

**OUR JOURNEY TO ECONOMIC GROWTH
BUILDING ON OUR STRENGTHS AND ADDRESSING OUR CHALLENGES**

**A 15-YEAR ECONOMIC GROWTH STRATEGY FOR BASINGSTOKE AND
DEANE**

2018 to 2033

1. INTRODUCTION

Basingstoke and Deane – a great place to live

The borough of Basingstoke and Deane covers an area of over 245 square miles in north Hampshire, with the town of Basingstoke being the main urban settlement in the borough and the focus for key services, economic activity and employment.

The town is surrounded by attractive rural areas, including small towns and villages, with over 75% of the land within the borough defined as agricultural or woodland and a significant part being designated as a part of the North Wessex Downs Area of Outstanding Natural Beauty (AONB).

The number of residents in the borough has steadily increased since Basingstoke's designation as an expanded town in the 1960s and the population stands at around 175,300¹. The population of the borough is expected to rise to almost 250,000 people by 2050.

Quality of life in the borough is high and 94%² of borough residents state that they are satisfied with their local area.

Basingstoke and Deane has a strong and diverse economy with a good balance of business across a range of sectors, including advanced manufacturing and ICT, financial and business services, creative industries, logistics and distribution, digital tech, and environmental technologies.

Unemployment is very low at 2.5%³ and the economic activity rate is very high at 89.9%⁴.

The economy is worth £5.2bn⁵ in Gross Value Added (GVA) and there are over 7,700⁶ businesses with a relatively high business start up number of just over 1,000 per year and survival rate of 51.6%⁷ after 5 years.

In the Local Plan period up to 2029, 15,300 new homes are to be built, with 3,500 to be located at Manydown to the west of Basingstoke.

¹ ONS Population Estimates - 2017

² Residents survey

³ ONS Annual Population Survey - June 2018

⁴ ONS Annual Population Survey - June 2018

⁵ ONS Business Demography - 2016

⁶ Interdepartmental Business Register - 2018

⁷ ONS Business Demography - 2016

Why an economic growth strategy

The borough already has a strong and resilient economy with high levels of GVA supported by a large commercial and industrial base in the urban areas of the town of Basingstoke and a diverse rural economy. It is underpinned by excellent transport links, high levels of employment and outstanding quality of life.

The council and its partners from the public, private and voluntary sector already deliver a wide range of activities aimed at promoting employment, supporting business, raising skill levels and providing the relevant infrastructure to support business growth.

However, to remain competitive the borough needs to be able to respond to population growth, new business and labour trends, technological change and national and global drivers.

This economic growth strategy builds upon and complements existing activity and other strategies such as the Economic Masterplan, the Housing Strategy, the Cultural Strategy, the Transport Strategy and key infrastructure projects such as the regeneration of Basing View and the Manydown Garden Community development.

This strategy is about people and place and will be delivered by a wide range of partners from all sectors. It sets out priorities and areas of focus that will help achieve sustainable and inclusive growth and improve productivity.

It aims to address the aspirations and ambitions of our residents, businesses and partners expressed through the Horizon 2050 vision to ensure the borough remains economically vibrant and resilient for years to come.

Unlocking growth

To achieve prosperity for generations to come, we must focus our efforts on those challenges that, if ignored, could significantly impact our economic growth.

By far, the main barrier to growth for our borough is access to talent. Workforce shortages at all levels are consistently cited as the one obstacle that could hold back our economy. We therefore must put in place the right educational and learning ecosystem to enable our existing and future workforce to acquire the skills and qualifications that will be needed to fuel our economy and respond to an ever evolving labour market.

Supporting our entrepreneurs will also be key. The borough is already a good place for start ups but there is a lot more work to do to create the perfect environment to start and grow a business and to ensure that we remain a centre of excellence for innovation.

Our economy may be diverse but we know that technology, automation, and artificial intelligence will have significant impacts on some of our main sectors of employment. We will need to focus on those sectors that have the highest potential for growth and job creation and at the same time ensure that the new jobs that are being created are of high value.

This will be underpinned by core pillars and cross-cutting themes that will all play a significant role in ensuring our borough remains an attractive place to do business and live. These include quality of life, a positive image of the borough and an open attitude to technological change - all essential ingredients of a successful economy.

A clear and focused approach to the future economic growth of our borough that addresses our specific challenges and specificities but that reflects the ambitions of national government and the Enterprise M3 Local Enterprise Partnership will put our borough in a strong position to benefit from future investment to help us on our journey to growth.

How this strategy was developed

This strategy is the result of extensive desk research, data analysis, consultation and engagement. The review and analysis of a wide range of reports and data sources have provided a sound quantitative base to understand the strengths and weaknesses of our economy as well as the future trends and factors that may contribute to or affect the borough's economic growth. This has been complemented by qualitative research through a series of engagement activities with local businesses, residents, key partners, council officers and elected members. These have included one-to-one conversations, workshops and briefings.

2. WIDER CONTEXT

In a day and age of globalisation and technical change there are many factors beyond our direct control that can impact our economic growth.

International agreements, economic downturns, national government policies or regional strategies can all have a positive or negative impact on our local economy. And although the borough's economy is fairly self-contained and operates in its own functional economic area, it is not immune to wider economic trends or drivers.

Macroeconomic factors

At the time of writing this strategy, the main macroeconomic factor that could have a significant impact is Brexit. In June 2016, the UK voted to leave the European Union, of which it had been a member since 1973. Over the period, the UK forged strong economic links and interdependencies with the rest of the EU.

The UK is due to leave the EU in March 2019 but there is a high level of uncertainty as to what the final agreement on our future relationship with the EU will be. A large number of studies state that our departure from the EU will have a negative impact on the country's economy but there is no consensus as to what this impact will actually be and how it will affect the UK's growth. What is certain is that this period of uncertainty is affecting business confidence and consumer spending.

How we address the impact of Brexit at local level will depend on what the new relationship with the EU will be but it is likely that our workforce shortages will be exacerbated particularly in sectors such as health, social care or wholesale and retail. Our business community may also need additional support to access new markets and maximise new exporting opportunities as well as overcoming changes in regulation, quality standards and import/export processes. Brexit may also impact the amount of foreign direct investment that will be secured by the UK in the future.

Government policy

The Industrial Strategy

The Government's Industrial Strategy aims to raise productivity by focusing on policies in five key areas: ideas, people, infrastructure, the business environment and place. Policies include establishing a world-class technical education system, investing in greater maths education, driving a major upgrade to the UK's infrastructure, and making the UK the best place to start and grow a business.

Alongside this, the strategy identifies a set of long-term trends or Grand Challenges: Artificial Intelligence and Data Economy, Clean Growth, Future of Mobility and the Ageing Society, which are addressed more holistically to ensure that the interlinkages across different areas of policy are identified.

We will set Grand Challenges to put the United Kingdom at the forefront of the industries of the future:



AI & Data Economy

We will put the UK at the forefront of the artificial intelligence and data revolution



Clean Growth

We will maximise the advantages for UK industry from the global shift to clean growth



Future of Mobility

We will become a world leader in the way people, goods and services move



Ageing Society

We will harness the power of innovation to help meet the needs of an ageing society

Finally, the strategy takes forward a new approach to engaging with business in the form of Sector Deals. These are developed in partnership with industry and local government, who are best placed to understand the challenges facing their respective areas.

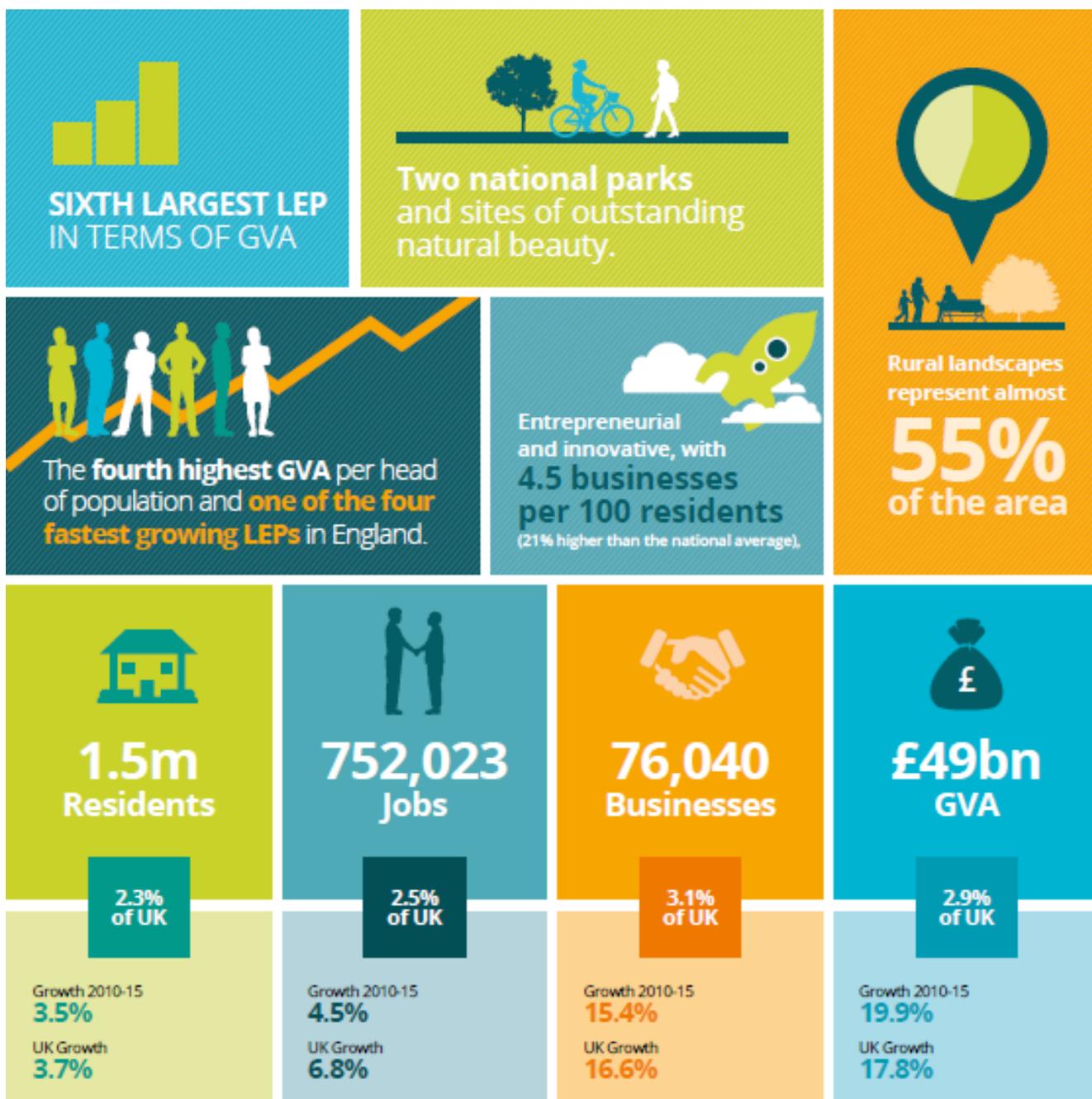
Overall, there is a good fit between the Industrial Strategy and the approach we are aiming to take to grow our economy. The development of skills and technical education are of very high relevance to our local context as well as the focus on innovation, digital technology and entrepreneurship.

Most of the funding attached to the Industrial Strategy will be channelled through Local Enterprise Partnerships. The EM3 LEP will soon produce their Local Industrial Strategy which will set out the key areas of focus to deliver against the aspirations of the Industrial Strategy. Our close partnership working with the LEP, our potential for growth and our track record of delivery combined with our economic priorities and ambitions position us in a very good place to benefit from further investment in our area.

Regional policy

Enterprise M3 Local Enterprise Partnership

Enterprise M3 – an overview



The Strategic Economic Plan

In October 2018, EM3 LEP published its new Strategic Economic Plan (SEP) which sets out the LEP's core priorities for the next 10 years or so until 2030.

It has set the target of an average annual growth of 4% per year until 2030 which is equivalent to a GVA average annual growth of £39.4bn.

To achieve this ambitious level of growth, the LEP has identified five strategic priorities:



1. High Value Sectors for a Globally Facing Economy

- Deliver interventions to stimulate the growth of high value sectors such as gaming, software development, aerospace, life sciences or professional services using digital technologies to drive innovation
- Maximise the export opportunities of these sectors
- Attract overseas investment to support the growth of these sectors



2. Enterprise and Innovation for Scaling Up High Productivity SMEs

- Invest in digital infrastructure and industries to grow digital employment by 3.5% per year
- Provide expert help to digital businesses to support their growth
- Launch a 5G scale up programme
- Enhance innovation through close working with university and innovation partners
- Implement the recommendations of the Innovation South Science and Innovation audit



3. Skills for a High Value, High Growth Economy

- Lead new ideas and ways to respond to the future skills challenges businesses face
- Work with employers to deliver new models to deliver technical and higher level skills
- Support the reskilling of the existing workforce
- Extend the network of Business Enterprise Advisers to all schools
- Increase the number and quality of apprenticeships



4. Connectivity for a 21st Century Advanced Digital and Low Carbon Economy

- Aim to create Europe's first 5G region
- Achieve a new southern and western rail access to Heathrow
- Work on an infrastructure priority plan to enhance mobility in the LEP area



5. Dynamic Communities and Sustainable Growth Corridors

- Evaluate the impact of an integrated approach to investment along strategic corridors
- Invest in the future of town centres to create dynamic places
- Invest in approaches that accelerate the building of homes
- Stimulate an increase in quality grade A office space, incubators and accelerators

These five priorities will be underpinned by two stimulant:

1. Digital and data technologies: the aim is to maximise the existing digital assets of the LEP area such as the 5G Innovation Centre to:
 - be a trailblazer in the adoption and commercial exploitation of 5G technology
 - become Europe's first 5G region by building a world-class digital infrastructure linked to the 5G test beds
 - deliver access to digital skills and increase the number of young people with high level digital skills
 - encourage research and innovation in enabling digital technologies, taking advantage of the Sector Deals and support the commercialisation opportunities of artificial intelligence

2. Clean growth: the aim is to embed a clean growth approach in all interventions through:
 - encouraging the implementation of clean growth ideas and demonstrators
 - advancing a greater south east hub to promote and accelerate delivery of new energy infrastructure
 - investing in new mobility to support a move to a low carbon emission transport system
 - supporting the inclusion of low carbon technologies in new housing developments and encouraging existing homes and industrial premises to improve energy efficiency
 - investing in businesses developing low carbon technologies

The key priorities, sector focus and cross-cutting themes identified in the borough's economic growth strategy are well aligned with the wider ambitions of the LEP's Strategic Economic Plan. By continuing to work in close partnership with the LEP, the borough will benefit from investment, expertise and support from EM3 that will increase our capacity to achieve our ambitions and unlock our future growth.

3. LOCAL CONTEXT

An economic snapshot

A more detailed data analysis of key economic indicators is available at Appendix 1 – Sector proposition for Basingstoke and Deane Final Report

Population (2017)

- 175,300 residents with a working age population (aged 16 to 64) of 110,300.
- Almost a quarter (24.5%) of residents are under 20 years old.

Labour supply (June 2018)

Employment and unemployment

- 104,000 residents (89.9%) are economically active. 94,000 (83.7%) are employed while 8,000 (5.3%) are self-employed.
- Unemployment stands at 2.5%.

Employment by occupation

| | Numbers | Percentage |
|--|---------------|--------------|
| Soc 2010 Major Group 1-3 | 56,400 | 55.0% |
| 1. Managers, directors and senior officials | 13,800 | 13.5% |
| 2. Professional occupations | 24,700 | 24.1% |
| 3. Associate professional and technical | 17,800 | 17.4% |
| Soc 2010 Major Group 4-5 | 21,100 | 20.6% |
| 4. Administrative and secretarial | 12,100 | 11.8% |
| 5. Skilled trade occupations | 9,000 | 8.8% |
| Soc 2010 Major group 6-7 | 11,200 | 10.9% |
| 6. Caring, leisure and other service occupations | 5,300 | 5.2% |
| 7. Sales and customer service occupations | 5,900 | 5.8% |
| Soc 2010 Major Group 8-9 | 13,900 | 13.5% |
| 8. Process plant and machine operatives | 5,200 | 5.0% |
| 9. Elementary occupations | 8,700 | 8.5% |

Qualifications (2017) – working age population 16 to 64 years old

| | Numbers | Percentage |
|-----------------------------|---------|------------|
| NVQ4 and above | 41,900 | 37.9% |
| NVQ3 and above | 64,300 | 58.1% |
| NVQ2 and above | 85,000 | 76.9% |
| NVQ1 and above | 103,200 | 93.4% |
| Other qualifications | 9,400 | 8.5% |
| No qualifications | 2,400 | 2.2% |

Average weekly earnings

| | |
|-----------------------|------------------------|
| Living in the borough | Working in the borough |
| £682.90 | £623.50 |

Business and employment

There are 7,710 businesses in the borough providing 82,000 jobs, of which 67.9% are full-time and 32.1% are part-time.

Sector breakdown

| | Employees | % of total |
|-----------------------------------|------------------|-------------------|
| Agri, forestry & fishing | 700 | 0.9 |
| Mining, quarrying & utilities | 1,625 | 2.0 |
| Manufacturing | 6,000 | 7.3 |
| Construction | 6,000 | 7.3 |
| Motor trades | 1,500 | 1.8 |
| Wholesale | 6,000 | 7.3 |
| Retail | 8,000 | 9.8 |
| Transport & storage | 3,000 | 3.7 |
| Accom & food services | 4,250 | 5.2 |
| Info & comms | 5,500 | 6.7 |
| Financial & insurance | 2,250 | 2.7 |
| Property | 1,125 | 1.4 |
| Prof, sci & tech | 5,500 | 6.7 |
| Business administration & support | 7,000 | 8.5 |
| Public admin & defence | 1,875 | 2.3 |
| Education | 6,500 | 7.9 |
| Health | 10,500 | 12.8 |
| Arts and entertainment | 4,500 | 5.5 |
| Total | 82,000 | 100.0 |

Economic Masterplan to 2033

The Economic Masterplan adopted in 2013 outlines the key infrastructure developments needed to support economic growth and attract investment to the area. It sets out the vision for Basingstoke and Deane as a place with a strong and thriving economy underpinned by inward investment, business growth, a skilled workforce and excellent quality of life.

The vision

The Basingstoke of 2033 will be even more vibrant and attractive, with a strong, diverse economy. Basingstoke will have a strong and respected brand as a result of a successful inward investment and marketing campaign, leading to inward investment and recognition nationally and internationally as an excellent location for business. Basingstoke's well-planned existing road network will be improved resulting in a town that is easier to move in and out of, as well as around, despite a significant increase in population. Dynamic, high-growth companies, employing a well-skilled, highly educated workforce will be based in modern and sustainable commercial accommodation on the newly-regenerated Basing View business park. New residents will be attracted by good quality homes to suit every budget and household type, offering both new and regenerated housing set in the modern town of Basingstoke or in the neighbouring towns and villages set against a backdrop of beautiful countryside, including an area of outstanding natural beauty. The town will be surrounded by a thriving rural economy, providing leisure, tourism and employment opportunities in rural areas. Providing high quality and diverse leisure and culture opportunities from high-thrill leisure pursuits to a nationally renowned classical concert programme, Basingstoke will be known as a first class leisure location, appealing to both specialist users and day and weekend visitors as a result of its re-developed leisure park. Visitors to the borough will also be attracted by the varied retail offer in the town, providing excellent shopping centres with big name retailers, delivering a retail experience to suit every purse. A more traditional shopping experience will be found in the older part of town, offering a bustling market and alfresco dining, situated in a historical and attractive environment.

Horizon 2050

What is Horizon 2050?

Horizon 2050 is a shared community and place-focused vision that has been developed through extensive research, engagement and consultation with residents, businesses and partners. It paints a clear picture of the type of place they want Basingstoke and Deane to be in 30 years' time.

Horizon 2050 is not a strategy or policy document. It is a snapshot in time of how our residents, businesses and partners would like to see the borough develop into the future

Those who live and work here already have a very high regard for the borough and the quality of life it offers and in many ways it is unsurprising that they want the future to build upon the strong foundations in place in the borough today.

The vision for 2050 is of a borough at ease with itself where existing and new communities live together in a safe, healthy, green and sustainable environment. This will be underpinned by a range of accommodation of the highest standards and the necessary network of social, cultural, health and education facilities that will enable all communities to feel included. Fast and efficient transport links will connect the various parts of the borough to the town centre, employment areas and leisure, community and health facilities.

The borough will be home to adaptable education centres of excellence that will equip residents with the skills required to meet the evolving needs of large and small businesses and respond to technological change. It will be a place where residents can learn, work and build a fulfilling career.

Sustainability will be at the forefront of everything we do and the borough will be known for its green and natural environment. As far as possible the borough will generate its own energy from renewable resources and consume its own waste.

Planned and careful growth will have safeguarded the individual character, heritage and distinction of both rural and urban areas and Basingstoke and Deane will be a place renowned for having the best of both worlds: a thriving modern town with excellent leisure, cultural and shopping facilities and extensive, beautiful countryside with vibrant rural towns and villages.

Of particular relevance to this strategy are the themes that cover education and economy and entrepreneurship.

Education

Promoting a stronger, more adaptable and resilient education system is an integral part of the Horizon 2050 vision. Well-planned provision will be delivered from birth through adulthood. Secondary schools must develop to become the first choice for local young people, improving the attainment, achievement and well-being of young people and students. A new form of higher university-level education will be introduced, linking students with local employers and encouraging a growth in technical skills.

Economy and Entrepreneurship

Maintaining a range of jobs across all sectors while strengthening the innovation culture and attracting inward investment remains a priority. Partners will work to strike a balance between developing new business areas and regenerating existing economic hubs. While the borough will continue to be a great residential location for commuters, residents will have the opportunity to build careers in the borough, with

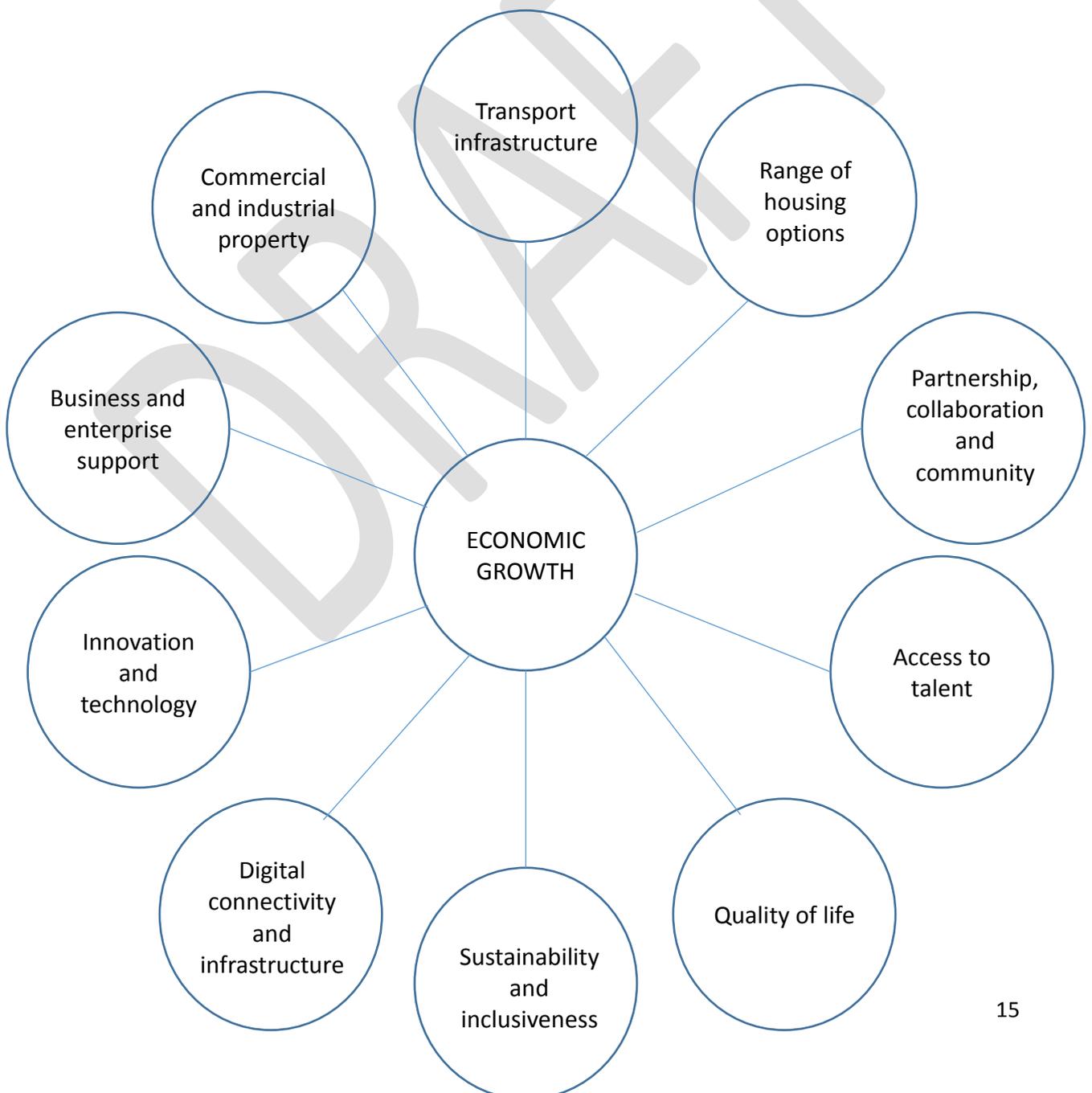
access to relevant and future proof education and training and the opportunity of high skilled jobs. New and small businesses will be encouraged with support to grow and expand through the provision of high quality accommodation and services. Large businesses will be encouraged to relocate here and continue to operate within the borough. The opportunity to build on the borough's reputation for high tech industry will be expanded.

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4. WHAT MAKES A SUCCESSFUL ECONOMY

A successful economy does not only rely on a thriving business community. There are many factors that contribute to economic resilience and growth such as the availability of commercial property for businesses to move into and grow, the access to a skilled workforce to meet the evolving needs of employers, an efficient transport infrastructure to enable fast connections in the borough, the availability of a range of housing options to meet the needs of residents or a high quality of life supported by a diverse retail, leisure and cultural offer. The diagram below highlights some of the key ingredients the borough needs to ensure its long term prosperity.

This strategy does not intend to address all these factors as some of them are already the subject of specific strategies or projects delivered by the council or other key partners but it is important that a coordinated and integrated approach is taken to ensure that we all work collaboratively towards the long term success of the borough and that together we build on our strengths, address our challenges and seize our opportunities.



5. BUILDING ON OUR STRENGTHS

Basingstoke and Deane is already a great place to live and do business. Our diverse business base, our high levels of productivity and our high levels of employment all contribute to our economic resilience. With an excellent quality of life, outstanding leisure and cultural facilities combined with our strategic location in the M3 corridor, the borough already has some of the key foundations for economic success.

What makes us strong and resilient?

Our location

The borough is extremely well connected by road and rail to other parts of the country. A fast and frequent rail service to London means the centre of the capital is only 45 minutes away. Direct train services also connect Basingstoke to the south coast, the Midlands, the North and the South West. Four international airports are within a 45 to 90 minutes' drive. Road congestion remains low compared to other neighbouring towns and through significant investment in road improvement schemes, it is still easy to move around the borough. Our location within the Enterprise M3 LEP, one of the country's best performing LEPs, also gives us access to additional support, funding and expertise to continue to grow our economy.

Looking ahead, it will be important to continue investing in our road networks while reducing the reliance on the car through improving walking and cycling infrastructure. We will also need to work with the LEP, Hampshire County Council and central government to improve key road and rail access routes into the borough particularly around the A33 corridor and connections to Heathrow.

Our tradition of partnership working

Basingstoke has a long tradition of partnership working. Key partnerships such as the Basingstoke Area Strategic Partnership bring together local partners from the public, private and voluntary sector to discuss and agree local priorities and jointly tackle some of our challenges. Businesses tell us that there is a real sense of community and that it is easy to make connections. There is also a strong track record of public private partnership working to deliver key investments in the borough.

It is important that we continue fostering partnership working and that we continue to better link education and business as well as enabling better collaboration and fertilisation between sectors.

Our diverse economy

The borough is home to over 7,700⁸ businesses that provide 82,000⁹ jobs in a wide range of sectors including wholesale and retail, advanced manufacturing, information technology, health and construction. This means the borough's economy is not reliant on any one key sector and that there is a range of employment opportunities

⁸ ONS - Interdepartmental Business Register - 2018

⁹ ONS – Business Register and Employment Survey - 2017

for all skills levels. This also provides access to a strong supply chain for existing businesses to grow.

Moving forward, we will need to retain this diversity while focusing on those sectors that are likely to grow faster and create more jobs in the future. We will need to respond to technological change and changes in business and employment trends to ensure the borough remains competitive. We will also need to focus our efforts on creating higher value jobs so that all residents can benefit from economic prosperity.

Our entrepreneurial spirit

Every year, around 1,000 new businesses¹⁰ are created in the borough, which is higher than most of our neighbouring towns. Over the period 2010-2016, the number of business births has increased by 31.2%. The number of business deaths is lower than the number of births and survival rates stand at 90.5% after one year and decreases to 51.6% after 5 years, but this is significantly higher than the south east and UK averages. With SETsquared's first non-university based incubator opening in Basingstoke and the new IncuHive space, the borough already has some of the key building blocks to support business creation and growth.

Moving forward, we will need to continue to enable the right environment for entrepreneurs to start and grow new businesses and will need to consider how we can best support them. We will also need to work with education to develop entrepreneurial skills and create a pipeline of future entrepreneurs.

Our affordability

Commercial and industrial property are generally good value for money and occupancy costs for office space in the borough are significantly lower than in London and other towns in the region. This is particularly attractive to small and medium enterprises and the borough has a unique opportunity to position itself as a key location for start ups. The Enterprise Zone denomination of parts of Basing View provides additional incentives for business to relocate to the area. Housing prices are also lower than in other parts of the region.

Looking ahead, as new commercial developments take place to respond to the demand for grade A office space and prices start to rise, we will need to continue to provide flexible and affordable accommodation to support new businesses on their growth journey. We will also need to consider the provision of affordable housing so that existing and new residents can continue to work and live in the borough.

Our quality of life

The borough is home to excellent leisure, sport and cultural facilities. Flagship venues such as the Anvil Concert Hall or heritage attractions like the Whitchurch Silk Mill or Highclere Castle all contribute to making the borough an attractive place to visit and enjoy. Our town centre remains strong and vibrant with Festival Place being one of the top 20¹¹ shopping centres in the UK. A programme of events such as the

¹⁰ Source – ONS business demography 2016

¹¹ Going Shopping- a definitive guide to shopping centres – Trevor Woods Associates - 2017

Basingstoke Festival provide opportunities for our local communities to come together and celebrate our local artistic talent. The mix of the modern and vibrant town of Basingstoke and beautiful open countryside gives our borough the best of both worlds.

It will be important to preserve the balance of urban and rural areas through planned and careful growth. We will also need to continue investing in leisure and culture so that those who live, work or visit here can enjoy the best the borough has to offer. Responding to the changes in retail and in the role of town centres will be a priority so that Basingstoke's town centre remains the borough's central hub and meets the expectations of existing and new residents.

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6. ADDRESSING OUR CHALLENGES

Although the borough already has some of the core foundations for economic success, we are also facing some key challenges now and in the future. We cannot stand still or be complacent and we need to tackle some of the barriers that may hold back the long term growth and resilience of our economy.

What could hinder our economic growth?

Access to talent

People are the main driver of economic growth and more efficient and productive businesses are fuelled by their skilled and qualified workforce. A high number of our residents have a level 3 qualification but the proportion of residents qualified at level 4 and above is below the south east average and below many of our neighbouring towns. Whilst educational attainment at Key Stage 2 is on the whole above national average, attainment at Key Stage 4 is below national average.

Access to talent is consistently reported by our local business community as the main barrier to growth. Skills shortages at all levels, a very tight labour market and a limited workforce pool mean that many vacancies are hard to fill. In addition, we also compete for the same pool of talent as many of our neighbouring authorities.

It is therefore essential that we focus our efforts on growing, retaining and attracting talent in the borough. We must support our residents to access lifelong learning opportunities to increase their skill levels and support career progression.

Uneven opportunities

Overall, the borough has low levels of deprivation¹² and almost half of our 109 lower super output areas (LSOA) are within the 20% least deprived nationally with three of these being within the 1% least deprived. However, five LSOA are within the 30% most deprived nationally and some parts of the borough experience relatively high levels of disadvantage in terms of education and crime and fall within the 10% most deprived nationally. Levels of income, unemployment and qualifications also vary greatly in the borough.

Economic growth should be inclusive and all residents should benefit from economic prosperity. We will therefore need to provide additional support to those facing disadvantage to ensure they are able to access better jobs and maximise their potential.

Disparate connectivity

Access to superfast broadband is generally good with 94.7%¹³ of the borough having access to superfast broadband (speeds of over 24mbps) and a target of 97% of premises under the Hampshire County Council superfast broadband roll out. However, analysis by wards also shows great disparities between areas of the borough. Whilst some urban areas of Basingstoke have average speeds of more

¹² CLG indices of deprivation 2015

¹³ Source – Think Broadband

than 60 mbps, a significant number of wards particularly in rural areas have average speeds of less than 30 mbps. There are also some black spots where more than 40% of connections do not achieve more than 10mbps. When looking at full fibre to the premises (FTTP), the picture is even bleaker. Only 11.49%¹⁴ of the borough has access to FTTP with some areas having no coverage at all.

It is widely recognised that access to fast and reliable connectivity is key to economic growth and contributes significantly to productivity. A recent Regeneris study based on 100 UK towns and cities, including Basingstoke, states that in addition to the number of jobs the deployment of full fibre will create, full fibre will also increase GVA - a further £2.2bn could be generated in productivity, £2.3bn in innovation and £2.3bn in business start ups.

As the borough strengthens its position as a digital tech cluster, access to superfast connectivity is a pre-requisite.

Perception and image

Despite its excellent quality of life, strong economy and high employment levels, the borough, and particularly the town of Basingstoke, still suffers from a poor and outdated image and perception. The lack of clear identity is often cited as a barrier to growth, inward investment and talent attraction.

Although the image of the town is improving, we will need to continue promoting the borough and showcase its advantages, its strengths and its assets.

Availability of commercial property¹⁵:

Although, overall, there is a good supply of office stock, there is a lack of grade A office space in the borough. There is also a shortage of industrial and storage stock to accommodate existing and future demand. These shortages can limit business growth and inward investment opportunities.

As the borough grows, there will be a need to consider the allocation of additional employment land to satisfy future demand particularly in the industrial and distribution sectors.

¹⁴ Source – Think Broadband

¹⁵ Economic Needs Assessment 2018 – Peter Brett Associates

7. SEIZING OUR OPPORTUNITIES

As the borough plans for its future growth, there are and will be opportunities available to us that will help us on our way to economic prosperity and resilience. It will be down to us to seize and maximise these opportunities and overcome some of the tensions that may arise.

What opportunities can we maximise?

Technological change

The fast pace of technological change can be a challenge as it requires quick reaction and adaptation so as to not be left behind. Technological change also requires the transformation of the way we do things, the way we work, the way we live and the way our businesses create and make products and services. Embracing technology will be a key factor of economic growth and will be a catalyst for innovation. Our borough will need to be ready to respond and act accordingly and whenever possible pre-empt technological change.

One of the key opportunities currently afforded by technological change is the future roll out of 5G mobile communications. Basingstoke is already at the forefront of 5G through its close partnership with the University of Surrey 5G Innovation Centre and the EM3 LEP. Home to one of the few open access 5G test beds in the world, the borough, through supporting businesses in preparing for 5G, has the opportunity to become a leader in the development of 5G products and services.

The Smart Basingstoke Programme also provides an opportunity to maximise the benefits of technology and offers a platform to innovate while contributing to improving the quality of life of our residents.

Innovation South

Innovation South¹⁶ is a powerhouse of world class strengths in digital technologies that can transform the world and the way we live for the better: better transport, better health and ever more creative ways to relax and be entertained.

It is the result of government-commissioned Science and Innovation Audits that aimed to identify the core strengths of the UK's regions. Innovation South covers the whole of the South East region from Kent to Dorset.

It focuses on digital enabling technologies – photonics, quantum, big data, digital tech and cybersecurity – applied to some key sectors: marine and maritime, advanced engineering, connected digital and biosciences.

With its strong presence of cybersecurity and advanced engineering businesses, the borough could benefit from being within the Innovation South region through additional investment in science and new collaborations and partnerships amongst others.

¹⁶ <https://www.enterprisem3.org.uk/innovation-south-sia>

Basing View regeneration

The regeneration of Basingstoke's central business district provides many opportunities for job creation and inward investment. The redevelopment of some parts of Basing View will create a much needed supply of grade A office space which is often cited as a deterrent to inward investment. It will also generate additional high value jobs and additional footfall for the town centre. The designation of half of Basing View as an Enterprise Zone gives additional incentives for business relocation.

Basing View is home to DeskLodge, SETsquared and the 5G test bed that all together provide the strong foundations for the growth of a digital tech cluster in Basingstoke.

Manydown Garden Community

The Manydown Garden Community is a transformational housing-led development that has the potential to create 8,000 new homes, with the first phase delivering 3,400 by 2029. It will provide much needed housing for existing and future residents. It will help attract new people to the town and create a pipeline of workforce and talent to alleviate skills and employee shortages. The development itself will also create new construction jobs and training opportunities.

Manydown offers invaluable opportunities for technological innovation through the use of new construction methods and the creation of a smart community.

Leisure Park redevelopment:

The multi-million pound redevelopment aims to create a major attraction in the borough that will complement existing leisure, heritage and cultural facilities. It will provide a unique range of leisure experiences for residents, visitors and businesses and their employees. It will contribute to the overall attractiveness of the borough as a place to live, visit and invest. It will also create additional employment opportunities.

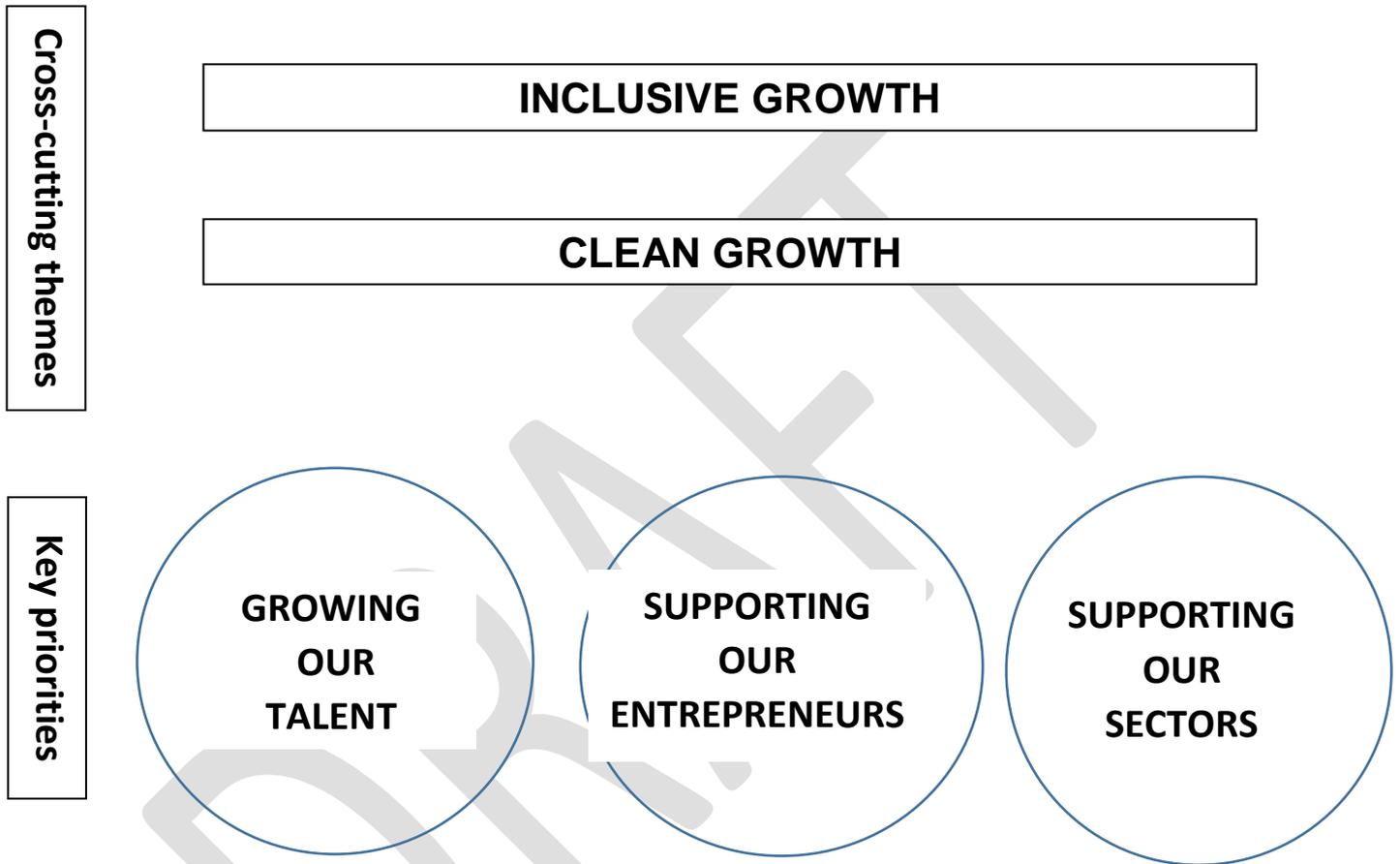
Challenges and opportunities summary:

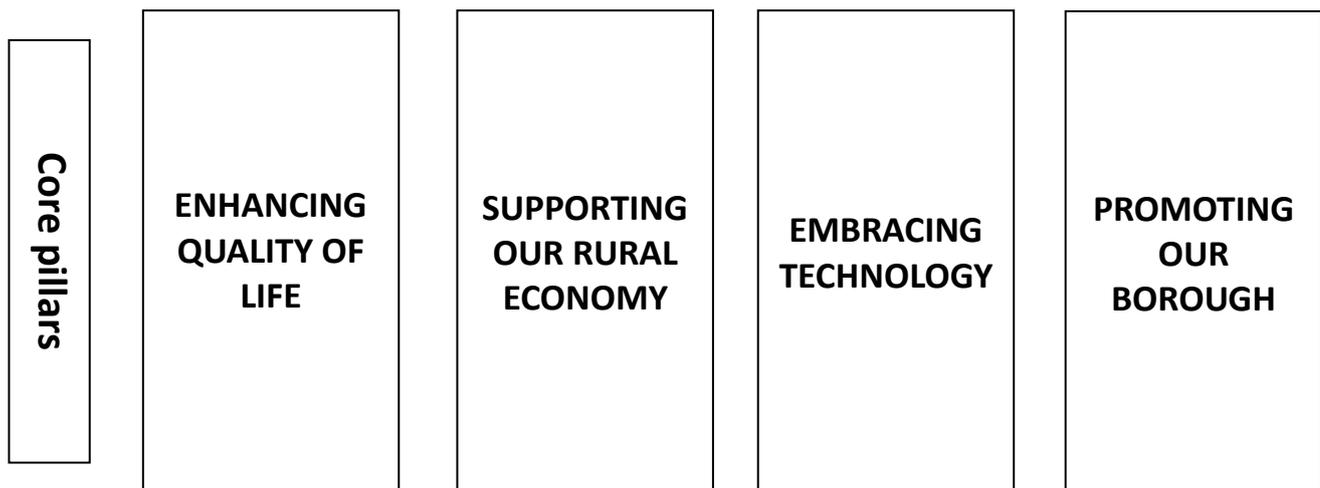
Sections 6 and 7 above outline the core challenges and opportunities that were identified during the consultation and engagement process. However, other challenges and opportunities were cited and the following table provides a summary:

| Challenges | Opportunities |
|---|---|
| <ul style="list-style-type: none"> • There are skills shortages at all levels making it difficult for employers to recruit – these are particularly acute in the retail, hospitality, logistics and STEM sectors • The current business and enterprise support offer is disjointed and patchy and not always relevant • Enterprise is not promoted enough as a successful career path within schools and colleges • Young people leaving education do not have the skills to perform effectively in the world of work and educational attainment at Key Stage 4 locally is below expectations • There is a lack of dedicated networking and peer to peer support for local entrepreneurs to collaborate and co-create • Connections between larger businesses and the start up community are not well established • Basingstoke still suffers from a poor image and perception which can undermine its attractiveness as a place to live and work • There is a lot of innovation happening locally but it is not visible • The lack of higher education provision makes it difficult to attract, retain and grow talent locally • There is a disconnect between careers advice and guidance and the opportunities offered by the local labour market and economy • The quality and age of the commercial stock can be a deterrent to inward investment and business growth • Some large global corporates companies have moved out of the borough which can undermine the image of Basingstoke as a good place for business | <ul style="list-style-type: none"> • The borough has clear growth ambitions supported by infrastructure investment • The expected growth in population could enlarge the pool of talent as well as creating additional opportunities for new products and services • The borough is undergoing a large infrastructure investment programme: road improvements, housing development and commercial regeneration • The borough has a diverse business base and stronger connections between sectors could foster innovation • The 5G test bed could help give a clear USP for the town and open up a wealth of business opportunities • The Smart Basingstoke programme offers opportunities for innovation • The borough has been recognised as a creative cluster • The creation of a co-working space and the SETsquared incubator in Basing View could act as a catalyst to establish a strong digital tech cluster • The regeneration of Basing View and the Enterprise Zone status could provide opportunities to attract more businesses to the area • The borough’s proximity to London and the Thames Valley and its excellent transport links should be maximised • The borough’s quality of life and strong retail and cultural offer are key assets for attracting and retaining talent • The borough has strong links with the EM3 LEP and has been identified as a growth town within the Innovation South region |

8. GROWING OUR ECONOMY

The following section focuses on key priorities, cross-cutting themes and core pillars that have been identified as the main areas of focus to ensure the longer term economic prosperity of the borough and its residents and businesses. It looks at specific areas where interventions are required to address some of our core challenges and take advantage of the opportunities that are available to us now and in the future.





CROSS-CUTTING THEMES

Inclusive growth

Economic growth can be uneven and does not benefit everyone to the same extent. There are different definitions of inclusive growth but they all make reference to participation in the economy of a place and access to opportunities.

As stated in the previous section, there are some significant differences in levels of qualifications, employment and earnings within Basingstoke and Deane and not all residents have access to the same opportunities or employment prospects.

This strategy recognises the need for inclusiveness so that the future economic growth of the borough should reap benefits for all.

Through the community regeneration approach, we will aim to raise aspirations and develop the talent and skills of our residents to help them seize the opportunities created by economic growth.

Although there is no quick solution, as we implement the actions to deliver the growth strategy, we will give close consideration to how we can support those residents facing disadvantage so that they can participate and share actively in the prosperity of Basingstoke and Deane.

Clean growth

Clean growth is a way to achieve economic growth, using clean technology, and allowing sustainable development. The aim is to rise standard of living with a reduced environmental impact.

Clean growth can be a key opportunity and reflects the Horizon 2050 vision where our residents have told us that they want our environment to be protected and our borough to be more energy, waste, water and resource efficient.

Through the clean growth agenda we will also identify opportunities to grow our low carbon economy and engage our entrepreneurs in creating new energy, transport or resource management solutions.

And when devising our actions to deliver this strategy, we will put the clean growth agenda at the forefront of our thinking and whenever we can we will promote sustainable practices.

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KEY PRIORITIES

Priority 1 - Growing our talent - skilling and upskilling

Aim: ensure our borough has a suitably qualified workforce, raise aspirations and improve employability and qualification levels to support and service economic growth

Context:

Although high levels of employment and low unemployment are signs of good economic health, they also present some significant challenges for our economy. Workforce shortages at all levels but particularly in higher-skilled occupations are being reported by local businesses with many vacancies being hard to fill.

Near full employment also means that it is still fairly easy to step into a job after leaving college. Although career progression can be achieved this way, very often these are entry-level, low skilled and low-paid jobs with very limited career prospects.

The proportion of residents qualified at level 4 and above (37.9%) is lower than the UK (38.6%) and south east (41.4%)¹⁷ average.

Education attainment at Key Stage 4 is also below the UK average.

Provision of further education in the borough is good supported by Basingstoke College of Technology and Queen Mary's College.

There is very limited provision of higher education which limits the opportunities for young people to stay in the borough to continue with their studies. This lack of provision also prevents those in the workforce wishing to upskill to have access to courses at local level.

The Western Basingstoke HE Capacity Study 2018¹⁸ shows that there are, however, opportunities to meet local demand for higher level skills by building the capacity of the existing workforce given the higher than average proportion of residents qualified at level 3 (A level equivalent). Employers identify that doing so not only increases productivity and business competitiveness, but leads to improved retention of employees with the attitudes and attributes of value to their companies through better career progression and employment in higher value jobs.

To remain competitive and resilient, the borough needs to have a workforce that is versatile and equipped with transferable skills to respond to changing business requirements.

Education and business will need to work together to jointly devise and deliver training courses.

¹⁷ ONS annual population survey 2017

¹⁸ Western Basingstoke Capacity Study: <https://www.enterprisem3.org.uk/news/western-basingstoke-higher-education-capacity-study-published>

Education, training providers and businesses will have a critical role in ensuring that residents have access to the relevant learning and training opportunities that will enable them to progress in their careers. Local higher education provision will be key to achieve this goal.

Our focus:

- Support residents to access the labour market through comprehensive employment support programmes
- Create lifelong learning opportunities to enable residents to increase their skill levels and knowledge and support career progression
- Increase digital skills of local residents to enable them to transact effectively in an ever-increasing digital labour market
- Continue to develop closer collaboration between education and business to raise awareness of the world of work and its requirements
- Work with the Career and Enterprise Company and the Basingstoke Consortium to improve careers advice and guidance so that young people and teachers have a better awareness of opportunities and progression routes with the delivery of careers advice recommendations
- Increase the range and take up of quality apprenticeships particularly degree apprenticeships
- Work in partnership with neighbouring universities and build on existing links with Surrey and Winchester universities to secure higher education provision in the borough
- Work in partnership with Hampshire County Council and local schools to attract and retain teaching staff and support the Secondary School Improvement Plan
- Support greater collaboration between primary and secondary schools and colleges to ease transition and progression
- Explore how informal education through youth work and out of school activities can help raise attainment and employability skills
- Foster the acquisition of soft skills, particularly creative skills, by making greater use of the arts in employability skills programmes
- Identify role models that can inspire young people and raise aspirations
- Share information and data to have a better insight on the evolution of the labour market and emerging career opportunities

Priority 2 - Supporting our entrepreneurs – starting up and scaling up

Aim: enable and facilitate the creation of a thriving enterprise ecosystem

Context:

The borough has relatively high levels of business births and survival rates after 5 years are above the UK and south east average.

The vast majority of businesses (90.9%)¹⁹ in the borough employ less than 10 employees.

8,000 residents are self-employed which represents 5.3%²⁰ of total employment.

The lack of consistent and sustained enterprise and business support locally is often cited as a key factor to business failure alongside access to finance. Businesses find it difficult to navigate the various business support programmes and services.

Incubation and acceleration both in terms of support and space are also in short supply in the borough.

There is only a very limited offer of incentives or grants available to start ups in the borough.

Entrepreneurship may not be perceived as a viable career route and schools and colleges only offer limited opportunities to their students to have a go at being entrepreneurs.

Our focus:

- Enable the creation of an enterprise ecosystem where entrepreneurs can access support, network, collaborate and innovate
- Improve the availability, quality and sustainability of business support by promoting the use of the IncuHive enterprise hub
- Maximise the opportunities offered by SETsquared, DeskLodge and the 5G test bed to create a thriving digital tech hub
- Support the establishment of business incubation and acceleration programmes
- Explore the feasibility of establishing an investor community
- Assess the potential and viability of creating an enterprise centre providing flexible and scale up accommodation for start ups
- Facilitate connections between start ups and established businesses to foster corporate innovation and enhance the local supply chain
- Promote enterprise education in schools and colleges by supporting programmes such as Young Enterprise

¹⁹ Interdepartmental Business Register 2018

²⁰ ONS annual population survey June 2018

Priority 3 - Supporting our sectors – building the foundations for success

Aim: develop a sector-based approach to foster growth of priority and important sectors and the creation of high value jobs

The borough has a diverse business base with jobs distributed over a range of sectors. By far, the largest sector is 'wholesale and retail trade' which employs 16,000 people (19.8% of all employee jobs)²¹. It is a sector that may be adversely affected by automation and technology. Jobs in this sector also tend to be low-skilled and low-paid.

An analysis²² of the local current sector strengths has identified priority and important sectors that will play a key role in the future economic growth of the borough.

Priority sectors are those in which the borough has a competitive advantage and offer the potential for future high value-added growth. The priority sectors are: ICT and digital; professional, business and financial services; chemicals and pharmaceuticals; and advanced manufacturing. Between them, these sectors represent 4,210 businesses and employ 27,895 people.

Important sectors are those that relate to the functioning of the economy by delivering valuable services and providing a major contribution to the current GVA and employment opportunities in the area. The important sectors are: construction; health and care services; wholesale; and retail and leisure. Between them, these sectors represent 1,869 businesses and employ 33,500 people.

To support the growth and resilience of these priority and important sectors a comprehensive sector-based approach will be required. Some of the core challenges these sectors will face are the availability of suitably skilled labour, investment in research and development and innovation, and the adoption of new technologies.

To facilitate the further development of these sectors, there is a need to develop a framework of support that ensures:

- greater collaboration between SME businesses and HEIs/centres of excellence locally and nationally;
- access to capital – including both finance (e.g. Angel Investment Funding) and skills. This will include upskilling opportunities so that the workforce can adapt to new and emerging technologies;
- access to appropriate infrastructure, for example high speed physical and digital connectivity and high quality office/incubation/R&D space – including 'affordable' use of specialist equipment /infrastructure for new starts and SMEs;
- networking, collaboration and awareness of new market/funding opportunities (e.g. through Innovate UK/Challenge funding)– possibly through the development of physical innovation hubs;

²¹ ONS – business register and employment survey - 2017

²² Sector proposition for Basingstoke and Deane – Amion 2018

- support is available across all stages of the innovation cycle and enterprise support to assist potential entrepreneurs (including commercialization and Intellectual Property advice); and
- an adequate supply of suitable premises including flexible and co-working space for incubation/new start-ups and grow on space for expanding businesses.

This prioritisation approach will not be to the detriment of other sectors. For example, Basingstoke and Deane is home to a thriving creative sector. The town was identified as a creative cluster in the Geography of Creativity in the UK report in 2016²³ for its high concentration and growth of creative industries. The report states that the creative sector comprises over 1,900 businesses providing over 7,800 jobs. Through targeted interventions, sectors like this will also be supported.

Our focus:

- Engage with businesses from priority and important sectors and set up sector-specific forums to better understand needs and challenges
- Develop sector-based plans that will address the specific needs of each priority and important sector
- Foster collaboration between these sectors and education and training providers so that skills needs are fulfilled
- Develop an overarching sector support framework that will encompass new market opportunities, access to capital (skills and finance), research development and innovation, enterprise development and access to land and premises

²³ Geography of Creativity report 2016: https://www.nesta.org.uk/report/the-geography-of-creativity-in-the-uk/?gclid=CjwKCAiA9efgBRAYEiwAUT-itMi173g3CV9433rnTSrwn4fhZsBJF1dTnN2dPUFByJRzGVhnKyfFehoCOT0QAvD_BwE

CORE PILLARS

Core pillar 1 - Embracing technology – seizing the opportunities of a digital age

Aim: Foster innovation and technological development

The pace of technological change means that every day jobs that did not exist are being created.

Automation, artificial intelligence and the Internet of Things are opening up new possibilities that will change the way we work and live in the future.

The 2018 TechNation²⁴ report highlights some staggering facts about the strengths of the borough's digital tech economy. The digital tech sector employs 22,881 people. Basingstoke ranks 4th for digital tech density, 5th for digital tech productivity per employee and 7th for digital tech turnover in the UK.

This provides a sound and robust base on which to develop technological innovation, foster cross-sector fertilisation and transform more traditional industries.

Basingstoke is at the forefront of the 5G revolution and is home to one of the first 5G test beds available to SMEs and start ups.

The Smart Basingstoke programme also offers a wide range of opportunities to foster technological development through effective use of data and Internet of Things applications to enhance our residents' quality of life.

Digital is everywhere. It cuts across all sectors and changes the way we work, the way we travel, the way we live and the way we enjoy ourselves. And we must embrace technological change – it is a question of adapt or die.

Our focus:

- Maximise the opportunities offered by 5G through the creation of a 5G cluster and accelerator to support the commercialisation of 5G applications as well as enabling 5G connectivity in pilot areas such as Basing View and Manydown
- Develop an open data platform that will support technological innovation to improve resident quality of life
- Implement an Internet of Things network to enable effective development and use of sensor technologies leading to technological innovation and business creation
- Implement the Smart Basingstoke programme leading to the development of new technologies and applications such as automated transport and connected homes
- Increase awareness of digital tech job opportunities and develop digital tech skills in education through initiatives such as TeenTech, coding clubs and youth hackathons

Core pillar 2 - Supporting our rural economy – diversity and diversification

²⁴ TechNation 2018: <https://technation.io/insights/report-2018/>

Aim: Promote economic diversification while preserving the unique character of rural Basingstoke and Deane

With over 75% of the land within the borough defined as agricultural or woodland, the rural dimension of the borough is very important in shaping its character, its communities, economy and environment. The importance of agricultural and rural businesses, the prominence of landscape and countryside along with the scale and dispersed nature of rural communities in comparison with the larger more urban settlements are all important components of the local economy. The rural environment of the borough adds significantly to the quality of life enjoyed by urban residents and is a considerable asset for the area.

By nature, the rural parts of Basingstoke and Deane are home to a diverse range of land-based businesses ranging from traditional farming, forestry and food production. But rural Basingstoke and Deane also boasts a wealth of non traditional rural businesses such as manufacturing, digital tech, creative industries or retail.

Rural Basingstoke also contributes significantly to the visitor economy.

Preserving the character of the rural economy while supporting diversification and economic growth requires careful consideration.

Our focus:

- Promote the regeneration of rural communities through economic diversification
- Support the development of rural tourism activities (accommodation, farm shops, campsites, hospitality businesses, outdoor activities centres, etc.)
- Improve rural connectivity through alternative broadband and internet solutions
- Support the vibrancy and resilience of rural villages and their high street
- Develop and implement training programmes aimed at supporting rural businesses
- Support rural businesses in accessing funding through the LEADER and EAFRD programmes

Core pillar 3 - Promoting our borough – putting Basingstoke and Deane on the map

Aim: promote the borough's key strengths and assets to attract inward investment, talent and new residents

The borough has many strengths and assets that make it a great place to start or locate a business including excellent transport links, a range of affordable commercial and industrial property, growth sectors, an extensive investment programme worth £4bn and access to a pool of highly skilled people of over 480,000 within a 60 minute drive.

However, the borough, and in particular the town of Basingstoke, still suffers from an outdated poor perception and in some people's mind the name Basingstoke conjures up the image of a soulless new commuter town with no character or identity instead of the modern and vibrant town that it is.

It is not perfect and there is still work to do but key investment projects such as the regeneration of Basing View, the Manydown Garden Community or the Leisure Park redevelopment will all go towards improving our image and changing people's perception.

We will need to continue to showcase our assets and to define and refine Basingstoke and Deane's uniqueness and competitive advantage.

Our focus:

- Implement the place and inward investment strategy to showcase the borough's assets
- Work with key partners such as Destination Basingstoke, Basingstoke Together and Festival Place to jointly develop cohesive and coherent marketing campaigns
- Identify and attend key property, business or investment events to promote what the town has to offer investors and businesses
- Use social media effectively to share good news stories and to showcase local innovation and celebrate success
- Proactively share good news stories with targeted publications and groups
- Strengthen our relationships with property agents to identify inward investment leads and prepare bespoke pitches accordingly
- Work with Invest in Hampshire, the EM3 LEP and the Department for International Trade to ensure the borough is at the forefront of foreign direct investors

Core pillar 4 - Enhancing our quality of life – making Basingstoke and Deane an even better place to live

Aim: maximise the opportunities of culture, leisure and heritage and strengthen our town centre to create a sense of place where people want to live and work

The borough provides excellent quality of life which is evidenced by the fact that 94% of residents think that the borough is a good place to live.

The combination of a modern urban centre in the town of Basingstoke and a large expanse of beautiful countryside peppered with charming villages make Basingstoke and Deane a great place to live, work and play.

Low levels of crime and congestion, an excellent retail offer, excellent leisure facilities and renowned cultural and heritage assets all contribute to the quality of our borough and make it a family-friendly place.

Arts and culture play a key role in place-making and in creating a sense of community by bringing together residents of all backgrounds and ages. Participation in the arts has positive effects on well-being, happiness and confidence.

All this contribute to the visitor economy by attracting visitors from outside the borough to come and visit our attractions, shop or attend an event.

The regeneration of some of our older neighbourhoods will also play a key role in improving the quality of life of our residents by upgrading facilities, delivering targeted interventions to overcome disadvantage and creating a sense of belonging.

As our population grows and resident expectations evolve, we will need to continue investing in, refreshing and adapting our cultural, leisure and retail offer.

Our focus:

- Develop a shared strategy focused on the central Basingstoke area to ensure the town centre continues to remain strong and vibrant and to respond to the changing role of town centres and evolving consumer behaviour and expectations
- Explore way to enhance the cultural offer in the Top of the Town to act as a catalyst for regeneration and change
- Work in close partnership with the Basingstoke Together BID to continue to diversify the town centre offer and deliver events and marketing campaigns to attract more visitors
- Implement the Cultural Strategy and support the development of a thriving cultural and arts sector

9. DELIVERING THE STRATEGY

Governance

The council is not able to deliver this strategy and supporting actions on its own. Successful implementation will be reliant on effective partnership working. Many partners will be involved – some will act as critical friends and provide expertise and advice, some will act as facilitators or enablers and others will be responsible for the direct delivery of some of the interventions identified in this strategy and the supporting action plan.

To ensure effective delivery, a growth steering group will be set up and will bring together representatives from the public, private and voluntary sector. This group will be responsible for overseeing and monitoring the implementation of the strategy as well as carrying out periodical reviews.

Timescales and action plan

This strategy will run to 2033 to be aligned with the Economic Master Plan adopted in 2013. It will be reviewed every 5 years in 2023, 2028 and 2033.

The strategy will be implemented and monitored through a detailed action plan which will be reviewed and updated regularly as initiatives are being delivered and new actions identified.

The action plan will describe specific and measurable interventions with clear outputs and outcomes. It will set clear timescales and specify the resources required for the delivery of each action. It will identify the lead partner and other partners involved in the delivery.

Timescales for each action will vary but the majority of the actions will be short to mid term ranging from a few months to up to 12 to 18 months.

Measuring success

There are many factors that contribute to or impact on economic growth and many are linked to macroeconomic trends, globalisation or government policy which are all beyond our control.

As detailed above, each action will have specific and measurable outputs and outcomes. But it is important that we also measure the overall impact of the strategy. To this end, the following key economic indicators will be used:

- Gross Added Value per capita
- Economic activity and employment rates
- Number of business births and deaths and survival rate
- Qualification levels qualification levels
- Number of employee jobs
- Business counts
- Number of jobs per sector

This will provide an overall health check of our economy and to some extent will be an indicator of success of the strategy.

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