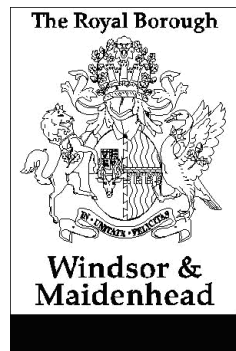


Report for: ACTION



Contains Confidential or Exempt Information	<i>NO - Part I</i>
Title	Economic Development Strategy 2016-2019
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate and Community Services
Contact officer, job title and phone number	Kevin Mist, Head of Communities and Economic Development, 01628 796443
Member reporting	Cllr Love, Principal Member for Maidenhead Regeneration Cllr Bicknell, Deputy Chairman of Cabinet, Lead Member for Education and Windsor Cllr Bateson, Lead Member for Neighbourhood Planning and Ascot & The Sunnings Cllr Wilson, Lead Member for Planning and Maidenhead
For Consideration By	Cabinet
Date to be Considered	April 2016
Implementation Date if Not Called In	Immediate
Affected Wards	All

REPORT SUMMARY

1. Following the appointment of the Economic Development Manager in November 2015 a Strategy (Appendix A) and Year 1 Action Plan (Appendix B) has been written outlining the key economic development objectives for the borough over the next 3 years.
2. The strategy has 3 strands, business engagement, inward investment and skills that have actions to be completed across the period of the strategy. A range of key partners have been consulted in the development of the strategy.
3. A new inward investment web site www.investwindsorandmaidenhead.co.uk has been developed to promote the borough to potential investors. The website will showcase the borough as a place to do business offering information on key development sites, business clusters and sources of business support.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Increased high quality jobs for residents through the number of businesses achieving growth through the support of business advisors	March 2017
2. Increased occupancy of retail units through council activity	March 2017
3. increased recruitment of local people into local companies as evidenced through workforce surveys	May 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

Approve the Economic Development Strategy; the year 1 action plan to facilitate its delivery and the investwindsorandmaidenhead.co.uk website launch.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The implementation of the strategy is recommended to support the economic growth of the borough, supporting and encouraging businesses to locate and remain located here and provide local jobs for residents.

Option	Comments
Agree to the adoption of the strategy and its associated year 1 action plan <i>This is the recommended option</i>	To enable the actions to be completed the Economic Development Manager will work closely with other teams such as the town centre management, visitor management and the councils grow our own team.
Cease activity on the strategy <i>This is not recommended</i>	

3 KEY IMPLICATIONS

- 3.1 There are within the strategy a number of outcomes for each strand of work, business engagement, inward investment and skills.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
% of outcomes in the Action Plan for the	Below 60%	60 - 70%	71 - 75%	Above 80%	30/4/2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Strategy achieved					

3.2 In the year 1 action plan (Appendix B) there are 35 action points to be completed with their individual timescales for delivery.

4. FINANCIAL DETAILS

Financial impact on the budget

4.1 A budget was approved in 2015 for the financial year 2016/17 of £90,600 which includes £40k to be allocated to activities such as business support, website and pop up offices. This will fund the activities to deliver the strategy.

	2016/17	2017/18	2018/19
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

	2016/17	2017/18	2018/19
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

5.1 There are no legal implications the work is in support of improvement for local business and residents.

6. VALUE FOR MONEY

6.1 The Economic Development Manager will be working with local partners including the Chamber of Commerce and the effectiveness of the strategy and its actions will be seen through the outcome measures.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Reputational risk of council not delivering	No	Economic Development Strategy Action plan	Yes

Risks	Uncontrolled Risk	Controls	Controlled Risk
strategy		implementation	
Uncoordinated approach to economic development leads to duplication of activity	No	Regular meetings will all key partners with Economic Development Manger and implementing the action plan	Yes
Residents unaware of what the Council doing to promote economic growth	No	Use of media to promote good news stories	Yes

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The strategy links to a number of our strategic objectives including Equipping ourselves for the Future.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None

12. PROPERTY AND ASSETS

12.1 None

13. ANY OTHER IMPLICATIONS

13.1 None

14. CONSULTATION

14.1 Engagement was carried out with partners to inform the development of the strategy. These partners include:

- Maidenhead Chamber of Commerce
- Windsor, Eton & Ascot Town Partnership
- Thames Valley Chamber of Commerce
- Thames Valley Local Enterprise Partnership
- Thames Valley Growth Hub
- Lambert Smith Hampton
- Page Hardy Harris

- UK Property Forums
- Prom.

15. TIMETABLE FOR IMPLEMENTATION

15.1 These are identified in the action plan at Appendix B.

16. APPENDICES

16.1 Economic Development Strategy 2016-2019 – Appendix A

16.2 Economic Development Strategy Year 1 Action Plan – Appendix B

17. BACKGROUND INFORMATION

17.1 None

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council			
Cllr P Bicknell	Lead member for Windsor			
Cllr D Wilson	Lead member for Maidenhead			
Cllr C Bateson	Lead member for Ascot and the Sunnings			
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	30 March		
Simon Fletcher	Strategic Director Operations and Customer Services	30 March		
Russell O'Keefe	Strategic Director Corporate and Community Services	30 March	31 March	Comments included throughout
Chris Targowski	Cabinet Policy Manager			
External				

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Royal Borough Windsor and Maidenhead Economic Development Strategy 2016-2019

January 2016

“The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful Council”

Our vision is underpinned by four principles:

Putting residents first

Delivering value for money

Delivering together with our partners

Equipping ourselves for the future

CONTENTS

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1	Introduction	4
2	About Royal Borough of Windsor & Maidenhead	4
3	Current business environment	6
4	Policy context	7
5	SWOT analysis	8
6	Key objectives and actions	10
	Appendices	12

1.0 Introduction

- 1.1 The Economic Development Strategy is a three year strategy aimed at strengthening the Council's relationships with business and helping our residents achieve economic wellbeing through greater employment and training opportunities.

2.0 About Royal Borough of Windsor & Maidenhead

- 2.1.1 The Royal Borough is a dynamic and diverse area with much to offer residents, visitors and those who work here. Situated some 25 miles west of London, it has an excellent transport and communications infrastructure. The A4 and the M4 run through the borough and there are ten train stations served by six lines.
- 2.1.2 The 2013 mid year population estimates indicated that the Borough had 146,335 residents. Which means the population has risen by 8.2% between the 2001 and 2011 census.
- 2.1.3 Although 83% of the borough is designated Green Belt, it is relatively densely populated compared to the rest of the South-east region. The main population is concentrated in two urban centres, Windsor (c 28,000¹) and Maidenhead (c 55,000²).

2.2 Housing and Employment

- 2.2.1 House prices are among the highest outside Greater London with over two thirds of properties in the borough owner-occupied³. The borough's strategic housing assessment highlights the need for more affordable housing.
- 2.2.2 The borough has a skilled workforce and low levels of unemployment with the local economy supporting some 76,100 local jobs, 66.8% of which are full time⁴. Nearly 59.9% of jobs are in either professional or managerial/technical occupations⁵.
- 2.2.3 The average gross weekly pay for borough residents is £673 for full time workers, which is more than the South East average of £567 and the UK average of £520.8. Full-time male workers earn an average of £801.02 per week compared to £529.4 for females⁶.
- 2.2.4 The royal borough's average annual income, £38,936, is significantly above the national average of £26,804⁷. The majority of households have an income towards the lower end of the earnings spectrum – with 24% having income levels below £20,000 per annum and 51% below £40,000. However, the proportion of households with lower incomes is less than the national average at 37% and 65% respectively and there is a significant proportion of higher income households in RBWM, with 9% of households having an annual income exceeding £100,000 compared to just 4% nationally.

¹ Ward population estimates ONS 2011

² Ward population estimates ONS 2011

³ Neighbourhood Statistics, Tenure of houses 2011

⁴ NOMIS 2013

⁵ Nomis Employment by occupation (July 2014- June 2015)

⁶ NOMIS Earnings by residence (2014)

⁷ Strategic Housing Market assessment 2014 p121(Sourced from CACI)

2.2.5 54.4% of residents, well above the national (36%) and South East (39%) average, are qualified to NVQ Level 4 or above. 2,600 (3.0%) residents have no formal qualifications⁸. This is well below the national average of 8.8%.

2.2.6 Employment is concentrated in office-based service sectors (92.3%), with financial services (25.7%) and Public Administration, Education and Health (19.9%) prevalent⁹.

2.3 Poverty and Deprivation

2.3.1 The English Indices of Deprivation 2015 indicates that the Royal Borough ranks as one of the least deprived districts in England (306/ 326)¹⁰. Ward level data indicates that there are pronounced contrasts within the borough between areas of affluence and wealth and areas of relative deprivation and need but there are no areas within the royal borough identified as amongst the 20% most deprived areas in the country.

2.3.2 These figures reflect the relative affluence of households within RBWM but also that the overall picture can mask disparities of income and relative poverty.

2.3.3 Whilst deprivation in the borough is lower than the national average and it has among the lowest comparative levels of under 16s living in poverty in the country¹¹ 9.9 per cent of children under 16 are living in low income families in the Royal Borough and at risk of poverty. This compares to 20.6% England Average and 15.% South East average¹²

2.3.4 The borough as a higher than regional average number of low paid jobs.

Table 1: Number of jobs paid less than the living wage (£7.84) across Berkshire

	Number of jobs	% of jobs	Rank (out of 347 non-London Local Authorities)
Reading	14,000	16%	321
Windsor and Maidenhead	10,000	16%	322
Wokingham	9,000	15%	326
West Berkshire	12,000	13%	336
Slough	8,000	12%	338
Bracknell Forest	7,000	11%	343
TVB	60,000	14%	

Source: ONS, October 2015

⁸ Nomis qualifications January 2014-December 2014.

⁹ Nomis Employee Jobs 2014

¹⁰ English Indices of Deprivation 2015.

¹¹ National Child Health Profiles

¹² Administrative data from DWP and HMRC August 2011.

2.4 Age Profile

- 2.4.1 29.2% of the population in RBWM are aged under twenty five years of age¹³.
- 2.4.2 28.2% are aged between 25-44 and 25.9% 45-64.
- 2.4.3 19.3% of the population are aged 65 or over. There are more older people in the royal borough than the national average and this is forecast to increase

Table 2: Age profile by Unitary Authority area

	Pre-school (0-4)	School Age (5-19)	Young Adults (20-39)	Older Working Age Adults (40-65)	Retirement Age (65 plus)
Bracknell Forest	6.9%	18.9%	26.5%	34.2%	13.5%
Reading	7.8%	17.4%	35.3%	27.5%	11.9%
Slough	9.1%	20.7%	32.4%	28.4%	9.3%
West Berkshire	6.3%	18.7%	22.0%	35.6%	17.4%
Windsor and Maidenhead	6.3%	18.2%	23.7%	33.8%	18.0%
Wokingham	6.5%	19.0%	22.5%	35.0%	17.0%
TVB	7.1%	18.8%	27.1%	32.4%	14.6%
England	6.3%	17.4%	26.6%	32.1%	17.6%

- 2.4.4 So overall Windsor and Maidenhead has an older but highly skilled population. This is good for employers looking for senior levels staff but challenging for employers looking for entry level staff.

3.0 CURRENT BUSINESS ENVIRONMENT

- 3.1 Windsor and Maidenhead was ranked the 10th most competitive place in the UK Competitiveness Index¹⁴. The only non-London borough in the top ten. The current business environment is very favourable with office accommodation in demand across the borough. The regeneration programme in Maidenhead is well underway and will provide an improved offer of commercial and residential space within the next 1-5 years. Crossrail is on track for 2019 and Maidenhead will see a reverse commuter flow with people travelling from London to work in Maidenhead as companies take advantage of lower commercial rents away from London.
- 3.2 Twenty-nine of the South-east's top 500 companies now have their main offices in the Royal Borough with a number high-tech companies having located here¹⁵. Eighteen of the top 500 companies are in Maidenhead and ten in Windsor. There is one top 500 company based in Ascot. Key sectors in Windsor and Maidenhead include digital media technology; healthcare and life sciences and tourism and leisure. A study undertaken by Creative Space Management in 2015 identified 585 computer consultancy companies, 111 advertising companies and 40 motion picture production companies in the borough.

¹³ Census data last updated 2013

¹⁴ UK Competitiveness Index 2013

¹⁵ TMCS Top 500 Companies in the South 2014

- 3.3 The top ranked Maidenhead company by turnover is Hutchison 3G UK Ltd with a turnover of more than £2bn. Windsor has 10 entries in the TOP 500 list and is the only East Berkshire town to have a company in the overall top 10 - Centrica in fourth place with a turnover of more than £26bn.
- 3.4 There is a thriving small business sector with over 8,800 small to medium enterprises¹⁶. 90.4% of companies in the borough employ less than 10 people.¹⁷ 0.4% of businesses in the borough are large businesses employing more than 250 people. The majority of large businesses are located on business parks outside of the town centre with easy access to the M4.
- 3.5 Windsor is a key tourism destination in the United Kingdom. Key attractions include Windsor Castle, Ascot Racecourse, Windsor Racecourse and Legoland. It is estimated that expenditure from tourism visitors amounted to £459 million in 2014. This is an increase of 2.5% on the previous year and highlights the importance of Windsor as a key driver in the borough economy
- 3.6 The M4 Smart motorway scheme will improve traffic flow on the M4 and improve travel times to Heathrow and the West by car. Heathrow remains a key driver of the local economy with many companies locating to Windsor and Maidenhead as it is within easy reach of Heathrow. There is also an ambitious proposal to create a link between the Windsor Central railway station and the Windsor and Eton Riverside station.

4.0 Policy context

- 4.1 The following policy documents were reviewed as part of the evidence gathering for economic development strategy:

- Council Strategic Plan 2016-20
- Local economic assessment
- TVLEP Strategic Economic Plan
- TVLEP sector propositions
- LEP Priority Skills Statement
- Windsor Retail Study
- Creative Space Digital Media Incubation Centre study
- Joint Health & Wellbeing Strategy 2013-2016

- 4.2 Views of external partners on barriers to business growth were also sought. These partners include:

Maidenhead Chamber of Commerce

Windsor, Eton & Ascot Town Partnership

Thames Valley Chamber of Commerce

Thames Valley Local Enterprise Partnership

¹⁶ Nomis UK Business Counts 2015

¹⁷ Nomis UK Business Counts 2015

Thames Valley Growth Hub

Lambert Smith Hampton

Page Hardy Harris

UK Property Forums

PROM

5.0 SWOT Analysis

5.1 Strengths

- 5.1.1 The borough has excellent transport links with 7 train stations, access to the M4 and Heathrow Airport with in easy reach. The borough has high quality housing, good schools and highly skilled residents. The borough has 2 further education colleges. The borough is home to many UK headquarters and European Headquarters of high profile internationally recognised companies.
- 5.1.2 Unemployment is low and is currently half the national average at 5.8% of the working age population compared to 9% regionally and 12% nationally. Unemployment is relatively low and the council is part of the pan Berkshire Elevate programme to reduce unemployment among 16-24 year olds. The council has the Grow Our Own employment support service for residents who are looking for employment
- 5.1.3 The borough has lots of high quality open spaces.
- 5.1.4 The council supports social enterprises through the social enterprise fund and supports local residents wanting to start their own businesses through the Strive Project.
- 5.1.5 The borough has a booming visitor economy in Windsor. Windsor is an international brand that is recognised around the world. The council has an excellent visitor information service and good relationships with key players in the tourism industry. The council's Big Society programme has been able to draw on a wide range of volunteers who have promoted the borough at many events.

5.2 Weaknesses

- 5.2.1 Windsor and Maidenhead is not being actively promoted as a place for inward investment. The council relies on partners like Thames Valley Chamber of Commerce and UKTI to promote the borough. The Borough does not have a relationship with key businesses and there is currently no mechanism for consulting key businesses outside of the town centre partnerships.
- 5.2.2 The current office stock is aimed predominantly at SMEs with a limited offer for large companies who tend to gravitate to the business parks due to size requirements and parking availability. The current vacancy rate of office space is 17%. If the rate lowers to 13% there will not be enough choice for businesses wanting to move into the borough.

5.2.3 An ageing population could make the borough less economically competitive in relation to neighbouring authorities like Slough.

5.3 Opportunities

5.3.1 Maidenhead Town centre is undergoing a major regeneration which is attracting interest from new occupiers. The town has six key regeneration opportunity sites (see appendix A). Chapel Arches is already well on the way to being completed in 2016 and The Point in West Street has been completed with three major occupiers in the building.

5.3.2 Crossrail will improve journey times to and from London bringing the potential of businesses relocating out of London to Maidenhead. This will create reverse commuter flows which in turn could lead to further demand in housing.

5.3.3 The council has set CIL at £0 for domestic builds in the Maidenhead Area Action Plan areas. It is hoped that this will increase housing development in the town centre.

5.3.4 Maidenhead has a strong social media brand in Enjoy Maidenhead with over 3500 followers on Twitter and over 2600 followers on Facebook. The Enjoy Maidenhead website has 72,000 hits per year. This is a powerful brand that is growing year on year and promoting Maidenhead regionally and nationally.

5.3.5 The Windsor, Eton and Ascot Town Partnership will soon become a Community Interest Company and able to raise revenue to specifically invest in those town centres.

5.3.6 In 2020 the council will be allowed to set business rates and retain all the revenue collected.

5.3.7 The council is commissioning an innovative free Wi-Fi service for all the major town centres with roll out expected in Autumn 2016.

5.4 Threats

5.4.1 Other boroughs have an online inward investment presence and RBWM does not.

5.4.2 A lack of Grade A office space and large office developments means that existing businesses have nowhere to move to and large businesses are unable to find suitable office space in Windsor and Maidenhead.

5.4.3 A lack of parking in the town centres is impacting on recruitment of staff that live outside the borough or outside of public transport networks.

5.4.4 High domestic property costs are deterring young people from living in the borough. This could impact on economic growth of local businesses.

5.4.5 Nationally all councils will be allowed to set business rates and to retain the revenue collected. This means that neighbouring authorities could undercut our business rates and some of our employers might move out of the borough.

6.0 Key objectives & Actions

6.1 The economic development priorities for the council are part of the council's wider objectives of

- Putting residents first
- Deliver together
- Value for Money
- Equipping ourselves for the future

6.2 Business engagement

6.2.1 The council recognises that business is key to the economic success of the borough. We will

- Develop a business network with key local employers with a view to understanding the different needs of each business and retaining existing business in the borough.
- Promote the use of business advisers to existing businesses to help them grow.
- Promote pop up offices in our town centres

6.2.2 Success will be measured by

- the number of companies remaining in the borough as identified by business rates data.
- change effected by response to business network.
- the number of businesses achieving growth through the support of business advisors.

6.3 Inward Investment

6.3.1 The Council will communicate with businesses and residents to promote the borough as a place to do business. We will:

- Develop a new website to promote the borough to existing business and potential new business investors including the benefits of Crossrail to the borough and the M4 smart motorway scheme.
- Support businesses looking to move into the borough.
- Attend key property and investment events with key regeneration staff such as MIPIM.
- Identify a suitable site for a business incubation centre for digital media starts ups as identified in the report by Creative Media Space.
- Invest in a Wi-Fi service in all town centres across the borough.
- Improve the retail offer in Windsor and Maidenhead recognising the distinct customer base.

6.3.2 Success will be measured by

- Visits to the website and inward investment enquiries – setting a benchmark for future monitoring.

- Increase in business rates as more businesses choose Windsor and Maidenhead
- Increase interest in relocating to the borough as result of contact with key staff at property events.
- Functioning digital media incubation centre in Maidenhead
- Wi-Fi for all town centres.
- Increased occupancy of retail units by high quality occupiers

6.4 Skills

6.4.1 The council recognises that our residents must be equipped with skills for today and for the future. Businesses must be confident of reaching a suitably qualified labour market if they operate in the borough. We will

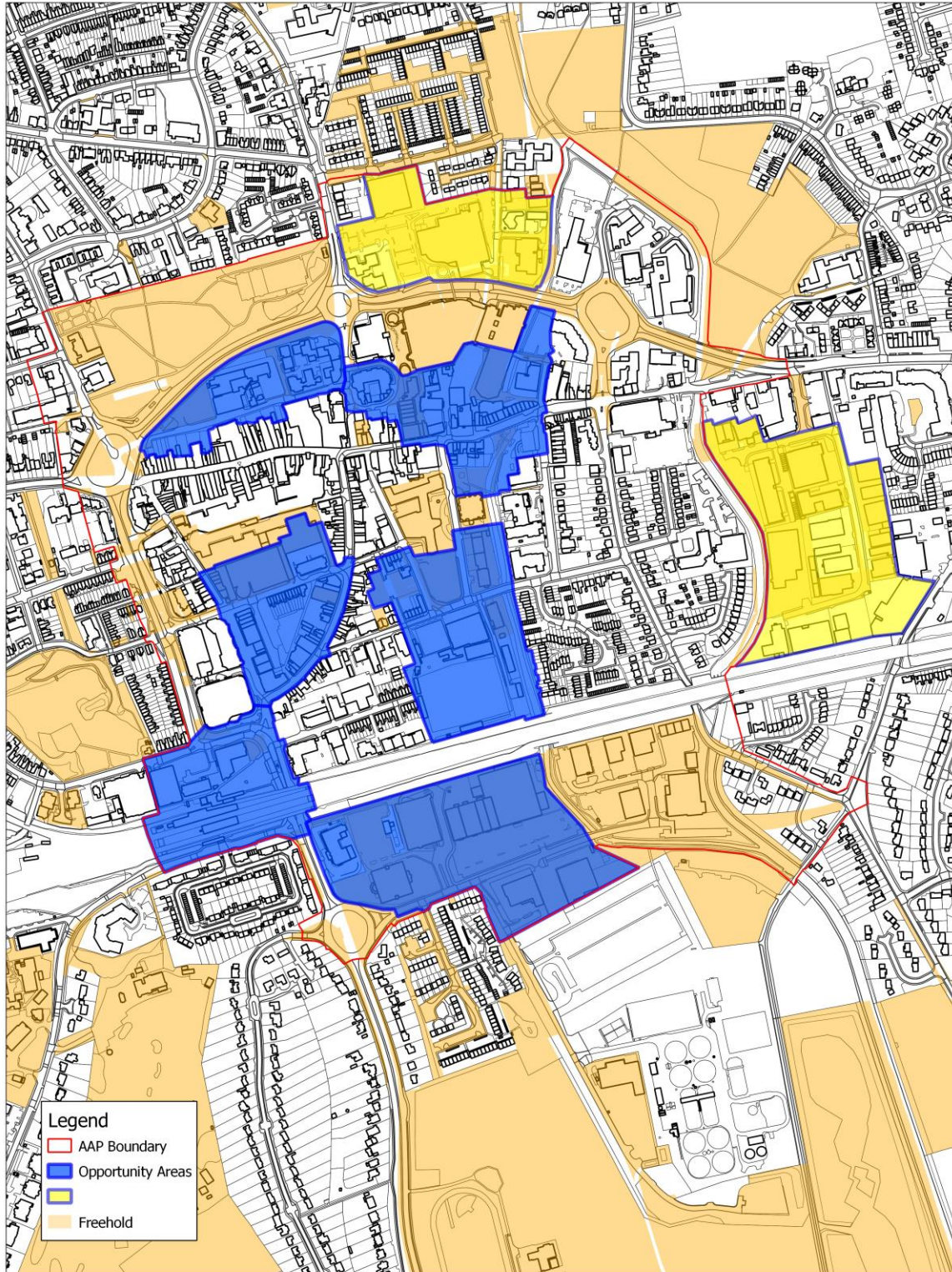
- Work with local employers to identify recruitment methods and barriers to local people accessing work.
- Work with businesses, further education and training providers to identify future skills requirements and how these skills can be acquired through education and training.
- Work with schools, colleges and training providers to ensure that young people are aware of the local Labour market and what jobs are on offer.
- Support the work of the LEP, Elevate and Grow Our Own through employer engagement.
- Use S106 for Employment & Training to support upskilling of residents who want to move jobs but lack the skills to access new opportunities.

6.4.2 We will measure success by

- Increased recruitment of local people in to local companies as evidenced through workforce surveys.
- Employer influence in the design and delivery of further education courses.
- Reduction in number of NEETS in year 12 as result of improved careers guidance.
- Increased up take of courses that offering training in hard to fill vacancy occupations.

Appendices

Key regeneration sites in Maidenhead



Description: AAP Boundary Maidenhead	Drawing No.: E02704B	OS Ref: SU8879		Royal Borough Of Windsor and Maidenhead <small>© Crown copyright and database right 2012. Ordnance Survey 100018817</small>
	Scale: 1:4500 A3 Port	Date:03/03/2014		

Document Name	Economic Development Strategy 2016-19		
Document Author	Jennifer Gunn		
Document owner	Kevin Mist		
Accessibility			
File location			
Destruction date			
How this document was created	Version 1	05/4/16	
	Version 2		
	Version 3		
Circulation restrictions			
Review date			

Aim – Improve Business engagement-	Lead officer	Outcome	Time scale for delivery 04/16 – 03/17
Objective - Develop a business network with key local employers with a view to understanding the different needs of each business and retaining existing business in the borough.			
Actions – 1. Capacity building with the Chambers of Commerce to increase the voice of business in the borough.	JG	Increased membership of the Chamber of Commerce by 10% to provide a co-ordinated voice of business.	03/17
2. Develop and implement a Member/Chief Officer training programme to support enhanced promotion of the borough to business.	JG	Attendance of 8 officers/Members at 2 trainings sessions to increase Member/Chief Officer engagement with local businesses. 10 businesses successfully visited.	09/17 03/17
3. Welcome letter to be sent to all new business' in the borough from the Leader of the Council	JG	25 letters sent out to increased engagement with local businesses.	12/16

Economic Development Strategy 2016 -2019 - Year 1 Action Plan 2016-2017

<p>4. Continue to make use of EGi data to understand lease requirements of major employers in the borough</p>	<p>JG</p>	<p>Report to O& S on lease status of major employers in the borough to encourage local businesses to stay in the Borough and retain jobs in RBWM.</p>	<p>03/17</p>
<p>Objective - Promote the use of business advisers to existing businesses to help them grow.</p>			
<p>Actions –</p>			
<p>1. Work with the Thames Valley Business Growth Hub to provide a business advice workshop in Windsor and in Maidenhead twice a month.</p>	<p>JG</p>	<p>24 sessions held to increase the sustainability of businesses in RBWM.</p>	<p>2/16</p>
<p>2. To work with local partners and employers to put in place a local ‘Strive’ programme that enables local residents to acquire the fundamental skills required to establish micro businesses that can grow.</p>	<p>HH</p>	<p>30 people to attend a Strive course leading to an increase in microbusinesses.</p>	<p>04/17</p>
<p>3. To support the development of new or existing social enterprises across the borough and offer through the council’s annual Social Enterprise Grant Fund.</p>	<p>HH</p>	<p>6 successful grant funded social enterprises in financial year 16-17.</p>	<p>04/17</p>
<p>Objective - Promote pop up offices and retail in our town centres</p>			

Economic Development Strategy 2016 -2019 - Year 1 Action Plan 2016-2017

<p>Actions –</p> <p>1. Open a pop up office in Windsor and in Maidenhead. Open once a week to microbusinesses and include a business support offer to users.</p>	<p>JG</p>	<p>10 pop up office sessions to support microbusinesses to expand and take on staff providing additional jobs in the borough.</p>	<p>03/17</p>
<p>2. Promote alternative private pop up office providers through social media.</p>	<p>JG</p>	<p>Raise awareness of alternative venues for microbusinesses to work through 20 tweets.</p>	<p>03/17</p>
<p>3. Open pop up retail spaces in town centres.</p>	<p>SJ/PR</p>	<p>Increase in the number of pop-up shops in empty units in the town centre and the number of landlords willing to engage with potential short term lets. Town managers to promote pop-up concept and introduce potential occupants to landlords. Target to make 10 introductions in 2016/17</p>	<p>03/17</p>
<p>Aim – Increase Inward Investment</p>			
<p>Objective - Develop a new website to promote the borough to existing business and potential new business investors including the benefits of Crossrail to the borough and the M4 smart motorway scheme.</p>			

Economic Development Strategy 2016 -2019 - Year 1 Action Plan 2016-2017

<p>Actions –</p> <p>1. Invest Windsor and Maidenhead website to be developed and launched in April 2016.</p>	<p>JG</p>	<p>Website launched April 2016</p> <p>Increased investment in the area. 15,000 hits in the first year of operations (comparable with first year of Enjoy Maidenhead website).</p>	<p>04/16</p>
<p>2. Launch of website to commercial agents in April 2016</p>	<p>JG</p>	<p>Property agents are able to sell the borough as place to invest through promotion of the website. Agents will be feed key news stories on new occupiers into the website.</p>	<p>04/16</p>
<p>Objective - Support businesses looking to move into the borough.</p>			
<p>Actions –</p> <p>1. RBWM investment pack available to send to prospective investors. The pdf pack will include information on the local economy, property agents and key contacts.</p>	<p>JG</p>	<p>Professional inward investment service is available to prospective investors. Council will be able to respond to investment enquires.</p> <p>10 packs sent to prospective investors.</p>	<p>12/16</p>

Economic Development Strategy 2016 -2019 - Year 1 Action Plan 2016-2017

<p>Objective - Support the sustainable growth of the visitor economy in the borough</p>			
<p>Actions –</p> <p>1. Through marketing attract first time visitors, persuade visitors to stay longer, spend more and encourage them to return and recommend the destination.</p>	<p>JW</p>	<p>A sustainable growth of 5% in visitor numbers and an increase in visitor expenditure which maximises the benefits of tourism in the borough.</p>	<p>03/17</p>
<p>2. Change perceptions of what the borough has to offer by developing it as a short break destination.</p>	<p>JW</p>	<p>Day visitors will be converted into staying visitors ensuring hotel occupancy increase of 5%.</p>	<p>03/17</p>
<p>3. Facilitate information sharing among local tourism businesses.</p>	<p>JW</p>	<p>All employees in the local industry are aware and able to promote a full range of offers in the borough therefore enhancing the visitor experience and helping to extend dwell time and spend. 2 major tourism network events per year.</p>	<p>03/17</p>
<p>4. Ensure frontline staff act as proud ambassadors, understand the needs of our visitors and are knowledgeable about the destination</p>	<p>JW</p>	<p>An enhanced visitor experience and welcome that influences whether visitors return</p>	<p>03/17</p>

Economic Development Strategy 2016 -2019 - Year 1 Action Plan 2016-2017

		and recommend the destination to others. Recruit and train 50 more ambassadors.	
Objective - Invest in a Wi-Fi service for Windsor & Maidenhead town centres across the borough.			
Actions –			
1. The council will continue dialogue with Intechology to deliver free Wi-Fi in Windsor and Maidenhead town centres.	BS /SP	Secure a wi-fi provider and deliver a free public wi-fi network in Windsor and Maidenhead town centres.	Cabinet report, April 2016. Subject to approval, 1 st phase to be delivered by October 2016
Objective - Increase footfall in Windsor and Maidenhead Town Centres			
Actions –			
1. Organise events to draw customers and residents into the town centres.	SJ/PR	Comprehensive event calendars developed in both town centres that attract increased footfall. Footfall in Maidenhead to increase by 2%. Footfall in Windsor to increase by 2%.	03/17
2. Market the town centre through joint working with stakeholders.	SJ/PR	Marketing strategies in place for town centres by April 2016. To	04/16

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		include promotion of events and campaigns to support footfall increase. Town centre stakeholders engaged in delivery of marketing messages.	
Objective - Support the Berkshire Superfast Broadband programme			
Actions –			
1. Work with delivery partners to ensure that speeds across the borough is at least 2 Mbps everywhere.	DVS	Phase 2 of the project aims to raise coverage from 92.7% to 97% across RBWM subject to funding being agreed by the LEP. Supports increase business growth.	03/17
Aim – Equip residents with the skills of today and for the future			
Objective - Work with businesses, further education and training providers to identify future skills requirements and how these skills can be acquired through education and training.			
Action –			
1. Set up an HR directors group to identify the skills priority in the borough and how they can be addressed.	JG	Local FE provision is influenced by local employers so that local people can learn the skills required for local	10/16

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		jobs. 2 meetings per year.	
2. Work with the Hotel HR Forum, local tourism businesses and East Berkshire College to promote the range of apprenticeships in leisure, tourism and hospitality.	JW	More local residents will be actively employed in the local visitor industry.	03/17
Objective - Work with schools, colleges and training providers to ensure that young people are aware of the local Labour market and apprenticeship opportunities.			
Action –			
1. LMI information from Recruitment & Employers Taskforce to be circulated to schools and colleges.	JG	Schools are better equipped to advise students on the Labour Market and the demand for skills. 4 lists to be circulated.	03/17
2. Apprenticeships, employment and training opportunities to be made available for young people on Elevate me website. - Elevate RBWM	JH	Increase apprenticeship take up across the borough. Comparison on take up rates are available on a yearly basis from SFA. 20 more apprentices to be started compared to 2015-16.	03/17
3. Promote through Schools, Colleges and Elevate hub local sector awareness sessions delivered across the borough - Grow	JH	Work with City Deal Partners and schools to develop a programme of local activity.	05/16

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<p>Objective - Support the work of the LEP, Elevate and Grow Our Own through employer engagement.</p>			
<p>Action -</p> <p>1. Working with local employers to highlight opportunities through apprenticeships</p>	<p>JG</p>	<p>Increase in apprenticeships as employers become aware of the benefits of hosting apprentices. Yearly comparison data is available form SFA.</p>	<p>03/17</p>
<p>Objective - Use S106 for Employment & Training to support upskilling of residents who want to move jobs but lack the skills to access new opportunities.</p>			
<p>Action –</p> <p>1. Sector specific training timetable available and advertised across the borough</p>	<p>JH</p>	<p>Time table of activity developed and promoted locally.</p>	<p>03/17</p>
<p>2. Employability training accessible through Grow and Elevate</p>	<p>JH</p>	<p>Continue to provide local support services through the Grow teams ie 40 Job Clubs, establish Phase 2 City Deal offer through refurbished hub in July 2016 and Elevateme website.</p>	<p>03/17</p>
<p>3. Funding available through Neighbourhood development fund for new skills development areas</p>	<p>JH</p>	<p>Funding in place to support new development areas. 6 courses to be</p>	<p>03/17</p>

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