

## APPENDIX 2 : Economic Strategy Review: Action Plan 2014 - 2020

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
<b>BUSINESS</b>					
<b>PROMOTING APPROPRIATE BUSINESS GROWTH AND INVESTMENT</b>					
<b>1. Ensure opportunities from being part of a successful West of England economy are maximised</b>	Workplace and resident employment growth in the WofE has outperformed the national economy	Resource our continued engagement with and influence on the West of England Local Enterprise Partnership  Liaise with Wiltshire & Somerset to ensure cross boundary co-ordination on economic issues	Investment secured in enabling infrastructure for key development projects and skills initiatives  Target 15% of LEP funds  Labour market issues addressed	New development sites brought forward in the Bath City Riverside E.A.  Increasing numbers of businesses are attracted to Bath and North East Somerset	<b>Council</b> Support : LEP & BPA
<b>2. Promote B&amp;NES as a location for inward investment to assist in achieving future employment growth targets</b>	To achieve our Growth Ambition will require 15,600 gross new jobs to be created by 2030	Agree our economic story and vision as the basis of demonstrating our Competitive Identity  Establish a marketing brand for the Bath City Riverside E.A.  Develop specific investment propositions as the basis for proactive engagement with the IB&B team	Increasing numbers of business are attracted to the area  Target 1,500 new jobs by 2020	More modern office space is built  An increase in the number of higher-waged, higher skilled 'knowledge' based jobs available locally	<b>IBB</b> Support : Council & BPA

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<b>3. Facilitate the growth of key knowledge-based sectors locally</b>	32% of employment in B&NES is in the knowledge economy	<p>Establish a relationship with key companies in the knowledge economy to understand their issues and priorities</p> <p>Maintain and develop key sector business networks and strengthen links with the H.E. sector</p> <p>Actively promote business development services to key sector companies.</p>	<p>Proactive business engagement programme</p> <p>500 companies actively engaged by 2020</p>	<p>Business support policies are informed and help businesses in these key sectors develop and offer more employment opportunities</p> <p>Business relocations are prevented</p>	<b>Council</b> Support : LEP & key partners
<b>PROVIDING A COMPREHENSIVE BUSINESS SUPPORT SERVICE FOR SMEs</b>					
<b>4. Maintain the delivery of local commissioned business support services to new and existing companies in B&amp;NES</b>	3 year business survival rate in B&NES is 64% compared with 60% nationally	Ensure the ongoing funding & delivery of the Business Support Service Level Agreement	<p>New and established businesses receiving support</p> <p>New business starts</p> <p>600+ businesses receiving support</p> <p>150 new business starts</p>	<p>Businesses are supported, business survival rates are improved and jobs are better protected locally</p>	<b>Council</b> Support : LEP and providers

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<b>5. Facilitate access to high growth and specialist support services for B&amp;NES businesses</b>	B&NES has above average representation and growth in the Knowledge Economy sectors	Work with the LEP SME Support Group, Business West and private sector partners to ensure referrals and local access	Local access to the Growth Hub is available in B&NES500 businesses receiving support 200 additional jobs created	Tailored support for businesses in the Key Sectors and the Knowledge Economy	<b>LEP</b> Support : Business West, Council
<b>DELIVERING A SUPPLY OF BUSINESS SPACE THAT MEETS LOCAL BUSINESS GROWTH NEEDS</b>					
<b>6. Ensure the business space needs of local companies are addressed</b>	Only 12% of the office space in Bath is grade A and the vacancy rate for industrial property is less than 3%	Maintain up to date data on business space demand, supply and take-up	Better data and more efficient & effective handling of investment enquiries  Annual report on locations, vacancy rates, rents and yields	Conversion rate on property enquiries improved  Increased numbers of jobs created and/or protected	<b>Council</b> Support : Commercial agents
<b>7. Reaffirm the working relationship between the Council and the business community</b>		Establish the Bath and North East Somerset Economic Partnership as the owners and sponsors of the Economic Strategy	A strong coherent business voice feeding into the West of England LEP and Government and influencing adjoining areas such as Somerset & Wiltshire	Business better informed on WofE and adjoining area issues and able to advocate for the area  B&NES features strongly in all the West of England LEP work	<b>Initiative</b> Support : Council, HE sector FSB

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<b>PLACE</b>					
<b>SUCCESSFUL CITY</b>					
<b>8. Maintain Bath's role as a successful and sustainable international visitor destination</b>	The city attracts over 5.6m visitors per annum spending £374m	<p>Continue to support a public / private sector Destination Management Organisation</p> <p>Develop an up to date Destination Management Plan</p> <p>Research and prepare a Visitor Marketing Strategy</p>	<p>Destination Management Plan</p> <p>Visitor Marketing Strategy</p> <p>Hotel Investment Action Plan</p>	<p>Ability to attract funds from national organisations</p> <p>Increased private sector sponsorship</p> <p>10% increase in staying visitors</p> <p>15% increase in visitor spend.</p>	<b>BTP</b> Support : Council & businesses
<b>9. Ensure Bath city centre remains a regional retail, leisure, cultural and sporting destination</b>	The wider visitor economy supports 15,500 jobs and generates £315m GVA annually	<p>Establish a new Creative &amp; Cultural Bath organisation</p> <p>Support the continuation of the Bath BID and ongoing investment in the public realm</p> <p>Promote investment in new leisure facilities</p>	<p>New Bath BID contract</p> <p>Sawclose leisure quarter development</p>	<p>Value of overall Visitor Economy increased by 10%</p> <p>At least one major event delivered per annum</p> <p>20% increase in visitors to events</p>	<b>Council</b> Support : BID, BTP, Council, CCB


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		<p>Within the central area of the city, enable the development of a sporting, cultural and leisure stadium and a new cultural/ performing arts venue</p> <p>Develop a Creative &amp; Cultural Strategic Plan including an Events Strategy setting out a year round programme of events and festivals</p>	<p>New Stadium</p> <p>Creative &amp; Cultural Plan &amp; Events Strategy</p>		
<p><b>10. Maintain the city's role as the major employment centre and economic driver for the B&amp;NES area</b></p>	<p>Bath provides 70% of the areas employment and GVA output and is home to 50% of the areas businesses</p>	<p>Complete and publish a Masterplan and Delivery Plan for the Bath City Riverside Enterprise Area</p> <p>Business plans developed for enabling infrastructure for Innovation Quay and Bath Western Riverside</p>	<p>New commercial quarters developed in and on the edge of the city centre</p> <p>New Central Business District created</p> <p>LEP EDF capital infrastructure funding secured to enable key sites</p>	<p>New grade A office space developed</p> <p>By 2020 1,700 jobs and 1,000 new homes created</p>	<p><b>Council Support :</b> LEP / BPA</p>

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<b>11. Develop Bath's role as a centre for Enterprise, Innovation &amp; the Knowledge Economy</b>	75% of knowledge based and priority sector employment is based in the city	In conjunction with Bath University facilitate the expansion of the Set Squared Innovation Centre at Carpenter House	Significantly expanded innovation facilities with linked incubation space	By 2020 : 2,000sqm of additional creative space supporting up to 250 jobs	<b>H.E sector</b> Support : Council, LEP, operators
		Promote the development of additional incubation space for newly relocated or expanding small businesses	"Landing Pad" facilities established in city centre	1,500 jobs delivered by company creation and expansion through the Innovation Centre	
		Work with developers and operators to bring forward a new Creative Hub	New Creative Hub established		
<b>12. Ensure businesses and residents have access to appropriate broadband and digital services</b>	Access to broadband identified as to the top priority for businesses	Implement Digital B&NES initiatives in Bath  Establish the Bath City Riverside E.A. as a national exemplar ultra-fast broadband project	CD&S role out completed in B&NES by 2016  Ultrafast 100Mbs+ broadband delivered to key sites in Bath city centre and the Enterprise Area  Wireless connectivity enabled in Bath City Centre	95% of rural properties have access to minimum 2Mbs broadband  More business investment attracted  Improved accessibility to and attractiveness of city centres	<b>Council</b> Support : CD&S, providers


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			Bath City Riverside E.A. connected to Terrabit West high capacity broadband Network		
<b>VIBRANT MARKET TOWNS</b>					
<p><b>13. Ensure the Market Towns retain their role as sustainable local service and employment centres</b></p>	<p>The market towns provide two thirds of the employment in B&amp;NES outside the city</p>	<p>Facilitate the development of new strategic employment locations</p> <p>Prepare a Workspace Strategy for Keynsham and the Somer Valley</p> <p>Prepare Action Plans for Keynsham and Midsomer Norton Town Centres including a strategy for attracting new business investment.</p> <p>Deliver the agreed regeneration scheme for Radstock Centre</p>	<p>12,000sqm of employment space brought forward at Somerdale Keynsham</p> <p>Masterplans agreed for allocated employment land at Old Mills Paulton and World's End Lane Keynsham</p> <p>Appropriate mix for new employment space established</p> <p>Development proposals brought forward for the Fire Station &amp; Riverside sites in Keynsham and South Road and Business Centre MSN</p>	<p>Potential for up to 3,500 gross new jobs by 2030</p> <p>Up to 3,000 new homes by 2020</p>	<p><b>Council</b> Support : local partners</p>

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		Promote the development of key housing sites	Radstock Railway Land scheme completed		
		Work with the Chamber of Commerce and local traders in the Somer Valley on the development of business to business initiatives	Somer Valley EXPO and online initiative.		
		Implement Digital B&NES initiatives in the market towns & surrounding rural areas	CD&S programme delivered to 100% rural properties Wireless connectivity enabled in Market Town centres		
<b>SUSTAINABLE CONNECTED COMMUNITIES</b>					
<b>14. Improve transport connectivity within and between major employment centres</b>	Congestion costs businesses £100m+ per annum	<p>Support the delivery of the Metro West rail based project</p> <p>Secure LEP / DfT funding for key transport infrastructure to serve the Bath City Riverside E.A.</p>	<p>Rail service improved on the Bristol / Keynsham / Bath corridor</p> <p>Key development sites enabled in the Bath City Riverside Enterprise Area</p>	Up to 2,500 jobs enabled by 2020	<b>Council Support : LEP / DfT</b>



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		<p>Improve public transport links between Bath and the market towns</p>			
		<p>Develop proposals for comprehensive traffic management schemes in Keynsham &amp; Midsomer Norton town centres</p>	<p>Town centre development sites enabled</p>		

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<b>15. Promote Sustainable Communities and the development of a Sustainable Economy</b>	Energy costs result in £157m of lost expenditure to the local economy annually.	Provide resource efficiency information, advice and guidance to local businesses through the LEP Growth Hub	Increase in the number of businesses reducing energy costs and recycling waste	Local employment safeguarded Reduction in domestic energy costs More expenditure retained in the local economy	<b>ESP</b> Support : Council
	Energy costs are set to rise by 18% by 2020	Implement the Energy@Home project  Develop local supply chains in relation to retrofitting of buildings, renewable energy projects and waste recycling  Local Food Strategy produced	Target of 2,000 homes retrofitted by 2020  Employment growth in the wider LCEGS priority sector  More food produced, sold and purchased locally		
<b>HOUSING</b>					
<b>16. Develop a “balanced” local housing market that integrates a choice of high quality homes including affordable homes in thriving vibrant communities</b>	Average house prices 17x average earnings	Produce a Housing Implementation Strategy  Work with developers and house builders to bring forward new housing provision	Up to 6,800 new homes delivered by 2020	Significant increase in delivery of new market and affordable homes	<b>Council</b> Support : RP’s

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		<p>In conjunction with delivery partners commission the provision of mixed tenure affordable homes</p>	<p>Up to 1,900 affordable homes provided by 2020</p>	<p>Maximum of 25 households in temporary accommodation on a quarterly basis</p>	
		<p>Work with landlords to improve private rented housing &amp; bring empty homes back into us</p>	<p>300 empty homes brought back into use</p>		
		<p>Deliver an effective Homelessness Service</p>	<p>Number of households in temporary accommodation controlled</p>		

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<b>PEOPLE</b>					
<b>EMPLOYMENT &amp; SKILLS - SOCIAL MOBILITY</b>					
<b>17. Preventing low skills and worklessness in young people</b>	Reported issues of poor employability skills in School and University graduates.	<p>Ensure that there is an efficient &amp; effective package of support provided by all secondary schools, covering:</p> <ul style="list-style-type: none"> <li>• Information Advice &amp; Guidance</li> <li>• Employability &amp; Vocational training</li> <li>• Work Experience</li> <li>• Increasing participation</li> <li>• Entrepreneurship and self-employment</li> </ul>	Secondary schools working jointly with the Council on a programme that can provide the necessary careers and employability training to meet the needs of young people and employers , including the LEP Employability Charter Mark.	<p>An increase in the employability of school leavers and more informed career relevant education choices made.</p> <p>Increased take up of vocational employment /training opportunities.</p>	<b>Council</b> Support : Learning Partnership, LEP, secondary schools, VCISO
<b>Tackling unemployment and priority residents groups</b>					
<b>18. Young People Leaving Care 16-21</b>	On average 40% of looked after children in B&NES are reported to be Not in Education, Employment or Training (NEET)	Worklessness Programme team providing whole Journey Pathway Management to B&NES care leavers.	35 Care Leavers per year participating in accredited learning and training and/ or entering sustainable employment.	Reduction in the number of B&NES children leaving care experiencing unemployment	<b>Council</b>

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		Virtual School increasing participation of B&NES Care Leavers in Further Education and Higher Education.		Increased independence of Care Leavers in managing their Economic Wellbeing.	
<b>19. NEETS</b>	4% of B&NES 18 – 24 year old not in education, employment or training (NEET)	Outreach, engagement, key worker and employment support programme in place, through the Youth Employment Programme	B&NES NEET population to be engaged into education, training or employment, with an overall 10% reduction in those not engaged.	Reduction in the number of NEETS and long terms 18-24 year old benefit claimants.	<b>Learning Partnership</b> Support : Council, DWP, Council, Bristol City Council
<b>20. Young People with Physical &amp; Mental Health Learning Difficulties &amp; Disabilities</b>	Issues of long term worklessness for young people with physical or mental disability, and learning difficulties.	Engage private and public sector to provide placements for relevant individuals and Project Search candidates linked to specialist support	Employment and training opportunities available for young people with physical & mental disability and learning difficulties.	Young people experiencing physical/ mental disability able to enter and sustain employment.	<b>Sirona</b> Support : Council
<b>21. Long term ESA claimants &amp; Older Claimants</b>	Over 4% of working age population claiming IB & ESA and approximately 60% claiming over 2 years.	Develop engagement and support programme to enable former IB and existing ESA clients to enter into training and employment	10% Increase in the numbers of ESA claimants and older claimants progressing to employment	Reduction in the level of ESA claimants  Reduction in the level of 50+ long term claimants	<b>DWP</b> Support : Council & Sirona, VCISO

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<b>22.Young parents 16-19 &amp; Lone parents 19+</b>	More single parents to enter labour market due to Universal Credit change.	Develop package of engagement and support to enable young parents & lone parents to enter the labour market	Increased numbers of young and lone parents participating in learning & training and gaining employment	Reduction in the level of Lone Parent Income Support and JSA claimants.	<b>DWP</b> Support : Council, VCISO
<b>23. BUSINESS GROWTH</b>					
Social Enterprise	Value of social enterprise to the local community and wider economy	Targeted social enterprise start up and support service	Specific business support and start up IAG skills and set up of a small loans fund.	Increased social enterprise start up	<b>Council</b> Support : LP, Cool Ventures, Bristol & B&NES social enterprise network
Growth of employment opportunities through Inward Investment	Low growth of new start indigenous business	Develop a soft landing skills and employment package, delivering recruitment and training services for inward investors in partnership with DWP, LEP and training providers.	Information available for inward investors on the local labour market and the soft landing packages available. Including supported recruitment events and sector based work academies	Increase in the number of inward investors engaging skills and employment packages and increases in local residents employed through these opportunities	<b>Council</b> Support : LP, DWP, LEP
<b>24. Core Sectors Job related Training/ work based learning/ Recruitment support</b>	Low productivity of B&NES work force	Engage businesses and employees to participate in work based learning opportunities through a coordinated business visit and events programme.	Increases in participation of business and employees in work based learning opportunities.	Increased competitiveness of business and work force.	<b>Learning P'ship</b> Support : LEP, Council

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		Coordination of employment opportunities especially in Health & Wellbeing, Tourism/ Leisure and Retail	Promotion of employment opportunities to priority residents Supported by at least one event per sector per year and ongoing business visit and engagement programme.	Decrease in worklessness in priority residents	
<b>25. Improving links between business &amp; education</b>	Reported issues in employability skills of young people and business struggling to recruit.	Develop network of business willing to link with schools, FE & HE by working with business support organisations including the FSB.	Coordinated access to work experience and employment opportunities.	More local business engaged with education provider	<b>Learning P'ship</b> Support : LEP, B&NES, Schools, business support networks
<b>26. Key Growth Sectors</b>	Need to generate 10,000 new jobs.	Promotion of sector based skills and employment activities through visit and events programme.	Priority sectors benefiting from: enhanced interactions with FE/HE; support through LEP skills teams; support in advertising employment opportunities;	Increased levels of employment growth	<b>LEP</b> Support : Council, sector support networks

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		<p>Promotion of employment opportunities through sector support organisations.</p>	<p>access to skills funding for their work force</p> <p>Supported by at least one event per sector per year and ongoing business visit and engagement programme.</p>		
<p><b>A LOCAL RETURN ON INVESTMENT</b></p>					
<p><b>27. Securing a local Return on Investment</b></p>	<p>Council as significant employer, planning authority and procurer of goods works and services</p>	<p>Ensure Targeted Recruitment &amp; Training (TR&amp;T) contribute to the social value tool kit within the “Think Local” procurement strategy.</p> <p>Include TR&amp;T outcomes in Planning Contributions Strategic Planning Document (SPD)</p>	<p>10% increase in the number of apprenticeships, work experience and training opportunities available through the procurement process</p> <p>Number of apprenticeships, work experience and training opportunities available on development sites.</p>	<p>Reduced levels of unemployment in labour market deprived areas and priority residents.</p>	<p><b>Council</b> Support : LEP Skills Team</p>



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		<p>Support the recruitment of apprenticeships and provision of work experience, internships and work placements.</p>	<p>Number of apprenticeships, work experience and training opportunities offered by the Council.</p>		
<b>LEISURE &amp; CULTURE</b>					
<p><b>28. Developing engagement in leisure &amp; culture</b></p>	<p>Lack of engagement from specific communities Over 70% of adults not active enough</p>	<p>Deliver a programme of investment in leisure facilities in B&amp;NES</p> <p>Develop a proposal for a new cultural/ performing arts venue in Bath</p> <p>Maintain the area's profile as a centre for major events and sport &amp; promote increased community engagement through the development of a year round programme of events and festivals</p>	<p>More local residents and workers participating in physical and cultural activity</p> <p>20% increase in local residents attending events</p>	<p>Improved health &amp; well-being for local residents and workers</p>	<p><b>Council</b> Support : Creative &amp; Cultural Forum, sector networks</p>

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		<p>Work with local employers to promote engagement in “active workplace” schemes and volunteering programmes</p>	<p>More sustainable local leisure and cultural businesses</p>		
		<p>Provide tailored support to small business and VCS providers in the leisure and cultural sectors</p>			

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