

## Appendix 2 Economic Development Strategy Consultation Response Table

Question	Response Received	Comments	Recommended Action
<b>3.7 Where are we going? (5-10 year direction of travel)</b> <b>General Considerations</b>			
<b>1. Do you think we have captured the key drivers of local economic growth in this section?</b>	<p>In the main. Comments: 1) Ring-fencing of Rates Retention is encouraging - a panel, with strong private sector presence, could be set up to devise best schemes/ideas for investment of this money.</p> <p>2) We can't understand the link made between Affordable Housing (i.e. provision through S106 to people on the Common Housing register) and business growth. Employees in private sector companies require housing that is within their budget; typically they will neither qualify for nor seek Affordable Housing from a Registered Social Landlord (RSL). The Council should encourage innovation from the private sector (not just RSLs).</p>	The term affordable housing is being used in the widest context rather than social/shared ownership schemes (hence no capitalization)	
	<p>Not fully!</p> <p>1.First paragraph of the section states; "We will need to recognize the importance of a strong economy while also managing growth in the district in a way that does not undermine the area's quality of life." Should it state;"We <del>will need to</del> recognise the importance of a strong economy while also managing growth in the district in a way that does not undermine the area's quality of life."</p> <p>WBDC has identified the need to encourage SME creation, growth &amp; retention, but not just in Newbury! While the likes of Bayer and Vodafone should be encouraged to remain where they are and supported, other businesses in the district should also be encouraged to remain &amp; some thought in developing science parks around strategic location, such as Aldermaston and Burghfield for example with relation to Engineering with AWE.</p> <p>3..With regard to the agricultural heritage of the District, has any thinking been done to how the District could link up with Reading University &amp; become a Centre of Excellence so generating more employment &amp; creating another, diverse, industry thus bringing balance to the economy?</p>	<p>Agree</p> <p>Noted</p> <p>Noted for consideration</p>	<p>Update document</p> <p>No change required</p> <p>No change required</p>

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<b>1. Do you think we have captured the key drivers of local economic growth in this section?</b>	In general, yes. The paragraph on skills is good, but could place greater emphasis on preparing people for self-employment. What would be useful is an analysis of employed people by sector in West Berkshire, especially if it could be modelled over time. This would highlight the sectors that employ most people, and those that are growing fastest. In addition, a brief analysis of current job vacancies should be compared with this to provide a glimpse into the near future. Additional intelligence, such as businesses with planning permission for new premises, would help to highlight sectors with the most growth potential.	At present we do not have data available that would enable a breakdown by sector. Job vacancy information ceased to be provided via NOMIS in November 2012	A business case for investing in an LMI <sup>1</sup> system is being put together that will provide the required evidence.  Jobcentre Plus has been approached to see if we can start to capture vacancy data again.
	Yes although it may have understated the significance of SMEs in helping the economy grow. Added to this, the training needs of SMEs should be addressed as a priority.	Noted	Develop addressing the specific training needs of SMEs into delivery plan
<b>2. Are there any additional drivers or factors that should be considered?</b>	In addition to tourism and retail, a major focus on exploiting the presence of hi-tech businesses (e.g. Vodafone, Bayer, AWE, Microfocus, Stryker) and green infrastructure/technologies.	Comments noted	Add in reference to build on hi-tech opportunities
	First, there is no breakdown of the TYPES of industry that currently exist in West Berkshire, using Central Government categories (to be consistent). Without this, this strategy paper adds little value or evidence to back it up and becomes meaningless. Once this analysis has been carried out and provided as part of this strategy, then the correct drivers can be seen.	Agree. At this time, we do not have a data system that provides this LMI.	Update document when local data becomes available.

<sup>1</sup> Local Market Intelligence

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<b>2. Are there any additional drivers or factors that should be considered?</b>	<p>Section 3.7 tends to focus on the issues from the perspective of businesses. It might be useful to also look at things from the perspective of people. Anecdotal evidence suggests that people change jobs and indeed careers more frequently than before. Factors identified in the strategy such as the ageing population mean that there are more older people in the job market.</p> <p>An analysis of where in West Berkshire jobs are located and where self-employed people live would paint an interesting picture, especially if it could be compared with data on age. The population is aging more quickly in rural West Berkshire than in urban West Berkshire. A higher proportion of people in rural West Berkshire are self-employed (12.3%) than in urban West Berkshire (8.4%). This may be related to the fact that 49% of people in rural West Berkshire live more than 10km from a job centre, which could indicate distance from job opportunities is an incentive to enterprise. The average across rural England is only 30%.</p> <p>The factors above suggest that supporting older people in rural areas to work for themselves could have a meaningful impact on the economy of the area, and should be reflected in the strategy. Also, I could see no mention of the voluntary sector as employers, or of the potential for the voluntary sector to support business development, such as through mentoring.</p>	Agree. At this time, we do not have a data system that provides this level of detail and overlay.	<p>Work on establishing Rural Enterprise Clubs is about to start.</p> <p>No major change to document at this time but will include the voluntary sector's potential to support new business through mentoring schemes.</p>
	Changes in demographics amongst the younger working age population.	Noted	No change to document required

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<b>3. What do you think our key priorities should be for the next 5 years?</b>	1. Retention and expansion of incumbent businesses, especially major brands/employers. 2. Devise incentives for new businesses. 3. Introduce flexibility and "can do" attitude in the Planning system (i.e. per the cut and thrust of NPPF). 4. Create an environment where private sector can bring forward ideas and be positively received and have a decent chance of obtaining a return on investment. Willingness to invest/ actual investment by private sector should be recognised in the Council's approach to economic expansion. 5. Public recognition of good ideas by private sector/private individuals to encourage more to come forward. Councillors to be accessible to engage in the process of innovation - e.g. a portfolio member responsible for innovation in commerce. 6. Encourage commercial innovation in provision of private housing (in part through flexibility in the planning system). 7. Encourage innovation in "green" industries. 8. Establish an economic expansion forum comprising mainly representatives from private sector (SMEs and large companies), BID and education providers.	The essence of these comments are captured in the draft strategic priorities	Can include some of the ideas in the delivery plan.
	Ensuring that the locations identified for industrial use are in the appropriate locations and available in a timely manner. To provide for further education and training for the whole community, young and old.	Noted	No change required
	Encourage existing businesses to take on new staff from local area. Support this by facilitating local advertising for jobs & providing an alternative to the exceedingly expensive recruitment advertising services offered by local & national press. Provide an information, advice & guidance service on setting up a small business or becoming self-employed. This is particularly important in rural areas where opportunities for employment are lower. Ensure these services are taken out into rural communities proactively & are sensitive to the needs of local people. This should be seen as a key component of the skills development element of the strategy and would complement the excellent services available in the more urban areas, particularly Newbury & Calcot. There is no doubting the value of networking opportunities in helping people to establish or expand their business. Understand where networking opportunities exist, encourage the establishment of new networks where there are gaps, & use these networks as a route to providing the support described above.	IAG on setting up a business is currently delivered on a 1-2-1 basis through WBC.  Work on identifying skills gaps and barriers to local employment is due to start in Autumn 2013.	IAG to be further developed through establishment of Enterprise Clubs (see action plan)  No changes to document at this time.

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<b>3. What do you think our key priorities should be for the next 5 years?</b>	Growth in the local economy. Skills, especially addressing the needs of the post 16 year old individuals from deprived areas of West Berkshire who do not achieve level 2 qualifications by age 16.	Noted-these issues will be addressed under the identified economic objectives and specific actions and initiatives developed to achieve them	No change to document
<b>Appendix 2 SWOT analysis. We have identified key issues and opportunities in this section. (Issues and Opportunities for the local economy)4. What specific economic issues do you think the town centres of West Berkshire need to address?</b>	Centres of education and training need to be more mobile to cover both young and old who wish to access further education and training. Schools and Colleges could be encouraged to offer courses outside the usual Monday to Friday and embark on evenings and weekend training courses in the rural locations in the district. West Berkshire DC needs to re-evaluate where it is prepared to allow where it locate Business / Science Parks to be able to support these industries new and old and NOT just centred around Newbury.	Noted	No change required but idea of mobile education centres to be feedback to relevant training providers and as an idea for City Deal initiative.
	The many opportunities already identified in the SWOT analysis.	Noted	No action
	Historical lack of commitment to economic growth, which hopefully is being addressed.	This is indeed being addressed	No action
	Access to town centre areas for people from outlying communities Traffic, parking, the availability and best use of public transport Whether promoting the urban centres is detrimental to the rural village centres	Noted	No action

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<b>5. Do you agree with the key issues and opportunities that have been highlighted? Please add any comments and additional areas that you would like to be considered.</b>	<p>Strengths:</p> <ol style="list-style-type: none"> <li>1. Has the relationship between the LA and business community been tested - i.e. is there evidence of positive and strong relationships?</li> <li>2. Dependency on one sector might be questionable (hi-tech).</li> <li>3. Additional strengths: a) trunk road/motorway infrastructure. b) Modern retail offer. c) diversity/quality of leisure and cultural facilities</li> </ol> <p>Weaknesses:</p> <p>Affordable homes need more examination. One wonders what evidence has been relied on. It might be better expressed as "relative high price of housing". This said prices in West Berks compare well with other centres across the south east.</p> <p>Opportunities: 1. Exploit the presence of major brand hi-tech brands (e.g. encourages affiliated businesses and promote as a great location for other similar large organisations and educational centre/public visitor experience).</p> <p>2. Green technologies and infrastructure (links also to existing major brand employers).</p>	These comments are noted	Update SWOT with relevant comments
	<p>We do not agree key issues and opportunities that have been highlighted.</p> <p>The Key issues and opportunities identified in section 3.6 are non-existent! This section should be split into two and improved!</p> <p>Paragraph one of the section places West Berkshire geographically, all well and good, but doesn't clearly state this as an issue or an opportunity. Either remove it or title it as "location". Is paragraph two an issue or an opportunity, in WBDC view? Again, not clear!</p> <p>Paragraphs 3 through to 7 i.e. the rest of the section, only identifies two Key Issues; Housing and skills and they are not explored in any great detail! No opportunities are identified in any meaningful way – very poor.</p>	Comments noted	Aim to improve section 3.6 and following paragraphs
	Broadly, yes	Noted	No action needed.

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<b>5. Do you agree with the key issues and opportunities that have been highlighted? Please add any comments and additional areas that you would like to be considered.</b>	Yes. The importance of raising skills levels and providing employment cannot be underestimated as key issues in economic growth	Noted	No action needed
	p20 - 4.2.1.d – we understand that schools are reducing work placements – that should be added as a weakness to be addressed. How can we get them on the increase again?	Noted	Add as a threat/weakness
	<p>p42 – Strengths – we are not convinced that there is any reason to mention Portsmouth and Bristol, while we do think Basingstoke and Winchester should be added</p> <p>Weaknesses – some potential additions have been identified above – also wonder whether these should added:</p> <ul style="list-style-type: none"> <li>- an aging population</li> <li>- A weak Local Strategic Partnership (what does it actually deliver?)</li> <li>- business apathy (e.g. retail not joining in with initiatives to assist them)</li> <li>- Over expectation of some business – marketing is someone else's job?</li> <li>- crucial decisions made in private with little consultation by Newbury Town Centre Task Group</li> </ul> <p>p43 - Threats – very brave to include the last two re the Local Authority, but unfortunately they are real – so are actually weaknesses rather than threats. Add lack of coherent management of tourism / heritage aspects. Employment item should be “Lack of employment...”</p>	Noted	<p>Add Basingstoke and Winchester and remove Portsmouth and Bristol</p> <p>Will include some of the suggestions</p>

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<b>6. What are the particular needs and roles of rural centres that need to be considered in this Strategy?</b>	Many communities don't provide local businesses & services with sufficient patronage to make them economically viable. Leads to closure of shops & pubs, & reductions in availability of public transport services. Many e.g.s of excellent community-led solutions to this, e.g. the community shop in Hampstead Norreys. The 'Use it or lose it' message could be combined with case studies showing what can be done when communities get behind their local businesses & services. Many good e.g.s available, through initiatives such as the South East Rural Towns Partnership programme & from the Vibrant Villages programme funded by WBC & Greenham Common Trust. Needs should continue to be assessed using community-led planning process. With guidance, communities consulting on their plans could provide specific focus on how to support existing services & replace those that have been lost, as long as there is sufficient support from the wider community. Outreach work in community venues such as village halls should be promoted & encouraged by all agencies involved with implementing the strategy. It is not good enough to focus investment & interventions in urban centres & expect people from rural areas to travel in order to access them.	Noted	No change needed.
	Transport needs. Tourism roles.	Noted	Consider specific initiatives for the delivery plan



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<p>Based on our identified priorities, the Vision states that <i>“West Berkshire Council will work with partners and stakeholders to maintain a high level of strong and resilient economic prosperity, providing an environment that creates opportunities for business growth that make a real difference to all people's lives, with businesses that start, stay and develop in the area.”</i> (Our Economic Vision)</p> <p>7. Please make any comments you may have on this statement</p>	We agree with the Vision statement as defined.	Noted	No change
	West Berkshire Council will work proactively and openly with partners and stakeholders to maintain strong and resilient economic prosperity, providing an environment that creates opportunities for business growth that make a real difference to all people's lives, with businesses that start, stay and develop in the area.	Improvement to proposed Vision statement	Propose to use as new Vision statement
	The “Draft Local Economic Development Strategy for West Berkshire 2013-2018” in its current form does not support this vision. A lot more work needs to be carried out in terms of business analysis and understanding is required.	Do not agree that the Strategy does not support the Vision statement. Business analysis is required but we do not have this intelligence available	No change to be made at this time.

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<b>6.1 Performance Monitoring and Measuring</b> <b>In the consultation document, we have set out a number of key performance measures of the local economy. (Performance Monitoring and Measuring)</b> <b>8. Are any of these irrelevant and why?</b>	<p>First section of the matrices only looks at the high level statistics and not the more contextual indicators of what skill sets/qualifications individuals have attained and how they are matching to the requirements of business. So this is a misleading measurement of performance.</p> <p>The second section also misses the measurement of the types of industries in the District that are starting up/staying/failing. This would link back to the education and training that industry requires and the support WBDC should be looking to offer.</p>	<p>This more detailed information is not available so we would be unable to measure. Work is being undertaken with the business community and training providers to try and identify specific skills gaps in West Berkshire.</p>	<p>No changes to be made at this time.</p>
	No	Noted	No change required
	They are not irrelevant but they do not necessarily support economic growth.	Noted but needed to choose measures that we can monitor	No action but see below under q. 9
	we guess that any set of measures could be defined – whatever they must be easy to calculate, while being realistic measures. Would be useful to map the measures against the 5 objectives and define additional measures where there aren't enough, or reduce where there are too many	Noted	No action as measures had to be based on areas where we could effectively monitor.

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<b>9. Are there any additional measures we should consider and why?</b>	1. Coach visitors - number and expenditure; 2. Boat based visitors - ditto; 3. Business satisfaction rating (requires annual survey).	At the moment it may be difficult to collate the boat and coach figures but an Annual Business Survey could be considered	Add Annual Business Satisfaction Survey to Delivery Plan
	Measurement of the types of industries in the District that are starting up/staying/failing. This would link back to the education and training that industry requires and the support WBDC should be looking to offer.	More detailed information is not available so we cannot measure. Work is being undertaken with the business community & training providers to try & identify specific local skills gaps.	No changes to be made at this time.
	I think it would be useful to measure the number of VAT-registered businesses in bands of paid employees, such as 0-4, 5-9, 10-19 and 20+. It would also be useful to see this split between rural and urban areas.	This more detailed information is not available so we would be unable to measure at this time but this is something we are hoping to address in terms of data provision.	Noted for future inclusion when data available.
	Household income Employment of working age population Adult skills levels	Comments noted	If this data is readily available, will build into the measuring and monitoring section.
<b>10. What would “success” look like using your proposed measures?</b>	An increase of X% per annum.	Comment noted but see above	No action
	A well balanced stable, growing SME industrial base with a well educated and trained work force of all ages. While supporting Global Corporates that are established, while looking to encourage more of them in a controlled manner to locate to West Berkshire.	Comments noted	No action

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<b>10. What would “success” look like using your proposed measures?</b>	An increase in the average size of VAT-registered businesses as well as in the overall number of VAT-registered businesses is a useful metric of economic growth.	This more detailed information is not available so we can’t measure at this time. This is something we are hoping to address in terms of data provision.	Noted for future inclusion when data available.
	Increased household income Increasing jobs Improved adult skills levels	Comments noted	Will build in if data readily available

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<p><b><i>Delivery Partners diagram and Appendix 3 Key Partners and Stakeholders</i></b></p> <p>Whilst this is a Council owned document, we have identified a number of key partners and stakeholders to assist in the delivery of the Economic Development Strategy. (Delivery Partners)</p> <p><b>11. What other organisations, if any, need to be included?</b></p>	Funding Agencies	Noted	Add to Delivery Partners diagram
	<p>p8 refers to TVBLEP and SEP being key partners, but there is no mention of the West Berkshire Partnership – which should surely be the key West Berkshire body involved? Or is there another key West Berkshire specific body to be identified here?</p> <p>p44 – Appendix 3 - We could not identify any additions needed. We suggest that Appendix 3 is extended, to provide a one line description of what each of the partners actually do plus a brief summary of what parts of the strategy they could contribute to. The whole document is flawed by an assumed knowledge of this, particularly in the key players such as the TVBLEP and the SEP.</p>	<p>The SEP is the relevant partnership of the West Berkshire Partnership and reports into this body on an annual basis.</p> <p>Noted</p>	<p>No change required</p> <p>This will be enhanced over time</p>
	Has WBDC not considered liaising with the British Camber of Commerce as well, not just local commercial chambers and federations?	Noted	No change to document required

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<b>12. Why?</b>	Their funds will enable some of the developments needed to take place.	Agree	No change to document required
	Gives a broader and in-depth view of business views and thoughts that would be beneficial to strategic thinking if WBDC wants to compete in the Global picture	Noted	No change to document required

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<b>12. Why?</b>	CCB has very strong links with communities in West Berkshire. CCB is the leading agency involved with supporting community-led planning groups, supporting village halls, and advising town and parish councils. This puts CCB in a strong position to lead on developing and implementing community-led solutions to understanding the potential for developing the rural economy and involving communities in making this happen. CCB employs a Rural Affordable Housing Enabler, whose work helps define the need for affordable housing for people with local connections and helps facilitate small-scale developments of affordable housing in rural communities. CCB is also the largest voluntary sector provider of informal adult learning in West Berkshire, second only to Newbury College. This gives CCB the potential to lead a programme of outreach skills development and networking opportunities aimed at supporting people into enterprise and self-employment, with delivery taking place in rural areas. CCB is one of two rural specialist organisations supporting the Thames Valley Berkshire LEP in developing an EU Structural & Investment Funds Investment Strategy. Also, CCB is part of the ACRE Network: the national network of Rural Community Councils. ACRE is working with the Oxford Consultants for Social Inclusion to produce a set of unique reports based on key datasets. New reports are being produced using the latest census data and other datasets, one of which will focus on the rural economy in West Berkshire.	Agree	Add to Appendix 2
<b>13. What can you and/or your organisation contribute to delivering the objectives and the Economic Vision?</b>	1. Insight to housing need and delivery options; 2. Insight to planning regime and regeneration; 3. Relevant innovative ideas (has have been supplied in the past); 4. Participation in monitoring success; 5. Participation in Economic Expansion forum; 6. Investment; 7. Mentoring	Comments noted and contribution to delivery noted	No action (until required to deliver initiatives in plan)



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<b>13. What can you and/or your organisation contribute to delivering the objectives and the Economic Vision?</b>	We are willing to discuss our ideas further with WBDC to help this strategy succeed.	Noted	No change to document required
	Skills training and education Progression Address low skills levels Support employer training needs	Noted	No change to document required
	for info only, a selection of things that Newbury Town Council do as a contribution to Economic Development: <ul style="list-style-type: none"> <li>• Newbury BID levy and representation on the BID</li> <li>• Xmas light contribution to BID</li> <li>• Toilet contribution to District Council</li> <li>• Running of local markets</li> <li>• Organisation of events to attract footfall</li> <li>• Provision of floral displays, seating, bins</li> <li>• Provision of town maps and other promotional materials</li> <li>• Engagement in Neighbourhood Action Groups</li> <li>• Provision of a venue for the weekly job club</li> <li>• A policy to buy locally wherever possible</li> </ul> all of which add to vibrancy and vitality of Newbury. Though parishes tend to work at “nice to have” rather than “strategic” level in economic support.	Noted	No change to document required

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<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	<p>Last para. on p7 says document has been informed by various documents / bodies – we believe the various VISION projects should be mentioned here (Newbury, Hungerford, Thatcham, others?) – and possibly Parish Plans?</p>	<p>The Newbury Vision is in draft format at this stage which is likely to be the most aligned to the EDS. The economic section of the Vision mirrors the EDS. Not aware of too much economic detail in other Visions</p>	<p>Do not include as the EDS has informed the Newbury Vision and not the other way around.</p>
	<p>Overall a good quality document; commitment to economic development/expansion is encouraging.</p>	<p>No comment</p>	<p>No action</p>
	<p>The strategy is far too long, often repetitive and provides no clear objectives on which its success can be measured. It provides a range of national data (NEETS refer, but there are many) but has very little data about business mix and skills mix in the West Berkshire area. Without such local information to provide a baseline on which change and success can be measured, there will be little buy in from local businesses. It is highly repetitive and at 47 pages is far too long – Council officers need to learn that often “less is more” in providing a vision for the future of a service or an aspect of the District’s well being. Whilst Vodafone may have a group of Policy Officers that may relate to such a document, the vast number of SME’s in West Berkshire would never read through to the end of every turgid page of this document.</p> <p>The Strategy provides a “what” the District is – although it draws too many local assumptions from national positions - what it doesn’t do is provide any sense of “how” it will deliver on its vision.</p>	<p>The document is very detailed but there is a high level summary document that can be published alongside, highlighting key priorities and objectives that will be published for the business community.</p>	<p>Publish High level summary document as well.</p>

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<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	<p>The vision of the strategy is unclear. We should be describing what the industry and commerce in West Berkshire will look like in ten years time. If we have a large mix of technology skills, for instance – perhaps within the Telco sector – then we should consider whether that would be a growth industry for the District over time. But little clear direction is given – perhaps because we simply haven't acquired the data to support such analysis and we have therefore satisfied ourselves to talk in very broad generic terms. That has resulted in the most general of papers.</p>	<p>Without robust economic intelligence it is impossible to provide evidence based analysis and forecasting.</p>	<p>Produce business case for purchase of subscription to economic data.</p>
	<p>The Venn diagram on page 8 is meaningless without data to support it.</p>	<p>Noted</p>	<p>No action</p>
	<p>In 3.1 the strategy describes the situation through to 2001 – 12 years ago – and meaningless now.</p>	<p>Agree</p>	<p>Remove from document as adds little value</p>
	<p>Two long testimonials are provided – they are such a small sample that they are unsuited to such a paper – being best used in a brochure for businesses to come to West Berkshire. Do such brochures exist – supported by specific websites – who knows? Nothing is apparent in this strategy.</p>	<p>Agree-these were the only 2 quotes provided when business contacts were asked. (Information is produced on a case by case basis for businesses looking to relocate to West Berkshire)</p>	<p>Remove from document as adds little value</p>
	<p>p. 11. Credit conditions are outlined as being difficult for SMEs but the examples given are national – where is the local picture – who was consulted to get that local picture? The document rather confuses the (easing) problems of credit restrictions with a decrease in Jobseekers – that conclusion cannot be assumed.</p>	<p>There is no evidence available for the local picture but there is equally no evidence to suggest that West Berkshire would be any different from the national picture.</p>	<p>Make element on JSA a separate paragraph</p>
	<p>In 3.8 we get numbers/size of businesses in West Berkshire from ONS data without any breakdown of what those businesses do. If we knew that then we can start to map skills requirements against burgeoning need.</p>	<p>Agree. There is a need for investment in a Local Market Intelligence system</p>	<p>No data available</p>

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<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	In 4.2.1 it describes how business mentors can help new, young businesses without once saying how it would help develop a mentor cohort that can work with local start ups/SMEs.	Noted	This can be included into the delivery plan as an action
	Tourism is described as generating £97bn to the UK economy each year – which is meaningless unless it is put in context with the value of tourism in West Berkshire each year and the scope for improvement of that baseline figure.	Agree but still useful to have a scale of the national picture. There is a need for investment in a LMI system	No data available at this time but The Corn Exchange may be able to provide this in the future via a commissioned economic assessment.
	This strategy needs more local data and needs to be a short, clear vision for the businesses and people of West Berkshire that is simple to understand; has objectives that it seeks to achieve and can be promoted through succinct targets and messages that businesses and people can buy into. It does none of this BUT I do not blame the contact Officer – I suspect that the Council did not provide the resources and time to get this right – and as such I would recommend that this is suspended until much, much more work is undertaken with local businesses, together with analysis of local data and messages so that we end up with a plan to make things better, rather than a strategy that Civil Servants might like but will mean virtually nothing to the people we are here to serve.	This is not intended to be a static document. As we acquire LMI the document can be further informed, baseline targets set and a firmer direction of travel established. As mentioned before, there is a high level summary document that will be provided for the business community	<p>Publish Strategy (with amendments based on consultation) as scheduled (1 October) and keep document under review, updating as data and local intelligence becomes available.</p> <p>A Business Case will be produced to recommend subscription to a system based on evaluation of provision currently available on the market.</p>

## Appendix 2 Economic Development Strategy Consultation Response Table

Question	Response Received	Comments	Recommended Action
<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	<p>On page 5 and 23, under the heading of Infrastructure there are a number of elements listed. However an important infrastructure element has been missed out and that is Schools and Colleges. West Berkshire is responsible for a large number of schools and a college in the district. All these need to have the most up to date facilities and well maintained in order to provide and encourage the best learning environment for the students of the district. It is for these students and their future employers this strategy should be aimed at and for.</p> <p>This strategy cannot succeed without schools and colleges being part of the economic infrastructure of the district.</p> <p>The overall document, while a good start, needs to be reworked in to a more cohesive view and strategy for West Berkshire. So far major pieces of research are missing, e.g. the types of businesses that exist in West Berkshire. With out this information no strategy can hope to succeed.</p>	<p>At the time of writing, no further research is available without some investment of financial resource.</p> <p>Comment noted about Schools and Colleges</p>	<p>Consider including Schools and Colleges as part of Infrastructure requirements.</p>
	A good document	Noted and appreciated	No action

## Appendix 2 Economic Development Strategy Consultation Response Table

Question	Response Received	Comments	Recommended Action
<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	<p>p11 – A high quality living environment is absolutely crucial in encouraging inward investment, particularly in relation to businesses moving in, where employers wish the best possible experience for their transferred employees. There should be more emphasis on this in Section 4. It was also noted that some major employers potentially misinform on this.</p> <p>p12 – takes a while for the first mention of heritage in the document – we believe its importance (albeit as a subset of tourism) is much higher than suggested by this late introduction.</p> <p>p14 – we believe these are fairly arbitrary statistics – and only show part of the picture. A start up and failure of a one person business has same weight as a 3000 person business.</p> <p>p18 – 4.2.1 / 4.2.1.e – schools may be better as “education providers”, to encompass colleges too.</p> <p>p20 – 4.2.1.c – add reference to LOCAL business mentoring – local knowledge is crucial – the best mentors may well be the ones with the best local knowledge.</p> <p>p22 – 4.2.2 – is weak compared with 4.2.1. Needs extending to include Heritage, and a commitment to information provision via Tourist Information Centres.</p>	<p>Noted</p> <p>The figures are used to show how well West Berkshire fares with start ups that have a longer survival rate than in TVB and England as a whole</p> <p>Agree</p> <p>Noted but <i>any</i> mentoring is considered invaluable for businesses</p> <p>Noted</p>	<p>No change to document except as stated below</p> <p>Change document as suggested</p>

## Appendix 2 Economic Development Strategy Consultation Response Table

Question	Response Received	Comments	Recommended Action
<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	<p>p22 – 4.2.2 c – is there anything that should be included about level of Business Rates? The media seem to suggest that this is a key barrier.</p> <p>p23 onwards – Infrastructure – the subsections are out of sequence with the elements, and there are no subsections for Flooding / Mix of sites – more work is needed.</p> <p>p24 – 4.2.3 a - Transport – should also refer to lack of rail access north/south and to useful destinations to the west (and / or include as a weakness) . Should also refer to insufficient public transport road access to north (Oxford) and south (and / or include as a weakness). Should also refer to inadequate road link with Basingstoke (A339) (and / or include as a weakness)</p> <p>p25 – 4.2.3 d – Utilities – should be greater emphasis on local renewable energy generation and use – encouragement of which has a double delivery – in terms of employment and energy provision</p> <p>p26 – 4.2.4 a – Business Support. This is absolutely key. WBC has whole support services dedicated to youth, elderly, disadvantaged, education, transport etc. But nothing anywhere near the same scale for something potentially equally as important as business. Business support is not adequately resourced, with as far as we can see just one individual. Is this something where the increased level of local business rate retention can help?</p>	<p>No-this does not seem to be a particular barrier nor is it unique to West Berkshire.</p> <p>Noted</p> <p>Noted</p> <p>Noted-additional support may be developed through a Berkshire hub via TVBLEP/City Deal.</p>	<p>No action</p>



## Appendix 2 Economic Development Strategy Consultation Response Table

Question	Response Received	Comments	Recommended Action
<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	p26 – 4.2.4 c – Incubation – should there be specific mention of incubation centres already in existence – or aren't there any? Does the New Greenham Park one still exist?	Noted	Change document as suggested
	p26 – 4.2.4 c – we are not sure why the “funding... will prove difficult” is there. What is the increased share of Business Rate retention being spent on?	Agree that this statement does not add value	Remove from document
	p27 – First mention of increased Business Rate retention. There MUST be a statement as to quantum addition that this generates for WBC, and where that quantum addition is allocated. Or there always be the suspicion that it is simple being used to keep Council Tax down, or provide increased funding for Adult Social Care etc...cf New Homes Bonus.	Noted	
	p28 – 4.2.5 – seems to be in different format to the other 4.2.n sections – consistency would aid understanding.	Noted but there are no sub topics under this section- hence a different format.	
	The diagram on page 30 is excellent and could usefully be incorporated in the Executive Summary	Noted	
	The diagram on page 30 could be improved still further by showing a link between the BID and Visit Newbury and chopping the BID from the SEP link (reducing it to just retail)	Noted	Will amend to show link between Visit Newbury and BID

## Appendix 2 Economic Development Strategy Consultation Response Table

Question	Response Received	Comments	Recommended Action
<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	<p>p32 onwards – we appreciate the inclusion of a first stab at an action plan – the “How”, and see significant expansion of this as the first next step once the strategy (which should concentrate more on the What) is adopted. It is particularly noted that very few of the partners / stakeholders in the Appendix 3 list are specifically included in the plan. They should surely all be there somewhere? (No mention at all of parish contribution needed).</p> <p>Minor point, but from a presentation point of view, there are a number of cosmetic issues to address – line spacing, spurious characters, header formatting etc throughout.</p> <p>Finally some potential omissions / observations, or things that could be added in somewhere:</p> <ul style="list-style-type: none"> <li>- Job club provision – Careers Springboard is an example of what already exists – assist with the skills gaps</li> <li>- Retail support services – we know of a Town Council that subsidises mystery shoppers / professional window dressers / repainting shop fronts</li> <li>- making sure empty businesses – both retail (Pop-up shops?) and elsewhere - remain attractive – perhaps could be added to the measure – of the empty ones – how many still look welcoming...</li> <li>- as well as a need for a Tourism / Heritage Strategy, there should be a mention of an Arts &amp; Leisure Strategy</li> <li>- West Berkshire is particularly strong in the arts (Corn Exchange, Watermill, Arlington etc) – an incubation hub focussed on that – for the creative arts - and using those local skills – could be included</li> </ul>	<p>Noted-the high level plan has already been amended since sent out for consultation and will be the most dynamic element of the document with partners getting involved in delivery as and when required.</p> <p>Noted and agree</p> <p>Many of these points will be addressed through the delivery plan</p>	<p>Will be addressed in final version.</p>

## Appendix 2 Economic Development Strategy Consultation Response Table

Question	Response Received	Comments	Recommended Action
<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	<ul style="list-style-type: none"> <li>- is there any mileage in identifying particular business focuses to be supported – to create more specialism?</li> <li>- there is no University in the region – is there potential to encourage nearby universities to develop a West Berkshire campus – which would assist in young people retention</li> <li>- should more inter school integration be encouraged – to increase subject choice for students</li> <li>- Sparsholt seems to be nearest agro / abor education facility – West Berks should have its own, given its agricultural / arboriculture resources</li> <li>- West Berkshire is predominately rural – the document reads as urban – should there be more emphasis on the rural business – farming / racehorse industry etc</li> <li>- there are very few jobs left which don't require IT skills (recently recruited Town Hall caretaker was partially recruited based on IT expertise, for effective integration)</li> <li>- should some kind of local Business Award scheme be (re-?)introduced</li> <li>- Newbury is the largest parish in West Berkshire – and in effect the County town, but is often treated as equal with the other 62 parishes</li> <li>- Hambridge Road re-invigoration needed, particularly as Racecourse redevelopment continues</li> </ul>	<p>Many of these points will be addresssed through the delivery plan</p>	<p>Include in Delivery plan where appropriate.</p>

## Appendix 2 Economic Development Strategy Consultation Response Table

Question	Response Received	Comments	Recommended Action
<b>Additional Comments</b> <b>14. Please add any additional comments you would like to make.</b>	<p>Here are comments from a Councillor who provided written input, some of which have already been partially covered above, but not all: Educational data on pp 15 &amp; 31 is unclear or non-existent. For vocational education, should be building on excellent achievements &amp; prospects of Newbury College. For academic education, should seek to build on specific competences of Secondary Schools. Should also consider partnerships University of Reading (which is not mentioned). Page 14 contains references to enterprise birth &amp; death but not to number of people they employ, or their rate of growth (or decline). This may not be the fault of the authors. The High-Level Delivery Plan contains a number of acronyms. Not to define and describe these organisations is a serious omission, nor is there any statement why they (and the TVBLEP, which is defined) are competent to carry out the tasks assigned to them. Document also does not state how progress with stated objectives is to be monitored. As the document points out, there is no tourism policy, &amp; realisation of one appears to be left to the BID. Whereas heritage is only one aspect of tourism, a tourism policy would lead to a policy on heritage which also does not exist. No mention of the principal road communication blockage - inadequate state of the A339 to Basingstoke, M3 eastbound, and the M25 southern ring. The solution of this problem involves working with another Council (Basingstoke and Deane), but that is no reason why it should not be mentioned. No mention of the lack (for historic reasons) of a direct rail link with Swindon &amp; Bristol. Does the Strategy Document indicate any new directions that the Council should take or any new decisions that it should consider? In other words, is it proposing any significant changes from the present Council policy and programme of actions? If so, they should be pointed out.</p>	<p>Noted.</p> <p>Performance measures are included in the document in 6.1</p>	<p>Many of the comments will be picked up through earlier feedback.</p>