Contents

Section | Contents | Page
--- | --- | ---
| Foreword | | 1
| Introduction | | 2
| National, Regional and Sub – Regional Economic Policy Framework | | 4
| The South Gloucestershire Economy | | 6
| Strategy Themes and Objectives | | 10
| Strategic Economic Indicators and Targets | | 19
| Delivering the Strategy | | 20

Appendices

Delivering the Strategy: Operational Objectives | 21

Tables

1 SWOT Analysis | 7
2 Major Development Areas in South Gloucestershire | 9
3 Strategic Economic Indicators and Targets | 19
Foreword

South Gloucestershire’s Sustainable Community Strategy provides a framework for delivering sustainable development within South Gloucestershire. It aims to address social, economic and environmental issues in an integrated way. This Economic Development Strategy focuses on maintaining economic prosperity. Whilst our priority is with economic success we recognise the need to achieve this in ways that respect the environment and our diverse communities and to contribute to the achievement of social and environmental priorities set out in other strategies.

In South Gloucestershire we are fortunate in having a vibrant economy with a high job growth rate, low unemployment and a robust and diverse economic structure. The area has many strengths including a nucleus of world class companies and sectors, a major university and excellent road and rail connections to other parts of the country. New developments in the pipeline, including the proposed Bristol and Bath Science Park, will help to maintain economic prosperity.

The Economic Strategy aims to build on the economic strengths of South Gloucestershire and to ensure that the benefits of economic growth and wealth generation are shared by all communities in South Gloucestershire.

It is also recognised that while South Gloucestershire has experienced large scale economic development and job growth over the last twenty years, other parts of the West of England, most notably South Bristol and Weston-super-Mare, have fared less well economically and face major regeneration and sustainable growth challenges. The South West of England Regional Spatial Strategy and the West of England Vision give priority to steering investment and jobs to these areas. The South Gloucestershire Economic Development Strategy aims to support this wider strategic approach which is aimed at achieving a more balanced and manageable scale and pattern of employment, housing and travel growth in South Gloucestershire and the West of England.

The Strategy is intended to provide direction to the policies, programmes and activities of the public and private sectors in the various spheres of economic development. It will provide a framework for supporting our wealth generating key business sectors. These include aerospace, defence and IT. It also provides the framework for nurturing new and small businesses, raising skill levels to meet the needs of employers and providing business sites and premises. The strategy also seeks to provide the basis for improving our town and district centres.

The Strategy has been brought together by a large number of partners with a shared interest in securing the sustainable economic prosperity of South Gloucestershire. I hope it will enjoy the support of all who live and work in South Gloucestershire.

John Godwin
Chairman
South Gloucestershire Economy and Skills Partnership
Introduction

Strategy Vision

Maintaining economic prosperity so that South Gloucestershire’s local economy is sustainable and balanced and prosperity is shared by all

1.1 The South Gloucestershire Economic Development Strategy 2008 - 2015 is a supporting strategy to the South Gloucestershire’s Sustainable Community Strategy. Its role is to set out objectives, priorities and actions aimed at ensuring the economic prosperity of South Gloucestershire remains sustainable and ensuring that all communities in South Gloucestershire share the benefits of economic development.

1.2 The Strategy is intended to:

- Explain and elaborate on how the economic objectives and priorities set out in the South Gloucestershire 2026 Community Strategy “A great place to live and work” are to be delivered by the Council and its partners. The Community Strategy provides the broader sustainable community context in which this Economic Development Strategy sits.

- Inform and guide the policies, priorities and actions of South Gloucestershire Council, other public agencies, the private sector and the voluntary sector (e.g. the Local Development framework, the Core Planning Strategy, the Council Plan, Regional Development Agency policies and programmes).

- Encourage and direct private and public sector investment in the South Gloucestershire economy.

- Provide a strategic framework for identifying and reviewing Local Area Agreement economic development outcomes and targets.

- Explain how South Gloucestershire will contribute to delivering the South West of England Regional Economic Strategy and West of England Economic Strategy.

1.4 Key features of the South Gloucestershire economy are presented in Section 3 along with a SWOT analysis which presents some of the major challenges and opportunities facing South Gloucestershire.

1.5 Section 4 introduces the six strategy themes and objectives - business competitiveness and economic growth, business development, skills and workforce development, employment land and premises, sharing the benefits of economic growth, and town and district centres. These strategic themes are considered essential to ensuring the sustainability of high employment and ensuring the local economy remains robust for employers and employees.

1.6 Economic targets against which the strategic performance of the South Gloucestershire economy can be measured are presented in Section 5.

1.7 Section 6 explains that the strategy will be delivered through a three year rolling action plan setting out detailed operational objectives, actions, delivery responsibilities and indicators/targets against which performance can be monitored and evaluated.
National, Regional and Sub-Regional Economic Policy Framework

National Policy

2.1 The Review of Sub National Economic Development and Regeneration published in July 2007 focuses on improving economic growth in all parts of the country, reducing disparities in economic performance and tackling spatial concentrations of deprivation.

2.2 The Review presents a number of proposals on sub national structures and powers aimed at achieving the objectives set out above. These include the transfer of responsibility for the Regional Spatial Strategy from Regional Assemblies to RDAs, consultation on the creation of a focused economic development duty for local authorities, reform of the local authority performance framework so that it includes a clear focus on economic development and neighbourhood renewal and supporting local authorities to establish sub-regional arrangements.

Regional Policy

2.3 The Regional Economic Strategy for South West England was refreshed and published in May 2006. It provides a shared vision for the development of the region’s economy and seeks to guide the activities of all partners in the region, especially those involved in economic development, regeneration and enterprise promotion.

2.4 The RES Vision reads: - “South West England will have an economy where the aspirations and skills of our people combine with the quality of our physical and cultural environment to provide a high quality of life and sustainable prosperity for everyone”.

2.5 The RES objectives relate to successful and competitive businesses (business competitiveness, new enterprises, skills, international trade and innovation), strong and inclusive communities (removing barriers to employment and training, regeneration and sustainable communities) and an effective and confident region (transport networks, enhancing the region and strong leadership).

2.6 Successful delivery of the strategy, the RES advises, will require facilitating growth in places that can make a significant contribution to achieving regional objectives. The West of England is seen as having a lead role ‘… as a city-region of international, national and regional significance, and can use its status as a national Science City to strengthen the region’s economic base.’

2.7 The Draft South West of England Regional Spatial Strategy (RSS) sets out the regional framework for development, including the scale of new development to be provided for between 2006 and 2026.

2.8 The draft RSS also sets out the broad spatial strategy for development of the West of England proposing that recent high levels of job growth in the Bath, Bristol and Weston-super-Mare areas should be sustained and supported by the appropriate levels of new housing development and infrastructure improvements. Over 100,000 jobs are proposed over the period 2006 and 2026 - 92,000 in the Bristol Travel to Work Area, between 16,000 and 20,200 in the Bath Travel to Work area and between 8,500 and 10,000 in the Weston-super-Mare area. Particular emphasis is given to diverting growth pressures, including requirements for additional employment sites, from the northern edge of Bristol to south Bristol and Weston-super-Mare. This approach is supported by proposals for significant access improvements to these areas, including improved road links for south Bristol and improved links to the Airport and a range
of other regeneration measures. In addition four urban extensions are proposed around the Bristol urban area to accommodate mixed use development, to provide for the longer term development of the sub-region.

2.9 The RSS Panel Report was published in January 2008 and the formal proposed modifications to the RSS will be published by government this summer, with final adoption expected later this year. This strategy therefore reflects the proposals in the draft RSS and comments made in the panel report, where these are relevant.

The West of England Vision and Economic Strategy

2.10 The West of England economy is the largest in the South West. Over 500,000 persons are employed in the sub-region with the Bristol Urban Area accounting for about two thirds of this total. The sub-region functions as a city region in terms of economic linkages, housing markets and shopping patterns.

2.11 The West of England Partnership focuses on the economic, social and environmental challenges that need to be managed at the sub-regional level. The Partnership comprises the four unitary authorities - Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire Councils – and a number of social, economic and environmental partners.

2.12 In August 2005, the Partnership agreed a vision for how the West of England should be seen in 2026. The vision reads “One of Europe’s fastest growing and most prosperous sub regions which has closed the gap between disadvantaged and other communities”. The vision looks to achieve a number of specific objectives including the economic regeneration of South Bristol and Weston-super-Mare.

2.13 The West of England Economic Strategy published in January 2008 presents some 30 objectives and 80 actions under seven themes:-

- Business Competitiveness, Productivity and Growth (six objectives including support for small businesses, key sector development and technology transfer).
- Skills and Workforce Development (five objectives including meeting the skills needs of employers, raising educational attainment and skills levels, and helping young people transfer from education to employment).
- Business Sites and Premises (three objectives including the provision of sites and premises and securing sustainable patterns of development). The Strategy looks to local plans /development frameworks to review employment land allocations.
- Infrastructure, Regeneration and the Environment (six objectives including reducing traffic congestion, improving motorway and rail links with other parts of the country and improving the economic well-being of rural areas).
- Tourism (five objectives including improving the range and quality of tourism accommodation and cultural, heritage and leisure attractions and facilities).
- Promotion and Influence (two objectives relating the national and international profile, and investment and policy decisions).
- Monitoring and Intelligence (three objectives relating to business and economy monitoring systems, skills and business sites and premises).
The South Gloucestershire Economy

3.1 The South Gloucestershire economy has expanded rapidly over the last fifteen years, accounting for a high proportion of sub-regional growth as a result of attracting investment from outside the sub-region and from elsewhere within the West of England, notably from Central Bristol. There are now an estimated 153,000 jobs in South Gloucestershire compared with 91,000 in 1991.

3.2 Much of the job growth over the last fifteen years has occurred in the North Fringe area with the collocation of the Ministry of Defence at Abbey Wood, the development of the major shopping centre at Cribbs Causeway, the relocation of major employers from Bristol and large scale business park development. New jobs continue to be generated on business parks in the North Fringe and, increasingly, at Ememsons Green where proposals are in hand for a 25 hectare Science Park.

3.3 Away from the North Fringe the rate of employment growth has been modest. Some areas, notably Kingswood, have lost jobs in recent years, particularly manufacturing jobs.

3.4 Bristol North Fringe accounts for over 50% (est. 77,000) of the jobs in South Gloucestershire; the Kingswood area has an estimated 30,000 jobs; the Yate / Chipping Sodbury area 17,000.

3.5 For many years the economy of South Gloucestershire has been closely associated with the aerospace industry with BAE Systems and Airbus UK at Filton and Rolls Royce at Patchway. The aerospace industry remains a key economic sector employing as it does some 15,000 directly and indirectly; major projects include the design and manufacture of wings for Airbus and the design and manufacture of engines for the Eurofighter (Rolls Royce).

3.6 Other significant manufacturing industries in South Gloucestershire include electronic/electrical engineering and food processing. Local and Central Government (primarily the Ministry of Defence), the health sector, higher and further education and telecommunications are also well represented.

3.7 With a number of very large high profile employers attention is often drawn away from the major economic contribution made by the 7,000 or so small and medium sized businesses in South Gloucestershire. Small businesses are particularly prominent in a number of business sectors including retailing, construction and business support services. The latter sector, which includes financial services, legal services and IT services, has accounted for much of the 100 businesses per annum average growth in the small business sector in recent years.

3.8 Business productivity in the West of England is relatively high and South Gloucestershire (particularly the North Fringe) is characterised by having a large number of growth companies.

3.9 Commercial and Industrial activity has a significant impact on the environment and South Gloucestershire has an unusually high proportion of carbon dioxide emissions from commerce and industry (62%). The remainder of emissions are from transport (15%) and domestic (23%). Only 21 of 434 authorities measured have a profile where industry accounts for over 60% of total emissions. The South Gloucestershire Climate Change Strategy aims to achieve a year on year reduction in emissions and recognises that commerce and industry has a significant role to play in achieving this target.
<table>
<thead>
<tr>
<th>Strengths and Opportunities</th>
<th>Weaknesses and Threats</th>
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<tbody>
<tr>
<td>• A cluster of world class industries including aerospace, defence, IT and financial services</td>
<td>• Much of the recent job growth has been in relatively low pay sectors rather than in higher earnings key industries</td>
</tr>
<tr>
<td>• A nucleus of high growth businesses</td>
<td>• A tight labour market and skill shortages (e.g. construction and craft skills) which may drive up wage levels and make this area less competitive – likely to be accentuated by demographic trends</td>
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<tr>
<td>• Ongoing site and plant investment programmes that help to “bed” major employers in the area</td>
<td>• The high cost of housing and the limited supply of affordable/new housing</td>
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<tr>
<td>• The proposed development of the Bristol and Bath Science Park at Emersons Green</td>
<td>• Relatively low educational attainment with 22% of the resident workforce having qualifications below level 2</td>
</tr>
<tr>
<td>• Increasing global competition which may offer economic benefits for those sectors and businesses able to offer competitive advantage</td>
<td>• The low educational attainment and career aspirations of many young people</td>
</tr>
<tr>
<td>• On-going site and plant investment programmes that help to “bed” major employers in the area</td>
<td>• Poor local and inter city transport infrastructure, worsening congestion and low levels of new investment in transport infrastructure</td>
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<tr>
<td>• A continuing ability to attract major investment in sites and premises</td>
<td>• Allow provision of employment sites away from Severnside offering scope for industrial development</td>
</tr>
<tr>
<td>• Proximity to Bristol, a major regional centre offering “critical mass” benefits in terms of labour supply, business support services, regional functions and attractions, etc</td>
<td>• Some industrial estates are relatively old (pre 1970) and need to be redeveloped and other (pre 1990) may need to be refurbished</td>
</tr>
<tr>
<td>• A good supply of employment sites offering scope for further office development</td>
<td>• Climate change necessitates major changes to company behaviour and attitudes, travel patterns, building techniques, etc.</td>
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<tr>
<td>• A strong presence of public bodies serving national and regional functions including the MoD and The Environment Agency</td>
<td>• CO₂ emissions from commerce and industry already accounts for 62% of all emissions in South Gloucestershire</td>
</tr>
<tr>
<td>• Relatively good road and rail connections to other parts of the UK and relative proximity to London</td>
<td>• Increasing global competition which may impact adversely on sectors and businesses not able to offer competitive advantage</td>
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<tr>
<td>• Good access to port and airport facilities</td>
<td>• A continuing loss of trade in older town and district centres resulting from changing patterns of expenditure</td>
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<tr>
<td>• The availability of a potentially large labour supply – the 8,300 people of working age on disability benefits and a significant pool of migrant workers</td>
<td>• Major development may cause a threat to the regions rich and diverse environment which will affect quality of life and the working environment</td>
</tr>
<tr>
<td>• A prestigious further and higher education sector</td>
<td>• Poor local and inter city transport infrastructure, worsening congestion and low levels of new investment in transport infrastructure</td>
</tr>
<tr>
<td>• A rich and diverse environment offering a high quality of life to suit many lifestyles</td>
<td>• Allow provision of employment sites away from Severnside offering scope for industrial development</td>
</tr>
<tr>
<td>• Growth in environmental technologies and new construction skills may benefit the area which is designated for major development at a time when the need for carbon reduction has been recognised</td>
<td>• Some industrial estates are relatively old (pre 1970) and need to be redeveloped and other (pre 1990) may need to be refurbished</td>
</tr>
<tr>
<td>• “The special relationship between town and country” (quote from SCS) could be used to encourage use of alternative fuels, drive demand for local foods, and promote walking and cycling as part of the health agenda</td>
<td>• Climate change necessitates major changes to company behaviour and attitudes, travel patterns, building techniques, etc.</td>
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</table>
3.10 The employment rate in South Gloucestershire (the percentage of the working age population in employment) is exceptionally high, 86% compared with a national rate of 79%.

3.11 South Gloucestershire has a low unemployment rate – 0.8% at February 2008 compared with a national rate of 2.2%. At February 2008 no South Gloucestershire wards had an unemployment rate higher than the national rate. Staple Hill is the closest with an unemployment rate of 2.1% followed by Kings Chase at 1.6%.

3.12 Approximately 13,290 people (8.4% of working age claimants) were claiming at least one form of benefit at February 2008. Over half of these (4.4% of working age claimants) are on incapacity benefit / severe disability allowance – 7000 at February 2008, an increase of 320 compared with February 2007.

3.13 As at December 2007 22.7% of the economically active population in South Glos have no qualification or a qualification at NVQ level 1 only. This is higher than Great Britain (22.3%) and the South West (20.9%).

3.14 The 2001 Census indicated that 75,700 of the 127,800 resident workforce worked in South Gloucestershire and 52,100 worked elsewhere. A total of 52,400 worked in South Gloucestershire and lived outside the district. Daily movements across the South Gloucestershire boundary were therefore of the same order in both directions. The resident workforce of South Gloucestershire is currently estimated to be 134,000.

Future Prospects

3.15 With a large nucleus of companies with growth potential, a strong public sector and the continuing investment in employment sites and premises the South Gloucestershire economy is well set to grow further in the years to come.

3.16 Over 20,000 jobs could potentially be generated in South Gloucestershire over the next twenty years on the basis of current employment land supply (refer table 2 which lists major development sites), higher employment densities and population based employment generation (e.g. shops, schools, and other community services). Many of these jobs are likely to be generated by businesses and public sector employers already located in South Gloucestershire and by businesses in targeted sectors such as high technology and environmental technologies.

3.17 Whether this level of growth will actually occur depends on a number of factors including demographic / workforce constraints, national economic performance and the extent to which investment and jobs can be successfully steered away from South Gloucestershire to South Bristol and Weston super Mare in line with the West of England Vision and Regional Spatial Strategy (see paragraph 2.8).
### TABLE 2: MAJOR DEVELOPMENT AREAS IN SOUTH GLOUCESTERSHIRE

#### Aztec West Business Park, Almondsbury
**Aztec West**, covering 68 hectares, is located at the junction of the M5 motorway and the A38. The business park was laid out in the early 1980s and is now home to over 120 companies (7,500 + jobs). One significant area remains to be developed - the Western Sector (5.6 hectares) which has planning permission for 28,500 sq metres of office floor space. There are a number of schemes in the pipeline involving the redevelopment of low density industrial sites with higher density office developments. This may well extend to other sites at Aztec West over the next 20 years.

#### Filton Northfield
The **Filton Northfield** site, owned by Bovis Homes and BAE Systems, covers 74 hectares of which 14 hectares is allocated for mixed employment use. The remainder of the site is to be developed as a 2200 home housing development. Outline planning was granted in November 2007. The application proposes 66,000 sq. metres of mixed B1 (Business), B2 (General Industrial) and B8 (Storage & Distribution) development.

#### Emerald Park, Emersons Green
**Emerald Park**, adjacent to the Avon Ring Road to the north east of Bristol, covers some 30 hectares. Sainsbury’s occupy a 30,000 sq metres distribution depot on an 11 hectares site and a number of speculative industrial unit and office schemes have been completed in recent years. Companies at Emerald Park include Knorr Bremse, The Mitie Group and Assystem. At January 2007 approximately five hectares remain to be developed including land at Viceroy Gate.

#### East Works Site, Patchway
ProLogis acquired the 26 hectare **East Works** site at Gipsy Patch Lane, Patchway from Rolls Royce in October 2006. The site, currently occupied by older industrial buildings, will be redeveloped for a range of employment uses over the next three years including industrial development, car showrooms, a hotel and office development.

#### Western Approach Distribution Park (G.Park), Severnside
The **Western Approach Distribution Park** was granted planning approval in 1995. Gazeley, the development arm of Asda Walmart, acquired Western Approach in June 2005. ‘G. Park Bristol’ as it is now called has approximately 1.25 million sq ft of B8 warehousing occupied or under construction. The park is widely accepted by institutions as Bristol’s premier location for logistics businesses serving the South West, South Wales and The Midlands.

G.Park Western Approach comprises 143 acres of development land within a managed environment. Total outline planning consent is for 2.35 million sq ft of warehouse accommodation. Two new distribution warehouses (10,400 sq. metres and 18,300 sq. metres) have recently been completed. The site is part of a much more extensive area which was granted planning permission in 1957/8, subject to a number of constraints including ecology, flood risk and access.

#### Proposed Bristol and Bath Science Park (SPark), Emersons Green
The proposed 25 hectare **Science Park**, adjacent to the Avon Ring Road at Emersons Green, will provide 77,000 sq metres of accommodation in a variety of building sizes and specifications. Most of the site was acquired by the South West of England Regional Development Agency (SWERDA) in 2004. In April 2006 SWERDA appointed Quantum Property Partnership as the private sector developer and funding partner. Construction work is expected to start on site in 2008/9 with the first buildings available for occupation in 2009/10.
Strategy Themes and Objectives

BUSINESS COMPETITIVENESS AND ECONOMIC GROWTH

STRATEGY OBJECTIVE 1:
To improve productivity and competitiveness and safeguard/increase jobs in key sectors including aerospace, engineering, other manufacturing sectors, defence, environmental technologies, high technology, financial services, creative industries and the rural economy.

4.1 While productivity levels in the West of England compare favourably with levels of productivity at the regional and national level the sub-region lags behind many European regions. The West of England/ South Gloucestershire is more than capable of matching the leading regions in Europe and make a significant contribution to the sub regional, regional and national economy, particularly through supporting and promoting key sector businesses.

4.2 There are an estimated 54,000 jobs in the key business sectors in South Gloucestershire which include aerospace, defence, other manufacturing sectors, financial services, business support services and higher education. In recent years the overall number of jobs in key sectors has risen slowly with job gains in business support services, and financial services being countered by the loss of manufacturing jobs - a phenomenon shared by most other parts of the UK.

4.3 It is vital to support the retention and growth of key sector businesses as these businesses are largely responsible for generating the income and wealth that underpins the prosperity of South Gloucestershire and the West of England. South Gloucestershire is fortunate in being well placed in this regard - the major aerospace companies are competing successfully in international markets and the area has a cluster of leading edge high tech companies, a prestigious university, good communications, a good supply of office development sites and a proposed major Science Park – all elements that will help South Gloucestershire and the West of England to compete in the global market.

4.4 The South Gloucestershire Economic Strategy advocates supporting key sector growth and competitiveness through the provision of suitable business sites and premises, investment in skills, innovation and technology aimed at raising productivity, targeted inward investment and reducing carbon footprint.

Operational Objectives
1. Promote and encourage innovation and technology transfer.
2. Support and encourage the long term future of our key business sectors.
3. Encourage and promote international trade.
4. Support the consolidation and growth of the aerospace sector.
5. Encourage rural enterprise and diversification.
BUSINESS DEVELOPMENT

STRATEGY OBJECTIVE 2:
To increase the number, survival rates and growth rates of starter and small enterprises in South Gloucestershire including social enterprises

4.5 Surveys conducted by the Federation of Small Businesses (FSB) having identified a number of issues affecting small businesses including crime, traffic congestion and the quality of business advice from business intermediaries such as accountants and banks and from public agencies. Crime and traffic congestion also featured as prominent issues in an extensive survey of businesses conducted by South Gloucestershire Council in 2002. While this section emphasises the importance of providing high quality business advice and support services, along with providing affordable workspace, it is recognised that other public interventions may be of equal or greater importance for many businesses. In particular policies and actions that respectively seek to prevent crime, ease traffic congestion and reduce carbon emissions.

4.6 There are some 7,000 small businesses in South Gloucestershire (businesses employing less than 200) and the number is growing by about 100 per annum. VAT data points to a 10% turnover of businesses per annum reflecting the volatile nature of the small business sector.

4.7 The national Business Link branded service is primarily responsible for managing and coordinating publicly funded business support services. In April 2006 responsibility for Business Links transferred from the national Small Business Service to regional development agencies. This move brought major changes in the delivery of business support services in the West of England and South Gloucestershire in April 2007.

4.8 While still delivering a number of discrete support services including business start up workshops Business Links have moved more towards an information, advice and brokerage role which involves referring businesses on to providers offering business support services such as management training, financial advice and IT services on a commercial basis.

4.9 Under the Simplifying Business Support initiative the Government are seeking to reduce the number of business support schemes nationally from an estimated 3,000 to fewer than 100 with Business Links being viewed by Government as the primary source for businesses seeking support. This rationalisation programme will require even greater connectivity and co-operation between organisations providing business support services.

4.10 The Strategy recognises the importance of having the right mechanisms in place to support starter and small enterprises, including social enterprises, so as to stimulate business development and increase business survival rates.

Operational Objectives
1. Work with other agencies to support starter and small businesses and social enterprises.
2. Support the consolidation and growth of small and medium sized enterprises.
3. Encourage and promote the application of new technologies including ICT and e-commerce.
4. Support and promote the purchase of local goods and services to residents and other local businesses.
SKILLS AND WORKFORCE DEVELOPMENT

STRATEGY OBJECTIVE 3:
To raise skill levels and to meet the skill and workforce needs of employers

4.11 The Leitch Review, published in December 2006, identified a number of key challenges facing the national economy and local and regional economies including the changing pattern of demand for skills, skills becoming obsolescent, demographic change with a declining number of young people entering the workforce and the high number of adults lacking basic skills. The Review proposed a number of national targets (e.g. 95% of adults to achieve basic literacy and numeracy, raising the number of adults with a level 2 qualification to more than 90%, doubling the number of apprenticeships to 500,000 and increasing to 40% the adult population having a degree or equivalent qualifications).

4.12 The Government’s position on how it intended to implement the recommendations of the Leitch Review was set out in a document ‘World Class Skills: Implementing the Leitch Review of Skills in England’ published by the Department for Innovation, Universities and Skills (DIUS) in August 2007. The Government has pledged a substantial increase in funding for adult training with emphasis on training for adults in basic and low level skills. There will be an entitlement for adults to free training up to a first level 2 qualification. There will also be a Skills Account for individuals enabling them to access training, advice, information and guidance both in and out of work. Employers will be invited to make a Skills Pledge committing them to train their employees and funding for the Train to Gain programme will be substantially increased. The establishment of a UK Commission for Employment and Skills and the voluntary establishment of local employer led Employment and Skill Boards also formed part of the Government’s response.

4.13 The Learning and Skills Council is primarily responsible for adult training programmes in England and is also responsible for the funding of post 16 education and training (although the Government has recently announced the transfer of responsibility for 16-18 education and training to local authorities).

4.14 The West of England LSC present their priorities and targets in an Annual Plan – these comprise a mix of national, regional and local priorities and targets covering 14-19 participation in learning, level 2 achievement for young people and adults through national programmes including Train to Gain, Apprenticeships and Skills for Life. These priorities and targets are to be reviewed in the light of new national priorities and funding regimes set by the Government document referred to above.

4.15 The West of England LSC have also been instrumental in partnership with Jobcentre Plus and the four unitary authorities in establishing the West at Work project which seeks to ensure that training and recruitment is accessible for local people. The project places particular emphasis on linking skills development with key development sites including Cabot Circus and the proposed Science Park. The project also looks to meet the skill needs of employers in a number of priority sectors including construction and sustainable construction, retailing and financial services.

4.16 In mid 2007 the LSC moved towards establishing a more strategic approach to addressing the skill needs of the West.
of England by establishing a Programme Board under the West at Work banner – in effect this new Board is likely to evolve into an employer led Employment and Skills Board as advocated in the Government “Implementing Leitch” document. The Board have agreed a five point strategy for the West of England including a joined up approach to young people not in employment, education and training (NEET), a joined up approach to worklessness in deprived wards (none in South Gloucestershire), delivery of the strategic site and priorities sector approach agreed under the West at Work project and employment and skills intelligence.

4.17 There are a number of existing and emerging programmes and projects aimed at raising skill levels and increasing employability and meeting the skill needs of employers. The challenge for South Gloucestershire is to ensure that people living and working in South Gloucestershire benefit from these programmes. In particular the following objectives have a high priority:-

- Increasing the percentage of people with level 4 qualifications or above - 25.4% of the working age population of South Gloucestershire have a qualification at NVQ level 4 – lower than Great Britain (28.6%) and the South West of England (29.1%).

- Increasing the percentage of people with level 2 qualifications – 22.7% of the economically active working age population of South Gloucestershire have either no qualifications or a qualification at NVQ level 1 – higher than Great Britain (22.3%) and higher than the South West of England (20.9%). An estimated 13,300 (8.4%) of the working age population in South Gloucestershire have no qualification.

- Reducing the number of young people not in employment, education or training (NEET). An estimated 300 16 -18 year olds in South Gloucestershire were not in employment, education or training at the beginning of 2007; there was a significant concentration of numbers in the Kingswood /Staple Hill area (over 100).

• Supporting young people into jobs that offer training and career progression opportunities.

• Increasing the number of graduates staying in South Gloucestershire and the West of England.

 Operational Objectives

1. Support the sub-regional West @ Work project in delivering area based and sector based skills initiatives.

2. Work with the West of England Learning and Skills Council to achieve agreed workforce skill targets in South Gloucestershire. (Local Area Agreement target)

3. Help young people transfer from education to employment.

4. Reduce the number of people of working age lacking basic skills.

5. Address the skill and workforce needs of South Gloucestershire employers. (Local Area Agreement target)

6. Increase employer investment in training and workforce development.
**EMPLOYMENT LAND AND PREMISES**

**STRATEGY OBJECTIVE 4:**
To meet the employment land and premises requirements of indigenous businesses and key sector businesses where sustainable and consistent with strategic employment and regeneration objectives.

4.18 The supply of employment land in South Gloucestershire is largely determined by the South Gloucestershire Local Plan which was adopted in January 2006. Policy E4 of the Local Plan identifies 39 safeguarded employment areas for the period up to 2011, largely sites that are already developed. Council policy is to avoid the loss of these safeguarded sites to other uses. Two major sites were successfully defended at public inquiries in 2006.

4.19 The Local Plan did not allocate any employment sites over and above sites previously allocated for employment purposes. With a view to achieving a better balance between employment and housing development a number of large sites previously allocated for employment were re-allocated for residential development including Filton Northfield, much of the Hewlett Packard site at Stoke Gifford and a large part of area C at Emersons Green.

4.20 A number of sites in employment use are not safeguarded by the Local Plan including sites in Staple Hill. These may continue to come under pressure for residential development.

4.21 Over the period 2001 – 2007 a total of 45 hectares of employment land were taken up in South Gloucestershire including 15 hectares at Severnside, 16 hectares in the North Fringe and 5 hectares at Emersons Green. Office development amounted to approximately 85,000 sq. metres and B8 distribution 80,000 sq. metres.

4.22 There are over 100 hectares of employment land available for development in the medium term (ten years) in South Gloucestershire including land at Aztec West, Filton Northfield, the East works site at Patchway, Emersons Green and Western Approach, Severnside. Table 2 on page 9 lists the major areas proposed for employment related development as at April 2007.

4.23 Despite the seemingly abundant supply of employment land there is evidence that some businesses, particularly industrial businesses and non B use businesses (e.g. leisure, care sector) have difficulties finding suitable sites and premises in South Gloucestershire. This is due to a number of factors including the particular lack of suitable sites and premises in some locations, the general affordability of sites and premises and the shortage of freehold sites and premises. With the completion of industrial estate developments at Westerleigh Business Park in Yate and Emerald Park in Emersons Green there are now few green field sites available for industrial development in South Gloucestershire away from Severnside.

4.24 South Gloucestershire Council has commissioned an Employment Land Study to establish whether the supply of employment land in the district is adequate to meet the current and future needs of business in terms of quality, type of accommodation and location. The results of this study will inform the Local Development Framework, in particular the Core Planning Strategy.

4.25 The Employment Land Review will analyse all significant employment sites in South Gloucestershire (some 230 sites), judge whether any existing employment sites or allocations might be better suited to other land and ascertain whether any further
employment land allocations are needed to meet the needs of South Gloucestershire businesses in a sustainable manner.

4.26 Longer term land requirements for the district will form part of the regions Core Strategy, a spatial planning document forming part of the suite of local development documents that sets out the long term development strategy for the district.

4.27 The Core Strategy – Issues and Options document sets out ideas about the issues and challenges facing South Gloucestershire. Following public consultation in May/June 2008 preferred options will be drafted leading to submission of the Core Strategy to government in spring 2010, and then to final adoption around spring 2011. The consultation document considers the issues relating to continued economic prosperity. Amongst the issues it considers are:

- Should we protect employment areas from other forms of development?
- If redevelopment land comes forward for development, should employment uses be prioritised?
- Are there particular employment needs which need to be addressed in our various communities, including the rural parts of the District?
- Is more land for jobs needed? If so, where?
- What infrastructure, including transport, is required to support employment development?
- What are the key priorities for development at Severnside? What infrastructure is required and can this be delivered?

Operational Objectives

1. Provide an industrial and offices sites and premises enquiry service in partnership with the West of England Partnership Invest West Team.
2. Critically assess alternative uses on safeguarded employment sites.
3. Review employment land allocations and requirements for the next 20 years through the Local Development Framework.
4. Maintain / extend the provision of small workspace and office units.
Strategy Themes and Objectives

SHARING THE BENEFITS OF ECONOMIC DEVELOPMENT (Targeted Employment and Training Initiatives)

STRATEGY OBJECTIVE 5:
To ensure that all parts of South Gloucestershire and all groups share the benefits of economic development

4.28 South Gloucestershire, as a whole, is economically prosperous with low unemployment and a high employment growth rate. This tends to disguise the fact that there are areas in South Gloucestershire and groups of people who are not sharing the benefits of economic development. In addition this has led to the need for migrant workers in specific employment sectors which bring both benefits and social implications.

Priority Areas

4.29 The emerging South Gloucestershire Community Strategy identifies a number of priority neighbourhoods of relative disadvantage inCadbury Heath, Filton, Kingswood, Patchway and Staple Hill.

4.30 Staple Hill and King Chase wards have the highest unemployment rates in South Gloucestershire. Over the last five years the Kingswood area has been particularly hard hit with some 1,000 job losses resulting from the closure and downscaling of a number of major manufacturing companies including UK Safety, Intier Automotive, Hibernia Brands and Kleeneze. Throughout Kingswood and Staple Hill local jobs are also being lost as older industrial sites are developed for housing; this trend is likely to continue.

4.31 It is crucial that safeguarded employment sites are safeguarded to provide local job opportunities. It is also crucial that local Kingswood and Staple Hill residents are given the opportunity and support to access the many jobs that will be generated at Emersons Green over the next ten years. The West at Work project (described in paragraph 4.15) will be instrumental in achieving this objective.

Rural Areas

4.32 Ensuring a sustainable rural economy is important in South Gloucestershire. This strategy will support the development of niche / specialist markets for farm produce and rural businesses. With over 100 rural workspace schemes in South Gloucestershire providing in excess of 400 workspace units this is a key rural development area. Where the effects of increasing competition, falling profit margins and changes in EU agricultural programmes prompt farm diversification, this will also be supported in line with local and national planning policies.

Disadvantaged Groups

4.33 There are many people (e.g. sick and disabled people, lone parents, migrants) throughout South Gloucestershire who face barriers that prevent them seeking and remaining in sustainable employment. Barriers include the lack of confidence and motivation, the lack of work experience, the difficulty of travelling to work and the threat of losing welfare benefits. With the right support many more people could and would work, raising their living standards and helping to address the staff recruitment and retention pressures faced by many employers in South Gloucestershire.
4.34 There were 14,975 people in South Gloucestershire in receipt of working age benefits at June 2007 – about 10% of the working age population. This figure includes 8,315 people on sick and disabled benefits and 1,850 lone parents on a range of welfare benefits.

4.35 For many years the Department of Work and Pensions has, through its Jobcentre network, supported unemployed people into training and employment through the New Deal programmes which are targeted at particular groups including 18 -24 year olds, the over 25s, the over 50s, lone parents and sick and disabled people. Support can include a dedicated personal adviser, work experience and tasters, job search and specialist support where appropriate.

4.36 A number of welfare reform initiatives to reduce welfare dependency and support people into training and employment are currently being rolled out and/or proposed by the Department of Work and Pensions. These include:-

- **Pathways to Work** which is aimed at encouraging employment among people claiming Incapacity Benefit or Income Support on grounds of disability. This national programme is being introduced in the West of England from April 2008; DWP are contracting out this service to specialist providers.

- The **Employment and Support Allowance** will replace Incapacity Benefit and Income Support in 2008. This new allowance will involve benefit claimants being assessed as to their ability to work through mandatory work focused interviews.

- "**In Work, better off**" – the July 2007 Welfare Reform Green Paper: key proposals include a major employers “Jobs Pledge”, rolling out the Pathways programme and a more responsive, more personalised flexible New Deal.

4.37 The Department of Work and Pensions /Jobcentre Plus are looking to local authorities, the private sector and the voluntary sector to support their various welfare reform proposals. There will be an onus on partners to develop and deliver programmes that complement and add value to Government programmes – a requirement that is managed to a significant degree by the fact that the DWP fund many of the delivery support programmes. There are some exceptions (e.g. The Disability Confident programme funded by the Council) but even with these programmes it is essential and of mutual benefit to work in partnership with Jobcentre Plus (e.g. cross referral of clients, ability to offer work placements, etc.).

4.38 The Strategy will seek to encourage and support initiatives and partnership working aimed at helping unemployed people into training and sustainable employment where these complement and add value to core DWP / JobCentre Plus programmes.

---

**Operational Objectives**

1. Work with partners in priority areas to increase the number, range and quality of jobs.
2. Support disabled people into training and employment in partnership with other agencies.
3. Support rural diversification and regeneration through planning policies and targeted rural initiatives.
4. Increase the employment rate of 18 - 24 year olds.
5. Increase the employment rate of lone parents and the over 50s.
Strategy Themes and Objectives

TOWN AND DISTRICT CENTRES

STRATEGY OBJECTIVE 6:
To improve the vibrancy and vitality of town and district centres including Kingswood, Staple Hill, Downend, Yate, Patchway and Thornbury

4.39 Town and district centres are important as the providers of local services and as the geographical, community and social focus for local areas. Increasing car ownership, new retail developments and changing retailing patterns have affected older district and town centres resulting in a loss of trade, changes in retail uses, pressures for changes of use away from retailing and an increase in vacant units.

4.40 Actions will continue to be taken to safeguard town and district centres and help centres adapt to the changes in retail behaviour and retail trip patterns. These include:

- Promoting more mixed use, recreation/residential schemes in or close to centres to increase local trade and develop a stronger evening economy (e.g. Staple Hill).

- Encouraging and promoting new development and selective redevelopment to improve the quality and range of the retail “offer” (e.g. The Somerfield scheme in Kingswood, the proposed redevelopment scheme in Yate Town Centre).

- Public realm improvements – landscaping, street furniture, off street parking, traffic management.

- Promoting where possible local markets, farmers markets and farm shops.

4.41 A programme of district and town centre improvements are best managed and delivered by the Town Centre and Regeneration Partnerships that are, for the most part, already in place.

4.42 Working with Town Centre and Regeneration Partnerships South Gloucestershire Council will continue to initiate and support town and district centre improvements through planning policies and implementation and through environmental and transportation capital investment programmes.

4.43 The Core Strategy consultation also considers the issues which face our existing town and district centres (see paragraph 4.27).

Operational Objectives

1. Work with town and district partnerships to improve town and district centres through, for example, traffic management, parking and environmental improvements.

2. Increase footfall in town and district retail areas.
5.1 This section presents strategic economic indicators and targets against which the overall economic performance of South Gloucestershire can be assessed. A number of the indicators will allow performance to be benchmarked against other areas and measured against the performance of the national economy as a whole.

5.2 The indicators set out below correspond to the key strategic indicators monitoring progress of the Local Strategic Partnerships Sustainable Community Strategy and are taken from the National Indicator set for Local Authorities and Local Authority Partnerships published by DCLG.

### TABLE 3: STRATEGIC ECONOMIC INDICATORS AND TARGETS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 151 Overall Employment rate (working-age) PSA 7, 8</td>
<td>Maintain at 87%</td>
</tr>
<tr>
<td>NI 152 Working age people on out of work benefits PSA 8</td>
<td>Maintain top quartile position (6.8%)</td>
</tr>
<tr>
<td>NI 161 Number of Level 1 qualifications in literacy (including ESOL) achieved PSA 2</td>
<td>Year on year increase from baseline of 41%</td>
</tr>
<tr>
<td>NI 162 Number of Entry level qualifications in numeracy achieved PSA 2</td>
<td>Year on year increase from baseline of 47%</td>
</tr>
<tr>
<td>NI 163 (LAA) Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher PSA 2</td>
<td>4.5% rise by the end of the LAA period from a baseline of 71.4%</td>
</tr>
<tr>
<td>NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher PSA 2</td>
<td>Year on year increase from baseline of 46.6%</td>
</tr>
<tr>
<td>NI 165 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher PSA 2</td>
<td>Year on year increase from baseline of 25.7%</td>
</tr>
<tr>
<td>NI 166 Median earnings of employees in the area BERR DSO</td>
<td>Year on year increase exceeding the national rate</td>
</tr>
<tr>
<td>NI 171 New business registration rate BERR DSO</td>
<td>100 per annum average increase</td>
</tr>
<tr>
<td>NI 172 Percentage of small businesses in an area showing employment growth BERR DSO</td>
<td>Year on year increase</td>
</tr>
<tr>
<td>NI 173 Flows on to incapacity benefits from employment DWP DSO</td>
<td>Year on year decrease</td>
</tr>
<tr>
<td>NI 174 (LAA) Skills gaps in the current workforce reported by employers DIUS DSO</td>
<td>3% decrease by the end of the LAA period on the baseline of 20.4%</td>
</tr>
</tbody>
</table>
6.1 The Strategy will be delivered through a three year rolling Action Plan setting out detailed operational objectives, actions and indicators/targets against which performance can be monitored and evaluated. The Action Plan will be developed by the South Gloucestershire Economy and Skills Partnership when the Strategy has been agreed following the consultation period.

6.2 Responsibility for delivering the Strategy will largely rest with:-


- The Private Sector – businesses, financial intermediaries, training providers, developers, etc.

- Voluntary sector organisations and bodies including CVS South Gloucestershire, town centre and regeneration partnerships and specialist training and employment support organisations.

6.3 Appendix 1 sets out proposed operational objectives that indicate in more detail how it is intended to deliver the overall strategic objectives. These strategic and operational objectives will form the framework for the detailed Action Plan.

6.4 Three implementation groups will be developed comprising of member of the Economy & Skills partnership, council officers and representatives from partner organisations.

The groups will be as follows:

**GROUP 1 – WILL DEVELOP**
**strategic objectives related to business development;**
1. Business competitiveness and economic growth
2. Business development

**GROUP 2 – WILL DEVELOP**
**strategic objectives related to skills and opportunities;**
3. Skills and workforce development
5. Sharing the benefits of economic growth

**GROUP 3 – WILL DEVELOP**
**strategic objectives where there is a considerable contribution to land, premises and building;**
4. Employment land and premises
6. Town and district centres
Appendix 1

Economic Development Strategy
2008 - 2015

Delivering the Strategy:
Proposed operational objectives
BUSINESS COMPETITIVENESS AND ECONOMIC GROWTH

STRATEGIC OBJECTIVE 1: To improve productivity and competitiveness and safeguard/increase jobs in key sectors including aerospace, engineering, other manufacturing sectors, defence, environmental technologies, high technology, financial services, creative industries and the rural economy.

<table>
<thead>
<tr>
<th>Operational Objective</th>
<th>Activities</th>
<th>Lead Body</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Promote and encourage innovation and technology transfer</td>
<td>• Work with partners to deliver the Science Park at Emersons Green&lt;br&gt;• Strengthen links between higher education and industry (e.g. the Knowledge Exploitation programme)&lt;br&gt;• Provision of incubator workspace</td>
<td>SWERDA&lt;br&gt;UWE&lt;br&gt;UWE/SGC</td>
<td>On going&lt;br&gt;On going&lt;br&gt;Autumn 2008</td>
</tr>
<tr>
<td>2. Support and encourage the long term future of our key business sectors</td>
<td>• Organise &amp; support business networking events, research projects and joint initiatives including WEAF (aerospace), BETS (environmental technologies), and creative industries&lt;br&gt;• Provide &amp; support business link programmes aimed at supporting growth companies in key sectors&lt;br&gt;• Targeted inward investment marketing activities.&lt;br&gt;• Provision of suitable sites and premises</td>
<td>All partners&lt;br&gt;GWE Business West /SGC&lt;br&gt;SWERDA/WEP Inward Investment Team &amp; SGC&lt;br&gt;SGC/SWERDA</td>
<td>On going&lt;br&gt;On going&lt;br&gt;On going&lt;br&gt;On going</td>
</tr>
<tr>
<td>3. Encourage and promote international trade</td>
<td>• International networking&lt;br&gt;• Trade Missions</td>
<td>GWE Business West/SWERDA /SGC&lt;br&gt;GWE Business West/SWERDA /SGC</td>
<td>On going&lt;br&gt;On going</td>
</tr>
<tr>
<td>4. Support the consolidation and growth of the aerospace sector</td>
<td>• Lobbying and promotional activities as appropriate&lt;br&gt;• Support for and facilitation of private/public investment in infrastructure, buildings and people</td>
<td>SWERDA&lt;br&gt;SWERDA/WEP/SGC</td>
<td>On going&lt;br&gt;On going</td>
</tr>
<tr>
<td>5. Encourage rural enterprise and diversification</td>
<td>• Develop new markets for farm and other land based products, markets / farm shops, food stuffs, bio fuels, wood products etc&lt;br&gt;• Provide rural workspace opportunities</td>
<td>SGC/GWE Business West&lt;br&gt;SGC/Private Sector</td>
<td>On going&lt;br&gt;On going</td>
</tr>
</tbody>
</table>

Performance Measures

<table>
<thead>
<tr>
<th>NI 151 Overall Employment rate (working-age) PSA 7, 8</th>
<th>Target 08/09</th>
<th>Target 09/10</th>
<th>Target 10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain at 87%</td>
<td>Maintain at 87%</td>
<td>Maintain at 87%</td>
<td></td>
</tr>
<tr>
<td>Floor space occupied at the science park</td>
<td>-</td>
<td>3,000 sq.m.</td>
<td>10,000 sq. m.</td>
</tr>
<tr>
<td>Jobs generated at the Science Park</td>
<td>-</td>
<td>200</td>
<td>800</td>
</tr>
<tr>
<td>Employment in key sectors</td>
<td>53,500</td>
<td>54,000</td>
<td>55,000</td>
</tr>
<tr>
<td>Number of companies in key sectors employing more than 100 employees</td>
<td>68</td>
<td>70</td>
<td>72</td>
</tr>
</tbody>
</table>

Links to other Key Strategies, Plans and partner involvement:


**Partners:** South West of England Regional Development Agency, West of England Learning and Skills Council, West @ Work Project Team, Jobcentre Plus, WEP Inward Investment Team, other WoE unitary authorities, Business Link, GWE Business West, Universities & Colleges, sectors networks including The West of England Aerospace Forum (WEAF) and the Bristol Environmental Technologies Sector (BETS).
BUSINESS DEVELOPMENT

STRATEGIC OBJECTIVE 2: To increase the number, survival rates and growth rates of starter and small enterprises in South Gloucestershire including social enterprises.

<table>
<thead>
<tr>
<th>Operational Objective</th>
<th>Activities</th>
<th>Lead Body</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 1. Work with other agencies to support starter and small businesses and social enterprises | • Provide a start up support and advisory service including seminars & workshops  
• Funding support initiatives (e.g. The Prince’s Trust, Bristol Enterprise Development Fund, etc)  
• Provide support and advice to social enterprise (following the end of the WoE C3 Partnership) | Business Link  
Various  
CVS, BRAVE, Social Enterprise Works (SEW), | On going  
On going  
On going |
| 2. Support the consolidation and growth of small and medium sized enterprises | • Business Link brokerage / diagnostic service including information & advice on IT, marketing, management skills, funding, etc  
• Provision / Safeguarding of small workspace units | Business Link  
SGC/Private sector | On going  
On going |
| 3. Encourage and promote the application of new technologies including ICT and e-commerce | • Dedicated support initiatives (e.g. West of England IT@Work project) | GWE Business West | On going |
| 4. Support and promote the purchase of local goods and services to residents and other local businesses | • Encourage local trading through the publication of a bi-annual business directory and other company listings. (Council Plan action 76)  
• Provide and distribute information on local goods and services through publications such as the South Gloucestershire Food Directory  
• Raise awareness of public sector procurement policies and practices, and contract opportunities available through the contracts portal | SGC  
SGC  
On going  
Spring 2009 |

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Target 08/09</th>
<th>Target 09/10</th>
<th>Target 10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 171 New business registration rate BERR DSO</td>
<td>100 per annum average increase</td>
<td>100 per annum average increase</td>
<td>100 per annum average increase</td>
</tr>
<tr>
<td>NI 172 Percentage of small businesses in an area showing employment growth BERR DSO</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
</tr>
<tr>
<td>The number of VAT registered businesses</td>
<td>7,100</td>
<td>7,250</td>
<td>7,400</td>
</tr>
<tr>
<td>The number of starter businesses supported by Business Link</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>The number of SMEs supported by Business Link (at least two hour contact time)</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Links to other Key Strategies, Plans and partner involvement:


**Partners:** South West of England Regional Development Agency, West of England Learning and Skills Council, West @ Work Project Team, other WoE unitary authorities, Business Link, GWE Business West, The Federation of Small Businesses, Burrows Communications.
SKILLS AND WORKFORCE DEVELOPMENT

**STRATEGIC OBJECTIVE 3:** To raise skill levels and meet the skill and workforce needs of employers including the growing sustainability industry.

<table>
<thead>
<tr>
<th>Operational Objective</th>
<th>Activities</th>
<th>Lead Body</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 1. Support the sub-regional West @ Work project in delivering area based and sector based skills initiatives | • Support for the strategic management and co-ordination of the West @ Work programme through representation on the West @ Work Programme Board  
• Support for the operational delivery of the West @ Work programme through representation on and contributing to the work of the West @ Work Project Board | SGC/LSC  
SGC/LSC | On going |
| 2. Work with the West of England Learning and Skills Council to achieve agreed workforce skill targets in South Gloucestershire | • Increase the percentage of the resident workforce achieving a level 2 qualification (LAA target) or equivalent through - LSC training programmes  
- Work based training programmes  
• Increase the percentage of the resident workforce achieving a level 4 qualification or equivalent through expansion of level 4 training opportunities and graduate retention initiatives | LSC  
Jobcentre Plus  
Universities & Colleges | On going  
On going  
On going |
| 3. Help young people transfer from education to employment | • Support the ambitions of the South Gloucestershire 14-19 Education and Skills Implementation Plan including new diplomas, KS4 engagement, flexible progression pathways and greater employer engagement  
• Provide structured / work based training programmes (e.g. apprenticeship framework) | Connexions/SGC  
LSC | On going  
On going |
| 4. Reduce the number of people of working age lacking basic skills | • Provide literacy & numeracy programmes (e.g. Skills for Life) | LSC | On going |
| 5. Address the skill and workforce needs of South Gloucestershire employers (LAA target) | • Employer engagement and employer led initiatives | LSC/West@Work | On going |
| 6. Increase employer investment in training and workforce development | • Support the Train to Gain programme  
• Provide business advice in workforce development  
• Provide tailored training packages | Business Link  
Business Link  
Training providers | On going  
On going  
On going |
<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Target 08/09</th>
<th>Target 09/10</th>
<th>Target 10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 161 Number of Level 1 qualifications in literacy (including ESOL) achieved PSA 2 (baseline = 41%)</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
</tr>
<tr>
<td>NI 162 Number of Entry level qualifications in numeracy achieved PSA 2 (baseline = 47%)</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
</tr>
<tr>
<td>NI 163 (LAA) Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher PSA 2 (LAA target = 4.5% rise by the end of the LAA period from a baseline of 71.4%)</td>
<td>73.4%</td>
<td>74.6%</td>
<td>75.9%</td>
</tr>
<tr>
<td>NI 164 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher PSA 2 (baseline = 46.6%)</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
</tr>
<tr>
<td>NI 165 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher PSA 2 (baseline = 25.7%)</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
</tr>
<tr>
<td>NI 174 (LAA) Skills gaps in the current workforce reported by employers DIUS DSO (LAA target = 3% decrease by the end of the LAA period on the baseline of 20.4%)</td>
<td>19.4%</td>
<td>18.4%</td>
<td>17.4%</td>
</tr>
</tbody>
</table>

Links to other Key Strategies, Plans and partner involvement:


**Partners:** West of England Learning and Skills Council, JobCentre Plus, West @ Work Project Team, Connexions West of England, other WoE unitary authorities, Business Link, GWE Business West, Universities & Colleges, Training providers.
EMPLOYMENT LAND AND PREMISES

STRATEGIC OBJECTIVE 4: To meet the land and premises requirements of indigenous and key sector businesses where sustainable and consistent with strategic employment and regeneration objectives.

<table>
<thead>
<tr>
<th>Operational Objective</th>
<th>Activities</th>
<th>Lead Body</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 1. Provide an industrial and offices sites and premises enquiry service in partnership with the West of England Partnership Invest West Team | • Provide an inward investment service capable of responding to requests for information on available sites and premises made  
• Maintain a comprehensive and up to date business sites and premises database (accessible on-line and in print)  
• Maintain a dialogue with agents and prospective developers on development opportunities.  
• Support West of England wide and South Gloucestershire employment site marketing and promotional activities | WEP Invest West/ SGC  
WEP Invest West/ SGC  
SGC/Agents  
SGC/WEP | On going  
On going  
On going  
On going |
| 2. Critically assess alternative uses on safeguarded employment sites | • Prepare evidence where necessary to support and maintain the refusal of planning approval for non employment uses.  
• Develop relevant planning policies within the core strategy | SGC  
SGC | On going  
By 2010 |
| 3. Review employment land allocations and requirements for the next 20 years through the Local Development Framework | • Complete the South Gloucestershire Employment Land Study  
• Review employment land allocations on the basis of evidence and conclusions presented by the Employment Land Study as part of the Core Strategy | SGC  
SGC | In 2008  
By 2010 |
| 4. Maintain/extend the provision of small workspace and office units | • Direct provision of small workspace units (e.g. Station Road Workshops)  
• Encourage private sector investment in small workspace/office schemes | SGC  
SGC | On going  
On going |

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Target 08/09</th>
<th>Target 09/10</th>
<th>Target 10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of sites and premises enquiries made in South Gloucestershire</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Percentage of employment land safeguarded against loss to non employment uses</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Links to other Key Strategies, Plans and partner involvement:


**STRATEGIC OBJECTIVE 5:** To ensure that all parts of South Gloucestershire and all groups share the benefits of economic development, in particular priority areas, rural areas and disadvantaged groups.

<table>
<thead>
<tr>
<th>Operational Objective</th>
<th>Activities</th>
<th>Lead Body</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 1. Work with partners in priority areas to increase the number, range and quality of jobs | • Encourage private sector investment in businesses and jobs  
• Retention/Redevelopment of safeguarded employment sites  
• District Centre regeneration and improvement schemes in priority areas  
• Provide targeted local area / community employment and training initiatives  
• Provide local employment support services (out reach / satellite facilities)  
• Encourage work based learning | SGC  
SGC  
SGC  
LSC/West@Work  
Jobcentre Plus  
LSC, West@Work, GWE Business West, UWE & Colleges | On going  
On going  
On going  
On going  
On going  
On going |
| 2. Support disabled people into training and employment in partnership with other agencies | • DWP New Deal programme  
• DWP Pathways programme  
• SGC Disability Confident Scheme  
• Voluntary sector targeted schemes (e.g. Brandon Trust, Mencap) | DWP contractor  
DWP contractor  
SGC  
various | On going  
On going  
On going  
On going |
| 3. Support rural diversification and regeneration through planning policies and targeted rural initiatives | • Encourage provision of rural workspace  
• Targeted rural development initiatives  
• Support the rural visitor economy through the Rural Renaissance Tourism Development Project | Private sector  
SGC  
Tourism Skills Network | On going  
On going  
To March 2009 |
| 4 Increase the employment rate of 18 - 24 year olds | • DWP New Deal programme for Young People  
• Provide structured work based training programmes (e.g. Apprenticeship Framework)  
• Deliver a suitable NEET strategy | DWP/Jobcentre Plus  
LSC  
SGC/Connexions | On going  
On going  
On going |
| 5 Increase the employment rate of lone parents and the over 50s | • DWP New Deal programme for lone parents  
• DWP New Deal programme for over 50s | DWP/Jobcentre plus | On going  
On going |
| 6 Support migrant workers into training and employment | • Provide ESOL training | LSC/Training providers | On going |
# Sharing the Benefits of Economic Growth

**Strategic Objective 5:** To ensure that all parts of South Gloucestershire and all groups share the benefits of economic development, in particular priority areas, rural areas and disadvantaged groups.

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Target 08/09</th>
<th>Target 09/10</th>
<th>Target 10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 152 Working age people on out of work benefits PSA 8</td>
<td>Maintain top quartile position</td>
<td>Maintain top quartile position</td>
<td>Maintain top quartile position</td>
</tr>
<tr>
<td>NI 166 Median earnings of employees in the area BERR DSO (target is to exceed the national rate)</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
</tr>
<tr>
<td>NI 172 Percentage of small businesses in an area showing employment growth BERR DSO</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
<td>Year on year increase</td>
</tr>
<tr>
<td>NI 173 Flows on to incapacity benefits from employment DWP DSO</td>
<td>Year on year decrease</td>
<td>Year on year decrease</td>
<td>Year on year decrease</td>
</tr>
</tbody>
</table>

Unemployment rates: variance from South Glos average:

<table>
<thead>
<tr>
<th>Location</th>
<th>08/09</th>
<th>09/10</th>
<th>10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staple Hill</td>
<td>1.4%</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Kings Chase</td>
<td>1.0%</td>
<td>0.8%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Parkwall</td>
<td>0.6%</td>
<td>0.3%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Woodstock</td>
<td>0.4%</td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Hanham</td>
<td>-</td>
<td>0.3%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Yate Central</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Filton</td>
<td>0.2%</td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Patchway</td>
<td>0.4%</td>
<td>0.2%</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

The number of jobs (employees in employment as revealed by ABI):

<table>
<thead>
<tr>
<th>Location</th>
<th>08/09</th>
<th>09/10</th>
<th>10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staple Hill</td>
<td>2550</td>
<td>2500</td>
<td>2500</td>
</tr>
<tr>
<td>Kings Chase</td>
<td>3200</td>
<td>3100</td>
<td>3100</td>
</tr>
<tr>
<td>Parkwall</td>
<td>600</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Woodstock</td>
<td>3500</td>
<td>3300</td>
<td>3300</td>
</tr>
<tr>
<td>Hanham</td>
<td>1900</td>
<td>1850</td>
<td>1800</td>
</tr>
<tr>
<td>Yate Central</td>
<td>1050</td>
<td>700</td>
<td>700</td>
</tr>
<tr>
<td>Filton</td>
<td>14500</td>
<td>15000</td>
<td>15500</td>
</tr>
<tr>
<td>Patchway</td>
<td>11000</td>
<td>11500</td>
<td>12000</td>
</tr>
<tr>
<td>People supported by South Gloucestershire into sustainable employment</td>
<td>25</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Percentage of disabled people employed by the council</td>
<td>4.6%</td>
<td>4.7%</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

## Links to Other Key Strategies, Plans and Partner Involvement:


**Partners:** Jobcentre Plus, local businesses, Destination Bristol, Parish Planning Groups, Voluntary Sector Organisations, DWP contractors, Training providers, West of England Partnership, other WoE unitary authorities, commercial property agents.
TOWN AND DISTRICT CENTRES

STRATEGIC OBJECTIVE 6: To sustain and improve the vibrancy and vitality of town and district centres including Kingswood, Staple Hill, Downend, Yate, and Thornbury

<table>
<thead>
<tr>
<th>Operational Objective</th>
<th>Activities</th>
<th>Lead Body</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 1. Work with town and district partnerships to improve town and district centres through, for example, traffic management, parking and environmental improvements. | • Active participation in Town Centre and Regeneration Partnerships  
• Deliver a programme of Town Centre Health Checks  
• Safeguard shop frontages (particularly primary) | SGC  
SGC  
SGC | On going  
On going  
On going |
| 2. Increase footfall in town and district retail areas | • Marketing and promotional campaigns  
• Identify other complimentary businesses that could form part of future town centre development. | Town Centre/Safer & Stronger Partnership  
SGC/local community groups | On going  
On going |

Performance Measures

<table>
<thead>
<tr>
<th>NIS Overall (general) satisfaction with local area (LAA target)</th>
<th>Target 08/09</th>
<th>Target 09/10</th>
<th>Target 10/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of trading retail units:</td>
<td>baseline</td>
<td>tbc</td>
<td>tbc</td>
</tr>
<tr>
<td>Kingswood</td>
<td>65</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>Staple Hill</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Downend</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Yate</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Thornbury</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Reduce and sustain low number of vacant units:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kingswood</td>
<td>7</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Staple Hill</td>
<td>6</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Downend</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Yate</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Thornbury</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

Links to other Key Strategies, Plans and partner involvement:

Strategies and Plans: South Gloucestershire Sustainable Community Strategy, South Gloucestershire Council Plan, South Gloucestershire LAA.

Partners: Thornbury TC Partnership, Kingswood TC Partnership, Staple Hill Regeneration Partnership, Thornbury Chamber of Commerce, Staple Hill Chamber of Trade.
If you would like this document in another language, large print, braille or audiotape please contact 01454 868009