

## Stratford-on-Avon Local Industrial and Economic Development Strategy 2018 – Schedule of Consultation Responses

If text is to be deleted from the draft SPD it is shown ~~struckthrough~~. If new text is to be inserted it is shown underlined.

Ref	Comments	Officer Response	Action
001/01	The section on agriculture needs refining to also include horticulture, as they are two different sectors.	Horticulture may be defined as " <i>The cultivation, processing, and sale of fruits, nuts, vegetables, ornamental plants, and flowers as well as many additional services</i> ". It also includes plant conservation, landscape restoration, soil management, landscape and garden design, construction, and maintenance, and arboriculture. In contrast to agriculture, horticulture does not include large-scale crop production or animal husbandry. We do not currently have statistics covering horticulture in Stratford on Avon specifically but will look to source this information as evidence for future iterations of the Strategy.	The distinction between horticulture and agriculture will be made in the revision of the Strategy.
001/02	Need more detail on what is meant by farm diversification.	Farm diversification is when a farm branches out from traditional farming by adding new income generating activities. This can be in place of or in addition to its traditional farming pursuits. It has not been defined in the document thus far in an effort to retain flexibility. About half of all UK farms use some form of diversified activity in their	Insert the following text: Benefits of farm diversification include: <ul style="list-style-type: none"> <li>•making better use of physical resources and characteristics</li> <li>•finding new uses for existing skills</li> <li>•integrating the farm with - and recycling money within - the rural economy</li> </ul> Examples of diversification include: <ul style="list-style-type: none"> <li>•increasing the variety of livestock/crops farmed</li> <li>•Niche livestock/crop products – e.g. llamas,</li> </ul>

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		farming business and these bring an average of £10,400 extra revenue per farm.	<ul style="list-style-type: none"> <li>goats, flowers, energy crops</li> <li>•retail outlets and catering – e.g. opening a farm shop</li> <li>•training and promotion of rural crafts – e.g. offering teaching workshops</li> <li>•opening facilities for craft making and retailing</li> <li>•tourism – e.g. opening land up for camping or a bed and breakfast.</li> </ul>
001/03	Too much concentration on the Automotive Industry. SDC have no control over it and it represents a massive risk especially with Brexit. We should be concentrating and underpinning other industries such as gaming and need to examine what other sectors will make the District more resilient.	It is not considered that the Strategy concentrates on any one particular sector. The automotive industry is important in the Stratford District and this does need to be acknowledged within the Strategy. However, agree that the LIEDS should underpin all key sectors. Automotive is identified as one of 9 priority areas along with agriculture.	Insert additional text in Chapter 2 in respect of external influences. <u>The District's economy will also be sensitive to uncertainty around Brexit and this could affect other sectors such as agriculture, horticulture and manufacturing. Actions will therefore need to be taken with businesses and educational institutions to address potential skills gaps.</u>
001/04	Venture House has been a huge success so need to look at how we can run this out into other centres.	Agreed. There is already an action in in the Action Plan to "Consider establishment of a business hub (rural?)".	More emphasis on this point can be made in the body of the Strategy. Insert at 4.3.6 <u>Build on the success and lessons learnt from Venture House and explore the possibility of rolling this model out wider across the District. Explore whether there is a need for a next stage Venture House for fledgling businesses to move onto (office uses and workshops). Explore potential for development of a creative innovation hub in Stratford building on inherent creative skills and talent including videographers/ writers/artists/film makers.</u>
001/05	Commonwealth Games should be seen as an opportunity not a threat	Agreed. The Commonwealth Games is seen as an opportunity and the Strategy currently states:	Make change as suggested "there is a huge opportunity for Stratford-on-Avon District to benefit from Birmingham's

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		<p>"... given the proximity to Birmingham, there is a huge opportunity for Stratford-on-Avon District to benefit from Birmingham's success". To make this clear extra text will be added to the sentence  <i>"...successful bid to host the Commonwealth Games".</i></p>	<p><u>successful bid to host the Commonwealth Games".</u></p>
001/06	Strategy should mention possibility of inward investment opportunities from overseas for example China	Agree reference will be made to our links in particular with Sangweng in the Fuzhou province.	<p>Make change as suggested  <u>At 5.1.4 Stratford-upon-Avon has strong links with China and a new cultural attraction is being built in Sangweng 14km from Fuzhou, which will celebrate the lives and works of William Shakespeare, Tang Xianzu and Miguel de Cervantes. Sanweng will feature reconstructions of some of the hometowns of each artist. Additionally, the Fuzhou Municipality is gifting SDC a traditional Peony pavilion, which is a typical symbol of the works of Chinese playwright Tang Xianzu, and this will be positioned in parkland in Stratford- upon-Avon town. It is hoped that this collaboration will see increased business and trade links with the Fuzhou region bringing in investment and boosting the economies of both regions.</u></p>
002/01	Apprenticeships are not mentioned.	Support for apprenticeships are referenced throughout the Strategy.	No change proposed.
002/02	Page 64 (of The Cabinet papers) mentions A435 but not HGVs and it should do.	Agreed.	<p>Insert reference to HGVs at 5.3.1. <u>The A435 affects Studley, Mappleborough Green, Coughton and Kings Coughton and there is a need for environmental improvements along the route. The passage of HGVs through this</u></p>

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			area causes safety concerns. Studley also has a <u>declared Air Quality Management Area.</u>
003/01	<p>There is an important challenge that has been missed and which I raised in the room: Power. All businesses need an ever increasing power supply. There is insufficient power in the Grid system. The provision of electricity going forward is a National challenge. Those areas that address substantial power upgrades will be in a position to attract inward investment and enable future expansion of existing businesses, ahead of other areas. This will take considerable time to implement and will need planning now.</p>	<p>Noted. Some discussion is included in the Strategy on the encouragement of the growth of low-carbon technologies. However, the point made is about energy generation and the capacity of the grid to supply adequate energy to meet the growing demands of businesses and residents' alike. The Action Plan already includes a number of actions in respect of lobbying the energy sector e.g. political champion.</p>	No proposed changes.
003/02	<p>A primary objective of a Local Industrial and Economic strategy should be to retain and support existing businesses together with the provision of additional key employment sites to attract inward investment.</p>	<p>The Strategy states in the introduction that "<i>This strategy looks at the strengths and weaknesses of the local economy and sets out a plan for action to build on existing successes. It also sets out how Stratford-on-Avon District Council (SDC) will work with partners and local businesses to deliver jobs and economic growth across the District through indigenous business growth, retention and new inward investment from the UK and abroad.</i>"</p>	No proposed change.

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		In terms of providing additional key employment sites to attract inward investment this would need to be implemented as part of the Core Strategy Review and is outside the scope of this Strategy.	
004/01	Reference 6.1.6 – Studley feel strongly that the strategy should also promote and resource the viability of rural centre town/village centres. Ensure a sustainable mix of outlets is maintained looking at ways that start up businesses and small business can be supported	It is accepted that the Strategy does not currently examine in detail the Main Rural Centres as it concentrates on high-level District-wide objectives and actions. However, the point made is noted and the LIEDS should include economic profiles of the key settlements reflecting the nature of the District.	Include economic profiles of the Main Rural Centres.
005/01	Every section of the report focuses on Stratford Town – with little attention to the needs of other towns and villages. When it comes to rural business the report focuses on agriculture and the threats to employment in that sector from automation and low wages. Agriculture is very important but there are other sectors too: towns, villages and hamlets across the district have high streets, industrial estates, small businesses, home workers and tourist potential too – and these are all essential to the economies and “vibrancy” of those communities as well.	Not agreed, although the focus of the LIEDS is the District as a whole. However, the point made is noted and the LIEDS should include economic profiles of the key settlements reflecting the nature of the District.	Include economic profiles of the Main Rural Centres.
005/02	The document acknowledges the problems of High Streets and the loss of	It is accepted that the Strategy does not currently examine in	Include economic profiles of the main rural centres and more local actions.

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	<p>retail business across the district: "High Streets and town centres also play an important role in maintaining vibrant communities; empty shops can lead to a spiral of decline."</p> <p>BUT the report only considers the impact on Stratford Town. Its aims are:</p> <ul style="list-style-type: none"> <li>• "Continue to maintain a vibrant Town Centre with an appropriate balance between Tourism uses whilst catering more fully for needs of residents.</li> <li>• To ensure the Town centre remains attractive even when there are vacant units and construction works underway."</li> </ul> <p>It describes SDC achievements (which include the \$30 million Bell Court development in the centre of Stratford and the plans for the refurbishment of Bards Walk). In Section 6.1.5. there is one line that mentions other towns at the end of a string of activities in Stratford Town.</p> <p>It would be helpful to know in what way SDC would "encourage retail" in towns and villages other than Stratford. And what SDC support and resources could give Town and Parish Councils to help them in maintaining and developing "vibrant communities."</p>	<p>detail the main Rural centres as it concentrates on high level objectives and actions. However in the next version it is intended that Economic profiles of the main rural centres will be included and further references to the District as a whole. Agree to amend 6.1.3 to talk about retail generally and be clear when talking about SUA.</p>	<p>Amend 6.1.3 under strengths in SWOT analysis</p> <ul style="list-style-type: none"> <li>• Vibrant <del>Stratford upon Avon Town</del> centres</li> <li>• Visitors contribute to this vibrancy</li> <li>• The Retail trade sector employs the second largest proportion of Stratford's workforce</li> <li>• <u>Main rural Centres are important in a large District to serve local communities</u></li> </ul> <p>Under threats add "<u>Declining commercial activity in some Main rural centres</u>"</p>
005/03	<p>Transport strategy: This understandably concentrates on relief for Stratford town centre which affects everyone in the district. However the suggestion that</p>	<p>Noted, and one of the actions in the draft strategy is to "Seek improvements in bus provision". There is already an awareness of</p>	<p>Amend existing action "Seek improvements in bus provision" to "<u>Discuss with WCC about bus provision to see what action SDC can take</u>".</p>

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	SDC should look at linking train times to RSC performances seems a minor issue compared with the huge problem about lack of public transport for people living elsewhere in the district. Thousands of residents in new housing estates in towns and villages across the district have no alternative but to use cars, adding greatly to congestion and pollution.	public transport issues and the need to tackle this but it is not a straightforward issue to solve.	
005/04	Growing Businesses and Start-ups: With Stratford Town benefitting from large government and regional grants for facilities such as Venture House, how can towns and villages tap into funds to support and encourage local businesses, including the direct involvement in "partnerships, companies and joint ventures" that SDC is keen to explore?	There is already an action in in the action to " <i>Consider establishment of a business hub (rural?)</i> "Page 59 A further action in the Strategy is " <i>to assist businesses with moving to next stage of growth by investigating the provision of loans or grant funding</i> ".	More emphasis on the roll out of the Venture House model will be made in the body of the Strategy. 4.3.6 <u>Build on the success and lessons learnt from Venture House and explore the possibility of rolling this model out wider across the District.</u> <u>Explore whether there is a need for a next stage Venture House for fledgling businesses to move onto (office uses and workshops).</u> <u>Explore potential for development of a creative innovation hub in Stratford building on inherent creative skills and talent including videographers/ writers/artists/film makers.</u>
005/05	Tourism: What can smaller towns and villages do to benefit from Shakespeare's England and other organisations that largely ignore us?	There is already reference in the Draft Strategy to <i>Shipston Wool Fayre, Alcester Food and Folk festivals</i> etc on page 40. It could include the music festival in Henley in Arden. Shipston for example includes an policy its Neighbourhood Development Plan EC5 " <i>development proposals that singly or jointly create new town centre facilities for providing visitor and tourist information</i>	New action to <u>liaise with Shakespeare England about the role of smaller towns to strengthen their tourism offer/Shakespeare branding.</u>

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		<p><i>and a town heritage centre will be supported within the town centre boundary highlighted on the policies map". In many cases it is about defining what makes local areas special and locally distinctive and building on this.</i></p>	
006/01	<p>As we are all aware, Warwick University is an impressive example of a "new" university that is powering ahead and is acclaimed as being in the top rank in a variety of sectors and importantly "the sciences" - life and technical.</p> <p>Although the Automotive Industry and particularly JLR is a fantastic and impressive example for global growth we must "spread the risk" and also embrace new high value industries of the future.</p> <p>As you explained in your presentation, the District Council sits in the Midlands "Golden Triangle" and the town of Stratford upon Avon boasts an internationally known location where people wish to live and work. The fundamentals are all there to compete in a modest way with Cambridge and Oxford in attracting the new science industries to the area. I would go so far as to say we must compete to ensure a prosperous and sustainable future. We must explore with Warwick University the feasibility of</p>	<p>Discussions at the highest levels are ongoing between Warwick University and SDC.</p>	<p>New action <u>To consider establishment of a joint working party with the University to explore and define opportunities</u>  <u>Insert at 6.2.5.</u>  <u>The University of Warwick is helping to address skills shortages through their degree apprenticeships programme, including the £10m Degree Apprenticeships Centre focused on high value manufacturing and due to open in 2019. The challenge is in connecting skilled people with opportunities in business and in making it easier for business to find the right route into HE and FE. The Collaborate to Train programme supported through the European Social Fund brings a range of educational partners (Warwickshire College Group, the University of Warwick, City College Coventry, North Warwickshire and South Leicestershire College, Coventry University Social Enterprise, Coventry City Council, Warwickshire County Council and Henley College) together to combine recruitment and training expertise across the Coventry and Warwickshire LEP area. The programme aims to engage over 250 small businesses over a three year period and improve access to new talent whilst providing high quality, effective education and training</u></p>



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	<p>developing in partnership a specific science / research / enterprise park located at Stratford upon Avon. The University should welcome such an initiative. It would help to retain graduates who currently leave the region.</p> <p>May I suggest:- A joint working party should be formed with the University to explore and define the opportunity</p> <p>If it is considered such a project can succeed in the current climate :- A budget should be established to investigate the feasibility of such a project following which the project conception can commence.</p> <p>I am mindful that the University also owns the Wellesbourne site but it may be difficult for the District Council to fully partner the University in this venture because the growth plans for the University may involve other key stakeholders.</p> <p>A focus on a smaller science/research/enterprise park in Stratford-upon-Avon may suit both the University and the District Council.</p>		<p><u>services in a more collaborative, business-led way. There is more that can be done in this area, however, to create wider opportunities for the talented graduates from the University to remain in Warwickshire and build their careers here.</u></p>
007/01	When we talk about health in a public health setting we look across the socio-economic factors that may influence our	Agreed – LIEDS to be amended accordingly. Notwithstanding this, there is reference on page	Insert additional references to health issues and its links to economic productivity in the LIEDS. Section 7.5 under Warwickshire County Council

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	<p>health and wellbeing. Health impacts on economic development in a number of ways for example,</p> <ul style="list-style-type: none"> <li>• Poor mental health and wellbeing can lead to lower resilience, higher rates of absenteeism and lower productivity;</li> <li>• If people are physically unwell they may be unable to work and an ill workforce could result in low productivity or stunt economic growth</li> </ul> <p>It's important that, for a strong economy peoples' health and wellbeing are looked after and that ill mental and physical health are prevented where possible.</p>	<p>43 to <i>The social implications of this are also of concern as low pay can have a wide ranging adverse impacts for example on health and the perpetuation of poverty.</i></p>	<p>insert <u>They have also produced a document entitled Public Health Evidence for Planning and Developers. This document recognises how health impacts on economic development in a number of ways for example,</u></p> <ul style="list-style-type: none"> <li>• <u>Poor mental health and wellbeing can lead to lower resilience, higher rates of absenteeism and lower productivity;</u></li> <li>• <u>If people are physically unwell they may be unable to work and an ill workforce could result in low productivity or stunt economic growth;</u></li> </ul> <p><u>It's important that, for a strong economy peoples' health and wellbeing are looked after and that ill mental and physical health are prevented where possible.</u></p>
008/01	<p>FSB Warwickshire and Coventry believe the current and priority challenges facing the economy of Stratford on Avon and small businesses have largely been identified and included within the document. However there are some areas where we feel that further information is required or additional emphasis could be included on specific measures, particularly for small businesses.</p>	<p>Noted.</p>	<p>n/a</p>
008/02	<p>Automation. Consideration should be given to further information in this section on electric vehicles/ultra-low carbon vehicles and the potential impact on the labour force from automation</p>	<p>Noted.</p>	<p>Insert further references to electric vehicles/ultra-low carbon vehicles at 4.1.1 Understanding labour market risks and future-proofing the workforce – A larger-than-average proportion of workers are at high risk of automation <u>for example, in relation to the development of electric vehicles/ultra-low carbon vehicles.</u> Under 4.1.2 under <u>rapid changes taking place in</u></p>

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			<p><u>markets and technologies for example to growth in electric vehicles requiring charging infrastructure, reskilling of existing workers, and significant restructuring within the supply chain.</u></p>
008/03	<p>Town Centres. It is widely recognised that the traditional high street is changing. Small retailers in particular are facing a perfect storm of spiralling business rates and ever increasing rents. On top of this, high parking charges, poor infrastructure and the loss of vital banking services, have added to the challenges of small businesses in general. While retail and town centres are covered in the document as one of the priority 'place' aims we would like to see more small business measures included in this section.</p> <p>For example further information could be included on how Stratford on Avon District Council can help support smaller retailers to take advantage of the Bell Court development. There could also be further commitments to help smaller businesses flourish on the high street through business rate relief with information contained in the document on the extent to which this has been applied so far.</p> <p>While Stratford town centre may be in a better position than others across the regional area, due to the impact of</p>	<p>It is widely acknowledged that retail centres will need to re-invent themselves as modern centres that function to meet these challenges head on and provide a centre that meets the needs of residents if they are to remain viable as centres and improve the wellbeing of residents that would otherwise suffer in failing town centres.</p> <p>The WMCA is carrying out a Pilot Study to examine these issues and Stratford on Avon may benefit from a second wave of this work.</p> <p>The Government has also confirmed that it will be launching a High Street fund to which LPAs can bid for funding for projects to regenerate high streets in their area. There is specific focus on 'heritage high streets'.</p> <p>One of the actions in the Strategy <i>is to assist businesses with moving to next stage of growth</i></p>	<p>Include new action in respect of SDC bidding for funds/programmes as appropriate, at both regional and national levels.</p> <p><u>SDC to bid for funds for Town Centres at National and Regional levels such as from WMCA pilot study.</u></p>

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	increased footfall from the tourism sector, we would like to see further commitment to work with stakeholders to help the high streets and town centres flourish and for small businesses to thrive in these locations.	<i>by investigating the provision of loans or grant funding</i>	
008/04	Digital skills: There is evidence that firms risk being left behind unless they have the skills to take advantage of technology to remain competitive and responsive to their customers. We believe this is one of the challenges facing the local economy, particularly for SMEs and there could be an opportunity for further business engagement on this issue, working with external partners and stakeholders.	Noted. More emphasis on the roll-out of the Venture House model can be made in the body of the Strategy. An existing action is to " <i>Consider establishment of a business hub (rural?)</i> "Page 59	More emphasis on the roll- out of the Venture House model can be made in the body of the Strategy. Insert at 4.3.6 <u>Build on the success and lessons learnt from Venture House and explore the possibility of rolling this model out wider across the District.</u> <u>Explore whether there is a need for a next stage Venture House for fledgling businesses to move onto (office uses and workshops).</u> <u>Explore potential for development of a creative innovation hub in Stratford building on inherent creative skills and talent including videographers/ writers/artists/film makers</u>
008/05	Hospitality: Greater emphasis in the document on hospitality and other sectors within Stratford that rely on EU labour and how this may be impacted following Brexit. While this is referenced at times in the document, the Brexit section focuses more on the overall impact to tourism and visitors to the area, rather than actions that may need to be taken with businesses and educational institutions to address skills gaps.	Noted. One of the actions is to <i>Encourage more Apprenticeships in tourism and retail industry or Management training schemes</i>  The section on Brexit can be broadened out to include the later references to its impacts to improve flow of the Strategy. Page 26 para 4.2.1 already states: <i>The agricultural sector is also susceptible to the potential</i>	Make change as suggested in respect of Brexit text. Insert additional text in Chapter 2 in respect of external influences. <u>The District's economy will be also sensitive to uncertainty around Brexit and this could affect other sectors such as agriculture, horticulture and manufacturing. Actions will therefore need to be taken with businesses and educational institutions to potential address skills gaps.</u>

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		<i>impact of Brexit. Over 40% of workers in this sector earn less than the minimum threshold and it is a sector widely recognised for its dependence on migrant workers.</i>	
008/06	Service sector employment and the young: In focusing on the service sector and employment there is commitment to encourage more apprenticeships but there is no mention of T Levels and engaging with businesses to offer work placements. T Levels will start to be introduced from 2022 with the aim of being seen as the equivalent of A Levels for technical, vocational qualifications. Therefore we believe they need to be referenced in the document as an important development for both young people, educational institutions and businesses.	Agreed.	Insert reference to T levels in the LIEDS. Insert at 6.2.5 <u>T Levels will start to be introduced from 2022 with the aim of being seen as the equivalent of A Levels for technical, vocational qualifications. This is an important development for both young people, educational institutions and businesses.</u>
008/07	In respect of Q2, we can agree that the right structure and focus of the document has been identified. While it is a lengthy document the different sections and structure of the document, with infographics and tables makes it easy to follow. The action plan also makes clear to identify future priorities and the level of risk associated with these.  There are a number of key sectors that have been highlighted including automotive, tourism and the rural sector.	The District council does see benefits for the tourism sector from the City of Culture. As an example of this part of the CWLEP Growth Deal funding, which was specifically made available to support culture and tourism in light of the Coventry City of Culture and the Birmingham Commonwealth games, funding has recently been awarded to 4 projects in Warwickshire two of which are	Insert reference to challenges facing hospitality sector in the LIEDS.  At 2.1.1 insert The impact of Brexit on the UK economy has been widely commented upon, with perhaps the biggest impact locally being on the tourism ( <u>including hospitality</u> ) sector.  Insert reference to the CWLEP growth deal in the LIEDS.

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	<p>We can agree that these are clear priorities. However it is worth considering whether the tourism section should also make reference to hospitality in general and the skills and recruitment issues that this sector may face as a result of Brexit and future immigration policies. There could also be further detail on how the district council sees benefits for the tourism sector from the City of Culture.</p>	<p>located within Stratford-upon-Avon namely:</p> <ul style="list-style-type: none"> <li>• Royal Shakespeare Company (RSC) Costume Workshop redevelopment will be given £1 million to restore and redevelop its costume workshop, enabling public access for the first time.</li> <li>• Henley Street in Stratford-upon-Avon has been awarded £0.462 million to create a world-class setting at Shakespeare's Birthplace. There will be a high-quality re-design of the streetscape to create a safe, welcoming social space. The successful joint bid was submitted with Shakespeare's Birthplace Trust. Delivery of hostile mitigation measures costing £55k will additionally be funded by Warwickshire County Council.</li> </ul> <p>The section on Brexit can be broadened out to include references to its impacts on the hospitality sector.</p>	
008/08	<p>In respect of Q3: whilst in general the right objectives have been identified we believe that more detail could be provided. In our view they are a bit vague and lacking information in some cases. We would also question how these</p>	<p>The objectives follow through to the action plan which states what action is intended to address each objective. However, the wording of the objectives will be reviewed to ensure that it is more</p>	<p>Review and amend wording of objectives accordingly.</p>

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	<p>objectives are to be assessed and evaluated. The FSB believe that having some specific measurements included against these will help with accountability and transparency and show they have been achieved.</p> <p>As an example in the Incomes and job section the key objective is listed as 'address skills shortages' and to 'facilitate better liaison between business and schools and colleges'. This objective could be strengthened by including targets around the number of educational establishments engaging – i.e. improving engagement with schools and businesses by increasing business engaged with schools by 25% or inclusion of a specific target for these to be small businesses.</p> <p>Another example could include adding further detail and targets around the tourism sector and increasing the number of overnight visitors to continue to increase contribution to the local economy.</p>	<p>precise.</p>	
008/09	<p>In respect of Q4:we would like to add a comment regarding the objectives and actions on broadband connectivity. There are concerns that these objectives are not very ambitious. The document states that 'a greater proportion of the district will have access to superfast broadband by 2023'.</p>	<p>Stratford-on-Avon District Council is committed to assisting the provision of improved, fast broadband connectivity for all of our communities which is one of our Corporate Strategy priorities. However, we know that the rural nature of our District makes this</p>	<p>Review and amend wording of objectives accordingly.</p>

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	<p>However the Government has set out plans under the Universal Service Obligation to ensure high speed broadband for the whole of the UK by 2020. It is envisaged that the USO will provide a 'digital safety net' for those in the most remote and hardest to reach places. In addition to this local economies are also looking to benefit from cutting edge technology through 5G test beds in the near future.</p> <p>We would therefore like to see a further measurements for this objective in line with recent developments on new technologies to allow small businesses to benefit and use it to drive innovation and deliver new ideas.</p>	<p>a difficult challenge and that when the BDUK (Broadband Delivery UK) contracts come to an end, Contract 2 at the end of 2018 and Contract 3 at the end of 2019, some areas will still not be connected or will still be experiencing slower speeds.</p> <p>The Government has launched the Gigabit Voucher Connection Scheme which offers 'fibre to the premises' solutions at speeds from 100 Mbps to 1 Gbps (i.e. 1000 Mbps). This scheme is supplier-led with a wide range of suppliers offering different solutions. We appreciate that many communities within our District would benefit from this scheme but that it can be a minefield attempting to contact each supplier individually.</p> <p>Therefore SDC held an event on 20/9/18 where over 20 different suppliers attended in order to discuss individual or community needs to ascertain which solution on offer could best suit their area.</p>	
008/10	In respect of Q5:We can agree with the actions included in the plan, particularly the focus on high streets to help them	Actions on High Streets to be examined bearing in mind deliverability etc.	Actions on High Streets to be amended as appropriate



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	<p>flourish. The FSB has a number of recommendations within its high street hubs campaign to lessen the pressure on small firms struggling to overcome current challenges. It sets out how central and local government in England can help high streets to flourish and some of these proposed solutions are covered within the action plan. We would strongly recommend that Stratford on Avon incorporate these solutions where possible so that our high streets are able to thrive.</p> <p>As outlined above other actions that could be added are around measures that need to be taken to meet the digital skills challenges that are being faced. Actions on this could include working with businesses and representative organisations to help increase businesses understanding and awareness of what is available and what technology can do. This could take the form of the Local Authority helping to facilitate educative awareness sessions or workshops similar to the event held recently on the Gigabit Voucher Scheme.</p>	<p>Local Authority helping to facilitate educative awareness sessions or workshops to be investigated further.</p>	<p><u>SDC to bid for funds for Town Centres at National and Regional levels such as from WMCA pilot study.</u></p> <p>Insert new action in the Action Plan in respect of SDC helping to facilitate educative awareness sessions or workshops.</p> <p><u>SDC to investigate helping to facilitate educative awareness sessions or workshops regarding digital skills and what technology can do.</u></p> <p><u>Purpose To ensure that the opportunities that new technology offers is embraced for greater efficiencies and competitiveness.</u></p>
008/11	<p>In respect of Q6: As highlighted above for small businesses actions to address challenges around broadband, skills, high streets, employment land and transport/ infrastructure are all priority issues.</p>	<p>Noted.</p> <p>On page 42 the Strategy references: <i>Skills for Employment – is a Warwickshire employability</i></p>	<p>No changes proposed.</p>

Ref	Comments	Officer Response	Action
	<p>In terms of the action plan however we feel that actions to address challenges around skills issues and shortages are the most important. Having skilled and experience staff is crucial to running a successful, resilient and agile small business. Small businesses see this as one of their main challenges and many would see commitments to strengthen technical skills development and education, improving basic skills including digital skills, and ensuring small businesses are included in these discussions and developments as vital to achieving future business growth.</p> <p>In terms of current issues there is also a case for high streets and town centres to be considered as the priority issue. While there is no quick fix or one solution for the high street its clear something needs to be done to reduce the pressure and cumulative challenges on small firms. The actions set out in the plan on skills are amongst the most deliverable as these are low risk, and can build easily on work already being undertaken through facilitating better liaison and engagement with businesses and schools and colleges. This should involve continuing discussions with the business community to see what skills businesses are lacking and where priority skills gaps are to help colleges and schools develop training schemes and apprenticeships to meet this demand.</p>	<p><i>charter whereby more than a hundred Warwickshire organisations have been awarded the charter for their commitment to develop the employability skills of young people. Commitment confirms the organisation will participate one or more of the employability activities listed in the charter document which is signed by the leader of Warwickshire County Council and can be downloaded by organisations for display or other purposes. Organisations also receive a Charter mark for use in stationery and publicity as they wish.</i></p>	

Ref	Comments	Officer Response	Action
008/12	<p>In respect of Q7: Towards the end of the document it sets out the roles of the District Council and other key local and sub-regional stakeholders. We would like to see a reference to the FSB and the role we can play as the UK's leading business organisation in terms of promoting the interests of the self-employed and those who run their own business across Stratford on Avon and the local surrounding areas.</p>	<p>Noted and SDC welcomes the support and offer of partnership working of the Federation of Small Businesses.</p>	<p>Insert reference to FSB and contact details in order to sign-post businesses in the LIEDS at 7.6 insert  <u>Discover more about FSB</u>  <u>@<a href="https://www.fsb.org.uk/">https://www.fsb.org.uk/</a></u>  <u>Tel no 0808 20 20 888</u></p>
008/13	<p>In respect of Q8:The FSB is grateful for the opportunity to comment and respond to this consultation. The FSB would like to be kept involved and engaged in the discussions as the document progresses and action plan is finalised and implemented.</p>	<p>Noted and SDC welcomes the support and offer of partnership working of the Federation of Small Businesses.</p>	<p>Insert reference to FSB and contact details in order to sign-post businesses in the LIEDS. at 7.6 insert  <u>Discover more about FSB</u>  <u>@<a href="https://www.fsb.org.uk/">https://www.fsb.org.uk/</a></u>  <u>Tel no 0808 20 20 888</u></p>
009/01	<p>There is very little specifically addressing the needs of Shipston-on-Stour. In particular the lack of proposed economic growth in the town, and the lack of infrastructure development, for example addressing the inadequate local bus services.</p> <p>We urge you to update the document with more emphasis on what can be done to improve the economic development of the town and a supporting infrastructure</p>	<p>It is accepted that the Strategy does not currently examine in detail the Main Rural Centres as it concentrates on high level objectives and actions. However, the point made is noted and the LIEDS should include economic profiles of the key settlements reflecting the nature of the District. Acknowledgement should also be made to Neighbourhood Plans, especially in respect of economic aspirations.</p>	<p>Include economic profiles of the Main Rural Centres and references to NDPs in the LIEDS.</p>

Ref	Comments	Officer Response	Action
	<p>In the document it states:</p> <p>“Town and Parish Councils work towards improving community well-being and providing better services. Their activities fall into three main categories: representing the local community; delivering services to meet local needs; striving to improve quality of life and community well-being.</p> <p>Town and Parish Councils also have a key role to play in local Neighbourhood planning. Neighbourhood Development Plans enable local communities to identify further development opportunities to meet their own particular local challenges. ”</p> <p>Despite this statement there is no acknowledgement of or reference to the Shipston adopted Neighbourhood plan. We draw your attention to the following items in the plan and request that you incorporate them or reference them in your document. They are:</p> <p>Introduction: Sections 1.2.7, a weakened local economy, 1.2.8 Supporting Local Business.</p> <p>Objectives:  1.Create a more vital and functional town centre as the heart of the local economy, with improved traffic management and</p>		

Ref	Comments	Officer Response	Action
	<p>better pedestrian safety            2.Retain existing business space and create more and better business space to meet local needs and especially help start-ups and small business growth.</p> <p>Underpinning from the adopted Core Strategy which contains a vision of Shipston-on-Stour by 2031:            "...the town will have strengthened its local economy with the expansion of existing companies and the attraction of new business. The town's proximity to both Stratford-upon-Avon and the Cotswolds AONB will have contributed to its enhanced retail, tourism and visitor role. Enhancements will have been made to the quality of the built environment of the town centre."</p> <p>Policies:</p> <ul style="list-style-type: none"> <li>• Section 2.2 Creating a stronger local economy. (Policies EC1, EC2, EC3, EC4, and EC5)</li> <li>• Section 2.3 dealing with Infrastructure.</li> </ul> <p>Document 2 which address subsequent local projects.            2.2 Securing funds for essential new infrastructure and community facilities            2.4 Creating more and better car parking capacity.            2.9 Producing a development brief for the upper and lower Tilemans Lane area.</p>		

Ref	Comments	Officer Response	Action
010/01	<p>INFRASTRUCTURE</p> <p>1. HIGHWAYS</p> <p>The main problem we have in the town is our highways system, or lack of it. Those who have to travel from the District into the town more often than not encounter serious congestion and so it is quite understandable why shops in the centre of the town are being affected. You would be surprised how many people I know shop in Warwick, Leamington, Chipping Campden, Broadway, Stowe and even Cheltenham.</p> <p>We have had dozens of Stratford highway consultations on infrastructure, with at least 4 or 5 chaired by our Member of Parliament. The Cabinet eventually decided on what will be a long-term plan for a relief road from Clifford Chambers to the A46 on the Wildmoor island, sadly dropping the plans for an Eastern Relief Road.</p> <p>At the earliest, the Western Relief Road could be 6 or 7 years ahead and at a considerable cost. The Eastern Relief Road starting from the Shipston Road several hundred yards south of the Rosebird Centre, crossing the river between Tiddington and Alveston onto the Warwick Road, was actually turned down. It could well have been a cheaper route</p>	<p>The importance of transport infrastructure is acknowledged in the Strategy 2.2.2 page 14 where it states:</p> <p><i>Transport infrastructure and accessibility is essential to a productive economy. Not only does it allow goods and services to be imported and exported at low cost but allows employees to travel to and from work efficiently and effectively. Traffic congestion costs the UK economy £4.3bn per year . The Town itself experiences severe congestion at certain times due in part to the influx of visitors. Being a rural District with historic towns and villages Stratford-on-Avon also faces the twin challenges of how best to accommodate the car within the historic environment and provide effective and efficient public transport.</i></p> <p>This challenge translates through into key objective 5 (of 10) of the Strategy <i>To address highway congestion and transport infrastructure.</i></p>	No changes proposed.

Ref	Comments	Officer Response	Action
	<p>and more effective and possibly an easier crossing route of the river with only a short link of road improvements needed to the A46 island leading to Junction 15 of the M40. This route would enable the District/County Council to ban all HGVs from Clopton Bridge besides creating an enormous easement of other vehicles passing over the bridge.</p>		
010/02	<p>RAIL</p> <p>I cannot think of any authority which would not take advantage of a rail link from a large new settlement into town plus an alternative direct rail link to London and the West Country. We have a disused track from Stratford to Honeybourne with sufficient room on it to allow the continued and safe use of the Greenway. A light rail shuttle along this route from Stratford to Honeybourne would be far less costly than a main line and quick to install. This route would provide access to 14 trains a day to London via Oxford starting at 5.30 am and finishing in the evening at 11.30 pm, an ideal commuter timetable. In the other direction, the service goes to Evesham, Worcester and Hereford with the same number of trains backwards and forwards.</p> <p>An additional station could be easily developed when necessary between Long</p>	<p>The District Council continues to investigate the possibility of reopening the former Stratford to Honeybourne line. A light rail shuttle may be more readily achievable than heavy rail but is not without its technical, financial and environmental challenges. A further study into the potential funding of the line's reinstatement is currently being undertaken and is due to be submitted in late November.</p>	<p>Include at 5.3.1 under opportunities  <u>Continue to investigate possibility of reopening the former Stratford to Honeybourne line.</u>  <u>Include at 5.1.3 under opportunities</u>            Insert under 5.1.5            What we've achieved so far  <u>A study into the potential funding of the reopening of the former Stratford to Honeybourne line is currently being undertaken and is due to be submitted in late November.</u></p>

Ref	Comments	Officer Response	Action
	<p>Marston and Stratford to service passengers from the new developments planned in that area, thus providing these new home owners with an easy route back and forth to Stratford.</p> <p>Considerable initiative has been shown by our Leader by winning funds for the town from the CW LEP for Henley Street and the Theatre which is a great start as Henley Street in particular was in need of a major makeover. Additional funding to improve our attraction as a centre of tourism was very much needed.</p>		
010/03	<p>2. COMBINED AUTHORITY</p> <p>Stratford District Council has to renew its efforts to become a full member of the Combined Authority. There are tremendous gains to be won for Stratford by sitting round that table as a full member as was demonstrated by Stratford's membership seat on the CW LEP and the funds secured by our current Leader. We should increase our political action to convince the County of the necessity and importance of being a full member and the potential rewards that can achieved for Warwickshire and Stratford, of course.</p>	This action is outside the scope of the LIEDS.	No changes proposed.
010/04	<p>3. TOWN CENTRE</p> <p>The town centre has to be an attractive business proposition to current and future</p>	Comments noted.	No changes proposed.



Ref	Comments	Officer Response	Action
	<p>shop owners. We are not going to have an attractive town centre with regard to shopping and amenities such as cafes, restaurants and entertainment unless the public can access the town with ease and park more easily. Unless we can improve on these points and make the infrastructure more people-friendly, we are not going to attract serious shoppers and visitors to the town centre. With adequate infrastructure we will be able to pedestrianise various streets to change the whole aspect of shopping in Stratford. This will attract more interesting shops and also create more business which will allow shopkeepers and town centre businesses to thrive and invest.</p>		
010/05	<p>4. PERIPHERY COMMERCIAL BUSINESS ON THE EDGE OF TOWN</p> <p>With the advent of substantial growth and investment in Birmingham being fostered by the new Mayor, there is going to be an additional spin-off for Stratford. Inward investment is being encouraged dramatically in Birmingham. There will be also considerable interest in investment in an attractive town like ours. Major companies from the UK and overseas are now being attracted to Birmingham as an alternative to the high costs of London and land prices are increasing considerably. As a cultural and attractive town, Stratford will attract businesses</p>	Comments noted.	No changes proposed.

Ref	Comments	Officer Response	Action
	<p>which want to be in or close to Birmingham or businesses that wish to relocate from London. This will also increase the need for housing of all types in our area.</p>		
010/06	<p>HI-TECH SCIENCE PARK</p> <p>I fully support the proposal of a hi-tech science park but we would need the collaboration of Warwick University in the way that Cambridge University has contributed to and encouraged the development of hi-tech and science related businesses in that area.</p>	Comments noted.	No changes proposed.
010/07	<p>5. NEW PARK FOR STRATFORD</p> <p>Finally, I put to the Council a few years ago the need for another park and indicated where it should be and could be achieved but I did not advise how it could be financed. The recreation ground provides insufficient space for a cultural tourist town like Stratford and the 30-40 acres of riverside land to the north of the leisure centre belonging to the District Council and the Town Trust which is in an unkempt and derelict condition could be converted simply and easily into a marvellous new park rather like Green Park or Hyde Park in London. It would be an additional green lung for Stratford and a great recreational and environmental addition to the town's offering to its residents and visitors. I would be happy</p>	Comments noted.	No changes proposed.

Ref	Comments	Officer Response	Action
	<p>to explain how this could be financed, with insignificant cost to the SDC. It would be a tremendous additional asset to Stratford and enhance the Warwick Road gateway to the town. I would like to repeat that I would offer my services as project leader on this proposal to see the project through from start to finish on a free of charge basis particularly as I was born in the town and have a lot of affection for it and I am only too pleased to give something back.</p>		
010/08	<p>SUMMARY</p> <p>Infrastructure and transport around Stratford are the number one problems which must be overcome and the rest of my comments, and those made by others, will fall into place much more easily once this has been resolved. I realise it is all to do with money and the District Council leaders have to keep pressing in every direction (the LEP, the Combined Authority, Government agencies and, where possible, the developers) to achieve this objective - and it can be done with determined leadership.</p>	Comments noted.	No changes proposed.
011/01	<p>This work is timely, aligning both with the emerging WMICA and CWLEP local industrial strategies which the University has been engaged in, and with the development of the University's own Strategy. The alignment of objectives and</p>	<p>Noted and SDC welcomes the support of Warwick University. Comments in respect of inclusivity agreed - LIEDS to be amended accordingly.</p>	<p>Insert additional text in respect of inclusivity in the LIEDS. At 1.1 insert <u>The Strategy will guide future actions and support an inclusive approach to growth.</u> Vision to be amended to state</p>

Ref	Comments	Officer Response	Action
	<p>development of strong local partnerships will be critical to the successful delivery of these strategies and the University welcomes recognition of our role in your Local Industrial Strategy.</p> <p>The draft Local Industrial Strategy is well evidenced – highlighting the strong performance of the SDC economy and the challenges and opportunities ahead. The approach is clear, although it takes a slightly different structure to the WMCA and CWLEP Local Industrial Strategies which the University has been engaged in developing. There is recognition of the impact of low wages (e.g. in retail and tourism) on health and poverty, although the approach to growth is less inclusive than the emerging WMCA Local Industrial Strategy.</p> <p>We would like to make particular comment on a few areas where we feel the University has a particular contribution to make.</p> <p>The University of Warwick is committed to continued support of the Coventry and Warwickshire economy, and to ensuring that local partners have the support and evidence to deliver successfully. The draft Stratford-on-Avon Local Industrial Strategy is a good start in setting the priorities for the district's economy and we would welcome the opportunity to discuss further with you.</p>		<p><u>To ensure that Stratford-on-Avon embraces all opportunities for economic growth and that resulting prosperity is inclusive and maintains the attractiveness of the District for future generations</u></p> <p>At 4.3.4 add:  <u>Focus on bespoke solutions for individuals, for example, through 'Thrive into work' programme- a new employment support service for people with mental health and/or physical health condition in primary and community care programme <a href="https://thriveintowork.org.uk/">https://thriveintowork.org.uk/</a></u>  <u>Explore the role social enterprise can play in economic growth to diversify the types of economic activity available to create opportunities and improve wellbeing and productivity for people and communities. <a href="https://www.socialenterprise.org.uk/">https://www.socialenterprise.org.uk/</a></u></p>

Ref	Comments	Officer Response	Action
011/02	<p>The automotive industry is identified as central to the growth of the SDC economy in terms of the numbers of new and high-value jobs and there is recognition of the importance of the sector. The District's economy will be sensitive to uncertainty around Brexit given its dependence on automotive research and manufacturing. As well as the risks of automation to the workforce, we would note the rapid changes taking place in markets and technologies. For example, the growth in electric vehicles will require charging infrastructure, reskilling of existing workers, and will lead to significant restructuring within the supply chain. These could be both a threat and an opportunity and it may be useful to include reference to the SDC approach to these in the strategy to position the district as ready for these changes. The University, through WMG, has been at the forefront of developments in transport technologies for many years and is currently leading on innovative research into electric vehicles, Connected Autonomous Vehicles (CAV) and mobility-as-a-service (Maas), as well as the underpinning data management and cybersecurity. The University is also heavily engaged in professional development and training with automotive companies as well as the development of wider technologies which may provide opportunities for</p>	<p>Comments noted - agreed references to growth in electric vehicles requiring charging infrastructure, reskilling of existing workers, and significant restructuring within the supply chain should be included in the LIEDS.</p>	<p>Insert references to growth in electric vehicles requiring charging infrastructure, reskilling of existing workers, and significant restructuring within the supply chain in the LIEDS. Under 4.1.2 opportunities insert <u>rapid changes taking place in markets and technologies for example to growth in electric vehicles requiring charging infrastructure, reskilling of existing workers, and significant restructuring within the supply chain</u></p>

Ref	Comments	Officer Response	Action
	diversification (e.g. into other advanced manufacturing sectors such as rail, or into new high-tech sectors).		
011/03	The importance of improved connectivity is recognised with a range of transport proposals. These are mainly focused on road, and the connectivity to rail and air travel could be further strengthened – in particular in linking with the development of UK Central.	Agreed. The LIEDS should reference to links with UK Central.	Insert reference to links with UK Central in the LIEDS. At 1.3 insert:  <u>Stratford-on-Avon is also in close proximity to UK Central which is home to the National Exhibition Centre, Genting UK's new £150m Resorts World, global automotive brand Jaguar Land Rover and the planned High Speed Rail Central Interchange .</u> <a href="https://www.investinukcentral.com/">https://www.investinukcentral.com/</a>
011/04	Skills shortages in business are recognised as a major barrier to growth, despite the high level of NVQ4+ qualifications in the District. Further detail on linking skills to sector requirements would strengthen this and give further clarity on business requirements. The University is helping to address skills shortages through our degree apprenticeships programme, including the £10m Degree Apprenticeships Centre focused on high value manufacturing and due to open in 2019. The challenge is in connecting skilled people with opportunities in business and in making it easier for business to find the right route into HE and FE. The Collaborate to Train programme supported through the European Social Fund brings a range of educational partners (Warwickshire	Agreed. The LIEDS should include references to such programmes/schemes (Collaborate to Train, Business Ready).	Insert new action: <u>measures will be investigated to raise awareness of Collaborate to Train and Business Ready.</u>

Ref	Comments	Officer Response	Action
	<p>College Group, the University of Warwick, City College Coventry, North Warwickshire and South Leicestershire College, Coventry University Social Enterprise, Coventry City Council, Warwickshire County Council and Henley College) together to combine recruitment and training expertise across the Coventry and Warwickshire LEP area. The programme aims to engage over 250 small businesses over a three year period and improve access to new talent whilst providing high quality, effective education and training services in a more collaborative, business-led way. There is more that can be done in this area, however, to create wider opportunities for the talented graduates from the University to remain in Warwickshire and build their careers here.</p>		
011/05	<p>The Strategy is clear on the competitiveness of the local economy and the vision for Stratford-on-Avon to be the best place to start and grow a business. The document notes the role of programmes such as Business Ready (run by Warwickshire County Council with the University of Warwick Science Park) in supporting businesses to grow. Innovation plays a critical part on growth and productivity, whether through addressing the demand from industry for improved products and services or creating new companies through the</p>	Comments noted	No proposed change.

Ref	Comments	Officer Response	Action
	<p>commercialisation of technology. The University plays a key role in both and supports many of the regional networks which disseminate knowledge to business (for example through the Coventry &amp; Warwickshire Business Festival). More could be done to build on the success of Business Ready and ensure Stratford businesses are aware of innovation programmes.</p>		
011/06	<p>The potential of the University's Wellesbourne campus is recognised in the draft Local Industrial Strategy. The current focus of activity is in crop science and agritech, both of which are clear strengths of the Stratford District and where research and innovation could increase the productivity and value of jobs. The strategy also recognises the importance of space and support for growth companies and the location and facilities at Wellesbourne are very attractive the high- technology companies already based there. The University will be developing its proposals for the future of Wellesbourne in the next few months and will work closely with Stratford-on-Avon District Council to develop a vision which aligns with the needs and opportunities of the District economy.</p> <p>There are two further areas where the University would be well placed to support</p>	Comments noted and agreed.	<p>Insert reference to the recognition of the global trade and investment opportunities for the District economy in the LIEDS.</p> <p>Insert at 1.3</p> <p><u>Stratford-on-Avon also has potential for increased global trade and investment opportunities for the District's economy. This is in part demonstrated by the established and growing links with China and the global brand of Shakespeare together with exporting of global brands such as Land Rover. However there is potential to develop this further for example Warwick University has international reach through its staff, students and partnerships and would work with SDC to explore ways this asset could be developed further.</u></p>



Ref	Comments	Officer Response	Action
	<p>and would welcome further conversations. Firstly, the document is strongly evidenced and recognises the need for analysis to understand labour market risks and increasing automation. The University has internationally-recognised expertise across a range of fields which could support this analysis. Secondly, the draft Local Industrial Strategy is largely focused within the District and the West Midlands. The University has international reach through its staff, students and partnerships and we would welcome greater recognition of the global trade and investment opportunities for the District economy. We would also welcome further discussions around the cultural opportunities and strengths between Shakespeare's Stratford and the University, particularly around the context of the City of Culture.</p>		
012/01	<p>In respect of Q1: Broadly the right the challenges have been identified. The document might benefit from a recognition of the potential wider impact of Brexit beyond the tourism sector – for instance around manufacturing (particularly important for Stratford District given the presence of JLR and AML) and agriculture. The reference to Tourism Expenditure Imbalance (section 3.3.4) is a little difficult to understand, and actually Stratford District performs relatively well</p>	<p>Agreed. The text of the LIEDS will be amended accordingly.</p>	<p>Insert reference to the wider impact of Brexit beyond the tourism sector in paragraph 2.1.1 Insert at 2.1.1. <u>The District's economy will be also sensitive to uncertainty around Brexit and this could affect other sectors such as agriculture, horticulture and manufacturing. Actions will therefore need to be taken with businesses and educational institutions to potential address skills gaps.</u></p> <p>Clarify reference to Tourism Expenditure Imbalance and insert reference to the productivity issue within the tourism sector.</p>

Ref	Comments	Officer Response	Action
	<p>with respect to overnight visitors (as highlighted later in the document). This has been improving in recent years, and so perhaps more something to celebrate and build on. The research underpinning this strategy highlights that productivity within the tourism sector is below average, and so there are opportunities to strengthen the sector by focussing on improving productivity levels (through investment and upskilling)</p> <p>One area potentially missing – which is both an opportunity and a challenge – is automation and AI. Can present some challenges around displacing current occupations, but also huge opportunities through new markets, products and services. A well skilled area such as Stratford-on-Avon could be well-placed to exploit opportunities – and links to some key sectors around mobility, agri-tech and digital technologies.</p>		<p>At 2.3.4 insert  <u>This has however been improving more recently, which is very positive and can be built on. Productivity within the tourism sector is below average, so there are opportunities to strengthen the sector by focussing on improving productivity levels (through investment and upskilling)</u></p> <p>Insert additional text in respect of the opportunities presented by AI and automation. Insert at 4.3.1  <u>Automation and Artificial Intelligence (AI) can present some challenges around displacing current occupations, but also huge opportunities through new markets, products and services. A well skilled area such as Stratford-on-Avon could be well-placed to exploit opportunities – and links to some key sectors around mobility, agri-tech and digital technologies.</u></p>
012/02	<p>In respect of Q2:  While the structure and focus have been well developed and build on a good evidence base, there are strong arguments to improve the linkages and read across to the national Industrial Strategy, the draft WMCA Local Industrial Strategy, and the emerging C&amp;W Local Industrial Strategy. By using a similar framework and approach, there will be stronger linkages and easier “read-across”, potential enabling more</p>	<p>Agreed. Linkages with the draft WMCA Industrial Strategy (now published) and emerging C&amp;W Local Industrial Strategy should be strengthened in the LIEDS in order to potentially enable greater opportunities to deliver on regional and sub-regional funding opportunities.</p>	<p>Insert further references to the linkages with the draft WMCA Industrial Strategy and emerging C&amp;W Local Industrial Strategy in the LIEDS.</p>

Ref	Comments	Officer Response	Action
	<p>opportunities to demonstrate how Stratford-on-Avon can help deliver these other strategies and therefore funding. A focus on key sectors, the key foundations of productivity, and the Grand Challenges may therefore help with this alignment.</p>		
012/03	<p>In respect of Q3: Not sure exactly what is meant by Objective 9 “focus on service sector employment and the young” – are we suggesting here that young people should focus on the service sector? Think this could perhaps be rephrased, with greater clarity around the key outcomes that you are seeking to achieve here.</p> <p>There is no real reference to the key business sectors that the area has some significant strength in – maybe something around growing high quality, high value jobs within growing sectors of the future?</p> <p>The “rural economy” could perhaps be better defined. Reference to supporting small business growth (and particularly scale up/high growth businesses) would be beneficial either in this objective or as a stand-alone.</p>	<p>Noted. SDC is not suggesting young people should focus on the service sector; rather the LIEDS reflects what is happening in reality.</p> <p>Explanation of ‘rural economy’ to be included in next version</p>	<p>Objective 9 to be rephrased as below: 9. To focus on service sector employment <del>and the young</del></p> <p>Explanation of ‘rural economy’ to be included in the LIEDS. Footnote to be added under objectives: <u>Rural economy- increasing economic growth in the countryside by building on its natural assets.</u></p> <p>Reference to be made to growing high quality, high value jobs within growing sectors of the future</p> <p>New objective to be added <u>12. Encourage business growth in new sectors- growing high quality, high value jobs within growing sectors of the future</u></p>
012/04	<p>In respect of Q5: Broadly agree with the actions presented, but while these flow from the objectives and aims, sometimes the direct link between these three (objectives, aims</p>	<p>Noted. The links between the aims, objectives and actions should be clear within the LIEDS.</p>	<p>Insert additional text to clarify the links between the aims, objectives and actions.</p> <p>Role of WCC in delivering or assisting in delivering actions, as appropriate, to be</p>

Ref	Comments	Officer Response	Action
	<p>and actions) is not always clear.</p> <p>We think at this stage it is probably better for our comments to focus at this more strategic level rather than the specific actions listed in pages 46-51). However, as a general point on the actions, the County Council could play an enhanced role in many of the actions listed, and would be keen to work with the District Council in the further development and implementation of the action plan.</p>	SDC welcomes the support of WCC in working in partnership to deliver actions within the LIEDS.	included within the LIEDS.
012/05	In respect of Q7: Warwickshire County Council can and will of course play a key role in supporting the further development and delivery of this Strategy.	SDC welcomes the support of WCC in working in partnership to deliver actions within the LIEDS.	Role of WCC in delivering or assisting in delivering actions, as appropriate, to be included within the LIEDS.
012/06	<p>In respect of Q8: Some missing key areas:</p> <p>Rail – this is a key sector with strong growth opportunities , and Stratford District has a key asset in respect of the Quinton Rail Technology Centre, which could be significantly enhanced and built on.</p> <p>Agri-tech – again, significant growth potential, and can be linked to the key asset of Wellesbourne campus</p> <p>Digital Creative – more could be made in the document of this sector, opportunities to link to and benefit from Silicon Spa,</p>	Comments noted- whilst all of these areas are mentioned in the draft strategy it is accepted that these should be emphasised more in final version	<p>Insert additional text in respect of the role of:</p> <ul style="list-style-type: none"> <li>- rail and the Quinton Rail Technology Centre</li> <li>- agri-tech</li> <li>- digital/creative.</li> </ul> <p>Insert at 4.3.3 under 'opportunities' <u>Rail is a key sector with strong growth opportunities , and Stratford District has a key asset in respect of the QRTC, which could be significantly enhanced and built on.</u></p> <p>At 4.2.3 add under opportunities <u>Agri-tech has significant growth potential, and can be linked to the key asset of Wellesbourne campus.</u></p> <p>Insert at 5.2.3 under 'opportunities' <u>Digital Creative develop opportunities to link to</u></p>

Ref	Comments	Officer Response	Action
	and wider business opportunities that link to other sectors (automotive, culture, tourism, future of retail,etc.		<u>and benefit from Silicon Spa, and wider business opportunities that link to other sectors (automotive, culture, tourism, future of retail,</u>
013/01	Lack of rail connectivity is an issue to Birmingham only once an hour and a rapid train to London. Stratford upon Avon itself has 2 stations but services do not maximise this asset in terms of frequency and destination. Marylebone is only 1hr 10 mins from Leamington. Only 1 train an hour into Birmingham and don't run late into the evening.	<p>It is proposed that discussion will take place with Network Rail and service providers regarding frequency and timing of train services.</p> <p>A current action in the Strategy is to:  <i>" Seek improvements to rail services to/ from Stratford-upon-Avon such as increasing frequency and later night time train services"</i> and the purpose of this action is stated as <i>"To provide viable alternatives to the private car and improved connectivity to London, Birmingham and Birmingham International Airport"</i></p>	No change proposed.
013/02	Lack of good value Public Transport system. Bus provision needs to be improved for example, University and Warwick and NFU have to run their own private charters. Very important issue as it leads to problems of recruitment.	<p>One of the actions in the LIEDS is to "Seek improvements in bus provision".</p> <p>There is already an awareness of public transport issues and the need to tackle this.</p>	Discussions will continue. No change proposed.
013/03	Need to look at actions which help facilitate retention of young people	There are various actions and references to young people in the Strategy although it is recognised that there may be more opportunities. For example the	No change proposed

Ref	Comments	Officer Response	Action
		<p>Strategy refers to more churn in the market to increase the availability of smaller houses and it refers to measures aimed at addressing housing affordability. It also refers to measures to ensure that young people have the skills to match jobs, and the encouragement of apprenticeship schemes.</p>	
013/04	<p>Needs to be reference to issues generating a night time economy and also things to do for young people during the day. 23,000 students at Warwick University 18-23 year olds who don't think of even coming to Stratford - need to find out why and what can attract them. Shops are not attractive to them and although Bell Court lively in the evening it isn't during the day such as live music and nightclubs/somewhere decent to go late at night</p>	<p>There is reference in the actions to seek improvements to rail services to/ from Stratford-upon-Avon such as increasing frequency and later night time train services which will improve connectivity with larger night-time economies. It is however recognised that more research needs to be carried out on the issue of the night time economy and this can be included as a further action in next version of Strategy.</p>	<p>Further exploration work to be carried to examine the night time economy of Stratford Town centre and identify what actions may be appropriate.            Insert at 5.1.1  <u>There is also potential to boost the night time economy in Stratford-on-Avon which has seen a decline in recent years. This should be managed carefully and inclusively. Stratford-upon-Avon should move away from culture of 'pre-theatre' and embrace 'post theatre' culture.</u></p> <p>Insert under 5.1.3 'opportunities'  <u>Improving Stratford-on-Avon's night time economy where appropriate.</u></p>
013/05	<p>Potential for development of a creative innovation hub in Stratford. There is a lot of talent including videographers/ writers/artists/film makers- this is hidden at present and more could be made of it</p>	<p>One of the actions in the draft Strategy is "<i>Building on the recognised contribution that creative industries make to the town's prosperity</i>" however it is recognised that there may be potential to expand this. Arts and Culture is an area that SDC recognise has future potential</p>	<p>Insert at 4.3.6  <u>Explore potential for development of a creative innovation hub in Stratford building on inherent creative skills and talent including videographers/ writers/artists/film makers.</u></p>

Ref	Comments	Officer Response	Action
		and is currently being explored with stakeholders.	
013/06	Need to move away from 'pre theatre' to 'post theatre' – this is linked to transport comments above	This relates to increasing train times and exploration work into the night time economy as discussed above. SDC is participating in the Warwickshire Accommodation Supply Study to better understand gaps in all types of leisure accommodation. A similar study could be undertaken for the night-time economy or as part of any High Street/retail/town centres study.	Insert at 5.1.1 There is also potential to boost the night time economy in Stratford-on-Avon which has seen a decline in recent years. This should be managed carefully and inclusively. Stratford –upon-Avon should move away from culture of 'pre-theatre' and embrace 'post theatre' culture.  Insert under 5.1.3 'opportunities' Improving Stratford-on-Avon's night time economy where appropriate
013/07	Could more be made of cycling as Stratford has Pashley cycles, Boardman Cycles close by in Evesham and largest concentration of cycling clubs in the area.	The Stratford Area Transport Strategy explores the potential for cycling improvements. Further work on the economic benefits of cycling would be required.	Add an action to explore economic advantages of developing the leisure industry, in particular, around cycling. Insert at 5.1.1 <u>Pashley Cycles is England's longest established bicycle manufacturer. It was founded in 1926 and is based in Stratford-upon-Avon, Furthermore, Boardman Bikes is located closeby in Evesham. The area also has a large concentration of cycling clubs. There are obvious benefits to health and well being and it is possible that there may be economic advantages of developing and promoting this sector further</u> Insert under opportunities 5.1.13 <u>Explore the potential of developing the cycling sector.</u>
013/08	SDC need to do more networking with retailers	This issue can be explored, possibly through links with Stratforward and the FSB and	Insert additional action in respect of retailing networking. Insert at 6.1.6

Ref	Comments	Officer Response	Action
		what role Venture House could play.	4. Appoint Town Centre Manager/champion <u>for Stratford-upon-Avon to, for example, do more networking with retailers.</u>
013/09	Link to other strategies is important and recognising the global opportunities and wider strategic positioning. The strategy could fulfil a dual purpose of not only alignment to WMCA and CWLEP strategies but a Stratford specific focus. There was strong support for partnership working.	Whilst it is considered that this Strategy does provide a local focus to Stratford on Avon whilst still sitting within a hierarchy of strategies, linkages with the draft WMCA Industrial Strategy (now published) and emerging C&W Local Industrial Strategy should be strengthened in the LIEDS in order to potentially enable greater opportunities to deliver on regional and sub-regional funding opportunities. It is believed that being aligned with them rather than being contradictory gives the potential to deliver more positive outcomes.	Insert further references to the linkages with the draft WMCA Industrial Strategy and emerging C&W Local Industrial Strategy in the LIEDS.
013/10	Broad support for the development of a Science Park(s) in partnership with Warwick University.	Support noted.	No proposed change.
013/11	Need for incubation hubs.	This is recognised in the draft strategy under the action " <i>Consider establishment of a business hub (rural?)</i> " additional explanation will be included on this in LIEDS.	Include more explanation of rolling out the Venture House model across the District in next version. Insert at 4.3.3 <u>Explore the possibility of rolling Venture House model out more widely across the District.</u> Insert at 4.3.6 <u>Build on the success and lessons learnt from Venture House and explore the possibility of rolling this model out wider across the District.</u>



Ref	Comments	Officer Response	Action
			<p><u>Explore whether there is a need for a next stage Venture House for fledgling businesses to move onto (office uses and workshops).</u></p> <p><u>Explore potential for development of a creative innovation hub in Stratford building on inherent creative skills and talent including videographers/ writers/artists/film makers.</u></p>
013/12	Adaptable/flexible/transferable skills set is needed (ie life skills) including communication	Agreed. It is recognised that there is a miss-match between supply and demand of skills in the area. There is much discussion in the strategy about skill shortages although no reference to transferable skills.	<p>Refer to transferable skills specifically in the LIEDS.</p> <p>Insert at 6.2.4</p> <p><u>Greater encouragement and recognition of value of transferable skills.</u></p> <p><u>Adaptable/flexible/transferable skills set is needed (ie life skills) including communication.</u></p>
013/13	Improved links with universities needed	This is recognised in the Strategy and SDC are committed to working hard on this issue.	<p>Include an action to continue productive discussions with Warwick University</p> <p>New action in action plan</p> <p><u>To consider establishment of a joint working party with Warwick University to explore and define new opportunities.</u></p>
013/14	Next step for Venture House required	This is recognised in the draft strategy under the action "Consider establishment of a business hub (rural?)" additional explanation will be included on this in the LIEDS.	<p>Include more explanation of rolling out the Venture House model across the District in next version.</p> <p>Insert at 4.3.3</p> <p><u>explore the possibility of rolling Venture House model out more widely across the District.</u></p> <p>Insert at 4.3.6</p> <p><u>Build on the success and lessons learnt from Venture House and explore the possibility of rolling this model out wider across the District.</u></p> <p><u>Explore whether there is a need for a next stage Venture House for fledgling businesses to move onto (office uses and workshops).</u></p> <p><u>Explore potential for development of a creative</u></p>

Ref	Comments	Officer Response	Action
			<u>innovation hub in Stratford building on inherent creative skills and talent including videographers/ writers/artists/film makers.</u>
013/15	Need housing for employment and employment for housing	The link between Housing and Employment is recognised especially in terms of maintaining the sustainability of the District. New housing and employment land needs will be addressed in the review of the Core Strategy.	No proposed change.
013/16	Need for genuine affordable housing in District	It is recognised that housing affordability in the District is difficult and that there is no quick fix. It is considered that this could be addressed by increasing supply but needs to be done in a sensitive, controlled and coordinated way most likely via the review of the Core Strategy.	No proposed change.
013/17	There is a need for long term planning and to this end the strategy should cover a longer period e.g. to 2050 or at least to the expiration of the Core Strategy (2031)	Agreed. This is recognised and the time period will be extended to 2031 to coincide with the Core Strategy. However in line with the Core Strategy it is proposed to include a 5 year review to monitor policies and ensure actions are being achieved and are still relevant/effective and review whether other actions may now be more feasible. It is therefore proposed that there will be an annual review of the action plan and a five year review of the Strategy.	Amend end date to 2031 and reference annual review of the action plan and a five year review of the Strategy. Insert at 7.7 <u>There will therefore be an annual review of the action plan and a five year review of the Strategy.</u>

Ref	Comments	Officer Response	Action
013/18	Not sure that the vision sells the story	Noted.	Amend vision as follows: <u>"To ensure that Stratford-on-Avon embraces all opportunities for economic growth and that resulting prosperity is inclusive and maintains the attractiveness of the District for future generations"</u> .
013/19	There needs to be time limits on actions	Whilst it may be possible to include some time limits others may be ongoing or long-term. Targets are already included in the action Plan.	No change required
013/20	Objectives 3,4,6 should have the people box ticked	Agreed.	Objectives to be reviewed as appropriate.
013/21	We need to ensure Stratford priorities are amplified by alignment with other strategies i.e. CWLEP and WMCA	Whilst it is considered that this Strategy does provide a local focus to Stratford on Avon whilst still sitting within a hierarchy of strategies, linkages with the draft WMCA Industrial Strategy (now published) and emerging C&W Local Industrial Strategy should be strengthened in the LIEDS in order to potentially enable greater opportunities to deliver on regional and sub-regional funding opportunities. It is believed that being aligned with them rather than being contradictory gives the potential to deliver more positive outcomes.	Insert references to the linkages with the draft WMCA Industrial Strategy and emerging C&W Local Industrial Strategy in the LIEDS.
013/22	Generic objectives -need to be specific to SDC	Agreed.	Objectives to be reviewed as appropriate.