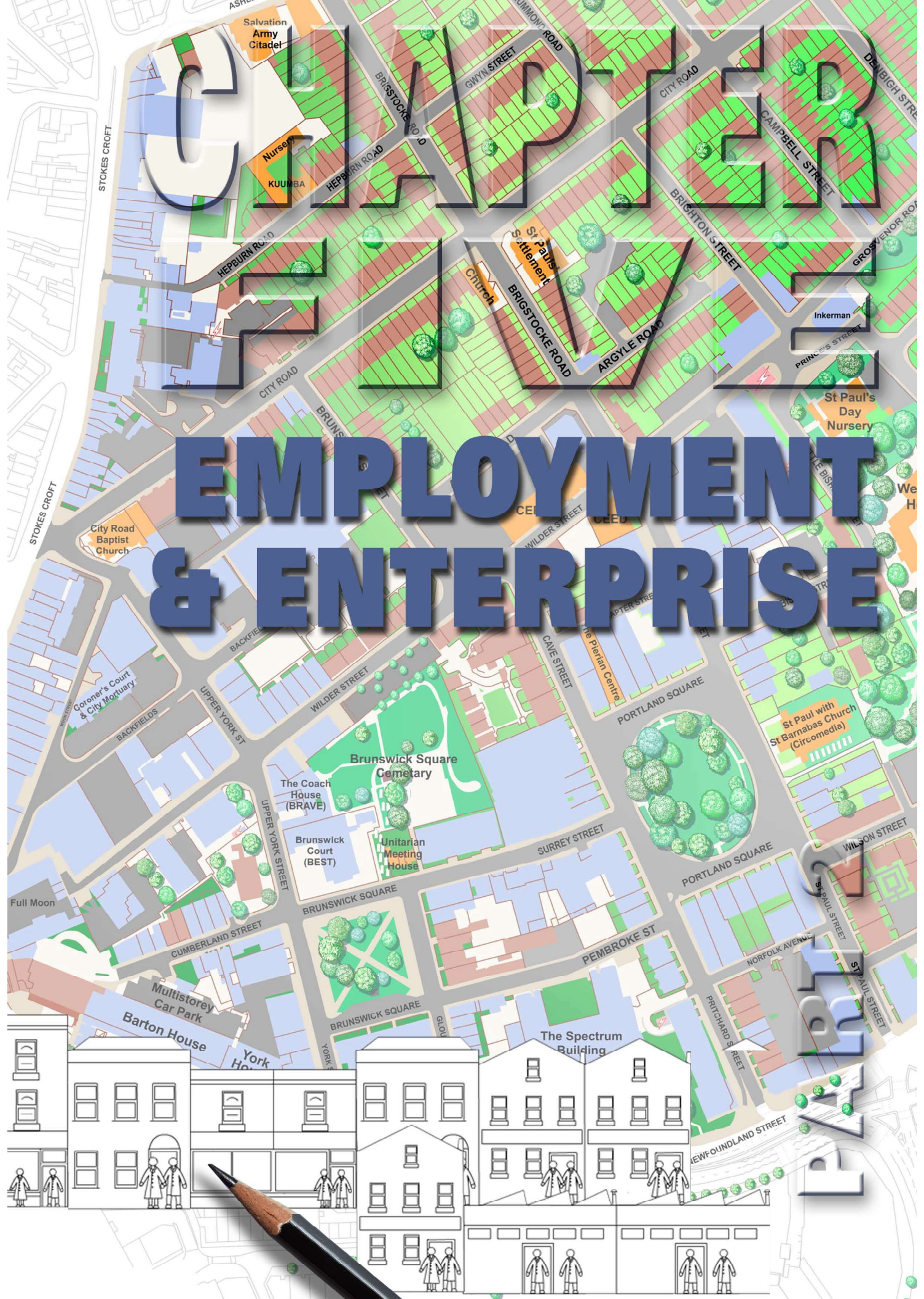
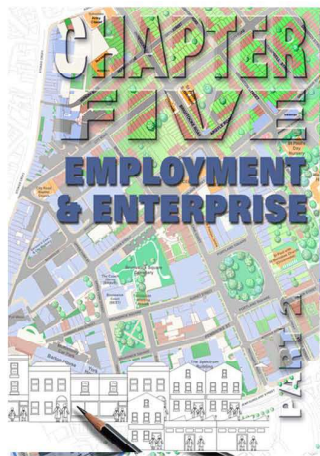


CHARTER FIELD EMPLOYMENT & ENTERPRISE



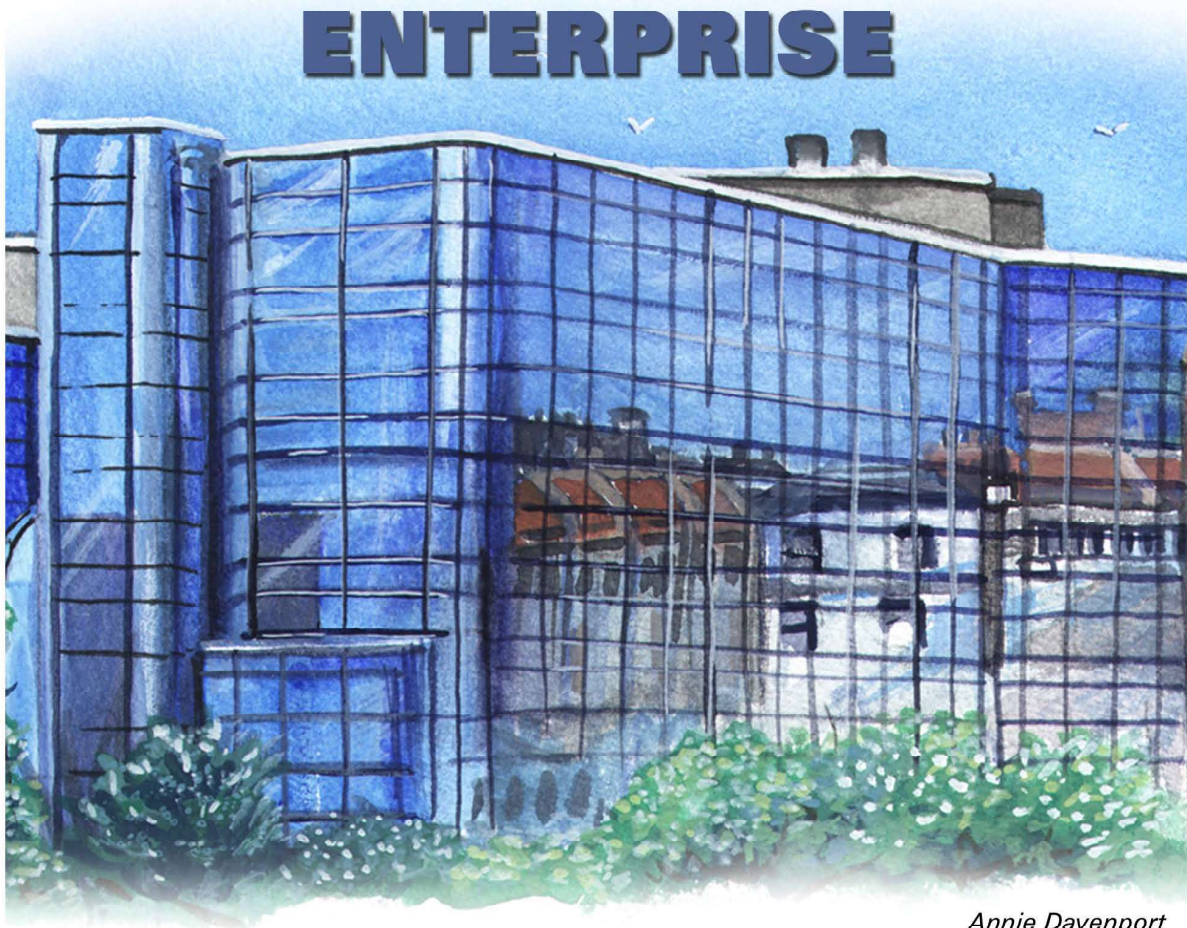
PLAN



SAINT PAUL'S NEIGHBOURHOOD PLAN

CHAPTER FIVE : EMPLOYMENT & ENTERPRISE

EMPLOYMENT AND ENTERPRISE



Annie Davenport

The Department of Communities and Local Government describe sustainable communities as

Thriving with a flourishing, diverse and innovative local economy.

Sustainable communities feature:

- **A wide range of jobs and training opportunities**
- **Sufficient suitable land and buildings to support economic prosperity and change.**

Over 300 businesses operate from premises within the St. Paul's neighbourhood, employing over 3500 people. Of these employees, about 1/3 live in St. Paul's, and over a third of businesses recruit from the St. Paul's area.

Business and commercial operations represent approximately half of all land use in the neighbourhood and business rates information shows that there is currently 96,000 sq m of business floorspace in St.Paul's.

Business premises represent a valuable neighbourhood asset - physically, socially and economically.

● **Most businesses in St. Paul's are small, independent businesses**



This illustrates that St. Paul's has an active local economy that provides jobs and services to the local community, the city, and beyond. It is a location in which businesses still look to start up, and some businesses have operated successfully in the neighbourhood for over 20 years.



Business sites and premises

However, in St. Paul's there is a chronic market failure in the provision of appropriate workspace for start-ups and growth businesses.

This market failure limits the availability of premises for starting new businesses, reduces the availability of move-on premises for growing businesses, and restricts the potential to attract inward investment into the area.

Only 8% of commercial floor space in St. Paul's is currently vacant. In spite of the high level of demand, there has been no new commercial development in the area in the past 5 years. There is a shortage of managed workspace with few vacancies and strong demand. There is strong current demand for incubation units for new businesses in St. Paul's.

In the last 3 years the neighbourhood has lost over half a dozen businesses with a loss of some 600 jobs.

Since 2000 13 previous employment sites have been developed for housing, and all sites currently under consideration for new housing development were previously employment sites.

This loss of employment floor space, businesses and jobs is changing the character of the area, reducing its contribution to the overall economic vitality of the city and reducing job opportunities for local people.

There are a number of key factors leading to premises shortage in St. Paul's: -

- **Increasing pressure on the supply of employment premises from developers converting land and buildings to residential or other uses.**
- **Negative perceptions of the area among businesses, their customers and potential investors.**
- **Inadequate experience and assessment of risk by mainstream developers who fail to fully appreciate the investment potential of new commercial development in disadvantaged areas.**
- **Primarily small sites and multiple end users requiring a higher level of resource from, and greater risk for, developers.**

The New Economics Foundation found that inner city areas offer a range of advantages to businesses - good transport infrastructure, access to customers, availability of a skilled workforce, access to suppliers and presence of local amenities.

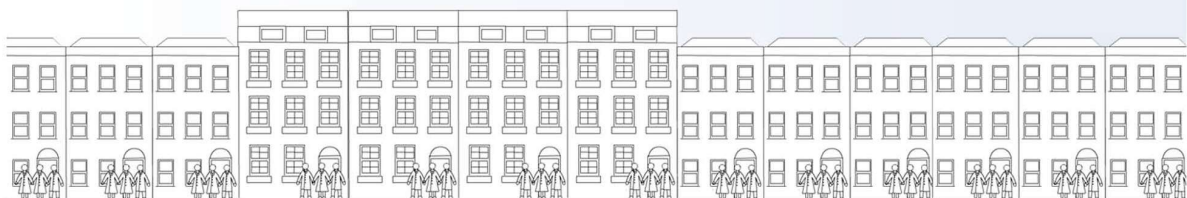
However they also found that " spiralling rents and property prices are forcing businesses to relocate from inner city areas, undermining regeneration and weakening the enterprise base. "

What Type of Commercial Development is Needed ?

The West of England Small Workspace Strategy

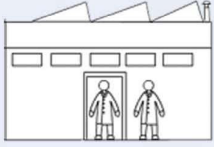
This strategy has demonstrated both the need and the potential market for workspace, particularly in our inner city neighbourhoods.

- **The 2001 census** showed that approximately **7.8%** of economically active people in central and inner city Bristol work from home.
- The highest level of demand from new businesses looking for premises is for workspace **under 1,000 sq ft.**
- **24%** of enquiries for premises come from **creative businesses**, with **services and ICT** each representing around **7-8%**.
- Of the **9 Managed Workspace Schemes** operating in the central and inner area, **occupancy rates** averaged over **90%**; the **serviced office occupancy rate** was **80+ %**.
- The **Work Space Strategy** identifies the further development of **Managed Workspace** in deprived communities as a priority.





The **St. Paul's Supplementary Planning Document** seeks to protect existing valuable employment land for continued employment use. However, even where planning policy supports the retention and reuse of employment land, it cannot deliver such use without there being a favourable economic climate or, where the market fails to deliver, some form of public intervention.



Enterprising Spaces, one of the workstreams under Bristol's Local Enterprise Growth Initiative (LEGI), will seek to deliver Bristol's element of the West of England Small Workspace Strategy to address this market failure.

Action to replace redundant or unsuitable employment space through new more appropriate development requires a partnership between public agencies, landowners and the community.

The main sites where Employment Use should continue to be the dominant land use within any redevelopment are identified below.



These sites are located within the Business District of St. Paul's, have all previously been used for employment generating uses and/or are conveniently located in relation to access to the major road network and transport routes into and out of the city centre, where employment will not be detrimental to surrounding residential development, and are of a size which makes development for commercial use a viable proposition.

1. Former St. Ives printing works, Backfields



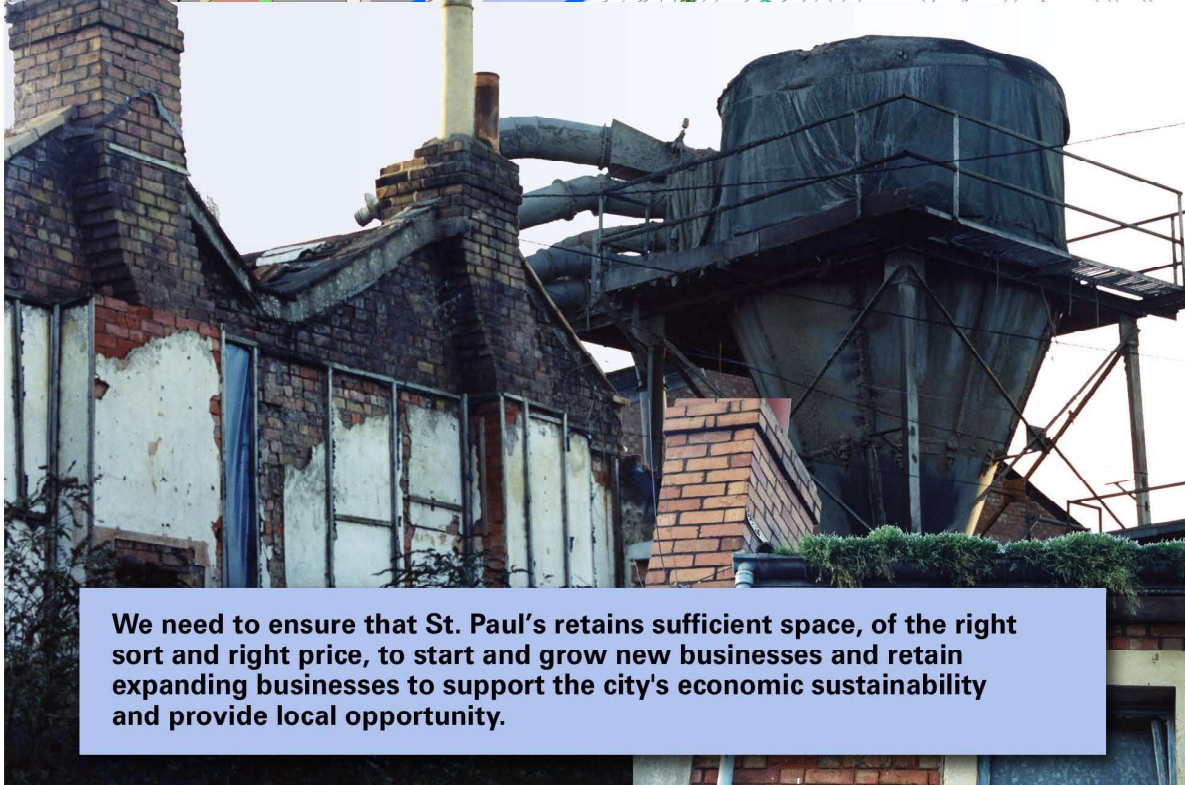
2. Coroner's Court, Backfields, and the Lakota Building, 6 Upper York Place



3. Land bounded by Wilder Street, Brunswick Street, Argyle Road and Brigstocke Road



4. Dove Lane Regeneration Area (see chapter 6)



We need to ensure that St. Paul's retains sufficient space, of the right sort and right price, to start and grow new businesses and retain expanding businesses to support the city's economic sustainability and provide local opportunity.

Enterprise Support

Creating a thriving local economy is fundamental to long-term sustainable renewal in St. Paul's. The identification of the barriers that local people face when seeking to secure their own economic well-being, has informed **Bristol's Local Enterprise Growth Initiative (LEGI)** - a 10 year strategic programme to release the productivity and economic potential of Bristol's most deprived communities through enterprise and investment activity.

LEGI aims to:

" Harness existing business success, to exploit and nurture the intrinsic creative spark and entrepreneurial can-do in Bristol's deprived neighbourhoods..."

It will do this by undertaking a series of area-specific activities based on thorough research and understanding of the key barriers and market failures operating in our disadvantaged neighbourhoods.

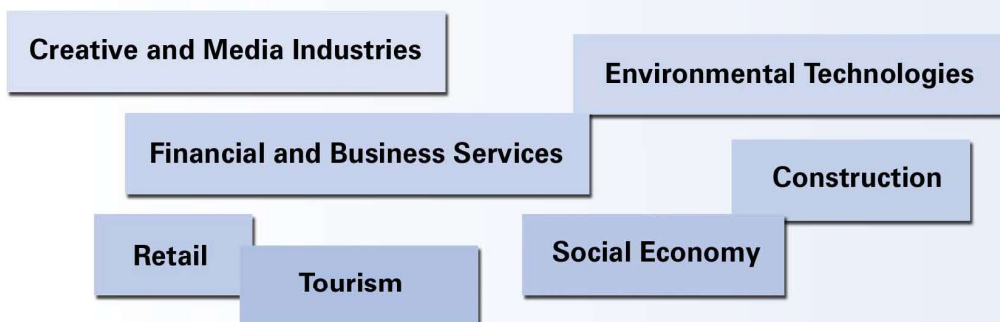
These have been identified as:

- **Low aspirations, low confidence and lack of a can-do enterprise culture**
- **Low levels of employability skills and educational attainment**
- **Lack of access to reasonable personal and business finance**
- **Chronic lack of appropriate space for enterprise to start, grow and move on (identified above)**
- **Negative perceptions of the area, poor infrastructure and poor environment for business (identified above)**

There are five core groups who will receive targeted attention under the enterprise actions within LEGI:

- **Black, Asian and Minority Ethnic communities**
- **Young People**
- **Working Age Benefit Claimants**
- **People with low qualifications and aspirations**
- **People who are financially excluded**

It will build on the strengths of the city's strong and expanding industrial sectors including :



all of which are strongly represented in St. Paul's.

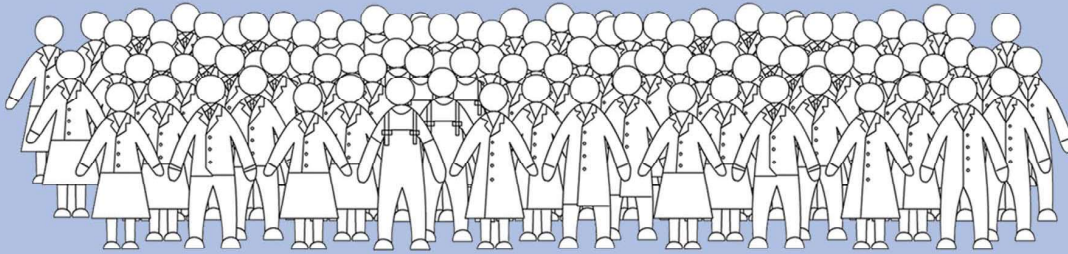
It will do this by connecting Small and Medium sized Enterprises (SMEs) in disadvantaged areas with initiatives, resources and networks in these key sectors.

In addition, the Initiative will utilise known models of good practice, such as **Enterprising People** (see below) and build on these services to commission delivery of the **Enterprising Bristol Activities**.*

The '**Enterprising People**' project is based on partnership working, inter-agency co-operation and integration of service delivery. The partnership comprises Bristol's five main enterprise agencies: **BACEN, BEST, BRAVE/CDA** and **Business Link**.

Thanks to its co-operative structure, **Enterprising People** is able to offer fully joined up services, marketing and client data management across the partner agencies. The partners have also co-operated on joint programmes such as the creation of a women's business network, environmental training and a conference on co-operative working for childcare groups.

Potential entrepreneurs can approach any of the partners or their advisers and receive high quality business support whatever their aspiration or business model. This works particularly well for traditionally under-represented groups.



These agencies have had success reaching those businesses, groups and organisations that do not normally seek support, and are thus more vulnerable to failure. They are able to target the types of businesses that seek to set up in St. Paul's such as creative industries, retailers, and ethnic minority owned/focussed businesses. They have a good knowledge of the area and the issues that local businesses encounter - from property availability to planning issues, from business planning to retail skills and cultural distinctiveness.

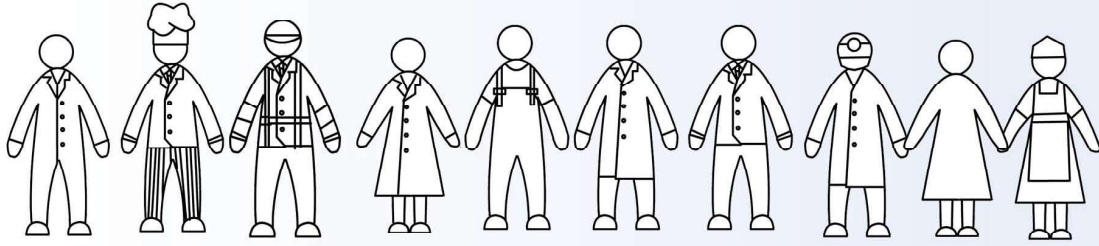
Local purchasing by the City Council can also contribute to economic vitality by providing employment for residents and opportunities for businesses. The Council's purchasing team is actively looking for the best way to include and encourage local organisations, small enterprises and consortiums of social enterprises to supply goods and services to the council. This is done through hosting contract-specific open days, inviting all suppliers and potential suppliers to meet the council and get general guidance on how to compete for contracts. A programme of more in depth support is being developed. This will not only help businesses to bid for council contracts, but will help them to go for bigger contracts for other businesses.

The council is also reviewing service design and methods of delivery to see how this can attract more interest from local providers.

**See Enterprising Bristol, Local Enterprise Growth Initiative, September 2006*



Employment Support



Unemployment remains one of the 'hard to shift' issues in St. Paul's. An understanding of the nature of the issues, the core barriers to a wider engagement in the economic life of the city by local residents, and the ability to assist local people to realise their aspirations for work and careers is a fundamental goal for all partners.

The issues that need to be addressed, and which will form the core of any strategy to increase economic activity and raise incomes include:



Low levels of academic achievement, and numbers of people with no qualifications



High numbers of people who have been out of work for over 5 years



High numbers of local people with English not their primary language



Numbers of new immigrants without recognised qualifications



Racism and postcode discrimination



Families with dependent children requiring childcare support and work flexibility



Numbers of people providing unpaid long-term care for others



Numbers of residents with long-term limiting illness



Households with no adult in paid employment

Part one of the neighbourhood plan sets out an extensive agenda for addressing the employment needs of the local community. These have been reiterated in the Neighbourhood Management Plan and will be implemented through the Integrated Employment and Enterprise Initiative which corrals resources, directs activity and avoids duplication and overlap. This has the opportunity to deliver significant direct benefit through the development of a coordinated approach to employment support with local people as the focus.

The Integrated Employment and Enterprise Initiative under Neighbourhood Management has as its Key Objectives:



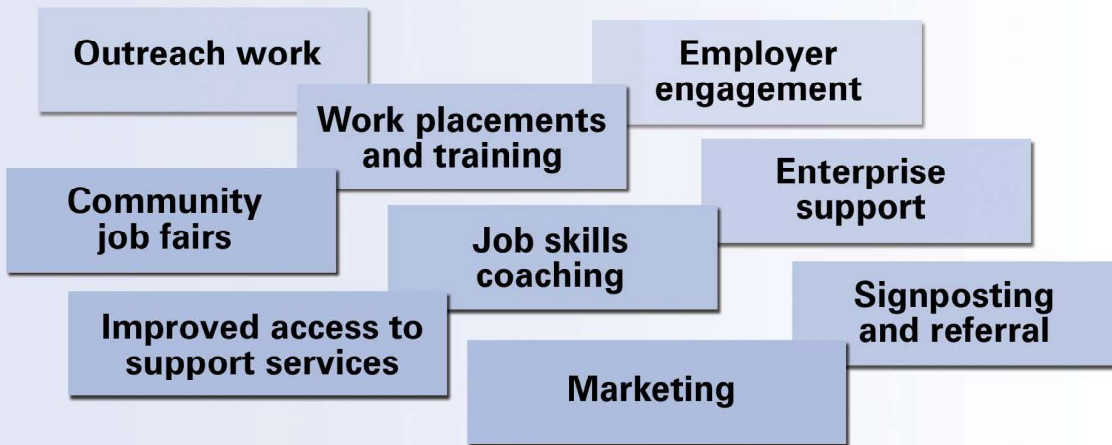
To link neighbourhoods into strategic initiatives across the city and sub-region



Co-ordinate major agencies to improve provision in neighbourhoods

- **Develop more integrated neighbourhood activity**
- **Address common gaps across all neighbourhoods and deliver local provision where none currently exists**
- **Meet needs and build on opportunities in specific neighbourhoods, improving delivery to those who need it most**
- **Provide the foundation for further integration of employment and enterprise support in the future**

To address these issues, the Integrated Employment and Enterprise Initiative will include:



For the **East Central Area**, the coordination of the Initiative will be undertaken by the **East Bristol Consortium**, comprising: **BRAVE, BACEN, Business West, Bristol EastSide Traders, Co-operative Development Agency and CSV Avon Training**, under a Service Level Agreement with the Council.

A **Bristol Employment Action Plan** has been developed to provide a framework for partnership action to help reduce worklessness, provide employers with the labour and skills they need and enable individuals to take advantage of available employment and enterprise opportunities.

The focus of the Plan is on employment/employment support whose key priorities are:



Raising the aspirations, skills and employment outcomes for workless residents, particularly those in deprived communities and those facing the greatest barriers to accessing jobs and skills



Addressing the real and perceived barriers to employment and enterprise



Meeting the identified skills needs and priorities of employers in the city, particularly in key growth sectors



Maximising the opportunities through self-employment, enterprise and social enterprise



Targeting investment, both mainstream and discretionary funding, on those areas and groups with the highest levels of worklessness and need

ENTERPRISE - Actions

ACTION	DETAIL	LEAD BODY	PARTNERS	TIMESCALE	INDICATOR OF SUCCESS
1	Grow local enterprise	Provide targeted Business support for pre, new and existing local businesses	Enterprising People	IMMEDIATE 1 - 3 YEARS WITHIN 5 YEARS 5 - 10 YEARS	No. of new businesses starting up in St. Paul's No. of new businesses surviving 3 yrs, 5yrs
2	Grow local enterprise	Ensure local people know where to go to find business advice through marketing and promotion	Enterprising People	IMMEDIATE	'No wrong door' approach to service and support
3	Grow local enterprise	Celebrate success to reinforce positive images of the community's entrepreneurship	Enterprising People	IMMEDIATE	St. Paul's known as a good place to be in business
4	Grow local enterprise	Retain existing and develop new workspace	Private Sector	IMMEDIATE & ONGOING	Increase of 5,000 sq m of new employment space within 5 years
5	Grow entrepreneurship among 'hard-to reach groups'	Create networks of support among hard to reach groups	Enterprising People	1 - 3 YEARS	More BME - women - and disabled-run businesses
6	Grow entrepreneurship among 'hard-to reach groups'	Ensure business advisers have the skills to engage with hard to reach groups	Enterprising People	ONGOING	Increased pool of business advisors with these skills
7	Attract investment	Support new and existing businesses to access venture capital and investment	Enterprising People SWAIN	ONGOING	Increase in private investment coming into St. Paul's through new start and existing businesses.
8	Reduce dependence on short-term funding for enterprise support	Ensure Business Link contracts retain local focus and mainstream community based enterprise support	Business Link	IMMEDIATE	Stability and ability to make long-term business plans for growth of entrepreneurship in St. Paul's

All the above actions will be delivered through 7 work streams of Bristol's Local Enterprise Growth Initiative which include: Enterprising Futures, Enterprising People, Enterprising Ideas, Enterprising Business, Enterprising Bristol, Enterprising Spaces and The Enterprise Awards

* BMB - Bristol Means Business enterprise partnership,
JCP - Job Centre Plus
LSC - Learning and Skills Council
SWRDA - South West Regional Development Agency
SWAIN - South West Angel and Investor Network



While the Plan has a focus on workless individuals, it will also be vital to raise the aspirations and achievement levels of young people so that they do not become the unemployed of the future.

The plan has been developed under a series of programmes and measures into a detailed action plan agreed by the partners.

This action plan is attached on the next page.

The major partners in this Plan include:



Bristol City Council, through its commitment to partnership working at the local level and alongside its strategic overview at the city wide and sub regional level , will take forward the actions in the plan with a clear focus to bring about improved access to and take up of employment and enterprise opportunities for all local residents .



Jobcentre Plus - the key agency responsible for moving local people into work



The Learning and Skills Council (through West at Work) who are responsible for ensuring the current and future workforce have the right skills now and in the future



Business West who are the link between businesses with workforce requirements and organisations preparing individuals to enter the workforce.

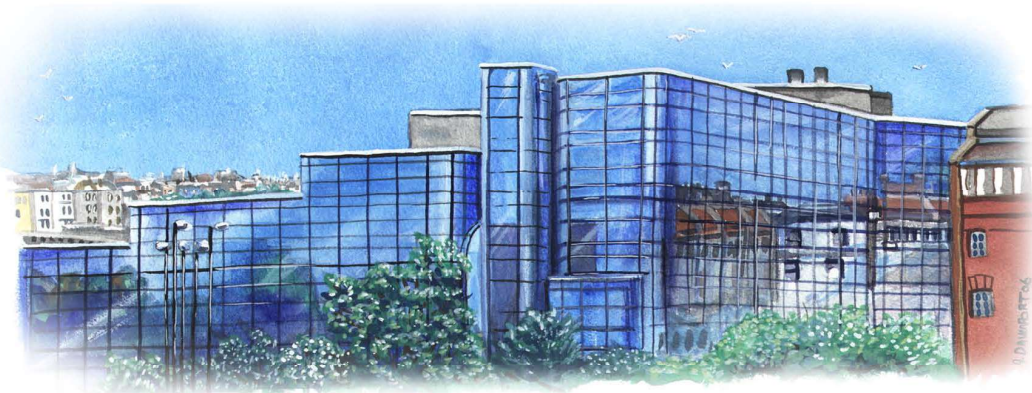


South West Regional Development Agency whose role is to strengthen and expand the economy of the city, sub-regional and region to retain competitiveness and sustainable economic growth.



Learning Communities Team who will develop a strategy for addressing the skills and learning needs of local people, with a focus on enabling them to make a contribution to the economic life of the city and sub-region.

Under these partners there are a range of delivery agents who provide skills training, employment support, personal development and confidence building for those who face barriers into work. The Plan aims to coordinate and direct the efforts of these delivery agents to address the priorities and achieve the goals set out in the Plan. For St. Paul's, local access to these support services and an approach which is client-centred has proved the most successful in the past. Changing perceptions, of the area and the local workforce, will need to be a part of the programme of actions to overcome the specific barriers of racism, post-code discrimination and unrecognised skills of new immigrants, which affect St Paul's residents.



EMPLOYMENT - Actions

ACTION	DETAIL	LEAD BODY	PARTNERS	TIMESCALE	INDICATOR OF SUCCESS
Programme One - Local Labour Market Intelligence					
MEASURE 1	Establish data sources, agree data sets for employment and enterprise partnership collation and sharing of data	BCC	JCP, LSC, SWRDA, West at Work, WEP Business West,	ONGOING	Ability to assess success of measures, to refine and adapt actions to meet changing economic circumstances and client group
MEASURE 2	Distribution of information to service providers	BCC	ALL	ONGOING	Ability to assess success of measures, to refine and adapt actions to meet changing economic circumstances and client group
Programme Two - Engaging Workless Residents and Improving Employment Outcomes					
MEASURE 3	Mapping activity Outreach Information, Advice and Guidance Services (IAG) Improve linkages and coordination Utilise new funding opportunities to develop and deliver new approaches	BCC	JCP, LSC, BCC Learning Communities, LCT, local partners	IMMEDIATE	Quickly respond to client need, directing to appropriate resources and assistance, keep current in relation to best practice and utilisation of what works.
MEASURE 4	Agree targets for ward areas and priority groups including IB Claimants, older people, lone parents, those with low/no qualifications, BME communities Develop initiatives to be implemented through mainstream provision Monitor and review	BCC	JCP, LSC, LCT, local partnerships	IMMEDIATE	Set benchmarks against which to track success of actions Ensure good practice, and learning from new initiatives becomes embedded
MEASURE 5	Addressing Barriers Targeted marketing to promote awareness and understanding of local job opportunities Campaign style approaches to raising aspirations Examples of good practice in delivering family approaches to benefits issues Map existing childcare in priority areas, identify gaps and opportunities for increased take up, influence strategies so provision complements employment support Learn lessons from pilot schemes (Pathways to Work) working with IB Claimants	BCC	ALL	1 - 3 YEARS	More people into available jobs, more employers fulfilling vacancies locally Change climate of low aspiration Assist more parents into work and off benefit, ensure policies and practice align More parents accessing childcare to enable take-up of employment

EMPLOYMENT - Actions

ACTION	DETAIL	LEAD BODY	PARTNERS	TIMESCALE	INDICATOR OF SUCCESS
MEASURE 6	Post-Employment Support	JCP	BCC, LSC	IMMEDIATE 1 - 3 YEARS WITHIN 5 YEARS 5 - 10 YEARS	Reduce no. of revolving door clients
MEASURE 7	Self-employment & enterprise Review existing provision, identify gaps, address issues	BCC	Local partners Business Link	1 - 3 YEARS	Inspire and cultivate entrepreneurship - more people from deprived communities achieving success in new businesses
Programme Three - Employer Engagement and Meeting Skills Needs					
MEASURE 8	Targeted pre-recruitment provision linked to inward investment and major employer recruitment	BCC	Delivery partners	IMMEDIATE	Identify new job opportunities and prepare for them - enable deprived communities to access these new job opportunities
MEASURE 9	Employer engagement	BCC	Delivery Partners	1 - 3 YEARS	Lead by example - employer champions
MEASURE 10	Maximise local employment and training for local residents - reviewed and revised as necessary	BCC	ALL	IMMEDIATE	More local residents in deprived communities into jobs
MEASURE 11	Support access to and take up of public sector employment opportunities	BCC	Other Public Sector Employers	IMMEDIATE	Lead by example
MEASURE 12	Review skills for life/basic skills provision including ESOL	LSC	BCC, LSC, LCT	1 - 3 YEARS	Remove barriers of language and lack of basic skills
MEASURE 13	Identify employment generation potential of social enterprise Develop links between social enterprise sector and employment support providers	BCC		1 - 3 YEARS	Build on existing best employment practice and success demonstrated by social enterprises
MEASURE 14	Job preparation and all around support for long-term unemployed (model: LEAP project in Harlesden)				