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CHILTERN
District Council



CDC Services Overview Committee

Tuesday, 21st March, 2017 at 6.30 pm

**Large & Small Committee Room, King George V House, King George V Road,
Amersham**

S U P P L E M E N T A R Y A G E N D A

- 14 Economic Development Strategy Presentation (*Pages 3 - 18*)
- 15 Economic Development Strategy Action Plan (*Pages 19 - 32*)

Note: All Reports will be updated orally at the meeting if appropriate and may be supplemented by additional reports at the Chairman's discretion.

Membership: CDC Services Overview Committee

Councillors: J A Burton (Chairman)
L M Smith
D J Bray
E A Culverhouse
M Flys
A S Hardie
C J Jackson
P M Jones
S A Patel
C J Rouse
J J Rush
M W Titterington
N I Varley (Vice-Chairman)
E A Walsh

Date of next meeting – Wednesday, 14 June 2017

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Chiltern & South Bucks Economic Development Strategy

20 March 2017
21 March 2017

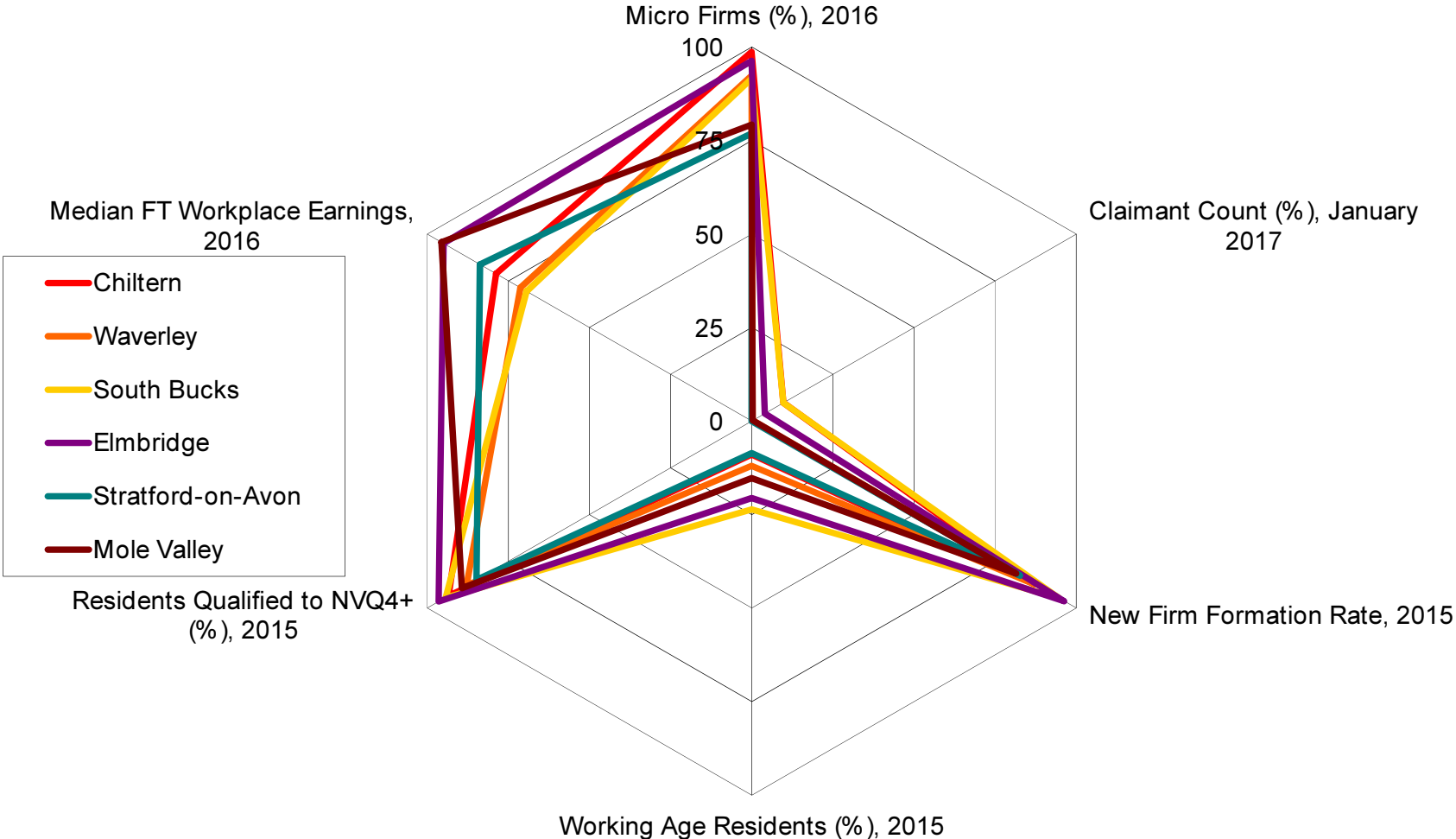
Vision

By 2026 the districts will be: “prosperous and diverse economies that encourage local employers and small businesses so we can protect the areas’ economy for the future and achieve a better balance between the jobs available and the people to fill them.”

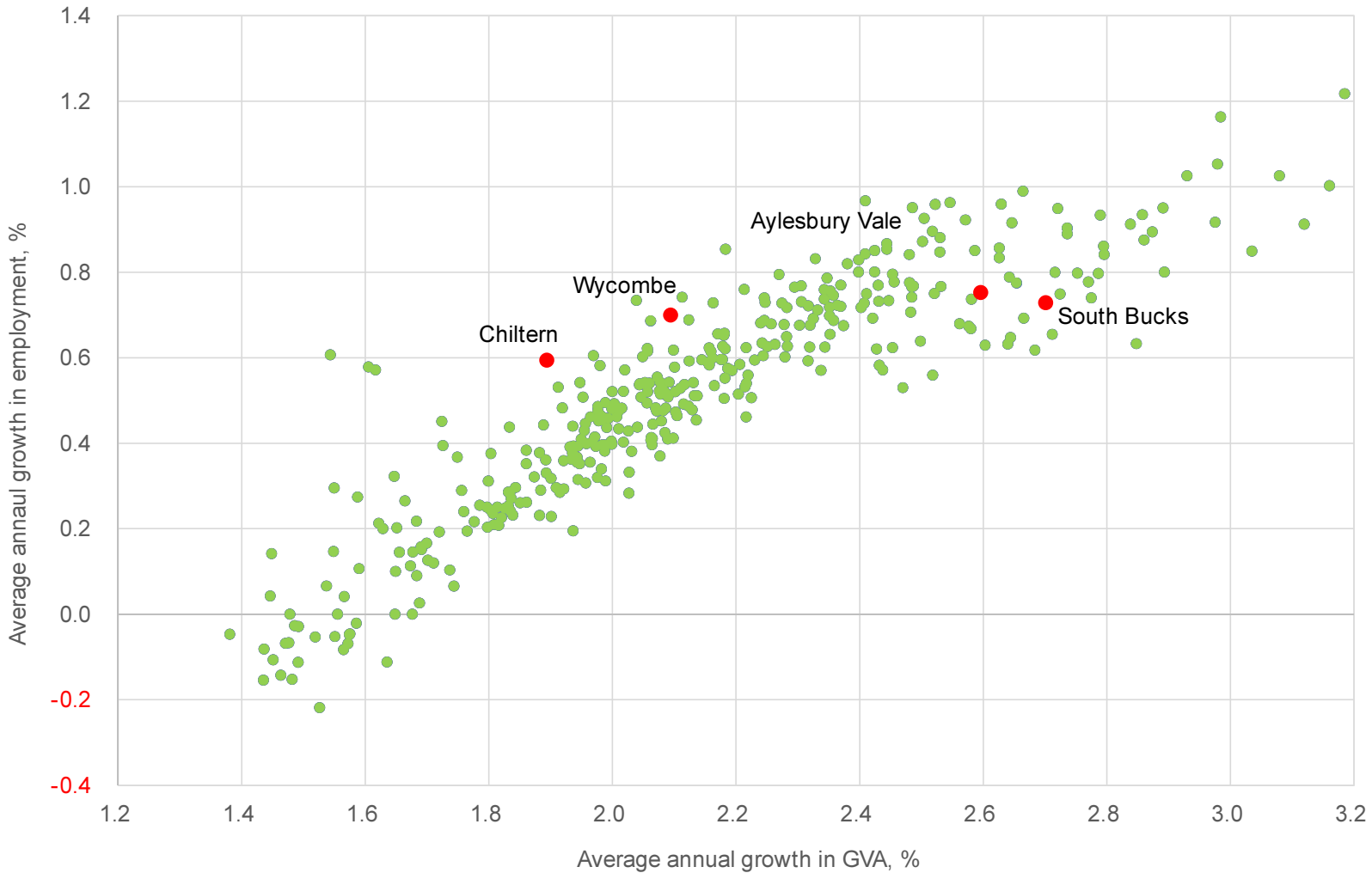
- Supporting the local economy to continue to thrive and provide local jobs for local people
- Identifying workforce skills and technological resources for tomorrow’s economy and encouraging their development

Overview

Page 5



Forecast growth, 2017-2026

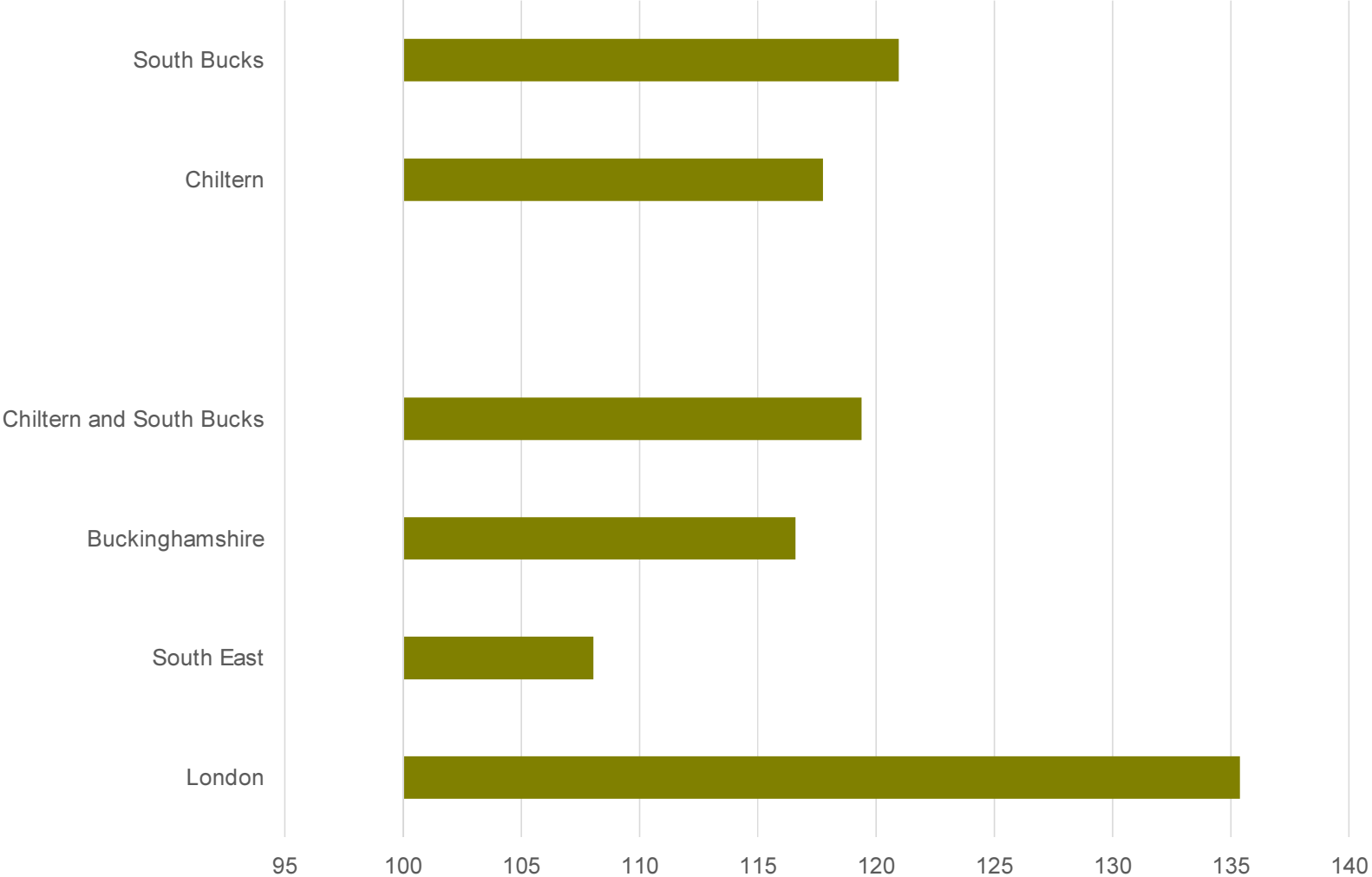


Source: Experian, Local Markets Forecast ©, 2017

Deprivation

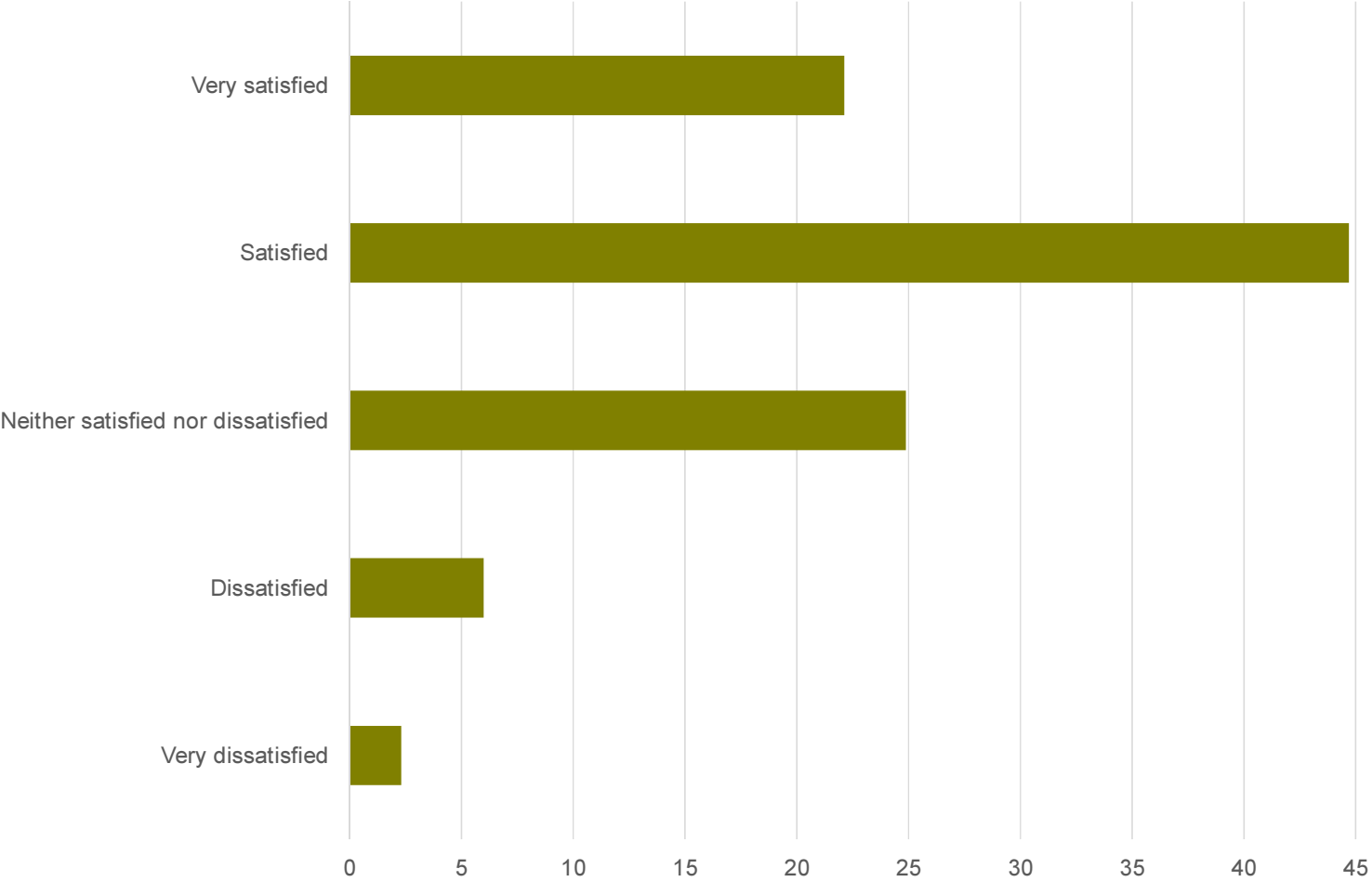
		Index of multiple deprivation	Income	Employment	Education, skills and training	Health deprivation	Crime	Barriers to housing and services	Living environment
Chiltern	Seer Green	100.0	98.6	98.1	99.1	99.9	82.6	97.4	98.2
	Austenwood	99.9	99.9	99.8	99.9	99.9	87.7	66.9	98.9
	Chesham Bois and Weedon Hill	99.9	99.8	99.8	99.9	99.9	93.4	61.0	98.2
	Great Missenden	99.8	93.9	97.2	98.4	99.6	74.1	82.9	88.0
	Amersham Common	98.5	93.8	89.4	96.1	96.7	77.9	63.2	95.0
	Chalfont St Giles	98.3	94.8	95.7	94.6	99.8	75.0	49.6	95.3
	Little Missenden	96.7	94.8	97.1	99.0	97.8	73.3	18.6	98.5
	Prestwood and Heath End	96.1	91.5	91.5	87.4	98.1	56.7	75.2	98.4
	Penn and Coleshill	95.8	99.4	99.6	98.3	99.9	81.4	13.6	95.3
	Holmer Green	95.3	87.9	91.2	78.6	90.9	57.6	64.3	98.7
	Central	95.2	85.4	82.8	84.9	89.3	48.1	97.0	89.8
	Amersham Town	94.9	86.1	89.7	93.9	98.6	76.3	26.4	89.8
	Little Chalfont	94.1	73.5	71.9	89.1	98.3	75.0	87.5	97.5
	Chalfont Common	94.0	90.5	72.0	96.0	84.4	49.3	87.5	98.7
	Hilltop and Townsend	93.2	87.0	86.1	82.8	95.0	63.5	69.9	75.0
	Gold Hill	92.6	68.1	69.3	81.0	98.1	37.2	94.7	95.8
	Ballinger, South Heath and Chartridge	87.4	99.4	97.8	97.1	99.7	76.7	6.8	53.6
	Amersham-on-the-Hill	82.3	53.2	60.0	86.7	88.7	43.9	87.1	93.2
	Ashley Green, Latimer and Chenies	79.2	95.2	95.2	92.9	99.1	60.1	7.0	39.9
	Cholesbury, The Lee and Bellingdon	77.3	99.1	96.5	97.9	99.9	65.9	3.8	37.3
	Asheridge Vale and Lowndes	73.6	59.2	57.5	61.2	87.1	39.4	60.6	97.4
	Newtown	73.4	53.8	54.4	50.3	87.5	59.2	84.0	77.5
	St Mary's and Waterside	51.0	38.3	35.9	39.5	81.5	34.0	48.7	76.5
Vale	50.2	28.5	36.1	30.7	87.2	15.7	95.6	88.6	
Ridgeway	37.9	17.2	24.2	13.1	75.6	41.7	90.0	99.1	
South Bucks	Gerrards Cross North	98.6	97.4	96.3	99.9	98.9	52.6	66.6	63.7
	Beaconsfield North	97.9	94.7	96.5	97.9	97.2	49.0	68.5	81.7
	Beaconsfield West	93.7	87.2	90.1	75.9	97.6	38.0	84.1	78.5
	Farnham Royal	93.5	80.2	92.9	90.8	97.6	31.0	70.7	88.0
	Gerrards Cross South	92.1	88.7	99.3	99.2	99.7	87.1	9.7	87.4
	Gerrards Cross East and Denham South West	83.9	74.9	93.2	69.2	99.5	76.6	13.7	72.3
	Beaconsfield South	83.0	72.1	80.1	80.9	97.3	22.1	48.1	86.9
	Stoke Poges	82.1	84.4	81.4	82.3	93.6	29.5	37.4	83.7
	Denham North	76.9	52.1	61.9	62.4	64.9	68.4	64.0	92.7
	Dorney and Burnham South	74.1	95.1	94.7	82.8	92.7	2.6	26.2	59.5
	Taplow	73.4	98.4	98.7	93.8	97.6	13.8	11.5	27.1
	Iver Heath	72.0	65.2	80.4	48.3	84.9	45.3	35.3	62.1
	Burnham Church	69.7	64.2	67.4	74.4	80.0	8.5	73.6	77.1
	Denham South	69.6	79.1	85.9	59.8	95.7	24.9	14.0	65.0
	Burnham Lent Rise	67.1	55.1	54.3	43.4	76.7	32.9	85.5	62.9
	Iver Village and Richings Park	64.8	60.9	71.5	47.2	80.2	21.1	56.5	57.0
	Hedgerley and Fulmer	64.7	71.5	83.7	83.1	88.6	13.2	13.5	49.5
	Burnham Beeches	63.5	94.2	84.6	89.8	99.2	4.9	10.3	43.5
Wexham and Iver West	40.5	60.6	65.7	34.2	89.7	4.2	10.7	50.6	

Output per job (UK=100)

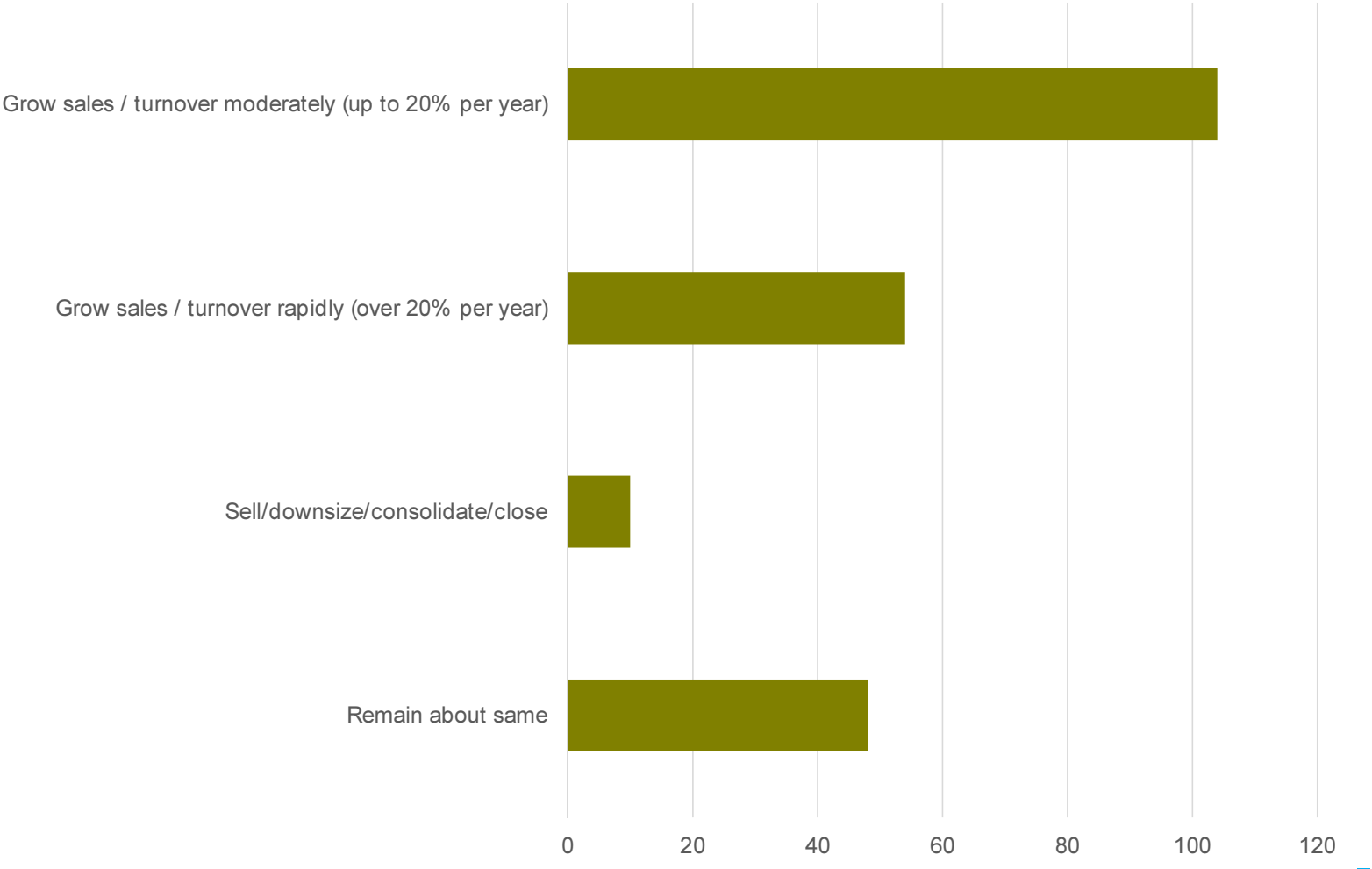


Source: Regional Accounts, ONS, 2016

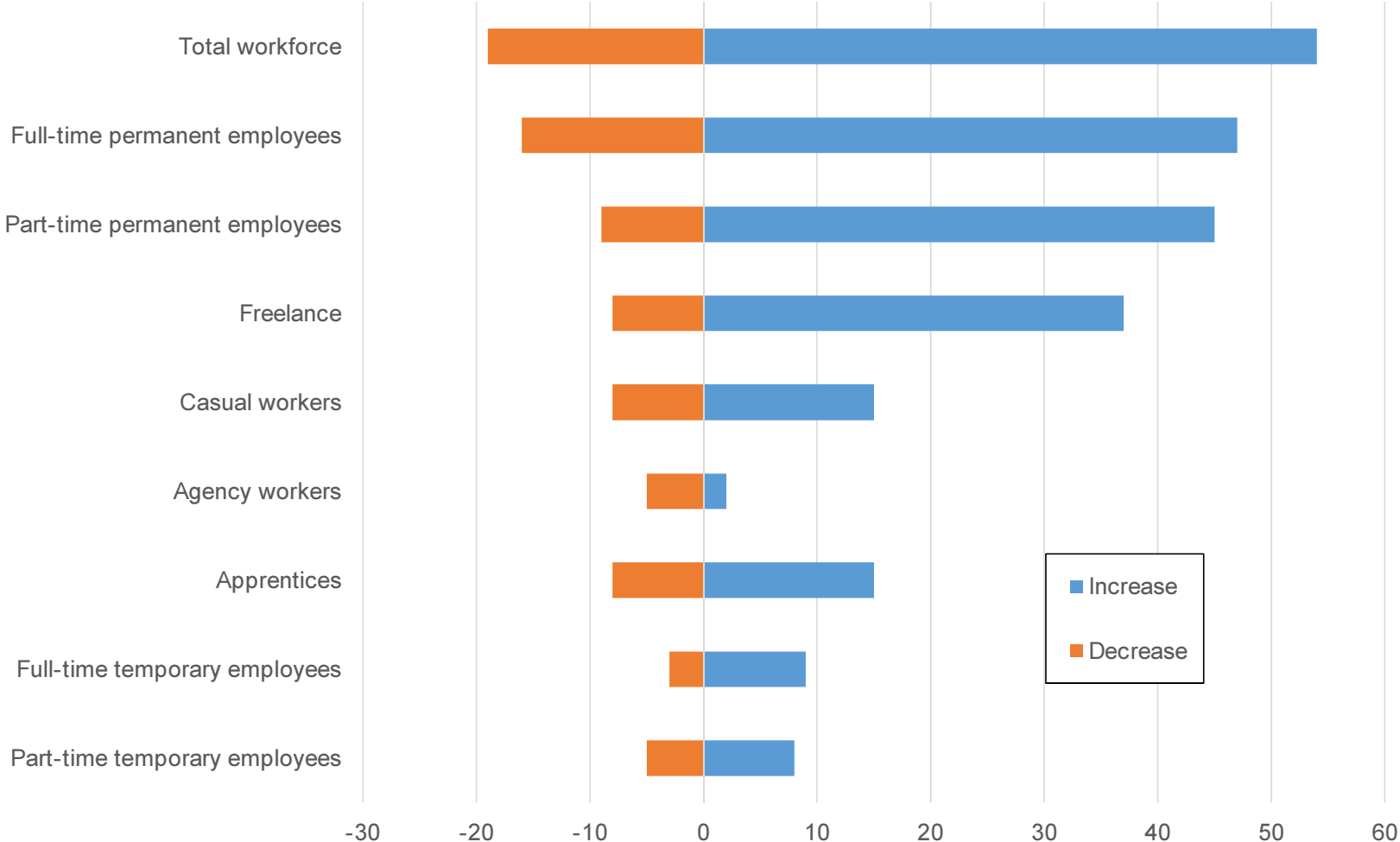
Satisfaction with Chiltern & South Bucks as a place to do business



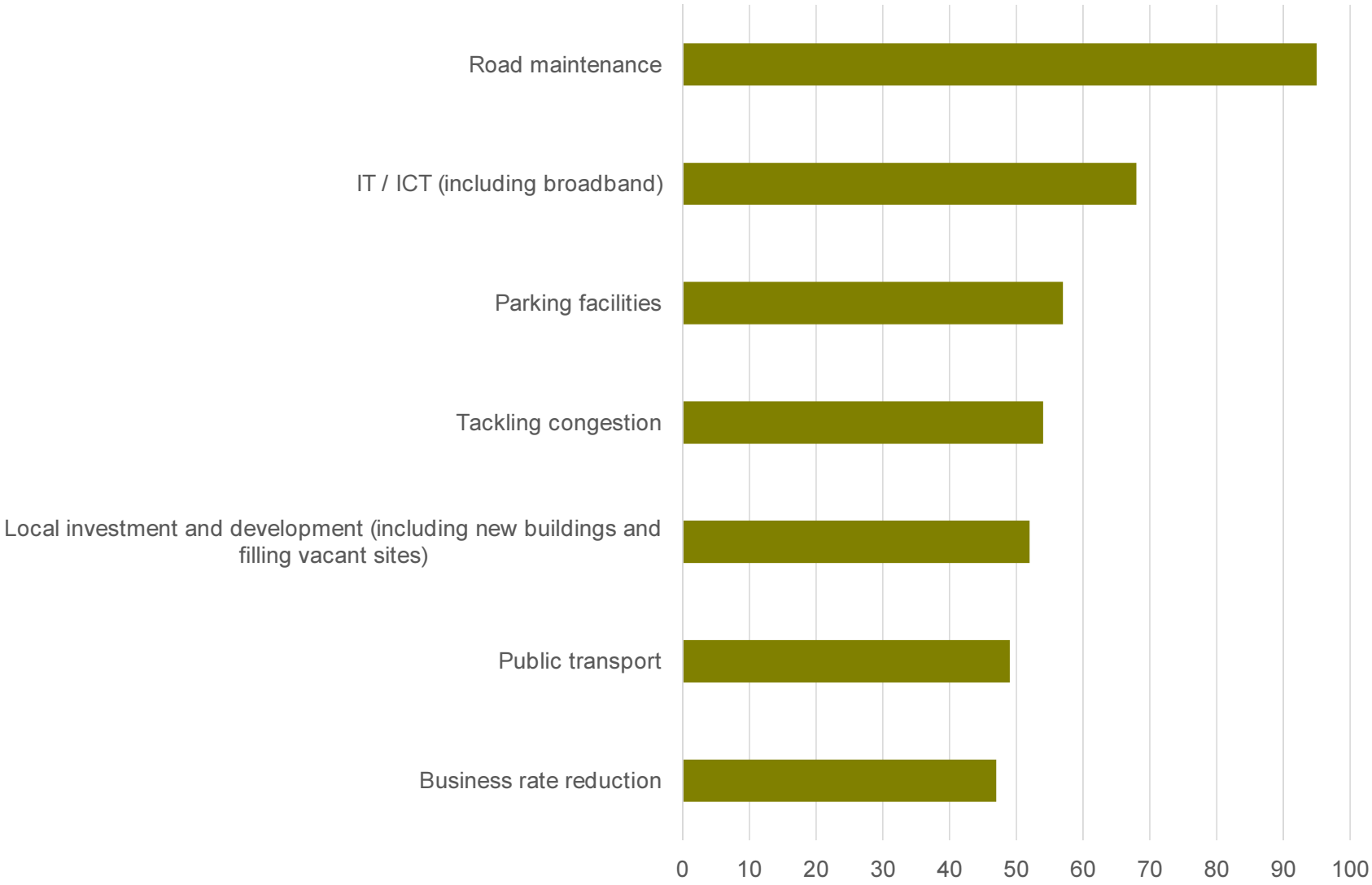
Business objectives



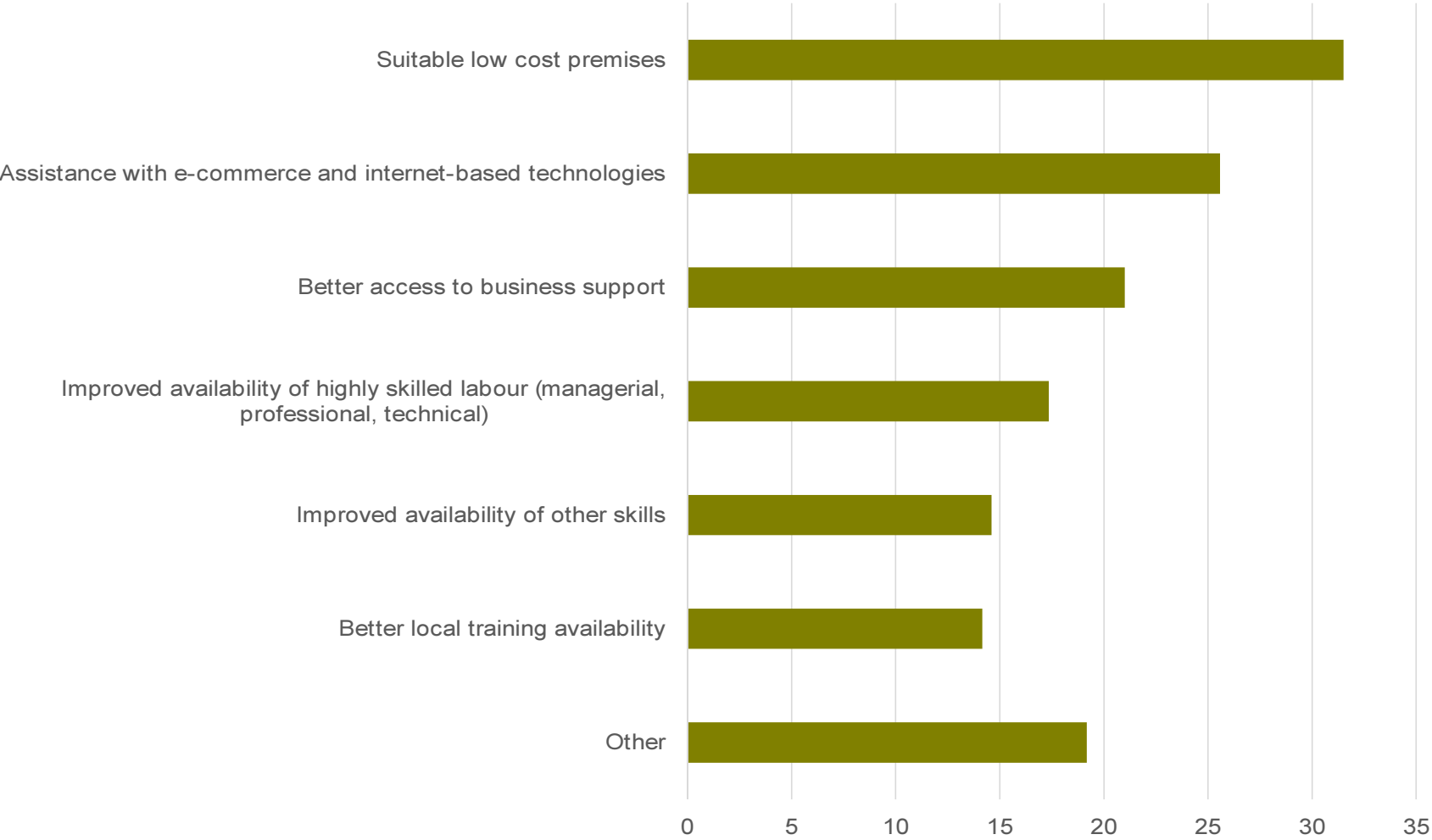
Staffing changes in the last year



Priorities for public investment



What would be beneficial to business?



Industrial Strategy

“For Britain to achieve its maximum prosperity, and for the economy to work for everyone, all parts of the country must be firing on all cylinders.

Simply put, there is considerable potential for cities, towns and areas whose performance has been lagging to catch up.”

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> Productivity Skilled workforce Communications Industrial structure skewed to growth sectors Low deprivation Natural environment Resilience Business support infrastructure 	<ul style="list-style-type: none"> Unbalanced industrial structure Lack of young people / ageing population Significant inequality Housing affordability Quality and choice of commercial property Price of commercial property
Opportunities	Threats
<ul style="list-style-type: none"> HS2 contracting Heathrow third runway – housing displaced business and future economic geography New Local Plan Strong presence in growth sectors Priorities set out in the Industrial Strategy Green Paper 	<ul style="list-style-type: none"> Diminishing employment floor space Cost of living high and rising Low value added to young people in deprived areas Labour market shortages Broadband coverage and speeds

Strategic Objectives

- 1) Connectivity
- 2) Enterprise and business growth
- 3) Space for business
- 4) Skills and employability
- 5) Tourism and town centres
- 6) Monitoring and review

Concluding remarks

- 1) Economic development from a position of strength
- 2) Sectors
- 3) Resourcing
- 4) Monitoring

ECONOMIC DEVELOPMENT STRATEGY – ACTION PLAN

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
6.1 Connectivity		
a	Broadband investment: continued investment in broadband with a focus on business and residential premises	<ul style="list-style-type: none"> • Joint Local Plan to consider inclusion of a policy to support broadband connection for new developments and the Infrastructure Delivery Schedule to consider broadband infrastructure requirements, delivery and funding. Scope to also consider funding opportunities through CIL if introduced and subject to other funding requirements. • Support Connected Counties Broadband project with officer attendance at Buckinghamshire Digital Infrastructure Group to ensure Digital requirements for Chiltern and South Bucks are prioritised at all levels within BT and BDUK incl: <ol style="list-style-type: none"> 1) options for gain share and claw back funding to support phases 2 and 3 of BDUK Programme 2) options for the delivery of the final 5%
b	Wireless / 5G investment: ensure essential outdoor mobile services – such as basic talk, text and data - are available throughout the districts	<ul style="list-style-type: none"> • Following the evaluation of the town centre Virgin media Super-Fast WiFi pilot in Chesham, officers will discuss with Virgin media the potential for further promotion and development of the scheme. • Through the Buckinghamshire Digital Infrastructure Group press Government for open source mapping of talk and digital connectivity throughout Bucks by end of 2017 • Identify opportunities to develop Town Centre wireless connectivity for all Chiltern

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<p>and South Bucks town centre locations, building on Chesham pilot project.</p> <ul style="list-style-type: none"> • Through engagement with Buckinghamshire Business First (BBF) encourage involvement of Chiltern and South Bucks app developers/ businesses to engage with 5G Test bed facility at Westcott
c	Transport: lobbying for enhancement and maintenance of the strategic road network	<p>Through membership of BTVLEP continue to press:</p> <ul style="list-style-type: none"> • The DfT for National Co-ordination of Major Infrastructure Investment at Iver . • For Delivery of £6.05m Local Growth Funding secured for A355 Improvement Scheme in Beaconsfield and also parts of Chiltern District. • Support for transport infrastructure funding/delivery to deliver highway improvements and to enable growth in the emerging Joint Local Plan/Infrastructure Delivery Schedule.
d	Support the improvement of north-south connectivity within Buckinghamshire to provide access to the opportunities for economic growth associated with housing growth and planned infrastructure improvements (including East West Rail and the Oxford Cambridge Expressway)	<ul style="list-style-type: none"> • Include relevant proposals and policies in the Joint Local Plan/Infrastructure Delivery Schedule and promote through Duty to Co-operate and other meetings (e.g. BPG) and involvement in other plans such as Local Transport Plans and adjacent local plans. • Support Bucks CC North South Strategic Review & Modelling to consider strategic improvements on A413 and to ensure strategic routes in the Chiltern / South Bucks area are incorporated into BCC Strategic Infrastructure Plan and England's Economic Heartland Investment Programme. • Seek to ensure transport mitigations and opportunities connected to Heathrow expansion affecting the districts are taken into account and where possible

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		delivered.
6.2 Enterprise and business growth		
a	<p>Business support: provision / promotion of business support activities to help businesses and aspiring businesses to grow and prosper. To include networking, training and signposting</p>	<ul style="list-style-type: none"> • Ensure Buckinghamshire Business First Growth Hub Services and events provided continue to be promoted via Chiltern and South Bucks DC Networks • BBF Growth Hub to be invited to present to Annual Business Forum. • Maintain register of business start-up and incubation facilities in the Chiltern and South Bucks Area. • Retain presence on Growth Hub Planning group 2017/18. • Partner with Bucks Business First and other stakeholders to ensure maximum leverage of additional funding to meet the priorities of Chiltern and South Bucks businesses and the local economy. • By 31 March 2018, provide a summary of growth businesses (scale ups) in the Districts. <p>Chiltern and South Bucks will further develop the provision of business advice and support to enable improved regulatory compliance to reduce the burdens on business. This will include;</p> <ul style="list-style-type: none"> • training and coaching to businesses on food and health and safety, • supporting business achieve higher ratings on the National Food Hygiene Rating system,

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> • improving business access to the Primary Authority scheme • Assisting businesses at risk of flooding to develop their Business Continuity Plans or mitigate the risks. • Work with businesses to assess navigate the complexity of regulatory services to provide business advice and assistance when seeking to develop and grow. <p>Work with partners to liaise with local employers to:</p> <ul style="list-style-type: none"> • Identify if employers are facing challenges in recruitment to due to problems in potential staff obtaining or retaining accommodation in Chiltern and South Bucks, • Develop package of housing advice and support that employers can use to assist staff in securing accommodation. • Identify opportunities to work in partnership with employers to bring forward initiatives to secure affordable accommodation for staff. • Promote small business rate relief and other government relief schemes available to new and existing non domestic rates payers. • Provision of information on business rates and reliefs for new businesses – ensure website includes information and signposting for new businesses. • Explore opportunities to engage with business groups and raise awareness of business rate issues. • Raise awareness of discretionary rate relief policy where discretionary rate

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<p>relief/hardship relief can be applied for if the new business is considered to generate positive economic impact in the community in terms of employment etc.</p> <ul style="list-style-type: none"> • Council website to be updated to ensure information is readily accessible, with clear sign posting to other advisory and support services.
b	Incubation space: provision / promotion of incubation space for growing businesses	<ul style="list-style-type: none"> • Include proposals and policies in the Joint Local Plan including exploring scope for the provision of an Innovation Centre and consider development enabling opportunities to deliver investment and support external funding bids. • Liaise with commercial developers using council powers wherever possible to ensure appropriate sites are protected and developed for new business incubation opportunities. • Consider use of CDC/SBDC owned premises and other public buildings in the districts as small business incubation and hatchery facilities. • Promote commercial incubation and hatchery facilities currently available within the districts. • Explore the potential to develop a creative hub for small business in Chesham involving local artists and designers.. • Identify opportunities to award discretionary rate relief in these cases.
c	Ensure public sector procurement opportunities are made available to local businesses	<ul style="list-style-type: none"> • Promote opportunities for local business. <p><u>For Contracts with an Estimated Spend of over £25k</u></p>

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> • The CDC / SBDC Contract Procedure Rules already require these tender opportunities to be advertised on the National free 'Contacts Finder' Website https://www.gov.uk/contracts-finder • This permits anyone, be it local, national or international, to register an interest in these tender opportunities. • We will review the CDC / SBDC websites to ensure the 'Doing Business with the Council' page http://www.chiltern.gov.uk/business is easy to find and cross references to the Contracts Finder Website. <p><u>For Contracts with an Estimated Spend of under £25k</u></p> <ul style="list-style-type: none"> • Ensure Contract Opportunities from National Infrastructure Projects including HS2 & Heathrow Expansion are promoted to Chiltern and South Bucks Districts via local opportunities workshops and Buckinghamshire Business First. • We will consider amending the CDC / SBDC Contracts Procedure Rules to require officers to actively consider local suppliers who would be able to meet our requirements and if so, include at least one local supplier when seeking quotations where possible. (The Business Directory available at www.bbf.uk.com will be useful in this regard).
d	Promote sectors where Chiltern and South Bucks have strengths in nationally significant sectors to ensure the districts are not overlooked as the Industrial Strategy develops and associated resources can be used to benefit the local economy	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework to support key sector development. • Participate in the BTVLEP Industrial Strategy Think Tank event on 30 March 2017.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
e	Promote / provide finance for businesses, particularly those with high growth potential	<ul style="list-style-type: none"> • Promote the support available from the BBF Growth Hub which will signpost to known sources of funding including Start Up loans, Crowd Funding and the Business Bank. • Continue to deliver over £1M in financial support to households through grants and loan funding, enabling local traders to deliver, improve, maintain or repair properties
f	Maintain dialogue with large employers	<ul style="list-style-type: none"> • Seek to engage with local employers through the preparation, monitoring and review of the Joint Local Plan and other planning policy related documents. • Develop a business support feedback mechanism and central repository for all SBDC/CDC Officer and Member Discussions with major employers in the district. • Support employers through the Chamber of Trades or through business focus groups. • Support business think tank events and Business Leaders Dinners organised by BTVLEP / BBF in the Chiltern and South Bucks Area.
6.3 Space for business		
a	Planning for a portfolio of premises to meet the current and future needs of businesses by size and sector, including changes brought about by the advance of the <i>digital</i> industries and facilitating the co-location of complementary small scale commercial activity	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework and proposals. • In reviewing the Councils' Asset Management Plans in future consider how the Councils' can support the aspirations contained within the economic development strategy.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
b	Provide or plan for smaller office units of up to 400m ²	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework and proposals. • Review of Councils' use of office space with a view to making available that which is surplus to requirements.
c	Promote or bring forward prestigious offices for head office functions and to attract businesses displaced by Heathrow expansion.	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework and proposals. • Consider awards of discretionary rate relief to encourage re- location because of local positive impact • Support Inward Investment activity carried out by BTVLEP and BBF
d	Promote the efficient use of employment land and buildings, enabling new ways of working, supporting the use of new technologies and promoting developments that build on the strengths of the local economy.	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework. • Support partner Digital and Innovation programmes of work
e	Promote / provide inward investment to make the most of the local connectivity, to supplement enterprise driven employment growth and widen the range of jobs available locally	<ul style="list-style-type: none"> • Promotion of inward investment to be supported by Joint Local Plan objectives and policies/proposals where relevant. • Engage with Partner Inward Invest activity. • Develop Chiltern and South Bucks propositions . • Promote through the LEP, Bucks Advantage and BBF .

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> Support the Revitalisation Groups to undertake local visitor strategies to enable improved opportunities for the local high street and tourist centres.
f	Promotion of Live work units	<ul style="list-style-type: none"> Consider appropriate opportunities/policy through the Joint Local Plan.
g	Protect the natural environment and landscape to support those businesses that rely upon it and help attract business investment	<ul style="list-style-type: none"> Core Joint Local Plan objective, delivered through Sustainability Appraisal, Habitat Regulation Assessment, evidence base documents, plan policies and proposals and Infrastructure Delivery Schedule. Support community groups to invest and protect the important open spaces in the district. Invest in the delivery of the Open Spaces Strategy to enable quality access at low cost. Remediate contaminated land through the planning process. Improve access to the open spaces through improving cycle ways and supporting green travel. Explore the opportunities to invest in the leisure infrastructure enabling improved access to leisure. Support the work of the NEP –Natural Environment Partnership. Work with stakeholders to minimise damage caused by major infrastructure projects. Promote the Leader Programme providing grant funding to rural based businesses.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> Promote the LEP's EAFRD grant funding programme for businesses in food processing, rural business development, and rural tourism infrastructure.
6.4 Skills and employability		
a	Provide/support services that forge links between employers and educators, in order to enable young people to become more work ready through greater employer involvement and to ensure they gain the right skills for the local growth sectors.	<ul style="list-style-type: none"> Work with the BTVLEP's Skills Hub and their programme to support educators and employers link up through their programme called Opps in Bucks which seeks to bring together the two stakeholders so that employer engagement needs are met through work experience, careers talks, apprenticeship opportunities, part time paid for work, etc. Work with Council leisure providers to maximise the number of apprentices employed and trained through their coaching programme. Seek funding opportunities to support the Young Entrepreneur Project to enable participants to be better prepared to establish their own small businesses.
b	Provide/support services that directly connect local businesses and young people in work experience and apprenticeship opportunities, as well as full and part-time employment	<ul style="list-style-type: none"> Consider appropriate measures in the Local Plan to promote local employment and Apprenticeship training opportunities linked to development. Work with the BTVLEP's Skills Hub and their programme to support young people into their first jobs through their new website offerings called Opps in Bucks and Wannabe. The latter being specifically designed to promote work opportunities whether they are paid for, work experience or apprenticeships at all levels. Work with Council leisure providers to maximise the number of apprentices employed and trained through its coaching programme.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
c	Promotion of apprenticeships and vacation routes to employment	<ul style="list-style-type: none"> • To work with the BTVLEP’s Skills Hub to develop the Apprenticeship Strategy for the county and to work with them to promote apprenticeships and to support the apprenticeship levy for those employers who are required to pay it. • Work with Council leisure providers to maximise the number of apprentices employed and trained through its coaching programme.
d	Promotion of youth enterprise as a route into employment	<ul style="list-style-type: none"> • Seek funding opportunities to support the Young Entrepreneur Project to enable participants to be better prepared to establish their own small businesses. • Work with the BTVLEP’s Skills Hub with the on-going coordination and roll out of the county’s Enterprise Adviser network which is currently working with 37/38 of the county’s schools.
e	Provision/support schemes to help older workers remain economically active	<ul style="list-style-type: none"> • Through BBF and the Skills Hub encourage apprenticeship levy paying employers to promote apprenticeships to their older workers. • Work with the voluntary sector to enable opportunities for older workers to learn new skills or to maintain current skills. • Supporting older workers to remain fit and healthy through the exercise referral, outreach and club sports programme with Council leisure providers.
6.5 Tourism and town centres		
a	Promotion / support for tourism uses in rural areas to help convert day visits to overnight stays, with the associated uplift in local spending	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework. • Develop a Heritage Strategy and conservation area appraisal/actions to protect, enhance and support awareness and interpretation of important heritage assets

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<p>and areas.</p> <ul style="list-style-type: none"> • Actively engage with and promote Visit Buckinghamshire which is the Destination Management organisation for Buckinghamshire which has a strong emphasis on Market Towns, Food and Drink and historic landscape. • Promote BBF’s LEADER grant funding programme and EAFRD grants for rural businesses in the tourism sector – both grant programmes delivering job outcomes. • Support Visit Buckinghamshire to develop a new tourism strategy for the county. • Work with local business and community organisations to develop a range of festivals including; educational, young people, literacy, food, and music festivals in the district. • Support pubs and local venues to widen their offer to support food sales through the delivery of business advice and assistance. • Develop Tourism page on website with links to other sources of local information.
b	<p>Enhance the competitiveness and vitality of town centres so they continue and develop as places of employment and commerce with a varied retail offer complementing their leisure and recreation and cultural offers</p>	<ul style="list-style-type: none"> • Ensure the Joint Local Plan provides the right planning policy framework and proposals including a review of town centre boundaries and primary/secondary shopping frontages and consideration of funding opportunities linked to development to support public realm and other town centre enhancements. • Develop a Heritage Strategy and conservation area appraisal/actions to protect, enhance and support awareness and interpretation of important town centre heritage assets.

No.	Description of Objective (extracts from the Economic Development Strategy document)	Action
		<ul style="list-style-type: none"> Support the revitalisations groups deliver on the community plan actions, small business Saturday, Christmas lighting events, improving local information and infrastructure.
c	Support for tourism businesses to recruit and grow, providing jobs well aligned with local labour supply.	<ul style="list-style-type: none"> Identify the potential skill shortages arising from the impact of Brexit and work with local employers and educators to deliver training to younger and older people (nationally 80% of hospitality workers are from migrant labour) Promote BBF's LEADER grant funding programme and EAFRD grants for rural businesses in the tourism sector – both grant programmes delivering job outcomes. Promote the support from BTVLEP Skills Hub to attract young recruits – apprentices / work experience. Promote BBF's new 'Virtual Adviser tool which helps to diagnose a business's skills gaps and enables brokerage to appropriate support.
6.6 Monitoring and review		
a	Progress against these strategic objectives to be periodically measured and presented for discussion	<ul style="list-style-type: none"> Joint Local Plan elements to be included where relevant in the Authority's Monitoring Reports. Actions identified to be incorporated into annual service plans, and progress monitored and reviewed to determine impact.

