

The Action Plan

Priority Actions 2010 – 2013

	Objective	Action	Output	Outcome	Lead	Update 2011
Employability & Skills						
1	To ensure B&NES contains a “talent pool” appropriate to the needs of key and growth sectors (for example, businesses involved in low carbon-related activities).	<p>Identify skills gaps/needs for employers by undertaking sector-based surveys.</p> <p>Prepare an Employability and Skills plan for B&NES to identify the training and skills required to underpin the expansion of key sectors.</p> <p>Align 14–19 Strategic Plan to local and sub-regional Employability and Skills Plan, priority proposals.</p> <p>Identify and improve existing training and skills “progression pathways” between further education and higher education sectors currently available for growth sectors and identify gaps.</p> <p>Develop appropriate curricula to meet growth sector needs, ensuring links to and support from subregional commissioning.</p> <p>Link with Jobcentre Plus and other partners (e.g. business support agencies) to promote skills packages to the individuals and to employers.</p>	<p>A set of coherent skills and training packages for the local population and for employers.</p> <p>New training available from level 1 through to level 4 to meet growth sector needs. Appropriate training commissioned to meet local needs.</p> <p>Promotion of coherent packages.</p>	<p>Levels of worklessness/ young people not in education employment and training reduced with resultant improvement in standards of living.</p> <p>Skilled workforce able to meet sector growth needs.</p> <p>B&NES as an extremely competitive location for key and growth sectors.</p>	<p>Council with Employment and Competitiveness Board, Learning and Skills Partnership, Jobcentre Plus and local partners.</p>	<p>Sector studies have been published of business and professional services, the creative industries sector, advanced engineering and environmental technologies.</p> <p>Successful completion of the National Apprenticeship Service campaign 100 in 100 days.</p> <p>Successful apprenticeship ‘speed dating’ events took place with businesses. A ‘Facebook’ page has been set up to engage directly with young people and is being administered jointly by both colleges, JHP training and the University.</p> <p>Creative Bath has run events to improve sector skills in liaison with employers. Some of these have been with Bath Spa University.</p> <p>The Chamber of Commerce and the Initiative in B&NES has raised the issue of improving graduate retention. Links with the Universities have been improved and members have offered a series of opportunities to students which will build relationships and potentially lead to jobs after the completion of their studies.</p> <p>Proposals have been developed for a Low Carbon Skills Academy with local training providers and manufactures, to ensure future work force can meet increase in demand for retro fit and micro generation installations.</p> <p>The Western Vocational Progression Consortium is improving vocational pathways between FE and HE to enable people to progress to higher level qualifications including apprenticeships.</p> <p>The FE sector and local private training providers are delivering opportunities for both young people and adults and to businesses to improve skills.</p> <p>Jobcentre Plus has introduced the “Get Britain Working” initiatives which include Sector Based Work Academies (SBWAs). SBWAs are driven by sector demand to meet the requirements of Jobseekers and employers. They last a maximum of 6 weeks and include the following elements:</p> <ul style="list-style-type: none"> • Pre-employment training; • Work experience placement; • Guaranteed job interview. <p>SWBAs can meet the needs of a single employer recruitment or multiple employers involved in the same sector.</p>

Priority Actions 2010 – 2013 (continued)

	Objective	Action	Output	Outcome	Lead	Update 2011
Business Premises & Infrastructure						
1	Facilitate new city centre and edge of centre commercial quarters in Bath	Establish a development framework & delivery plan for Bath City Centre with a particular focus on Bath Quays, Manvers Street, Avon Street and BWR East sites.	Development commenced on Bath Quays. Overall on completion <ul style="list-style-type: none"> • 20,000sqm of employment, leisure and cultural space • 1,000 new jobs 	An increase in the number of higher-waged, higher-skilled “knowledge” based jobs available locally. Increased productivity and competitiveness.	Council.	In March 2011, the Cabinet approved the Economic Regeneration Delivery Plans for Bath, Keynsham and Midsomer Norton as the basis for corporate action to achieve high value added business growth and as the basis for assessing the contribution of sites to the delivery of the aims of the Economic Strategy. The Council have commissioned consultants to prepare a Delivery and Funding Plan for the Bath City Riverside area to take advantage of sub-regional and national funding streams including CIL / sec 106 / NHB / TIF. A feasibility study for a creative hub is about to get underway in the City.
2	Bring forward new employment space in Keynsham town centre and at Cadbury Somerdale.	Prepare a Regeneration Delivery Plan covering Keynsham town centre and Cadbury Somerdale.	Development commenced in the Centre, which could deliver: <ul style="list-style-type: none"> • 10,000sqm office space • 1,000sqm retail space • 2,000sqm leisure and community space • Up to 600 new and relocated jobs 	An increase in the number and diversity of jobs available locally. A reduction in the levels of out-commuting from this area and related contribution to lowering carbon emissions.	Council.	Keynsham Regeneration Project underway to deliver a £33 million redevelopment of the existing Town Hall site in Keynsham to provide new retail units, an innovative one stop shop and library for people to access local services, new and improved public space, and new Council office space. Delivered to date: <ul style="list-style-type: none"> • Public Consultation Summer 2010, Spring and Autumn 2011 • Appointment of architect
3	Bring forward new employment space in Midsomer Norton and Radstock town centres and identify a new strategic employment location in the Somer Valley.	Prepare a Regeneration Delivery Plan covering Midsomer Norton and Radstock town centres.	Develop a Masterplan for employment land at Old Mills. Development brought forward to deliver: <ul style="list-style-type: none"> • 5,000sqm of new office and industrial space • 300 new jobs 	An increase in the number and diversity of jobs available locally. A reduction in the levels of out-commuting from this area and related contribution to lowering carbon emissions.	Council.	The Council in conjunction with the HCA has commissioned masterplanning of the Welton Bibby Baron site and the Old Mills allocated employment site
Business Support & Development						
1	Maintain the delivery of business support services to new and existing companies in B&NES.	Complete and monitor delivery of a new commissioned business support package. Integrate business support with local training and development offer as a partnership with key stakeholders.	<ul style="list-style-type: none"> • 3000+ businesses supported • 250+ new business starts • 200+ businesses intensively assisted • Increased number of training hours delivered to employers by providers 	Businesses are supported through the recession and onwards, and jobs are better protected locally.	Council/Local business representatives and networks/ GWE Business West/training providers.	<p>In 2010/11, information and support was given to 2,125 individuals and businesses on business issues.</p> <p>600 business advice sessions were delivered by Business West, with 420 of those businesses receiving “intensive assistance”.</p> <p>There were 33 start-up business courses attended by 180 delegates.</p> <p>168 new business starts were recorded.</p> <p>Given the end of the regional Business Link contract, run by the South West Regional Development Agency, the Council will undertake an evaluation of business support services provided under the SLA with Business West to determine future needs and delivery.</p> <p>Improve Your Resource Efficiency programme engaged with Keynsham Industrial Alliance to consult on micro generation project.</p> <p>UK Trade and Investment continue to support local businesses in exporting to world markets, including 164 one-to-one advice sessions offered to businesses in 2010/11.</p> <p>National Industrial Symbiosis Programme supporting reclaimed wood social enterprise development in Radstock.</p> <p>The business support offered via the SLA is increasingly integrated with the Bath Chamber of Commerce to encourage private sector peer-to-peer networking in addition to the council-funded business support.</p>

Priority Actions 2010 – 2013 (continued)

	Objective	Action	Output	Outcome	Lead	Update 2011
Business Support & Development						
2	To facilitate the growth of key knowledge-based sectors locally.	<p>To map and understand in more detail the local situation in the following sectors:</p> <ul style="list-style-type: none"> • Information and Communication technology (ICT) • Creative Industries • Environmental/low-carbon technologies and activities • Health and Wellbeing/ Biotechnology and Biomedical 	<p>Intelligence report/s on each sector.</p> <p>10 key sector businesses per quarter are met as part of business liaison work to discuss needs/strategies for support.</p> <p>4 local networking events/projects run by existing networks in the above sectors supported.</p> <p>Ensure that a “growth sector” section is included in the Annual Business Liaison report (see below).</p> <p>Additional business support delivered to companies in the following key sectors:</p> <ul style="list-style-type: none"> • Creative industries • Technology related • Environmental technologies • Health & Well Being/Biotechnology 	Business support and skills policies are informed, and help businesses in these key areas develop and offer more employment opportunities.	Council, local business community, business support provider, further education colleges, Universities.	<p>In total 24 key knowledge based sector events have taken place in 2011/12.</p> <p>In 2011/12 as part of the Business West SLA it is intended to deliver intensive support to 40+ high growth businesses.</p> <p>A sophisticated business ecosystem now exists which includes networks such as Creative Bath, Low Carbon South West, Bath Spark and the B&NES Initiative.</p> <p>The Low Carbon South West Business Breakfast programme is promoting local low carbon and Environmental Goods and Services companies in B&NES. 7 business breakfasts will take place in the District in 2011/12.</p> <p>The Council’s business liaison programme is ensuring contact with key sectors within business community. 41 businesses were visited in 2010/11.</p> <p>The Creative Bath network is being financially supported by the Council, which now runs a programme of training and business support events, employability / pitching sessions, and social events.</p> <p>X Media Lab is proposing to hold a tech festival with Bath Music Plus, Bath Digital, Creative Bath for March 2012.</p> <p>In 2011/12 the Bath and Bristol Enterprise Network is running a “Tech School” series of events in Bath for Tech entrepreneurs focusing on finance, marketing and selling.</p> <p>B&NES businesses now have access to the Innovation Networks (iNets), which includes events and support for businesses in the creative industries, environmental technologies, biomedical, advanced engineering and microelectronics sectors.</p> <p>Many of the job opportunities in these sectors are self-employed or through small business startup. From August 2011 Jobcentre Plus has introduced the New Enterprise Allowance (NEA) to help unemployed people who have an idea for a business with growth potential to become self-employed or start their own business. NEA will give customers access to:</p> <ul style="list-style-type: none"> • A business mentor for guidance and support as they develop their business plan; • A weekly allowance for up to 26 weeks; • Loan finance to help with startup costs; • Continued support from the mentor for up to 6 months following commencement of trading. <p>Jobcentre Plus have also introduced Enterprise Clubs which will be designed and run by groups/organizations who want to help promote self-employment and entrepreneurship in their local area. They offer an opportunity for people interested in starting their own business to network with like-minded people and provide them with access to advice/guidance on a range of related topics.</p>

Priority Actions 2010 – 2013 (continued)

	Objective	Action	Output	Outcome	Lead	Update 2011
Business Support & Development						
3	Support the Retailing & Tourism sectors in Bath	<p>Implement priority recommendations of the Retail and Visitor Accommodation Studies.</p> <p>Review training offer available in Retail and Tourism locally and identify gaps and develop curricula (in consultation with Sector Skills Council) to meet these gaps.</p>	<ul style="list-style-type: none"> • An action plan to support independent traders • A Business Improvement District proposal for Bath City Centre • A hotel investment plan • A proactive policy approach in the Core Strategy to visitor accommodation 	Strong retail and tourism offer of the area is maintained – again, helping to protect businesses and jobs.	Future Bath Plus, Learning Partnership, Council.	<p>A Business Improvement District has been secured for Bath City Centre following successful business vote. This will operate from April 2011 – April 2016. The programme of activity includes marketing and promotion, saving, cleaning and advice on resource efficiency.</p> <p>On visitor accommodation, a consultancy has been appointed to:</p> <ul style="list-style-type: none"> • critically assess current market interest from operators • identify the priority brands/offers that the Council should approach to promote ongoing dialogue • Develop promotional materials and site specific information to attract and support dialogue with potential hotel operators and developers <p>Sector Based Work Academies could be used to support skills training and recruitment for the employer members across the various sectors.</p> <p>The private sector have been active in raising funds, partly matched by the Council, to create a regional campaign to advertise the Bath retail offering.</p>
Promoting Investment						
1	Targeted promotion to relevant industries of each major urban area as a location for business or appropriate government activity.	Establish a strategic framework for inward investment activity.	<p>Inward investment plans and materials for our major urban areas, based on key local characteristics and business strengths (such as our potential to grow technology firms in Bath).</p> <ul style="list-style-type: none"> • Bath • Keynsham • Somer Valley 	Increased investment and jobs growth in area.	Future Bath Plus/Council.	<p>The Council is working closely with the Chamber of Commerce and the Initiative in B&NES to develop a Competitive Identity project, which is seeking to develop and promote Bath and North East Somerset as a business destination.</p> <p>Economic Regeneration Plans were prepared and approved by Cabinet to be used corporately to promote and market B&NES as a business destination.</p> <p>Local events being investigated which will reflect this competitive identity, particularly X Media Lab / Tech Fest concept in March 2012.</p> <p>The business facing website is being redeveloped to improve the way it promotes the District to businesses.</p>

Supporting Actions

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Employability & Skills						
1	To improve employability and reduce worklessness in <i>geographical areas</i> with high levels of worklessness.	<p>Annually undertake a worklessness assessment as part of the development of a sub-regional Skills Plans.</p> <p>To work with partners to develop a joint package for affected wards, to include soft skills and basic skills qualifications, and investigation into the role social enterprises could play in reducing unemployment and increasing skills levels.</p> <p>Publish local area joint working plan.</p>	<p>Individual ‘Improve Employability’ plans to roll out in specific geographic areas across B&NES, for example, the Walcot and Snowhill/London Road area, developed by key stakeholders and jointly promoted.</p> <p>Plan linked into annual sub-regional Skills Plan and commissioning proposals.</p> <p>Increase % of population with Level 2 skills levels in targeted wards (see “Measures of success” section below).</p>	<p>More people equipped with basic employability skills.</p> <p>Higher qualification levels in target wards.</p> <p>Decrease in worklessness within target wards.</p>	Learning and Skills Partnership members including; Council, Jobcentre Plus.	<p>The worklessness assessment was completed in 2010/11. The Learning Partnership fed into this process through mapping provision.</p> <p>A Radstock & Westfield Economic Overview Study, incorporating worklessness assessment of the area has been completed.</p> <p>An Economic Development Action Plan is being developed for Radstock & Westfield, with a focus on employment and skills.</p> <p>A regeneration plan is being developed for the London Road area in Bath.</p> <p>A representative from the West of England Local Enterprise Partnership sits on the Learning Partnership to ensure links are being made to the sub region.</p> <p>Jobcentre Plus has access to flexible funding support that could be used to address localized issues or employability across the BANES area through either a grant funded or contracted “Opportunity” model to address barriers to employment, wider employer engagement to access “hidden” vacancies or create new employment opportunities.</p> <p>Jobcentre Plus “Get Britain Working” initiatives including Work Clubs, Enterprise Clubs, Work Experience placements for 18-24 year olds, volunteering to gain work skills and sector /industry knowledge, New Enterprise Allowance.</p>

Supporting Actions (continued)

	Objective	Action	Output	Outcome	Lead	Update 2011
Employability & Skills						
2	To improve employability and reduce worklessness in <i>disadvantaged groups</i> (e.g. learning difficulties, care leavers, ex-offenders, etc).	<p>Annually undertake a worklessness assessment of disadvantaged groups as part of the development of a sub-regional Skills Plan.</p> <p>Identify changes which need to be made to improve access to employment and training.</p>	<p>An 'Improve Life Chances' plan for disadvantaged groups in B&NES developed and implemented by stakeholders.</p> <p>Plan linked into annual sub-regional Skills Plan and commissioning proposals.</p>	<p>Increase in disadvantaged groups in work.</p> <p>Increase in funded, flexible training offer targeted at disadvantaged group.</p>	<p>Learning and Skills Partnership members.</p> <p>With specialist leads (as appropriate).</p> <p>OLASS (Offenders Learning and Skills Service) Learning Difficulties Transitions Board, Children's Services (Young People in Care Team).</p>	<p>The worklessness assessment was completed in 2010/11.</p> <p>A Skills and Employment Worklessness programme has been developed within the Council that includes:</p> <ul style="list-style-type: none"> i) A Volunteering and Work Placement scheme across the council and independent sector. ii) The Development of a Council/Sirona CIC Engagement, Job Coaching and Sustainment Offer focusing on clients whole pathway to economic sustainability. iii) Active engagement and working with Job Centre Plus and B&NES DWP Work Programme Contractors. By utilising council and independent sector capacity, there is active promotion of engaging and supporting all out of work benefit groups in the localities in which they reside. <p>Council Children's Services Young People in Care Team Virtual School funding for an Engagement Officer focused on achieving sustainable outcomes for Care Leavers.</p> <p>Sirona Employment Inclusion Service – internationally recognised model 'Project Search' for gaining and retaining employment for individuals with Learning Difficulties and Complex Disabilities being established within a growing number of B&NES employers.</p> <p>Sirona Mental Health Services – Peer Support Programme.</p> <p>B&NES Homeless Partnership Providers and wider independent sector - A growing offer of Social Enterprises developing volunteering, work placements, full time and time-limited paid employment, and self-employment options.</p> <p>Establishing of Council Youth Service Hubs in key wards enhancing NEETs and 13-24's skills and employment prospects.</p> <p>Council Early Years Families offer on engaging Lone Parents, Fathers and wider family members in key workless neighborhoods.</p> <p>Reducing Re-Offending (IMPACT) in Banerjee – a partnership approach to addressing the issues of the most prolific offenders in the area and move them toward employability.</p> <p>Work is currently underway to develop an "Opportunity" model which would cover this customer group.</p>
3	To ensure older people are equipped with the right skills to remain in the workforce.	<p>Commission/undertake an analysis of barriers to work and training for older people in B&NES and identify possible actions to improve access to training and work.</p> <p>Consult with employers on ways of breaking down barriers.</p>	<p>A plan to 'Improve the Economic Well-Being of Older People in B&NES', including curriculum developed and implemented by stakeholders.</p> <p>Plan linked into annual sub-regional Skills Plan and commissioning proposals.</p>	<p>Increase in economic activity of over 50s.</p> <p>Increase in flexible-training opportunities for over 50s and in take-up of these opportunities.</p>	<p>Learning and Skills Partnership members with Employers and Business Support Services.</p>	<p>A Local Broadband Plan is being investigated which could improve broadband infrastructure in more rural areas, helping older people who wish to work from home more successfully.</p> <p>The Learning Partnership will undertake analysis (based on work already done on needs of Older Learners) on the barriers to work and training for older people. The Council and the Learning Partnership will consult with the FSB and Chamber to identify what employers can do when the results of analysis of skill needs of older people are available.</p> <p>Performance Reward bid has been submitted for co-ordination of and joint promotion of learning and skills offer to older people. Currently there are a range of opportunities, delivered by a variety of agencies which do not deliver a coherent and accessible offer to older people.</p>

Supporting Actions (continued)

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Employability & Skills						
4	To encourage and support business start-ups in the District.	Develop and monitor (feedback to influence programme development) with key stakeholders a coherent curriculum to promote entrepreneurship and enterprise training and jointly promote this, including the proposed new 'Qualify with a Business' programme.	Actions set out in business support service level agreement to support this (see business support supporting actions). Training providers offer a jointly planned and promoted curriculum.	Jobs growth, Business start up	Council, GWE Business West, With support from Colleges, Universities, Training Providers.	<p>In 2010/11 1050 business advice sessions were delivered by Business West with a further 420 businesses receiving "intensive assistance". There were 33 business courses attended by 180 delegates.</p> <p>The Small Business Focus Entrepreneurs Club has been established. This aims to promote self-employment to all local residents.</p> <p>In 2010/11, information and support was given to 451 individuals on start-up issues.</p> <p>243 business advice sessions were delivered by Business West specifically about starting up.</p> <p>There were 33 start-up business courses attended by 180 delegates. Of these courses, 11 were specifically for individuals who had been unemployed for over six months.</p> <p>168 new business starts were recorded.</p> <p>See entry on New Enterprise Allowance and Enterprise Clubs.</p>
5	To increase the number of graduates working with local employers	<p>Promote sectors/employers and opportunities available in B&NES to students and graduates.</p> <p>Improve local employer knowledge of how the further and higher education sector can support business.</p> <p>Improve mentoring and work placement links between employers and students/ graduates.</p> <p>Commission information to improve understanding of graduate employment trends.</p> <p>Identify actions required to encourage graduate retention.</p> <p>Work with Children's Services and FE Colleges on the development of local University Technical College for 14–19 year olds.</p>	<p>Promote annual careers fair/event for students with employer, jobsearch and workshop element.</p> <p>Actions identified to improve numbers of students/graduates working with local employers.</p>	<p>Better integration of the skills and knowledge being developed at our Colleges and Universities with local employer needs and recruitment.</p> <p>Rise in number of students/ graduate working with local employers.</p>	Council with Connexions, Nextstep, Universities, Colleges, Training Providers.	<p>The Council has an on-going business engagement program promoting links with local employers and Universities.</p> <p>A graduate retention program is being established across Council departments and local interested parties.</p> <p>Bath based universities are undertaking networking events to promote local companies to graduates.</p> <p>Discussions have taken place with local HEIs as part of Apprenticeship promotion discussions, but specific information needs to be collected to produce action plan.</p> <p>The Learning Partnership will identify joined-up offer for employers and improve the linkages between education and training providers, Connexions and Chamber, FSB and business networks etc. Changes to Connexions Service, FSB and business support services make this a difficult linkage at the moment.</p> <p>The idea for a University Technical College is not being pursued at this time</p>

Supporting Actions (continued)

	Objective	Action	Output	Outcome	Lead	Update 2011
Employability & Skills						
6	Drive local employment creation.	Scope local employment opportunities within all major projects.	S106 Agreements to include support for local training opportunities and related infrastructure arising from employment opportunities within key site developments and linkages to sub-regional Skills Plans.	Additional local employment opportunities. Increased use of local labour.	Council.	<p>Through the 106 Agreement for Bath Western Riverside, the Learning and Skills Partnership is working with Crest Nicholson Regeneration on a Section 106 Employment & Skills project aimed at engaging at least 10 Apprentices, 10 previously skilled unemployed people and providing opportunities to the workforce as a whole to improve basic skills. A training centre is now operating on site and a training coordinator has been appointed and is engaging with the workforce and promoting and delivering training. The Project Board has met twice.</p> <p>A short life task group set up by Learning and Skills Partnership members identified joint actions, made contact with National Apprenticeship Service, produced list of apprenticeships available locally, received information from economic development on local employers (to enable promotion to relevant employers), examined apprenticeship agenda in relation to progression to HE, received information on engagement of local schools in apprenticeships, explored use of Council Connect and other council channels to promote apprenticeships to parents, young people, employers, produced text for Training4 Biz website. Task Group also organised ‘100 apprenticeships in 100 days’ campaign supported by Bath Chronicle, put on a very successful ‘speed dating’ event for young people, has set up a Facebook page, and is organising further joint actions.</p> <p>The Learning and Skills Partnership was successful in bidding for a Local Improvement Adviser to deliver a curriculum analysis of the skills needed to support the low carbon economy. This information has been used in curriculum development and also to inform the bid to the Performance Reward Fund for much needed capital to support the FE colleges in their development and delivery of an appropriate curriculum.</p> <p>Further employment opportunities in this development can be identified through details of the development activity plan and time line to see what skills are required at what time through the phases of the overall development</p>
		Co-ordinate West of England Future Jobs Fund in Bath and North East Somerset. Promote the available government-funded apprenticeship schemes and other relevant schemes.	Additional work opportunities for 16–25 year olds. 150 additional jobs created.	Reduced unemployment amongst 18–24 year olds	Council and Partners.	<p>The Future Jobs Fund has been completed successfully. 60 Future Jobs Fund vacancies were filled across the council and independent sector. Three months since exiting paid placement, 55% were no longer claiming Job Seekers Allowance.</p> <p>The Learning Partnership members worked with the Council to promote and identify possible jobs</p>

Supporting Actions (continued)

	Objective	Action	Output	Outcome	Lead	Update 2011
Business Premises & Infrastructure						
1	Create new city centre and edge of centre commercial quarters in Bath.	As outlined in the Core Strategy and Regeneration Delivery Plans for Bath City Centre and Bath Western Corridor, co-ordinate and facilitate the strategic infrastructure and business relocations to enable the development of key employment – led sites along the river corridor.	Key sites along the RiverCorridor brought forward for development. Delivery of: <ul style="list-style-type: none"> • Around 100,000sqm of modern office space • Around 23,000sqm of new retail space • A cultural/conference centre venue • 600 new visitor bedspaces • Up to 5,000 new jobs • Appropriate training 	More competitive location for development of growth sectors, with related job creation. Increased productivity and competitiveness.	Council.	<p>The Council, together with the other UA's in the West of England and the HCA, have agreed a Local Investment Plan which identifies Strategic Investment Locations across the sub-region. These include Bath City Riverside, Keynsham and the Somer Valley.</p> <p>The Development and Major Projects directorate is now working with other Council departments to develop an Action Plan to deliver the infrastructure identified in the Local Investment Plan.</p> <p>The Council and West of England Local Enterprise Partnership has agreed Enterprise Area status for Bath City Riverside to create a 'City of Ideas' which could deliver up to 300 new businesses, over 9,000 new jobs and contribute £292million in business rates.</p>
2	Bring forward new employment space in Keynsham town centre and at Cadbury Somerdale	Co-ordinate and facilitate the highway, transport, traffic management, public realm and car parking infrastructure to enable the development of Cadburys Somerdale and key sites in the town centres.	Key sites brought forward for development. Delivery of: <ul style="list-style-type: none"> • Around 30,000sqm of new workspace • Around 8,500sqm of new retail space • Up 2,100 new jobs • Appropriate training to support jobs 	An increase in the number and diversity of jobs available locally. A reduction in the levels of out-commuting from this area and related contribution to lowering carbon emissions.	Council.	<p>The Council is working with Kraft and their commercial agents to guide and inform the selection of a Development Partner for the regeneration of the Somerdale site.</p> <p>Radstock Infrastructure:</p> <ul style="list-style-type: none"> • £800k funding secured from HCA to enable improvements to current road network • Improvements will form a vital strand of the regeneration of the town, which is identified as a priority in the West of England Local Investment Plan
3	Bring forward new employment space in Midsomer Norton and Radstock town centres and identify a new strategic employment location in the Somer Valley.	Co-ordinate and facilitate the highway, traffic management and public realm improvements to enable the development of key sites in Midsomer Norton and Radstock town centres and the employment land at Old Mills.	Key sites brought forward for development. Delivery of: <ul style="list-style-type: none"> • Around 8,000sqm of new office space • Around 6,500sqm of new retail space • Around 36,000sqm of new light and general industrial space • Up to 2,500 new jobs • Appropriate training to support jobs. 	An increase in the number and diversity of jobs available locally. A reduction in the levels of out-commuting from this area and related contribution to lowering carbon emissions.	Council.	
4	Manage the loss of existing business space across B&NES.	Set out spatial strategy in Core Strategy. Prepare Business Displacement Strategy. Develop Re-use Strategy for MOD sites in Bath.	<ul style="list-style-type: none"> • Identification of preferred locational strategy for replacement business space. • Identification of 'core' MOD site in Bath. • Delivery of 80,000sqm of replacement business space. 	Jobs safeguarded in the District.	Council, Business Support provider.	<p>The draft Core Strategy has set out targets for the managed loss of business space in Bath, Keynsham and the Somer Valley.</p> <p>The Council's Annual Monitoring Report will provide a yearly update on progress against target and the context for a review of planning policies and the identification of replacement space.</p> <p>The Council is working with the MOD on the development of Concept Frameworks for it's sites at Foxhill, Warminster Road & Ensleigh to influence their disposal and subsequent development.</p>
5	Promote knowledge transfer and the creation of knowledge-based university spin-out companies.	Develop Action Plan for the provision of additional incubation space in Bath.	Agreed proposal for creation of additional incubation space. Delivery of 4,000sqm of additional incubation space.	Availability of premises for start-up businesses. Job creation and innovation.	Council.	<p>Feasibility study being commissioned for the support of one or more flexible workspaces for start-up, growing businesses, particularly those sorts of companies (creative, digital), which expand and contract regularly over time.</p> <p>A bid has been made to the Regional Growth Fund to support the development of a digital hub which would support developing businesses with proof of concept testing and other private sector knowledge / facilities.</p> <p>Link to Enterprise Clubs and the New Enterprise Allowance.</p>

Supporting Actions (continued)

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Business Premises & Infrastructure						
6	Provide additional managed workspace to facilitate the growth of small companies.	Develop an Action Plan for the provision of additional managed workspace in B&NES and link this to a curriculum to support entrepreneurship.	Engagement of managed workspace providers in delivering schemes. Delivery of 5,000sqm of additional managed workspace.	Availability of premises for small businesses. Job creation and innovation.	Council.	See above. Under the Business Support SLA, a managed workspace continues to be maintained in Midsomer Norton. It has a 100% occupancy rate in 2011, and supports 16 businesses and over 150 jobs in the local area.
7	Provision of high capacity digital infrastructure on key employment sites.	Prepare ICT Infrastructure Strategy	Framework for market-led provision of ICT to specific sites. High band width ICT infrastructure delivered to new office floorspace.	More competitive location for development of growth sectors, with related job creation.	Council.	The West of England Local Enterprise Partnership is developing an activity plan to make Enterprise Zones and Enterprise Areas world-class areas for connectivity. Encouraging BT to bring fibre to the premises for new building developments within the Enterprise Area. BWR set to get this service. Investigations into developing a Local Broadband Plan (focusing on rural areas) is continuing (public sector gap funding support).
Business Support & Development						
1	To reaffirm the working relationship between the Council and the business community.	Create a business charter.	A business charter, signed up to by Council, key partners, individual businesses and networks	Businesses supported in working more effectively/efficiently.	Council/ businesses and networks including Chambers and Federation of Small Businesses.	The B&NES Initiative has continued to develop strong links between the business community and the Local Authority.
2	To be well-informed about business' support needs (not sector-specific)	Quarterly business surveys of GWE Business West, Bath Chamber of Commerce and FSB members, to include 75 additional businesses to be nominated by B&NES Council and with input from training providers and their Sector Skills Councils on their analyses of business training needs. Quarterly attendance at case conference meetings	Quarterly summaries of business support needs.	Appropriate business support offered with resulting potential for job protection and creation.	Business support provider. Training Providers/ Sector Skills Councils.	These are now going to be taken forward through the West of England Local Economic Partnership with the continued facility to segregate B&NES businesses' responses, in order to respond to local issues.
3	To increase business formation and start-up rates and to provide support to existing businesses.	<ul style="list-style-type: none"> To advise 1,000 businesses per annum across B&NES To achieve a minimum business start level of 75 per year. To maintain and publicise a weekly programme of free Specialist Advice Clinics to be delivered from the GWE Business West Bath office. To provide appropriate and coherent training offer to local businesses and entrepreneurs. 	<ul style="list-style-type: none"> Quarterly reports on levels of business support and advice given. An annual summary of business support and advice given. 	Appropriate business support offered with resulting potential for job protection and creation.	Business support provider. Training Providers.	<p>In 2010/11 1050 business advice sessions were delivered by Business West with a further 420 businesses receiving "intensive assistance". There were 33 business courses attended by 180 delegates</p> <p>In 2010/11, information and support was given to 451 individuals on start-up issues.</p> <p>243 business advice sessions were delivered by Business West specifically about starting up.</p> <p>There were 33 start-up business courses attended by 180 delegates. Of these courses, 11 were specifically for individuals who had been unemployed for over six months.</p> <p>168 new business starts were recorded.</p>

Supporting Actions (continued)

	Objective	Action	Output	Outcome	Lead	Update 2011
Business Support & Development						
4	To help businesses identify and plan for climate change and fuel and energy shortages.	<ul style="list-style-type: none">• To identify and work with an expert partner to deliver risk analysis to small and medium enterprises.	<ul style="list-style-type: none">• Service offered to local business population.	Contribution to a better-prepared and informed business community about the risks of climate change and resource scarcity.	Environmental Sustainability Partnership with expert partner.	This is being undertaken in Bath City Centre via Business Improvement District mechanism, where advice is being provided to BID members on resource efficiency.
5	To help businesses deal with the impact of the recent recession.	<ul style="list-style-type: none">• To promote and deliver, subject to demand, a quarterly programme of Credit Crunch Clinics providing B&NES businesses with one to one access to business advisers covering all key aspects of running and managing a business• To deliver a public sector “meet the buyer” event• To support sub-regional and local rapid response activity businesses dealing with medium to large scale redundancies, to include a coherent package of support and training for employees.	<ul style="list-style-type: none">• Quarterly reports on levels of business support and advice given• Event to promote public sector procurement to local businesses	Appropriate business support offered with resulting potential for job protection and creation.	Council with Business support provider, West at Work Action Group.	<p>The sub regional rapid response to redundancy programme was run by the Regional Development Agency. Within the District this was very successful in mitigating the impacts of the closure of Cadbury’s in Keynsham.</p> <p>The Local Enterprise Partnership is now taking on that role at a West of England level.</p>

Supporting Actions (continued)

	Objective	Action	Output	Outcome	Lead	Update 2011
Economic Intelligence						
1	Undertake economic monitoring and intelligence gathering in order for the Council to fulfil statutory duties under the Housing and Local Government Act 2008 and to actively monitor progress on Economic Strategy outcomes.	<ul style="list-style-type: none"> Preparation of an Annual Economic Assessment. Publication of an annual Economic Report and quarterly Monitoring Bulletins. 	An annual Economic Assessment of the District.	An up-to-date understanding of the performance of the economy and issues affecting business growth.	Council.	The 2010/11 Local Economic Assessment was published as part of the evidence base for the draft Core Strategy and Regeneration Delivery Plan. The LEA will be updated in 2013 following release of the 2011 Census data.
2	Improve understanding of business needs and priorities locally by gathering first-hand evidence.	Attendance at business network events, business liaison visits and actions. See also "key sector" section within priority actions section. Engage Training Providers, further education and higher education in Skills Gap Analysis.	<ul style="list-style-type: none"> Undertake Annual Business Survey Carry out at least 80 business liaison visits per year Undertake 50 business projects as a result of business liaison visits Quarterly business networking sessions, with minimum of 10 businesses present at each breakfast. Attendance by the Council at least 6 business network-led events. Production of Annual Report on business liaison and survey. 	<p>An up-to-date understanding of the issues affecting businesses.</p> <p>A stronger direct relationship between the Council and businesses.</p> <p>Businesses are given a point of liaison within the Council in the form of Economic, Enterprise & Business Team.</p>	Council, business support provider.	<p>In total 24 key knowledge based sector events have taken place in 2011/12.</p> <p>A sophisticated business ecosystem now exists which includes networks such as Creative Bath, Low Carbon South West, Bath Spark and the B&NES Initiative.</p> <p>The Low Carbon South West Business Breakfast programme is promoting local low carbon and Environmental Goods and Services companies in B&NES. 7 business breakfasts will take place in the District in 2011/12.</p> <p>The Council's business liaison programme is ensuring contact with key sectors within business community. 41 businesses were visited in 2010/11.</p> <p>The Creative Bath network is being financially supported by the Council, which now runs a programme of training and business support events, employability / pitching sessions, and social events.</p> <p>X Media Lab is proposing to hold a tech festival with Bath Music Plus, Bath Digital, Creative Bath for March 2012.</p> <p>In 2011/12 the Bath and Bristol Enterprise Network is running a "Tech School" series of events in Bath for Tech entrepreneurs focusing on finance, marketing and selling.</p> <p>Under the Business Support SLA, an events programme was run in 2010/11, which included 26 events, alone and in partnership with other stakeholders, including the chamber of commerce, for a total of 1224 business delegates.</p>
3	Carry out active ongoing monitoring of progress on the Council's Local Area Agreement and the West of England Multi Area Agreement.	Establish agreed Monitoring Framework with Government Office for the South West and key delivery partners.	Quarterly Monitoring Reports. <ul style="list-style-type: none"> Achievement of Local Area Agreement 'stretch' targets. Informed input into Local Area Agreement/Multi Area Agreement refresh. 		Council and key delivery partners.	These are no longer required by Government.
4	Ensure effective and efficient use and gathering of economic intelligence.	<ul style="list-style-type: none"> Undertake annual Economic Assessment Engage with West of England Observatory and Policy and Partnerships Service internally Participate in Network Groups 	Agreed arrangements for data gathering and monitoring.	Reduced duplication of data gathering and efficient use of data sources.	Council and partners.	A quarterly economic report is being produced by the Council. The Local Economic Assessment has been published for 2010/11 and this is no longer a statutory duty.

Supporting Actions (continued)

	Objective	Action	Output	Outcome	Lead	Update 2011
Promoting Investment						
1	Promote B&NES as a location for inward business investment to assist in achieving future employment growth targets.	<ul style="list-style-type: none">• Develop an Inward Investment website• Produce a range of inward investment materials focusing on different areas within B&NES• Identification of external inward investors and active promotion of the area as a business location• Ongoing monitoring of inward investment locations and jobs	<ul style="list-style-type: none">• A comprehensive functional website to promote B&NES to potential business investors• A flexible portfolio of material for use with individual investment enquiries, promoting the benefits of different locations (Keynsham, Somer Valley, Bath)• An annual report on inward investment activity	Increased investment and jobs in the area	Council, Future Bath Plus, Business networks.	<p>We are developing a Competitive Identity project, which is seeking to develop and promote Bath and North East Somerset as a business destination.</p> <p>We are developing a new Business Matters website to promote ourselves more proactively to businesses.</p> <p>Major Projects provides an information resource for prospective investors helping them assess the economic potential of the area, and a business support referral network and a property search facility.</p>
2	Develop links with other countries to promote economic and business initiatives.	Produce an International Relations Activity Plan and review annually.	A framework for exploring initiatives on international trade, business partnering and technology transfer.	A better understanding of municipal government in other countries and approaches to funding, governance, economic and business support.	Council, Future Bath Plus.	<p>A friendship agreement signed with Jiangxi Province, China, followed by a sister city agreement with Jingdezhen. Co-operating with Jiangxi in regeneration, culture and tourism in world heritage environments.</p> <p>UK Trade and Investment continues to work with local companies to explore or improve their ability to export. In 2010/11, 164 businesses received support in this regard.</p> <p>Enterprise Europe Network also continues to work with companies, particularly on issues of business partnering and the further exploitation of intellectual property in Europe and beyond.</p>

Monitoring and Measuring Success

		Targets						
Desired Outcome	Key Measure	2010 Benchmark	Current Status	2011 Progress	2013	2016	2019	2026
Less overall commuting, more local employment, and reduction in CO2 contribution from business community	CO2 emissions across the District	(To be confirmed)			On track to achieving 2019 and 2026 targets	On track to achieving 2019 and 2026 targets	30% reduction in carbon emissions across District	45% reduction in carbon emissions across District
	Employees located in Keynsham (Annual Business Inquiry employee analysis)	5,700 (2008)	↑	5,900 (2010)	Maintain levels	Net increase of at least 10% †	Net increase of at least 15% †	Net increase of at least 25 % †
	Employees located in the Somer Valley* (Annual Business Enquiry employee analysis)	10,052 (2008)	→	10,300 (2010)	Maintain levels	Net increase of at least 2% †	Net increase of at least 5% †	Net increase of 10% †
A socially inclusive economy with continuing high levels of economic participation, increased workforce skills, and a focus on lifelong learning.	Employees across District (Annual Business Inquiry workplace analysis)	78,000 (2008)	↑	80,000 (2010)	Net increase of at least 1%	Net increase of at least 5%	Net increase of at least 7% †	Total employment increased by at least 10% †
	Unemployment across District (JSA claimant counts)	2% – lowest in West of England (2010)	→	2.1% (Aug 2011)	Maintain levels	Maintain levels	Maintain levels	Maintain levels
	Super output areas in B&NES in top 20% of IMD in the country (Index of Multiple Deprivation)	4 (Twerton West, Kingsmead, Whiteway, Foxhill North). (2007)	↓	5 (Twerton West, Twerton Village, Whiteway West, Foxhill North).	3	2	1	No wards in top 20%
	Proportion of young people not in employment, education and training (Connexions)	4.3% (2009)	↑	3.4% (2010)	4.25%	4.2%	4.15%	4.1%
	Proportion of working age residents with at least Level 2 NVQ or higher (ONS Annual Population Survey)	76.4% (2008)	↓	73.6% (2010)	76.9%	77.4%	77.9%	78.4%

* This action has been changed from Midsomer Norton/Radstock to cover the whole of the Somer Valley

† Targets amended to comply with Core Strategy

Monitoring and Measuring Success (continued)

		Targets						
Desired Outcome	Key Measure	2010 Benchmark	Current Status	2011 Progress	2013	2016	2019	2026
An economy which is more diverse, productive and resilient thanks to an increase in knowledge-based jobs.	Number of business births in the year (Business demography survey)	695 (2008)	↓	635 (2009)	755	815	875	935
	% of jobs in SIC 2007 industries: J (information and communication), and M (professional, scientific and technical) across the District. (Annual Business Inquiry)	13% (2008)	↓	12% (2009)	Proportion of total jobs is at least 14%	Proportion of total jobs is at least 15%	Proportion of total jobs is at least 18%	Proportion of total jobs is at least 20%
	Gross weekly average earnings – % of national average (Annual survey of hours and earnings)	94% (2009)	→	95% (2010)	95%	97%	99%	100%+
	GVA per worker (Econ SW Observatory)	£48, 200 (2008)	↓	£45,100 (2009)	Increase of at least 0.5%	Increase of at least 4%	Increase of at least 15%	Increase of at least 30%
A place where knowledge-based workers can find jobs and where innovation being developed locally can grow	Proportion of knowledge-based workers (NVQ Level 4+) (ONS Annual Population Survey)	35% (2008)	→	36% (2010)	Maintain or increase	Maintain or increase.	Maintain or increase	Proportion of knowledge-based workers is at least 35%
	Graduate retention rates (to be identified)	To be determined as part of action plan		To be updated	To be updated	To be updated	To be updated	To be updated

* Changed from Total GVA to GVA per worker

Potential New Economic Strategy Actions 2011 - 2013

Economic Strategy Objective	Action	Output	Outcome	Lead
Maintain the delivery of business support services to new and existing companies in B&NES	Evaluate the impact of business support services funded by the Council and Business Link	An understanding of the economic impact of different support options for business Improved commissioning of business support services	Businesses are supported and jobs are better protected locally	Council, business support providers
Ensure opportunities from being part of a successful West of England economy are maximised	Resource our continued engagement with and influence on the West of England Local Enterprise Partnership	Increasing numbers of businesses are attracted to Bath and North East Somerset	An increase in the number of higher-waged, higher skilled 'knowledge' based jobs available locally	LEP, Council, businesses
Facilitate new city centre and edge of centre commercial quarters in Bath	Launch the Bath Riverside Enterprise Area Develop a plan to support the delivery of the Bath EA using the full range of finance options available, called Financing the Future, including exploring options for providing	Development commences on key city centre sites	More modern office space is built Increased revenues for the Council	Council, developers, businesses

	incentives to particular high growth business sectors			
Bring forward new employment space in Keynsham town centre and Somerdale and the Somer Valley	Implement the regeneration schemes for Keynsham and the Somer Valley, to ensure jobs growth is maximised	Development commences in Keynsham and the Somer Valley	An increase in the number and diversity of jobs available locally	Council
Promote B&NES as a location for inward investment to assist in achieving future employment growth targets	Agree our economic story and vision as the basis of demonstrating our Competitive Identity	Increasing numbers of business are attracted to the area	More modern office space is built An increase in the number of higher-waged, higher skilled 'knowledge' based jobs available locally	Council, business community, LEP
Reaffirm the working relationship between the Council and the business community	Re-launch the Sustainable Growth Alliance as the Bath and North East Somerset Economic Partnership	A strong coherent business voice feeding into the West of England LEP and Government	Business better able to advocate for the area B&NES features strongly in all the West of England LEP work	Business community, HE and FE, Council, LEP
Improve employability and reduce worklessness	Progress the Council's Skills and Employment programme which includes: <ul style="list-style-type: none"> • Volunteering and Work Placement scheme across the council • A Council/Sirona CIC 	A joined up and accessible worklessness programme	More people with the skills for work	Job Centre Plus, training providers, Council, B&NES Learning and Skills Partnership

	<p>Engagement, Job Coaching and Sustainment Offer focusing on client's whole pathway to economic sustainability.</p> <ul style="list-style-type: none"> • Active engagement and working with Job Centre Plus and B&NES DWP Work Programme contractors • Working with Job Centre Plus to promote the flexible support fund particularly to 18-24 year olds 			
To facilitate the growth of key knowledge-based sectors locally	<p>Develop a new network, integrated into existing networks to promote business development services to our high growth companies</p> <p>Develop a joint action plan between the Economic Partnership and the Environmental Sustainability Partnership focussed on maximising the business benefits of a low carbon economy</p>	New networking events	Business support policies are informed and help businesses in these key areas develop and offer more employment opportunities	Council, business community

Facilitate the delivery of the right sort of housing for the District	Bring forward the key housing led and mixed use sites in the District all in accordance with the Core Strategy	Mixed use housing sites starting to be delivered	The right sort of homes for B&NES residents	Council, HCA, housing providers

Economic Strengths

Summary

- **A highly skilled workforce, with world class HE provision focussed on growth sectors**
- **Clusters of highly productive businesses, many of them identified as key sectors in driving the UK’s economic recovery**
- **An established, but light touch, local business ecosystem supporting new businesses**
- **Public sector and tourism jobs providing a backbone to the local economy and a steady flow of income somewhat protected from recession and international competition**
- **Once they start, very good business survival rates indicating a strong underlying economy**
- **Nationally and internationally known destinations**

Overall Strengths

1.1 Despite the recent trends of relatively weak overall job creation and a reduction in office accommodation highlighted in the paper, the revised Local Economic Assessment published in June 2011 sets out some real strengths of the area.

1.2 Skills at all levels (NVQ 1 – 4+) remain strong in comparison to the local, regional and national averages. Most notable is the high level of residents with NVQ 4+.

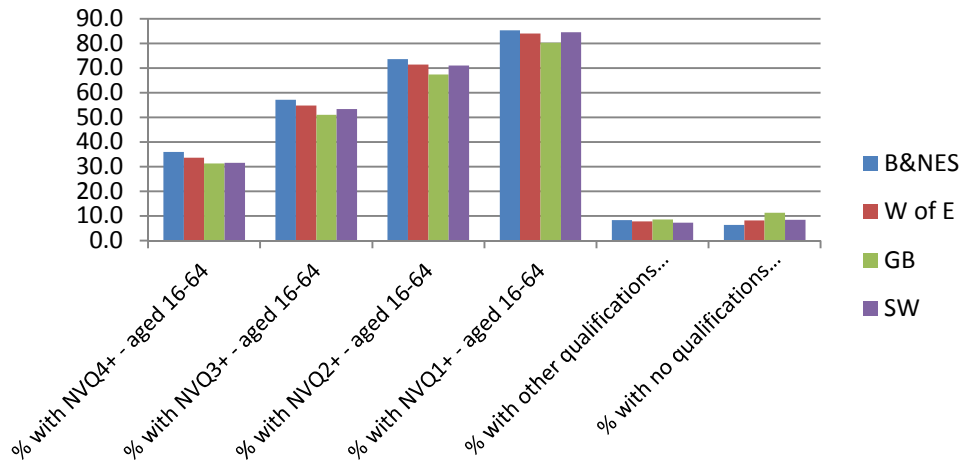


Table 1: Skills Levels of B&NES Residents
Source: ONS Annual population survey, Dec 2010

1.3 Employment in an area in terms of sector and industry are a good way to understand economic makeup. Ideally a locality with aspirations to encourage and maintain a high value added knowledge economy would need large proportions of the work force employed in Standard Occupation Codes (SOC) of 1 – 3.

Table 2 below shows that B&NES does have a resident population that has a comparatively high proportion of SOC 1 – Managers & Senior Officials and SOC 2 – Professional Occupations, however SOC 3 – Associate Professional & Technical Occupations is much lower than W of E, GB and the SW.

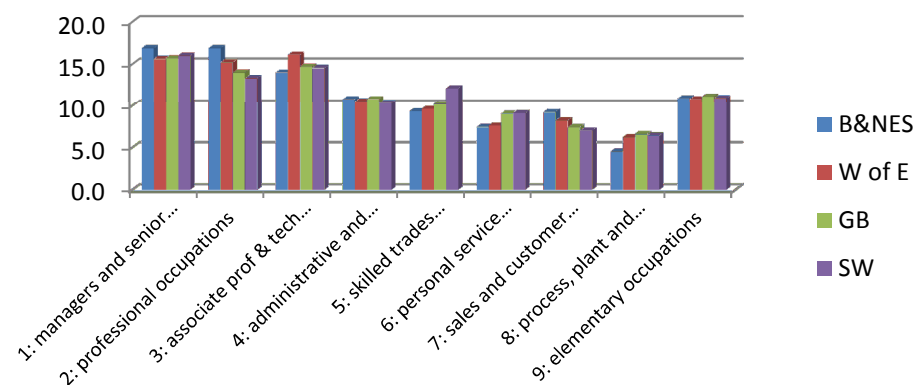


Table 2: Employment sectors in Bath and North East Somerset

Source: ONS Population Survey Sept 2011

- 1.4 Eleven industry sectors have a considerably higher share of employment than in England as a whole. Two are in manufacturing: Paper production and Printing and the reproduction of recorded media. Three others are in environmental-related industries: Water supply, Sewerage and Remediation and waste management activities. There are two professional business services sectors which are strongly represented in the District: Architectural and engineering consultancy, technical testing and analysis, and Rental and leasing activities. The remaining strongly represented sectors in the area under SIC 2007 analysis are: Accommodation, the (well-known) Publishing industry, Education and Creative, arts and entertainment activities.
- 1.5 In fact the financial and professional business services sector makes a hugely (and overly) significant contribution to the B&NES economy; it is responsible for 14% of B&NES' entire GVA output (£590 million per annum), 18% of its businesses (1,700 businesses) and 11% of its employment (11,000). The Sector is one of the most productive sectors in in B&NES (in terms of added value per worker).

1.6 Whilst B&NES' business presence in the Financial services sub-sector is somewhat 'middling' in regional terms, its presence in the Professional business services sub-sector is excellent; B&NES has the highest proportion of Professional business services businesses (and output) as a percentage of all businesses (and output) in the South West (amongst the region's 15 Principal Authority areas). If a direct link between Professional business services and 'Knowledge-based services' is assumed, then it can be demonstrated that the B&NES economy is one of the most knowledge-based services economies in the South West of England.

1.7 Bath and North East Somerset therefore has a considerably higher share of employment than the national average in some high value sectors. These help to give Bath and North East Somerset a business wealth score of 102% of the national average and 115% of the regional average¹.

1.8 The measure of self-employment is another way of understanding the enterprise or entrepreneurship of an area, Table 3 shows the percent of the working age population (16-64) who are self-employed. The level of self-employment in B&NES has fluctuated over time but has consistently remained higher than both the W of E and GB, and is 0.4 higher than the SW at present.

% aged 16-64 in self-employment	2006	2007	2008	2009	2010
B&NES	10.1	11.7	10.1	10.1	10.9
W of E	8.2	9.7	9.0	8.9	8.1
GB	9.0	9.1	8.9	9.0	9.1
SW	10.3	10.8	10.9	10.6	10.5

Table 3: Self-employment rates
ONS Annual Population Survey 2010

1.9 A recent NESTA report shows that Bath is one of the 10 hotspots for creative industries in the UK, with specialisms publishing, as well as video, film and photography. What marks it out as a hotspot is the connectivity of firms within a cluster. One of the strengths of the Bath cluster is in its co-location of publishing companies with scientific R&D, accounting, consultancy and market research services².

¹ An average of three estimates: Economic Systems Consultancy and Research; Oxford Economics and Experian Business Strategies

² Creative clusters and innovation, Putting creativity on the map, Nesta, November 2010

- 1.10 Bath and North East Somerset has a light touch but effective ‘business ecosystem’ nurtured over the past few years with support from the Council. This includes the innovation centre, Creative Bath, Low Carbon South West, the Initiative run by the Chamber, Small Business Focus and others. New networks are emerging such as Bath Spark, a network for people working in tech. There is a strong legacy of Bath graduates starting and growing their businesses here, which can be built on. Local companies such as Picochip, IPL, Buro Happold and Altran Praxis have all had strong links to the Universities in starting or growing.
- 1.11 As well as concentrations of high growth jobs, public sector and tourism jobs provide a backbone to the local economy and a steady flow of income somewhat protected from recession and international competition.
- 1.12 Despite the challenges in establishing business in the area, once they do start Bath and North East Somerset is also a good place for businesses to thrive. It is better than the sub regional and national average for business survival rates, with 61% of businesses starting in 2004 still operating after 4 years.

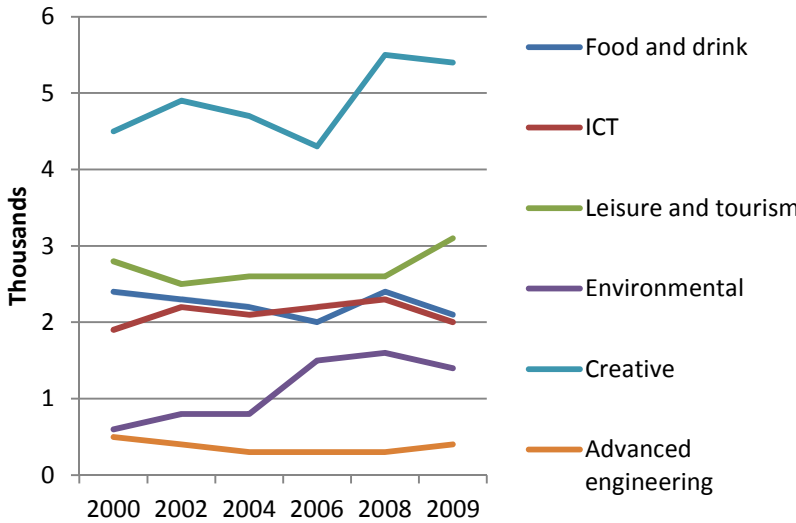


Table 4: FTE Workers in Key Sectors
Source: Econi, SW Observatory

Bath City Riverside 'City of Ideas' Enterprise Area

This area of Bath has 36 hectares of developable land within a 96 hectare area which has the potential to deliver mixed-use development with an emphasis towards office and employment use:

1. Bath Quays North

Total Area – 27,340 m²

2. Bath Quays South & South Bank

Total Area – 25,140m²

3. Manvers Street

Total Area – 14, 450m²

4. Bath Press

Total Area – 21,510m²

5. BWR

Total Area – 147,000m²

6. BWR East

Total Area – 48,730m²

7. Green Park Station

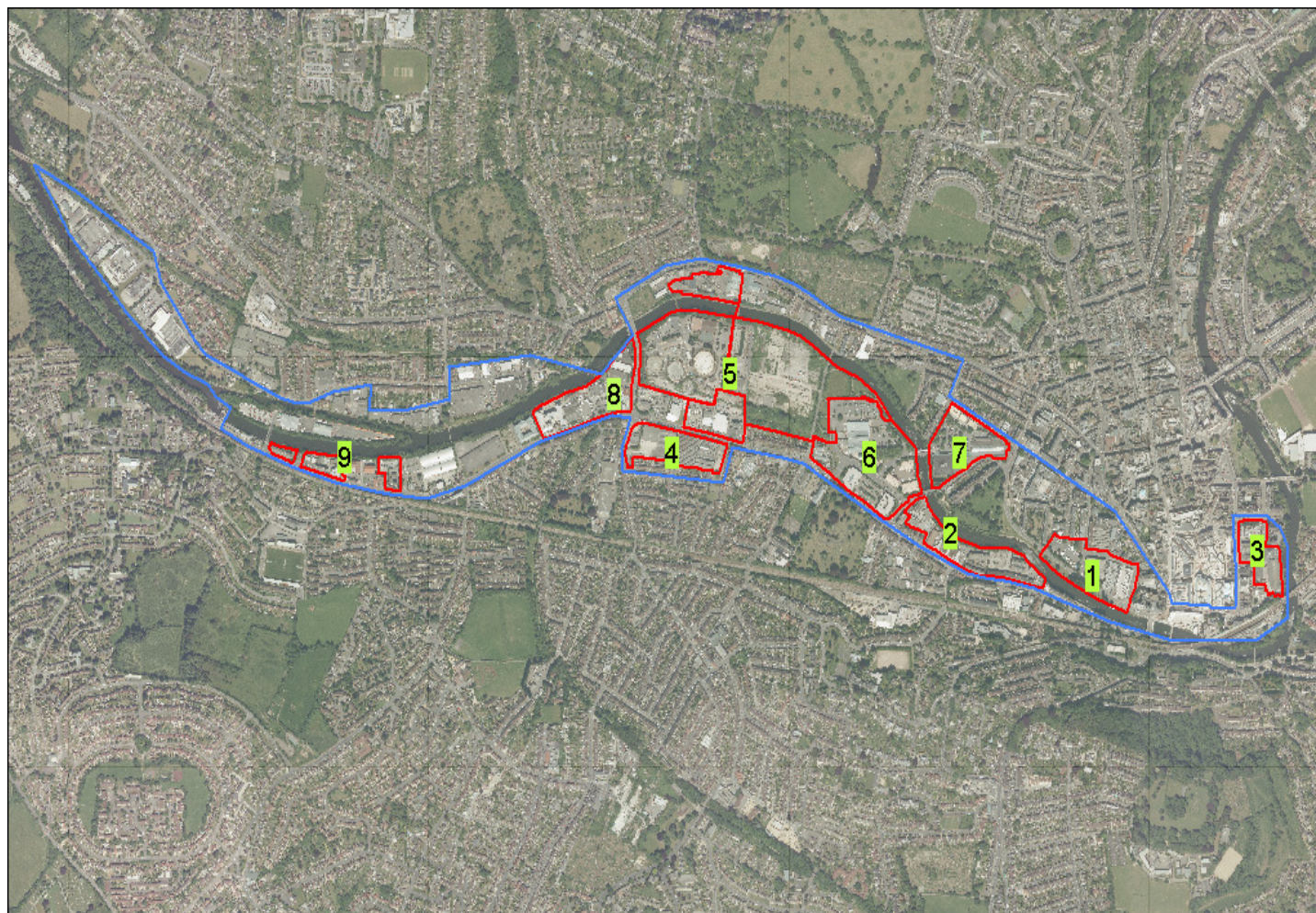
Total Area – 24,200m²

8. Stable Yard Area

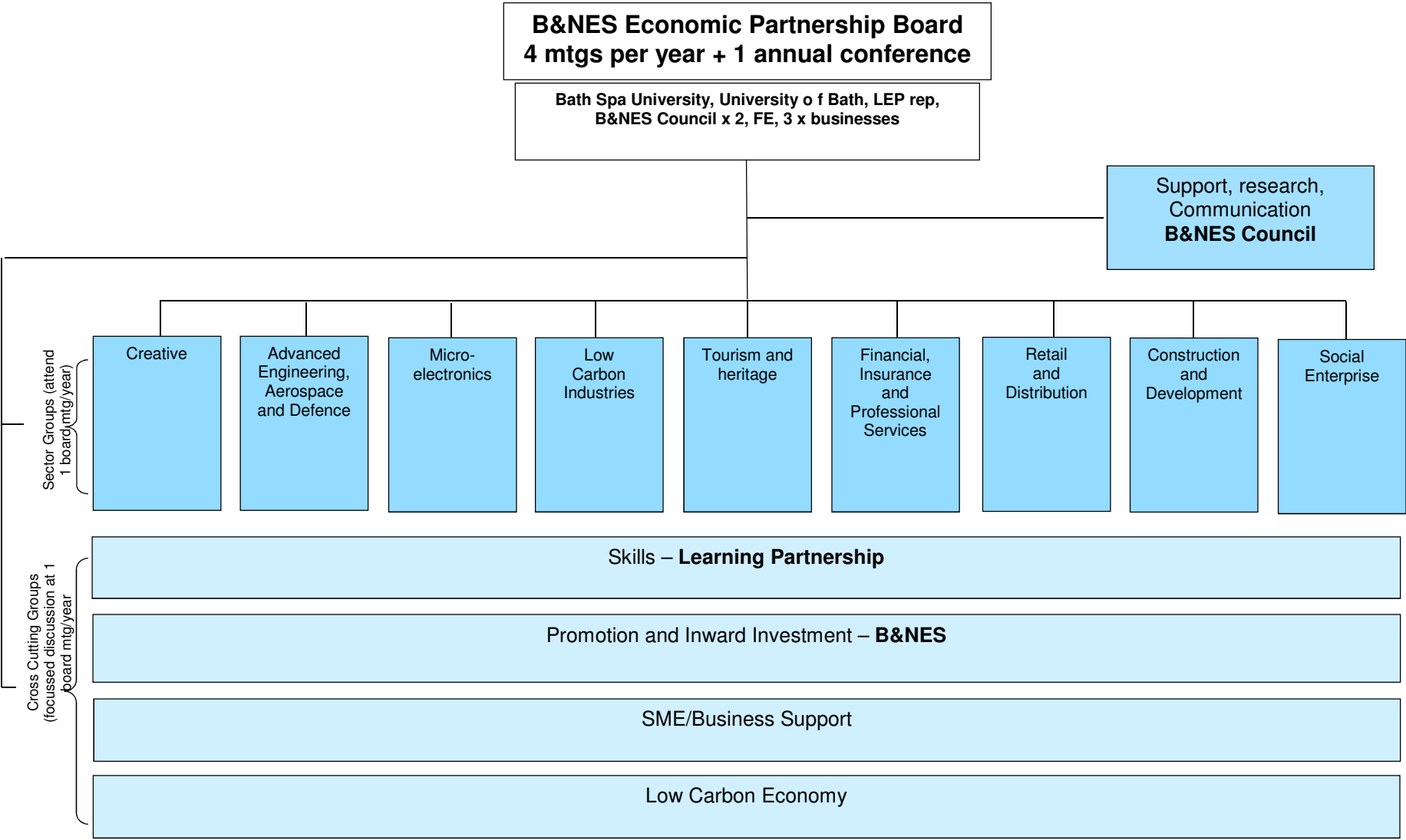
Total Area – 28,280 m²

9. Carrs Mill Area

Total Area – 24,700 m²



B&NES Economic Partnership Board



Draft Programme

November 2011

- New Terms of Reference
- Economic Update (dashboard report)
- Scrutiny of one Economic Strategy high level objective: Business Premises and Infrastructure

March 2012

- Economic Update (dashboard report)
- Reports from two sector groups: Creative and Low Carbon
- Scrutiny of one Economic Strategy high level objective: Business Support and Development

June 2012

- Economic Update (dashboard report)
- LEP focus
- Reports from two sector groups: tbc
- Scrutiny of one Economic Strategy high level objective: Employability and Skills (including Learning Partnership)

September 2012: Annual Conference

November 2012

- Economic Update (dashboard report)
- Reports from two sector groups: tbc
- Scrutiny of one Economic Strategy high level objective: Business Premises and Infrastructure

Equality Impact Assessment / Equality Analysis

Title of service or policy	Economic Strategy update (Delivering Sustainable Economic Growth Cabinet report)
Name of directorate and service	Development and Major Projects
Name and role of officers completing the EIA	John Wilkinson
Date of assessment	27 th Sept 2011

Equality Impact Assessment (or 'Equality Analysis') is a process of systematically analysing a new or existing policy or service to identify what impact or likely impact it will have on different groups within the community. The primary concern is to identify any discriminatory or negative consequences for a particular group or sector of the community. Equality impact Assessments (EIAs) can be carried out in relation to service delivery as well as employment policies and strategies.

This toolkit has been developed to use as a framework when carrying out an Equality Impact Assessment (EIA) or Equality Analysis on a policy, service or function. It is intended that this is used as a working document throughout the process, with a final version including the action plan section being published on the Council's and NHS Bath and North East Somerset's websites.

1.	Identify the aims of the policy or service and how it is implemented.	
	Key questions	Answers / Notes
1.1	Briefly describe purpose of the policy including <ul style="list-style-type: none"> • How the policy is delivered and by whom • If responsibility for its implementation is shared with other departments or organisations • Intended outcomes 	The Economic Strategy sets the overall ambitions for the area in supporting sustainable economic growth (e.g. business start-up and growth and job creation). It sets out the current economic context, targets for measuring success and actions to deliver those targets. It is owned by the B&NES Economic Partnership, which is the economic group of the LSP. Actions are the responsibility of a range of organisations, including the Council, business organisations, HE and FE providers and other training providers, the West of England Partnership, Job Centre Plus and the Learning Partnership. Its intended outcomes are measured by a range of indicators including employment rates, skills levels, earnings and Gross Value Added of the economy
1.2	Provide brief details of the scope of the policy being reviewed, for example: <ul style="list-style-type: none"> • Is it a new service/policy or review of an existing one? • Is it a national requirement? • How much room for review is there? 	The Economic Strategy was initially published in April 2010. It is a locally determined strategy which guides interventions from across the area. It pays significant attention to the underlying economic situation (analysed from data collected through the year), Government policy on economic development and local business priorities. As it is not a statutory document and is locally developed there is plenty of scope for review and updating.

1.3	Do the aims of this policy link to or conflict with any other policies of the Council?	The aims of the Strategy link directly into the overall ambitions of the Council to make Bath and North East Somerset an even better place to live, work and visit. It also supports delivery of the Sustainable Community Strategy and in particular the section on growth.
<h2>2. Consideration of available data, research and information</h2>		
<p>Monitoring data and other information should be used to help you analyse whether you are delivering a fair and equal service. Please consider the availability of the following as potential sources:</p> <ul style="list-style-type: none"> • Demographic data and other statistics, including census findings • Recent research findings (local and national) • Results from consultation or engagement you have undertaken • Service user monitoring data (including ethnicity, gender, disability, religion/belief, sexual orientation and age) • Information from relevant groups or agencies, for example trade unions and voluntary/community organisations • Analysis of records of enquiries about your service, or complaints or compliments about them • Recommendations of external inspections or audit reports 		
	Key questions	Data, research and information that you can refer to
2.1	What is the equalities profile of the team delivering the service/policy?	The Economy, Enterprise and Business Development Team comprises 5 people, 3 men and 2 women. The age profile is young and White British.
2.2	What equalities training have staff received?	Staff have been provided with the B&NES internal training. The EEB manager has previously been responsible for managing the equalities function in his previous role
2.3	What is the equalities profile of service users?	<ul style="list-style-type: none"> • The age profile of B&NES is somewhat older than the national average, though we also have more people than expected in their early twenties due to the two universities. In ten years' time, we estimate that people over age 85 will number around 6,800 in B&NES compared with 4,300 in 2007 – an increase of about 50%

		<ul style="list-style-type: none"> As this older age group grows, the younger age group will fall as a percentage of the total population, which has significant implications for the local economy and the business that operate here The area's ethnic make up is predominantly white: 94.5% British, Irish or other white compared to the English average of 88.7%
2.4	What other data do you have in terms of service users or staff? (e.g results of customer satisfaction surveys, consultation findings). Are there any gaps?	Worklessness Assessment, Local Economic Assessment, Smart Growth economic study, sector studies. Data collected on the economy is very comprehensive
2.5	What engagement or consultation has been undertaken as part of this EIA and with whom? What were the results?	The Economic Strategy update has been consulted on with the key stakeholders who have a role in its delivery and also the Housing and Major Projects Policy Development and Scrutiny Panel. In addition we have been provided with an independent analysis of progress by an economist against the strategy's core indicators. These showed that progress has generally been positive. However the key targets, that evidence shows we are off target with, relate to the number of people with below level 2 skills, the number of business start ups and the proportion of jobs in high value sectors.
2.6	If you are planning to undertake any consultation in the future regarding this service or policy, how will you include equalities considerations within this?	We will be re-launching the Bath and North East Somerset Economic Partnership as a result of the emergence of the West of England Local Enterprise Partnership and this update. The partnership will be the key group that oversees the delivery of the strategy and its actions. A quarterly economic action plan will be produced which gives an update on the economic picture of the District. This report needs to include data on how particular groups are performing in the economy (e.g. we know that nationally some BME communities are over represented in unemployment figures, but need to understand whether this is the case locally)
3. Assessment of impact: 'Equality analysis'		
	<p>Based upon any data you have considered, or the results of consultation or research, use the spaces below to demonstrate you have analysed how the service or policy:</p> <ul style="list-style-type: none"> Meets any particular needs of equalities groups or helps promote equality in some way. Could have a negative or adverse impact for any of the equalities groups 	

		Examples of what the service has done to promote equality	Examples of actual or potential negative or adverse impact and what steps have been or could be taken to address this
3.1	Gender – identify the impact/potential impact of the policy on women and men. (Are there any issues regarding pregnancy and maternity?)	<p>A worklessness assessment has been completed to understand the economic issues facing particular groups.</p> <p>Proposal to undertake an evaluation of Council supported business support services, which will include an examination of who accesses the services and how improvements could be made</p>	Business support services funded by the Council need to ensure they are delivered in a way that ensures equal access and are appropriate to the needs of particular groups, rather than one size fits all
3.2	Transgender – – identify the impact/potential impact of the policy on transgender people	n/a	n/a
3.3	Disability - identify the impact/potential impact of the policy on disabled people (ensure consideration of a range of impairments including both physical and mental impairments)	<p>A worklessness assessment has been completed to understand the economic issues facing particular groups.</p> <p>Proposal to undertake an evaluation of Council supported business support services, which will include an examination of who accesses the services and how improvements could be made</p>	<p>Business support services funded by the Council need to ensure they are delivered in a way that ensures equal access and are appropriate to the needs of particular groups, rather than one size fits all</p> <p>The opportunity to deliver business support services from the Council's new One Stop Shop in Bath is being explored. Basing services in these premises would capitalise on the excellent DDA compliant facility</p>
3.4	Age – identify the impact/potential impact of the policy on different age groups	<p>A worklessness assessment has been completed to understand the economic issues facing particular groups.</p> <p>Through the Learning Partnership work</p>	The Learning Partnership will take forward their initial work in partnership with business groups and employers to promote opportunities

		has been delivered to tackle the barriers older people face in accessing work and training.	
3.5	Race – identify the impact/potential impact on different black and minority ethnic groups	<p>A worklessness assessment has been completed to understand the economic issues facing particular groups.</p> <p>Proposal to undertake an evaluation of Council supported business support services, which will include an examination of who accesses the services and how improvements could be made</p>	Business support services funded by the Council need to ensure they are delivered in a way that ensures equal access and are appropriate to the needs of particular groups, rather than one size fits all
3.6	Sexual orientation - identify the impact/potential impact of the policy on lesbians, gay, bisexual & heterosexual people	n/a	n/a
3.7	Religion/belief – identify the impact/potential impact of the policy on people of different religious/faith groups and also upon those with no religion.	n/a	n/a
3.8	Socio-economically disadvantaged – identify the impact on people who are disadvantaged due to factors like family background, educational attainment, neighbourhood, employment status can influence life chances	<p>A worklessness assessment has been completed to understand the economic issues facing particular groups.</p> <p>Work is underway in Radstock and Westfield to develop an economic action plan focussed on addressing skills shortages and jobs growth in an area with higher than average levels of economic disadvantage in the District</p> <p>Successful delivery of the 100 in 100 days apprenticeship campaign to</p>	Funding through schemes such as Future Jobs Fund from Government has come to an end. With the potential for further rises in benefit claimants and the emergence of the Work Programme a joined up approach is needed between organisations to ensure continued support for these groups

		<p>provide opportunities for entry into the workplace</p> <p>Section 106 agreement on Bath Western Riverside to promote on-site training</p> <p>Successful delivery of the Future Jobs Fund programme</p>	
3.9	Rural communities – identify the impact / potential impact on people living in rural communities	<p>Active engagement in the West of England Local Enterprise Partnership rural sector sub groups.</p> <p>Current business support services are available via web and phone as well as face to face ensuring access to support services</p>	Ensure rural communities are able to access new economic opportunities that emerge through delivery of this Economic Strategy

4. Bath and North East Somerset Council & NHS B&NES Equality Impact Assessment Improvement Plan

Please list actions that you plan to take as a result of this assessment. These actions should be based upon the analysis of data and engagement, any gaps in the data you have identified, and any steps you will be taking to address any negative impacts or remove barriers. The actions need to be built into your service planning framework. Actions/targets should be measurable, achievable, realistic and time framed.

Issues identified	Actions required	Progress milestones	Officer responsible	By when
Investigate whether appropriate data is being collected on performance of particular groups in the economy (e.g. race and age)	Ensuring the quarterly economic report provides information on performance of these groups (e.g. employment levels)	Quarterly	John Wilkinson	Next report due Dec 2011/Jan 2012

Ensuring business support services are delivered in a way that ensures equal access	Undertake an evaluation of Council supported business support services	Completed by the end of FY 2011/12	Anna Garner	End of FY2011/12

5. Sign off and publishing

Once you have completed this form, it needs to be 'approved' by your Divisional Director or their nominated officer. Following this sign off, send a copy to the Equalities Team (equality@bathnes.gov.uk), who will publish it on the Council's and/or NHS B&NES' website. Keep a copy for your own records.

Signed off by:

(Divisional Director or nominated senior officer)

Date:

Extract Note of Housing & Major Projects PDS Panel

20 September 2011

The Panel received a paper on Delivering Sustainable Economic Growth in B&NES as an item for pre-decision policy development.

20 DELIVERING SUSTAINABLE ECONOMIC GROWTH IN B&NES

The Economic Enterprise & Business Development Manager introduced this item to the Panel. He explained that the format of the report forms a potential skeleton of the Cabinet paper that they will receive in November. He highlighted that there was a risk that without intervention, at current levels of economic performance, the Council will not create the level of job growth that is planned for by the Core Strategy. He added that the area's current economic performance shows that if it continued into the future at current rates that not enough jobs, particularly of the target quality, will be created for local people.

He also wished to set out some real strengths of the area and potential future actions.

Strengths

- A highly skilled workforce, with world class Higher Education provision focussed on growth sectors
- Clusters of highly productive businesses, many of them identified as key sectors in driving the UK's economic recovery
- Public sector and tourism jobs providing a backbone to the local economy and a steady flow of income somewhat protected from recession and international competition
- Once they start, very good business survival rates indicating a strong underlying economy

Potential future actions

- Ensure the District has an attractive profile and strong competitive identity to attract inward investment in accordance with the Bath and North East Somerset Economic Strategy
- Ensure there is a regulatory, finance and support environment which enables existing businesses to develop and grow
- Ensure there is sufficient and appropriate employment space available for local job creation, building on the opportunity of the Bath Enterprise Area but also focussed on local neighbourhoods outside Bath
- Ensure there are sufficient and appropriate homes built to provide accommodation for people taking up these new jobs as set out in the Core Strategy, including university graduates
- Ensure that the transport, communications and cultural infrastructure supports the delivery of the above

Councillor Barry Macrae commented that he felt that most of the important issues were covered within the report and he urged that Cabinet to carry out the implementation as soon as possible.

Councillor Paul Fox commented that he acknowledged that something needs to be done and said that any growth must be sustainable. He called for key employment space / business accommodation to be identified and asked what the Council could do to aid this. He also stated that B&NES should not have an inferiority complex regarding Bristol and the LEP as it should be seen as an opportunity.

The Chairman commented that he felt that sites should be identified so that businesses can have the ability to expand.

Councillor Patrick Anketell-Jones commented that taking forward proposals for a creative/digital “hub” workspace for co-location of creative companies was a sound proposition for the future.

Councillor Steve Hedges commented that he felt that the report should be written with more confidence. He also called for the former Clark’s site to be promoted further as part of the solution.

Councillor Paul Fox stated the need for Bath to get itself onto the Cities Map as they are seen as the drivers for growth.

The Chairman commented that mobility and public transport were both important issues that should be considered. He added that the Panel should also have a role in how money in relation to the New Homes Bonus is spent.

The Strategic Director for Development & Major Projects commented that the Government currently sees the West of England and Bristol as a priority. He called for the Council to be bold and to make the relationship work by showing them a credible offer of our own.

The Panel **RESOLVED** to commend the report to the Cabinet.