Inclusive & Sustainable Economic Growth Strategy

Draft Action Plan – for consultation

Context

Bristol's inclusive and sustainable economic growth strategy is focused on productivity-driven growth, together with the fair distribution of economic contributions and benefits. It also takes as a guiding principle that economic growth should not come at the expense of environmental and health standards. Accordingly, this strategy concerns itself with economic, social and environmental outcomes.

This Action Plan has been co-produced with a wide range of agencies and organisations across the city, but it will still benefit from further consultation to garner greater engagement and agreement. The aim is for the action plan to provide the framework for delivering the Strategy. There are actions for each of the priorities identified for the strategy's eight themes, with the following detail attributed to each action

- Timescale
    – Short-term, 2019-20
    – Medium-term, 2021-2028
    – Longer-term, 2029-2040
- Responsibility – the lead delivery partner(s)
- Cost – where possible, an indicative estimate
- Metric – where feasible, a measure of success

Evaluation will be important to understand whether these actions, objectives and themes are effective. The What Works Centre for Local Economic Growth suggests:

- Evaluation, embedded from the start of the policy design process, helps to improve policy design and inform future decision making, by assessing whether policy has the desired impact and is cost-effective
- Evaluation should be proportionate, and focus on specific programmes and projects where good evaluation is feasible
- Build in 'sunset clauses' and use monitoring and evaluation to make decisions about whether to continue funding the programme or re-design specific elements

This Action Plan should serve as the starting point for developing and influencing a wide range of projects across Bristol City Council, the City Office and key delivery partners to guide a more focused and collaborative approach to inclusive and sustainable economic growth.

Theme – People Centred		Metric – Employment Rate		
Priority - Giving people the best start in life				
Short-term (to 2020)	Responsibility	Cost	Metrics	
Incorporate a "child-friendly cities" aspect to the One City Approach	City Office	-		
Bring together a Childhood Health & Wellbeing working group comprising leaders from NHS, PHE and schools	City Office	£15k pa		
Pilot an affordable childcare and nursery education programme enabling low income families and lone parents the opportunity to work (and not be part of an expanding problem of 'in-work poverty')	BCC Children & Families Services			
Develop a School Performance and Attainment Taskforce, aimed at improving outcomes for disadvantaged pupils and improve careers advice at school	Learning City Partnership	£15k pa	GCSE attainment	
Priority - Helping people progress into better jobs				
Short-term (to 2020)	Responsibility	Cost	Metrics	
Research and set Bristol Living Wage, working with employers and trade unions to encourage take-up	BCC Growth & Regeneration	£75k	Earnings	
Work Zone Programme – continue the programme with focus on south, southeast and north Bristol supporting people facing multiple barriers to work into employment	BCC Education, Learning & Skills Improvement	-	Reduced worklessness	
Adapt the Ways to Work Network to include people in-work who need assistance progressing in their career	BCC Education, Learning & Skills Improvement	-		
Create a map of community organisations who the council can partner with and refer residents to for advice and support	BCC Education, Learning & Skills Improvement	-		
Advocate for employer training programmes and Union Learn; provide advice and celebrate the successes of programmes such as role models and apprenticeships	BCC Growth & Regeneration	-		
Medium-term (to 2028)	Responsibility	Cost		
Initiate more apprenticeships and skills training for younger age groups, including making best use of leverage through public sector procurement and planning policies	Learning City Partnership		Apprenticeship starts and completions	
Provide targeted support for most excluded groups for skills and accessing work – appoint a task force which provides specialist support for: learning disability; carers; drug and alcohol dependency; older people; disability; ex- offenders; English for Speakers of Other Languages (ESOL)	Learning City Partnership			
Work with employers to address 'pay gaps', gender, BAME and disability	City Office		Gender pay gap	
Jobs Fairs – increase activity and target priority neighbourhoods and sectors, during work as well as out of office hours	BCC Education, Learning & Skills Improvement			
Support and develop the Future Bright programme – people on in-work benefits are provided career progression coaches (out of and in-work) – including a strong link with social landlord services for the 27,000 households in social tenancy	BCC Education, Learning & Skills Improvement			

Priority - Enhancing health and wellbeing to support longer, healthier and more productive lives			
Short-term (to 2020)	**Responsibility**	**Cost**	**Metrics**
Build partnership between city agencies, social enterprises and the third sector on health and wellbeing community projects	City Office		Quality of Life Survey
Develop a communications plan for disseminating all programmes into the council, across departments	BCC Policy & Strategy		
Develop stronger referral pathways for third sector organisations to support people into social, health and wellbeing programmes	Health & Wellbeing Board		
Medium-term (to 2028)	**Responsibility**	**Cost**	
Develop a plan for cradle-to-grave care and support services across the council	BCC/Health & Wellbeing Board		
Deliver an age-friendly city mentoring programme and reverse-mentorship programmes within businesses and community groups	City Office		

Theme - Skills	Metric – Skilled Workforce

Priority - Providing learner-centred focus in communities with lower educational attainment			
Short-term (to 2020)	**Responsibility**	**Cost**	**Metrics**
Enhance the Careers Education, Information Advice and Guidance services	Learning City Partnership		HE Participation
Provide a Transition from School to post-16 learning or work support as a neutral facilitator in transition advice, linked in with provision for those identified as being at risk of becoming NEET	Learning City Partnership		NEETs School attendance
Medium-term (to 2028)	**Responsibility**	**Cost**	
Provide support for community groups in combination with schools to provide students from disadvantaged backgrounds with additional academic and social support	Learning City Partnership		GCSE attainment
Structure mentoring programmes between schools, businesses and the third sector	Learning City Partnership		
Provide careers advice and support for parents and young people in what training and skills are required for the best prospects to be employed locally	Learning City Partnership		
Enhance the Experience of Work framework to connect to mentoring and school curricula.	Learning City Partnership		Work experience
Develop an improved Pathways Programme for Post-16s, with a particular focus on NEETs	Learning City Partnership		
Develop a pilot programme for skills training for students and parents together (for digital and manufacturing in particular)	Learning City Partnership		

Priority - Building a locally responsive education and skills system			
Short-term (to 2020)	**Responsibility**	**Cost**	**Metrics**
Develop a strong educational and training component into the Local Industrial Strategy to build-in the link between educational success and economic success	BCC Growth & Regeneration/WECA	-	
Implement the Flexible Learning Fund (Developing online/online blended training packages to bridge the skills gap for the West of England) as a component into the Local Industrial Strategy	Learning City Partnership/WECA	-	

Fund a study into how technological change will change the nature of work and skills required	BCC Growth & Regeneration/WECA	£75k	
Coordinate and map education providers alongside childcare provision services, local learning centres, and transport connections to identify challenge areas for accessing training and education programmes	Learning City Partnership		
Set BAME-specific apprenticeship targets to ensure equal access and shared vision for apprenticeship opportunities	City Office/WECA		
Medium-term (to 2028)	**Responsibility**	**Cost**	
Apprenticeships Fund	City Office		Apprenticeship starts and completions
Promoting, or subsidise (depending on funding), advanced learner loans for excluded groups and skills shortage sectors	City Office		
Put literacy, numeracy and (functional) digital skills as the cornerstones of adult education	Learning City Partnership/ WECA		
National Retraining Scheme (construction) focused on retrofitting for energy efficiency and house building	BCC Education, Learning & Skills Improvement		
Long-term (to 2040)	**Responsibility**	**Cost**	
Develop a Skills for the Future programme, building on the knowledge of FE and HE providers, the Council, and other stakeholders to: - Develop basic digital skills and transitional employment skills to skill workforce and prevent exclusion - Ensure local skills in the construction standards for new build and retrofitting and adapt to automation and innovation - Prepare for autonomous vehicles and the disruption of employment for drivers - Adapt skills for electric vehicle deployment: infrastructure provision; civils and M&E; loss of traditional mechanics and reskilling for EV	BCC Education, Learning & Skills Improvement/WECA		
Priority - Learning as a life-long process and cultural aspiration			
Short-term (to 2020)	**Responsibility**	**Cost**	**Metrics**
Implement the first Annual Learning Festival, offering free classes to the entire city from individual volunteers and organisations to encourage further learning and expanding horizons	Learning City Partnership		Engagement in Learning
Medium-term (to 2028)	**Responsibility**	**Cost**	
Bring together the skills providers across Bristol in a common forum to understand their key needs and the ways to support the essential transitions from early years, to school, university, working and later-in-life.	Learning City Partnership	£15k pa	
Develop a local programme for equivalency for foreign workers	Learning City Partnership		

Theme – Creativity & Innovation		Metric – Productivity		
Priority - Leveraging the city's diversity to spark new ideas. Driving innovation and productivity gains				
Short-term (to 2020)	Responsibility	Cost	Metrics	
Develop and deliver programme with the Mayor's Office and the Bristol Chamber of Commerce to encourage and communicate the business case for equality, diversity and inclusion in the workplace and boardroom	Mayor's Office/Business West			
Develop a Speaker Diversity Pledge, which encourages greater diversity at conferences and events to represent a wider range of perspectives	City Office	-	Pledges made	
Medium-term (to 2028)	Responsibility	Cost		
Invest in the platforms for businesses and workers to meet, share ideas and innovate – both physical spaces and networks	City Office	£25k pa		
Establish a not-for-profit platform to connect creative / technology driven start-ups with pre-seed investors, mentors and angel investors	WECA Growth Hub			
Support efforts to develop a "Bristol Urban Skills, Innovation and Enterprise Specialists Hub" and other initiatives to stimulate economic growth in Bristol's BAME community	BCC Growth & Regeneration			
Priority - Creating a culture of innovation and creativity for public services				
Short-term (to 2020)	Responsibility	Cost	Metrics	
City leaders will be open and transparent that public sector innovation involves risk, and it is ok to fail on the journey towards doing things better. This will be addressed in the next State of the City speech	Mayor's Office	-		
Medium-term (to 2028)	Responsibility	Cost		
Develop an internal public sector networking platform across the Council and City Agencies to encourage cross-discipline, cross-agency and end-user collaboration	City Office			
The Mayor will establish a policy of 'Intrapreneurship" to create new opportunities to improve public services and increase the attractiveness of the public sector to even more bright and talented people in Bristol	Mayor's Office		Quality of Life Survey	
Priority - Develop places where people can meet and new ideas evolve				
Short-term (to 2020)	Responsibility	Cost	Metrics	
Promote and showcase the city's great small and independent businesses in the Local Industrial Strategy and Inward Investment Programmes	BCC Growth & Regeneration/WECA	-		
Medium-term (to 2028)	Responsibility	Cost		
Use planning strategy and business support programmes to encourage development of affordable, accessible and flexible space for new businesses to start and grow	BCC Growth & Regeneration	-	'Flexible' floorspace	
Create an investment fund to support businesses to access grow-on space. Grants and funding could support the provision of new incubation and accelerator workspace	BCC Growth & Regeneration			

Theme – Well Connected	Metric – Commuter car use		
Priority - Connecting people to jobs, especially in deprived neighbourhoods			
Short-term (to 2020)	Responsibility	Cost	Metrics
Manage the implementation of a clean air zone in central Bristol in ways that do not increase exclusion	BCC Growth & Regeneration		Air quality
Targeted programme of interventions for travel choice; focus on areas of social exclusion; promotions	BCC Growth & Regeneration/First		Increased active travel
Integrated transport strategy; multiple centres with connections between; city centre still critical	BCC Growth & Regeneration		
Priority - Looking at mechanisms to deliver affordable public transport options for residents, especially lone parents, those on low wages and part-time/shift workers			
Short-term (to 2020)	Responsibility	Cost	Metrics
Expand the "Wheels to Work" programme to ensure all people actively seeking work, have recently been offered work, earn less than the Bristol Living Wage or are in training, an apprenticeship or work placement have access to free bus travel, free bike loan, discount on the cost of a refurbished bike and travel training	BCC Education, Learning & Skills Improvement/ WECA/First		Increased active travel
Medium-term (to 2028)	Responsibility	Cost	
Exploit the economic benefits and job creation arising from investment in sustainable transport – e.g. innovation of electric vehicles, maintenance of public transport fleets	BCC Growth & Regeneration/WECA		
Enable and support transition to clean vehicles – hydrogen and electric – through infrastructure and reskilling the workforce to support the operations and maintenance of these vehicles	BCC Growth & Regeneration/WECA		CO_2 emissions
Long-term (to 2040)	Responsibility	Cost	
Develop an active infrastructure with safe routes for cycling and walking	BCC Growth & Regeneration/WECA		
Develop an integrated mass transit system for the city, for example a Metro system with radial routes	BCC Growth & Regeneration/WECA		Public transport usage
Mobility as a service in Bristol – unified travel card	BCC Growth & Regeneration/WECA		
Priority - Digital connectivity and take-up to ensure all Bristolians have functional access and businesses can develop their competitiveness			
Short-term (to 2020)	Responsibility	Cost	
Develop public access broadband points in libraries and other settings	BCC Communities		
Deploy Open Programmable City Region project into south Bristol to create job opportunities, extending the Bristol Is Open network to bring smart city and 'Internet of Things' to more of the city	BCC Growth & Regeneration/ WECA/University of Bristol		
Medium-term (to 2028)	Responsibility	Cost	
Encourage and facilitate investment in ultrafast fibre broadband to all premises and in wireless communication (5G)	BCC Growth & Regeneration/WECA		
Encourage and enable the deployment and take-up of Superfast broadband for everyone and increased deployment of Ultrafast broadband	BCC Growth & Regeneration/WECA		Ultrafast broadband

Theme – Open for Business		Metric – Economic Growth		
Priority - Encourage businesses to provide high quality well paid jobs				
Short-term (to 2020)	Responsibility	Cost	Metric	
Focus initiative on innovation in 'bulk employment' sectors (for example, retail, hospitality, care) to raise productivity and wages	BCC Growth & Regeneration/WECA		Earnings & Household Income	
Work with businesses to ensure a Bristol Living Wage to support lower paid workers progress into better jobs and reduce in-work poverty	BCC Growth & Regeneration		Wage Inequality	
Develop and deliver an inward investment programme that generates high quality, inclusive jobs and training	BCC Growth & Regeneration/WECA			
Medium-term (to 2028)	Responsibility	Cost		
Collaborate between City Agencies and businesses to ensure that the right skills are being provided and the apprenticeship opportunities are appropriate for the current and future jobs market	Learning City Partnership	-		
Create partnerships between schools, FE colleges, HE and the business community to support better careers advice	Learning City Partnership			
Priority - Maintain market intelligence that supports business investment and good economic development decision making				
Short-term (to 2020)	Responsibility	Cost		
The Mayor's office and city agencies will work together to share information which will support evidenced economic development strategies, particularly informing the Local Industrial Strategy	Growth & Regeneration	-		
Medium-term (to 2028)	Responsibility	Cost		
Invest Bristol and Bath inward investment and trade (exporting) strategies will be data-driven.	BCC Growth & Regeneration/WECA	-	Inward Investment	
Priority - Procurement and access to publically owned space and property				
Short-term (to 2020)	Responsibility	Cost	Metrics	
Review BCC Social Value Policy and Community Asset Transfer Policy	BCC	-		
Medium-term (to 2028)	Responsibility	Cost		
Develop and deliver a City Agency Priority Procurement Programme – include criteria for SMEs, women and minority-owned businesses, environmental sustainability, etc. in procurement decisions so that the City Council and key City Agencies work to support a more and inclusive business community that incorporates social and environmental value as well as economics and price	City Office	-	Contracts awarded to SMEs	
Bristol Business Pledge – Programme of 5 key pledges businesses can make towards a more inclusive Bristol, building on emerging Bristol Equality Charter. Pledges could include: commitment to the Bristol Living Wage, Apprenticeship, low-carbon/green, diversity in employment and leadership, etc.	City Office	£20k	Pledges made	
Promote programme to employers which explains the range of effective incentives and schemes to support sustainable commuting by employees and for freight	BCC Growth & Regeneration	-		

Theme – Place Focussed		Metric – visitor numbers		
Priority - creating safe, healthy public spaces for everyone				
Short-term (to 2020)	Responsibility		Cost	Metrics
Deliver specific projects for young people to actively engage in open space	BCC Communities			Quality of Life Survey
Undertake a strategic review to consider how to raise revenue from public space and parks, this is not about public space becoming private, but rather looking at international examples of best practice to generate income for the delivery and maintenance of exceptional public space	BCC Communities			
Medium-term (to 2028)	Responsibility		Cost	
Through strategy and the delivery of projects, improve access to parks and greenspace through walking and cycling	BCC Growth & Regeneration			
The principles of child-led design will feature in designing public space and the Council will run competitions in schools for children to engage in the design of their public spaces	BCC Growth & Regeneration			
Older-people led design: make sure procurement of design is thought about through 'the lens' of an older person ensuring that the health and wellbeing of older people is taken into account, tackling issues such as social isolation	BCC Growth & Regeneration			
Support and promote public art festivals (including Upfest) to generate interest in spaces across the city	BCC Growth & Regeneration			
Support Business Improvement Districts (BIDs) to develop business engagement in enhancing public realm, retail offer and visitor experience	BCC Growth & Regeneration			
Work with partners, including new partners, to identify opportunities to deliver projects in the city, for instance National Trust	BCC Growth & Regeneration			
Priority - encouraging a thriving and successful city centre				
Short-term (to 2020)	Responsibility		Cost	Metrics
Commission a study of retail centres throughout the city	BCC Growth & Regeneration			
Update and refresh the city centre study	BCC Growth & Regeneration			
Council asset review to see if there are any vacant properties that can be used for pilot programmes with SMEs and pop ups	BCC Growth & Regeneration			Vacant property rates
Medium-term (to 2028)	Responsibility		Cost	
Ensure new city centre development accounts for appropriate mix of use especially for sectors who seek out city centre locations	BCC Growth & Regeneration			
Review whether business rates could be ring-fenced to support a scheme that would support SMEs and city centre activity	BCC Growth & Regeneration/ Resources			
Improve wayfinding in the city centre, building on the good work that has already started with Bristol Legible City, and provide innovative solutions for protected minority groups	BCC Growth & Regeneration			
Review business rate policy to ensure SMEs are able to retain space in the longer term	BCC Growth & Regeneration/ Resources			

Review connections eastwards in preparation for new development	BCC Growth & Regeneration		
Priority - improving local centres			
Short-term (to 2020)	Responsibility	Cost	Metrics
Improve legibility outside the city centre with new way finding and walking and cycling routes, in and between, local centres	BCC Growth & Regeneration		Vacant property rates
Work with local communities to undertake a 'needs study' including areas including childcare, skills, training and so forth (beyond retail uses)	BCC Growth & Regeneration		
Medium-term (to 2028)	Responsibility	Cost	
Deliver a programme of festivals and cultural activities running through the local centres – a cultural trail	BCC Growth & Regeneration		
Re-inforce policies to retain and introduce employment opportunities in local retail centres	BCC Growth & Regeneration		
Theme – Deliver Homes		**Metric – housing stock**	
Priority - delivering homes that people can afford			
Short-term (to 2020)	Responsibility	Cost	
The One City Approach and Local Plan will develop ambitious targets for homes across a range of types and tenures, across a range of income levels that people can genuinely afford	City Office/BCC Growth & Regeneration		Affordable homes
The City will adopt a target for homes that people can afford, considering the Shelter standard of 35% of net household income (your income after tax and benefits). This will be incorporated into statutory planning documents	BCC Growth & Regeneration		Housing affordability ratio
Using strategic planning powers and local plans to ensure the right kind of housing is delivered at pace and scale to ensure supply can meet demand as determined in the Local Plan.	BCC Growth & Regeneration		Unbuilt permitted homes
Promote tenure diversity in developments e.g. shared ownership, funding models	BCC Growth & Regeneration		
Continue to refine and review viability assessment for new developments – social and economic considerations	BCC Growth & Regeneration		
Target public sector subsidy to bridge true viability gap	BCC Growth & Regeneration		
Support and promote professional sharers	BCC Growth & Regeneration		
Medium-term (to 2028)	Responsibility	Cost	
The One City Approach will develop a specific plan for eradicating rough sleeping, bringing together public and third sector groups as well as developers	City Office		Rough sleeping
Bristol to become a hub of Modern Methods of construction and off site manufacture	BCC Growth & Regeneration		
Where appropriate, City Agencies will enable provision of quality homes by the private rented sector	City Office. Bristol Homes Board		
Ensure emerging planning standards maximise opportunities for energy efficiency in new developments	BCC Growth & Regeneration		Average energy efficiency
Work towards a single standard viability assessment across the West of England and ensure	BCC Growth & Regeneration/		

transparency in the process	WECA		
Develop a programme and facilitate others to retrofit homes and buildings in the city to reduce energy demand and costs and create more jobs and training opportunities in the construction sector	BCC Growth & Regeneration		

Priority - delivering homes that connect people with jobs

Short-term (to 2020)	Responsibility	Cost	Metrics
City agencies collaborate with developers and Registered Providers to identify opportunities for employment and training on or close to new developments. The first pilot should be completed in 2019	City Office/Bristol Homes Board		
Recognise and promote a multi-centre approach to development allocations in Bristol	BCC Growth & Regeneration		
Support and enable homeworking though elements of home design, infrastructure, IT skills	BCC Growth & Regeneration		
Medium-term (to 2028)	**Responsibility**	**Cost**	
Through the Local Plan, plan new development around planned and existing transport corridors, especially those with planned increased capacity for active travel and public transport access to employment centres	BCC Growth & Regeneration		
Through the Local Plan, ensure that housing for people on lower income is accessible to Bristol city centre and major town centres. Accessibility is defined by the affordability, time of travel and timetable of public transport to ensure that the financial and logistical challenges to accessing work do not outweigh or overtake the opportunities employment provides	BCC Growth & Regeneration		
Increase residential density in urban centres	BCC Growth & Regeneration		

Priority - improving existing neighbourhoods while shaping new ones

Short-term (to 2020)	Responsibility	Cost	Metrics
Support self-builders through planning policy that make self-build simpler and clearer	BCC Growth & Regeneration		
Support innovative partnerships with development stakeholders to tie long-term into area – profit sharing and Joint Ventures – estate regeneration agglomeration befits	BCC Growth & Regeneration		
Support innovative ownership, models – encourage pilots	BCC Growth & Regeneration		
Support community revolving infrastructure funds – community bonds ring-fenced for local improvements, community benefit society creation	BCC Growth & Regeneration		
Support and expand BCC housing company to deliver policy compliant and diverse tenure homes in addition to securing income for BCC to reinvest in other services	BCC Growth & Regeneration		Affordable homes
Medium-term (to 2028)	**Responsibility**	**Cost**	
Through the Local Plan, use Neighbourhood Development Plans, where appropriate, to empower local communities, registered providers and developers to deliver the right type of new homes for their areas	BCC Growth & Regeneration		
The wider public sector works with partners to	Joint Assets Board		

identify opportunities on brownfield sites, under-utilised sites and buildings and taking the lead where appropriate to support increased densities within existing areas		
Long-term (to 2040)	**Responsibility**	**Cost**
Invest in and improve established communities to ensure that residents can access the new amenities in Bristol	BCC Growth & Regeneration	

Theme – Work in Partnership		
Priority - creating a culture of co-operation between the public, private and third sectors		
Short-term (to 2020)	**Responsibility**	**Cost**
Progress the equality charter that is being developed and champion its importance in the city	City Office	
Deliver the three-way compact: public, private and third sector	City Office	
The Mayor will establish the Business Champions Network – a voluntary group of businesses which sign up to the values reflected in inclusive growth and agree to share their know-how and advice with other Bristol firms to foster the same organisational culture	City Office	
Medium-term (to 2028)	**Responsibility**	**Cost**
Identify and appoint Ambassadors for key themes in the city, for instance Apprenticeships, Youth, Older People and so forth	City Office	
Create a network (and awards) for the most socially responsible businesses – top 25 – join them up to share knowledge and mentor others in the city	City Office	
Provide a point of communication and brokerage role so that the private sector are more aware of third sector organisations and social enterprises operating both in their neighbourhood and across the city	City Office	
Bristol Public Data Pledge: City Agencies will be required to make available and share data between agencies where appropriate and helpful to do so. This will encourage collaboration and innovation in the public sector	City Office	
Long-term (to 2040)	**Responsibility**	**Cost**
Civic enterprise will play a greater role in delivering social value. Council services will create income-generating ideas – where appropriate -- and encourage a more entrepreneurial culture within the council	BCC Resources & Commercialisation	
Priority - approaching problems with a holistic and total-place point of view		
Short-term (to 2020)	**Responsibility**	**Cost**
Utilise members of the compact and forums to tackle 'city challenges' at an annual or twice yearly symposium	City Office	
Run competitions for 'city challenges'	City Office	
Medium-term (to 2028)	**Responsibility**	**Cost**
Bristol City Council and the Mayor's office will commit to take a people-centred and place- focused approach to solving problems, working across silos within government and the business community	Mayor's Office	
City Agencies will learn lessons from the Troubled Families initiative to serve as a launchpad for designing better public services and policies	City Office	
Local assets should be used—local knowledge, community leaders and networks. Support should be provided via both direct investment in community groups and supporting groups to access funding	City Office	

Peer-to-peer lending, crowd funding, credit unions and a more entrepreneurial role for the city council in investing in infrastructure and business growth. The Mayor of the Council and other city agencies should also attempt to connect start-ups and scale-ups with angel investors and investment funds	Mayor's Office/City Office	

Priority - creating virtuous cycles in which the city continues to benefit from investing in itself

Short-term (to 2020)	Responsibility	Cost
The City Council and City Agencies will commit to learning more about what works within the inclusive growth agenda through evaluation of programmes and projects	City Office	
Medium-term (to 2028)	**Responsibility**	**Cost**
Commit to ring-fencing 5% of funding to project evaluation to understand the impacts of council-funded and community-led programmes	City Office	
Develop models of participatory evaluation	City Office	
Long-term (to 2040)	**Responsibility**	**Cost**
Creating virtuous cycles in which the city continues to benefit from investing in itself	City Office	