SevernNet Working Coastal Community Team

Economic Plan 2016 -2026 [(i)]

March 2016
Final v5

Reproduced with thanks to The Bristol Port Company

(i)   This Plan is focused on putting in place the necessary conditions to support the Avonmouth Severnside Outline Strategy and the economic development of the Portbury Dock area, and in particular enabling the local population to benefit. Many of the actions outlined are enablers to support the medium to long term.

SevernNet Working Coastal Community Team

The SevernNet Working Coastal Community Team is a multi-lateral partnership bringing together business and residential communities of interest from across the SevernNet Area from Royal Portbury Dock in North Somerset, through Avonmouth and Severnside in Bristol to Western Approach Industrial Park in S. Gloucestershire.
Our Economic Plan is a living document which we will develop further over the coming months supported by ongoing discussion and consultation.

Team Members

Organisation	Short Description	URL
A Forgotten Landscape (also representing West of England Local Nature Partnership – Nature Improvement Area)	Heritage Lottery Fund Landscape Partnership Project across the area	www.aforgottenlandscape.org.uk
Ambition Lawrence Weston	A community driven Regeneration Project for the Lawrence Weston community	www.ambitionlw.org
Avona *(Aspirant Member)*	Avonmouth community group	www.avonmouthvillage.co.uk
Avonmouth and Kingsweston Neighbourhood Partnership	Neighbourhood Partnership for Avonmouth and Kingsweston wards	www.bristol.gov.uk/people-communities/avonmouth-and-kingsweston-neighbourhood-partnership
Avonmouth Community Centre Association	Avonmouth based community organisation managing Avonmouth Community Centre	www.avonmouthcca.org.uk
Bristol City Council	Local authority	www.bristol.gov.uk
Almondsbury Parish Council (for Easter Compton & Hallen)	Parish Council in S. Glos.	www.almondsburyparishcouncil.co.uk/
Easton-in-Gordano, Pill and Abbots Leigh Parish Councils	Parish Councils in N. Somerset	pillvillage.com/parish-council/; www.abbotsleigh.org.uk/
Great Western Railway	Train operating company owned by First Group	www.gwr.com
Knightstone Housing Association	Housing association operating in Somerset and the West of England;	www.knightstone.co.uk
North Somerset Council	Local Authority	www.northsomerset.gov.uk
Oasis Academy Brightstowe	Independent academy (11-16) in Shirehampton	www.oasisacademybrightstowe.org/
Pilning and Severn Beach Parish Council	Parish Council in S. Glos.	sites.google.com/site/pandsbpc/
S. Glos. Council	Local Authority	www.southglos.gov.uk
SevernNet	Social enterprise run by and for business & community interests across SevernNet area	www.severnnet.org
Severnside Sirens Trust	Charitable Trust managing Severnside Sirens	
Severnside Community Rail Partnership	Community Rail Partnership	www.severnside-rail.org.uk/
Shirehampton Community Action Forum	Serving the community of Shirehampton	scaf.shire.org.uk/
The Bristol Port Company	A UK major port	www.bristolport.co.uk

Team Co-ordinator and Contact: Kate Royston, Coordinator, SevernNet (kate.royston@severnnet.org; 07969 569 444)
Team Accountable Body: S. Glos. Council represented by Ian Steele (Ian.Steele@southglos.gov.uk)

Table of Contents

Our Area

The SevernNet Area includes a string of coastal villages and industrial estates along the Avon and Severn Estuaries including the Avonmouth Severnside Enterprise Area (ASEA). These are economically connected in a number of ways including providing work to local people, local supply networks and provision of support services.

The geographic spread is from Royal Portbury Dock and its related villages of Pill, Easton-in-Gordano and Abbots Leigh in N. Somerset; through Avonmouth in Bristol and the related communities in the wards of Avonmouth and Kingsweston (the villages of Avonmouth, Shirehampton, Lawrence Weston and Sea Mills); through to Weston Approach Industrial Park in South Gloucestershire and its related villages of Easter Compton, Severn Beach, Pilning and Hallen. The area extends along the River Severn for approximately 10 miles.

The area developed in the late 1800s as the Bristol Port was established in Avonmouth. Royal Portbury Dock was developed on the opposite banks of the Avon in 1960. The area now hosts diverse communities of interest with large and small industrial estates neighbouring urban and semi-rural villages.

The SevernNet Area[1] (i) could, in many ways, be described as thriving with more than 1,500 businesses employing in excess of 30,000 people, with huge growth potential. However, many of the area's 35,000 residents experience severe economic and social exclusion with some LOAs featuring within the 10% most deprived nationally (IMD) and 50% of the LOAs featuring within the 30% most deprived nationally. Despite the proximity of the port and its industrial estates, few residents work locally and some local businesses employ 75-80% of their workforce from outside the area (Portside Travel Survey 2013).

There is a need to support the area's economic potential in a manner which also delivers, and retains, benefit to the local population. The purpose of this Economic Plan is to identify, and put in place, the enablers to achieve this.

---

[1] We have tried to put together some overall statistics for the area, however this is challenging as, with the exception of the Bristol Wards, the remaining area does not map exactly to statistical geographies available. This requires more work in the short term.

Our economy

The area's economy is supported by a wide range of **businesses located across the area** including;

- The Bristol Port Company and the businesses and tenants located within the Port Dock gates in Royal Portbury Dock and Avonmouth
- Numerous small to large industrial estates across the area including Cabot Park, Access 18, Western Approach Industrial Park, Gordano 19
- 'High streets' within the villages
- Mobile businesses e.g. snack bars
- Self-employed and micro businesses

The **range of different businesses** include:

- Food and animal feed processing (e.g. ADM Milling, For Farmers, Kent Foods)
- Ambient, chilled and frozen food distribution centres (e.g. Farm Foods, Co-op Distribution Centre, Culina)
- Sales and Distribution centres for other goods (e.g Nisbets, Next, Superdrug, Knowhow)
- Postal sorting and distribution (e.g. Royal Mail, UK Mail an Hermes)
- Advanced manufacturing and engineering (e.g. GKN Aerospace, Bloodhound)
- Biosciences (e.g. Tocris)
- Heavy plant hire and businesses servicing HGVs, Trailers etc. (Kings Lifting, M&M Trailers)
- Professional services (e.g. Brand51, Primetime recruitment)
- Water and waste treatment and energy recovery (e.g. GENeco, New Earth Solutions, SERC)
- Resource recovery businesses (e.g. Biffa)
- Power generation (e.g. Seabank Power Station)
- Haulage companies (e.g. Wrings Transport, Sureway)
- Asphalt and concrete manufacture (e.g. Wainwrights, Cemex)
- High street shops, supermarkets, cafes etc.
- Products and services including printing, hygiene services (e.g. Avonmouth Signs, Professional Services)
- Community enterprises (e.g. SevernNet, ALW

Economic Initiatives and studies across the area)

Initiatives and Studies include:

- Ambition Lawrence Weston Big Local initiative
- Ambition Lawrence Weston Community Plan
- Ambition Lawrence Weston Community Economic Development Plan
- Avonmouth Severnside Outline Development Strategy (April 2012)
- Avonmouth Village Community Plan
- DfT Challenge Fund for A403
- Local Sustainable Transport fund (LSTF) Strategic Employers Study, Employer Grants, Cycle path investment etc.
- Port Sale Fund (£1m for area)

- SevernNet Network incl, monthly Business breakfasts

Coastal Community Initiatives:

- SevernNet Working Coastal Community Fund
- Avonmouth Toilet Block failed Coastal Revival Fund Bid
- Severn Beach station renovation incl. failed Coastal Revival Fund Bid

Our Plan – 2016 to 2026

Our SevernNet Working Coastal Community Team (SW-CCT) is **a partnership bringing together our villages, neighbouring business communities and other stakeholders**, enabling us to take a more complete look at the SevernNet Area and its needs "on the ground"; and influence the area's development. It is building upon the growing co-operation and collaboration between communities, developed over the last five or more years. This has enabled significant investment including £1.2m from the Coastal Communities Fund; and £14m from Department of Transport's Challenge Fund.

Our aim is to **set objectives for the area based on agreed ambitions and support our communities of interest to achieve them**. Learning from each other is an important aspect. As an example, there are a number of initiatives e.g. development of employment and enterprise support services where some of our communities are further ahead. Our intention is to build upon these foundations, developing sustainable initiatives supported by an excellent communications network.

The area has a number of **significant growth barriers** including:
- low levels of skills and expertise within [some of] the local population; low levels of ambition; and limited local opportunities for training
- poor transport infrastructure including a lack of public transport limiting access to employment and training
- physical disconnection between the businesses and their residential communities (e.g. secure zones, motorways, distance)
- need to improve resource and energy efficiency across area, reducing costs and environmental impacts
- residents growing concerns regarding dust and other forms of pollution impacting operation and development
- limited community development and poor local services and retail facilities (ALW is demonstrating how this can be strengthened).
- poor 'sense of place' and connection of many residents and businesses to their location
- need to protect and enhance ecology and mitigate against development
- risk of flooding and need for extensive protection work

There is also significant disparity in levels of wealth across the area with several LSOAs with high levels of deprivation e.g. in Lawrence Weston and Pill.

Developing the Plan
The SW-CCT met several times during Nov 2015 to Jan. 2016 to discuss the areas needs and challenges; 'how we would like it to be', and the project areas that need to be taken forward.

Our discussions led to five main themes namely:
- Place and Connection
- Transport
- Skills
- Enterprise
- Circular Economy

Ambitions for each of these have been identified, supported by a number of project areas.

The themes and project areas can be found on the following pages. These are broken down into more detail in the section 'Delivering the Plan', with supporting background and evidence where available.

During Feb. and Mar. 2016 further discussion and refinement of the plan has taken place and the final draft is ready for publication.

The plan has identified areas where more extensive work is need to understand what's needed in order to achieve our ambitions; and in other areas projects are either underway or need to be supported and funded.

Next Steps
Bring SW-CCT together with interested businesses and communities to share the plan and its priorities; and seek support and feedback.
Seek support and funding, where necessary, to progress the projects identified.

Our Themes

Five key themes have been identified. Many aspects of these are cross cutting and supporting of others e.g. Transport, Place and Connection and Circular Economy and will help deliver the overall ambition. Our aims and objectives for each theme are summarised below.

Theme	Our aims and objectives
1: Place and Connection **A well connected community**	• A community proud of 'its place' as individual neighbourhoods and area wide; and understands and embraces its diverse communities of interest • A self-confident community proud of its good quality work, rest and play • Effective communication mechanisms and facilitation are keeping the community connected • Effective engagement enables all of our communities of interest to feel properly represented; and identifies poor levels of service provision and employment opportunities
2: Transport **An accessible community**	• Adequate provision of public transport across the area, supported by a network of safe and well maintained cycling and walking paths, which serves education and employment sites and local services. • An integrated approach to residential, business and freight transport across the area, meeting short and long term needs. • Adequate roads, highways and rail infrastructure to meet needs for individuals, organisations and freight transport, minimising congestion and impacts of pollution
3:Skills **A skilled community**	• An area whose employers (current and future) offer a wide range of skills (from unskilled to highly skilled) providing a wide range of opportunities for local people now and in the future. • A motivated community with a 'can do' attitude embracing the opportunities available across the area [and promoted by its role models]. • An area renowned for investing in skills and removing barriers
4: Enterprise **An enterprising community**	• Micro enterprise is at the heart of our community; supporting and complementing a diverse range of large to small enterprises across many sectors including manufacturing, distribution, professional and retail services. • Effective networks enable high levels of collaboration & co-operation developing and strengthening local supply chains • Our 'high streets', villages and 'community centres' are celebrated for their regeneration and diverse micro-enterprise culture.

5: Circular Economy
 	
A circular community
	• Develop a circular community / economy across the area, optimising:
	    o use of the area's resources (incl. energy, materials, people and space)
	    o the opportunities between business and the community
	    o and the local economic multiplier;
	… whilst minimising environmental harm.

Theme 1: Place and Connection

How we want it to be	Goal / Action Area:		
'A well connected community' • A community proud of 'its place': individual neighbourhoods and area wide); and understands and embraces its diverse communities of interest. • A self-confident community proud of its good quality work, rest and play • Effective communication mechanisms are keeping the community connected • Effective engagement enables all of our communities of interest to feel properly represented; and identifies poor levels of service provision and employment opportunities	1.1	Mapping and promoting	• Establish, maintain and promote an accessible reference of the area identifying the various villages and communities of interest, how to contact them and what they have to offer, to facilitate wider understanding and engagement. • Identify and maintain an understanding of the demographics of our area, irrespective of political boundaries. • Identify key delivery bodies supporting (or who could support) the area and understand their roles and responsibilities
	1.2	Communications network	• Develop and maintain a network for communications across the area identifying the various audiences, channels, contacts and links, to keep everyone (all communities of interest) in touch and informed; filling gaps and rationalising overlaps as appropriate • Develop and maintain tools to get the right style of message to the right people via the right communication channels to facilitate understanding and connection.
	1.3	SevernNet Area Coastal Community Team	• Develop and maintain appropriate mechanism(s) to enable the sustainability of the SevernNet CCT, providing an ongoing platform to connect and unite the area's stakeholders and support the implementation of this Economic Plan.

Theme 2: Transport

| How do we want it to be	Goal / Action Area:		
'An accessible community' • Adequate provision of public transport across the area, supported by a network of safe and well maintained cycling and walking paths, which serves education and employment sites and local services. • An integrated approach to residential, business and freight transport across the area, meeting short and long term needs. • Adequate roads, highways and rail infrastructure to meet needs for individuals, organisations and freight transport, minimising congestion and impacts of pollution	2.1	**Transport Infrastructure and Management Plan**	• Develop and maintain a transport plan(s) and supporting process to meet short, medium and long term needs for transport infrastructure and management; and monitor and manage through the SevernNet Sustainable Transport Forum • Work with other forums across the area e.g. N. Bristol SusCom and Bristol Green Capital Partnership (BGCP)
	2.2	**Businesses, educational facilities and services safely accessible on foot and by bike**	• Enable all businesses, educational facilities and services across the area to be safely accessed through a network of well-maintained cycling and walking paths; supported by adequate infrastructure e.g. signage and bike storage.

	2.3	**Businesses, educational facilities and services served by public transport facilities (bus and train)**	• Enable all businesses, educational facilities and services across the area to be served by public transport services and facilities that are:
			  o Reliable – gets there on time
			  o Accessible – e.g. not too far too walk and gets you there at the right time
			  o Affordable

	2.4	**Integrated transport facilities**	• Develop and maintain an integrated approach to transport across the area linking bus and rail services with cycle and walking infrastructure, enabled by smart cards, good communication and social media channels; and supporting informal arrangements such as car sharing. • Work with stakeholders including Severnside Community Rail Transport (SCRT) to achieve this.

	2.5	**Innovative freight haulage and delivery facilities**	• Identify opportunities for reducing the impact of freight haulage and delivery across the area e.g.:
			  o Lower impact fuels and technologies
			  o Increased use of rail and sea routes
			  o Shared loads and backhauling e.g. DHL consolidated delivery service

Theme 3: Skills

How we want it to be	Goal / Action Area:		
'A skilled community' • An area whose employers (current and future) offer a wide range of skills (from unskilled to highly skilled) providing a wide range of opportunities for local people now and in the future. • A motivated community with a 'can do' attitude embracing the opportunities available across the area [and promoted by its role models]. • An area renowned for investing in skills and removing barriers	3.1	**Business and Industry Plan**	• Develop and maintain a short, medium and long term business and industry plan for the area identifying a mix of existing and desired businesses; and manage through a representative supporting process and forum.
	3.2	**Employment and skills directory and role models**	• Develop and maintain a map of businesses and other organisations across the area (present and future); the jobs and skills required by them; and the qualifications and qualities needed to be successful in the various roles. • Identify, develop and maintain an accessible 'library' of local role models successful in the above roles; • Work with local schools and other organisations to promote the roles and role models across the community; and develop and maintain mechanisms to support the community to develop into the roles.
	3.3	**Post 16 and Further Education – facilities and related transport**	• Work with stakeholders to develop and maintain provision of accessible Post 16 and further education and apprenticeships to support the area's current and future opportunities. • Enable educational facilities (inside and outside the area) for Post 16 education to be accessed by appropriate (a reasonable journey time that doesn't act as a barrier) reliable, accessible and affordable transport facilities.
	3.4	**Employment Support Services, work experience support and training**	• Develop and maintain a network of employment [and enterprise] hubs across the area to work with current and future employees (school children, NEETS and others), and those seeking employment. • Provide a suite of employment services including work readiness, training and development, mentoring, and recruitment services to enable access to the area's opportunities.

Theme 4: Enterprise

How do we want it to be	Goal / Action Area:		
'An enterprising community' • Micro enterprise is at the heart of our community; supporting and complementing a diverse range of large to small enterprises across many sectors including manufacturing, distribution, professional and retail services. • Our 'high streets', villages and 'community centres' are celebrated for their regeneration and diverse micro-enterprise culture.	4.1	Supply Chain Enterprise	• Develop and maintain a Business Directory identifying businesses and organisations across the area; their needs for goods and services to support their supply chain (inputs, processes, outputs); and enterprise opportunities (large to micro) to support and complement these. • *Complementary to 3.1 and 3.2 above*
	4.2	Enterprise Support Services incl. incubation space	• Develop and maintain a network of enterprise [and employment] hubs across the area to work with existing and aspirant entrepreneurs to enable them to develop and grow their enterprises; ideally supporting and complementing local supply chains • Develop and maintain a suite of supporting enterprise services including training, development and mentoring. • Develop and maintain a network of affordable incubation and small business space across the area supported by Enterprise Support Services
	4.3	Enterprise in schools and further education	• Develop and maintain support from Enterprise Support Network to schools and FE facilities, to enable an enterprise culture, aspiration and experience from an early age.
	4.4	Stimulating high streets and Pop Up enterprise	• Support local communities to re-invigorate high streets and local centres across the area an establish them as destinations • Develop and maintain mechanisms to enable pop up enterprise in empty business and retail premises.
	4.3	Local Entrepreneur Support Network	• Develop and maintain a network of businesses, enterprises and other stakeholders across the area to support and mentor local enterprise development. • Establish a periodic Local Entrepreneur Forum to encourage support and celebrate success

Theme 5: Circular Community / Economy

How do we want it to be	Goal / Action Area:		

'A circular community'
• Develop a circular community / economy across the area, optimising:
    ○ use of the area's resources (incl. energy, materials, people and space)
    ○ the opportunities between business and the community
    ○ and the local economic multiplier;
… whilst minimising environmental harm.
	5.1	Circular economy vision and support	• Develop a vision of the SevernNet Area as an exemplar of circularity
			• Enable ongoing circular economy thinking, understanding and action across the area through the provision of circular economy support, tools, network and forum available to all communities of interest.
			• Develop, maintain and promote a library of circular economy case studies and models from across the area

	5.2	Circular economy flows, resources and opportunities	• Develop and maintain an understanding of present and future flows of resources (including energy, skills and space) across the area (business and residential). • Identify and support opportunities for linkages (e.g. into existing or new businesses and enterprises) and minimising / eliminating waste *(complementary to 4.1 supply chain enterprise); new models of enterprise; business redesign and renewable energy sources.*
	5.3	Sharing Economy	• Promote and support opportunities within the developing sharing economy e.g. tool shares, repair clubs, clothes swaps; and the important role community groups and individuals have to play • *Complementary to 4. Above*
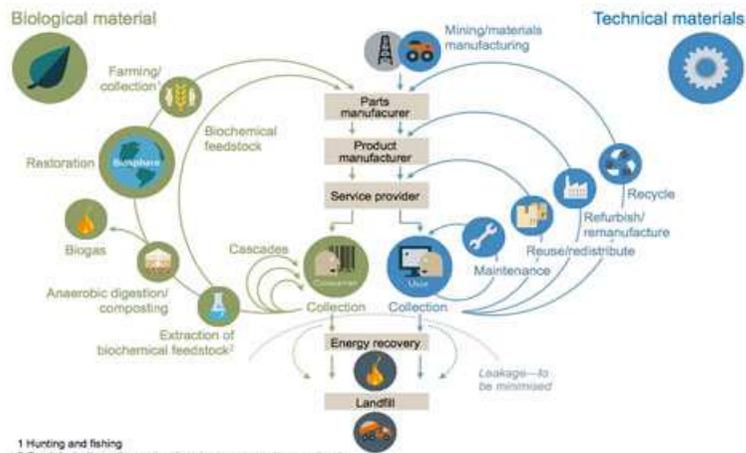
FIGURE 1: MATERIALS FLOWS IN A CIRCULAR ECONOMY

Reproduced with thanks to Dame Ellen MacArthur Foundation

Delivering the Plan

In this section our Themes are introduced in more detail, providing background and challenges, evidence where available and an outline of proposed projects and outputs.

This work is still evolving, and will be further developed by the SevernNet Working Coastal Community Team during 2016 and 2017, wherever possible working through existing organisations and structures.

We also look forward to sharing knowledge and lessons learned with other CCTs developing similar projects.

1. Place and Connection: Background and Plan

Our aim: 'A well connected community'

- A community proud of 'its place': individual neighbourhoods and area wide; and understands and embraces its diverse communities of interest.
- A self-confident community proud of its good quality work, rest and play
- Effective communication mechanisms are keeping the community connected
- Effective engagement enables all of our communities of interest to feel properly represented; and identifies poor levels of service provision and employment opportunities

Background, Challenges, Potential Solutions

What it looks like when working well
A well informed community:
- with a good understanding of their local area, and the area as a whole
- know's what's going on across the area and where to source things including services, jobs, employees
- informed through the various social media and more traditional media available across the area
- who constructively work together to understand, and mitigate where necessary, the impacts of business on residents and vice versa

Challenges
- Very diverse range of demographics, some poorly represented; some with little motivation to engage;
- Poor linkages to economic activity;
- Some communities feel like dormitory villages or part of 'commuter runs'- poorly understood, rarely visited and not benefitting from the utility they provide
- Growing distrust between communities (e.g. residents and certain businesses) of the impacts that are, or might be suffered (environmental, social & economic) with limited sincere engagement

Potential Solutions
Provide clear and accessible information about the various communities, and area as a whole; supported by an accessible communication network that can accept information and have it circulate around the whole area; supported by regular meetings of stakeholders within the SW-CCT and other forums to share and exchange learning and recommend corrective action as needed.

Value to economy
A better understanding of the area and what it offers, and better engagement with its communities, should encourage:
- greater interest in local facilities and businesses including:
  - o use of local facilities e.g. by employees for their lunch or general needs
  - o business to business trade through developing local supply chains
  - o new enterprises to fill gaps in service offers
- an increasing pool of interested local employees
- reduced hostility to certain businesses and residents reducing risk of negative actions

Next Steps
- Initiate activities to map and promote the area and assess impacts
- Develop a communications network and monitor its effectiveness
- Enable the SevernNet Working CCT to provide a forum for ongoing support and development of this Economic Plan

Our Place and Connection Projects

1.1	Mapping and Promotion

Description	Background
• Establish, maintain and promote an accessible reference of the area identifying the various villages and communities of interest, how to contact them and what they have to offer, to facilitate wider understanding and engagement. • Identify and maintain an understanding of the demographics of our area, irrespective of political boundaries. • Identify key delivery bodies supporting (or who could support) the area and understand their roles and responsibilities	Whilst some communities of interest know each other well, others are less known and connected; and communication is far from perfect. There is no single source for gaining an understanding of the area and its diverse demographics and communities and what they have to offer; which would be an invaluable tool for promoting the area and opening up opportunities for business, enterprise and employment.

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
1.1.1: Establish a publically available 'living' directory of the area's communities, supported by a champion for each area who can maintain it, by the end of 2017. **1.1.2**: Establish a publically available database of the area's demographics, and determine the feasibility of maintaining this as relevant data sources are updated by April 2017. **1.1.3**: Prepare a publically available database of delivery bodies supporting / could support the area and how their services can be accessed, by the end of 2017	<u>Who leading</u> 1.1.1: SW-CCT who will identify a volunteer co-ordinator 1.1.2: SW-CCT will commission this work 1.1.3: To be agreed <u>Who involved:</u> SW-CCT Representative(s) for all communities of interest; IT/media and data analysis expertise Editor / design and promotion expertise	**Resources** • Coordinator (possibly volunteer) interested in communities and media • Social media skills • Data repository • Publisher, editor, designer **Funding** • Port Resilience Fund? • Parish Councils and A&KW NP	**Short Term (0 to 6 mths)** • Develop framework for capturing information, pilot with a couple of members and then send out more widely. • Identify resource to gather information and translate into user friendly platform. • Agree mechanisms for keeping up to date **Medium Term (6mth to 5 years)** • Develop processes and procedures to maintain and manage information on an ongoing basis; researching 'missing' information • Develop tools to help apply it • Promote it • Develop a mechanism to measure impact.

1.2 Communications Network

Description	Background
• Develop a network for communications across the area identifying the various channels, contacts and links, to keep everyone (all communities of interest) in touch and informed • Develop and maintain tools to get the right style of message to the right people	• There is general agreement amongst CCT members that communication across the area should be strengthened. • There are several local channels, several of which are popular. • There is a need to interconnect existing media and enable messages to be more widely communicated

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
1.2.1: Develop a directory of communication channels across the area by September 2016	**Leading** Parish Councils and A&KW Neighbourhood partnership Who Involved • SA-CCT • Representative for all communities of interest • Community representatives; mapper / database manager; editor / designer	**Resources** • Coordinator. volunteer – someone interested in communities and media; • Social media skills; Data repository; publisher, editor, designer **Funding sources:** • Resources within the Team's members • Port Resilience Fund?	**Short Term (0-6mths)** • Develop framework for capturing information, pilot with a couple of members and then send out more widely. • Identify resource to gather information and translate into user friendly platform. • Agree mechanisms for keeping up to date **Medium Term** (6mth to 5 years): • Develop processes and procedures to maintain and manage information on an ongoing basis; researching 'missing' information • Develop tools to help apply it • Promote it

1.3   SevernNet Area Coastal Community Team

Description	Background
• Develop and maintain appropriate mechanism(s) to enable the sustainability of the SevernNet CCT, providing an ongoing platform to connect and unite the area's stakeholders and support the implementation of this Economic Plan.	• The business and residential activities across the SevernNet Area are often interconnected and impact on each other; however there have been limited opportunities to bring stakeholders together from across the whole area. • CCT team members welcome the chance to share ideas and common challenges and look forward to the Team's continuance as a flourishing partnership and network, working and learning together. • To improve team effectiveness, its proposed that the Economic Plan is driven forward based around Core Teams and mechanisms e.g. Sustainable Transport Forum; and the whole team come together 2 to 4 times a year, with meetings based around an event to maximise value. • The CCT can help bring value to the economy through, for example, improving synergies and relationships across the area. Cooperation enabling 'getting things done more quickly.

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
1.3.1: Work with CCT Team members to confirm ongoing commitment to CCT and establish, where needed, mechanism(s) to support this Plan, including a simple monitoring report, by October 2016.	**Who leading** SevernNet and 2 to 3 other core CCT members (to be agreed) **Who involved** Other CCT team members and other relevant / invites stakeholders	**Resources** • In-kind support for meetings and other facilities • Admin and facilitation support • As needed to undertake specific projects **Funding** To be investigated	**Short Term (0 to 6 mths)** • Finalise Terms of Reference, supporting mechanisms and meeting schedule for 2016/17 **Medium Term (6mths to 5 yrs)** • Strengthen team membership as needed

2. Transport: Background and Plan

Our aim: 'An accessible community'

- Adequate provision of public transport across the area, supported by a network of safe and well maintained cycling and walking paths, which serves education and employment sites and local services.
- An integrated approach to residential, business and freight transport across the area, meeting short and long term needs.
- Adequate roads, highways and rail infrastructure to meet needs for individuals, organisations and freight transport, minimising congestion and impacts of pollution

Background, Challenges, Potential Solutions

Challenges
The area suffers from poor levels of transport infrastructure – public transport services, walking and cycling paths, poor quality and congested roads and highways.

Transport is a critical enabler to get people to work, education and services. The poor levels of provision are both excluding people accessing work in many parts of the area (unless car drivers) and preventing many of the businesses (particularly low waged employers) from operating at full capacity.

As additional businesses invest in the area, congestion is notably increasing, with a number of hot spots causing delays and frustration e.g. Avonmouth Way and the J19 of M5. The long awaited M49 junction may help to relieve this.

Also of concern is the poor provision of transport for local people to access Post 16 education. There is minimal local Post 16 provision which results in long and expensive journey times across the city. This is acting as a barrier.

Importantly, this industrial area focused around the port of Bristol, has developed, and is forecast to grow, based upon its strategic location as a transport hub. The effectiveness and quality of the transport infrastructure is.

therefore paramount to continued success and to achieving the growth goals of the Avonmouth Severnside Enterprise Area .

Potential Solutions
Collaborative working over the last five years, supported by investment from the Local Sustainable Transport Fund (LSTF), Coastal Communities Fund and Department for Transport (DfT) Challenge Fund has seen improvements, for example:

- Safe cycle and walk ways in the process of being introduced and/or improved
- A shuttle bus service, the SevernNet Flyer, has been introduced as a pilot to get people to work
- The A403, the main A-road artery along the coast is in the process of reconstruction
- Work has begun on the design of the M49 motorway junction
- The SevernNet quarterly Sustainable Transport Forum brings stakeholders together regularly enabling ongoing collaboration

The SW-CCT agree that the most practical way forward to influence Transport across the area is through an agreed Area Transport Plan and its management through the SevernNet Sustainable Transport Forum.

Value to Economy
The success of the area is based upon the ability of people and freight to move around effectively. Transport failures and inefficiencies have a very high cost.

Next Steps
These are reflected in the projects outlined below.

Links to supporting evidence / other relevant work / information
These are provided in the projects outlined below.

Our Transport Projects

2.1 Transport Plan

Description	Background
• Develop and maintain a transport plan(s) and supporting process to meet short, medium and long term needs for transport infrastructure and management; and monitor and manage through the SevernNet Sustainable Transport Forum • Work with other forums across the area e.g. N. Bristol SusCom and Bristol Green Capital Partnership (BGCP	In the last few years the volume of traffic has noticeably increased across the SevernNet Area. This is believed to be a result of several large distribution companies, among others, moving into the area; and existing businesses growing. With significant growth forecast in the coming years including The Range with over 1000 employees, existing businesses and others would like to see a long term plan in place to provide transport infrastructure to manage the growth. A number of studies have been undertaken around Transport (e.g. the Joint Local Transport Plans, 2015 and 'Unlocking our Potential: The Economic Benefits of Transport Investment in the West of England'), but not specifically addressing the needs of the SevernNet Area. In 2013/14 an initial SevernNet Area Travel Plan was developed as part of the LSTF funding, supported by annual travel surveys which have been conducted with employers/ees since 2013. This could form the basis of a more detailed Area Transport Plan. This may not have statutory status within planning, but could play an important role in influencing decision makers.

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
2.1.1.: Agree with stakeholders on the necessity for an Area Transport Plan, what should be included and how this could be resourced and funded, by April 2017 **2.1.2:** Develop an agreed Transport Plan; and discuss and agree implications with LAs by April 2018 **2.1.3**: Monitor performance quarterly against the Plan at the Sustainable Transport Forum (STF) **2.1.4**: Collaborate with other transport themed groups across the area.	**Who leading:** 2.1.1.: SW-CCT 2.1.2: SevernNet Sustainable Transport Forum 2.1.3: SevernNet Sustainable Transport Forum 2.1.4: SevernNet Sustainable Transport Forum **Whose involved:** SA-CCT members; SevernNet STF members; Transport providers; LA transport officers; TravelWest; Business West; Other forums	**2.1.1 to 2.1.3: Resources needed include:** • SevernNet STF members • Relevant LA Transport Officers • Transport planning expertise **Funding** Funding will be required to support development of Transport Plan **2.1.4 : Resources:** List of relevant groups and contacts; Volunteers to attend Forums and feedback	**Short Term (0-6mths)** • Discuss Area Travel Plan and agree what's required to provide Transport Plan • Determine if needed and options for funding • Make links with similar groups across the area **Medium Term (6mths to 5 yrs)** • Secure resources to develop plan • Develop plan and monitor its progress through Sustainable Transport forum **Long Term (5yrs +):** • Review plan and related outcomes and update on an ongoing basis

2.2 Businesses, educational facilities and services safely accessible on foot and by bike

Description	Background
• Enable all businesses, educational facilities and services across the area to be safely accessed through a network of well-maintained cycling and walking paths; supported by adequate infrastructure e.g. signage and bike storage.	The need for safe and accessible access on foot and by bike has been highlighted in recent years through employers concerns for employee safety; and by the lack of alternative forms of transport. Recent investment has included improvement to Lawrence Weston Road; and the combined DfT A403 Highway reconstruction Scheme, LSTF investment and Coastal Communities funding is funding significant improvements. In 2014/15 Sustrans undertook a study of the area's cycling and walking infrastructure. Their objective was to enable safe and secure access on foot or bike to all businesses across the area. The study provided a register of the known walking and cycling routes across the area, together with a condition analysis, and an indication of the investment required to bring them to a reasonable standard. Further funding is required to bring all the routes up to scratch. There is also a critical need for funded maintenance programmes to be put in place to ensure sustainability of the paths. One suggestion is to see whether a social enterprise could be set up to fulfil this role. The routes also need to be promoted, to encourage use, through various channels including social media. A campaign is being developed for early Summer 2016

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
2.2.1: Agree a plan, by April 2017, that enables the required cycle and walking infrastructure to be delivered and maintained on an ongoing basis. **2.2.2**: Work with stakeholders to enable the implementation of the above plan for a network of maintained cycling and walking paths to meet the area's needs, by 2022. **2.2.3**: Promote use of the network of paths	**Who leading:** SevernNet Sustainable Transport Forum + AKWNP **Who involved:** • SA-CCT members; • Local businesses • LA cycle and walking officers; Sustrans; Better by Bike • Travelwest • Local residents and employees	To be discussed and agreed. Initial Sustrans report estimates investment of over £1.9m some of which is already funded.	**Short Term (0-6 mths)** • Review and update Sustrans report, cost and prioritise • Continue implementation of funded work • Kick off promotion of cycling and walking **Medium to Long Term 6mths to 5 yrs+** • Implement funded work • Seek funding and implementation for unfunded work • Seek mechanisms for ongoing maintenance

2.3 Businesses, educational facilities and services served by public transport facilities (bus and train)

Description	Background

• Enable all businesses, educational facilities and services across the area to be served by public transport services and facilities that are:
   ○ Reliable – gets there on time
   ○ Accessible – e.g. not too far too walk and gets you there at the right time
   ○ Affordable
	The SevernNet area is poorly served by public transport services to meet the needs of employees travelling to/from work beyond reasonable walking distance of Avonmouth Village. This causes both employers and prospective employees' difficulties in filling vacancies.
	The Severn Beach Railway Line provides hourly services to Avonmouth, but is only able to serve Severn Beach and St. Andrews Road every two hours. The service is due to be upgraded with half hourly services to Avonmouth and hourly services through to Severn Beach as part of the West of England's MetroWest initiative in 2019+.
	First Bus have introduced a few services of the X5 into Royal Portbury Dock in the mornings and evenings on a trial basis, subsidised by N. Somerset Council.
	The First Bus no. 3 provides a service to Kings Weston Lane every 20 minutes connecting Avonmouth and Lawrence Weston with some of the industrial area.
	The SevernNet Flyer operated by Wessex Buses is a pilot shuttlebus service funded by the SevernNet Working Coastal Communities Fund Project. It connects Avonmouth Village, Shirehampton and Lawrence Weston with Cabot Park and Access 18. If passenger numbers can reach sustainable numbers, SevernNet and others will work with Wessex to expand the service to serve Weston Approach in S. Glos. and Royal Portbury Dock from Avonmouth.
	With ever increasing expansion of the industrial area there is a need for a sustainable public transport strategy for the SevernNet Area to support the needs of residents, employees and employers.

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
Commission a feasibility study to be completed by April 2017 (to be confirmed) outlining how public transport services could be sustainably extended across the SevernNet Area to meet the aim above. Support stakeholders to implement the plan.	**Who leading:** SevernNet Sustainable Transport Forum + AKWNP **Who involved:** • SA-CCT (includes GWR) • First Bus, • Wessex Buses • DUBIRAH team • LA Public transport officers • Other stakeholders to inform requirements for access to education and local services • Developers	To be discussed and agreed	**Short to Medium Term (0 months to 5 years)** • Meet 3 LAs Public Transport Leads to agree proposal • Understand current and future LA and service providers plans for services across area • Identify areas to be served • Undertake feasibility study for public transport provision • Extend service provision where feasible • Consider alternative models where necessary

2.4 Integrated transport facilities

Description	Background
• Develop and maintain an integrated approach to transport across the area linking bus and rail services with cycle and walking infrastructure, enabled by smart cards, good communication and social media channels; and supporting informal arrangements such as car sharing. • Work with stakeholders including Severnside Community Rail Transport (SCRT) to achieve this.	• Non-car journeys could be facilitated if services were better integrated. A key stakeholder in this area is the Severnside Community Rail Partnership (SCRP). • Wessex and First Bus have introduced pre-payment cards and GWR are considering it. • These are not, currently, interoperable, but need to be to provide service users with greatest utility and flexibility

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
Commission an initial proposal for improving integration, to be available by the end of 2017.	**Who leading:** SCRP **Who involved:** SW-CCT Transport Providers Sustrans LA representatives	To be discussed and agreed	**Short to Medium Term 0mths to 5 yrs)** • Review opportunities to take this forward into integration in the short to medium term

3. Skills: Background and Plan

Our aim: 'A skilled community'

- An area whose employers (current and future) offer a wide range of skills (from unskilled to highly skilled) providing a wide range of opportunities for local people now and in the future.
- A motivated community with a 'can do' attitude embracing the opportunities available across the area [and promoted by its role models].
- An area renowned for investing in skills and removing barriers

Background and Challenges

There is a recognised mismatch between the number of people available locally across the SevernNet Area villages and communities, and their skills levels, and the needs of the current and anticipated businesses being attracted into the area.

This is at least, in part, due to an underinvestment in education and training across the area and the low levels of income; together with low levels of ambition and esteem. This has been highlighted by the Lawrence Weston Community Plan among others.

As an example, many households do not have a connection to the internet, nor computer equipment, which compounds low levels of IT literacy.

Businesses also prefer to recruit car owners who may have greater flexibility in getting to work due to the few transport alternatives. This can have the unexpected consequence of discriminating against local people who cannot afford to drive.

Growing co-operation between businesses, schools, training providers, local people and other agencies leading to a change in employer attitudes and in the skills and aspirations of local jobseekers and their employability. This has been facilitated by the work of a number of stakeholders including:

- SevernNet
- The Lawrence Weston Community Plan and Ambition Lawrence Weston
- The Avonmouth Jobs Club and L. Weston Work Club
- Locally provisioned courses from Training providers including Learning Communities
- The Avonmouth and Kingsweston Employment and Enterprise Working Group and the Bristol City Council Ways to Work network

In 2014/15 SevernNet ran two 'Employment Challenges' events which enabled open discussion between stakeholders and has helped underpin support.

Importantly, the collaboration supported the SevernNet Working Partnership and the SevernNet Working Coastal Community Funded project, running alongside the Lawrence Weston Big Local initiative, which has supported the establishment of Employment Support Hubs in Lawrence Weston and Avonmouth and two full time employment support workers; and has facilitated growing attention on opportunities such as apprenticeship programmes

We look forward to continued co-operation and a celebration of progress at a Jobs Fair and Employment Challenges event in summer of 2016.

Additionally, there is a need for closer co-operation with the Invest in Bristol and Bath team and the West of England Local Enterprise Partnership Skills team who are working across other areas of the West of England.

Our Skills Projects

3.1 Business and Industry Plan

Description	Background
• Develop and maintain a short, medium and long term business and industry plan for the area identifying a mix of existing and desired businesses; and manage through a representative supporting process and forum.	• 'The Avonmouth Severnside Outline Development Strategy' was prepared for the Avonmouth Severnside Enterprise Area in April 2012 and provided a strategy for the types of business and industry to be supported and attracted to the area. • Several years on, with some changes to economic conditions, and reflecting on the businesses and industry finding the area attractive, it would be useful to review the conclusions. • Residents are becoming increasing hostile towards certain types of industry in the area e.g. waste management businesses through concerns for health and wellbeing. • There is a need to engage with businesses, residents and other stakeholders, and review the business and industry mix across the area to support the area's future development.

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
Work with stakeholders including Invest in Bristol and Bath (IBB) to commission an updated short, medium and long term industry plan for the SevernNet Area, informed by local stakeholders including businesses, by summer 2017 (to be agreed)	**Who leading:** SW-CCT (to be agreed) **Who involved:** SW-CCT members, Invest in Bristol and Bath, ASEA Economic Development Group, Industry, local residents, other relevant stakeholders	To be discussed and agreed	**Short Term (0-6 mths)** • Discuss and agree way forward with IBB, ASEA Economic Development Group and SW-CCT • Establish a supporting and representative forum **Medium to Long Term (6 mths to 5 yrs+)** • Commission study and inform with bottom up consultation with Business and local residents • Work collaboratively to enable realisation of the plan

3.2 Employment and skills directory and role models

Description	Background
• Develop and maintain a map of businesses and other organisations across the area (present and future); the jobs and skills required by them; and the qualifications and qualities needed to be successful in the various roles. • Identify, develop and maintain an accessible 'library' of local role models successful in the above roles • Work with local schools and other organisations to promote these across the community; and develop and maintain mechanisms to support the community to develop into the above roles.	• The SevernNet Area supports a wide range of jobs and skills from unskilled through to highly skilled engineers. • Recruitment can be difficult, partly due to transport provision. • There is a poor level of knowledge within the local communities of the opportunities available, the skills needed to enable employment, and the pathways that can be taken to attain the level of skills required. • There is also a low level of ambition within some sectors of the local communities and within the schools and colleges. • There is a need to provide clear information and direction of the opportunities and paths available.

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
• Establish a database of the majority of SevernNet Area's businesses, enterprises and other employing organisations by December 2016; • Populate with jobs, skills and related information for 10% of these by Dec. 2016 • Develop role model 'library' and populate with at least 10 key roles by April 2017 • Promote role models across the area to all 2016/2017 school leavers from the area, with mechanisms in place to support NEETS and others to develop (as appropriate) into these roles	**Who leading:** SevernNet with SW CCF Partnership **Who involved:** • SW-CCT including schools and colleges • Residents groups • A&KW NP + Parish Councils • Supporting agencies	**Resources include:** • SevernNet website, newsletter, events and social media • Similarly for partner organisations including Ambition Lawrence Weston • WoE LEP Skills Team • Ways to Work network **Funding:** Requirements to be assessed	**Short Term (0-6 mths)** • SevernNet expand existing database to include all businesses • SevernNet/SevernNet Working capture additional jobs and skills information for at least 10% • SevernNet develop initial role model case studies for library and pilot promotion with partners **Medium to Long Term (6 mths to 5+ yrs)** • Jobs and skills information extended • Role model library extended • Comprehensive engagement process for promoting roles and supporting the community into them • Programmes and databases regularly reviewed and updated to ensure ongoing relevanc

3.3   Post 16, Further Education and Apprentices

Description	Background
• Work with stakeholders to develop and maintain provision of accessible Post 16, Further Education and Apprenticeships to support the area's current and future opportunities. • Enable educational facilities (inside and outside the area) for Post 16 education to be accessed by appropriate (i.e. a reasonable journey time that doesn't act as a barrier) reliable, accessible and affordable transport facilities	• Recent years have seen a withdrawal of Post 16 and FE education provision from within the SevernNet Area; and limited organised provision for apprentices. • This may be a causal factor to increasing isolation and invisibility of young people and NEETS; and low levels of ambition • Those who do seek provision are often faced with long, unaffordable journeys outside the area; or difficult journeys within the area. • There is a need for a comprehensive overhaul of Post 16, FE and Apprentice provision across the area; and where provision is made it must be supported by appropriate transport facilities.

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
3.3.1: Establish specific interest group (Young People Into Employment – YPIE ?) around Post 16, FE and Apprentice provision for SevernNet Area by end of Summer Term 2016 **3.3.2**: YPIE to develop / commission proposal for more comprehensive provision of education, training and work opportunities for young people both inside and outside the area by December 2016 (tba) **3.3.3**: YPIE to work with stakeholders to seek agreement, funding and an implementation plan for the proposal by April 2017 (tba)	**Who leading:** SW CCT to support establishment of YPIE and then YPIE **Who involved:** • SW-CCP WG • Local schools and colleges • Young people's representatives e.g. BREAD • A&KW NP + Parish Councils • Supporting agencies • Working Knowledge • Businesses • WoE LEP Skills Team • Transport providers • Education / apprentice users and role models	**Resources:** From within leading and supporting organisations, and/or commissioned **Funding:** Potential funding includes: • Port Resilience Fund • Coastal Communities Fund • Local employers • WoE LEP • ERDF and ESIF Funding • Work Zones initiative • Big Local funding	**Short Term (0-6 mths)** • Establish YPIE • Review current and planned provision for Post 16, FE and Apprentice education and training; and supporting transport • Reassess needs across the area **Medium and Long Term (6 mths to 5 yrs+)** • Develop proposal for comprehensive provision • Work with stakeholders and partners to secure funding and deliver services • Review outcomes and ongoing needs and secure continuation funding

3.4 Employment Support Services, work experience support and training

Description	Background
• Develop and maintain a network of employment [and enterprise] hubs across the area to work with current and future employees (school children, NEETS and others), and those seeking employment. • Provide a suite of employment services including work readiness, training and development, mentoring, and recruitment services to enable access to the area's opportunities.	• Through SevernNet Working CCF funding the Work Club provision in Avonmouth and Lawrence Weston has been supplemented by developing a suite of Employment Support Services delivered from both the Avonmouth and Lawrence Weston Employment and Enterprise Hubs. • These are successfully working with employers, job seekers, long term unemployed and those wishing to upskill. • Provision does not extend to the N. Somerset and S. Glos. communities within the SevernNet Area; and the current services are only funded until December 2016. • It is critical for supporting attainment of the forecast growth that these services are provided with a sustainable future across the whole SevernNet Area

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
3.4.1: Ascertain the need for additional employment and enterprise hubs and supporting services, to complement the provision from Avonmouth and Lawrence Weston, in Shirehampton, Portbury Dock and Severn Beach areas by Sept 2016 (tba) **3.4.2:** Agree business cases for the development of, and ongoing running of, new and existing employment hubs and supporting services by December 2016 (tba). **3.4.3**: Seek and secure funding required to develop and support hubs and services for five years by May 2017 (tba).	**Who leading:** SW EENT Partnership with N. Somerset and S. Glos. Parish Councils **Who involved:** • SW-CCT • SW-CCF Partnership • Local Authorities • Ways to Work • WoE LEP Skills Team • Training Providers • Local Businesses and local residents	**Resources:** Independent consultancy support may be required to support the SW EENT Partnership and Parish Councils assess need, develop business cases and identify funding opportunities. **Funding:** Potential funding includes: • Port Resilience Fund • Coastal Communities Fund • Local employers • WoE LEP • ERDF and ESIF Funding • Work Zones initiative • Big Local funding	**Short Term (0-6 mths)** • Agree approach to securing resources to ascertain needs and terms of reference … seek funding, secure and deliver objective (objective 3.4.1) • As above to begin work on business case **Medium Term (6 mths to 5 yrs)** • Complete business case (3.4.2) • Work with stakeholders and partners to secure funding and deliver services **Long Term (5-10 yrs)** • Review outcomes and ongoing needs and secure continuation funding

4.   Enterprise: Background and Plan

Our aim: 'An enterprising community'

- Micro enterprise is at the heart of our community; supporting and complementing a diverse range of large to small enterprises across many sectors including manufacturing, distribution, professional and retail services.
- Our 'high streets', villages and 'community centres' are celebrated for their regeneration and diverse micro-enterprise culture.

Background and Challenges

- The diversity of the SevernNet Area, with its mix of large and small industrial areas, residential communities and local centres, provides many opportunities for enterprise start up and growth, serving residents and businesses.
- However, there is limited knowledge of the enterprises trading across the area; and linkages between enterprises are not very mature.
- The Area consumes and produces a significant volume of goods and services. Much of this is sourced from outside the area, despite local potential.
- A growing number of employees across the area generate opportunities for services.
- Many of the area's local centres are drab and under developed
- There is an appetite for enterprise although historically, levels of support, particularly across the more deprived areas has been poor.

Potential Solutions

There is a need to stimulate local enterprise through:
- Building upon the work of the SevernNet Working Enterprise Support Services being delivered by Social Enterprise Works and ensure support is available across he whole area.
- Identifying space for incubating and developing businesses
- Strengthening links between entrepreneurs across the area; and developing support networks e.g. mentors
- Developing enterprise opportunities in schools and further education to demonstrate that enterprise opportunities can be realised by young people
- Making our local centres and high streets more attractive to the potential markets across the area
- Making it easier for enterprises to trade together by improving information available between businesses of their supply needs.

Our projects, outlined in the pages below, will support a more enterprising economy.

Links and further information;
Social Enterprise Works (http://www.socialenterpriseworks.org/)
Re-Economy (http://www.reconomy.org/)

Our Enterprise Projects

4.1 Enterprise Support Services incl. incubation space

Description	Background

• Develop and maintain a network of enterprise [and employment] hubs across the area to work with existing and aspirant entrepreneurs to enable them to develop and grow their enterprises
• Develop and maintain a suite of supporting enterprise services including training, development and mentoring.
• Develop and maintain a network of affordable incubation and small business space across the area supported by Enterprise Support Services
	• There is a lack of confidence within the community that they might have what it takes to develop and run their own business; and there has been limited funded business advice.
	• The SevernNet Working Coastal Communities Fund (CCF) project is funding Enterprise Support Services across the area, delivered by Social Enterprise Works and these are proving to be popular in assisting business start-ups and expansion of smaller businesses.
	• The area offers opportunity for smaller businesses to supply the larger businesses across the area
	• There is a need to develop and deepen a culture of enterprise support, through:
	   o providing role models and case studies so others can see that its possible
	   o providing ongoing good quality enterprise support services;
	   o providing space for people to work and develop together and share experience.
	   o the community supporting aspiring and existing entrepreneurs

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
4.1.1: Ascertain the need for additional employment and enterprise hubs and supporting services, to complement the provision from Avonmouth and Lawrence Weston, in Shirehampton, Portbury Dock and Severn Beach areas by Sept 2016 (tba) **4.1.2:** Agree business cases for the development of, and ongoing running of, new and existing employment hubs and supporting services by December 2016 (tba). **4.1.3**: Seek and secure funding required to develop and support hubs and services for five years by May 2017 (tba).	**Who leading** SevernNet Working Partners and Social Enterprise Works **Who involved** • Local entrepreneurs • FSB • Local businesses with space/resources etc. • Other relevant training and support services • WoE LEP	**Resources** • Social enterprise works and other Severn Networking partners • Volunteers to act as mentors • Employment and enterprise hubs • employment support workers; community development • Business networking supported by SevernNet **Funding** • ESIF / ERDF? • CCF Round 4 • Unltd • Businesses • Community investors	**Short Term (0 to 6 mths)** • Develop a prospectus/business plan for sustainable enterprise services across the area building on the pilot services within the SevernNet Working (SW) project; define requirements for incubation and small business space; Identify available space, put call out for more (if needed). Promote existing services **Medium Term (6 mths to 5 yrs)** • Develop plan for incubation / small business space to meet forecast needs for next 5 years; Agree, seek funding for, and implement plan for sustainable enterprise services

4.2   Local Entrepreneur Forum / Network

Description	Background
• Establish and maintain a network of businesses, enterprises, investors, community members and other stakeholders across the area to support local enterprise development. • Establish a periodic Local Entrepreneur Forum Event to encourage support and celebrate success	• As highlighted in 4.1 above, new and growing enterprises are often invisible within their communities and find it difficult to find a platform that can provide access to funding, support and markets. • An approach called the Local Entrepreneur Forum (LEF) has been developed in Totnes under the banner of ReConomy. A network of contacts from across the community come together in an annual event to offer support of all kinds to local enterprises. • There is a need to develop a similar platform across the SevernNet Area that enables entrepreneurs and potential investors (financial and 'in-kind') to meet on an ongoing basis; supported by an annual event. *This project area supports all the other Enterprise projects; and could be developed together with 3.2 and 4.5*

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
4.2.1: Develop a directory of local enterprises, organisations, community members and other stakeholders who are interested in networking to support local enterprise develop. Kick off by Sept. 2016 **4.2.2**: Establish feasibility of running a pilot Local Entrepreneur Forum event by Oct 2016	**Who leading** SevernNet with Social Enterprise Works **Who Involved** • SevernNet Working PMG • Local businesses and organisations • Local community • Quartet and other local investors and philanthropists • Local schools and youth groups • Local and parish councils and A&KW Neighbourhood Partnership	**Resources:** • SevernNet and SevernNet Working members • Local volunteers and investors • Existing and potential customers and suppliers • Local entrepreneurs and support workers etc • SevernNet database and SevernNet Working partners' websites and other media outlets **Funding:** • SW CCF • UnLtd • Local businesses and entrepreneurs • Local community	**Short Term (0 – 6 mths)** • Develop a framework and pilot • Develop a network of contacts that can help make it happen • Support through SevernNet Business breakfast and other events and media channels **Medium Term** (6mths to 5+yrs) • Hold first event • Follow up impact on entrepreneurs' pitching for support • Evaluate and establish as sustainable mechanism if viable ongoing

4.3 Stimulating high streets and pop up enterprise

Description	Background
• Support local communities to re-invigorate high streets and local centres across the area and establish them as destinations • Develop and maintain mechanisms to enable pop up enterprise in empty business and retail premises	• Several of the areas local centres are struggling, with shops and services shut. In some cases e.g. Hallen, local centres are simply passed through on the way somewhere, with little or no benefit from the potential passing trade. • There is a lack of diversity (of service offering) 'in the high street'; and in many cases a drab appearance that re-enforces the areas lack of confidence • There is a need to provide support to local centres including finding solutions to empty shops and premises • A scheme has been introduced into Plymouth, by Plymouth City Council and partners called 'Your Space' which may be replicable or lessons learnt (http://tinyurl.com/zqyuwe4) • Bristol City Council's High Streets and Local Centres team are planned to provide time to Avonmouth and Lawrence Weston in 2016/2017

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
4.3.1: Ascertain the state of the area's local centres, and recommend actions needed to re-invigorate them, by April 2017 **4.3.2:** Discuss and agree, by Sept. 2017, how the recommended actions can be implemented **4.3.3**: Establish and implement a process by which empty premises may be used by aspiring entrepreneurs by Dec. 2016	**Who leading** A&KW NP / Parish Councils (as relevant) with support from BCC High Streets and Local Centres Team and Enterprise Support Services Team (to be discussed) **Who involved** • High street and business area landlords, owners etc; • Existing businesses; • SevernNet / SevernNet Working EENT Group • Plymouth City Council • N. Somerset Council and S. Glos. Council	**Resources** • BCC and SW Enterprise Support Service • Other business support services • Volunteers • Other to be agreed • SevernNet and other partners networking and social media support **Funding** • Port Resilience Fund • Charitable and social enterprises specialising in this field? • LA Economic Development Grants; Businesses;	**Short Term (0-6 mths)** • Liaise with BCC High Streets and Local Centres team to agree prioritised plan of action; and replicability outside Bristol (i.e. N. Somerset and S. Glos.) • Contact Plymouth CC to understand potential opportunities offered by 'Your Space' approach **Medium to Long Term (6mths to 5 yrs+)** • SevernNet Area 'Your Space' pilots developed into sustainable approach and rolled out – perhaps managed by [social] enterprise? • Local centres remedial actions agreed and implementation progressed

4.4   Enterprise in schools and further education

Description	Background
• Develop and maintain support from Enterprise Support Network to schools and FE facilities, to enable an enterprise culture, aspiration and experience from an early age.	• Oasis Brightstowe, local secondary academy, recognises the importance of raising levels of confidence and aspiration within their students and are developing a number of enterprise related initiatives. • Progress is hindered through limited resources, including mentors, and space within curriculum. • There are additional schools and FE establishments across the area who should also be engaged • There is a need to demonstrate that enterprise can be fun and rewarding and is attainable; and provide local role models to inspire; • SevernNet Working Enterprise Support Services team recognise the importance of engaging with young people whilst still within education, to foster their entrepreneurial spirit early and develop their aspirations; but have limited resources *This project area also links into 3.3, 4.2 and 4.3 amongst others*

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
4.4.1: Agree an approach, and supporting plan, for bringing more Enterprise Support into the local schools and FE establishments by Sept 16 ready for Academic Year 16/17 **4.4.2**: Secure resources to support plan by December 2016 **4.4.3:** Hold an event to celebrate the area's young entrepreneurial talent by July 2017	**Who leading** Oasis Brightstowe (and other relevant establishments if feasible) supported by Social Enterprise Works (SEW) **Who involved** • Schools and FE establishments • SevernNet and business mentors • SevernNet Working Partnership • Local community and parents • Students • Local Authorities • Training organisations	**Resources** • SEW and School staff (may be limited) • Volunteers and mentors • Training organisations • Business support **Funding** • Business sponsorship / support? • Coastal Communities Fund	**Short Term (0-6 mths)** • Work with local colleges, schools and FE institutions to understand what they currently offer and would like to offer; Develop joint approach, if feasible. • Begin to identify potential resources ad funding **Medium to Long term (6mths to 5+ yrs)** • Secure resources to implement agreed approach and begin to rollout pilots • Track and celebrate success regularly • Hold end of academic year celebration • Review options for sustainable funding of programme

4.5   Supply Chain Enterprise

Description	Background
• Develop and maintain a Business Directory identifying businesses and organisations across the area; their needs for goods and services to support their supply chain (inputs, processes, outputs); and enterprise opportunities (large to micro) to support and complement these. *Links to 3.2 and 5.2*	• There are many businesses, enterprises and other organisations located across the SevernNet Area. The exact number is not known and there is no complete reference. • There is limited knowledge between businesses of who's out there and what services are available. There is willingness to trade locally if appropriate services are available. • Oxford Economics undertook a study for The Bristol Port Company to assess the economic impact of the Port locally. The report identified that 10,100 jobs in the South West are estimated to depend on TBPC and the other firms on the port estate resulting in a regional economic multiplier of 1.98. • There is a need to develop and maintain a business directory enabling businesses to promote their services, and others to find potential suppliers; and supporting promotions and events including SevernNet Business Breakfast • This (directory and promotion) could be sustainably supported through subscriptions to SevernNet from listed businesses

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
4.5.1: Link to objective 3.2.1 – development of a SevernNet Business Directory by December 2016 incorporating information to support supply chain links **4.5.2:** Develop an initial approach, and pilots, to stimulate local supply chains, linking with other skills, enterprise and circular economy initiatives by April 2017	**Who leading** SevernNet with SW CCF Partnership **Who involved** • Businesses, enterprises and other organisations • Invest in Bristol and Bath	**Resources** • SevernNet database, website and related media • SevernNet team • Business champions **Funding** Initial: SW CCF Ongoing: SevernNet members;	**Short Term (0-6 mths)** • Review deliverable for 3.2.1 and include supply chain requirements • Collect data from businesses • Develop an initial approach to leverage directory to enable links between businesses **Medium to Long Term (6mths to 5+ yrs)** • Launch the business directory and mechanism to enable feedback on supply chain opportunities • Promote through local events • Develop and implement initial pilots and assess how approach can be developed into a sustainable model

5.   Circular Economy: Background and Plan

Our aim: 'A circular community'

- Develop a circular community / economy across the area, maximising use of the area's resources, opportunities between business and the community, and the local economic multiplier; and minimising environmental harm.

Background and Challenges

What will it look like when it's working well?
A circular economy across the SevernNet Area, supported by a local centre of excellence, would "retain resources in use for as long as possible, extracting the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life";

A SevernNet Area circular economy would enable matching of resources between 'givers' and takers'; and support innovation and new enterprise through the opportunities provided by retaining more value across the area.

Businesses would be attracted to the area because of the circular economy opportunities available.

The Challenges
Our current 'take-make-dispose' linear economy results in significant waste, not just of materials, but also energy, water, labour and other inputs including space. This 'waste' has several costs for example:
- Using scarce, and increasingly expensive, resources
- Costs of disposal
- Opportunity costs of not recovering resources locally
- Costs of additional inputs and/or processes which could be avoided with a 'smarter' design
- Costs of additional vehicle / transport movements across the area

Potential Solutions
- Provide information, training and support about circular economy thinking and how it can be applied to, and between, businesses and organisations [and households].
- Support circular economy pilot projects and promote widely
- Understand the flows of resources across the area and look at ways in which they could add more value, or be eliminated
- Provide opportunities for businesses to cooperate and collaborate

Timescales
Short term:
- Develop, cost and resource more detailed project ideas; and liaise with other local initiatives
- Launch CE Forum across the area
- Prepare, and share, an introduction to CE
- Undertake initial feasibility study
- Kick off pilot project(s) if resources available

Medium term:
- Develop business case and detailed project proposal and seek funding

Next Steps
Invite initial businesses to CE Forum meeting and kick off the initiatives

Supporting evidence
- SevernNet initial savings through Industrial symbiosis
- Resources available through Dame Ellen MacArthur Foundation https://www.ellenmacarthurfoundation.org/)
- Closing the Loop – An European Union Action Plan for a Circular Economy

Our Circular Economy Projects

5.1 Circular Economy Vision and Support

Description	Background
• Develop a vision of the SevernNet Area as an exemplar of circularity • Enable ongoing circular economy thinking, understanding and action across the area through the provision of circular economy support, tools, network and forum available to all communities of interest. • Develop, maintain and promote a library of circular economy case studies and models from across the area	• There are many business, industrial and residential activities taking place across the area; and significant development expected; but with little planning for the impact of the consequential resources coming into, moving through and out of the area. • The EU Action Plan for a Circular Economy aims to see a reduction in waste arising through principles such as better design, re-use etc. There is an opportunity to examine what this could mean to the SevernNet Area if circularity principles could be more systematically introduced. • There are also concerns from the residential community around the impact of emissions and waste management treatments. • There is a need to provide clear information to businesses, industry and residents about circular economy thinking, what this means, what is an environmental hazard, what options might be available across the area; together with access to supporting tools, case studies etc.

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
5.1.1: Develop an initial vision of the SevernNet Area as a circular economy, and how this might be achieved, by December 2016 **5.1.2:** Establish a SevernNet Circular Economy Forum and support network by October 2016. **5.1.3:** Develop initial materials, tools, case studies and support to business, industry, residents and others, and undertake initial engagement by December 2016 **5.1.4:** Develop a business case for wider roll out and engagement, including options for a SevernNet Area centre of excellence, and how the above objectives can be further developed, supported and funded by April 2017	**Who Leading** SevernNet and Resource Futures supported by SevernNet CE Forum **Who Involved** • Local businesses and organisations; • Local residents • Universities of Bristol and West of England • Local solutions providers • Local authorities	**Resources** • Resource Futures • Dame Ellen MacArthur Foundation • Go Green • Universities incl. interns • Other businesses and industries **Funding** • Pro-bono / volunteer support • To be further considered	**Short Term (0 to 6 mths)** • Re-establish the SevernNet Circular Economy Forum and agree an initial approach for introducing support tools and information • Bring in student support to assist with pilot projects including initial set of case studies • Promote widely **Medium Term (6mths to 5 yrs)** • Review progress and develop plan for wider roll out including linkages to skills and curriculum • Develop business case (linked to 5.2. and 5.3) for a SevernNet Area Circularity Centre of Excellence

5.2   Circular economy flows and resources

Description	Background
• Develop and maintain an understanding of present and future flows of resources (including energy, skills and space) across the area (business and residential). • Identify and support opportunities for linkages (e.g. into existing or new businesses and enterprises) and minimising / eliminating waste *(complementary to 4.1 supply chain enterprise),* new models of enterprise; business redesign and renewable energy sources.	• Between 2009 and 2012 SevernNet, with support from NISP (National Industrial Symbiosis Platform) undertook exercises to understand resource flows across the area; connect up businesses with complementary resources and run regular quarterly events to improve networking and exchange of best practice between businesses. • This led to significant changes in practices by several businesses across the area who now see waste as a strategic asset and a cost benefit rather than an overhead; and known savings in excess of £250,000 (much benefit was unrecorded). • This was felt to be the tip of the iceberg. • Local businesses also yearn to see a more strategic approach seen to redevelopment across the area enabling synergies between businesses to be better enabled; and an exemplar for the future promoted. • SevernNet, working with Resource Futures and support from the Universities of Bristol and West of England, is now in a position to progress this through a Circular Economy Initiative launching in May 2016.

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
5.2.1: Undertake initial resource mapping across a defined area (Cabot Park) and investigate opportunities, by December 2016 **5.2.2**: Develop understanding / feasibility of widening approach across the SevernNet Area, with supporting plan, by April 2017	**Who leading** SevernNet and Resource Futures supported by SevernNet CE Forum **Who involved** • Local businesses and organisations; • Local experts e.g. Eunomia; • Manufacturing Advisory Service (MAS) • Environment Agency • Local community • WRAP • Cabot Institute? • Universities • Bristol Re-Use Network	**Resources** • Resource Futures • Dame Ellen MacArthur Foundation • Universities incl. interns • Other businesses and industries **Funding** • WRAP • ERDF • Businesses • KTN partnership?	**Short Term (0 to 6 mths)** • Develop one or two pilots based on opportunities from CE Forum • Develop and undertake a pilot project across a small geographic area to undertake resource mapping and a matching/support • Consider how the residential community can be involved **Medium Term (6mths to 5 yrs)** • The area is renowned as a Circular Economy exemplar for cooperation and collaboration, attracting inward investment • Develop business case for extending resource mapping and opportunity identification across the whole area

5.3   Sharing Economy

Description	Background
• Promote and support opportunities within the developing sharing economy e.g. tool shares, repair clubs, clothes swaps; and the important role community groups and individuals have to play • *Complementary to 4. Above*	• Bristol has a growing reputation as a sharing economy, including the Bristol Re-Use Network, although this seems to be less prevalent within the SevernNet Area. • Resource Futures, a SevernNet partner, has supported development of a number of sharing economy examples. • Social Enterprise Works, SevernNet Working's Enterprise Support Services delivery partner, has extensive experience in supporting innovative community enterprises. • IAM is a local enterprise who has developed a model to enable the sharing economy to support local NEETS into employment. • Bristol City Council has two community development officers working in the area • There is considerable opportunity to bring these together and develop longer term opportunities for a thriving Sharing Economy across the area

Objectives	Who leading and who involved	Resources / Funding	Actions and Timescales
5.3.1: Understand how extensive current shared economy is across the area; and review feasibility for introducing a more comprehensive sharing economy and the resources that would be needed, by April 2017.	**Who Leading** SevernNet, Resource Futures and Social Enterprise Works supported by SevernNet CE Forum **Who Involved** • Local businesses and organisations; • Local community • A&KW Neighbourhood Partnership • Local community development officers • Local schools • Go Green • Bristol Re-Use Network	**Resources** • Expertise from sharing economy examples across the area **Funding** • Voluntary support • To be reviewed	**Short Term (0 to 6 mths)** • Undertake a review of sharing economy examples across the area • Review feasibility and tools and funds necessary for a more comprehensive sharing economy network; and link into Enterprise Support Services • Develop support for those wishing to start and develop a shared economy initiative **Medium Term (6mths to 5yrs)** • Develop further

References, including links to supporting evidence / other relevant work / information

This section is to be completed

'Unlocking our Potential: The Economic Benefits of Transport Investment in the West of England'

A report published in December 2012 has found that a range of planned transport schemes for the West of England are critical to its future economic growth.

Produced by independent consultants Atkins for the West of England Authorities, 'Unlocking our Potential: The Economic Benefits of Transport Investment in the West of England' looks at how the schemes would support economic growth and job creation, impact on Gross Value Added (GVA) and the return on the capital investment.

A detailed report on the GVA impacts entitled 'GVA impacts of Major Transport Schemes' is also available for download

'Avonmouth Severnside Outline Development Strategy, April 2012 - Final Report'
Prepared by Amion Consulting for the Avonmouth Severnside Enterprise Area.

Portside Travel Survey 2013
Travel Survey undertaken across the area in 2013 to assess Travel to Work behaviour

.

- ## More about our Coastal Communities Team

See also 1.3 The SevernNet Area Coastal Communities Team (SA-CCT) is working together as a multi-stakeholder partnership; meeting as needed through the development of the plan. We anticipate meeting approx. once every 3 to 6 months, as a main group, from the end of June 2016, supported by periodic bulletins. The team provides representation from across the majority of our diverse communities of interest (business, residential, stakeholders); and team members will generally be involved in our project activities through the organisations they represent. Projects will, in the main, be instigated by, and undertaken, by local member organisations, supported by peers and others stakeholders. Running costs of the team are anticipated to be low on an ongoing basis e.g. to cover meeting costs. Consideration will need to be given to providing some administration and facilitation support. The SA-CCT could run as a Forum of SevernNet, overcoming the need for a separate organisational structure. SevernNet is being developed as a sustainable social enterprise, for the benefit of local communities of interest, as part of the SevernNet Working Coastal Community Fund project. Areas of specific interest to our team are Transport, Enterprise and Employment Support and Hubs, Skills development and Circular Economy, together with effective Communication to support 'sense of place'.	