



Berkshire Economic Strategy Board
Strategy For Sustainable Economic Prosperity to 2012



Berkshire
Economic Strategy Board



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For further information contact:

Hugh West
 Director
 Berkshire Economic Strategy Board
 Direct Line - 01628 796613
 Mobile - 07813 618329
 Royal Borough of Windsor and Maidenhead
 Joint Strategic Planning Unit
 St Mary's House
 c/o Town Hall
 St Ives Road
 Maidenhead, Berkshire, SL6 1RF

Equalities Statement - If you, or any one you know, would like a copy of this Strategy in a different format, please contact the above address and we shall endeavour to provide it.

Background Documentation - A number of background documents support the Strategy. These are available from the Berkshire Improvement and Efficiency Partnership (BIEP) Sharepoint website: <https://www.workspace.sece.gov.uk/bpssu> under Berkshire Economic Strategy Board - Economic Prosperity Strategy. If you have not used this website before, or need assistance with access, please contact Geoff Reynolds from the BIEP on Tel: 01344 35 1413 email: geoff.reynolds@bracknell-forest.gov.uk

We commend this Strategy to you and look forward to working with all our partners to secure prosperity for all.



Foreword

This Strategy marks the start of new era of partnership working across the Berkshire sub region, aimed at improving economic prosperity for all. As the newly formed Berkshire Economic Strategy Board (BESB), we are ambitious in our aim to consolidate and enhance the sub region's position as the economic power house for the UK and beyond. We are equally determined to secure a high quality of life that connects economic prosperity to the many diverse communities that live here and to the environment and rich heritage of which we are so proud.

The State of the Sub Region Report, published in January 2008, highlighted a number of key challenges and opportunities facing Berkshire, particularly around global competitiveness, enterprise, connectivity, skills and learning, environmental excellence and social cohesion. This Strategy presents our response to these challenges and opportunities and provides an overall vision for sustainable economic prosperity, supported by four strategic priority themes that will guide action and delivery.

To be effective, it is important that this Strategy should complement rather than duplicate the activity of others, thereby ensuring that the synergies of joint working are optimised. To this end, the Strategy provides a direction of travel and signposts to those organisations and groupings who will take forward each Strategic Priority Theme. This being said, the Strategy presents an action plan to guide our work programme over the coming months and years and to ensure that progress is made against our vision and priorities. We have put in place Delivery Groups to shape and drive the delivery of each of the strategic priorities.

Only by combining our energies and efforts across the public, private, community and voluntary sectors will we be able to ensure that the sub regional economy continues to prosper within a climate of increasing global economic pressures.



Marshall Leopold
Chair



Dr David Sutton
Deputy Chair



Hugh West
Director

Berkshire Economic Strategy Board

Marshall Leopold	Chair
Dr David Sutton	Deputy Chair
Hugh West	Director BESB
Local authority reps:	
Cllr Mary Ballin	Bracknell Forest Council
Anita Cacchioli	Reading Borough Council
Cllr David Hilton	Royal Borough of Windsor and Maidenhead
Ruth Bagley	Slough Borough Council
Susan Law	Wokingham Borough Council
Nick Carter	West Berkshire Council
Business reps:	
Mark Ashwell	Wokingham Business representative
Francis Connolly	Reading Business representative
Peter Atkinson	West Berkshire Business representative
Neil Impiazzi	Slough Business representative
Jon Fisher	Windsor and Maidenhead Business representative
Vacant	Bracknell Forest Business representative
Sub-group reps:	
Timothy Wheadon	Berkshire Strategic Transport Forum Delivery-Group
Other organisation reps:	
Ronnie Epstein	Enterprise and Skills Delivery-Group
Ian Smith	Global Competitiveness Delivery-Group
Nigel Horton-Baker	South East England Development Agency



1. Introduction

Purpose

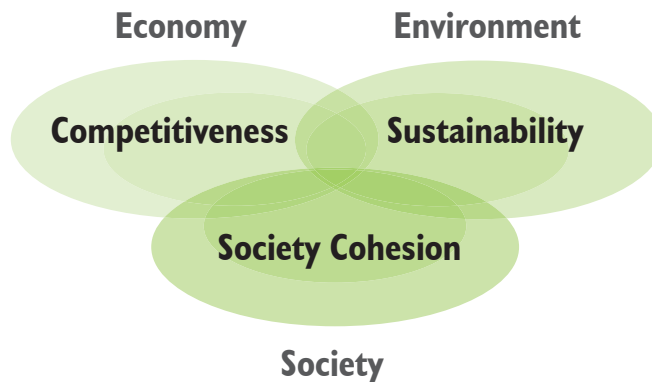
The purpose of this Strategy is twofold:

- First, it expresses the Board's - and its partners' - vision and priorities for sustainable economic prosperity across the sub region that will shape and direct future action.
- Second, it presents the strategic action that the Board will take over the coming months and years to achieve its vision and priorities.

Sustainable Economic Prosperity

A fundamental principle that underpins this Strategy for Sustainable Economic Prosperity recognises the important interrelationship between the economic, social and environmental dimensions of place.

Figure 1 - Sustainable Policy Development



The key policy drivers behind the Strategy include the Government's Sub National Review, the South East England Development Agency's (SEEDA) review of sub regional economic partnerships, the current Regional Spatial Strategy and Regional Economic Strategy to 2016, the proposed merger of these two strategies, the further evolution of Local and Multi Area Agreements, the Government's Growth Agenda and recent Regeneration Framework. These and other drivers of change have been described and analysed in the State of the Sub Region Report, launched earlier this year.

Work Programme

This Strategy has been informed and shaped by a comprehensive work programme that has been underway since June 2007. This work programme consists of three distinct but interrelated phases:

Phase 1 - Issues Shaping

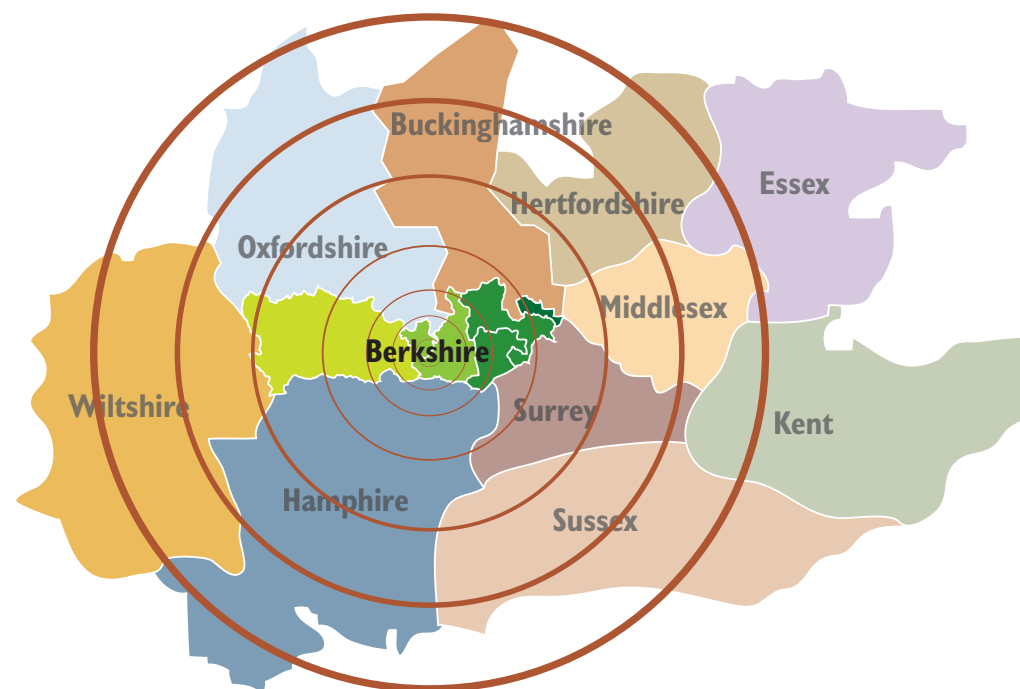
Phase 2 - Stakeholder Consultation

Phase 3 - Future Thinking and Strategy Development

The production of this Strategy is the final stage of this work programme. All background documentation can be obtained from the contact on the contents page.

Sub Regional Geographies

One of the key issues emerging from the work programme is the complex geographies of the sub region. It is evident that the administrative boundaries of the six Unitary Authorities do not coincide with economic, social and environmental geographies, all of which are different and subject to continuous change. They also overlap with neighbouring areas (Oxfordshire, Hampshire, Surrey, Buckinghamshire, Wiltshire and several London Boroughs). The issue of geographies will also be shaped by the rural nature of the sub region and the dynamic between rural and urban areas. Therefore, this Strategy does not seek to define a precise geography, but rather suggests the concept of zones of influence that encourage thinking and action that reflects the changing nature of the challenges and opportunities faced.



This Strategy is structured as follows:

Section 2 describes the core values that underpin the Strategy.

Section 3 provides an over-arching vision, and identifies four strategic priority themes. It identifies synergies and linkages between these priorities and other related issues.

Section 4 outlines the governance and joint working arrangements that will be required to take forward the Strategy.

Section 5 indicates how delivery of the Strategy will be managed and monitored.

Section 6 presents a strategic action plan for the Board, which will steer and drive forward the vision and priorities.

2. Shaping an Approach for the Sub Region - Core Values

This section presents the core values behind the vision, priorities and action plan outlined in this Strategy. These core values reflect the common political and ideological drivers that form the basis for joint working across the area.

Championing Enterprise, Innovation and Entrepreneurship -

This value will be critical to sustaining and embedding prosperity across the area. It will be vital that this value is reflected in all areas of activity - from developing the workforce and identifying new markets to improving connectivity and better joint working across the public sector.

Promoting Social Cohesion - This is a fundamental principle for sustaining the high quality of life and well-being that this Strategy aspires to. Whilst accepting that everyone is different and will prosper at different rates and in different ways, this core value aims to ensure equality of access to opportunity, coupled with provision of targeted support at a neighbourhood level. It encourages and nurtures independence, placing skills and learning at the heart of delivery, and recognising the strong link between low skills and poverty. This value is also about creating places and opportunities for individuals to come together and interact, as mutually supportive communities.

Demanding High Quality - Quality should underpin all aspects of the Strategy - from the design and delivery of new development to the form of learning on offer. **Reducing the Area's Carbon Footprint** - This is a critical core value that will be championed at all levels of activity - from encouraging cleaner forms of transport to recycling in the home.

Sustainable Policy - This Strategy reflects and promotes a 21st century approach to policy development and delivery, by recognising and reinforcing the interrelationship between the economic, social and environmental dimensions of place.

Embracing Diversity - Every place and every local community is unique - a principle that partners should embrace and celebrate. This is important when considering pressures for change which, although inevitable, should be at a scale and a pace that underpins rather than undermines community life. This is particularly so with regard to the rich mix of urban and rural communities across the sub region.

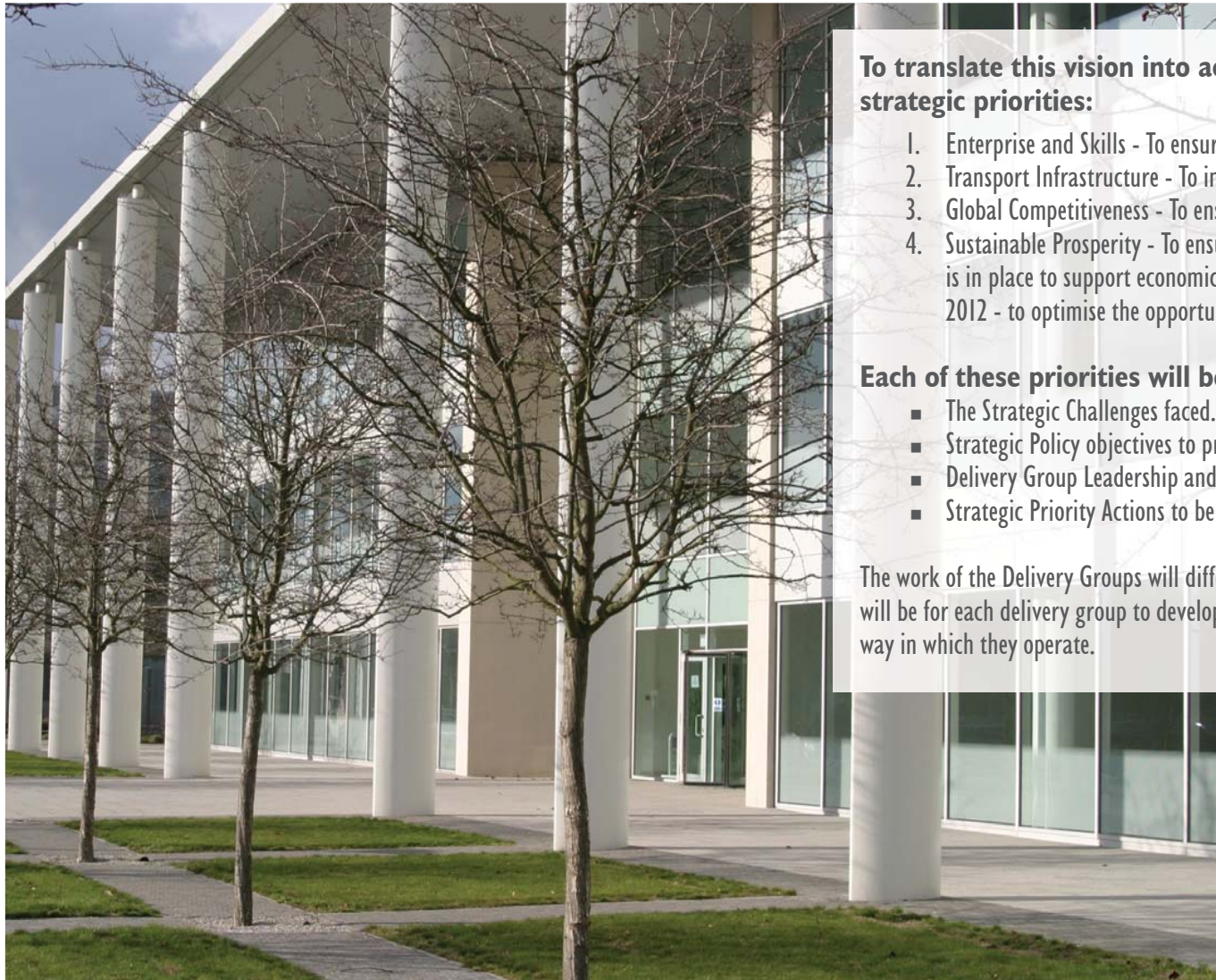
Intelligence Led Policy Development and Delivery - This Strategy is based on a comprehensive analysis of a range of factors, including statistical data and the views of individuals. This approach underlines a core value of ensuring that all policy and associated action is based on a sound and robust evidence base.

Embedding a Learning Culture - All individuals, communities and organisations (especially the hard to reach ones) will be encouraged, and supported using a flexible and responsive pathways approach, to place learning at the centre of their development to ensure improvement in performance.



3. Vision and Strategic Priority Themes

To grasp the opportunities and challenges identified in this Strategy, whilst holding true to the core values, the following vision and strategic priorities have been proposed as the focus for policy:



To translate this vision into action, the Strategy identifies four strategic priorities:

1. Enterprise and Skills - To ensure businesses and individuals are able to prosper.
2. Transport Infrastructure - To improve connectivity and accessibility within Berkshire and beyond.
3. Global Competitiveness - To ensure the sub region is able to continue to compete on a global stage.
4. Sustainable Prosperity - To ensure all the necessary physical, environmental and social infrastructure is in place to support economic prosperity.
2012 - to optimise the opportunities arising from the London 2012 Olympic Games.

Each of these priorities will be considered in relation to:

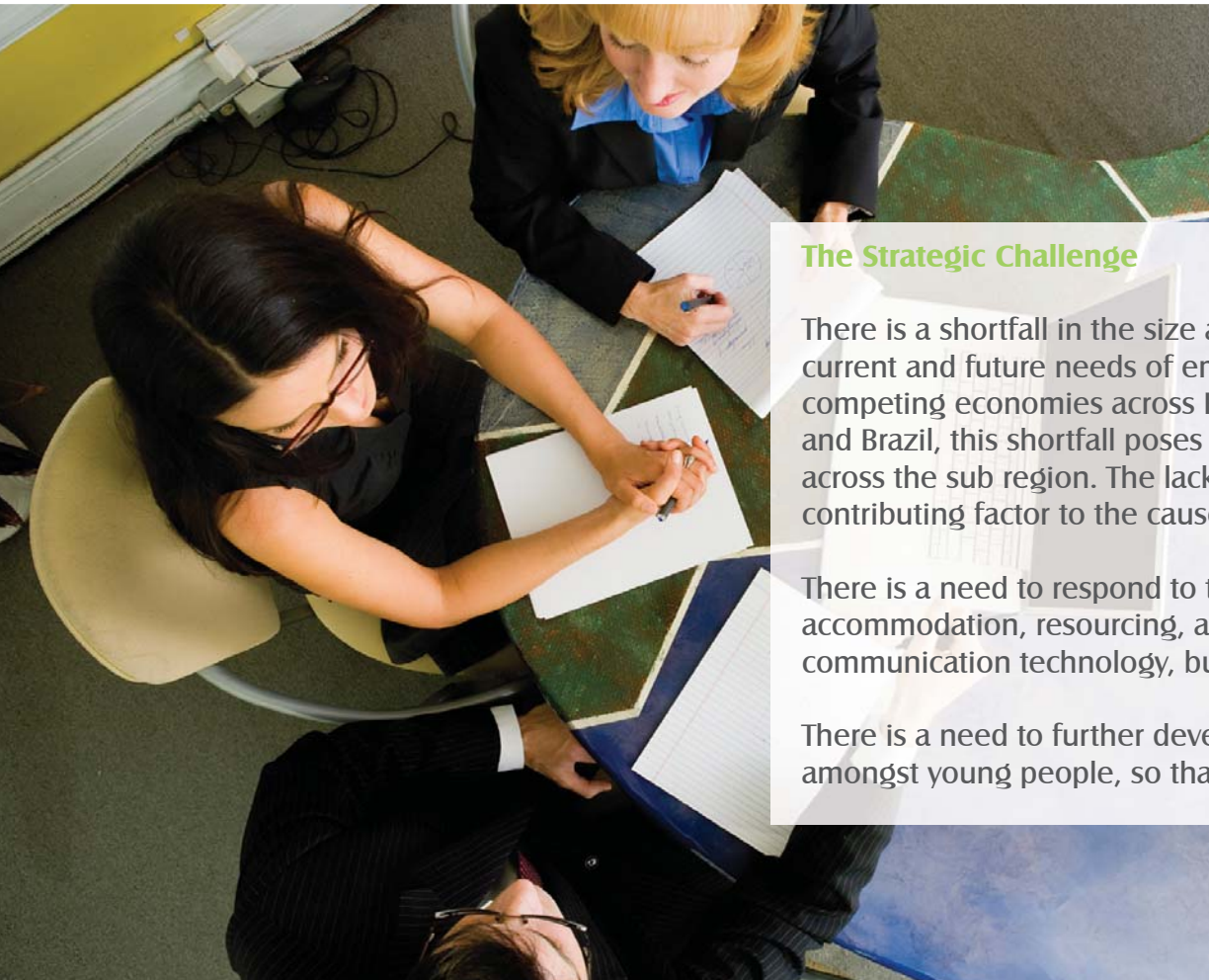
- The Strategic Challenges faced.
- Strategic Policy objectives to provide a direction of travel.
- Delivery Group Leadership and Membership to drive action.
- Strategic Priority Actions to be taken forward by the Delivery Group.

The work of the Delivery Groups will differ between each strategic priority theme and over time. Therefore, it will be for each delivery group to develop, monitor and review their own terms of reference for shaping the way in which they operate.

The vision for the Berkshire sub region is:

“To consolidate and enhance economic prosperity across Berkshire, whilst ensuring that this prosperity benefits our many diverse communities, and protects the environment and quality heritage of which we are so proud”

Strategic Priority Theme 1 - Enterprise and Skills



The Strategic Challenge

There is a shortfall in the size and quality of the workforce required to meet the current and future needs of employers, across all sectors. When compared to competing economies across Europe and the emerging economies of China, India and Brazil, this shortfall poses a serious threat to continued economic prosperity across the sub region. The lack of skills (particularly basic skills) is also a major contributing factor to the cause of poverty and deprivation within local communities.

There is a need to respond to the changing needs of all business, in terms of accommodation, resourcing, access to markets, knowledge transfer, information and communication technology, business networking and skills development.

There is a need to further develop a culture of entrepreneurship and enterprise amongst young people, so that we can sustain the rate of new business creation.



Strategic Policy Objectives

- To support people in employment and in communities to understand and achieve their full potential.
- To increase the number of businesses within Berkshire, including new businesses run by women.
- To increase the level of participation of Berkshire businesses (especially small businesses and social enterprises) in local supply chains, so as to support local economic sustainability.
- To maximise the number of people ready for employment at all skill levels, and ensure they are equipped to progress in the labour market.
- To improve the productivity of the workforce and increase economic activity by bringing net additional Berkshire residents of working age into the labour market.
- To bring together local learning institutions with other public, private and voluntary sector organisations, to ensure that skills required by the existing and future economy of the sub region are reflected in design and delivery of training for local residents, building upon and working with existing successful networks and expertise.
- To develop initiatives that unlock the potential of the economically inactive across the sub region, as a contribution to the size and quality of the workforce and the improvement of social cohesion and individual aspiration.
- To develop the role played by organisations, communities and individuals in shaping and delivering learning and providing supported pathways.
- To support and develop existing businesses to remain competitive.

Delivery Group Leadership and Membership

Lead - Business Link

Contact - Ronnie Epstein

Members

Business Link, Learning & Skills Council, South East England Development Agency, Local Authorities, Job Centre Plus, Government Office for the South East, Association of Councils of the Thames Valley Region, Further and Higher Education Institutions, Thames Valley Economic Partnership, Community Council for Berkshire, Education Business Partnerships, Institute of Directors, Confederation of British Industry, Federation of Small Business, Community Council for Berkshire, Berkshire Training Providers Network and Director, BESB.

Strategic Priority Actions

To increase productivity and competitiveness in Berkshire, the Delivery Group will set up five Action Groups that will:

1. Increase the rate of new business starts and increase the proportion of new businesses sustained, with a particular focus on women
2. Improve the support for young people who wish to pursue a career in enterprise or self employment
3. Increase numbers of residents with Level 1 & 2 qualifications by utilising foundation learning tier, targeted family learning and community learning programmes
4. Increase take-up and provision of apprenticeships and skills for life programmes
5. Increase numbers of residents with Level 3/4/5 qualifications and/or appropriate leadership and management skills
6. Increase levels of employment and economic activity through the implementation of skills accounts, adult learning accounts, foundation learning tier, local employment partnerships, innovative programmes for hard to reach groups (particularly in deprived communities), and demand-led solutions by engaging employers through the Berkshire Employers' Forum

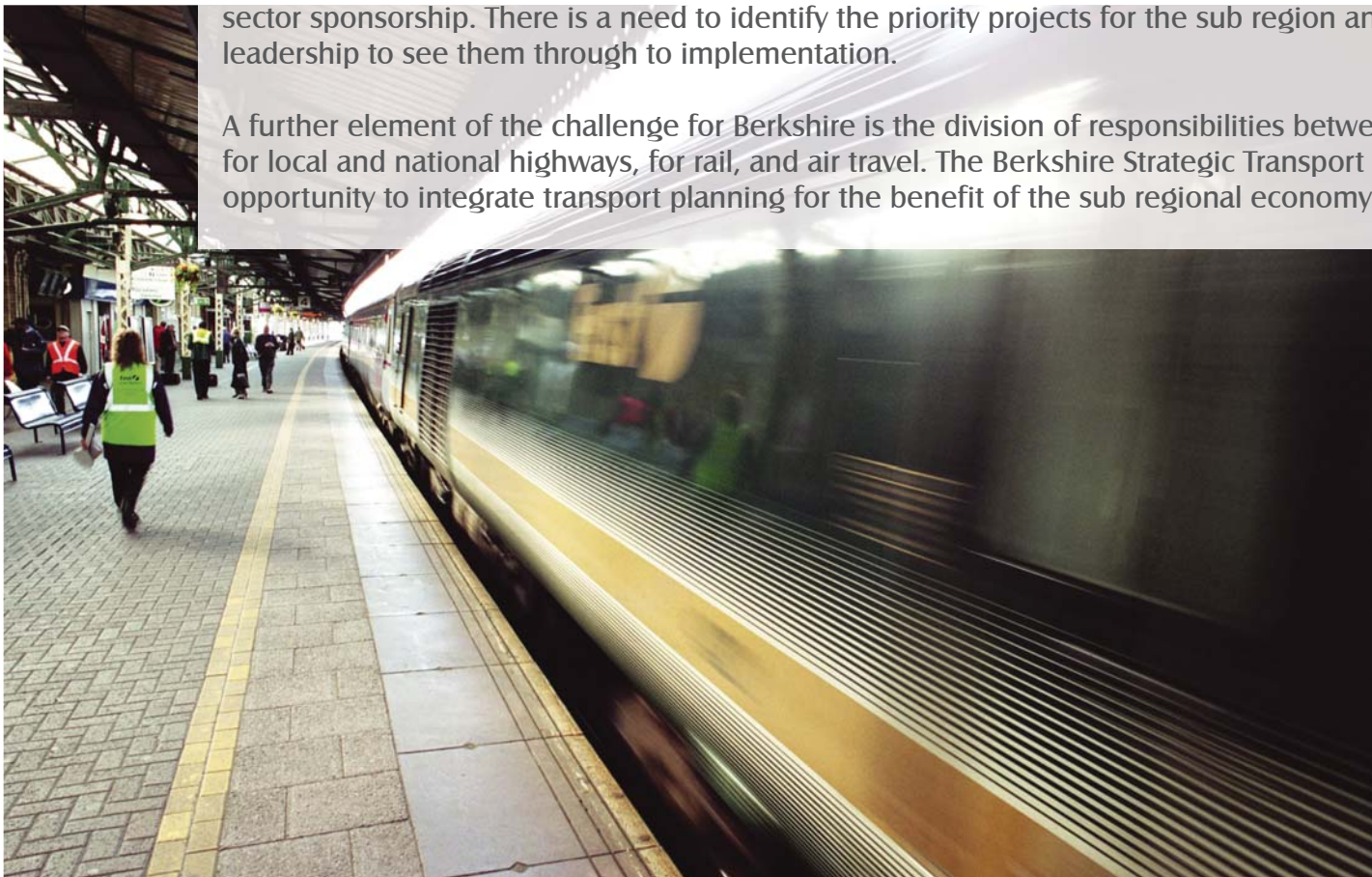
Strategic Priority Theme 2 - Transport Infrastructure

The Strategic Challenge

Over the last fifty years, the growth of the sub regional economy has outstripped investment in transport infrastructure. Major capital investment has either been absent, or has lagged behind the need to increase network capacity. Road and rail networks both operate at, or beyond, their design capacity and are prone to severe congestion after minor accidents or breakdowns. The unpredictability of journey times and the unreliability of deliveries are cited as major threats to the sub regional economy.

Major infrastructure projects have very long lead times and, by their nature, require strong public and private sector sponsorship. There is a need to identify the priority projects for the sub region and to provide determined leadership to see them through to implementation.

A further element of the challenge for Berkshire is the division of responsibilities between different agencies for local and national highways, for rail, and air travel. The Berkshire Strategic Transport Forum provides a real opportunity to integrate transport planning for the benefit of the sub regional economy.



Strategic Policy Objectives

- To establish, agree and keep under review an transport prospectus that details the short, medium and long term infrastructure requirements of the sub region.
- To establish a mechanism for securing the resources to deliver the required infrastructure as detailed in the prospectus.
- To put in place a governance structure that communicates to all stakeholders the requirements detailed in the prospectus.
- To pursue the conception, planning, funding and delivery of the priority projects.
- To build consensus support within the public, private, community and voluntary sectors in Berkshire for the individual projects within the prospectus.
- To integrate spatial and transport planning.

Delivery Group Leadership and Membership

Lead - Berkshire Strategic Transport Forum (BSTF)

Contact - Timothy Wheadon - Bracknell Forest Council

Members

The relevant lead member or a senior officer from each Council, senior representatives from Thames Valley Economic Partnership (2), Thames Valley Chamber of Commerce, South East England Development Agency, Highways Agency, Network Rail and Director, BESB.

These representatives will be present in person and not be replaced by back-bench members or junior officers who would be unable to drive forward the strategic work of the BSTF. These representatives will be present in the interests of finding a way forward for the strategic consensus for Berkshire, and not to represent their own organisation's interest.

Strategic Priority Projects

This list of projects has been established by Thames Valley Economic Partnership, and will be adopted by BSTF. The sequence and priority of the projects will be determined by the Forum.

1. Improvements to Reading Station
2. Better public transport links to Heathrow (including both Great Western Mainline and Airtrack links)
3. Improvements to M4 capacity
4. Thames Valley Mass Transit System
5. Improvements to North - South links

Strategic Priority Theme 3 - Global Competitiveness

The comparative advantage of locating business in the sub region is shifting as a result of changes in local conditions relative to conditions within competing economies. Within this context, there is a need to understand the position and relationship between major corporations and small and medium size business, particularly around the supply chain and inward investment. These dynamics need to be understood and acted upon, in order to ensure business across the area remains fit for purpose and able to innovate and compete on a world stage.



Strategic Policy Objectives

- To increase the percentage of businesses located in Berkshire operating internationally, thereby maximising Berkshire's share of global Foreign Direct Investment.
- To increase the proportion of businesses in Berkshire reporting R&D links with universities and increase business expenditure on research and development .
- To increase the percentage of total Berkshire business turnover attributable to innovation and new products and the percentage attributable to significantly improved products.
- To increase the proportion of businesses in Berkshire reporting growth through exporting goods and services.
- To secure the provision of the SEEDA funded Innovation & Growth team service in Berkshire and Basingstoke on behalf of BESB.

Delivery Group Leadership and Membership

Lead - Thames Valley Economic Partnership (TVEP)

Contact - Shaun Whittaker

Members

PriceWaterhouseCoopers, Doyle Clayton, Peter Brett Associates, Steptoe & Johnson, SEEDA, CBI Thames Region, Berkshire Institute of Directors, Thames Valley Chamber of Commerce, and Director, BESB.

Strategic Priority Actions

1. Foreign Direct Investment: to secure maximum share for Berkshire
2. R&D: to increase amount spent on R&D by Berkshire businesses
3. Exports: to increase companies exporting through support for Innovation

The RES targets an increase from an estimated 10% in 2003 to 15% by 2016

The RES states a target of increasing the proportion of businesses in the South East reporting R&D links with universities from 11% in 2005 to 15% by 2016, and increase business expenditure on research and development in the South East from 3.2% of GVA in 2003 to 4% by 2016.

RES targets an increase the percentage of total South East business turnover attributable to new products from 12% in 2004 to 20% by 2016, and the percentage attributable to significantly improved products from 18% in 2004 to 25% by 2016.

Strategic Priority Theme 4 - Sustainable Prosperity

There is a need to sustain and enhance the natural resources (including the use of water and energy, waste reduction, flood risk and environmental and ecological protection and enhancement) that are crucial for supporting the area's quality of life offer. In turn, this will underpin the sub region's sustainable prosperity offer against increasing growth pressures, which place demands on these natural resources.

It is essential that local people are engaged and supported to take up learning and skills development opportunities, in order to meet the challenges of the future. It will also be important to address issues associated with crime, housing, health, rural isolation and poverty that are critical to sustaining quality of life across the area.



Strategic Policy Objectives

- To reduce CO2 emissions attributable to Berkshire and increase the contribution of renewable energy as a proportion of total energy supply.
- To reduce per capita water consumption in Berkshire and achieve an increase over the 2003 baseline in Gross Value Added (GVA) generated per tonne of materials entering the waste stream.
- To achieve measurable improvements in the quality, biodiversity and accessibility of green and open space.
- To enable more people to benefit from sustainable prosperity across the region and reduce polarisation between communities.
- To establish a green charter that defines the current state of natural resources. This charter will outline detailed policies to sustain and enhance these resources, as a basis for making the sub region a place where people want to live, work and invest.
- To establish a mechanism for securing investment in the sub region's natural resources.
- To develop policies and projects that improve accessibility to good quality living accommodation for all.
- To encourage the business community to adopt sustainable business practices.

Delivery Group Leadership and Membership

Lead - Reading Borough Council and West Berkshire Council

Contact Nick Carter - West Berkshire Council

Members

The Delivery Group will include representatives from West Berkshire Council; Reading BC; a BESB Business Member, Community Council for Berkshire, South East England Development Agency, Thames Valley Enterprise Hubs and Director, BESB.

In parallel with this, four Action Groups will be invited to report their work to the Delivery Group.


The four groups will tackle Climate Change, Natural Resources and Environment, Social Inclusion, Housing Affordability and Sustainability.

Strategic Priority Actions

1. To coordinate policies that promote equity and social inclusion, and ensure the widest possible participation in the social, cultural and economic life of the sub region.
2. To reduce CO2 emissions and decrease the per capita water consumption in Berkshire.
3. To establish a green charter and achieve measurable improvements in the quality, biodiversity and accessibility of green and open space.
4. To develop policies and projects that improve accessibility to high quality living accommodation for all.

Synergies and Linkages

There are several linkages that must be considered and tracked as part of the process of delivering this Strategy:



Cross Theme - It is important that the interrelationship between the four Strategic Priority Themes are considered and reviewed as part of the roll-out of this Strategy. For example, the degree to which skills, enterprise, connectivity and sustainable prosperity improvements will greatly impact on the sub region's capacity to compete on a global stage. Likewise, the quality of connectivity will impact on the scope of individuals to access learning and employment opportunities. The significance of these and other relationships will vary over time and between different areas.

Between the Four Priority Themes and other themes - There is also a range of relationships with other issues not mentioned specifically in this Strategy, but highlighted as part of the original analysis (e.g. crime and health). There is reference to these issues under the Strategic Priority Themes, such as the importance of key worker housing in attracting the required skills to the area. However, it has been agreed that the Strategy should focus on the four themes so as to prioritise resources.

Programmes - It will be critical that the priorities in this Strategy connect with current and future programmes such as SEEDA's Diamonds for Growth and the CLGs Growth Area Funding.

Service delivery - Linkages with service delivery will be through local strategic partnerships and the associated local and multi area agreements.

All of these linkages and synergies will be mapped and monitored through a *Register of Interrelationships and Synergies*, which will be reviewed by the BESB on a regular basis.

4. Performance Management

This will involve monitoring delivery of the Strategy and producing:

- An annual report to measure progress against each of the Delivery Groups' action plans and, as a result, celebrate success and identify challenges for further consideration as part of the action planning process.
- A three yearly report to measure relative progress against the scorecard introduced in the State of the Sub Region Report.

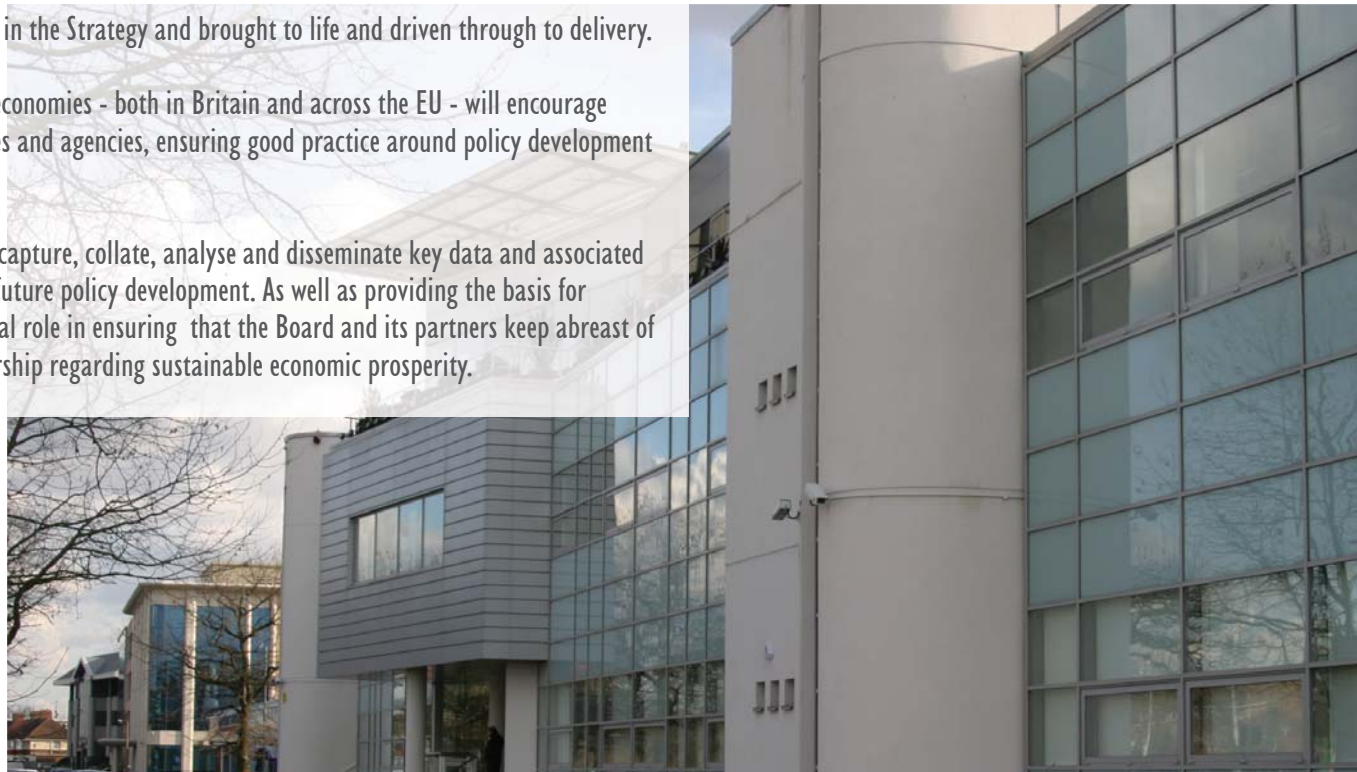
The annual report will help shape the corporate planning processes of all partner organisations, ensuring that strategic thinking filters down to individuals, thereby ensuring a co-ordinated and concerted effort through delivery.

The three-yearly report will provide an opportunity to review and refresh targets and may require the current Strategy to be realigned to meet changing needs, demands and aspirations.

Both reports will ensure that the core values identified in the Strategy and brought to life and driven through to delivery.

Identifying and networking with similar sub-regional economies - both in Britain and across the EU - will encourage knowledge exchanges with the relevant local authorities and agencies, ensuring good practice around policy development and delivery.

A Berkshire Knowledge Platform will be established to capture, collate, analyse and disseminate key data and associated messages as a basis for shaping effective delivery and future policy development. As well as providing the basis for managing performance, the Platform will play a critical role in ensuring that the Board and its partners keep abreast of best practice and are at the forefront of thought leadership regarding sustainable economic prosperity.



5. Governance and Joint Working

To be successful, this Strategy will need to harness the support and commitment of a wide range of organisations.

- The role of the private sector - and particularly local entrepreneurs - is vital as wealth creators and innovators.
- Effective co-ordination between public bodies and associated agencies will be important if public investment is to succeed in providing the quality of life offer that will attract and sustain investment, workers and visitor numbers.
- The community and voluntary sector have a pivotal role to play - in working with the many diverse communities across the sub region to unlock and develop the social capital that will be essential for creating social cohesion.

To this end, the Berkshire Economic Strategy Board has been established to act as the overarching economic strategic partnership for the sub-region. It will:

- Be responsible for the implementation and delivery of RES objectives and targets through its Delivery Groups.
- Work at a strategic level to develop economic strategy, monitor economic trends, influence sub regional spending and alignment on agreed priorities - including to devise and take collective ownership of a 'Berkshire Sustainable Economic Prosperity Strategy' which should be reviewed at appropriate stages of its implementation.
- Identify and promote opportunities for collaboration between authorities in developing their Local Area Agreements (LAAs), in order to deliver better economic outcomes for communities, promote learning and skills opportunities and identify and address gaps in provision, especially for those with low level skills.

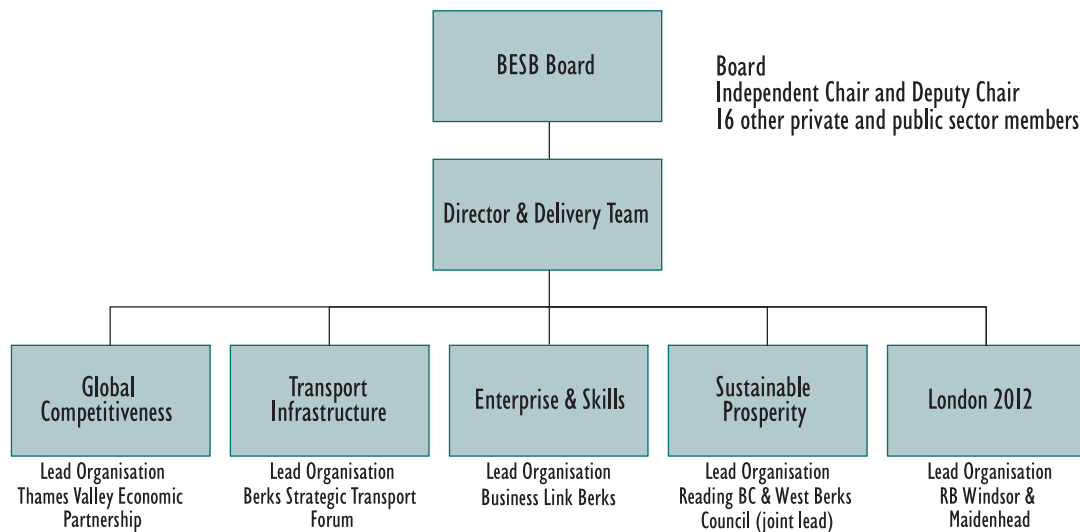
- Promote and manage conferences, events, workshops and seminars that would assist partners in joint working and delivery of sub-regional economic development objectives.
- Provide the means for debate and consensus between the public, private and voluntary sectors, on all aspects of economic strategy.
- Act as an 'accountable body' for external funding (e.g. Regional Development Agency, European Union, etc.) that is secured for projects promoted by the Board in pursuance of its strategy (once incorporated).
- Provide the means for the pooling of resources/budgets and staffing where partners perceive benefit from joint working under a single operational arrangement.
- Act as SEEDA's sub regional economic partnership for Berkshire including collaborating, and exchanging best practice, with other sub regional economic partnerships around the region.
- Advise on future Multi Area Agreements (MAAs) that might emerge in response to the Sub National Review of Economic Development and Regeneration.
- Undertake such other activities, initiatives, projects and ventures that are consistent with the delivery of the RES and Berkshire objectives.



The Board consists of a mixture of public and private sector organisations, and includes a representative of the lead organisation of each Delivery Group. The key principles of Board composition are that:

- One individual represents each of the local authorities.
- Six ‘business champions’ represent the business community.
- One individual from each of those Delivery-groups not already represented via the local authorities - TVEP, Business Link Berkshire and the Berkshire Strategic Transport Forum (BSTF) - will sit on the Board.
- As primary funding organisation, SEEDA will be represented on the Board.
- An independent chair and Deputy Chair, supported by the Director have been appointed.

The Board will be structured as follows:



Four Delivery Groups reflect the Strategic Priority Themes in this Strategy whilst a fifth project based group is focused on taking advantage of the London 2012 Olympic Games. Each Delivery Group will be responsible for:

- Producing a terms of reference to clarify its purpose, objectives, membership, decision making processes and coverage in terms of geography, theme and timescale.
- Developing and owning a BESB Delivery Group action plan including the development and monitoring of targets, milestones and outcomes.
- Aligning and overseeing resources.
- Leading and co-ordinating the delivery elements of the Delivery Group.
- Reporting progress, outputs and issues to the BESB.
- Representing the Delivery Group on the BESB.
- Cascading decisions, actions and strategic direction from the BESB to partner organisations.

To be fit for purpose and achieve the vision, priorities and actions, it is critical that the BESB connect to and work with a range of organisations both across the public, private, community and voluntary sectors, and beyond existing boundaries with areas connected to the sub region in terms of the zones of influence. The BESB will develop and deliver a Partnership and Networking Protocol that will detail how the synergies of cross- sector working within and beyond the sub region is to be achieved.

6. Strategic Action Plan to 2012

Strategic Priority / Work Area	Action
Strategic Priority Theme 1 - Skills and Enterprise	<ul style="list-style-type: none"> ■ Increase the rate of new business starts and increase the proportion of new businesses sustained. ■ Improve the support for young people who wish to pursue a career in enterprise or self employment. ■ Increase numbers of residents with Level 2 qualifications, through apprenticeships and skills for life programmes. ■ Increase numbers of residents with Level 3/4/5 qualifications and/or appropriate leadership and management skills. ■ Increase levels of employment and economic activity through the implementation of skills accounts, local employment partnerships, innovative programmes for older workers, and demand-led solutions by engaging employers through the Berkshire Employers' Forum.
Strategic Priority Theme 2 - Transport Infrastructure	<ul style="list-style-type: none"> ■ Improvements to Reading Station. ■ Better public transport links to Heathrow (including both Great Western Mainline and Airtrack links). ■ Improvements to M4 capacity. ■ Thames Valley Mass Transit System. ■ Improvements to North - South links.
Strategic Priority Theme 3 - Global Competitiveness	<ul style="list-style-type: none"> ■ Foreign Direct Investment: to secure maximum share for Berkshire. ■ R&D: to increase amount spent on R&D by Berkshire businesses. ■ Exports: to increase companies exporting through support for Innovation.
Strategic Priority Theme 4 - Sustainable Prosperity	<ul style="list-style-type: none"> ■ Reduce CO2 emissions and reduce per capita water consumption in Berkshire. ■ To establish a green charter and achieve measurable improvements in the quality, biodiversity and accessibility of green and open space. ■ Co-ordinate policies that promote equity and social inclusion, and ensure the widest possible participation in the social, cultural and economic life of the sub region. ■ Develop policies and projects that improve accessibility to high quality living accommodation for all.

To deliver the vision, priorities and actions detailed in this Strategy, the BESB will:

- Establish an Executive Team to support BESB and produce a draft work programme.
- Establish a Berkshire Knowledge Platform as a basis for managing key national and local data to secure excellence in performance and shape delivery and future policy development.
- Develop a research programme to address any gaps in knowledge.
- Consider the scope for Multi Area Agreements around environmental, economic and social geographies.
- Ensure the vision and priorities in this strategy are reflected in all emerging strategies and policy documents, particularly Local Development Frameworks and the South East Plan.
- Translate the strategy into the corporate / business planning processes of all partners and associated delivery bodies.
- Produce publicity material to communicate the key messages of this strategy to the public, Government, business, developers and investors and other audiences as required.
- Produce annual and three year reviews of performance.
- Produce and review Register of Interrelationships and Synergies.
- Establish Partnership and Networking Protocol.
- Identify nearest neighbours and consider network development to promote and encourage learning from others.

Name	Representing	Contact details tbc
Marshall Leopold	Chair	020 7367 8085 marshallleopold@yahoo.co.uk
Dr David Sutton	Deputy Chair	0118 378 8783 d.c.sutton@reading.ac.uk
Hugh West	Director	hughwest@btinternet.com
Cllr Mary Ballin	Bracknell Forest Council	01344 868286 mary.ballin@bracknell-forest.gov.uk
Anita Cacchioli	Reading Borough Council	0118 939 0457 anita.cacchioli@reading.gov.uk
Cllr David Hilton	Royal Borough of Windsor and Maidenhead	01344 626784 hiltonda@btinternet.com
Ruth Bagley	Slough Borough Council	01753 875000 ruth.bagley@slough.gov.uk
Susan Law	Wokingham Borough Council	0118 974 6001 susan.law@wokingham.gov.uk
Nick Carter	West Berkshire Council	01635 519104 ncarter@westberks.gov.uk
Mark Ashwell	Wokingham Business representative	01189 772648 mark@trademarkwindows.co.uk
Francis Connolly	Reading Business	0118 950 0761 fconnolly@pba.co.uk
Peter Atkinson	West Berkshire Business	01635 578474 pete.atkinson1@btinternet.com
Neil Impiazzi	SEGRO Slough	01753 537171 neil.impiazzi@segro.com
Jon Fisher	Chartered Institute of Marketing	Jonfisher@cim.co.uk
Vacant	Bracknell Forest Business	
Timothy Wheadon	Berkshire Strategic Transport Forum Delivery-Group	01344 351907 timothy.wheadon@bracknell-forest.gov.uk
Ronnie Epstein	Business Link Berkshire and Enterprise and Skills Delivery-Group	01753 610012 ronnie.epstein@businesslinkberkshire.co.uk
Ian Smith	Thames Valley Economic Partnership and Global Competitiveness Delivery-Group	0118 9383260 ian.p.smith@uk.pwc.com
Nigel Horton-Baker	South East England Development Agency	01483 501375 nigelhorton-baker@seeda.co.uk

With support from:

- **Berkshire Improvement and Efficiency Partnership (BIEP)**
Tel: 07880-787007 Email: richard.tyndall@bracknell-forest.gov.uk
- **Slough Borough Council**
Tel: 01753 87 5847 Email: rafiq.chohan@slough.gov.uk
- **West Berkshire Council**
Tel: 01635 519685 Lee McQuade Email: lmcquade@westberks.gov.uk
- **Wokingham Borough Council**
Tel: 0118 974 6398 Email: Andrew.Nicholls@wokingham.gov.uk
- **Bracknell Forest Council**
Tel: 01344 355604 Email: Victor.Nicholls@Bracknell-Forest.gov.uk
- **Royal Borough of Windsor and Maidenhead**
Tel: 01628-796947 Email: Harjit.Hunjan@rbwm.gov.uk
- **Reading Borough Council and Reading UK CIC**
Tel: 0118 900 1622 Richard Byard Email: richard@livingreading.co.uk
- **Thames Valley Economic Partnership**
Tel: 0118 945 0040 Shaun Whittaker Email: shaun@thamesvalley.co.uk
- **Community Council for Berkshire**
Tel: 0118 961 2000 Email: Elaine.cook@ccberks.org.uk
- **SEEDA**
Tel: 01483 501375 Email: nigelhorton-baker@seeda.co.uk
- **GOSE**
Tel: 01483 882522 Email: chris.farthing@gose.gsi.gov.uk
- **Learning and Skills Council**
Tel: 07970 434916 Email: Jill.Goddard@lsc.gov.uk
- **Business Link Berkshire**
Tel: 01753 610003 Email: ronnie.epstein@businesslinkberkshire.co.uk
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Expert advice from the Local Futures Group

Tel: 020 7440 7360 Email: john.fisher@localfutures.com

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