

<b>Title: Inclusive &amp; Sustainable Economic Growth Strategy</b>	
<b>Ward(s):</b>	All
<b>Author: Chris Hackett</b>	<b>Job title: Economic Strategy Manager</b>
<b>Cabinet lead: Mayor</b>	<b>Director lead: Colin Molton</b>
<b>Proposal origin: Mayor</b>	
<b>Decision maker: Mayor</b> <b>Decision forum: Cabinet</b>	
<b>Timescales:</b> Cabinet 9 <sup>th</sup> January 2018 to receive report and give feedback for Project Team meeting 16 <sup>th</sup> January 2018. Final Draft Strategy to be reported to Cabinet on 3 <sup>rd</sup> April 2018.	
<b>Purpose of Report:</b> For information and receive feedback; to raise awareness of preparation of the strategy and a symposium to take place on Friday 9 <sup>th</sup> February 2018	
<b>Evidence Base:</b> Bristol's economy, while relatively successful and productive (highest output per worker of the Core Cities) has failed to address widespread inequalities in the city. This strategy aims to provide the framework for developing a local economy that is also inclusive and sustainable. The strategy will consist of a Vision, Action Plan and Evidence Base. It will be aligned with the emerging One City Plan. This report outlines the initial work and a draft Vision for the strategy.	
<b>Cabinet Member / Officer Recommendations:</b> To note the draft Vision and Objectives and that this strategy aims to, <ul style="list-style-type: none"> <li>• provide greater detail for the One City Plan theme of a 'Prosperous and Inclusive Economy'</li> <li>• enable The Mayor to express his rationale for inclusion and sustainability, together with analysis of inclusion as a driver of economic growth</li> <li>• identify a pipeline of investments to develop inclusive and sustainable economic growth</li> <li>• enable monitoring and measuring of successful outcomes</li> </ul>	
<b>Revenue Cost: £93,788</b>	<b>Source of Revenue Funding:</b> Place Development Reserve
<b>Capital Cost: £nil</b>	<b>Source of Capital Funding:</b> N/A
<b>One off cost <input checked="" type="checkbox"/> Ongoing cost <input type="checkbox"/></b>	<b>Saving Proposal <input type="checkbox"/> Income generation proposal <input type="checkbox"/></b>
<b>Finance Advice:</b> This proposal is concerned with the production of an Inclusive & Sustainable Economic Growth Strategy (I&SEGS), aligned with the One City Plan. The objectives in the strategy will act as guiding principles for the prioritisation framework for taking initiatives and business case proposals forward in the future. This will ensure that future Capital and Revenue projects and programmes will be strongly linked to the City and the Council's objectives and provide strong narratives for making investments.  The production of I&SECG has been commissioned through an external consultancy firm. The cost is quoted at £93,788 and funded by the earmarked reserve for Place Development in 17/18.	
<b>Finance Business Partner:</b> Tian Ze Hao <b>Date:</b> 14/12/2017	
<b>Corporate Strategy alignment:</b> Fits within Corporate Strategy theme "Fair & Inclusive, Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to quality learning, decent jobs and homes they can afford."	
<b>Legal Advice:</b> There are no particular legal implications at this investigatory and informal consultation stage where this is being carried out by the Council. Compliance with procurement and commissioning rules and procedures apply to the commissioning of any associated work by external parties (and we are informed that Arup's commission was authorised through CPG covering its engagement in the strategy development).	
<b>Legal Team Leader:</b> Jane Johnson, 20 <sup>th</sup> December 2017.	
<b>Implications on ICT:</b> No direct IT implications have been identified for the development of the strategy. However, further IT engagement may be required during strategy implementation	

**ICT Team Leader:** Ian Gale, IT Service Delivery & Integration Manager. 15/12/2017.

**City Benefits:** The strategy is intended to set out how the city's economic prosperity will be developed by and will have benefits for all citizens, with particular emphasis on those who have become economically excluded and in a way that is environmentally, socially and economically sustainable.

**Consultation Details:** a communications and engagement plan has been drawn up by the project team, to ensure robust consultation. See Appendix B.

<b>DLT Sign-off</b>	Colin Molton	15/12/2017
<b>SLT Sign-off</b>	John Readman	19/12/17
<b>Cabinet Member sign-off</b>	Mayor Marvin Rees	15/12/17
<b>For Key Decisions - Mayor's Office sign-off</b>	Not applicable	

Appendix A – Further essential background / detail on the proposal	<b>YES</b> Draft Vision Statement
Appendix B – Details of consultation carried out - internal and external	<b>YES</b> Communications & Engagement Plan

## Appendix A Draft Vision Statement

Arup have been commissioned to produce an Inclusive and Sustainable Economic Growth Strategy for Bristol City Council, which will provide three main outputs:

- a vision statement and objectives;
- prioritisation of projects and programmes and;
- a robust evidence base that can be used for making the case for investment.

The Strategy will need to talk to a number of audiences including at a local level and (in future) regional and national Government. In order to provide a compelling message, a clear and concise vision statement, alongside a series of objectives, has been developed as the first stage of this commission. The vision and objectives have been carefully crafted – although are still in draft form and may change after further discussion between the consultant and client teams – to reflect the priorities, opportunities and challenges in Bristol. The objectives need to capture the potential in Bristol to deliver inclusive growth and they also need to be enduring given the economic development strategy will make proposals for the long term, as well as a series of short term measures. The objectives should reflect the spirit of Bristol and how the City Council can harness its strengths to deliver benefits for all its citizens across both the built environment and people focussed outcomes such as skills, training and employment.

Once fully agreed, the objectives will act as guiding principles for the prioritisation framework and form the basis for taking forward and influencing initiatives and business case proposals in the future. Future projects and programmes should be able to link back to the objectives for the City Council and provide a strong narrative for making the case for investment at local, regional and national level. In line with the 'co-design' and inclusive nature of the strategy, the content will be informed by meaningful engagement with a diverse group of city stakeholders culminating in a Bristol Inclusive & Sustainable Economic Growth symposium in early February 2018.

**A Vision towards 2040: To enable all the people of Bristol to create a sustainable, inclusive and growing economy from which all will benefit**

*PEOPLE CENTRED - Place people at the heart of investment; delivering education and skills opportunities for all, promoting, inclusive lifelong learning, generating opportunities for sustainable prosperity.*

*PLACE FOCUSED - Develop high quality places, communities and neighbourhoods to retain and attract a diverse mix of residents, workers and visitors.*

*DELIVER HOMES - Provide homes people can afford and to meet their needs for existing and new communities covering a range of types, delivery models and tenures.*

*OPEN FOR BUSINESS: Provide an environment for all inclusive businesses types and models creating the right conditions for increased people driven productivity and investment.*

*CREATIVITY & INNOVATION:: Capitalise on the city's reputation as a beacon for creativity and innovation providing good growth by generating diverse and productive ideas and services.*

*WELL CONNECTED - Deliver sustainable and accessible ways for people to engage with and benefit from the economy through transport and digital connectivity.*

*WORK IN PARTNERSHIP: Delivering good growth - enabling social mobility through strong partnerships across agencies and all sectors, at the local, regional and national level.*

### Cross Cutting/Outcomes

- Sustainability
- Productivity
- Opportunity for everyone (social mobility and inclusion)
- Health and wellbeing resilience (social, economic, environmental and governance)
- Jobs (at every skills level)
- Homes (affordable, key workers, tenures, innovation)
- Education (from early years to further and higher education)

## **Appendix B Communications & Engagement Plan**

### **Introduction**

Bristol City Council recognises the significant opportunities for economic development of the city of Bristol while also acknowledging that there are major challenges to unlock growth. It is in the process of preparing an Inclusive and Sustainable Economic Growth Strategy (I&SEGS) and in developing it, aims to ensure that the diversity of interests and views of communities across of the city are represented.

The I&SEGS will focus on inclusivity and skills and will comprise a vision statement, evidence base and action plan to deliver benefits which make a positive difference to the prosperity and wellbeing of citizens across the city.

It will be prepared concurrently with the One City Plan and Bristol Local Plan development and consultation process.

While the I&SEGS has a discrete objective to support the city's economic growth, it will be aligned with the One City Plan which has a broader vision and objectives, and consistent with the Bristol Local Plan. The I&SEGS will provide Bristol City Council with the strategic direction, delivery and measurement mechanisms to support the city's aspirations for economic growth, and to leverage funding and support from regional and national agencies.

This document outlines a proposed communications and engagement strategy to support the development of the I&SEGS.

### **Context**

#### **One City**

Sponsored by the Mayor of Bristol, Marvin Rees, the One City Plan will identify a vision and plan up to 2050. Bristol City Council is a partner and contributor to the plan alongside other partners with interests in the city.

The One City Plan will adopt a place-based approach to conceive a common vision that considers the interdependencies between housing, infrastructure and how communities want to live. It will also consider a regional industrial strategy consistent with the national Modern Industrial Strategy aimed at improving productivity.

Key priorities will be to create a social investment model which maximises existing assets and accesses funding from different types of investors to realise the vision. Governance will be city-wide with the private, public and voluntary sectors represented and underpin agreed values and behaviours.

The Plan will identify a series of action plans that will evolve over time and a range of metrics will be used to measure progress.

An online and interactive dashboard is proposed to communicate this progress.

#### **Local Plan:**

The Local Plan for Bristol sets out development requirements and is currently being (partially) reviewed to align with the Joint Spatial Plan (West of England authorities). It is expected that draft proposals of the Local Plan will be published for consultation in early 2018 when the Joint Spatial Plan is available for formal representations.

The review will consider the housing requirement to 2036 and specific housing, employment land, infrastructure provision and education needs.

## **Communications and stakeholder engagement objectives**

Among identified City-wide 'economic' community representatives:

- Communicate objectives of I&SEGS and who owns it
- Position the I&SEGS as distinct from, but aligned with the One City Plan, Local Plan and wider sub-regional plans
- Develop understanding of, and encourage participation in the development of the I&SEGS
- Encourage ownership of the I&SEGS
- Lay the foundations for long-term relationships between BCC and representatives
- Generate interest in longer-term involvement in the delivery of the I&SEGS.

## **Audience**

We are aware that the One City Plan team has engaged with representative stakeholders (Tier one) and the public (Tier two) through a series of individual and group meetings and gatherings.

Sharing of information and intelligence from this engagement would ensure that representatives relevant to both the One City Plan and the I&SEGS are captured. This could avoid what might appear to be a repetition of this exercise and potential engagement fatigue.

For the purpose of this project, it is proposed that engagement is confined to stakeholders which represent the interests of specific groups (Tier one) rather than a wider public engagement campaign (Tier two). However, sharing of resources and activities could accrue mutual benefits for both the I&SEGS and One City Plan projects.

Following further discussion on existing stakeholder mapping information, we will conduct a gap analysis exercise to ensure comprehensive engagement is achieved for the benefit of both projects.

An initial assessment of stakeholders representing the economic interests of the Bristol city community for the I&SEGS has identified the groupings in the table below.

Consideration has been given to:

- Key economic sectors with sustainable inclusion or growth potential and their needs
- Skills and training needs
- Employment – creating quality jobs for Bristol residents
- Employment diversity – jobs are needed for all – including those without specialist skills and qualifications
- Business support for small enterprises operating around the city and specific to different areas of the city
- Hard-to-reach groups.

## **Tier one representative stakeholders**

- Representatives of the self-employed and start-up businesses
- Representatives of incubator businesses
- Representatives of SMEs including owner-managed businesses
- Representatives of medium to large businesses (across sectors - service industries, hi-tech, manufacturing, etc.)
- Agencies representing:
  - Jobseekers (previously economically active)
  - Jobseekers (employable age but no employment record)
  - Jobseekers (school leavers)
  - Jobseekers (college and university graduates)
- Education and skills providers – schools, colleges and universities (state and private)
- Representative bodies of specific groups representing ethnic and social diversity
- National, regional and local agency investors

## Deliverables and programme

A programme of activity from December 2017 to March 2018 is proposed to support the development of the I&SEGS and in preparation for its launch.

Key areas of focus include:

### Communications toolkit

It is proposed that a communications toolkit is produced which will form the backbone of the I&SEGS engagement programme including:

- Messaging and narrative of I&SEGS
- Protocol for information sharing and communications planning during development of I&SEGS - with One City Plan team, BCC's Communications team, Mayor's office, etc.
- Escalation process for managing media interest
- Sharing of collateral
- Potential shared use of online and other communications channels such as the BCC dashboard and Pulse survey with Happy City
- Preparation for strategy launch.

### Face to face meetings

Early soundings with stakeholder representatives will be taken by the project team through face-to-face meetings in December and early/mid January.

It is proposed these meetings are conducted with those who will play a central role in helping to generate sustainable and inclusive growth for the City and in particular, those who have not already been consulted by the One City Plan team.

With this in mind, we recommend the following organisations but welcome further discussion on priority organisations for face to face meetings:

**BRAVE:** City-wide business advice and support for start-ups and co-operatives. Operating for the people of Bristol, BRAVE has strong links with job centres with a strong focus on helping people back into work and supporting vulnerable groups.

**Bristol Central JobCentre Plus:** Part of Department for Work & Pensions and providing support for jobseekers and management of benefits.

**Black South West Network:** a charity focused on human rights, equality, access to knowledge and socio-economic inclusion on behalf of Black and Minority Ethnic (BME) communities.

**National Housing Federation:** membership body representing housing associations – some members are both managers of social housing (various tenures) and developers.

**SETsquared, Bristol:** a collaboration between the universities of Bath, Bristol, Exeter, Southampton and Surrey which partners in enterprise activities and collectively supports the growth and success of new business opportunities through spin-outs, licensing and incubation.

Outputs:

- gather intelligence about the stakeholder group
- understand issues of importance to/specific challenges/opportunities for each stakeholder group
- encourage participation in development of plan and delivery.

### Symposium

A symposium has been proposed in early 2018, possibly the first week of February, at which early thinking on the vision, strategy and success criteria of the I&SEGS will be shared with a diverse range of stakeholder representative groups.

Proposed outputs from the symposium are:

- generation of ideas
- collating themes and detail
- backchecking of vision, objectives and success criteria
- gaining support in principle from key city stakeholder representatives
- sharing of information with One City Plan and Local Plan development teams.

The format proposed is a half day event in a central Bristol location which would comprise a plenary session where the I&SEGS is presented followed by an interactive small group session to collect feedback and gather information. Representatives from each group summarise their thoughts and ideas to the wider floor. All ideas and themes are written up from each group's notes into a summary paper.

The findings will feed into the I&SEGS engagement report.

We are aware that there may be some merit in co-ordinating this activity with the One City Plan team's proposal to ramp up engagement during the same period, possibly as a joint event or as a companion to other complementary engagement activity, perhaps online and within the wider Bristol community.

### **Engagement report**

A report will be produced which will capture stakeholder engagement activity and the themes, ideas and actions that emerged from it. It will comply with data protection requirements. This report can be circulated to all representative groups which participated in the engagement programme as well as other interested parties.

The topline findings could be produced on the BCC online dashboard which is being produced for the One City Plan online if appropriate.

### **Outcomes of communications and engagement strategy**

- Ownership of S&IEGS from key city stakeholder representatives
- Agreed methods of continued stakeholder communication and involvement
- Feedback methods to measure stakeholder perceptions of strategy during delivery phase
- Mechanisms for capturing ideas and suggestions for continuous improvement of strategy delivery.

### **Conclusion**

There are opportunities to collaborate with other projects and in particular, the One City Plan team to maximise the benefits of collective communication and engagement. We would welcome further discussion on how these may be realised.