



# **Business Survey 2013**

## **Final Report**

**Prepared by:  
Consultation Unit  
Stratford-on-Avon District Council  
October 2013**

# Contents

	<b>Page</b>
<b>1.0 INTRODUCTION</b>	<b>1</b>
<b>2.0 METHODOLOGY</b>	<b>1</b>
<b>3.0 SUMMARY OF RESULTS</b>	<b>2</b>
<b>4.0 RESULTS IN DETAIL</b>	
<b>4.1 Profile of Business</b>	
4.1.1 Location	6
4.1.2 Status	7
4.1.3 Main Business Activity	7
4.1.4 Numbers Employed & Where Live	8
<b>4.2 Location of Business</b>	
4.2.1 Time at Location and if and where they moved from	10
4.2.2 Reasons for Location	12
4.2.3 Size of Site	13
4.2.4 Intentions for Future	14
4.2.5 Problems Faced at Location	16
4.2.6 Relocation	17
<b>4.3 Stratford as an Area for Business</b>	
4.3.1 How Area Can Be Improved For Business	20
4.3.2 Rating of Area for Business	22
4.3.3 Planning Policy Comments	23
<b>4.4 Support from Stratford DC</b>	
4.4.1 SDC Support Role for Start Up	24
4.4.2 SDC Support Role for Business Improvement	25
4.4.3 Access to Information	26
<b>4.5 Business and Tourism</b>	
4.5.1 Supplying of Services to Tourism Sector	30
4.5.2 Priorities for Tourism	32
<b>4.6 Coventry &amp; Warks Local Enterprise Partnership</b>	
4.6.1 Knowledge of, and contact with CWLEP	33
<b>4.7 National Non Domestic Rates</b>	
4.7.1 Contacting the Council	35
4.7.2 Paying NNDR	41
4.7.3 Rate Relief	42
4.7.4 Comments about NNDR	44
<b>4.8 Consultation</b>	
4.8.1 Interest in signing up to "Business Sounding Board"	45

## **APPENDICES**

### **QUESTIONNAIRE**

## 1.0 Introduction

The District Council has committed to engaging with businesses through its Business & Enterprise Strategy which was adopted in 2012. One of the priorities in the Strategy is to engage with businesses so that we can better understand the state of business in the district and the needs of the business community.

The survey was used to obtain the views of business to influence, shape and inform the development and delivery of current and future plans and strategies. The way SDC administers National Non Domestic (Business) Rates was also examined and the best ways of supporting businesses in the future were questioned.

## 2.0 Methodology

3,384 questionnaires were posted to businesses in May 2013 across the District using the Council's Non-Domestic Business Rates address database. A reminder mailing was sent out towards the end of June to help boost response rates, with a deadline of mid July. Over the two mailings, 142 of these were returned undelivered for various reasons. A small number were returned online.

940 of those delivered were completed during the time period allowed. This is a response rate of 29%. This gives a confidence interval of + or - 2.7%, which is within the acceptable level of + or - 3% and gives statistically reliable results. The response rate in 2011 was 31%.

The report follows the order of the questionnaire. Charts and tables are used throughout the report to assist the interpretation of the results. In some cases, anomalies appear due to "rounding".

The comparison results by company location, status of company, number of full time employees, and how long the company had been operating at their address are only included if they are statistically significant. If a comment on a particular result has not been made, it can be assumed that there is no strong relationship between the two questions, i.e. rating of Stratford District as a place to do business by status of company. The significance is calculated by comparing the mean of a category with the overall mean using a "z-test". This establishes the level of significance between the two results. For this report, only results showing a significant relationship between the two have been included (*there is evidence of a relationship, significant at the 5% level or lower*).

Where relevant, comparisons with similar questions in the 2008 and 2011 Business Survey's have been included to find trends. The term "base" in the tables and charts refer to the number of responses to a particular question.

## **3.0 Summary of Results**

### **3.1 Profile of Business**

- Just less than one fifth of those surveyed said their main business activity was retail (19%), 11% indicated manufacturing and engineering, and 10% stated business and professional services.
- 73% of businesses employed between one and five full-time employees, up by 3 percentage points from the earlier survey, and eight out of ten had between one and five part-time employees (82%). 20% had 6 to 10 full-time employees on their books, down 3 percentage points from 2011.
- 45% of staff live in the same town or village as the company, with a further 25% living elsewhere in the district and 29% outside Stratford District.

### **3.2 Location of Business**

- 46% indicated they had been operating at their current address for more than ten years, a single percentage point down from the earlier survey. 19% of businesses had operated between six and ten years at the current address.
- Asked where their company had moved on, 62% of business had always been at the current location, up by a single percentage point from 2011, 22% moved from elsewhere within the district (the same percentage as in the previous survey), and 16% moved from outside the district, down one percentage point from the 17% recorded in 2011.
- Businesses were asked the main reasons why their company was located where it was. 54% responded that the nature of the site/premises was the main reason, down 3 percentage points from the 57% recorded in 2011, with 27% saying it was the proximity of their customers, down by a couple of percentage points from the previous survey. 20% stated the quality of the environment, up by 3 percentage points, and 14% mentioned the nature of the local economy.
- Asked what the total area of the site was, 70% indicated their business was less than 0.5 acres in size (71% in 2011), 14% said it was between 0.5 and 1.0 acres, the same as the previous survey, and 9% had a site more than 2.4 acres.
- 81% of businesses with less than 0.5 acres had less than five full time employees compared with 44% who had more than five.
- In floor space terms on the site, 50% had less than 250 square metres, an increase of 4 percentage points from 2011 (46%). 4% of those surveyed had a very large total floor space in excess of 5,000 square metres.
- 87% felt their premises were suitable for their current or future likely needs. This represented a decrease of 3 percentage points from the 90% recorded in 2011.
- 75% of those surveyed felt their floor space may see no significant change in the next 10 years. This percentage (75%) has remained constant across both surveys. 6% felt there may be an increase of more than 100%.

- Businesses were asked for their intentions with regard to their current location. 73% felt they were likely to stay at the current location, 15% were thinking of expansion, 11% interested in relocation and 1% said their intention was to contract.
- 57% of businesses stated that one of the main problems that affect the operation of their business was rising costs, down by 8 percentage points from the previous survey (65%). One quarter (25%) of businesses stated market demand/competition, 15% stated legislation/red tape (6 percentage points less than in 2011), and 14% stated the cost of suitable premises.
- Asked if the company intends to relocate exactly two-thirds wished to move within the same town or village, 17% said elsewhere in the District and 16% outside the District.
- Asked if their company wished to relocate in Stratford District, 46% thought there were suitable sites or premises available, up by 3 percentage points from the 43% recorded in 2011.
- If businesses felt there were no suitable sites or premises available, 50% would look at the edge of or inside of Stratford-upon-Avon, 36% in or on edge of a large rural town or village and 14% would look at a rural location, up by 6 percentage points from 2011.

### **3.3 Stratford as an Area for Business**

- Respondents were asked how the area can be improved to assist businesses and the economy from a list provided. An overwhelming 79% wanted business rates and other charges reduced (2 percentage points less than in the previous survey). In terms of communication, 42% required improved broadband connections, up by 14 percentage points from 2011. Three in ten respondents (27%) felt public transport needed improving and the same percentage (27%) wanted improvements to the road network. Just over one fifth of those surveyed (21%), said provide more business support and advice.
- Businesses were asked to rate the District as a place to do business. 63% rated the area as very good or good, which represented an increase of 7 percentage points since the previous survey, with a further 32% saying it was average. 6% answered poor or very poor.
- Respondents were asked if they had any comments on the existing planning policies. 8% stated control residential development and 7% cited too much red tape.

### **3.4 Support from Stratford District Council**

- Businesses were asked what support role they felt Stratford DC should have in terms of business start up. 38% wanted rates relief for a period during the set up and establishment of business. 16% cited expert advice and 14% were in favour of the provision of grants for businesses and low cost business loans.
- Businesses were asked what support role they felt Stratford DC should have in terms of business improvement. 16% of respondents wanted a rates reduction for all businesses, and 8% wanted SDC to provide grants and low cost loans.
- Businesses were asked if they wanted information relating to business start up or improvement from Stratford District Council in what form would they wish to access it.

75% would like the information through the SDC website, with 38% preferring face to face contact. 22% felt the telephone should be considered.

- Businesses were asked if SDC introduced a Regulatory Advice Service for business in the District, which included planning matters, whether they would be interested in it for their business. 56% were not interested as opposed to 44% who were.
- Those businesses who were interested in a Regulatory Advice Service were further questioned as to how useful they thought it would be to their business. 49% believed it would be quite useful, 29% very useful and 22% extremely useful.
- All respondents were asked whether they would like to meet the Portfolio Holder (Councillor) or Head of Service to discuss anything. 10% confirmed they did.

### **3.5 Business and Tourism**

- 31% of those surveyed supplied goods or services to the tourism industry, which represented a fall of 3 percentage points since the 34% recorded in 2011.
- Asked how important the tourism industry was to them, 58% said it was very important, up by 23 percentage points from the previous survey (35%). Significantly, those who stated not very important fell by 32 percentage points from 43% in 2011 to 11% now.
- Asked what the main priorities should be for tourism, 18% suggested promoting the wider Stratford offer, 17% cited the volume of visitors / footfall / attracting visitors and 10% commented on work with SDC and Stratford attractions.

### **3.6 Coventry & Warwickshire Local Enterprise Partnership**

- 65% stated they had not heard of the Coventry & Warwickshire Local Enterprise Partnership.
- Of those aware of the LEP, before reading about the Coventry & Warwickshire Local Enterprise Partnership in the questionnaire, 65% of businesses confirmed that they knew what they did.
- Those businesses that had heard of the LEP were asked whether their business has ever contacted the LEP for any reason: 16% confirmed they had.

### **3.7 NNDR**

- 79% of businesses would normally contact Stratford District Council by telephone, a decrease of 9 percentage points on 2008. There is a greater emphasis on contact via email with a rise of 13 percentage points from 18% to 31% in 2013. 17% would normally contact by letter, which represents a fall of 9 percentage points from the 26% who did so in 2008.
- 26% in 2013 had contacted the Council in the last 12 months about NNDR. This is a 16 percentage point drop on 2008.
- 77% of businesses which contacted the Council in the last year about NNDR used the telephone. This was an 11 percentage point increase on 2011.

- In 2013, 59% of those respondents who contacted the Council in respect of NNDR felt the telephone call was answered quickly, up 8 percentage points from the 51% recorded in 2011. Whereas in 2008 11% disagreed with the statement, 21% were in disagreement in 2013.
- 42% of businesses agreed that when they made a call to SDC, they were transferred between several different people. This was an 8 percentage point fall from the level in 2011.
- 64% of businesses agreed that once the call to SDC had been answered, their query was dealt with quickly, a 2 point drop on 2008. 18% of businesses felt that their query was not dealt with quickly, a 2 point increase on 2008.
- 29% of businesses agreed that when they called SDC it was difficult to speak to the right member of staff, compared to 51% who disagreed. This represents a fall in agreement of 4 percentage points from the 33% recorded in 2011.
- 59% agreed that they were satisfied overall with the telephone service of SDC and 22% of businesses disagreed. This represented a fall of 8 percentage points on 2008.
- Businesses were asked how they normally pay their NNDR. 77% pay by direct debit, up 3 percentage points from the previous survey, with 10% opting to pay by cheque, down 7 percentage points from 2011 and 7% by standing order.
- Currently businesses can choose one of four dates in the month to pay by direct debit. They were asked if they preferred more dates to be offered on which to pay NNDR by direct debit. 12% indicated they would be interested in the option.
- 37% of businesses would be interested in receiving their bill electronically rather than the current paper version, up by 4 percentage points from 2011. 63% confirmed they were not interested.
- Businesses were asked two questions about the NNDR documentation they received. 86% felt the documentation was clear and concise, down 1 from 2011, and 82% felt the information with the documentation was helpful, a single percentage point increase from the previous survey.
- Awareness of the small business rate relief has increased from 66% in 2008 to 98% in 2013. Awareness of the other reliefs had also risen or stayed constant in the five year period between surveys.
- 95% of businesses have applied for the Small Business Rate Relief currently available to them.

### **3.8 Consultation**

- 32% of those surveyed confirmed they would be interested in signing up to a SDC Business Sounding Board.

## 4.0 Results in Detail

### 4.1 Profile of Business

#### 4.1.1 Location

A third of responses came from businesses based in Stratford-upon-Avon (33%).

Table 1: Location of Business

TOWN/VILLAGE	NUMBER OF RESPONSES 2011	% OF TOTAL 2011	NUMBER OF RESPONSES 2013	% OF TOTAL 2013
Stratford-upon-Avon	319	32%	304	33%
Alcester	110	11%	97	10%
Southam	85	8%	74	8%
Shipston-on-Stour	70	7%	61	7%
Studley	64	6%	55	6%
Henley-in-Arden	48	5%	53	6%
Bidford-on-Avon	49	5%	42	5%
Wellesbourne	37	4%	31	3%
Kineton	25	2%	25	3%
Elsewhere	202	20%	189	20%

A full list of those businesses "elsewhere" is included in the appendices.

Table 2: "Elsewhere" mentions (4 or more responses)

Location	Nos of Responses
Brailes	10
Earlswood	7
Wootton Wawen	7
Harbury	6
Lighthorne Heath	6
Tysoe	6
Bishops Itchington	5
Fenny Compton	5
Long Marston	5
Ufton	5
Welford	5
Ettington	4
Little Alne	4
Stockton	4
Other	107
Base:	(186)



### 4.1.2 Status

Four fifths of those surveyed were independent with no other branches (80%), up by 6 percentage points from the 74% recorded in 2011. "Others" are included in the appendices.

86% of businesses employing up to 5 full-timers, versus 62% of those with 6 or more full-time staff, were independent with no other branches.

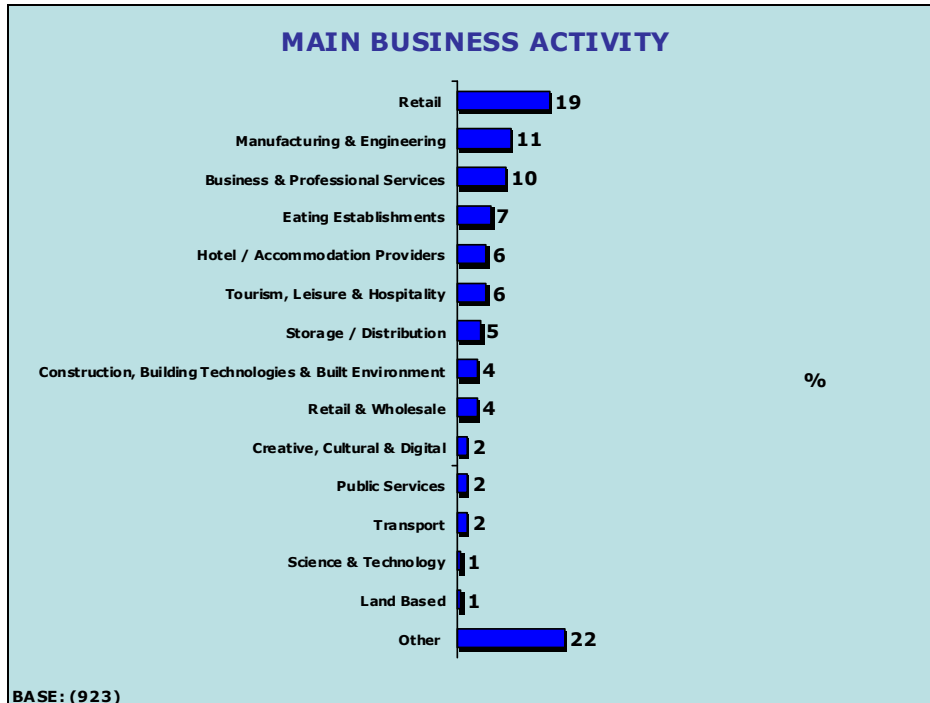
Table 3: Status of Company

	2011 %	2013 %
Independent with no other branches	74	80
Branch or subsidiary of a larger group	14	10
Head office	6	6
Public sector organisation	<1	1
Other	6	4
Base:	(1002)	(931)

### 4.1.3 Main Business Activity

Just less than one fifth of those surveyed said their main business activity was retail (19%), 11% indicated manufacturing and engineering, and 10% stated business and professional services.

Chart 1:



22% of businesses classified themselves as "other" and these are summarised below by the number of responses. A full list is included in the appendices.

Table 4: "Other" Main Business Activity (5 or more responses)

Business Activity	Nos of Responses
Garage services / repairs / MOTs	14
Hairdressers	12
Childcare / Children's day nursery	10
Beauty	9
Health / care / recruitment / rehabilitation / medical	9
Other	145
Base:	(199)

#### 4.1.4 Numbers Employed & Where Live

Almost three quarters (73%) of businesses employed between one and five full-time employees, up by 3 percentage points from the earlier survey, and eight out of ten had between one and five part-time employees (82%). Exactly one fifth (20%) had 6 to 10 full-time employees on their books, down 3 percentage points from 2011.

It was significant that businesses with 6-20 part-time staff employed in Stratford town had more part-time staff on their books, than those outside the town – 19% compared with 13%.

78% of independent businesses employed between 1 and 5 full-time staff (86% for part-time staff) against 50% non-independent ones (71% for part-time staff). 35% of non-independent businesses versus 17% of independent businesses employed 6-20 full-time staff.

Table 5: Breakdown of full-time employees

Year	Base	1-5 employed	6-10 employed	21-50 employed	Over 50 employed
2011	(826)	70%	23%	4%	3%
2013	(779)	73%	20%	5%	2%

Table 6: Breakdown of part-time employees

Year	Base	1-5 employed	6-10 employed	21-50 employed	Over 50 employed
2011	(442)	81%	16%	2%	1%
2013	(513)	82%	15%	2%	1%

45% of staff live in the same town or village as the company, with a further 25% living elsewhere in the district and 29% outside Stratford District.

*Table 7: Where staff live*

	<b>2011 %</b>	<b>2013 %</b>
In the same town/village as the company	42	45
Elsewhere in Stratford District	27	25
Outside Stratford District	31	29
Base:	(769)	(848)

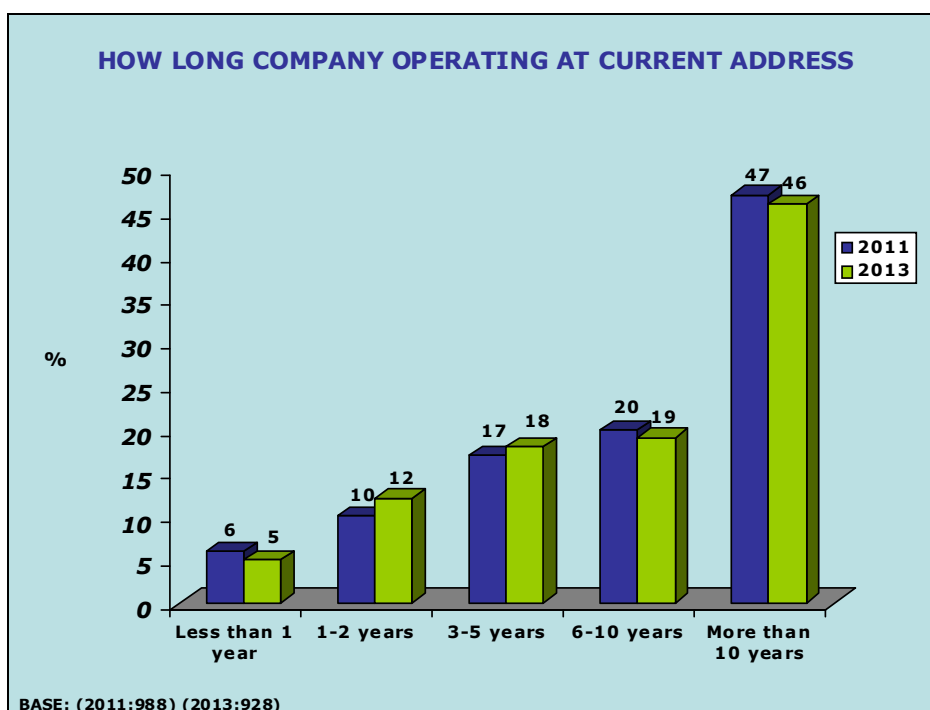
## 4.2 Location of Business

### 4.2.1 Time at Location and if and where they moved from

Just under half of the businesses (46%) indicated they had been operating at their current address for more than ten years, a single percentage point down from the earlier survey. 19% of businesses had operated between six and ten years at the current address.

Nearly half (49%) of those businesses outside of Stratford town had been operating at their current address for more than 10 years, as opposed to 39% of those within the town. However, a quarter (25%) of businesses in the town had operated from their current address for 6 to 10 years, compared to 16% of those outside the town.

Chart 2:



Asked where their company had moved on, 62% of business had always been at the current location, up by a single percentage point from 2011, 22% moved from elsewhere within the district (the same percentage as in the previous survey), and 16% moved from outside the district, down one percentage point from the 17% recorded in 2011.

127 responses were given when asked if their company had moved, where had it moved from, and these are listed in the appendices. The table below shows the number of responses for those areas showing 5 or more responses.

It was significant that 19% of businesses located outside Stratford town came from outside the District compared with 12% located currently in Stratford town. 27% of businesses in the town came from elsewhere in Stratford District versus 19% of those based out of town coming from elsewhere in the District.

The longer the company has been operating, the more likely it is to have always been at its location: 73% of companies operating for more than 10 years have always been at their location, compared to 56% of those who have been operating for 6 to 10 years.

Chart 3:

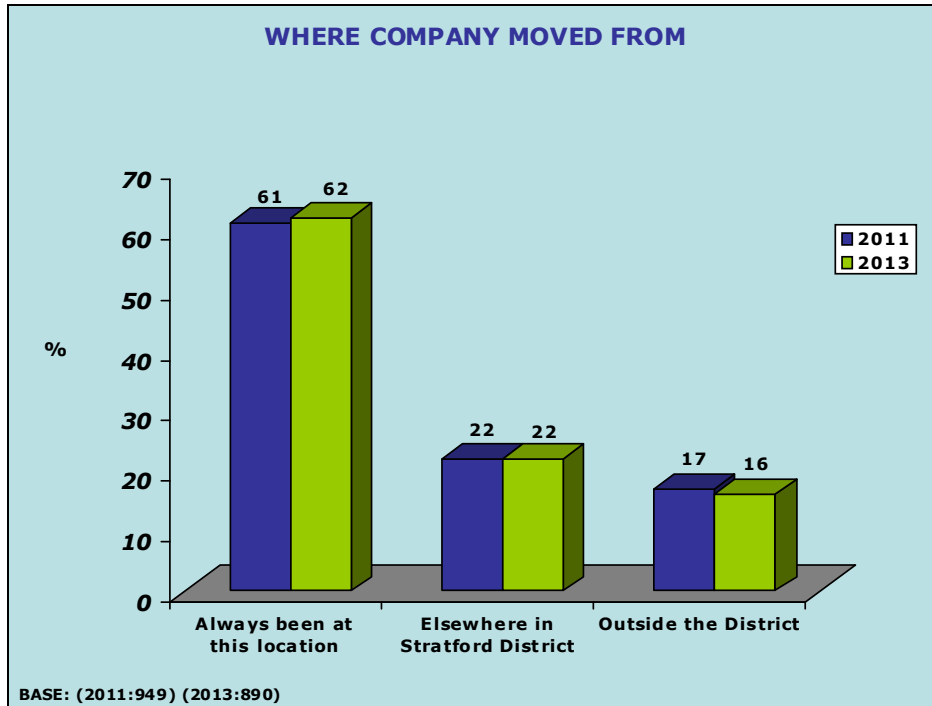


Table 8: Where business moved from (5 or more responses)

	Nos of Responses
Redditch	18
Warwick	13
Birmingham	10
Leamington Spa	10
Evesham	8
Coventry	6
London	6
Other	56
Base:	(127)

#### 4.2.2 Reasons for Location

Businesses were asked the main reasons why their company was located where it was from a list of reasons provided.

54% responded that the nature of the site/premises was the main reason, down 3 percentage points from the 57% in 2011, with 27% saying it was the proximity of their customers, down by a couple of percentage points from the previous survey. Exactly one fifth (20%) stated the quality of the environment, up by 3 points, and 14% mentioned the nature of the local economy. 17% of those surveyed gave other reasons why their company located to where it was, as listed in the appendices. Other reasons gaining 5 or more responses are shown in the table of other reasons why company located where it is.

Stratford town businesses were more likely to state the following reasons for its location: the nature of the local economy; and the proximity to its customers; whereas businesses outside the town were more likely to be located for the nature of the site/premises.

Those employing up to five full time staff were more likely to cite the proximity to customers and the nature of the local economy as main reasons for the company's location. Those with more full time staff were more likely to cite the availability of a suitable workforce.

Table 9: Main reasons why company located where it is

	2011 %	2013 %
Nature of the site / premises	57	54
Proximity to customers	29	27
Quality of the environment	17	20
Nature of local economy	15	14
Access to main road network	12	14
Availability of suitable workforce	9	10
Availability of local facilities	3	5
Availability of local housing	3	3
Proximity of suppliers	2	3
Availability of broadband	1	3
Other	15	17
Base:	(933)	(884)

Table 10: Other reasons why company located where it is (5 or more responses)

Reasons	Nos of Responses
Owners home town / live locally	27
Bought an existing business	11
Low cost/affordability	9
Historic/been here for years	8
Within home	8
Availability of premises	7
Cheaper rent/rates	7
Took over family business / family reasons	7
Convenience	5
Expansion	5
Other	52
Base:	(146)

### 4.2.3 Size of Site

Asked what the total area of the site was, 70% indicated their business was less than 0.5 acres in size (71% in 2011), 14% said it was between 0.5 and 1.0 acres, the same as the previous survey, and 9% had a site more than 2.4 acres.

81% of businesses with less than 0.5 acres had less than five full time employees compared with 44% who had more than five.

Four fifths (80%) of businesses employing up to 5 full-timers, as opposed to 44% of those employing 6 or more full-time staff, had a total area of site of less than 0.5 acre.

The less the time the company has operated from its current site, the more likely it is to have a total area of site of less than 0.5 acre. 80% of companies operating from their site for less than a year have a total area of site of less than 0.5 acre, in contrast with 62% of those operating for more than 10 years from their site having a site of less than 0.5 acre.

Table 10: Total area of site

Area of Site	2011 %	2013 %
Less than 0.5 acre (0.2 hectares)	71	70
0.5 – 1.0 acres (0.2 – 0.4 hectares)	14	14
1.1 – 2.4 acres (0.5 – 1.0 hectares)	6	7
More than 2.4 acres (1.0 hectares)	10	9
Base:	(914)	(836)

In floor space terms on the site, exactly half of businesses (50%) had less than 250 square metres, an increase of 4 percentage points from 2011 (46%). 4% of those surveyed had a very large total floor space in excess of 5,000 square metres.

It was significant that non independent businesses were bigger in terms of total floor space: 54% of independent businesses had less than 250 square metres total floor space on site, compared to 35% of non-independent businesses.

14% of businesses with more than 5 full-time staff had a total floor space of less than 250 square metres, compared to 58% of those with up to 5 full-time staff.

Table 11: Total floor space on site

Total Floor Space	2011 %	2013 %
Less than 250 square metres	46	50
250 – 500 square metres	22	20
500 – 1,000 square metres	13	14
1,000 – 5,000 square metres	14	13
More than 5,000 square metres	5	4
Base:	(906)	(827)

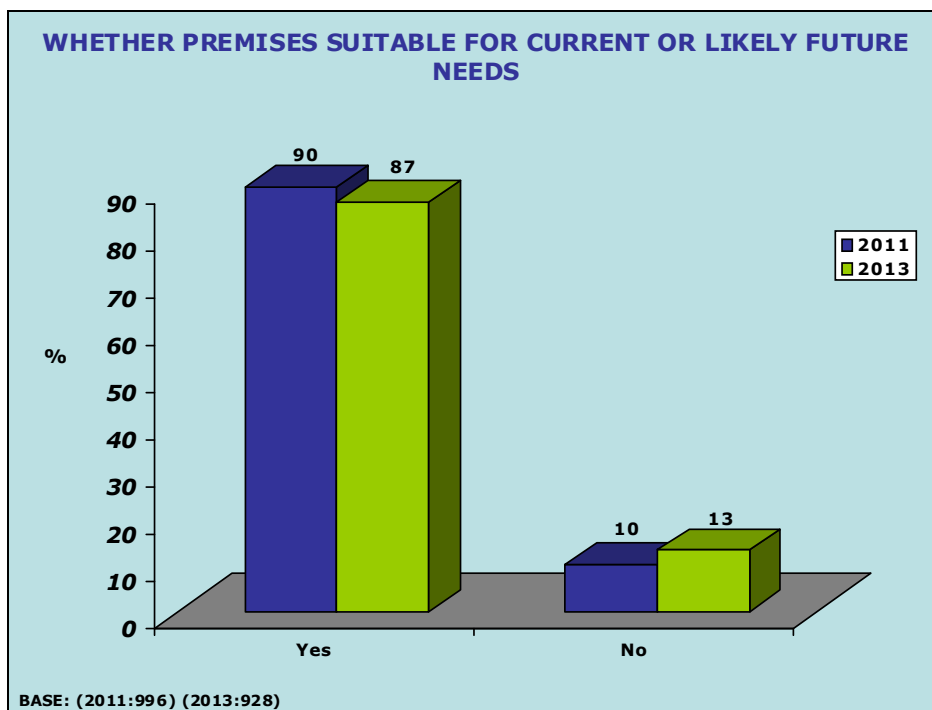
#### 4.2.4 Intentions for Future

Nine out of ten businesses (87%) felt their premises were suitable for their current or future likely needs. This represented a decrease of 3 percentage points from the 90% recorded in 2011.

16% of businesses based in Stratford town, versus 11% of businesses outside of the town, did not think their premises were suitable for their current or likely future needs.

20% of businesses who have been operating from their address for 1 to 2 years, compared to 10% of businesses operating from their address for more than 10 years, did not think their premises were suitable for their current or likely future needs.

Chart 4:



Exactly three-quarters of those surveyed felt their floor space may see no significant change in the next 10 years. This percentage (75%) has remained constant across both surveys. 6% felt there may be an increase of more than 100%.

Over one fifth of businesses employing more than five full-time staff (22%) said their floor space requirement may increase by 10% to 50%.

The largest increase in floor space hoped for was for those businesses in operation for less than a year.



Table 12: Amount that company's floor space requirement may change in the next 10 years

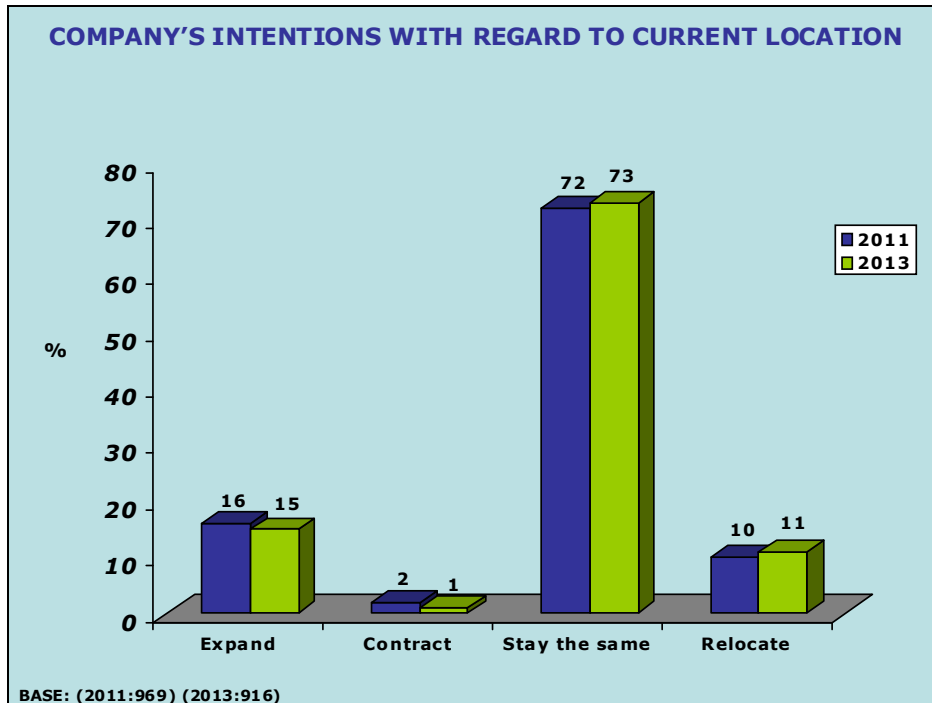
Floor Space Requirements	2011 %	2013 %
Increase by more than 100%	5	6
Increase by 50% - 100%	6	5
Increase by 10% - 50%	10	11
No significant change	75	75
Decrease by 10% - 50%	3	2
Decrease by 50% - 100%	1	1
Base:	(974)	(916)

Businesses were asked for their intentions with regard to their current location. 73% felt they were likely to stay at the current location, 15% were thinking of expansion, 11% interested in relocation and 1% said their intention was to contract.

A quarter of businesses (25%) with more than five full-time employees were intending to expand, against 13% with five or less full-time staff. 75% of businesses employing up to 5 full-timers, versus 60% of those with 6 or more full-time employees, intended to stay the same.

17% of companies who have been operating from their current address for 1-2 years, compared to 8% of those who have been operating from their premises for more than 10 years, intended to relocate.

Chart 5:



#### 4.2.5 Problems Faced at Location

Respondents were asked to indicate up to three main problems faced by their company at their location from a given list of problems.

Six in ten businesses (57%) stated that one of the main problems that affects the operation of their business was rising costs, down by 8 percentage points from the previous survey (65%). One quarter (25%) of businesses stated market demand/competition, 15% stated legislation/red tape (6 percentage points less than in 2011), and 14% stated the cost of suitable premises. 16% of businesses stated other reasons as one of the main problems, as highlighted in the appendices.

There were significant differences highlighted when comparing where the business was located. Those in Stratford town were more likely to face problems surrounding road/traffic congestion, whereas those outside Stratford town cited legislation / red tape.

Significantly, business with five or less full-time staff were more likely to cite market demand / competition than businesses with more than five full-timers. Conversely, staff recruitment / retention, a shortage of skilled staff, planning constraints and high labour costs, investment constraints were more likely to be problems faced by larger companies in terms of staffing.

21% of companies who have been operating from their current address for 3 to 5 years, versus 11% of those who have been operating from their current address for more than 10 years, cited the cost of suitable premises as a main problem faced by their company.

Table 13: Main problems faced by company

	2011 %	2013 %
Rising costs	65	57
Market demand / competition	27	25
Legislation / red tape	21	15
Cost of suitable premises	15	14
Road / traffic congestion	14	12
Planning constraints	12	11
Shortage of skilled staff	8	10
Need for improved marketing	10	9
Lack of suitable premises	7	8
Staff recruitment / retention	10	7
Investment constraints	4	6
High labour costs	7	5
Infrastructure problems	5	5
Currency exchange rate	4	3
Access to appropriate advice	1	1
Other	16	16
Base:	(887)	(803)

There were 113 other reasons given as main problems faced by the company, which are listed in the appendices, and those with 4 or more responses are outlined in the following table.

Table 14: Other Main Problems Faced by company (4 or more responses)

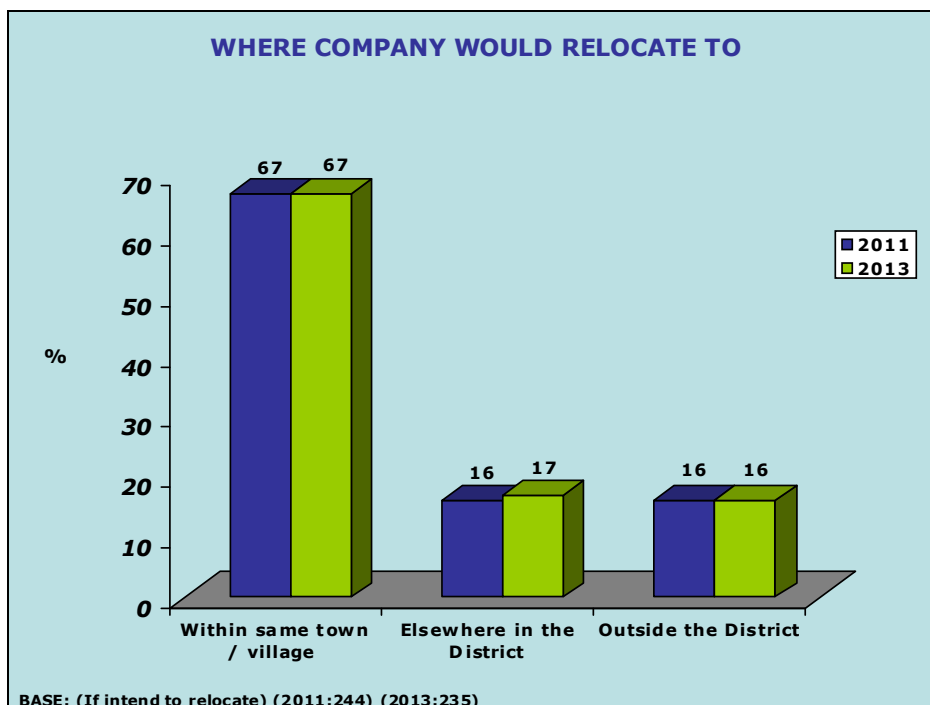
Reasons	Nos of Responses
Car parking / parking costs / availability	40
Broadband / coverage / connectivity / speed / poor internet / mobile phone	28
Business rates	18
Need more space/larger premises	7
Access to motorway / mainline station / location/yard/premises	4
Government changes / economic conditions / recession	4
High rent	4
Other	8
Base:	(113)

#### 4.2.6 Relocation

Asked if the company intends to relocate exactly two-thirds wished to move within the same town or village, 17% said elsewhere in the District and 16% outside the District. A list of places to relocate to are included in the appendices, 46 responses were supplied.

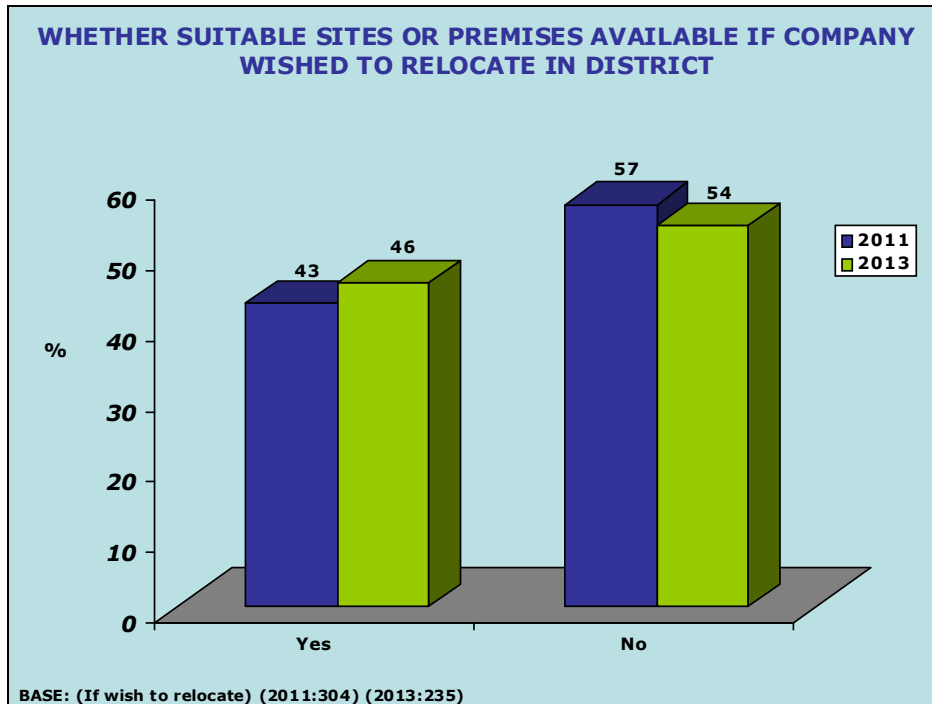
70% of businesses with up to 5 full-time staff, versus 49% of those with 6 or more full-timers, would relocate within the same town / village. 30% of businesses with 6 or more full-time staff would move outside the District, as opposed to 13% of those with up to 5 full-time staff.

Chart 6:



Asked if their company wished to relocate in Stratford District, 46% thought there were suitable sites or premises available, up by 3 percentage points from the 43% recorded in 2011.

Chart 7:

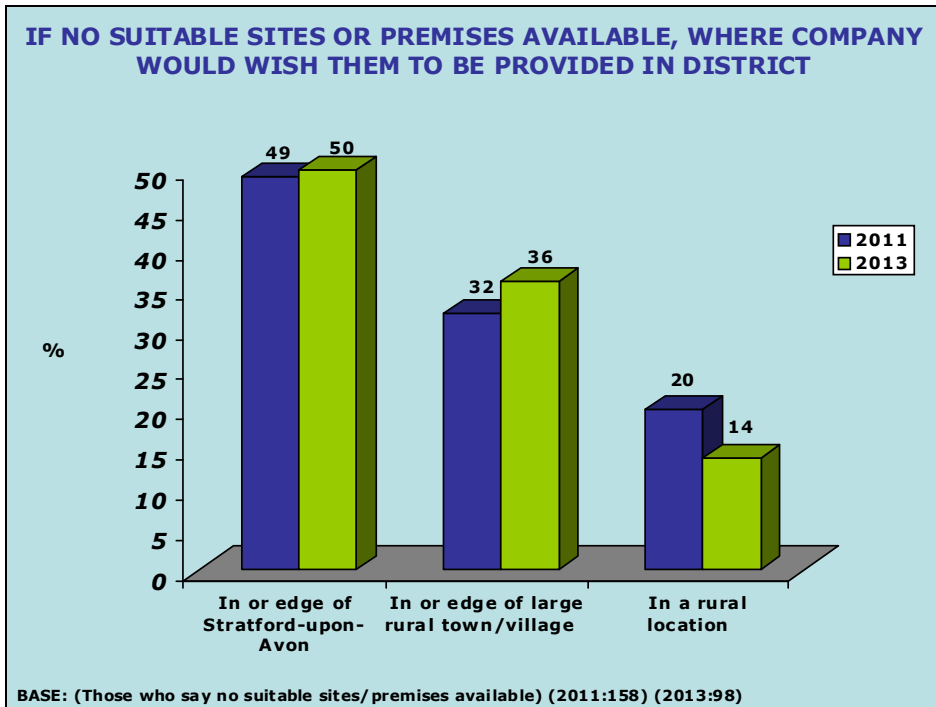


If businesses felt there were no suitable sites or premises available, 50% would look at the edge of or inside of Stratford-upon-Avon, 36% in or on edge of a large rural town or village and 14% would look at a rural location, up by 6 percentage points from 2011. A full list is included in the appendices of where they would look.

Exactly four fifths (80%) of Stratford town based businesses said if no suitable sites or premises available, they would look in or on the edge of Stratford-upon-Avon, as opposed to 28% of those based outside of the town doing so. Over half (54%) of businesses based out of town would look in or on the edge of a large rural town / village, versus 10% of Stratford based businesses doing likewise.

89% of companies operating from their current address for 3 to 5 years, compared to 40% of businesses operating from their current address for 6 years or more, would look at in or on the edge of Stratford-upon-Avon.

Chart 8:



## 4.3 Stratford as an Area for Business

### 4.3.1 How Area can be improved for Business

Respondents were asked how the area can be improved to assist businesses and the economy from a list provided. An overwhelming 79% wanted business rates and other charges reduced (2 percentage points less than in the previous survey). In terms of communication, 42% required improved broadband connections, up by 14 percentage points from 2011. Three in ten respondents (27%) felt public transport needed improving and the same percentage (27%) wanted improvements to the road network. Just over one fifth of those surveyed (21%), said provide more business support and advice.

Looking at where the business was located saw some significant differences in the possible improvements. Those based in Stratford town were more likely to suggest an improvement to the road network and an improvement to the local environment. Outside Stratford businesses were more likely to say there was a need for an improvement in broadband connections.

Significantly, business with 6 or more full-time staff were more likely to suggest improvement in broadband connections (51% versus 39% of businesses with up to 5 full-time staff), and improved public transport (34% versus 25%). 24% of businesses with up to 5 full-time staff, compared to 16% of those with 6 or more full-time staff felt there was a need for providing more business support and advice.

*Table 15: How area can be improved to assist business and the economy*

	2011 %	2013 %
Reduce business rates & other charges	81	79
Improve broadband connections	28	42
Improve public transport	34	27
Improve the road network	29	27
Provide more housing	18	18
Improve local environment	22	17
Improve training & skills	15	12
Provide more employment land	11	10
Provide more business advice	14	9
Other	14	15
Base:	(901)	(852)

From the other improvements suggested, one issue stood out in relation to a need for a reduction in parking charges.

Table 16: Other suggested improvements (2 or more responses)

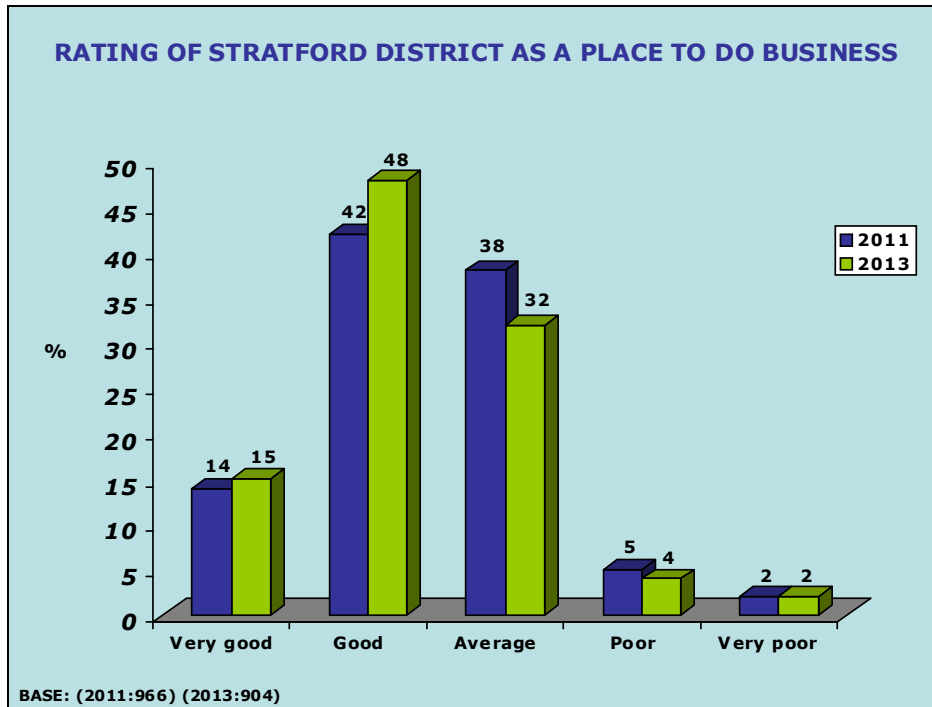
Suggestions	Nos of Responses
Reduce parking charges/improve parking/more affordable parking	58
Better tourism marketing / bring footfall into the town / improve tourist information / encourage people into centre / improve experience / encourage spending	13
Improve planning system / process / protect local heritage / restrict out of town shopping sites / use existing buildings where possible before creating new ones / no more big supermarkets	11
Rents/rates too high / continue with NNDR relief	10
Support / help / encourage local /small businesses / create a business directory / energy efficiency grants / appropriate business training / use local business to supply local contracts / banks should lend to small business	8
Deal with traffic congestion / ring road around Stratford	6
Improve roads, surfaces and signs	6
Scrap BID / reduce Stratforward costs	5
Provide waste disposal for small businesses	4
Improve mobile phone reception / broadband	3
Smarten up the town / tidy up/clear industrial estates / keep empty shops in good condition	3
More employment	2
More small business premises / space	2
No HS2	2
Too much emphasis on Stratford, don't ignore other areas of the District	2
Other	17
Base:	(130)

### 4.3.2 Rating of Area for Business

Businesses were asked to rate the District as a place to do business. 63% rated the area as very good or good, which represented an increase of 7 percentage points since the previous survey, with a further 32% saying it was average. 6% answered poor or very poor.

65% of businesses based out of town, versus 59% of those based within the town, rated the District as a place to do business, as good or very good.

Chart 9:





### 4.3.3 Planning Policy Comments

Respondents were asked if they had any comments on the existing planning policies. 162 comments were made and those that were mentioned three or more times are mentioned in the table below. One in ten commenting, (10%), said reduce business rates / rent. 8% stated control residential development and 7% cited too much red tape. Many comments were not directly related to planning policy.

Table 17: Summary of comments made on existing planning policies generally (3 or more mentions)

Comments	Nos of responses	%
Reduce business rates / rent	17	10
Control residential development	13	8
Too much red tape	11	7
Better road network	10	6
Congestion / traffic	9	6
Planning policies department very unhelpful	8	5
Encourage new business	6	4
More focused on tourism and retail	6	4
Green belt policies	5	3
Lack of foresight by planning officers	5	3
Maybird negative affect on Stratford-upon-Avon	5	3
More value for rates we pay	5	3
Too focused on Stratford-upon-Avon to detriment of other towns and villages	5	3
Encourage people to visit by lowering parking fees	4	2
Focus on bringing new business to the area	4	2
Maybird free parking is killing the town	4	2
More parking spaces	4	2
No problem	4	2
Parking – make it free in town, prices are killing town	4	2
Relax planning generally	4	2
Support for small businesses	4	2
Extend parking time limits in town	3	2
Historic town status being eroded	3	2
More supportive of diversification in countryside	3	2
Not consistent on planning decisions	3	2
Planning policies are killing market towns	3	2
Provide smaller affordable premises	3	2
Stop Premier Inns undercutting B&Bs	3	2
Stratford is a ghost town	3	2
Too many cafes etc. – too much competition	3	2
Too many supermarkets	3	2
Too restrictive	3	2
Tourists are put off coming, it's killing the town	3	2
Other	92	57
Base:	(162)	

## 4.4 Support from Stratford District Council

### 4.4.1 SDC Support Role for Start Up

Businesses were asked what support role they felt Stratford DC should have in terms of business start up. Four in ten (38%) wanted rates relief for a period during the set up and establishment of business. 16% cited expert advice and 14% were in favour of the provision of grants for businesses and low cost business loans.

Table 18: Support role for SDC in terms of business start up (3 or more responses)

Suggestions	Nos of responses	%
Rates relief for a period during the set up & establishment of businesses	101	38
Expert advice	41	16
Provide grants for businesses and low cost business loans	36	14
Planning support / guidance for businesses	16	6
Any support for business	15	6
Rates reduction for all businesses (rates are too high)	11	4
Business start up training / enterprise centre	6	2
Seminars / training for business	6	2
Networking – help businesses to connect with each other	4	2
Reduce the parking costs (parking is far too expensive)	4	2
Advertising website for business	3	1
More starter units	3	1
Offer free of charge advertising for businesses and assist	3	1
Reduce the red tape and reduce obstacle for buoyant trading i.e. signage and parking restrictions	3	1
Reduced / lower rents on premises	3	1
Training schemes for business	3	1
None	18	7
Not required	7	3
Don't know	16	6
Other	39	15
Base:	(264)	

#### 4.4.2 SDC Support Role for Business Improvement

Businesses were asked what support role they felt Stratford DC should have in terms of business improvement. 16% of respondents wanted a rates reduction for all businesses, and 8% wanted SDC to provide grants and low cost loans.

Table 19: Support role for SDC in terms of business improvement (3 or more responses)

Suggestions	Nos of responses	%
Rates reduction for all businesses	42	16
Provide grants for businesses and low cost business loans	21	8
Expert advice	18	7
Regular communication with businesses / listen to what we need	18	7
Planning support / guidance for businesses	16	6
Any support for businesses	13	5
Reduce the parking costs (parking is far too expensive)	12	5
Marketing the town and businesses in the town	11	4
Rates relief for a period during the set up and establishment of businesses	10	4
Seminars / training for businesses covering things like marketing / sales / finance	8	3
Improved infrastructure generally	7	3
A proactive approach to sharing commercial information to help everyone promote Stratford	6	2
Sort the car parking problems	6	2
Stratford DC should make more effort to use local businesses for contracts	6	2
Create an attractive environment to encourage both businesses and tourists	5	2
Networking – help businesses to connect with each other	5	2
A more relaxed / flexible planning policy	4	2
Advisory role	4	2
Broadband	4	2
Incentives to start up or keep a business	4	2
Offer free of charge advertising for businesses and assist	4	2
Training schemes for businesses	4	2
Reduced / lower rents on premises	3	1
Support expansion – say yes to developments of businesses	3	1
Tourism promotion	3	1
Not required	5	2
None	16	6
Don't know	17	7
Other	62	24
Base:	(260)	

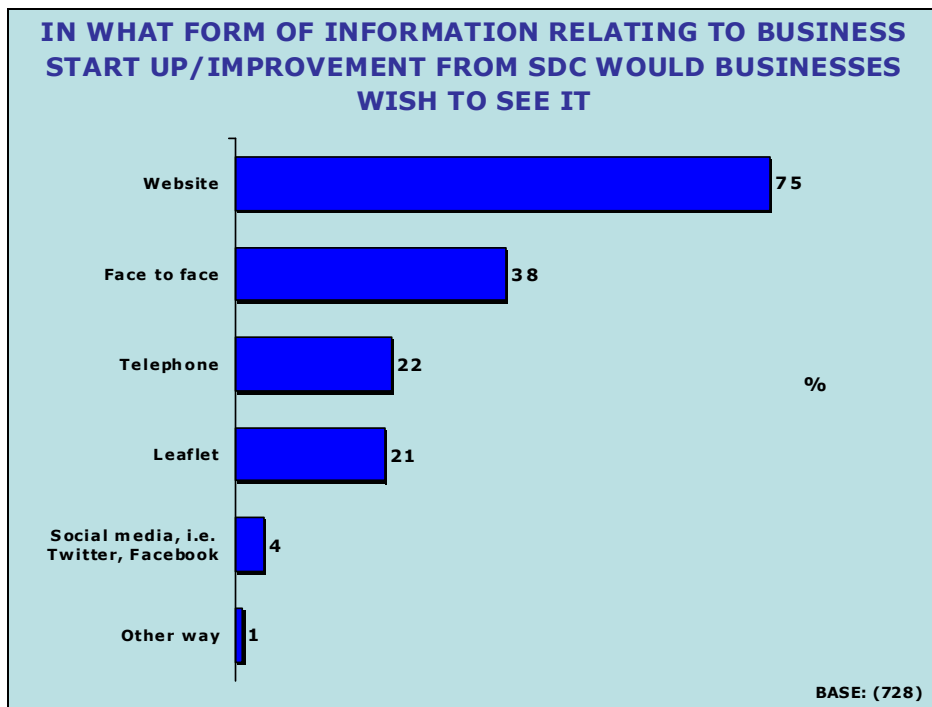
### 4.4.3 Access to Information

Businesses were asked if they wanted information relating to business start up or improvement from Stratford District Council in what form would they wish to access it.

Exactly three quarters (75%) would like the information through the SDC website, with four in ten (38%) preferring face to face contact. 22% felt the telephone should be considered.

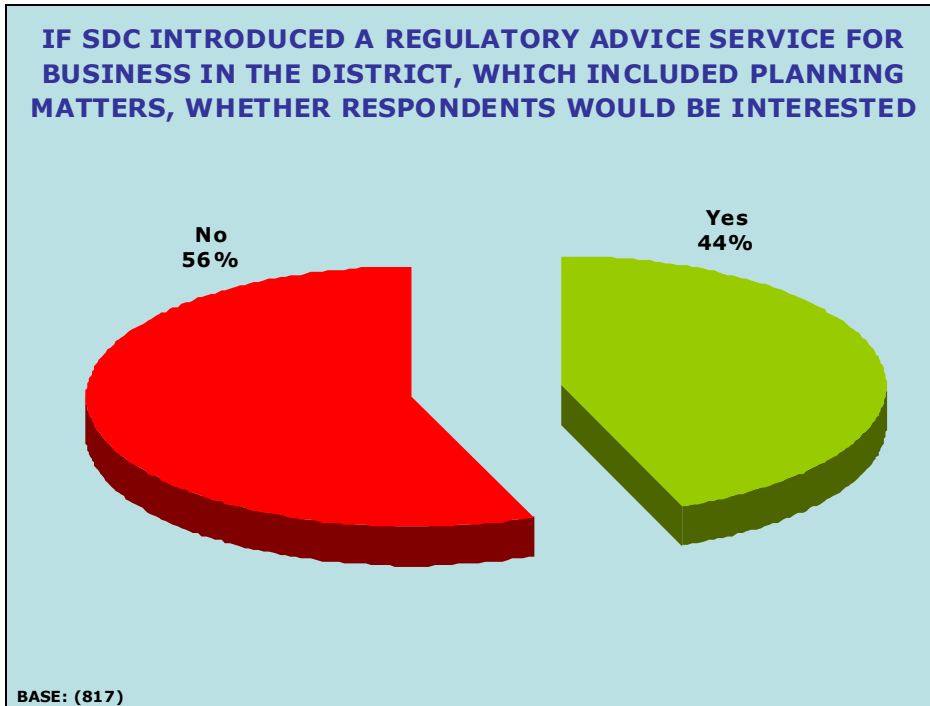
Significantly businesses with five or less full time staff were more likely to prefer information via leaflets (24% vs 12%), whereas those with more than five would like it via the website (78% vs 76%).

Chart 10:



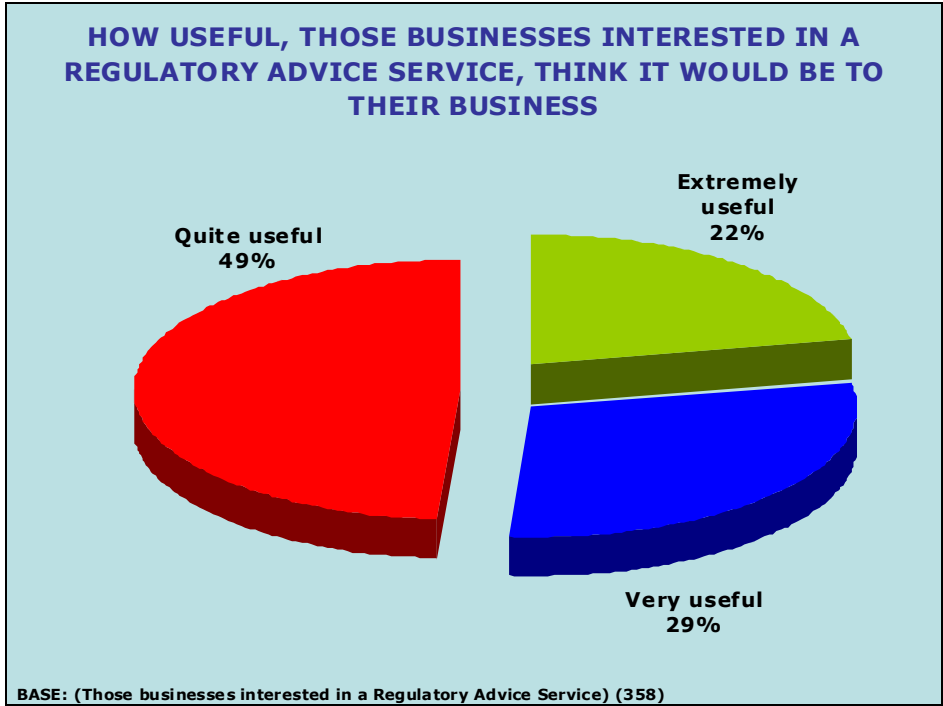
Businesses were asked if SDC introduced a Regulatory Advice Service for business in the District, which included planning matters, whether they would be interested in it for their business. 56% were not interested as opposed to 44% who were.

Chart 11:



Those businesses who were interested in a Regulatory Advice Service were further questioned as to how useful they thought it would be to their business. Nearly half (49%) believed it would be quite useful, 29% very useful and 22% extremely useful.

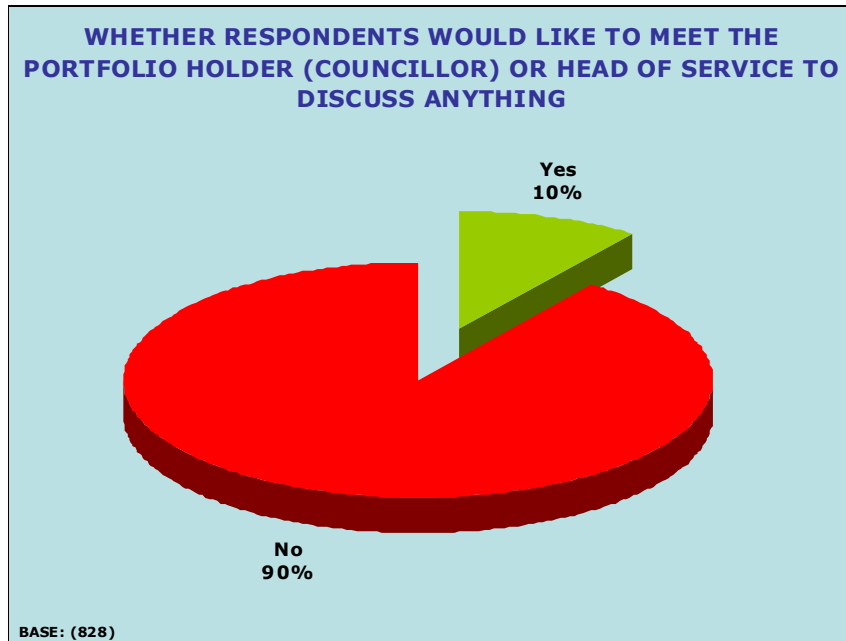
Chart 12:



All respondents were asked whether they would like to meet the Portfolio Holder (Councillor) or Head of Service to discuss anything. 10% confirmed they did, versus 90% who did not. Furthermore, those that did want to meet the Portfolio Holder or Head of Service were requested to provide their name and email address, plus the subject they wished to discuss. 75 comments were supplied regarding the subject matter.

14% of town based businesses, compared to 8% of those based outside of the town, stated they would like to meet the Portfolio Holder or Head of Service.

Chart 13:



## 4.5 Business and Tourism

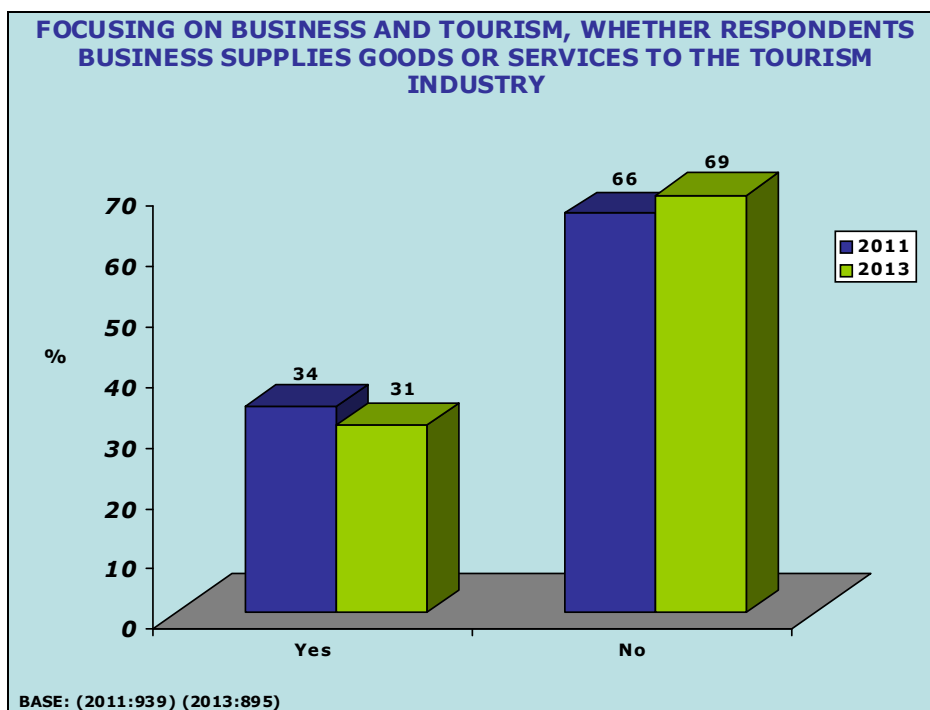
### 4.5.1 Supplying of Services to Tourism Sector

31% of those surveyed supplied goods or services to the tourism industry, which represented a fall of 3 percentage points on 2011.

Split by location there was a significant result, 42% in Stratford town supplied goods or services against 27% outside the town.

78% of those businesses with 6 or more full-time staff, versus 69% of those with up to 5 full-time staff did not supply goods or services to the tourism industry.

Chart 14:

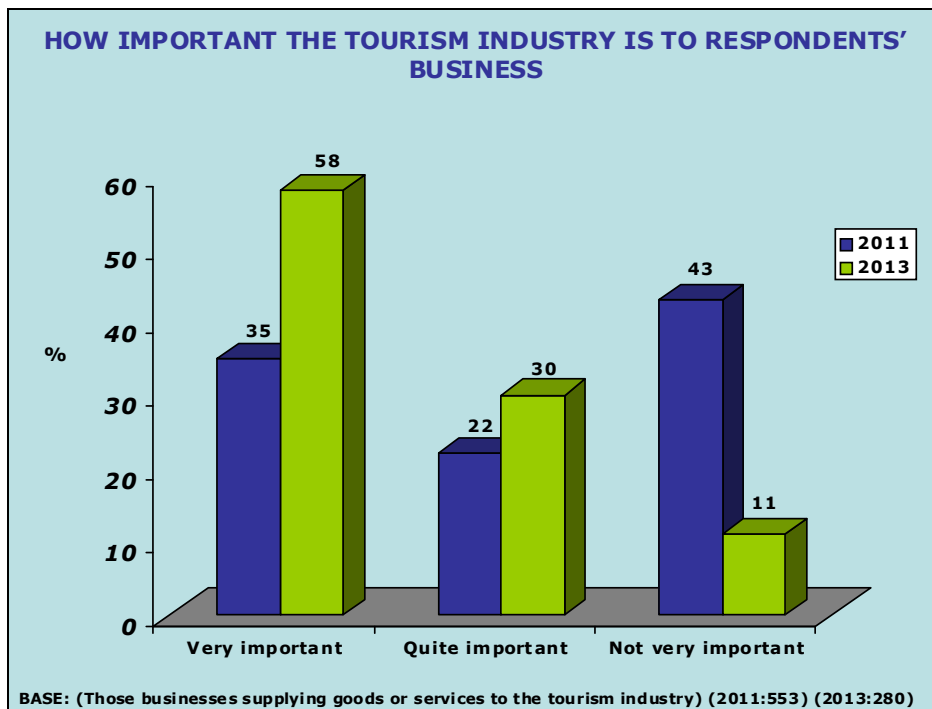




Asked how important the tourism industry was to them, 58% said it was very important, up by 23 percentage points from the previous survey (35%). Significantly, those who stated not very important fell from 43% in 2011 to 11% now.

In 2011, the tourism industry significantly was more important in Stratford town, where 49% said it was very important to them compared with 26% elsewhere in the district. In 2013, the importance of the tourism industry had increased, with 66% of Stratford based businesses stating it was very important to them, and 52% of businesses based out of town saying it was important to them, which represented an increase of 26 percentage points from the previous survey.

Chart 15:



#### 4.5.2 Priorities for Tourism

Asked what the main priorities should be for tourism, 18% suggested promoting the wider Stratford offer, 17% cited the volume of visitors / footfall / attracting visitors and 10% commented on work with SDC and Stratford attractions.

Table 20: Main Priorities for Tourism (3 or more responses)

Suggestions	Nos of responses	%
Promoting the wider Stratford offer	32	18
Volume of visitors / footfall / attracting visitors	30	17
Work with SDC and Stratford attractions	17	10
Make Stratford-on-Avon an attractive place to visit	14	8
Providing a good service	14	8
Improve the parking / make it easier	13	7
Need a good / prominent Tourist Information Centre	12	7
Income / spend to Stratford	10	6
Local accommodation availability	9	5
Charging a fair price for facilities / services / attractions	7	4
Food and beverage sales	7	4
Food facilities	7	4
Improve the public transport	7	4
Need more signage for attractions / businesses & important sites	7	4
Cheaper parking charges (costs are too high)	6	3
Keep traffic congestion to a minimum	6	3
Transport outside Stratford	6	3
Accessibility from roads	5	3
Cleanliness of town	5	3
Encourage return visits	5	3
Good local attractions	5	3
Need better advertising / promotion of Stratford	5	3
Passing trade	5	3
Re-open the RSC / more work with RSC	5	3
Selling hotel rooms	5	3
Better facilities / amenities for tourists	4	2
Ensure visitor expectations are met	4	2
Good surroundings	4	2
Marketing Shakespeare country	4	2
Need a good website	4	2
The exchange rate	4	2
Traffic	4	2
Value for money products	4	2
Access to unspoilt countryside / peacefulness	3	2
Ensure visitors enjoy their visit to Stratford	3	2
Free / cheaper parking	3	2
Rural broadband access	3	2
Suitable retail outlets	3	2
Amount of time visitors spend in Stratford (length of stay)	3	2
Tourism is key to the prosperity of the town	3	2
None	4	2
Other	56	
Base:	(174)	

## 4.6 Coventry & Warwickshire Local Enterprise Partnership

### 4.6.1 Knowledge of, and contact with CWLEP

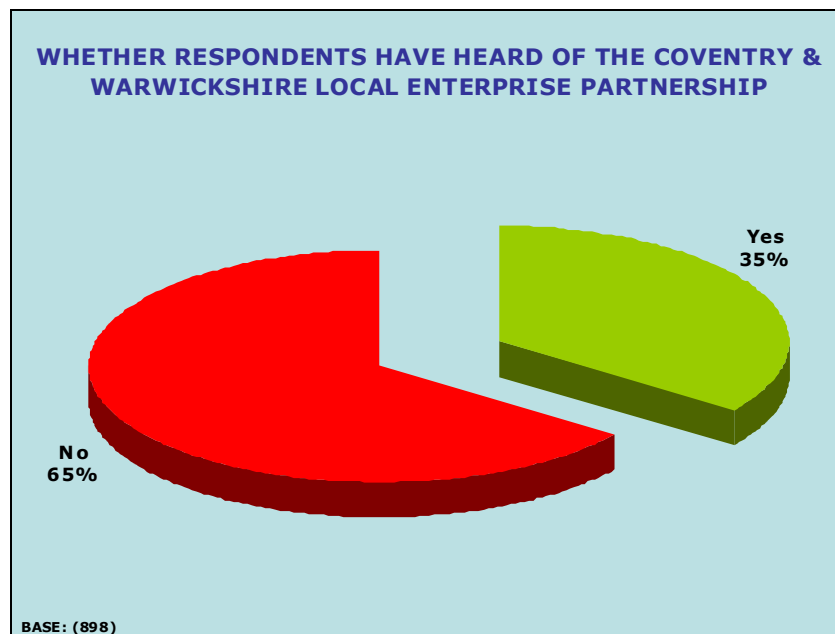
Almost two thirds of businesses (65%) stated they had not heard of the Coventry & Warwickshire Local Enterprise Partnership.

71% of businesses based outside of Stratford town, compared to 53% of those within the town, had not heard of it.

47% of businesses with 6 or more full-time staff, versus 32% of businesses with up to 5 full-time staff confirmed they had heard of the Coventry & Warwickshire Local Enterprise Partnership.

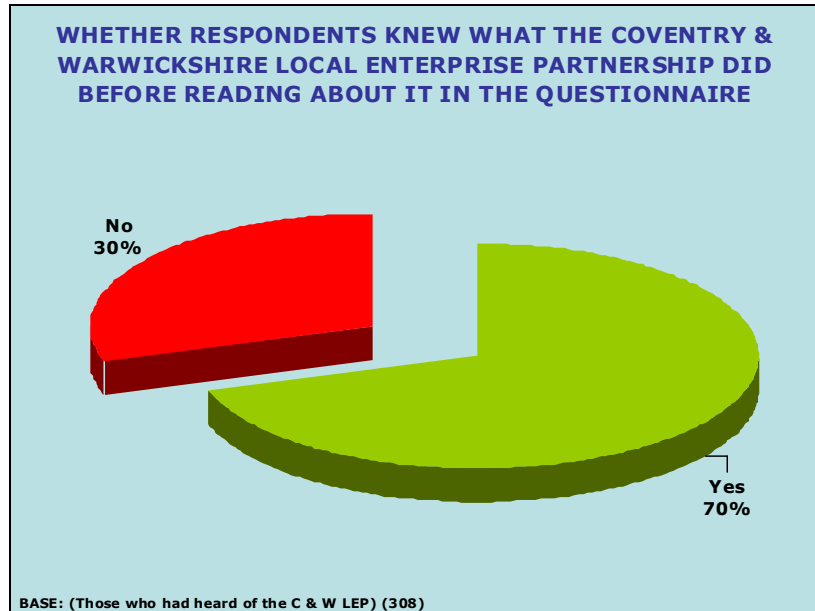
Exactly three quarters (75%) of companies who have been operating at their current location for 1 to 2 years, as opposed to 62% of those operating at their current location for more than 10 years, had not heard of the Coventry & Warwickshire Local Enterprise Partnership.

Chart 16:



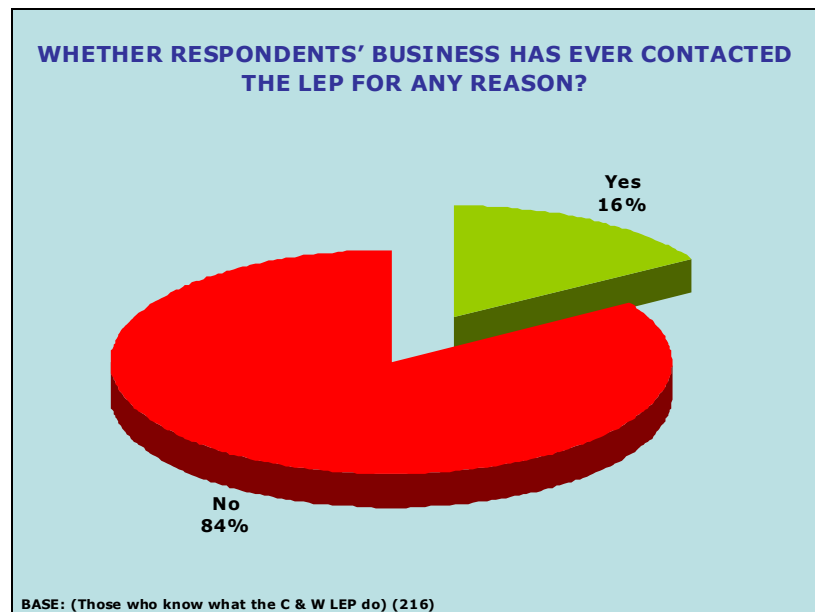
Of those aware of the LEP, before reading about the Coventry & Warwickshire Local Enterprise Partnership in the questionnaire, 65% of businesses confirmed that they knew what they did.

Chart 17:



Those businesses that had heard of the LEP were asked whether their business has ever contacted the LEP for any reason: 16% confirmed they had.

Chart 18:



## 4.7 National Non-Domestic Rates (NNDR)

### 4.7.1 Contacting the Council

Eight out of ten (79%) businesses would normally contact Stratford District Council by telephone, a decrease of 9 percentage points on 2008. There is a greater emphasis on contact via email with a rise of 13 percentage points to 31% in 2013. 17% would normally contact by letter, which represents a fall of 9 percentage points compared with 2008.

Those businesses in Stratford town were more likely to make contact in person than those outside the town.

It was significant that whereas 29% of independent business respondents emailed the Council, this figure rose to 42% for non independents. 16% of independent businesses would normally contact the Council in person, as opposed to 8% of non-independent businesses.

*Table 21: How would you normally contact Stratford District Council?*

Contact Method	2008 %	2011 %	2013 %
By telephone	88	82	79
By email	18	28	31
By letter	26	25	17
In person	16	16	14
Via the SDC website	12	12	14
Other method	1	1	0
Base:	(367)	(961)	(903)

*N.B. Due to multiple responses, the percentages will add up to more than 100%*

Just over a quarter of businesses (26%) in 2013 had contacted the Council in the last 12 months about NNDR. This is a 16 percentage point drop on 2008.

The longer the company has been operating from their current address the less likely they are to have contacted the Council within the last 12 months: 17% of those operating for more than 10 years from their address, versus 32% operating from their address for 1 to 2 years, and 79% operating from their address for less than 1 year, confirmed they had contacted the Council in the last 12 months.

*Table 22: Have you contacted the Council in the last 12 months about the National Non-Domestic Rates?*

Contact Method	2008 %	2011 %	2013 %
Yes	42	31	26
No	58	69	74
Base:	(365)	(968)	(902)

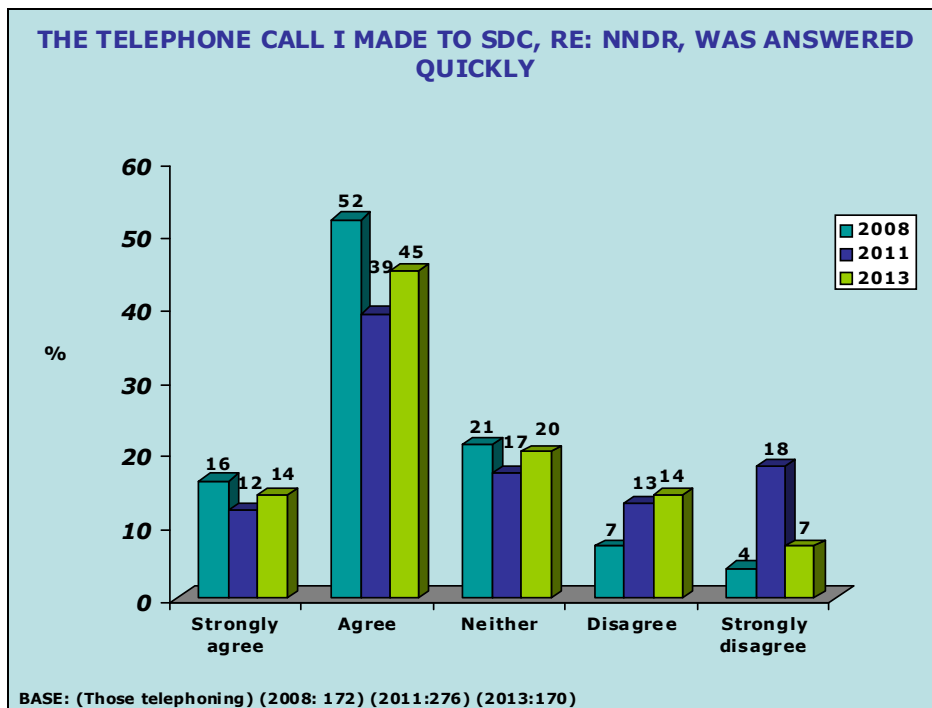
77% of businesses which contacted the Council in the last year about NNDR, used the telephone. This was an 11 percentage point increase on 2011, although compared to 2008; it was up by 3 percentage points.

Table 23: When you contacted the Council in the last 12 months about NNDR, did you telephone?

Contact Method	2008 %	2011 %	2013 %
Yes	74	66	77
No	26	34	23
Base:(Those contacting the Council in the last 12 months about NNDR)	(201)	(388)	(227)

In 2013 59% of those respondents who contacted the Council in respect of NNDR felt the telephone call was answered quickly, up 8 percentage points from 2011. However, this result is 9 percentage points down on the 2008 figure (68%). Whereas 31% responded negatively in 2011, 21% were in disagreement in 2013.

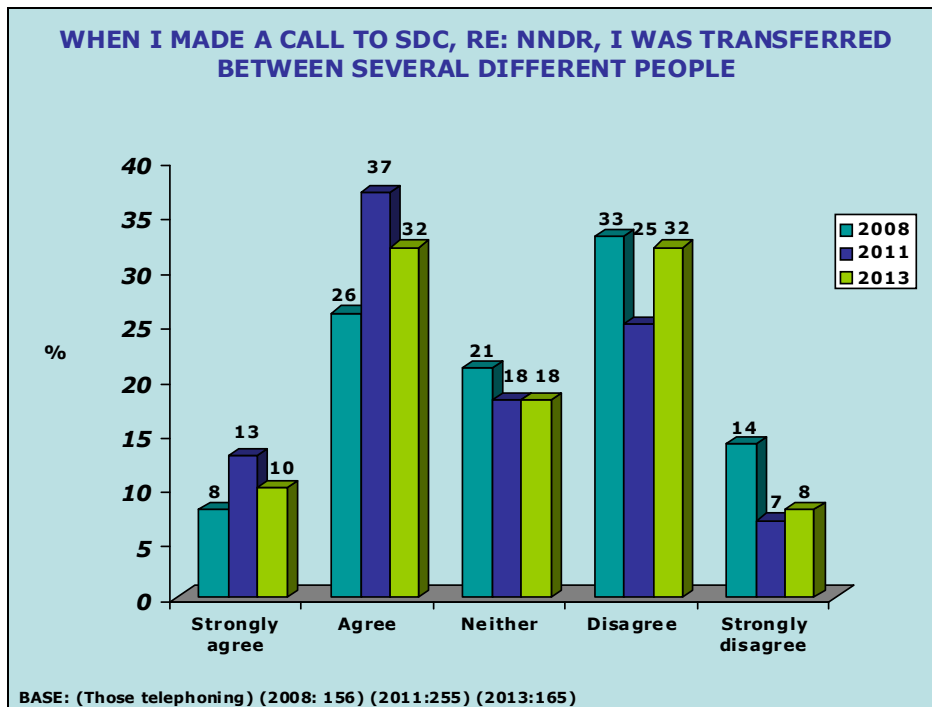
Chart 19:



42% of businesses agreed that when they made a call to SDC, they were transferred between several different people. This was an 8 percentage point fall from the 2011 figure.

Significantly, 76% of companies who had been operating from their address for 1 to 2 years, versus 32% of those who had been operating from theirs for 3 to 5 years, agreed with the statement.

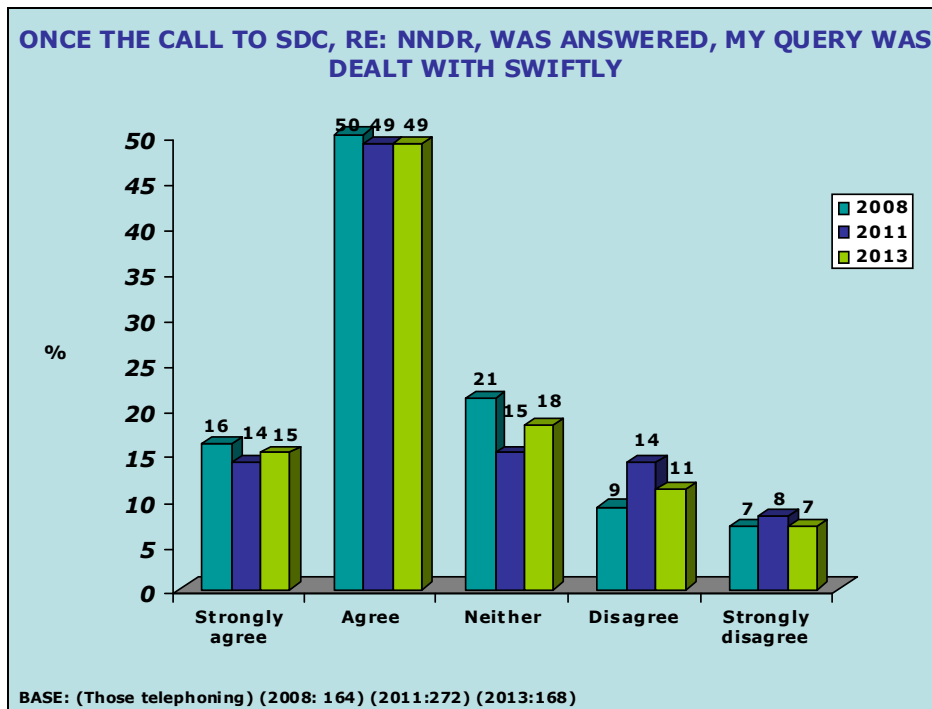
Chart 20:



Agreement has remained constant over the three surveys at around 64%. 18% of businesses felt that their query was not dealt with quickly; 4 points lower than 2011.

65% of businesses with up to 5 full-time staff, versus 57% of businesses with 6 or more full-time staff, were in agreement with the statement that once the call had been answered, their query was dealt with quickly.

Chart 21:

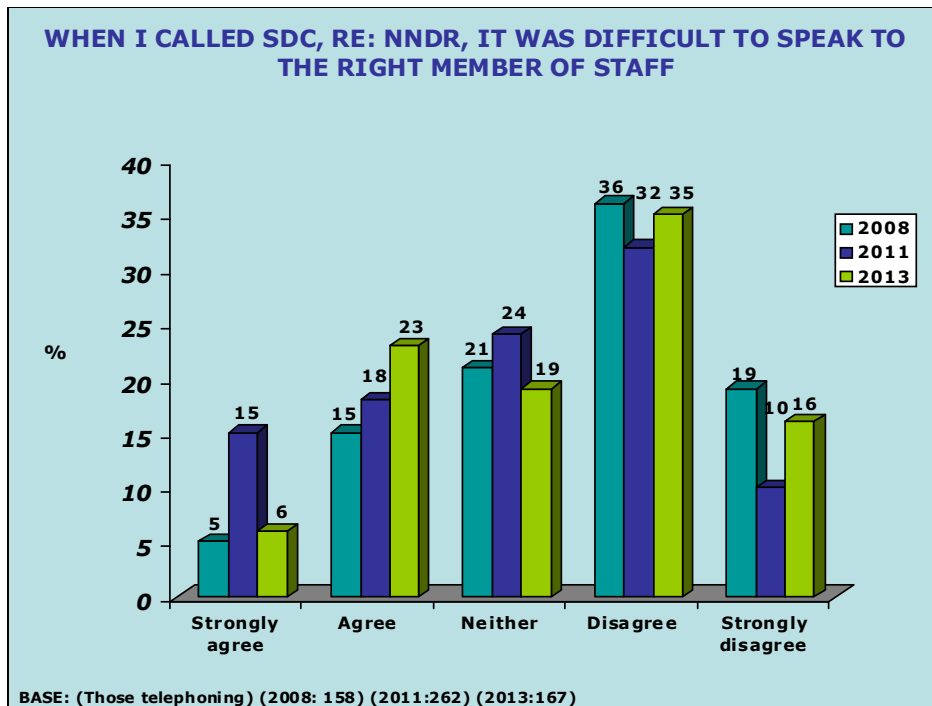




29% of businesses agreed that when they called SDC it was difficult to speak to the right member of staff, compared to 51% who disagreed. This represents a fall in agreement of 4 percentage points in 2011.

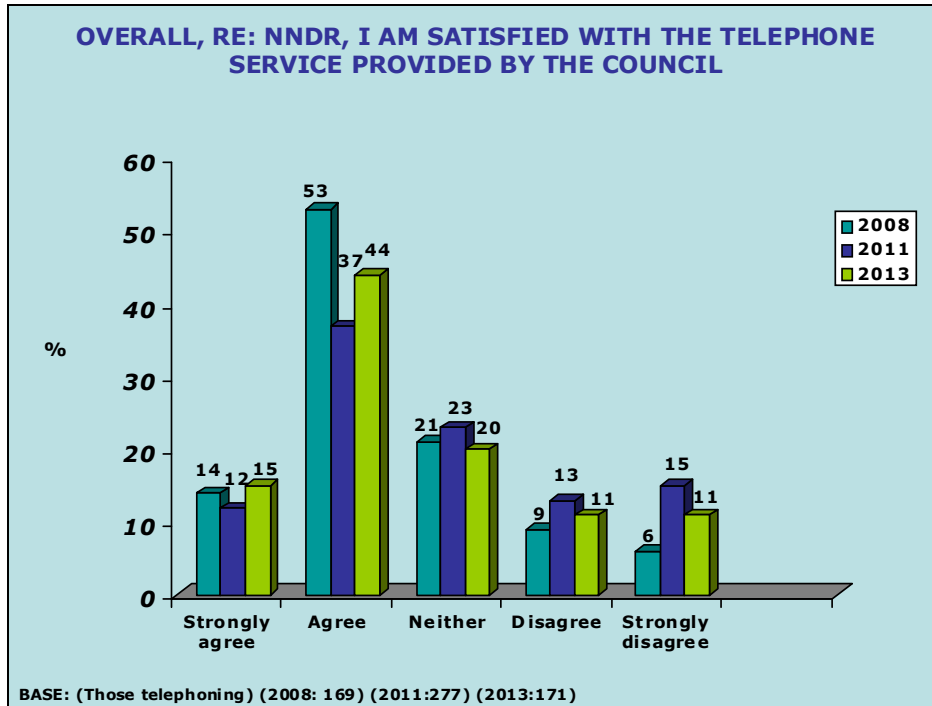
73% of companies who had been operating from their address for 6 to 10 years, versus 29% of companies who had been operating from theirs for 1 to 2 years, disagreed with the statement: "It was difficult to speak to the right member of staff".

Chart 22:



Six in ten businesses (59%) agreed that they were satisfied overall with the telephone service of SDC and 22% of businesses disagreed. This represented an increase of 10 percentage points on 2011, but still not to the levels of 2008.

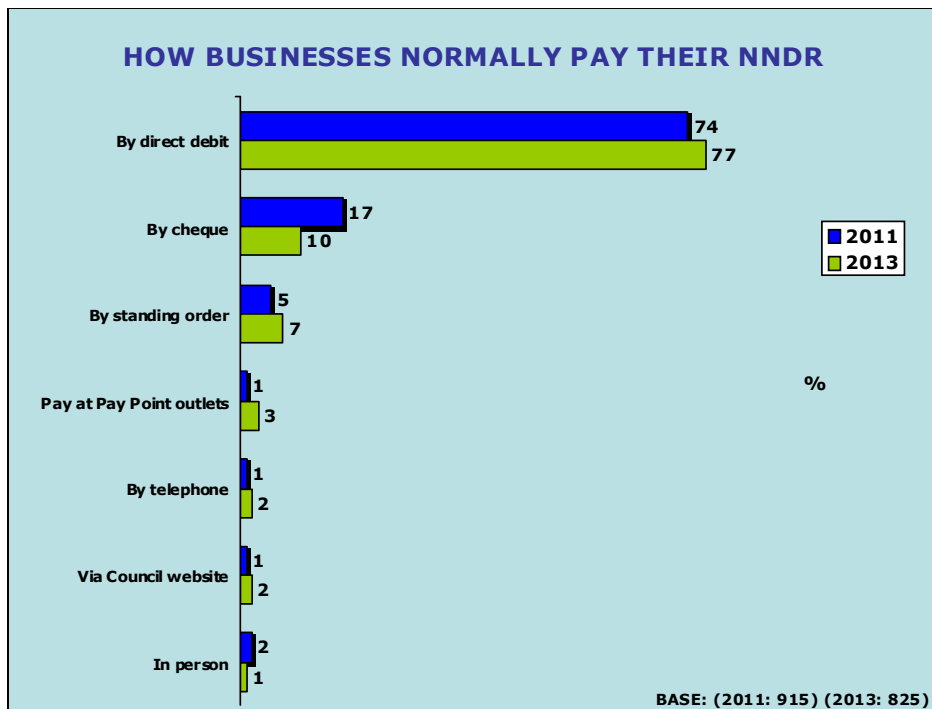
Chart 23:



#### 4.7.2 Paying NNDR

Businesses were asked how they normally pay their NNDR. Over three-quarters (77%) pay by direct debit, up 3 percentage points from the previous survey, with 10% opting to pay by cheque, down 7 percentage points from 2011 and 7% by standing order.

Chart 24:



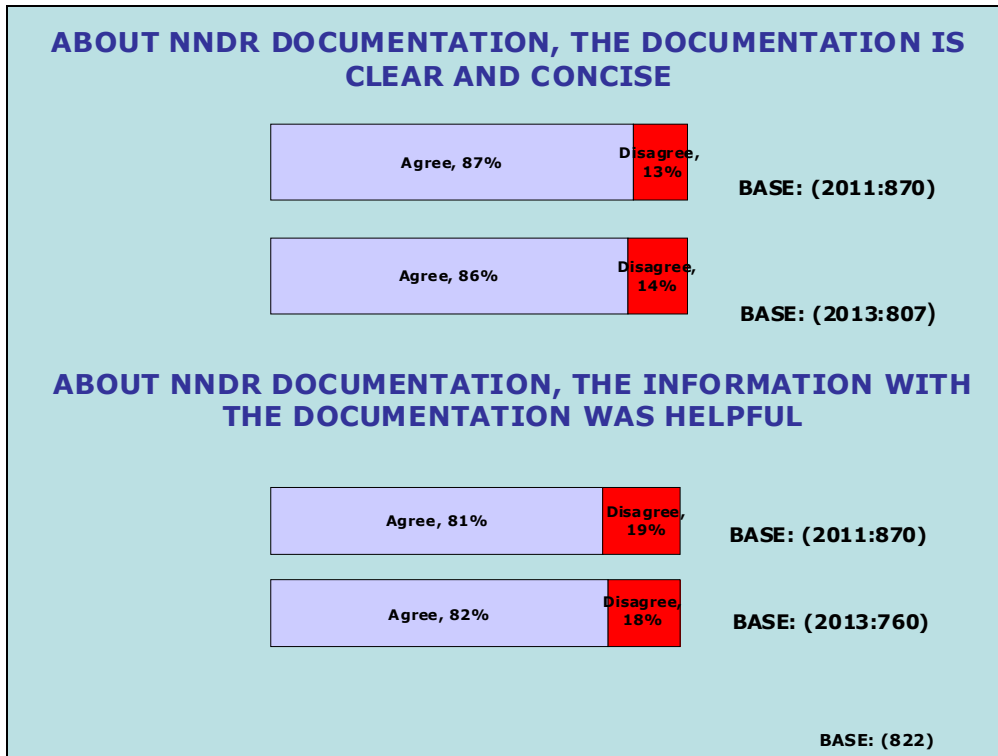
Currently businesses can choose one of four dates in the month to pay by direct debit. They were asked if they preferred more dates to be offered on which to pay NNDR by direct debit. 12% indicated they would be interested in the option. These percentages have remained constant across both the 2011 and 2013 surveys.

A quarter of companies operating from their address for less than 1 year and 20% of those operating from theirs for 1-2 years, versus 8% of those who have operated from theirs for more than 10 years, stated they would prefer more dates to be offered on which to pay NNDR by direct debit.

37% of businesses would be interested in receiving their bill electronically rather than the current paper version, up by 4 percentage points from 2011. 51% of business with 6 or more full-timers against 35% with up to 5 full-timers was a significant result for those requiring a bill electronically. 52% of companies operating from their address for 1 to 2 years, versus 30% of those operating from theirs for more than 10 years, wanted their bills electronically.

Businesses were asked two questions about the NNDR documentation they received. 86% felt the documentation was clear and concise and 82% felt the information with the documentation was helpful.

Chart 25:



### 4.7.3 Rate Relief

Awareness of the small business rate relief has increased from 66% in 2008 to 98% in 2013. Awareness of the other reliefs had also risen or stayed constant in the five year period between surveys.

One fifth of non-independent businesses are aware of Discretionary Rate Relief, as opposed to 8% of independent businesses. 16% of non-independent businesses are aware of Mandatory Rate Relief, compared to 4% of independent businesses. 15% of non-independent businesses are aware of Section 44a Partly Occupied Relief, versus 5% of independent businesses.

99% of businesses with up to 5 full-time staff are aware of Small Business Rate Relief, compared to 92% of businesses with 6 or more full-timers. One fifth (20%) of businesses with 6 or more full-time staff are aware of Section 44a Partly Occupied Relief, in contrast to 4% of those businesses employing 5 or less full-timers. 18% of businesses employing 6 or more full-time staff are aware of Discretionary Rate Relief, as opposed to 7% of those employing 5 or less full-timers.

Table 24: Awareness of the rate relief's currently available to businesses

Rate Relief Type	2008 %	2011 %	2013 %
Small Business Rate Relief	66	96	98
Discretionary Rate Relief	6	9	10
Section 44a Partly Occupied Relief	-	7	7
Discretionary Rural Rate Relief	3	4	6
Hardship Rate Relief	2	6	6
Mandatory Rate Relief	4	5	6
Mandatory Rural Rate Relief	3	3	5
Base:	(372)	(743)	(691)

The majority (95%) of businesses have applied for the Small Business Rate Relief currently available to them.

96% of independent businesses versus 87% of non-independent businesses have applied for Small Business Rate Relief.

Table 25: Whether applied for any of the rate relief's currently available to businesses

Rate Relief Type	2008 %	2011 %	2013 %
Small Business Rate Relief	96	95	95
Discretionary Rate Relief	3	3	2
Hardship Rate Relief	1	2	2
Section 44a Partly Occupied Relief	-	2	2
Discretionary Rural Rate Relief	2	1	1
Mandatory Rate Relief	2	2	1
Mandatory Rural Rate Relief	1	1	1
Base:	(190)	(550)	(536)

#### 4.7.4 Comments about NNDR

Respondents were asked if they had any comments to make on the NNDR process. 119 comments were made. 8% stated small business rate relief helped, and the same percentage (8%) would like information on how to get relief.

Table 26: Comments made about the NNDR Process (3 or more responses)

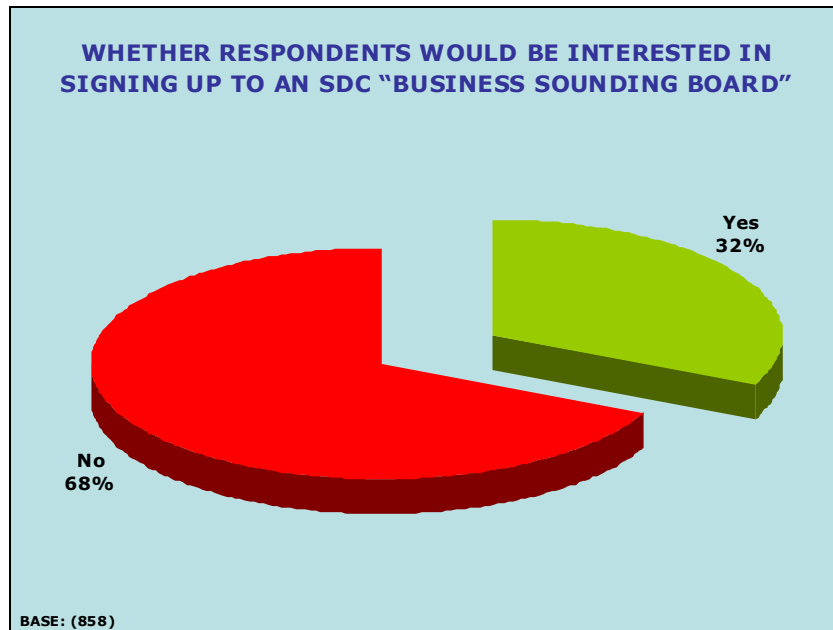
Suggestions	Nos of responses	%
Small business rate relief helped	10	8
Would like information on how to get relief	10	8
Business and council tax in the area are excessive	8	7
Professional and polite staff	8	7
Application was refused	7	6
Works ok/fine	7	6
Not aware of all the rate relief available	6	5
A long winded process and it takes too long for a response	5	4
Do not always understand terms used/make it more simple	5	4
Gained a discount	5	4
More publicity about the rates available	5	4
Unclear process, the amount payable should be clear	5	4
The system is quick and efficient	4	3
Applied recently and waiting to hear back	3	3
Do not pay rates	3	3
I would like a rates review	3	3
Stratford DC have been very helpful	3	3
The staff are rude and unhelpful	3	3
We are doing this through a consultant	3	3
Why not reduce all rates due to the current climate	3	3
Other	23	19
Base:	(119)	

## 4.8 Consultation

### 4.8.1 Interest in signing up to "Business Sounding Board"

Respondents were informed that the Council would like to set up an SDC "Business Sounding Board" in which they would email respondents a link to a brief survey covering issues of the day or find out "How's Business" for example. 32% of those surveyed confirmed they would be interested in signing up to this.

Chart 26:



# Appendices



**Q1a: Where is your company located? Elsewhere (186 mentions)**

- |                       |                   |
|-----------------------|-------------------|
| ▪ Abbots Salford      | ▪ Earlswood       |
| ▪ Abbots Salford      | ▪ Edstone         |
| ▪ Admington           | ▪ Ettington       |
| ▪ Admington           | ▪ Ettington       |
| ▪ Alderminster        | ▪ Ettington       |
| ▪ Alderminster        | ▪ Ettington       |
| ▪ Alderminster        | ▪ Farnborough     |
| ▪ Alne Hills          | ▪ Fenny Compton   |
| ▪ Alscot Estate       | ▪ Fenny Compton   |
| ▪ Alveston            | ▪ Fenny Compton   |
| ▪ Ardens Grafton      | ▪ Fenny Compton   |
| ▪ Ardens Grafton      | ▪ Fenny Compton   |
| ▪ Armscote            | ▪ Fulbrook Parish |
| ▪ Arrow               | ▪ Fulready        |
| ▪ Ascott              | ▪ Gaydon          |
| ▪ Aston Cantlow       | ▪ Hampton Lucy    |
| ▪ Atherstone on Stour | ▪ Harbury         |
| ▪ Avon Dassett        | ▪ Harbury         |
| ▪ Bearley             | ▪ Harbury         |
| ▪ Bishops Itchington  | ▪ Harbury         |
| ▪ Bishops Itchington  | ▪ Harbury         |
| ▪ Bishops Itchington  | ▪ Harbury         |
| ▪ Bishops Itchington  | ▪ Harbury         |
| ▪ Bishops Itchington  | ▪ Haselor         |
| ▪ Blackwell           | ▪ Hockley Heath   |
| ▪ Blackwell           | ▪ Ilmington       |
| ▪ Bognor Regis        | ▪ Ilmington       |
| ▪ Brailes             | ▪ Kineton         |
| ▪ Brailes             | ▪ Lapworth        |
| ▪ Brailes             | ▪ Lighthorne      |
| ▪ Brailes             | ▪ Lighthorne      |
| ▪ Brailes             | ▪ Lighthorne      |
| ▪ Brailes             | ▪ Lighthorne      |
| ▪ Brailes             | ▪ Lighthorne      |
| ▪ Brailes             | ▪ Lighthorne      |
| ▪ Brailes             | ▪ Little Alne     |
| ▪ Brailes OX15 5HN    | ▪ Little Alne     |
| ▪ Chesterton          | ▪ Little Alne     |
| ▪ Claverdon           | ▪ Little Alne     |
| ▪ Claverdon           | ▪ Long Compton    |
| ▪ Claverdon           | ▪ Long Compton    |
| ▪ Clifford Chambers   | ▪ Long Compton    |
| ▪ Clifford Chambers   | ▪ Long Itchington |
| ▪ Compton Verney      | ▪ Long Itchington |
| ▪ Dunnington          | ▪ Long Marston    |
| ▪ Dunnington          | ▪ Long Marston    |
| ▪ Earlswood           | ▪ Long Marston    |
| ▪ Earlswood           | ▪ Long Marston    |
| ▪ Earlswood           | ▪ Long Marston    |
| ▪ Earlswood           | ▪ Long Marston    |
| ▪ Earlswood           | ▪ Lower Brailes   |
| ▪ Earlswood           | ▪ Lower Brailes   |
| ▪ Earlswood           | ▪ Lower Quinton   |
| ▪ Earlswood           | ▪ Lower Quinton   |

- Mappleborough Green
- Mappleborough Green
- Marlcliff
- Mickleton
- Middle Tysoe
- Moreton Morrell
- Morton Bagot
- Morton Bagot
- Napton
- Napton on the Hill
- Napton on the Hill
- Near Lighthorne
- Newbold on Stour
- Northend
- Oxhill
- Oxhill
- Oxhill
- Pillerton Hersey
- Pillerton Hersey
- Pillerton Priors
- Pitchill
- Preston on Stour
- Redhill
- Salford Priors
- Salford Priors
- Sambourne
- Sambourne
- Sambourne
- Shotteswell
- Snitterfield
- Snitterfield
- Stockton
- Stockton
- Stockton
- Stockton
- Stratton on Fosse
- Studley
- Tanworth in Arden
- Tanworth in Arden
- Temple Grafton
- Temple Grafton
- Tiddington
- Tredington
- Tredington
- Tysoe
- Tysoe
- Tysoe
- Tysoe
- Tysoe
- Tysoe
- Tysoe
- Ufton
- Ufton
- Ufton
- Ufton
- Ufton
- Upper Brailes
- Upper Clopton
- Upper Quinton
- Upper Tysoe
- Upton
- Warmington
- Warmington
- Warmington
- Welford on Avon
- Welford on Avon
- Welford on Avon
- Welford on Avon
- Welford on Avon
- Whatcote
- Whatcote
- Willington
- Wilmcote
- Wimpstone
- Wimpstone
- Wootton Wawen
- Wootton Wawen
- Wootton Wawen
- Wootton Wawen
- Wootton Wawen
- Wootton Wawen
- Wootton Wawen
- Wormleighton

**Q2a: What is the status of your company at this location? Other (33 mentions)**

- 2 other factories
- Agriculture
- Cattery
- Charity
- Charity
- Charity
- Charity
- Charity
- Charity retail
- Childcare
- Community centre
- Franchise
- Holiday cottage
- Holiday cottage
- Holiday cottage
- Holiday lets
- Holiday rental
- Independent (two branches)
- Independent with 2 other branches
- Independent with other branches
- Independent with other branches
- NHS
- Office block
- One of 3 branches
- Part of a franchise
- Partner office
- Post office
- Private holiday lets
- Public House
- Public house
- Retirement apartments
- Shottery Memorial Hall
- Voluntary infrastructure organisation

**Q3a: What is the main business activity at this location? Other (199 mentions)**

- Admin and accounts
- Aesthetics clinic
- Agricultural advice and tyre supply
- Agricultural machinery sales
- Agricultural machinery sales, service and repairs
- Agricultural marketing
- Antique Restoration
- Antique restoration
- Arboricultural contracting business
- Architects/quantity surveyors
- Architecture
- Automotive aftermarket
- Automotive consultancy
- Aviation
- Aviation
- Barber
- Beauty
- Beauty and foot care salon
- Beauty salon
- Beauty salon
- Beauty salon
- Beauty salon
- Beauty services
- Beauty therapy
- Beauty therapy
- Bespoke furniture
- Blacksmith
- Boarding kennels and grooming
- Broker
- Cable communications
- Canal boat building

- Car cleaning
- Car repairs
- Care home for elderly
- Catering
- Catering equipment distributor
- Catering for school lunches
- Charities organisation
- Charity
- Charity
- Chemicals and plastics
- Childcare
- Childcare
- Childcare
- Childcare
- Childcare
- Childcare
- Childcare facility
- Childrens day nursery
- Childrens daycare
- Childrens hairdressing
- Chiropody
- Chiropractors
- Cleaning services
- Communications and events
- Community centre
- Computer software development
- Consultancy
- Corporate event providers
- Dental practice
- Dentist
- Dentistry
- Dentistry
- Distilling flower waters from plant grown in Stratford, and then making soaps and skincare with the flower waters, selling, retailing and wholesale
- Dog grooming
- Dressmaking and alterations
- Education
- Education and leisure
- Educational
- Electrical contractor
- Electrical goods rental, private and commercial
- Energy advice service
- Environmental compliance and consultancy
- Equestrian
- Equestrian
- Equine Veterinary surgeons clinic
- Equipment hire
- Estate Agency
- Event planning
- Event planning
- Exhibition contractors
- Export administration for oil and gas
- Factory

- Financial
- Fitness
- Fleet management services
- Fuel station
- Fundraising consultancy
- Funeral director
- Furniture renovation
- Furniture restoration
- Furniture sourcing
- G P Surgery
- Garage
- Garage
- Garage
- Garage
- Garage service repairs
- Garage services
- Geo technical engineering
- Graphic and web design
- Gravestones
- Gravestones
- Hair salon
- Hair salon
- Hair services
- Hairdressers
- Hairdressers
- Hairdressing
- Hairdressing
- Hairdressing
- Hairdressing
- Hairdressing
- Hairdressing
- Hairdressing
- Hairdressing salon
- Health
- Health
- Health care
- Healthcare / Recruitment consultancy
- Healthcare / Rehabilitation for catastrophic injury
- Heating ventilation, air conditioning
- Holiday cottages
- Holiday cottages
- Horticultural repairs
- Insurance agency
- Internet pharmacy
- Land surveyors
- Launderette
- Law
- Letting agency
- Licensed premises
- Locksmiths
- Marketing
- Medical
- Medical
- Mental health support
- MOT station

- MOT testing
- MOT Testing station
- Motor repairs
- Motor Trade
- Not for profit org
- Optician
- Opticians
- Opticians
- Opticians
- Pet service (boarding)
- Plumbing and heating
- Pony club
- Post office
- Post office
- Printing
- Printing
- Private healthcare
- Private swim school
- Profession
- Project management and environmental consultancy
- Property Investment
- Property investors
- Property preservation
- Pub
- Pub
- Public house
- Public house
- Publishing
- Publishing
- Publishing
- Racehorses
- Religious Charity
- Repair of Agricultural and Horticultural equipment
- Residential Lets
- Security systems design and maintenance
- Self drive hire, light commercial and cars
- Service electronics for agricultural sector
- Sewing and Curtain workshop
- Shop fitting
- Skin care and beauty salon
- Software
- Software
- Sports
- Supply of flood cleaning machines
- Technical support
- Telecoms
- Therapy
- Tool hire
- Training facilities
- Tyre and exhaust centre
- UK sales office
- Used by general public for activities
- Vehicle repair and MOT centre
- Vehicle workshop car and commercial

- Veterinary surgeons
- Veterinary Surgery
- Veterinary surgery
- Vets
- Voluntary sector support
- Workshop, alterations

**Q7a: If your company moved, where did it move from? (127 locations)**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>▪ Alcester</li> <li>▪ Alvechurch</li> <li>▪ Balsall Common</li> <li>▪ Banbury</li> <li>▪ Banbury</li> <li>▪ Banbury</li> <li>▪ Bidford</li> <li>▪ Bidford on Avon</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Birmingham</li> <li>▪ Bishops Tachbrook</li> <li>▪ Bristol</li> <li>▪ Bromsgrove</li> <li>▪ Chipping Camden</li> <li>▪ Chipping Norton</li> <li>▪ Chipping Norton</li> <li>▪ Coughton</li> <li>▪ Coventry</li> <li>▪ Coventry</li> <li>▪ Coventry</li> <li>▪ Coventry</li> <li>▪ Coventry</li> <li>▪ Coventry</li> <li>▪ Coventry</li> <li>▪ Cross Street Warwick</li> <li>▪ Dickens Heath</li> <li>▪ Doncaster</li> <li>▪ Dudley</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Evesham</li> <li>▪ Harborne, Birmingham</li> <li>▪ Hatton</li> </ul> | <ul style="list-style-type: none"> <li>▪ Henley</li> <li>▪ Henley in Arden</li> <li>▪ Henley in Arden</li> <li>▪ Henley in Arden</li> <li>▪ Hockley Heath, Solihull</li> <li>▪ Honeybourne</li> <li>▪ Inkberrow</li> <li>▪ Inkberrow</li> <li>▪ Kings Norton</li> <li>▪ Leamington</li> <li>▪ Leamington</li> <li>▪ Leamington Spa</li> <li>▪ Leamington Spa</li> <li>▪ Leamington Spa</li> <li>▪ Leamington Spa</li> <li>▪ Leamington Spa</li> <li>▪ Leamington Spa</li> <li>▪ Leamington Spa</li> <li>▪ Leamington Spa</li> <li>▪ Leamington Spa</li> <li>▪ London</li> <li>▪ London</li> <li>▪ London</li> <li>▪ London</li> <li>▪ London SW1</li> <li>▪ Longborough</li> <li>▪ Longborough</li> <li>▪ Loughborough</li> <li>▪ Moreton in Marsh</li> <li>▪ Near Rugby</li> <li>▪ New business</li> <li>▪ Northamptonshire</li> <li>▪ Northants.</li> <li>▪ Northants.</li> <li>▪ Northern Ireland</li> <li>▪ Norton Lindsey</li> <li>▪ Redditch</li> <li>▪ Redditch</li> <li>▪ Redditch</li> <li>▪ Redditch</li> <li>▪ Redditch</li> <li>▪ Redditch</li> <li>▪ Redditch</li> <li>▪ Redditch</li> <li>▪ Redditch</li> <li>▪ Redditch</li> </ul> |
|---|---|

- |                            |                       |
|----------------------------|-----------------------|
| ▪ Redditch                 | ▪ Warwick             |
| ▪ Redditch                 | ▪ Warwick             |
| ▪ Redditch                 | ▪ Warwick             |
| ▪ Redditch                 | ▪ Warwick             |
| ▪ Redditch                 | ▪ Warwick             |
| ▪ Redditch                 | ▪ Warwick             |
| ▪ Redditch                 | ▪ Warwick             |
| ▪ Redditch Business Centre | ▪ Warwick             |
| ▪ Redditch                 | ▪ Warwick             |
| ▪ Rugby                    | ▪ Warwick             |
| ▪ Rugby                    | ▪ Warwick             |
| ▪ Rugby                    | ▪ Warwick district    |
| ▪ Salisbury                | ▪ West Midlands       |
| ▪ Sevenoaks                | ▪ West Sussex         |
| ▪ Smethwick                | ▪ Wootton             |
| ▪ Solihull                 | ▪ Wootton Waven       |
| ▪ Solihull                 | ▪ Worcestershire      |
| ▪ Southam                  | ▪ Wythall             |
| ▪ Staples Corner London    | ▪ Wythall / Earlswood |
| ▪ Sutton Coldfield         |                       |

**Q8a: Other reasons why company located where it is (146 comments)**

- Accommodation built for parent who could not live in it - decided to rent out for holiday clients
- Acquisition of site
- Additional site
- Affordability. To reduce working costs.
- Affordability. To reduce working costs.
- Affordable business premises to purchase
- Airfield
- Always been there
- An aerodrome
- Availability of premises
- Barn conversions
- Been here a while
- Better parking for staff/clients
- Bought an existing business here
- Bought existing business
- Bought existing business
- Bought existing company at these premises
- Bought the business as a home and business
- Branch opening
- Business has been here since 1920's, so none of the above apply
- Business established from home address in Alcester and needed to stay in Alcester
- Business rates lower than Stratford
- Business started from home
- Car parking, access and space
- Centrally located for staff and limited charge of shared service offices
- Centre for tourism
- Change in relationship
- Cheap office
- Cheaper rent



- Close to Directors house
- Closest to Stratford we could afford with the rates as they are!
- Concert venue
- consequential
- Convenience for directors
- Convenient at the time
- Convenient for all employees
- Core client insists on a presence in SOA
- Cost of renting business premises and rates charger lower
- Converted old derelict shed into self catering holiday let
- Downsized
- Encroachment of housing development around previous site
- Established 1925
- Evolved as already using in town
- Existing business
- Existing business
- Existing business
- Existing business purchase
- Expansion
- Expansion within the Warwickshire area
- Family
- Family business in existence
- Family farm for 3/4 generations
- Family reasons
- Farm shop
- Flooded old shop
- Forced to move as land was sold to make way for a supermarket
- Forced to move due to land being sold
- GP services
- Grant giving
- Head office in Germany
- Here for approx 100 years
- Historic - requirement for Dentist in Studley most convenient location
- Historical location
- Home town
- I live here
- Inherited property
- It's where we live
- I've wanted to be 'under one roof'
- Live here
- live in area
- Live locally
- Live locally
- Live near Alcester
- Live nearby
- Lived and started my business in Southam 1963
- Lived in area
- Lived in Bidford
- Lived in Southam
- Local business
- Local to 2 merging businesses at the time
- Location between London Birmingham and Manchester
- Long established company 70+ years
- Loss of office space

- Lower rent and lower rates
- Lower rent and rateable value
- M40
- More space
- Moved for more land
- Moved in 1962
- Moved in to ready made workshop
- Near home
- Near to existing staff housing
- Nearer to home
- New branch
- New CEO's home location
- No other business centre in 1986
- Offer a service to population
- Office space in SOA limited and far too expensive
- One main business and half a mile from home
- Only 2 other similar businesses in the area at the time of opening (not like now)
- Only affordable place to start up business
- Opportunity not available elsewhere
- Opportunity to own premises
- Out of town making it easier for customers to park
- Owned the building
- Parking
- Part of larger organisation already at location
- Partner needed to be commuting distance from Birmingham for job
- Price of property
- Proximity to home
- Proximity to our church, which is linked to the coffee shop
- Proximity to owners home
- Proximity to where I live
- Pub for sale
- Pub re opened
- Public house
- Public house
- Purchased 3 years ago, change of directors
- Purchased going business 1981 - 2006
- Rateable value
- Reduce travelling expenses, only suitable size we could find
- Redundant building - grant applications secured business opportunity
- Residence of directors in town
- Serve local population
- Shakespeare
- Shop has always been here
- Sold previous land and located to a unit
- Specified by town plan to relocate
- Staff locations
- Started here
- The right factory promised
- To be near the RSC theatre
- Took over existing family business
- Took over from friend
- Tourism
- Tourism trade in addition to local trade
- Type and style of property was what we needed for the business

- Walking distance
- Walking distance from home
- Was bought 50 years ago, I guess my granddad wanted a location close to home
- We moved from Leamington to Kings Norton to work alongside complementary house and moved back when shared work reduced
- Where I live
- Wife re-located her job
- Within my home
- Work from home
- Work from home

**Q14a: Other main problems faced by company at this location (113 comments)**

- Access to motorway. Access to mainline station
- Alcester high street is in need of more stores - rate reductions would help
- Availability of part time cleaners for turnaround days
- Back of beyond
- Big increments in rent after 2nd year
- Broadband
- Broadband
- Broadband
- Broadband
- Broadband / Business rates
- Broadband / Mobile phone signal
- Broadband coverage
- Broadband poor
- Broadband slow
- Broadband speed
- Broadband speed not good enough
- Business rates
- Business rates
- Business rates/rent
- Car parking
- Car parking
- Car parking and no public transport to business park
- Car parking space, ideally we would like a bit more space
- Constant changes in government and local health policies
- Cost of business rates
- Cost of parking in town
- Crippling business rates
- Customer parking
- Double yellow lines outside premises - limited parking
- Economic circumstances of the general population
- Economic conditions
- Electricity and gas costs
- Empty property rates
- Fast broadband and reception
- Flooding potential
- Footfall in town centre
- General condition of site is poorly maintained.
- General condition of site is poorly maintained.
- Help from the banks.
- High business rates

- High rateable value
- High rates paying towards Stratford
- Higher rates
- HS2
- Lack of local parking facilities
- Lack of on site/convenient parking
- Lack of trading space
- Lease hold property
- Lease hold property
- Limited parking, outgrown existing offices
- Limited space
- Low footfall, empty shops, dirty unattractive environment
- Need more space
- Neighbours
- NND Rates!!!
- No space to grow
- No waste collections, access road awful in winter
- Our building needs a lot of attention
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking - none near
- Parking charges
- Parking charges
- Parking charges
- Parking charges
- Parking costs in town centre
- Parking facilities
- Parking space
- Parking spaces for employees
- Poor broadband
- Poor broadband
- Poor broadband
- Poor broadband
- Poor broadband connection
- Poor broadband service
- Poor broadband/signal
- Poor marketing of Stratford as a destination
- Poor road surfaces
- Poor services, broadband etc
- Possible parking charges could hamper business
- Public transport
- Rates
- Rates are a big cost to the business
- Rates/Bid
- Reduction in passing trade
- Rent
- Rent and business rates are specific high costs

- (Name withheld), the Nimby's friend trying to close our business down!
- Size of property / lack of storage
- Slow broadband
- Slow broadband connection
- Slow broadband connection
- Slow broadband speed - Harbury
- Speed of communication
- Stratford has a very poor tourism image not helped by Stratford
- Supermarkets and out of town shopping
- The cost of parking makes guests reluctant to stay in SUA
- The owner has put the premises up for sale
- The weather / Recession
- Threat of HS2 rail through site
- Threat of impact of HS2
- Too many take aways
- Unreasonable rating of premises
- Upstairs location
- Very high rates
- Very poor internet

**Q15a: If your company intends to relocate, where does it wish to move to? Elsewhere (46 locations).**

- A Cotswold town
- Alcester
- Alcester
- Alcester
- Anywhere in South Warks
- Anywhere with cheaper business rates
- As far away from HS2 as possible
- Banbury/Brackley
- Birmingham
- Birmingham/Solihull
- Cherwell – they are business friendly
- Cherwell Drive – No (name withheld)!
- Gloucestershire
- If we did decide to Solihull area
- Industrial estate
- Leamington
- Leamington Spa
- M42 Corridor
- Maybe Stratford
- Middleborough
- Northamptonshire
- Not know it all depends on the availability of affordable premises
- Redditch
- Redditch
- Redditch
- Redditch
- Remote working
- Rugby
- Solihull
- Solihull

- Somewhere cheaper
- Stoneleigh
- Stratford
- Stratford
- Stratford
- Stratford
- Stratford town
- Tewkesbury/Evesham
- Warwick
- Warwick
- Warwick, Leamington
- West Bromwich
- Where rates are reasonable and realistic
- Within 5 miles, maybe in district
- Within the Stratford/Alcester/Bidford triangle
- Worcester – development/re-location grants

**Q17a: If there are no suitable sites or premises available, where would your company wish them to be provided in Stratford-on-Avon District? Location (41 mentions).**

- Alcester
- Alcester
- Alcester
- Alcester/Bidford
- Bishops Itchington
- Brailes/Tysoe but not with the attitude of (name withheld) and his Nimby mates!
- Brailes/Tysoe but not with (name withheld) representing the interests of the Nimby's!!
- Ettington
- Fenny Compton
- Has to be in town centre
- Henley in Arden
- Henley in Arden
- In Bidford
- Kineton
- Kineton
- Must have high speed broadband
- No specific location in mind
- North of Stratford
- Outskirts - reasonable on site parking
- Same location but cost is prohibitive for larger premises
- Shipston on Stour
- Shipston or Kingston is not on the edge
- Small areas in small village
- Southam
- Southam
- Southam
- Still in town centre
- Stratford main centre
- Stratford upon Avon
- Stratford/Alcester/Bidford triangle
- Studley
- Studley
- Studley area

- Studley, Stratford, Redditch etc
- Town Centre
- Town location good proximity to M40
- Want to go to Birmingham
- We own land in Kineton, we would like to develop there as 80% of staff live within 2 miles of Kineton
- Welford on Avon
- Wellesbourne, Bishopton Island
- With road frontage, mains services, planning consents for agricultural/horticultural greenhouses, sheds and residential

**Q18a: Other improvements to area to assist businesses and the economy (131 comments)**

- A local mobile / 3G antenna - very poor in this area
- Affordable parking
- Again, stating the obvious, businesses in the town centre are at a distinct disadvantage to those on shopping estates due to parking charges!!
- All on street employer and guest parking permit
- Allow people more time to park in short stay areas
- Alter time of on street parking. Current time i.e. 1/2 hour in Bridge Street does not allow shoppers anytime and damages businesses
- Area at entrance to Waterloo industrial estate desperately needs improvement! Disused building needs demolishing and complete area needs clearing
- As we pay a high business rate we don't even get a bin at the premises
- Banks should lend to smaller business
- Better Parking
- Better parking facilities in Studley
- Better publicity re Stratford as a tourist destination
- Bring footfall into the town
- Broadband
- Business rates prevent us employing more workers!
- Car parking
- Car parking
- Car parking for employees
- Congestion on road - M40 Junction 12 - Gaydon terrible at certain times of the day
- Continue NNDR relief
- Deal with traffic on Birmingham Road, improve affordable/available parking for staff and customers in close proximity to business premises
- Definitely no more housing. Stratford and Alcester roads becoming far too congested already. Need good covered market in town. Business directory of local businesses to be distributed to all local businesses
- Don't allow any more big supermarkets in the area
- Easy access and parking in town, plus longer parking time for same money charge
- Educating people on eating good quality nutritional food improving health and reducing burden on economy
- Encourage small private/family businesses, keep out chains and make Stratford a unique place to visit for town centre shopping not just Shakespeare, scrap parking charges in town
- Encourage spending
- Ensure local heritage is not allowed to deteriorate
- Extend small business relief
- Fill potholes in the roads!

- Free parking
- Get rid of burger van in Bidford Park. As its killing my summer time trade, and I really rely on this because its so quiet in the winter months
- Get rid of parking metres in back roads - Free Parking for an hour or two would enable people to get shopping back to cars and I don't think Bridge foot is useful because 1 hour isn't enough to get back and to the car park
- Get rid of Stratfordward or ensure money raised is used within catchment area on things that directly effect businesses contributing
- Grants to improve energy efficiency - insulation, solar panels, replacement windows. Marketing of area and local attractions
- I would not like to see parking charges in Henley. It is a rural centre rather than a major stopping destination and charges could discourage the visitors it has and damage local street businesses
- Improve parking
- Improve parking and encourage people to come into town instead of out of town centre (Maybird)
- Improve parking facilities in the village
- Improve planning - stop front loading charges for bats/archaeological/environmental surveys etc - these should be planning conditions after grant, not up front charges
- Improve planning system. It takes too long. Advice given is inconsistent
- Improve road surfaces
- Improve roadside signage.
- Improve roadside signage.
- Improve the cafe/shopping experience in the town centre. Better signage options on listed buildings
- Improve the cycle network
- Improve the mobile phone signal in Henley
- Improve the parking
- Improve the road sign to the craft centre to encourage more custom
- Improve town centre parking. We need police officers urgently. We do not need traffic wardens, improve town centre security
- Improved marketing for Wood Street, promote the value of independent retailers more, more events in town centre to draw people in
- Improved tourist information
- Improvements to parking this is having significant effect on footfall in Stratford Town
- In town parking for businesses and visitors at better price
- Increased current electricity supply to site, less restrictive planning laws
- Keep Henley as independent shops
- Keep the parking available and free
- Keep the parking available and free
- Less expensive parking for clients
- Look at parking within town so people stay for longer, especially locals. Stop food markets on Waterside and Henley Street as they take away local trade
- Low value contracts from council funding should give priority to SME businesses from within the district
- Make centre more welcoming to shoppers not just working at footfall numbers but looking at what tourists do whilst in Stratford
- Make it easier for us to provide our services to the council
- Make it easier to find staff without paying stupid rates to recruitment agencies
- Make planning process more affordable 'pre planning' application fee and process is nothing but another tax and way to stifle progress
- More affordable town centre parking
- More car parking
- More detail space e.g carries site development



- More free parking
- More industrial employment. To bring work to our lovely small town again
- More local employment required, for low to high skills, too many large employers have ceased
- More parking in Henley in Arden
- More parking one way or pedestrian centre
- More parking spaces for new offices
- More parking, free parking to encourage visitors
- More relaxed planning for existing expansion of buildings. Better road layout so access all around the centre of Stratford is improved
- More small business premises
- More space on floors
- Need a site with no local developments that might alarm our patients (horses)
- Need large workshops - boats are 70ft long but have small workforce
- Need parking
- No HS2
- No issues with present location
- Parking
- Parking
- Parking
- Parking - highly significant
- Parking and traffic management (wardens) or cameras to ensure restrictions are enforced
- Parking availability at lower cost
- Parking charges/availability in the town
- Parking constraints are a real issue, with typically a one hour maximum my clients (often temporarily with restricted movement) cannot attend a one hour consultation
- Parking for customers
- Parking for staff
- Parking seven days a week, retail park free parking? why? Get rid of BID!
- Parking, enforcement cameras
- Provide better/easier parking close to business premises - an absolute requirement
- Provide free parking
- Provide more affordable housing
- Provide more parking spaces at reasonable cost
- Provide other facilities within cost of business rates. e.g refusal disposal - if only equivalent to domestic/refuse recycling
- Provide rating valuations that are fair
- Provide recycling of polystyrene facility
- Provide/improve reasonable office space at reasonable cost
- Radical changes to business rating strategy e.g charge high rates for empty business premises to stop landlords sitting on empty properties and force them to charge less in areas of low demand encouraging start up and expanding businesses.
- Reduce cost of car parking. Encourage landlords to keep empty shops in good condition
- Reduce parking charges in the town this would encourage people into the town, allowing people to stay in the town for longer thereby having a good look at all the services
- Reduce parking costs or if not increase flexibility so my customers can spend longer shopping. Scrap the BID waste of money
- Reduce rate of VAT. Appropriate training in terms of business not 'think tank' hypothetical
- Reduce rents to attract new businesses in to empty properties. Make them look better in order to attract more visitors (this would be anything from a lick of paint to existing properties/buildings)
- Relax parking / loading and unloading restrictions. Review/remove Stratford costs

- Rethink the road parking system to bring back into the town the shoppers and tourists. Not allow planning permission for anymore out of town shopping sites
- Ring road around Stratford
- Serious lack of parking
- Signage - Shipston's town centre is not a through road therefore we need maximum signage to direct people in. We also need signage highlighting the available parking
- Smarter Homes! Protect the historic areas of Stratford!
- Sort parking on the high street in Henley in Arden, 2 hours is not enough time with out a lot of car parks you need more time to park on the high street. It's not the same as Stratford and should not be treated so
- Stop allowing big supermarket chains from coming to the area
- Stop electricity power cuts
- Stop the HS2 train route
- Stop treating Southam as the poor relative of Stratford
- Stratford and Discover Stratford are a waste of space and our money through funding. There is no adequate tourism branding or promotion for the town. It's not just Shakespeare you know!
- Support existing business
- The business rates are way too high for small self employed business
- The town needs a good clean up. Litter etc shops falling to bits. Poor appearance, poor quality pavements
- There is no tourism marketing for Stratford as a destination. Shakespeare's England/Discover Stratford and The Vic are a joke!
- Too much emphasis on Stratford - rural areas of district seem ignored / left behind
- Tourism support
- Use existing buildings wherever possible before creating new ones. Do not use agricultural land we will need all available land for crops in the future/almost out of control - expanding population
- Use local business to supply local contracts
- We understand we have to pay business rates, but we feel the charges for business rates is extortionate. Currently paying £800pm and we should at least have a weekly refuse pick up. We don't get anything in return for our monthly payments!!
- You already have provided small business rate relief - but other savings/cost cuts would be welcome

# QUESTIONNAIRE

# Stratford-on-Avon District Council Business Survey 2013

The questionnaire should be answered in relation to the specific premises to which it has been delivered. The responses will be treated confidentially: it will not be possible to identify individual companies in any analysis or report. The reference number on this questionnaire is for admin use only, to prevent you receiving a reminder mailing in June. Please tick the appropriate box or answer in the space provided. The deadline for completion is **Monday 17th June**.

## ABOUT YOUR BUSINESS

**Q1 Where is your company located?**

Stratford-upon-Avon ..... <input type="checkbox"/> Alcester ..... <input type="checkbox"/> Bidford-on-Avon ..... <input type="checkbox"/> Henley in Arden ..... <input type="checkbox"/> Kineton ..... <input type="checkbox"/>	Shipston-on-Stour ..... <input type="checkbox"/> Southam ..... <input type="checkbox"/> Studley ..... <input type="checkbox"/> Wellesbourne ..... <input type="checkbox"/> Elsewhere, please specify in box ..... <input type="checkbox"/> <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>
---	--

**Q2 What is the status of your company at this location?**

Independent with no other branches ..... <input type="checkbox"/> Head Office ..... <input type="checkbox"/> Branch or subsidiary of a larger group ..... <input type="checkbox"/>	Public Sector organisation ..... <input type="checkbox"/> Other ..... <input type="checkbox"/> If other, specify below <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>
--	--

**Q3 What is the main business activity at this location? (Tick one box only)**

Manufacturing & Engineering.....	<input type="checkbox"/>
Retail .....	<input type="checkbox"/>
Storage/Distribution.....	<input type="checkbox"/>
Hotel/Accommodation Providers .....	<input type="checkbox"/>
Eating Establishments .....	<input type="checkbox"/>
Business & Professional Services.....	<input type="checkbox"/>
Construction, Building Technologies and Built Environment .....	<input type="checkbox"/>
Creative, Cultural & Digital.....	<input type="checkbox"/>
Land Based .....	<input type="checkbox"/>
Public Services .....	<input type="checkbox"/>
Retail & Wholesale .....	<input type="checkbox"/>
Science & Technology.....	<input type="checkbox"/>
Tourism, Leisure & Hospitality .....	<input type="checkbox"/>
Transport.....	<input type="checkbox"/>
Other - see below .....	<input type="checkbox"/>
If other, please specify	

**Q4 How many people are currently employed at this location?**

	1-5	6-20	21-50	Over 50
Full-time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part-time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q5 Approximately what percentage of your staff live...(figures should add up to 100%)**

In the same town/village as the company? .....

Elsewhere in Stratford District? .....

Outside Stratford District? .....

**LOCATION**

**Q6 How long has your company been operating from this address?**

Less than 1 year.....	<input type="checkbox"/>	6-10 years.....	<input type="checkbox"/>
1-2 years.....	<input type="checkbox"/>	More than 10 years.....	<input type="checkbox"/>
3-5 years.....	<input type="checkbox"/>		

**Q7 Where did your company move from? (Tick one box only)**

Always been at this location .....

Elsewhere in Stratford District.....

Outside the District.....

If moved, where from?

**Q8 What are the main reasons why your company located here? (Tick all that apply)**

Availability of suitable workforce.....	<input type="checkbox"/>	Availability of local housing.....	<input type="checkbox"/>
Nature of local economy.....	<input type="checkbox"/>	Availability of local facilities.....	<input type="checkbox"/>
Proximity of suppliers.....	<input type="checkbox"/>	Access to main road network.....	<input type="checkbox"/>
Proximity to customers.....	<input type="checkbox"/>	Availability of Broadband.....	<input type="checkbox"/>
Quality of the environment.....	<input type="checkbox"/>	Other.....	<input type="checkbox"/>
Nature of the site/premises.....	<input type="checkbox"/>		

*If other reason, please specify in box below*

**Q9 What is the total area of the site?**

Less than 0.5 acre (0.2 hectares).....	<input type="checkbox"/>	1.1 - 2.4 acres (0.5 - 1.0 hectares).....	<input type="checkbox"/>
0.5 - 1.0 acres (0.2 - 0.4 hectares).....	<input type="checkbox"/>	More than 2.4 acres (1.0 hectares).....	<input type="checkbox"/>

**Q10 What is the total floor space on the site?**

Less than 250 square metres.....	<input type="checkbox"/>	1,000 - 5,000 square metres.....	<input type="checkbox"/>
250 - 500 square metres.....	<input type="checkbox"/>	More than 5,000 square metres.....	<input type="checkbox"/>
500 - 1,000 square metres.....	<input type="checkbox"/>		

**Q11 Are the premises suitable for your current or likely future needs?**  
 Yes .....  No .....

**Q12 By what amount is your company's floor space requirement likely to change in the next 10 years?**  
 Increase by more than 100% .....  No significant change .....   
 Increase by 50% - 100% .....  Decrease by 10% - 50% .....   
 Increase by 10% - 50% .....  Decrease by 50% - 100% .....

**Q13 What are your company's intentions with regard to this location?**  
 Expand .....  Stay the same .....   
 Contract .....  Relocate .....

**Q14 What are the main problems faced by your company at this location? (Tick up to 3 boxes only)**

Rising costs ..... <input type="checkbox"/>	Planning constraints ..... <input type="checkbox"/>
Currency exchange rate ..... <input type="checkbox"/>	Investment constraints ..... <input type="checkbox"/>
Market demand/competition ..... <input type="checkbox"/>	High labour costs ..... <input type="checkbox"/>
Legislation/red tape ..... <input type="checkbox"/>	Need for improved marketing ..... <input type="checkbox"/>
Staff recruitment/retention ..... <input type="checkbox"/>	Access to appropriate advice ..... <input type="checkbox"/>
Shortage of skilled staff ..... <input type="checkbox"/>	Road/traffic congestion ..... <input type="checkbox"/>
Lack of suitable premises ..... <input type="checkbox"/>	Infrastructure problems ..... <input type="checkbox"/>
Cost of suitable premises ..... <input type="checkbox"/>	Other – please specify below ..... <input type="checkbox"/>

**Q15 If your company intends to relocate, where does it wish to move to? (Tick one box only)**

Within the same town/village .....   
 Elsewhere within the District – please specify .....   
 Outside the District – please specify .....   
*If elsewhere in the District or outside the District, please specify*

**Q16 If your company wishes to relocate in Stratford-on-Avon District, are there suitable sites or premises available?**  
 Yes .....  Go to Q18 No .....  Go to Q17

**Q17 If there are no suitable sites or premises available, where would your company wish them to be provided in Stratford-on-Avon District?**

In or on the edge of Stratford-upon-Avon .....  In a rural location - specify in box below...   
 In or on the edge of a large rural town/village - specify in box below .....

*Please specify location here*

## STRATFORD DISTRICT AS AN AREA FOR BUSINESS

**Q18** How can the area be improved to assist businesses and the economy? We need your top five priorities from the examples given below, or if not listed tell us what they are by completing 'other'? (Tick up to 5 boxes only)

- |                                    |                          |  |                          |
|------------------------------------|--------------------------|--|--------------------------|
| Provide more employment land ..... | <input type="checkbox"/> | Reduce Business Rates & other charges .... | <input type="checkbox"/> |
| Provide more housing .....         | <input type="checkbox"/> | Provide more business advice.....          | <input type="checkbox"/> |
| Improve the road network .....     | <input type="checkbox"/> | Improve training & skills.....             | <input type="checkbox"/> |
| Improve public transport .....     | <input type="checkbox"/> | Provide more business support & advice ... | <input type="checkbox"/> |
| Improve the local environment..... | <input type="checkbox"/> | Other, please specify improvements below   | <input type="checkbox"/> |
| Improve Broadband connections..... | <input type="checkbox"/> |  |                          |
- If other, please specify here

**Q19** Overall, how do you rate Stratford-on-Avon District as a place to do business?

- |                 |                          |                 |                          |
|-----------------|--------------------------|-----------------|--------------------------|
| Very good ..... | <input type="checkbox"/> | Poor .....      | <input type="checkbox"/> |
| Good.....       | <input type="checkbox"/> | Very poor ..... | <input type="checkbox"/> |
| Average.....    | <input type="checkbox"/> |                 |                          |

**Q20** Please write in the box below, any comments you wish to make on the existing planning policies generally.

**SUPPORT FROM STRATFORD DISTRICT COUNCIL**

**Q21** What support role do you feel SDC should have in terms of business start up?

**Q22** What support role do you feel SDC should have in terms of business improvement?

**Q23** If you wanted information relating to business start up or improvement from Stratford District Council in what form would you wish to access it?  
(Tick all that apply)

- |                   |                          |   |                          |
|-------------------|--------------------------|---|--------------------------|
| Website .....     | <input type="checkbox"/> | Telephone.....                              | <input type="checkbox"/> |
| Leaflet.....      | <input type="checkbox"/> | Social media, i.e. Twitter, Facebook .....  | <input type="checkbox"/> |
| Face to Face..... | <input type="checkbox"/> | Other way, please specify in box below..... | <input type="checkbox"/> |

**Q24** If Stratford District Council introduced a Regulatory Advice Service for business in the district, which included planning matters, would you be interested in this for your business?

- Yes.....  Go to Q25                      No.....  Go to Q26

**Q25** How useful do you think this would be to your business?

- |                        |                          |                    |                          |
|------------------------|--------------------------|--------------------|--------------------------|
| Extremely useful ..... | <input type="checkbox"/> | Quite useful ..... | <input type="checkbox"/> |
| Very useful .....      | <input type="checkbox"/> |                    |                          |

**Q26** Would you like to meet the Portfolio Holder (Councillor) or Head of Service to discuss anything?

- Yes.....  Go to Q27                      No.....  Go to Q28

**Q27** If so, please provide your name and email address, plus the subject you wish to discuss in the box below.



## BUSINESS AND TOURISM

**Q28** Focusing on business and tourism, does your business supply goods or services to the tourism industry?

Yes .....  Go to Q29

No .....  Go to Q31

**Q29** How important is the tourism industry to you?

Very important .....

Not very important .....

Quite important .....

**Q30** What are your three main priorities relating to your business for tourism?

## COVENTRY & WARWICKSHIRE LOCAL ENTERPRISE PARTNERSHIP

The Government offered local areas the opportunity to take control of their future economic development. Local Enterprise Partnerships are locally-owned partnerships between local authorities and businesses and play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. They are also a key vehicle in delivering Government objectives for economic growth and decentralisation, whilst also providing a means for local authorities to work together with business in order to quicken the economic recovery. The Coventry & Warwickshire LEP started in January 2011.

**Q31** Have you heard of the Coventry & Warwickshire Local Enterprise Partnership?

Yes.....  Go to Q32

No.....  Go to Q34

**Q32** Before reading the above, did you know what they did?

Yes.....  Go to Q33

No.....  Go to Q34

**Q33** Has your business ever contacted the LEP for any reason?

Yes .....

No .....

Don't know .....

## NATIONAL NON DOMESTIC RATES (NNDR)

**Q34** How would you normally contact the Council? (Tick all that apply)

In person.....

By e-mail.....

By letter .....

By telephone.....

Via the Council website ..

Other method .....

**Q35** Have you contacted the Council in the last twelve months about National Non Domestic Rates?

Yes .....  Go to Q36

No .....  Go to Q38

**Q36 When you contacted the Council in the last twelve months about NNDR, did you telephone?**

Yes .....  Go to Q37

No .....  Go to Q38

**Q37 Thinking about the telephone call in respect of NNDR, please indicate whether you agree or disagree with each of the following statements:**

	<i>Strongly agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>It does not apply/I don't know</i>
The telephone call I made to the Council was answered quickly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I made a call to the Council I was transferred between several different people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Once the call to the Council had been answered, my query was dealt with swiftly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I called the Council it was difficult to speak to the right member of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, I am satisfied with the telephone service provided by the Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q38 How do you normally pay your NNDR? (Tick all that apply)**

- By direct debit.....  By standing order .....   
 By telephone.....  By cheque.....   
 In person.....  Pay at Pay Point outlets .....   
 Via the Council website.....

**Q39 Currently you can choose one of 4 dates in the month to pay by direct debit. Would you prefer if more dates be offered on which to pay your NNDR by direct debit?**

Yes .....  No .....

**Q40 Would you be interested in receiving your bill electronically rather than a paper copy?**

Yes .....  No .....

**Q41 Thinking about the NNDR documentation you receive, please indicate whether you agree or disagree with each of the following statements:**

	<i>Agree</i>	<i>Disagree</i>
The documentation is clear and concise	<input type="checkbox"/>	<input type="checkbox"/>
The information with the documentation was helpful	<input type="checkbox"/>	<input type="checkbox"/>

**Q42 Are you aware of the following rate reliefs currently available to businesses? (Tick all that you are aware of)**

- Small Business Rate Relief .....  Mandatory Rural Rate Relief .....   
 Discretionary Rate Relief.....  Hardship Rate Relief.....   
 Mandatory Rate Relief .....  Section 44a Partly Occupied Relief .....   
 Discretionary Rural Rate Relief .....

**Q43** Have you applied for any of the following rate reliefs currently available to businesses? (Tick all that apply)

- |                                       |                          |  |                          |
|---------------------------------------|--------------------------|--|--------------------------|
| Small Business Rate Relief .....      | <input type="checkbox"/> | Mandatory Rural Rate Relief .....        | <input type="checkbox"/> |
| Discretionary Rate Relief.....        | <input type="checkbox"/> | Hardship Rate Relief.....                | <input type="checkbox"/> |
| Mandatory Rate Relief .....           | <input type="checkbox"/> | Section 44a Partly Occupied Relief ..... | <input type="checkbox"/> |
| Discretionary Rural Rate Relief ..... | <input type="checkbox"/> |  |                          |

**Q44** Please make any comments here about the NNDR process through the Council.

**FURTHER CONSULTATION**

We would like to set up a Stratford District Council "Business Sounding Board", in which we would email you a link to a brief survey covering issues of the day or find out "How's Business" for example. We would give you quick feedback on the results.

**Q45** Would you be interested in signing up to this?

- Yes.....  Go to Q46                      No.....  Go to Q47

**Q46** Please provide your email address to send a link to you to get your feedback.

**Q47** For analysis purposes, please state the postcode of your business below.

**Q48** If you would like to be entered into a prize draw for shopping vouchers, please write your name and address here.

Thank you for completing this questionnaire. Your views are appreciated. Please return this questionnaire in the FREEPOST envelope provided.