



Report subject	<b>BCP Futures – a new Economic Development Strategy for BCP</b>
Meeting date	24 November 2021
Status	Public
Executive summary	<p>Bournemouth, Christchurch and Poole Council (BCP Council) has recently created BCP Futures which is a concept and a brand to unite our work to shape the future strategic direction of our city region. This ambitious and forward-thinking BCP economic development strategy (Appendix 1) is a key part of this work. The strategy outlines our Prosperity Deal with businesses: the council will remove the barriers to productivity and invest in the environment for growth in return for businesses improving their productivity, raising wages and therefore living standards. An essential feature of the deal will be an enhanced concierge service for businesses provided by the economic development team. The overarching aim of the strategy is to become a top 20 ranked city region in terms productivity by 2026 (measured by Centre for Cities).</p> <p>This report highlights the main elements of the strategy and seeks cabinet’s approval for it.</p> <p>The strategy sets the objectives and forms the framework for a project-specific action plan which is already in development.</p>
Recommendations	<p><b>It is RECOMMENDED that cabinet:</b></p> <p><b>i) Support and adopt the BCP Economic Development Strategy (EDS)</b></p>
Reason for recommendations	<p>The strategy will help deliver the council’s strategic aims and objectives including the ‘Dynamic Places’, ‘Connected Communities’ and ‘Sustainable Environment’ objectives in the Corporate Strategy. It will also be part of the BCP Futures brand and help deliver the ‘Iconic’, ‘Rejuvenate Poole’, ‘Infrastructure’ and ‘Act at Scale’ projects of the Big Plan.</p> <p>The strategy will help us access the government’s Levelling Up and Shared Prosperity Funds.</p> <p>It is therefore recommended that cabinet supports and adopts the BCP economic development strategy.</p>

Portfolio Holder(s):	Councillor Philip Broadhead
Corporate Director	Adam Richens, Chief Finance Officer and Director of Finance
Report Authors	Adrian Trevett, Head of Economic Development Matthew Robson, Senior Economic Development Officer
Wards	All
Classification	For Decision

## Background

1. The BCP Council economic development strategy (EDS) comes at a critical time for the communities of Bournemouth, Christchurch and Poole, with current and on-going economic impacts of the Covid pandemic, a global climate emergency and adapting to Britain's new global position outside of the EU. With these economic impacts comes opportunities which we are looking to grasp. Bournemouth, Christchurch and Poole has massive economic potential which we want to unleash, through this strategy and Prosperity Deal with businesses.
2. The strategy is part of a suite of projects and initiatives under the BCP Futures brand. BCP Futures is an exciting concept and brand that unites the different strands of our work to help shape the future strategic direction of our city region. These include the Council's new urban regeneration company, FuturePlaces, which will deliver regeneration at scale across the city region, the 'Futures Fund' to provide the funding required to unlock key sites, an informal BCP Futures City Panel, and this strategy which at its heart proposes an innovative Prosperity Deal with business.
3. Whilst we understand our growing economic strengths, even without the significant external economic factors of recent years, the BCP economy still faces a number of challenges which need to be addressed for it to reach its full potential. In particular, productivity levels across the area are below average – and by early 2020 were losing ground. This is compounded by wider factors in the area including an ageing demographic, the significant gap between average wages and house prices, a challenging labour market in terms of skills and availability, pockets of significant deprivation and a transport infrastructure in need of update and expansion, whilst delivering against a commitment to carbon neutrality. The strategy demonstrates how to balance the many economic opportunities within BCP – whilst addressing impacts of global and local challenges.
3. The aim of the ambitious and forward-thinking strategy, therefore, is to set out how, working with business through our innovative Prosperity Deal outlined in this strategy, we will address the issue of low levels of productivity. We will measure our progress through various KPIs, including the Centre for Cities Index. The target is for the city region to become a top 20 ranked city region in terms productivity by 2026 - it is currently ranked 32 out of the 62 cities.
4. The EDS was shaped with support from internal and external colleagues including: Leader and Deputy Leader of the Council; Chief Executive; Director of Finance;

Director of Transportation; Director of Communities; Skills & Learning; Service Manager for Schools and Provider Standards 0-19; BCP Research team; and the Urban Regeneration Company (URC); Dorset Skills Board; Dorset Chamber; Dorset LEP; Department for Business, Energy and Industrial Strategy; Business South; Dorset Growth Hub and Dorset Council.

5. The strategy will help us access the Government's Levelling Up and Shared Prosperity Fund.

### **BCP Prosperity Deal 'unleashing our potential' – BCP Council Economic Development Strategy**

6. BCP Council can only achieve its ambitions and unleash the potential of our businesses, people and place through a strong collaboration with the 'engines' of our economy – our business community. An essential feature of the deal will be an enhanced concierge service for businesses provided by the economic development team. The strategy is to respond in partnership with the BCP business community, striking our BCP Futures Prosperity Deal together.
7. For the Deal BCP Council will commit to creating the right environment for businesses to flourish through 4 priority areas of action:
  1. **Supercharging our business community:** Focusing on supporting increased productivity across our small and medium sized business community.
  2. **Supporting the BCP exemplar industries:** Encouraging growth in BCP priority sectors and clusters as the catalysts to success.
  3. **Opening doors to prosperity:** Creating the best local economic conditions to achieve a world-class, sustainable city region and one of the best coastal places in the world in which to live, work, invest and play.
  4. **Business matters @BCP:** Achieving an outstanding Economic Development service, acting as the concierge for Council business-facing functions.
8. In return, BCP will work together with business to kick-start improved productivity and prosperity. Whilst there are many bespoke solutions for business, a 7-point pledge from business comprises:
  - a. A commitment to in-work training and active support for pathways to employment initiatives - including participation in the Dorset Enterprise Network with local schools and increasing the use of apprenticeships and 'kick start' careers.
  - b. Increasing levels of diversity in the BCP workforce and supporting an inclusive approach to employment for all.
  - c. A commitment to delivering zero carbon targets before 2050 and leading the ambition to make BCP one of the most sustainable coastal city regions in the world.
  - d. Actively championing the BCP city region to the world – to our future talent, investors, and customers.
  - e. Continued investment into new technology and innovation to retain the leading competitive edge (such as tech investment into financial services and future health and care).

- f. Championing business collaboration and clusters to supporting the growth of a thriving local supply chain.
  - g. Increased quality across the local business offer, particularly in meeting and surpassing minimum standards and customer expectations.
9. Together, we will deliver the 7 overarching linked objectives of the Prosperity Deal:
- 1. Team BCP – championing the city region to the world
  - 2. Focusing on a rapid, resilient recovery
  - 3. A diverse & skilled workforce
  - 4. Increasing productivity leading to higher wages
  - 5. Maximising technology for clean growth
  - 6. Dynamic supply chain and world leading primes
  - 7. A shared commitment to future social and ecological values
10. Once the EDS is adopted, an Action Plan will be created to help deliver the aims and objectives of the EDS. The projects will be varied ranging from support for specific sectors and businesses, to support for our residents to retrain and reskill. The Action Plan will seek to ensure projects have a positive impact on the needs of all members of our community.

### **Options Appraisal**

11. To support the recommendations and adopt the EDS would enable the council to balance the many economic opportunities within BCP – whilst addressing impacts of global and local challenges. This will lead to improved productivity and prosperity in line with the aims and objectives of the Corporate Strategy and Big Plan.
12. To not support the recommendations will mean that the Council will not work with business to improve productivity and prosperity to the detriment of the area. This will continue to worsen the productivity gap.

### **Summary of financial implications**

13. The strategy and resultant Action Plan will be funded through a combination of business-as-usual budgets and identified external funding such as the Additional Restrictions Grant (ARG4) as approved in the Officer Decision Record dated July 2021.
14. Bids to upcoming government funds such as the UK Shared Prosperity Fund will also be explored.
15. The private sector (business) will also contribute towards delivery of the EDS.

### **Summary of legal implications**

16. There are no legal implications in relation to this strategy. However, should there be legal implications as the Action Plan develops, legal colleagues will be instructed accordingly.

### **Summary of human resources implications**

17. There are no human resources implications. The EDS will be owned and delivered by the BCP Council Economic Development team – within existing resources.

### **Summary of sustainability impact**

18. Sustainability is a key consideration in the EDS and will be considered further through the development of the Action Plan. A Decision Impact Assessment (DIA) has been completed and unanimously supported.

### **Summary of public health implications**

19. The EDS will deliver positive economic interventions which will enhance the health and wellbeing of all.

### **Summary of equality implications**

20. The EDS was discussed at an EIA Panel Review on 9 September 2021 (see Appendix 2). The Panel provided an amber rating (good to go subject to minor changes) and suggested that the summary section needed to capture more of what is said in the form - for example, Armed Forces and Lower Socio-Economic groups.
21. The summary has now been updated to reflect this recommendation as follows:

The EDS will help create a more inclusive and vibrant economy that will benefit all members of our community. It will demonstrate the Council's deal to business – we will create the right environment for businesses to flourish - and in turn businesses should create flexible and secure well-paid jobs for all members of our community. The subsequent Action Plan will provide details of the specific projects that will be actioned to deliver the aims of the EDS. The Action Plan will also ensure any projects benefit our whole community. The Action Plan will detail specific projects to target key groups – for example supporting previous members of the armed forces with re-training and/or starting up a new business and retraining and reskilling unemployed members of our community.

### **Summary of risk assessment**

22. The financial risks have been identified above. The risks associated with the EDS comprise:
- not being able to secure full member support, which may lead to disjointed / lack of delivery in certain locations
  - a reputational risk associated with non-delivery of the strategy
23. The projects within the Action Plan will include risk registers.

### **Background papers**

24. None.

## Appendices

### Appendix 1

#### Draft EDS

### Appendix 2 – EIA Screening Tool and Panel Review

## Equality Impact Assessment: conversation screening tool

*[Use this form to prompt an EIA conversation and capture the output between officers, stakeholders and interested groups. This completed form or a full EIA report will be published as part of the decision-making process]*

<b>Policy/Service under development/review:</b>	BCP Council Economic Development Strategy (EDS)
What changes are being made to the policy/service?	<p>This is a new draft BCP Economic Development Strategy (EDS) which aims to unleash the potential of our businesses, people and place through a strong collaboration with the 'engines' of our economy – our business community. This is BCP Council's 'deal' with business.</p> <p>The EDS has 4 themes:</p> <p>Business matters @ BCP: Achieving an exemplary Economic Development service, acting as the concierge for all Council business-facing functions.</p> <p>Supercharging our business community: Supporting actions to increase productivity across our small and medium sized business community.</p> <p>Supporting the BCP exemplar industries: Encouraging growth in BCP priority sectors and clusters - our catalysts to success.</p> <p>Opening doors to prosperity: Targeting enablers and barriers to recovery, clean growth and prosperity.</p>

	<p>Under each theme is the Goal, the Priority and the Headline Actions. Examples of Headline Actions include:</p> <p><i>3. Underpin the Council's central ambition to create 'vibrant communities with outstanding quality of life where everyone plays an active role' with a dynamic business and economy response. Embed economic prosperity into the forthcoming BCP Community Strategy. Support implementation of the Social Value Act across the Council.</i></p> <p><i>7. Aligning with the Council's Regeneration Strategy and Housing Strategy, linking investment in regeneration and homes to local economic growth priorities. For example, creating new commercial sites to attract high value jobs in our exemplar industries and support delivery of housing supply fit for purpose for current and future employees and entrepreneurs</i></p> <p>If/once the EDS is approved, an Action Plan will be created to deliver the themes and headline actions. The Action Plan will also seek to ensure projects have a positive impact on the needs of all members of our community.</p>
<p><b>Service Unit:</b></p>	<p>Development Services</p>
<p>Persons present in the conversation and their role/experience in the service:</p>	<p>Chris Shephard – Director, Development Services</p> <p>Adrian Trevett – Economic Development Manager</p> <p>Matt Robson – Senior Economic Development Officer</p> <p>In addition, as part of the consultation process for the EDS, the consultant engaged with numerous internal colleagues including: Leader and Deputy Leader of the Council; Chief Executive; Director of Finance; Director of Transportation; Director of Communities; Skills &amp; Learning; Service Manager for Schools and Provider Standards 0-19; BCP Research team; and the Urban Regeneration Company (URC).</p> <p>External organisations were also consulted comprising - Dorset Skills Board, Dorset Chamber, Dorset LEP, Department for Business, Energy and Industrial Strategy, Business South, Dorset Growth Hub and Dorset Council.</p>
<p><b>Conversation dates:</b></p>	<p>July &amp; Aug 2021</p>

<p>Do you know your current or potential client base? Who are the key stakeholders?</p>	<p>BCP Council</p> <p>BCP Council Businesses</p> <p>Business Clusters and networks including:</p> <ul style="list-style-type: none"> <li>- Business Improvement Districts</li> <li>- Chambers of Trade and Commerce</li> </ul> <p>High street and District Centre businesses</p> <p>Community Groups</p> <p>FE and HE Organisations</p> <p>BCP Residents</p>
<p>Do different groups have different needs or experiences in relation to the policy/service?</p>	<p>The EDS is fully committed to responding to the needs of different groups including those with protected characteristics:</p> <p>Different Ages - the elderly or children and young people; Current/Previous members of the Armed Forces; Those with caring responsibilities; Those with physical disabilities; Those with mental disabilities; Different genders; Those who identify as trans; Those who are pregnant/on maternity; Those who are married/in a civil partnership; People from different ethnic groups; People with different religions or beliefs; People with different sexual orientations; People with different socio-economic status; Any human rights issues.</p> <p>The EDS sets out the 'deal' to BCP Businesses and seeks to create (and retain) employment opportunities and skills for all members of the community and all protected groups. The opportunities will include all types of employment and flexible employment (apprenticeships, full-time, part-time). It will encourage businesses to upskill their staff and pay our residents higher wages.</p> <p>A variety of employment and training options will allow all members of the community (including those with disabilities, carers, armed forces) etc to gain meaningful employment in BCP.</p> <p>Specific project details will be finalised in the Action Plan which will follow the EDS. The Action Plan will also seek to ensure that projects have a positive impact on the needs of all members of our community.</p>



<p>Will the policy or service change affect any of these service users?</p>	<p>The EDS will only have a positive impact on service users as detailed above.</p> <p>Furthermore, the EDS has identified key sectors to support. One of which is the health and social care sector. By supporting this key sector, it not only creates employment opportunities for our residents but also aims to ensure that the BCP area has an effective health and social care sector that can provide support for our residents.</p> <p>It is envisaged that the Action Plan will detail specific projects to target key groups – for example supporting previous members of the armed forces with re-training and/or starting up a new business.</p>
<p><b>[If the answer to any of the questions above is ‘don’t know’ then you need to gather more evidence and do a full EIA. The best way to do this is to use the Capturing Evidence form]</b></p>	
<p>What are the benefits or positive impacts of the policy/service change on current or potential service users?</p>	<p>Specific benefits and positive impacts will depend on the proposals and objectives outlined in the Action Plans which will be developed once the EDS is approved.</p> <p>However, as discussed above, there will be ‘general’ positive impacts that benefit all members of the community through a more vibrant economy. There will also be specific benefits to protected groups from targeted projects and initiatives such as working with the armed forces to reskill former members.</p>
<p>What are the negative impacts of the policy/service change on current or potential service users?</p>	<p>None currently known. When developing the Action Plans, potential negative impacts will be fully considered against every protected group.</p>
<p>Will the policy or service change affect employees?</p>	<p>There will be no effect on employees as a result of this Strategy.</p>
<p>Will the policy or service change affect the wider community?</p>	<p>Yes, positively for the reasons outlined above.</p>
<p>What mitigating actions are planned or already in place for those</p>	





negatively affected by the policy/service change?	If negative impacts are predicted, these will be picked up as part of the development and implementation of the individual Action Plans.
<b>Summary of Equality Implications:</b>	The EDS will help create a more inclusive and vibrant economy that will benefit all members of our community. It will demonstrate the Council's deal to business – we will create the right environment for businesses to flourish - and in turn businesses should create flexible and secure well-paid jobs for all members of our community. The subsequent Action Plan will provide details of the specific projects that will be actioned to deliver the aims of the EDS. The Action Plan will also ensure any projects benefit our whole community. The Action Plan will detail specific projects to target key groups – for example supporting previous members of the armed forces with re-training and/or starting up a new business and retraining and reskilling unemployed members of our community.




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For any questions on this, please contact the Policy and Performance Team by emailing [performance@bcpcouncil.gov.uk](mailto:performance@bcpcouncil.gov.uk)

# EIA Panel Review



<b>EIA being reviewed</b>	Economic Development Strategy	
<b>EIA presented by</b>	Matthew Robson	
<b>Date</b>	9 September 2021	
<b>Panel members present</b>	Graeme Smith Danielle Hetherington-Parker Jo Evans Sophie Bradfield	
<b>Aspect</b>	<b>RAG Rating</b>	<b>Comments</b>
<b>Timeliness</b> Is this EIA timely? i.e. considered before any decisions have been made		Good that the engagement is early in the process.
<b>Proportionate</b> Is this EIA proportionate to the decision? i.e. is a full action plan needed?		
<b>Protected Characteristics</b> Have the experiences of different groups been considered?		
<b>Evidence</b> Has evidence been used to draw conclusions?		

<p><b>Mitigating Actions</b></p> <p>Where necessary, have reasonable adjustments been proposed?</p>		
<p><b>Summary</b></p> <p>Does the summary provide the following?</p> <ul style="list-style-type: none"> <li>• An overview of equality considerations both positive and negative</li> <li>• The rationale for drawing these conclusions</li> <li>• Detail required mitigating actions.</li> </ul>		<p>Need to capture more of what is said in the form in the summary. For example, Armed Forces and Lower Socio-Economic groups.</p>
<p><b>Overall rating</b></p>		<p>Reflect on potential impact on employees. Good EIA but minor tweaks needed.</p>

#### For reference

- **Green** – good to go/approved, providing sufficient evidence the public sector equality duty has been met.
- **Amber** – good to go subject to minor changes or mitigating actions being put in place and followed through in the development of the project/service/policy/procedure or practice.
- **Red** – inadequate, needs to be reworked before the decision goes forward, where it is evident the public sector equality duty has not been met or continuing with the project or proposal will lead to direct or indirect unlawful discrimination that cannot legitimately be justified.