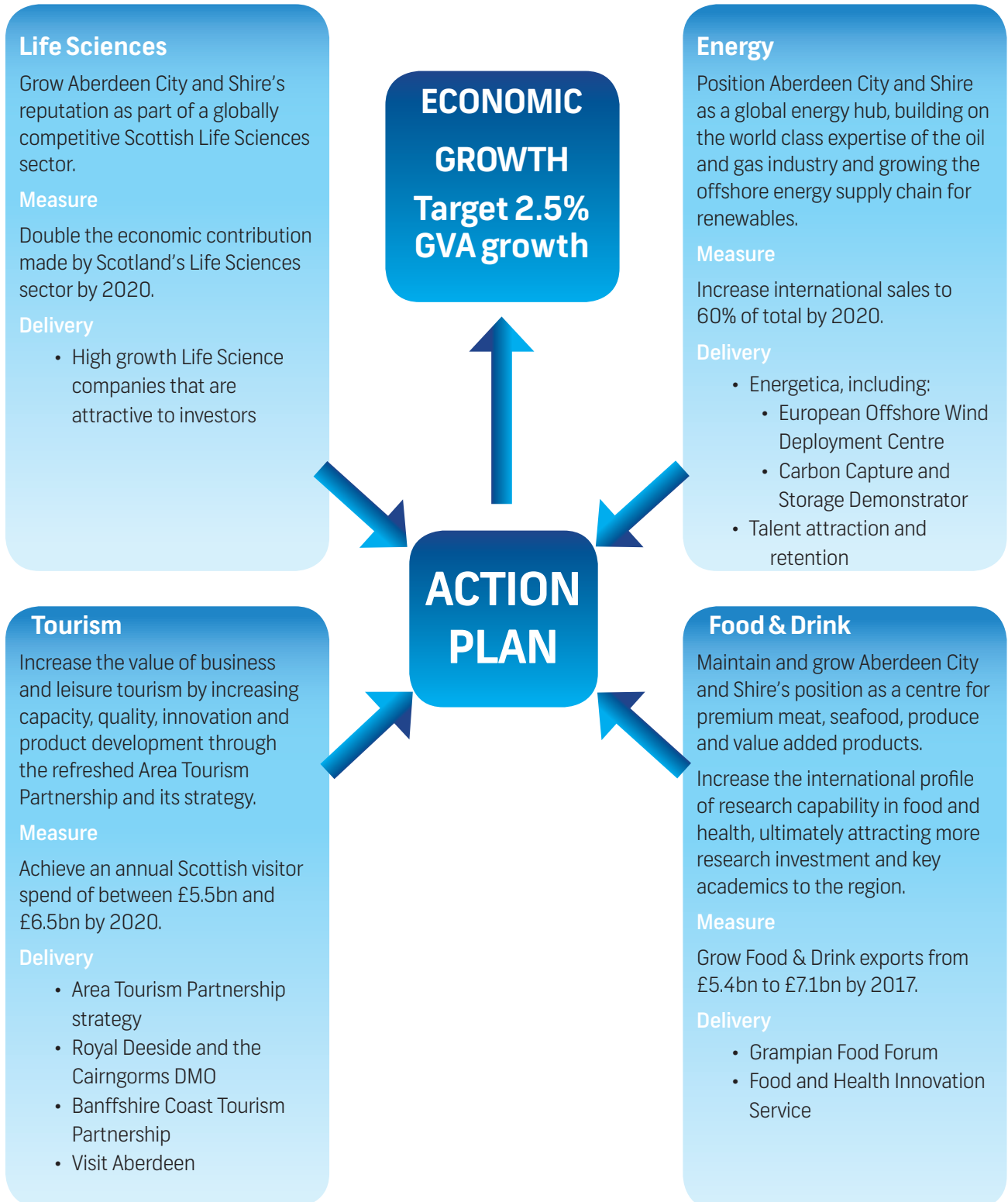
Richard Noble – Chairman, Aberdeen Inspired



# Sectors

To achieve our target level of economic growth, we will continue to work towards sustaining a vibrant business base, building on energy, and growing our other key sectors of food and drink, tourism, and life sciences. As part of ACSEF's development, work is being undertaken to explore the potential

of the creative industries to be added as a future key sector. ACSEF wants to place Aberdeen City and Shire at the heart of the Scottish Economy. Performance in our key sectors will be measured in line with national growth targets, ensuring our role in delivery of the Scottish Government's Economic Strategy.

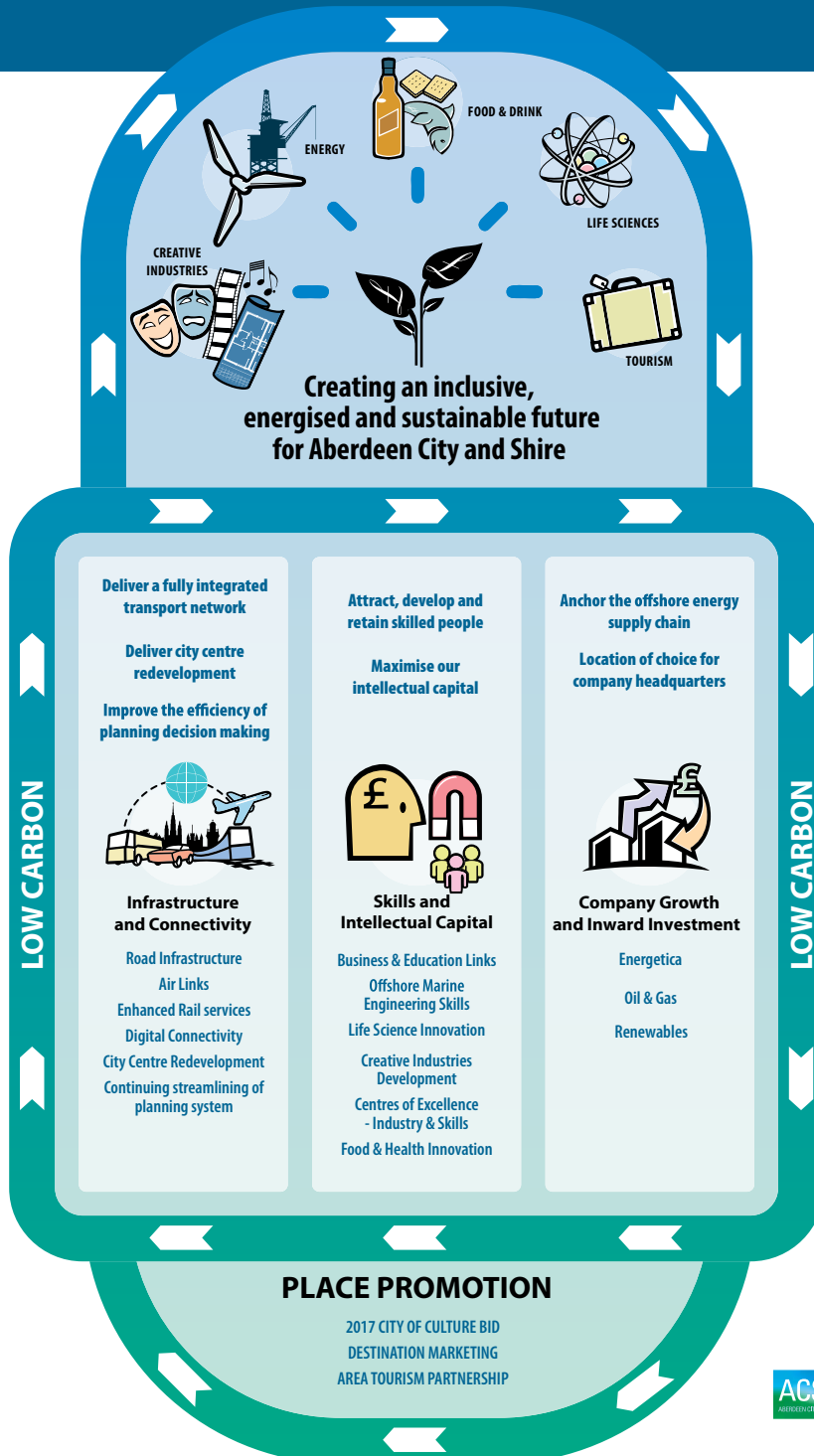


# Strategic Priorities

To achieve economic growth and an enhanced quality of life, ACSEF focuses on seven strategic priorities identified and agreed through engagement with stakeholders. These are grouped under the headings of Infrastructure &

Connectivity, Skills & Intellectual Capital, and Company Growth & Inward Investment. These priorities will drive our key sectors within a low carbon framework to ensure sustainable use of resources to provide economic growth and quality of life.

## Economic Growth & Quality of Life



# Infrastructure and Connectivity



Project Area	Action	By when
Road Infrastructure	Build the AWPR	Construction start by 2014 - completion by 2018
	A90 Balmedie to Tippetty dualling	
	A90 Park & Ride site	
	Third Don crossing	
	A96 Park and Ride site and link road to Airport	Completion by 2015
	Deliver Haudagain improvements	Completion by 2019
	Determine preferred option for potential Bridge of Dee improvements	By 2014
Air links	Ensure continued access to Heathrow from Aberdeen	Ongoing
	Improved strategic air links	Ongoing
Enhanced rail services	Increased capacity on local rail services	Ongoing
	Improved long distance rail services	Ongoing
	Kintore station plans approved	By 2016
Digital Connectivity	Build an open access fibre network	2015
	Develop and implement a rural access strategy	2015
	Deploy next generation wireless technology in City Centre	2014
City Centre Redevelopment	Deliver City Centre Improvements	2017
	Develop and implement projects, initiatives and services on behalf of residents and the business community that will directly influence the wellbeing of the city centre and its trading environment	2017
City of Culture bid 2017	Articulate the economic impacts of the City of Culture for the City and the wider region	2013
	Play a key role in the delivery of the City of Culture package	2013
	Recognise and develop the cultural profile of Aberdeen City and Shire	2014
Structure Plan requirements	Submit Proposed Strategic Development Plan to Scottish Ministers	June 2013
Continued improvement in efficiency of planning decision making	Build a greater appreciation of individual roles in the planning system	Ongoing
	Develop relationships with key agencies to ensure smooth processing of planning applications	Ongoing

Figures quoted are estimated project costs at the time of printing and include contributions from national governments and all relevant partners



*Effective and efficient movement of people, goods and data power our economy. If we wish to compete globally and be a proven world-class centre of excellence we must provide the world-class infrastructure to match.*

**Smarter. Faster.**

By whom	How much	Outcome
Transport Scotland / Aberdeen City Council / Aberdeenshire Council	£800m	Reduction in congestion, less traffic entering city centre, improved public transport, better movement of goods and people
Transport Scotland / Aberdeen City Council	£15m	Reduction in congestion at key pinch point
Nestrans / Aberdeen City Council	£tbc	Timescales for project completion determined
Nestrans	-	Ensuring landing slots at Heathrow are redirected to regions not benefitting from direct access to High Speed Rail network
Aberdeen Airport	-	Ensuring access to key global hubs and overseas markets
Transport Scotland /Nestrans	£230m	Extending national rail services to local stations and upgrading of necessary infrastructure to allow for implementation. Increase in services to and from Inverness
Transport Scotland / Nestrans	£100m	Reduction in travel time to Edinburgh and Glasgow; Ensuring direct rail link to London and access to High Speed Rail network
Transport Scotland / Nestrans	£6m	Improvement in local rail capacity
Aberdeen City Council / Aberdeenshire Council	£15m	Funding made available from Scottish Government and UK Department of Culture, Media and Sport
Aberdeenshire Council	£60m	100% Broadband coverage in Aberdeen City and Shire
Aberdeen City Council	£14m	
Aberdeen City Council	£tbc	Stimulate further city centre regeneration; Create a vibrant and modern city centre that will help to attract new business investment and retain existing businesses
Aberdeen Inspired	£4.2m	To provide a clean, safe, attractive city centre that meets the needs of residents, customers, owners, and employees. To promote Aberdeen as a desirable location to visit and to invest
ACSEF	-	Aberdeen is awarded City of Culture status for 2017
Aberdeen City Council	-	
Aberdeen City Council / Aberdeenshire Council	-	Enhanced cultural facilities and participation in cultural activities
Aberdeen City and Shire Strategic Development Planning Authority (on behalf of Aberdeen City Council and Aberdeenshire Council)	-	Retain an up-to-date strategic planning framework for Aberdeen City and Shire which ensures development in the right place at the right time with the right infrastructure
Aberdeen City Council / Aberdeenshire Council	-	A more effective and efficient planning system to support and facilitate growth
Aberdeen City Council / Aberdeenshire Council	-	

# Skills and Intellectual Capital



Project Area	Action	By when
ACSEF skills strategy	Deliver the Aberdeen City and Shire Business Enterprise programme, including: <ul style="list-style-type: none"> <li>• Building links between Business and Education (both teachers and pupils)</li> <li>• Working with Councils to develop Curriculum for Excellence</li> <li>• Generate better dialogue between educationalists and industry sectors</li> </ul>	Ongoing
	Develop approach to talent attraction and retention	Ongoing
	Develop the partnerships required to ensure our young people have versatile skills to capitalise on job opportunities and are not isolated from the job market	Ongoing
	Development of work placement scheme	2014
	Host ACSEF Youth Summits	Every two years
Centres of Excellence	Completed proposal for International Energy Centre of Excellence	2013
Maximise our intellectual capital	Alignment of priorities between ACSEF and the Region's Further Education Colleges and Universities	Ongoing
	Develop an inventory of R&D capability in Aberdeen City and Shire	2013
	Work with key companies to promote the career opportunities for STEM-based subjects	Ongoing
	Support high growth Life Science companies that are attractive to investors	Ongoing
	Continued investment in Food and Health Innovation Service	Ongoing
	Ensure technology priorities for energy sector are supported to reach the market quicker	Ongoing
	Develop a strategy for the creative industries in Aberdeen City and Shire	2014
Promotion of Aberdeen City and Shire as a place to live, work, invest and visit	Attract world leading academics to establish R&D base in Aberdeen City and Shire	Ongoing
	Continue working with career guidance officers and ensure they have information available to them to promote career opportunities	Ongoing
	Continued promotion of Quality of Life through Aberdeen City and Shire Place Promotion	Ongoing

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*The passion and potential of our people will lead to sustainable success. We must inspire our people to make the City and Shire their home, to be proud of that and to champion ever-greater success.*

**Engaging. Empowering.**

By whom	How much	Outcome
ACSEF Skills Group	-	Allow school pupils to gain an early and realistic view of the options for their future careers thus being able to make informed choices Experience the education they need to allow them to follow their career aspirations Apply themselves to their learning with more purpose as it is aligned to their aspirations and real job opportunities
ACSEF	-	Fully understand the opportunities in the local economy and be encouraged to remain in the region
ACSEF	-	Significantly increase interaction between teachers, further education and business
Skills Development Scotland	-	No one is isolated from the job market in Aberdeen City and Shire Attracting globally mobile talent to Aberdeen City and Shire
ACSEF	£10,000	Ensuring a vehicle for the next generation to shape and understand the future needs of the economy
ACSEF	-	An integrated system of skills development from the public and private sector - which when packaged together helps cement Aberdeen City and Shire's reputation as a Global Energy Hub, and Scotland's position as an international Centre of Excellence in energy skills
ACSEF / Aberdeen College / Banff & Buchan College / University of Aberdeen / Robert Gordon University	-	Clear links between the role of Further and Higher Education in shaping and supporting the ACSEF agenda, and vice versa
ACSEF / University of Aberdeen / Robert Gordon University	-	Provide an overview on the strengths of intellectual capital in the region to support Place Promotion and recognition of the region's strengths in R&D and the knowledge economy
ACSEF	-	Ensuring legacy of the 2012 British Science Festival
Scottish Enterprise	-	Ensure scenario planning is in place to allow ACSEF to develop pipeline of projects and its vision post-2030
Scottish Enterprise	£4.9m	Grow company numbers and revenues
Scottish Enterprise	-	Anchor key businesses
ACSEF	-	Aberdeen City and Shire recognised globally for its development of intellectual capital
University of Aberdeen / Robert Gordon University	-	Colleges and Universities have access to promotional information to support their marketing activities, assisting in the attraction and retention of the brightest minds and necessary skills to Aberdeen City and Shire
ACSEF	-	
ACSEF	-	

# Company Growth and Inward Investment



Project Area	Action	By when
<b>Continue to deliver the Energetica masterplan</b>	Delivery of European Offshore Wind Deployment Centre (EOWDC)	Construction start by 2014 – completion by 2018
	Floating Ocean Lab in Operation	By 2014
	Opening of Energetica Industry Park in Peterhead	By 2014
	Delivery of the Peterhead Energy Hub	By 2014
	Completion of Energetica coastal paths network	By 2014
	Expansion of Aberdeen Innovation and Energy Parks	By 2017
	Master / strategic development planning – Peterhead, Ellon, Supercampus Bridge of Don and Airport Development Zone	Ongoing / 2014
	Berryhill Low Carbon Tech Park – phase 1	By 2016
	Supply Chain Development – Subsea, Renewables – O&M, Decommissioning and Hydrogen	Ongoing
	Energetica Placemaking Communities	Ongoing
<b>Anchor the offshore energy supply chain</b>	Delivery of the Oil and Gas Industry Leadership Group strategy	To 2018
	Increase exports from the oil and gas sector, targeting new opportunities in key markets	Ongoing
<b>Development of opportunities for oil and gas supply chain to enter offshore wind sector / all energy sectors</b>	Support proposals for Peterhead Carbon Capture and Storage (CCS) demonstrator project	2013
	Develop necessary requirements for offshore wind Operations and Maintenance facilities in Aberdeen City and Shire	2013
	Programme of marine renewables supply chain awareness events and publications	Ongoing
<b>Ongoing sector and business support</b>	Continue support to companies which have long term growth potential or are significant employers in a particular sector where growth is anticipated	Ongoing
	Increase the size of Scottish Enterprise's account management portfolio	Ongoing
	Develop opportunities for increasing the value of our low carbon sector	Ongoing
	Ensure companies with growth potential - including Social Enterprises - are referred to the growth pipeline and enter the SE Account Management portfolio	Ongoing
<b>Inward investment</b>	Help to facilitate supply chain access to Foreign Direct Investment	Ongoing
	Use of Place Promotion to assist in development of material for marketing Aberdeen City and Shire	Ongoing
<b>Promotion of Aberdeen City and Shire as a place to live, work, invest and visit</b>	Enhancement of the North East of Scotland's strategic profile to assist businesses plan and co-ordinate trade activity	Ongoing
	Development of Visit Aberdeen Destination Marketing Organisation to complement the Royal Deeside and Cairngorms, and Banffshire Coast DMOs	Ongoing
	Continue development of Westhill as a Global Subsea Centre of Excellence	Ongoing
	Development of funding package and delivery mechanisms to support delivery of ACSEF action plan	Ongoing

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*We can be the best place to live and work in the UK. We must look outwards and recognise and invest in the things that make the difference to peoples' professional and personal quality of life.*

***Inspiring. Rewarding.***

By whom	How much	Outcome
Aberdeen Renewable Energy Group / Vattenfall supported by Technip	£230m	EOWDC fully operational
Scottish Enterprise	£4m	Serviced employment land in Peterhead for Energy Sector
Peterhead Port Authority	£34m	Delivery of Smith Embankment to facilitate Peterhead's aspirations as an Energy Hub
Aberdeenshire Council / Scottish Enterprise	£2m	The first phase of developing the long term leisure offer
Scottish Enterprise / Buccleuch Property	£23m	Increase in Energy & Technology R&D Cluster
All Partners	-	Strategic and optimal development for Gateways and Heart of Energetica
Generate Land	£15m	Fully developed site – Exemplar of low carbon build and servicing
All Partners	-	Increase in the numbers of companies working in these sectors
Various Developers	-	New, highly attractive, sustainable communities - quality design, planning and building performance
Oil and Gas Industry Leadership Group	-	The oil and gas industry builds on its reputation to become an even more integral part of the Scottish economy and attains an even greater Global profile
Scottish Development International	-	Increase in international sales and turnover growth for Aberdeen City and Shire companies
ACSEF	-	Peterhead CCS project receives UK Government funding
Aberdeen City Council / Aberdeenshire Council / Scottish Enterprise	-	Oil and gas supply chain has support and infrastructure required to enter offshore wind O&M market
ACSEF / Aberdeen Renewable Energy Group	-	Supply chain has awareness on progress of all-energy projects to ensure knowledge of opportunities
Scottish Enterprise	-	Support to company growth through supply chain development and existing initiatives
Scottish Enterprise	-	Increase in companies being provided support due to more prospecting activity and strengthened specialist resource
Scottish Enterprise	-	Companies are committed to carbon reduction and wider sustainability goals
Business Gateway / Scottish Enterprise	-	Raised ambition for companies of all sizes in all sectors, allowing for increased impact on economy
Scottish Development International	-	Increased investment in Aberdeen City and Shire ultimately leading to job creation and economic growth
ACSEF	-	Promotion of quality of life in Aberdeen City and Shire throughout the world
North East of Scotland Trade Group	-	The North East is highlighted as a first choice location to do business, and as an even better place in which to live, work, invest and visit
Aberdeen City Council / Aberdeenshire Council / VisitScotland	-	Support the economic promotion of Aberdeen locally, nationally and internationally, promoting all aspects of life, wherever the city is represented
Aberdeenshire Council	-	Westhill is recognised as the premier subsea destination in the world
ACSEF	-	Funding streams are available to support economic development in Aberdeen City and Shire

# Funding

ACSEF has an ambitious vision for the area to become one of the most robust and resilient economies in Europe - one of opportunity, enterprise, quality and inventiveness that will attract and retain world-class talent within the context of its vision which aims to ensure a high quality of life, and sustainable economic growth within the City & Shire region.

Currently, core funding to ACSEF is provided by Aberdeen City Council, Aberdeenshire Council and Scottish Enterprise, with additional funds being accessed on a project by project basis to progress the Action Plan.

Against the background of public sector spending pressures, constrained budgets and a generic challenge of 'doing more for less', delivery challenges particularly with reference to infrastructure funding, remain. This message has a particular resonance in the North East, where the provision of adequate and effective infrastructure has been highlighted as a key issue in terms of ensuring that Aberdeen City and Shire remain an attractive choice for companies and investment, with a particular emphasis upon connectivity and access to markets.

Over the next three to four years, £700million of capital investment in the region's infrastructure is planned between both Councils, in addition to other funding by public sector partners on projects to deliver economic growth.

***"The North East suffers from poor roads infrastructure resulting in uncompetitive journey times so confirmation of the go ahead for the AWPR is excellent news for both the transport industry and its customers as it will help address the extra costs of journeys arising from congestion in and around Aberdeen."***

Robert Howie – Managing Director,  
R A Howie (Sauchen) Ltd

For example, Aberdeenshire Council have allocated £18million towards the deployment of Broadband infrastructure across the Council area, which will be part of a wider investment in Broadband across the whole region by both Councils.

Several funding mechanisms are being investigated by the ACSEF partners that would leverage in private sector funds. This would complement existing public sector resources and so increase opportunity and accelerate delivery of key infrastructure projects.

Amongst these is the Aberdeen Western Peripheral Route (AWPR), a partnership project between Scottish Ministers, Aberdeen City Council and Aberdeenshire Council which will be delivered utilising the Non-Profit Distributing (NPD) model<sup>1</sup> of revenue funding for infrastructure projects which will be delivered, in a combined NPD contract, with the A90 Balmedie-Tipperty Dualling Improvement Project. Both transportation infrastructure schemes will deliver improved safety, better connections and more reliable journey times for businesses, residents and visitors to the North East and the Energetica corridor.

In Aberdeen city centre, the Aberdeen Business Improvement District (BID), utilising the 1% additional levy on non-domestic business rates agreed to in a statutory ballot of businesses within the BID in August 2011, is delivering a range of additional services and benefits as part of its 5 year/£3.6M programme of investment to the city centre business community.

Whilst the Aberdeen City and Shire economy has proved itself resilient despite the challenges faced by the global economy, investment in the fundamental underpinning infrastructure of the region will contribute significantly to supporting economic growth and quality of life. These investments need to be from both the public and private sector to maximise this opportunity.

<sup>1</sup> The NPD model was developed and introduced as an alternative to, and has since superseded, the traditional Private Finance Initiative ("PFI") model in Scotland. The NPD model aims to eliminate uncapped equity returns and limit these returns to a reasonable rate set through competition. NB The NPD model is not a "not for profit" model – contractors and lenders are expected to earn a normal market rate of return.

# Monitoring and Delivery

ACSEF wants Aberdeen City and Shire to be at the heart of a successful Scottish economy. One that can boast a thriving global energy hub that supports and creates high quality jobs, attracts highly skilled people, tourists and inward investment because of its international reputation, excellent infrastructure and world-renowned environment.

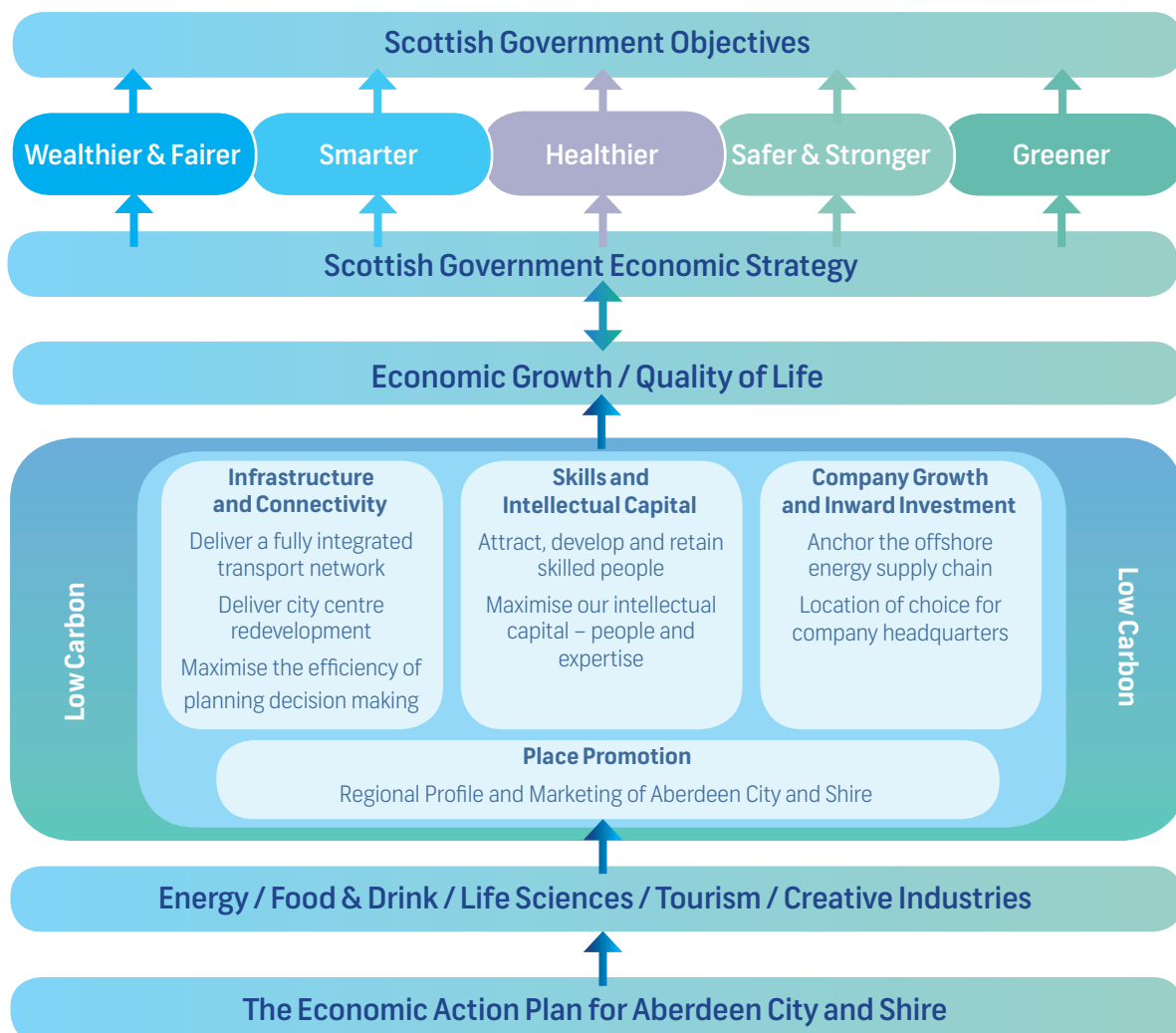
Whilst the actions contained within this plan are specific to Aberdeen City and Shire, we have ensured that it aligns closely with the strategic objectives of the Scottish Government of ensuring sustainable economic growth within a low carbon framework.

Each of ACSEF's project areas are delivered against an agreed plan which are monitored and evaluated throughout the lifespan of the project. Regular updates are provided to the relevant committees with responsibility for economic development within Aberdeen City and Aberdeenshire Councils.

Each project area is assigned a Champion from the ACSEF Board, along with a lead from the Management Team. Their role is to ensure progress on the actions with each priority area in line with the agreed plans and report to the Board on any issues.

ACSEF will continue with its programme of engagement through events such as our Economic and Youth Summits, Chamber of Commerce Business Breakfasts, representation on the City and Shire Community Planning Partnerships, and other specific workshops and briefings with stakeholders.

This action plan seeks to deliver the vision for 2025. However, work will now begin in tandem to ensure that we are also planning for the requirements beyond 2025 to ensure the longer-term growth and sustainability of the local economy.



## ACSEF Board members (at December 2012)

Tom Smith – Chair of ACSEF  
Dave Blackwood – Senior Advisor, Evercore  
Andrew Booth – Director, The Store  
Claire Bruce – Owner, Glen Tanar Estate  
Melfort Campbell – Chairman, Imes Group  
Alfie Cheyne – Chief Executive, ACE Winches  
Ron Cookson – Senior Vice President, Technip Offshore Wind Ltd  
Councillor Barney Crockett – Leader, Aberdeen City Council  
Colin Crosby – Consultant, Brewin Dolphin  
Councillor Jim Gifford – Leader, Aberdeenshire Council  
Russel Griggs – Scottish Enterprise Board member  
Professor Stephen D Logan – Senior Vice-Principal, University of Aberdeen  
John Michie – Partner, Charles Michie Chemists  
Stewart Milne – Chairman & Chief Executive, Stewart Milne Group  
Derek Provan – Managing Director, Aberdeen Airport  
Mike Salter – Chairman, Scottish Chambers of Commerce  
Rob Wallen – Principal, Aberdeen College

## ACSEF Management Team (at December 2012)

Gordon McIntosh (Chair) – Director, Enterprise, Planning & Infrastructure, Aberdeen City Council  
Shona Anderson – Regional Director, VisitScotland  
Stephen Archer – Director, Infrastructure Services, Aberdeenshire Council  
Robert Collier – Chief Executive, Aberdeen & Grampian Chamber of Commerce  
Jeanette Forbes – Managing Director, PCL Group  
Maggie McGinlay – Regional Director, Scottish Enterprise  
Derick Murray – Director, Nestrans  
Anthony Standing – Head of Regional Operations North, Skills Development Scotland



Visit the ACSEF website – [www.acsef.co.uk](http://www.acsef.co.uk)

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