

BRACKNELL FOREST  
ECONOMIC STRATEGY  
ACTION PLAN

2024

2034



Action Plan  
January 2024

## Table of Contents

<b>Introduction</b> .....	1
<b>Objectives</b> .....	1
<b>Action Plan Theme 1: Economic Performance:</b> .....	3
<b>Action Plan Theme 2: Business Competitiveness</b> .....	6
<b>Action Plan Theme 3: People, work and wellbeing</b> .....	10
<b>Action Plan Theme 4: Place, climate change, infrastructure and connectivity</b> .....	14

## Introduction

This action plan accompanies the Bracknell Forest Economic Strategy 2024-2034. The Economic Strategy uses a balanced scorecard approach to assess the strengths and limitations of the Bracknell Forest economy and for managing the delivery of the Economic Strategy 2024-34.

The focus of the Economic Strategy 2024-34 is the performance of the Bracknell Forest economy which, at local level, is determined by three main contributory factors: business competitiveness; people, work and wellbeing; and infrastructure & connectivity. Together with economic performance, these contributory factors or themes make up the balanced scorecard for the Economic Strategy 2024-34 and action plan. *Figure 1*

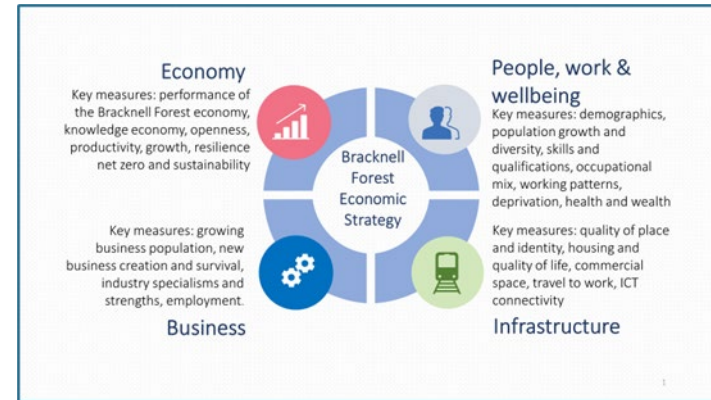


Figure 1 The balanced scorecard for the Bracknell Forest Economic Strategy

## Objectives

The main objectives under each theme are as follows:

1. **Economic performance:** Improve Bracknell Forest's economic performance, particularly declining productivity, and knowledge-intensity. Protect Bracknell Forest against losses of key foreign owned businesses and improve Foreign Direct Investment (FDI).
2. **Business competitiveness:** Reverse the decline in the business floorspace stock, improve business competitiveness and resilience, including business start-up and survival rates, conserve and grow the knowledge economy e.g. *Information & Communications* (ICT) and regional specialisms such as *Film & TV*, support growth companies, the large employers of the future.
3. **People, work and wellbeing:** Address Bracknell Forest's skills profile through both supply and demand side measures (e.g. management and leadership to drive up skills demand in small and medium sized enterprises (SMEs), enable local, well-paid, secure employment for local people.

4. **Place, climate change, infrastructure, and connectivity:** promote Bracknell Forest’s many advantages as a business and residential location, and commitment to achieving net zero. Ensure supply matches demand for employment space and housing, maintain good connectivity and environmental sustainability.

The action plan, which should be read in conjunction with the Economic Strategy and contains, under each theme:

- the current state
- the target state
- key metrics
- priorities for action
- timescales
- lead officer and partners.

## Glossary of abbreviations

Abbreviation	Term
AL	Activate Learning
BGH	Berkshire Growth Hub
BID	Bracknell Business Improvement District
BPB	Berkshire Prosperity Board
DBT	Department of Business and Trade
DWP	Department of Work and Pensions
EN	Enterprise Nation
ESPD	Economic and Skills Development Partnership
FDI	Foreign Direct Investment
FEA	The Bracknell Forest Functional Economic Area
FSB	Federation of Small Business
GDHI	General Disposable Household Income
GVA	Gross Value Added
HBS	Henley Business School
ICT	Information and communications technology
KE	Knowledge economy
LAA	Local Authority Area
LSIP	Learning and Skills Investment Plan
LVEP	Local Visitor Economy Partnership
MICE	Meetings, Incentives, Conferences and Exhibitions
NVQ	National Vocational Qualification
ONS	Office for National Statistics
R&D	Research and Development
TSE	Tourism South East
TVC	Thames Valley Chamber of Commerce
VE	Visit England
WAP	Working Age Population

## Action Plan Theme 1: Economic Performance:

**Indicators: E.P.: Competitiveness; E.P.2: Productivity; E.P.3: Knowledge economy and specialisation; E.P.4: Internationalisation**

Indicator	Current state	Target State	Metric
E.P.1. Competitiveness	Bracknell Forest benefits from its strategic location in the prosperous South East and is a popular business location, at the heart of two important growth corridors, with good international connectivity. However, according to both the UK Competitiveness Index and the Legatum Institute's Prosperity Index 2023, Bracknell Forest does not perform as well on overall competitiveness as the other Local Authority Areas (LAAs) in the Bracknell Forest Functional Economic Area (FEA). In particular, it rates less well on investment conditions and negatively on enterprise environment.	Bracknell Forest scores as well on the UKCI as the best performing Local Authority Areas in the Functional Economic Area	Improved position in the UK Competitiveness Index 2030 Legatum Institute Prosperity Index 2030

Indicator	Priority action	Timescale	Lead officer / partners
E.P.1. Competitiveness	E.P.1.1. Identify the underlying weaknesses in enterprise conditions, e.g. investment capital availability, and enterprise environment e.g. ease with which businesses can start up and grow. Through regular business liaison and dialogue with local agents and business representatives.	By April 2025	Head of Economic Development and Regeneration (HEDR) BGH, Banks, TVC /FSB, and other business representative organisations
	E.P.1.2 Target available financial support and business support, identify and plan how to fill gaps.	By April 2025	
	E.P.1.3 Work with partners and Central Government to identify funding opportunities to support business to meet needs. Actively monitor .gov.uk releases, register with appropriate departments such as Innovate UK. (See also B.C.1.1. & B.C.2.2.)	Ongoing	
	E.p.1.4 Seek to ensure Bracknell Forest is an attractive location for businesses through a business-friendly planning environment		

Indicator	Current state	Target State	Metric
E.P.2. Productivity	Bracknell Forest's productivity performance is a cause for concern. The analysis indicates that there is a lack of resilience to economic shocks such as the Covid-19 pandemic and the economy is not recovering as rapidly as those of neighbouring areas. This is in spite of the presence of large companies and high levels of internationalisation which would normally result in higher productivity. The causes are likely to include an over representation of less productive sectors e.g. <i>Warehousing</i> , as well as management and skills issues.	Bracknell Forest's productivity is growing on an annual basis	GVA per job matches that of the best Local Authority areas in the FEA 2034

Indicator	Priority action	Timescale	Lead officer /partners
E.P.2. Productivity	E.P.2.1. Carry out or commission research into innovation and investment readiness of SMEs in high productivity sectors e.g. <i>Advanced Manufacturing</i> . (See also E.P.1.3. & B.C.1.1.)	By April 2025	Head of Economic Development and Regeneration BGH/ HBS/ESDP/ALTVC, FSB/Central Government/others
	E.P.2.2. Work with partners to encourage investment in management and leadership skills in SMEs to drive up productivity. (See also P.W.W.2.2.)	Begin April 2024	
	E.P.2.3. Using new planning policies and an effective business liaison programme provide the right conditions to encourage more productive, knowledge economy/ high productivity businesses to locate in Bracknell Forest. (See also P.CC.I.C.1.3.)	Ongoing	

Indicator	Current state	Target State	Metric
E.P.3. Knowledge economy and specialisation	Bracknell Forest's knowledge economy is smaller than that of the comparator areas and neighbouring local authorities and appears to be declining. There is some degree of specialisation which could indicate the presence of nascent clusters, e.g. <i>Film &amp; TV, Scientific R&amp;D</i> . These are not confined to Bracknell Forest but extend across neighbouring LAAs. Potential to host the supply chain rather than actual studios.	Knowledge economy matches the best LAA in the FEA	Percentage of KE businesses matches best in FEA by 2030

Indicator	Priority action	Timescale	Lead officer / partners
E.P.3. Knowledge economy and specialisation	E.P.3.1. Monitor knowledge economy to ascertain whether recent losses are temporary or ongoing and, in particular, recent losses of large knowledge economy companies e.g. ICT. Tracked through local business intelligence, Department for Business and Trade, Non-Domestic Business rating records.	April 2024 to March 2025	Head of Economic Development and Regeneration, BGH / LAAs in the FEA HBS /ESDP/ others
	E.P.3.2. Track companies in the KE specialisms <i>Scientific R&amp;D, Computer Programming, Head Office &amp; Management Consultancy Activities, Information Services</i> and <i>Film &amp;TV</i> and work with these businesses and partners in the wider area to understand what would help to retain and embed them in the sub-region. (See also: B.C.5.1.)	By April 2025	
	E.P.3.3. Build networks of knowledge and innovation across the FEA, through partner engagement, interaction with bodies such as Innovate UK and appropriate higher education institutions.	April 2025 onward	

Indicator	Current state	Target State	Metric
E.P.4. Internationalisation	Bracknell Forest's levels of internationalisation are high; it has the second highest level of companies in foreign ownership and the highest percentage of employment in foreign-owned companies among the Berkshire LAAs. This puts Bracknell Forest at risk of outward migration of companies and jobs, should the benefits of staying in the South East or the UK seem insufficiently attractive in future. Furthermore, although foreign-owned companies are more likely to trade and, hence, be more productive, the benefits do not appear to be feeding through to the local economy. Recently, Foreign Direct Investment (FDI) activity in Bracknell Forest has been low.	Bracknell Forest retains all current internationally owned companies and increases FDI rates.	No. of foreign owned 250+ companies, steady state until 2028. Increased by 10 by 2034. Five year FDI rates doubled.

Indicator	Priority action	Timescale	Lead officer/ partners
E.P.4. Internationalisation	E.P.4.1. Track levels of foreign ownership and FDI. Focus on retention of large, foreign-owned businesses and ensure that they have the right conditions to remain in Bracknell Forest.	Begin April 2024	Head of Economic Development and Regeneration/ Comms/ DBT / /ESDP/BPB
	E.P.4.2. Promote the benefits of locating in Bracknell Forest and work with Department for Business and Trade (DBT) and the Berkshire Prosperity Board to land more FDI projects. Creating up to date promotional material that can be supplied to Businesses and Government agencies	Commence Jan 2024	

## Action Plan Theme 2: Business Competitiveness

**B.C.1: Business growth; B.C.2: Business creation and survival; B.C.3: Business size structure; B.C.4: Key industries and sectoral shift; B.C.5: Information and Communications; B.C.6: The visitor economy**

Indicator	Current state	Target State	Metric
B.C.1. Business growth	A growing business population is an indicator of an area's attractiveness as a business location as well as the entrepreneurialism of its people and the resilience of its businesses. The business population in Bracknell Forest has declined by 1.92% between 2018 and 2022. Slow growth before the pandemic was followed by losses during and since, indicating a potential lack of resilience.	A growing and resilient business base	Business growth rate to match the best of the LAAs in the FEA by 2028

Indicator	Priority action	Timescale	Lead officer /partners
B.C.1. Business growth,	B.C.1.1. Work with partners such as the Growth Hub to target business support on SMEs in the most important sectors retain and grow in Bracknell Forest e.g. <i>ICT, Professional, Scientific &amp; Technical, Arts Entertainment &amp; Recreation</i> . Organise sector specific events with targeted support. (See also: E.P.1.3 & E.P.2.1)	From April 2024	Head of Economic Development and Regeneration/ BGH
	B.C.1.2. Monitor business growth/decline and analyse causes e.g. economic shocks, birth/death/churn rates, out migration, low start-up rates, barriers e.g. premises, skills in Bracknell Forest and the Functional Economic Area ). Utilise a combination of official statistics (ONS) supplemented by any specific local data to create a benchmark to monitor against, ideally annually but in-line with ONS release schedule.	From Jan 2024	
	B.C.1.3. Create a pan Bracknell Forest economic partnership with parish and town council representation to harness local knowledge and commitment	Autumn 2024	
	B.C.1.4. Continue to support local retail initiatives through the UK Shared Prosperity Investment Plan	Ongoing	

Indicator	Current state	Target State	Metric
B.C.2. Business creation and survival	Bracknell Forest's rate of business creation per 10,000 WAP has been significantly lower than the comparator areas over time and has declined markedly since 2017. Both 4- and 5-year survival rates are lower than in the comparator areas.	Entrepreneurial and dynamic local economy	Business births per 10,000 WAP to match the best in the FEA

Indicator	Priority action	Timescale	Lead officer /partners
B.C.2. Business creation and survival	B.C.2.1. Engage with large companies and those in the Bracknell BID area to map local supply chains and identify gaps which local companies might fill. (See also: B.C.3.2.)	April to October 2024	Head of Economic Development and

Indicator	Priority action	Timescale	Lead officer /partners
	B.C.2.2. Increase business start-up support and support new businesses, particularly in local supply chains where there are local gaps. Work with Berkshire Growth Hub, Chambers, FSB and external bodies such as Enterprise Nation. Monitor central Government start-up initiatives. Commercial sponsors such as banks and tech companies e.g. Google Garage. Draw on the knowledge of the town and parish councils to understand local economies. (See also: E.P.1.2. & E.P.1.3. & P.CC.I.C.4.2.)	April 2025 onward	Regeneration /Comms/BGH /Bracknell BID/ESDP/EN and others
	B.C.2.3. Publicise new businesses supported and promote a culture of entrepreneurship in Bracknell Forest. Council PR & comms, social media, magazine, attendance at business events, partner and stakeholder comms.	April 2026 onward	

Indicator	Current state	Target State	Metric
B.C.3. Business size structure	Bracknell Forest benefits from having higher percentages of medium and large companies who are major sources of local employment. However, this leaves Bracknell Forest open to potentially heavy losses of local jobs, if big companies were to downsize or relocate. Companies in the £1-5m turnover brackets have been shown to be where fast growth companies can be found but percentages in this turnover bracket are lower in Bracknell Forest than in the other LAAs in the FEA.	Medium and large companies are embedded in BF & fast growth companies are increasing	No. and percentages of companies 250+ / 50-249 employees & £1m-£5m turnover are steady/ growing.

Indicator	Priority action	Timescale	Lead officer / partners
B.C.3. Business size structure	B.C.3.1. Produce annual risk assessment for large companies and identify any at risk of relocation/downsizing. (See also: P.W.W.3.1. & P.W.W.3.2.)	From April 2024	Head of Economic Development and Regeneration /Communications team/Bracknell BID
	B.C.3.2. Through the business liaison programme of active engagement continue to build relationships with large companies to understand and address any issues e.g. recruitment, planning, try to address any concerns and make sure they are positive about Bracknell Forest. (See also: B.C.2.1. & B.C.3.2.)	From April 2024	
	B.C.3.3. Utilise local and commercial datasets to map and build relationships with SMEs in the £1m-£5m turnover bracket to understand their needs e.g. finance, innovation support and help to develop the next generation of fast growth companies. (See also: E.P.2.1. & E.P.2.2.)	From April 2025	Some outsourcing maybe required.
	B.C.3.4. Continue to ensure that the local planning regime supports business growth and retention through the Bracknell Forest Local Plan		



Indicator	Current state	Target State	Metric
B.C.4. Key industries and sectoral shift	<i>Information &amp; Communications, Professional Scientific &amp; Technical, and Arts Entertainment &amp; Recreation</i> have all lost share in Bracknell Forest in the last five years, while <i>Construction, Transport and Motor Trades</i> have all increased making the business structure less knowledge-intensive, less productive and less environmentally sustainable.	A sustainable and productive knowledge intensive economy	Percentage of businesses in key sectors matches FEA best by 2034

Indicator	Priority action	Timescale	Lead officer / partners
B.C.4. Key industries and sectoral shift	B.C.4.1. Work with Partners to develop a <b>local industrial strategy and action plan</b> for Bracknell Forest to ensure it retains its position as a location for knowledge-based businesses. This could include building on nascent clusters e.g. <i>Scientific R&amp;D</i> and <i>Film &amp; T.V.</i> and <i>Medical Devices</i> as well as developing local supply chains, management and leadership, local workforce skills and boosting innovation. (See also: P.W.W.3.2.)	Begin Industrial Strategy April 2024. Implementation 2025 onwards	Head of Economic Development and Regeneration/ESDP

Indicator	Current state	Target State	Metric
B.C.5. Information & Communications	B.C.5.1. Bracknell Forest, known for being a location for ICT businesses, seems to be losing share of these industries while other LAAs nearby are doing much better, e.g. Wokingham. Bracknell Forest could exploit niches in the creative digital IT subsectors where it seems to have a strength, e.g. <i>Publishing, Broadcasting</i> and nearby <i>Film &amp; TV</i> sectors	Bracknell Forest is the leading location for ICT businesses	Percentage of ICT businesses, digital creative matches FEA best 2030

Indicator	Priority action	Timescale	Lead officer / partners
B.C.5. Information & Communications	B.C.5.1. Support <i>Publishing, Broadcasting and Film &amp; TV</i> sectors, particularly SMEs, working with other Berkshire authorities, LEP and Film Berkshire. (See also: E.P.3.1. & E.P.3.2. & E.P.3.3.)	From April 2025	Head of Economic Development and Regeneration / BGH/ LAAs in the FEA /HBS /Berkshire Film Office

Indicator	Current state	Target State	Metric
B.C.6. The Visitor Economy	Bracknell Forest has mainly day visitor tourism. The relatively small percentage of overnights stays tend to be business-related and is predominantly the meetings, incentives, conferences, and exhibitions (MICE) sector. This may be adversely affected if key companies downsize or relocate.	Bracknell Forest has a thriving day trip visitor economy and is a popular MICE location for business	No. of day visits and overnight business visits increased by 15% by 2028 (VE data)
Indicator	Priority action	Timescale	Lead officer/key partners
B.C.6. The visitor economy	B.C.6.1. Work with tourism organisations to promote Bracknell Forest attractions and encourage more day visitors. Support the creation of a Berkshire Local Visitor Economy Partnership, become an active participant in the new LVEP structure.	Start April 2026	Head of Economic Development & Regeneration/Communications team/TSE/Hotels/ESDP
	B.C.6.2. Carry out risk analysis for Meetings, Incentives, Conferences and Events (MICE) sector and work with accommodation/venue providers to explore alternative market segments and marketing opportunities.	By April 2026	

## Action Plan Theme 3: People, work and wellbeing

*P.W.W.1: Population change; P.W.W.2: Qualifications and skills; P.W.W.3: Employment & employment specialisms; P.W.W.4: Occupational structure; P.W.W.5: Earnings; P.W.W.6: Wealth, health and wellbeing.*

Indicator	Current state	Target State	Metric
P.W.W.1: Population change	Although Bracknell Forest currently has a slightly younger age profile than the comparator areas, this is forecast to change over the lifetime of the Economic Strategy and there may be a shortage of workers.	A local workforce is readily available and sufficiently skilled.	No. & Percentage in 25-49 age group (ONS 'prime age' within workforce)

Indicator	Priority action	Timescale	Lead officer/key partners
P.W.W.1: Population change	P.W.W.1.1. Work with ESDP and LAAs/partners in nearby areas e.g. the FEA to monitor population changes and skills. Address any skills shortages arising e.g. through encouraging returners. Engagement with further education and skills providers.	From 2026 onward	Head of Economic Development and Regeneration /ESDP/LAAs in FEA /Bracknell BID/LSIP

Indicator	Current state	Target State	Metric
P.W.W.2: Qualifications and skills	The skills of the working age population (WAP) are of particular concern in Bracknell Forest. Not only are they significantly lower at NVQL4+ and NVQL3+ than in the comparator areas, but they seem to be declining further. Businesses find it hard to secure higher skilled employees locally. Bracknell Forest could become a low skill, low value economy if this is not addressed urgently.	Higher level skills and qualifications meeting the needs of the knowledge economy	NVQ4+ and NVQ3+ match the best in the FEA by 2030

Indicator	Priority action	Timescale	Lead officer/key partners
P.W.W.2: Qualifications and skills	P.W.W.2.1. Through proactive engagement work with employers, particularly large employers, the ESDP and education providers, to upgrade skills through relevant apprenticeships, tailored traineeships and other business partnering schemes. Maintain engagement with Local Skills and Investment Plan ) and other skills providers, to support training and opportunities to match the broad range of jobs, including retail and hospitality sectors.	Ongoing	Bracknell Forest Skills lead/ ESDP/ HBS/ colleges/training providers / AL/Universities.
	P.W.W.2.2. Work with SMEs to increase demand for higher level skills e.g. through management and leadership. Monitor that there are skills providers available within the Council catchment. (See also: E.P.2.2.)	April 2025 onwards	

Indicator	Current state	Target State	Metric
P.W.W.3: employment & employment specialisms	<p>Bracknell Forest has seen a larger loss of jobs than the comparator areas over the recent period and is showing less labour market resilience.</p> <p>In relation to knowledge economy jobs, Bracknell Forest is losing out to fast growth places, other neighbouring centres. ICT job losses are of particular concern. There are encouraging signs of employment specialisms e.g. <i>Film &amp; TV, Medical Devices, Scientific R&amp;D</i> but they are not just in Bracknell Forest but also the wider area. It will also be important to support the retail and hospitality sectors.</p>	No. of jobs is increasing. Jobs in knowledge economy and specialisms are a growing percentage of jobs.	No. of jobs in Bracknell Forest increased by 5% by 2030

Indicator	Priority action	Timescale	Lead officer/key partners
P.W.W.3: employment & employment specialisms Retail and hospitality	P.W.W.3.1. Monitor employment statistics, maintain good local engagement, working with large employers to minimise job losses should they look likely, through local reemployment/redeployment (See also: B.C.3.1. & B.C.3.2.)	Ongoing	Bracknell Forest skills lead/ESDP/TVC /Bracknell BID

Indicator	Priority action	Timescale	Lead officer/key partners
	P.W.W.3.2. Monitor employment in knowledge economy and knowledge economy sub sectors, actively work with large employers and SMEs to understand skills need and provide more support to prevent further losses and embed nascent clusters.(See also B.C.4.1.)	Ongoing	Bracknell Forest skills lead/ESDP/training providers/Bracknell BID

Indicator	Current state	Target State	Metric
P.W.W.4: Occupational structure	18% of Bracknell Forest residents work in the lowest occupational groups and are more likely to be in low paid and insecure employment. This is likely to be linked to low educational attainment and low skills. Bracknell Forest performs well on skilled trades.	Residents are able to obtain good, secure, well-paid employment	Percentage of those in lowest 3 occupational groups is halved by 2034

Indicator	Priority action	Timescale	Lead officer/key partners
P.W.W.4: Occupational structure	P.W.W.4.1. Work with local employers to employ more local people and provide work-based training and development through apprenticeships, traineeships and HE access courses. Engage with further education and skills providers, utilise their employer networks. Support any local programmes.	Ongoing	Bracknell Forest skills lead/ESDP/training providers/ DWP/Bracknell BID
	P.W.W.4.2. Work with employers and trade bodies to ensure trades have up to date skills and promote apprenticeships.		
	P.W.W.4.3. Continue to work with the Employers to ensure all groups are able to be supported e.g. through supported internships to assist younger people and adults with pathways to work		

Indicator	Current state	Target State	Metric
P.W.W.5: Earnings	Despite recent rapid growth, residents' earnings remain significantly below workplace wages, indicating that not all Bracknell Forest residents are able to access local well paid employment and that higher skilled workers are commuting in from elsewhere to better paid jobs.	Local well paid jobs are filled by local people with the right skills	Residents' wages match workplace-based earnings by 2030

Indicator	Priority action	Timescale	Lead officer/key partners
P.W.W.5: Earnings	P.W.W.5.1. This is likely to be linked to educational attainment and skills. Encourage local employers to recruit locally and upskill through bespoke Bracknell Forest Programme. (See also: P.W.W.4.1)	Ongoing	Bracknell Forest skills lead/ESDP/training providers /AL

Indicator	Current state	Target State	Metric
P.W.W.6: Wealth, health, and wellbeing	Bracknell Forest residents are less wealthy than in the local comparators, so although housing is more affordable, they may not be better off as a result. Employment, historically high, has proved less resilient. Health is good but anxiety levels are higher than in other areas.	All are able to benefit from economic growth	Gross Disposable Household \income (GDHI)in Bracknell Forest increases by more than inflation year-on-year

Indicator	Priority action	Timescale	Lead officer/key partners
P.W.W.6: Wealth, health and wellbeing	P.W.W.6.1. Monitor the basket of measures for wealth, health and wellbeing e.g. GDHI, earnings, housing affordability, well-being. Evaluate the success of the Economic Strategy and other relevant policies in ensuring all are benefiting.	2028	Head of Economic Development and Regeneration / Policy & Performance Lead /Public Health

## Action Plan Theme 4: Place, climate change, infrastructure and connectivity

**Indicators:** *P.CC.I.C.1: Employment space; P.CC.I.C.5: Climate change P.CC.I.C.3: Housing; P.CC.I.C.4: Working patterns; P.CC.I.C.5: ICT infrastructure.*

Indicator	Current state	Target State	Metric
P.CC.I.C.1: Employment space	Weaker demand for employment space, at least in the short term, seems likely to continue due to the adverse economic conditions and increase of home/hybrid working. Only category A space is easy to let, and landlords need to refurbish any that does not meet a high standard with “home from home” amenities. There may be unmet demand for light industrial units and small, flexible, “maker” spaces and workshops. high tech clusters would benefit from a technology park approach.	Outdated employment space stock is upgraded and supply matches demand	Average times to let match the best in the FEA by 2028

Indicator	Priority action	Timescale	Lead officer/key partners
P.CC.I.C.1: Employment space	P.CC.I.C.1.1. Engage with commercial agents to monitor demand. Promote local agents forum to monitor the market demand, meet quarterly.	Ongoing	Head of Economic Development and Regeneration/Comms/ Commercial property agents/landlords/ developers/ESDP/ Bracknell BID
	P.CC.I.C.1.2. Engage with landlords/Developers to encourage refurbishment to higher standards. Most likely via above agents forum but where possible direct engagement is preferable.		
	P.CC.I.C.1.3. Engage with developers to enable more provision of light industrial space and space suitable for high tech and creative digital businesses in the specialised sectors. Link to Local Plan requirements, take a proactive approach to attract developers to opportunity sites.		
	P.CC.I.C.1.4. Promote Bracknell Forest as a business location. Through websites, comms, and social media. Create a specific workstream with ESDP around destination promotion.		

Indicator	Current state	Target State	Metric
P.CC.I.C.2: Climate Change	Bracknell Forest’s emissions are low but any further decline in knowledge economy businesses may hinder future progress, if less environmentally friendly sectors take its place. Car dependency is high and public transport, cycling and walking rates are low.	Continued progress to net zero	Kt CO <sup>2</sup> e per km <sup>2</sup>

Indicator	Priority action	Timescale	Lead officer/key partners
P.CC.I.C.2: Climate Change	P.CC.I.C.2.1. Support the knowledge economy. (See also: E.P.3. & B.C.4.)	See E.P.3. & B.C.4	Head of Economic Development and Regeneration
	P.CC.I.C.2.2 Encourage modal shift, working with employers on cycle to work schemes, EV charging points. Promote green technologies and sectors to support the drive towards net zero.	Ongoing	Head of Economic Development and Regeneration (/Comms/ Planning/transport providers
	P.C.C.I.C.2.3 The Council to promote energy efficiency through its relationships with businesses		

Indicator	Current state	Target State	Metric
P.CC.I.C.3: Housing	Although housing in Bracknell Forest is relatively affordable, it is still out of the reach of many on lower income households. Increased supply of new homes will help to maintain and improve affordability. The green open spaces, good provision of leisure activities and the accessibility of the town should be further promoted. Attracting young people to town centres can also help to counteract population ageing and revitalise town centres.	Housing is affordable and young people are staying in Bracknell Forest and new residents are attracted by the quality of the living environment.	Affordability ratio of 7 times median salary: median house price

Indicator	Priority action	Timescale	Lead officer/key partners
P.CC.I.C.3: Housing	P.CC.I.C.3.1 Monitor the potential conversion of employment space to Permitted Development.	Commence April 2024	Head of Economic Development and Regeneration (/Comms (/Planning
	P.CC.I.C.3.2. Promote the benefits of Bracknell Forest as a place to live and work. Destination management prospectus produced.		



Indicator	Current state	Target State	Metric
P.CC.I.C.4: Working patterns	Although home working has increased, Bracknell Forest residents have lower rates of working at or near home and higher rates of travelling to work further away than in the comparator areas. Although this is typical of areas like Bracknell with higher concentrations of skilled trades and construction employment, it may be that lower skilled Bracknell Forest residents are filling elementary jobs, such as cleaning and care, in other areas with higher skills profiles.	Well paid local employment for all.	Percentage of residents working at or near home to match the FEA lead 2031

Indicator	Priority action	Timescale	Lead officer/key partners
P.CC.I.C.4: Working patterns	P.CC.I.C.4.1. Promote local working and local recruitment, working with large employers so more Bracknell residents can benefit from working locally. Encourage local promotion of vacancies.	From April 2024	Head of Economic Development and regeneration key employers. / BGH/BID/Comms
	P.CC.I.C.4.2. Understand the need for local support services e.g., networks, flexible, rentable by the hour, office space, for those working from home. Support these and the creation of new spaces.	From April 2024	

Indicator	Current state	Target State	Metric
P.CC.I.C.4: ICT infrastructure	Currently, Bracknell Forest's performance on broadband and mobile availability is among the best.	Leading position.	Fibre/5G availability.

Indicator	Priority action	Timescale	Lead officer/key partners
P.CC.I.C.5: ICT infrastructure	As part of a wider "locate in Bracknell Forest campaign", promote high ICT connectivity as a reason to locate in Bracknell Forest for businesses and people. Websites, marketing collateral, social media.	From April 2025	Head of Economic Development and Regeneration /Comms