

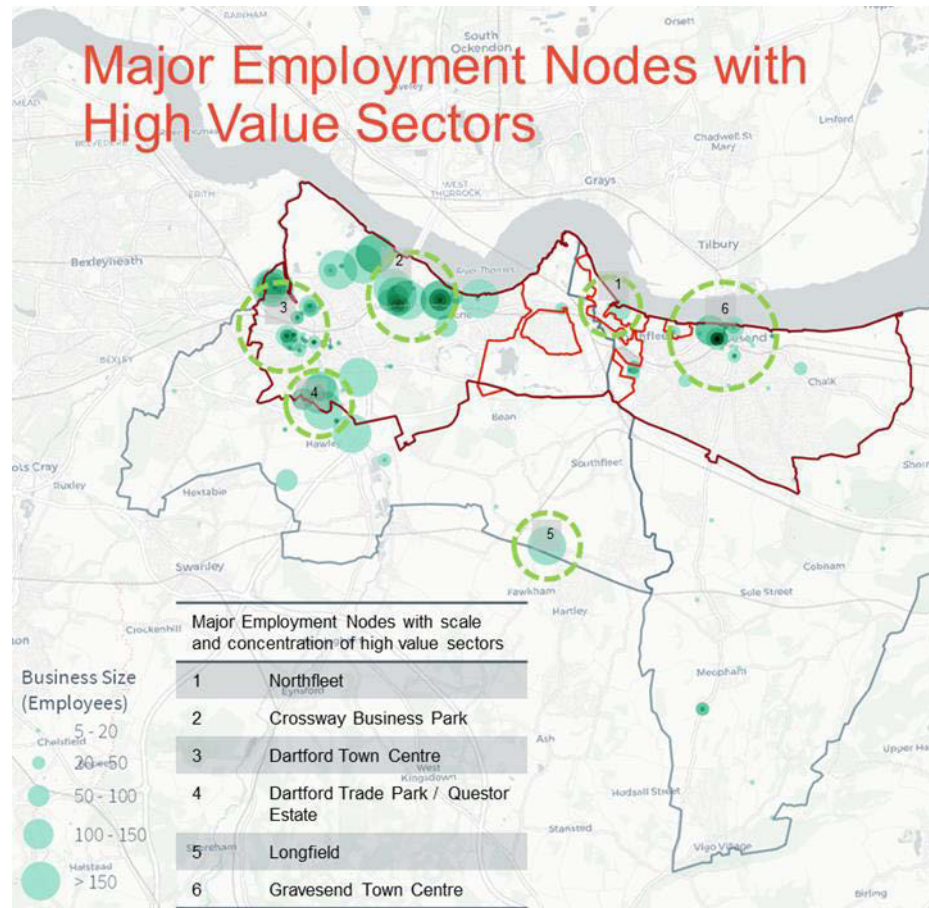
+ Ebbsfleet Garden City : Inclusive Growth Strategy



11th January 2019

Baseline

- + Reliance upon lower value jobs
- + High number of people with lower / elementary skills
- + Low productivity within North Kent – impact upon momentum and story
- + Private multiple ownership and significant land outside EDC's ownership
- + Lower quality of life – potentially influencing investment and decision making
- + Significant out-commuting accompanied by vastly increased footfall at International Station
- + Significant remediation and development viability concerns – market perception
- + Limited capacity within civil society sector to support future inclusive growth

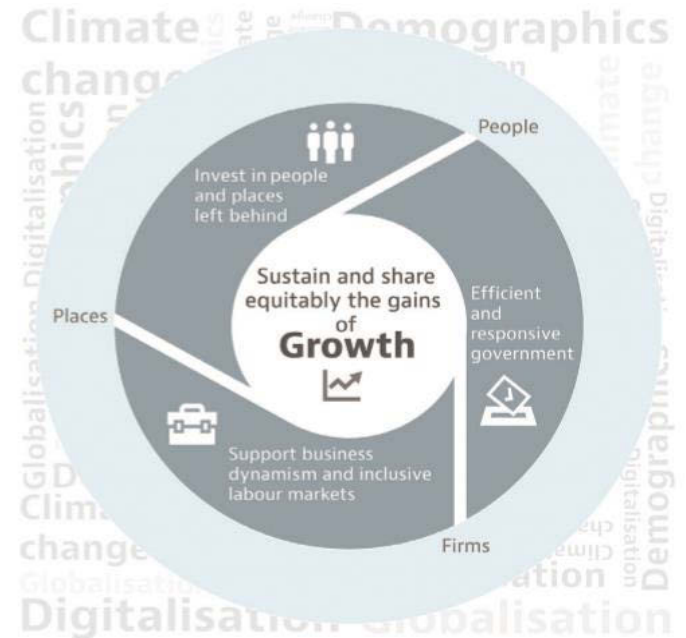


+ Inclusive Growth and Current Policy Landscape

The OECD Framework

- + OECD Inclusive Growth Framework (2018)
- + Identifies three focus themes for inclusive growth:
 - people and places
 - supporting business dynamism and
 - creating more inclusive labour markets
- + Moves away from a “grow first, distribute later” approach
- + Flexibility to incorporate issues across disciplines

The OECD Framework for Policy Action on Inclusive Growth



Theme : People and Places

Indicators	Current Policy Landscape	Initial Thoughts : What should this Strategy address or consider
Population and Growth Needs	<ul style="list-style-type: none"> Greater co-location of employment and housing Significant range of space uses planned including new HEI Quarter 	<ul style="list-style-type: none"> Support places for prototyping and experimentation to focus on market-led sector activities as well as social innovation. The strategy should reflect good practices from elsewhere Incorporating spatiality in the inclusive growth strategy
Skills and Labour Force	<ul style="list-style-type: none"> Implementation Framework: Delivery Theme 2 – Enterprising Economy 	<ul style="list-style-type: none"> Going beyond the traditional facilities- Bespoke sector led skills development initiatives and programs Structure and governance to support this initiative
Out Commuting and Weak Market	<ul style="list-style-type: none"> Local Jobs for Local People Developing High Value Knowledge Economy opportunities in Ebbsfleet 	<ul style="list-style-type: none"> Taking a long term view for the existing population to engage with London labour market. Identify viable sites to accommodate employment and businesses in the short and long term.
Deprivation	<ul style="list-style-type: none"> Plans to deliver new models for health, education and social infrastructure 	<ul style="list-style-type: none"> Balance and support provision of social and education infrastructure with lower threshold social investments Strategy to aspire to deliver a platform to support civil society and self- determination
Culture and Community	<ul style="list-style-type: none"> Various community activation project Ebbsfleet GATHERING initiative Emerging Strategy 	<ul style="list-style-type: none"> Strategy to link with arts and culture strategy and use this as one of the main drivers to promote investment and engagement. Link with Thames Estuary Production Corridor
Transport	<ul style="list-style-type: none"> Various interventions proposed for Ebbsfleet. Heavy emphasis on East West connectivity and planned strategic networks . 	<ul style="list-style-type: none"> Connection between economic nodes will be an important element of the strategy. The strategy should recognise the social value of support emerging objectives around sustainable transport. Strategy to consider role of mobility and connections to other places in empowering and upskilling local populations.

Theme : Firms

Indicators	Current Policy Landscape	Initial Thoughts : What should this Strategy address or consider
Dominance of Low Value Sector	<ul style="list-style-type: none">Shift towards high-value knowledge-based economy: There is significant emphasis in the local policy documents to create a high value knowledge quarter in Ebbsfleet.	<ul style="list-style-type: none">Strategy baseline to address gaps in the data, specifically looking at the sector specialisms landscapeThe strategy will consider the narrative around sectors and future ways of working to provide a more compelling and distinctive vision for the innovation quarter.

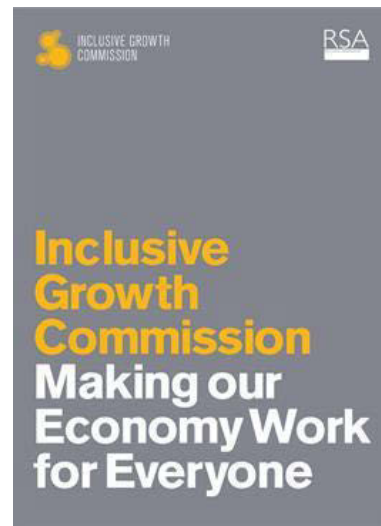
Theme : Governance

Indicators	Current Policy Landscape	Initial Thoughts : What should this Strategy address or consider
Stakeholders Collaborations	<ul style="list-style-type: none">Emphasis on SMART development	<ul style="list-style-type: none">From a top down point of view, the strategy will need to consider the evolution/creation of structures which make it easier to deliver long term investment.It is also important that the project thinks about the governance to support social innovation and civil society development. This could use community dividend, trust structures to create a more independent locally led response to this challenge.

The RSA Inclusive Growth Commission

+ The 2017 report discusses five principles for inclusive growth:

Principles	
Creating a shared, binding mission	Need for a vision where the role of business, civil society, central local government are clearly defined and where there is a shared commitment to the vision. The agenda needs to be delivered locally with investment from local people and with a strong sense of community identity.
Measuring the human experience of growth not just its rate	Understand what we want to value and what we want to achieve – which indicators will be measured and how? transport affordability? Public services accessibility? Fair pay? Learning opportunities for all? Differences in the healthy life expectancy?
Seeing growth as the whole social system, not just a machine	Analysing the system: data analysis, public engagement, democratic processes and engagement with employers, investors, public service professionals and civic institutions. Improving services and spending to meet inclusive growth outcomes.
Being an agile investor at scale	Planning investment across generations in a preventative rather than reactive way. More flexible use of smaller-scale funding to support public innovation and social enterprise. Integrated spending in social and physical infrastructure.
Entrepreneurial, whole-place leadership	This will demand clarity of vision, capacity for economic leadership, creative and experimental thinking and a collective movement which includes businesses, political leaders and civil society at large





Emerging Strategy

(Early) Emerging Thoughts (OST)

+ Objective: Become the UK's most progressive and inclusive economic growth area

+ Strategy:

- + Drive investment to support long-term foundations of inclusive growth locally
- + Change perceptions of Ebbsfleet, recognising its potential contribution to the wider South East economy
- + Unite other strategies behind inclusive economy aims
- + Enable individuals and areas to access growth opportunity
- + Mark Ebbsfleet with high quality services, setting a smart model

(Early) Emerging Thoughts (OST) - Tactics

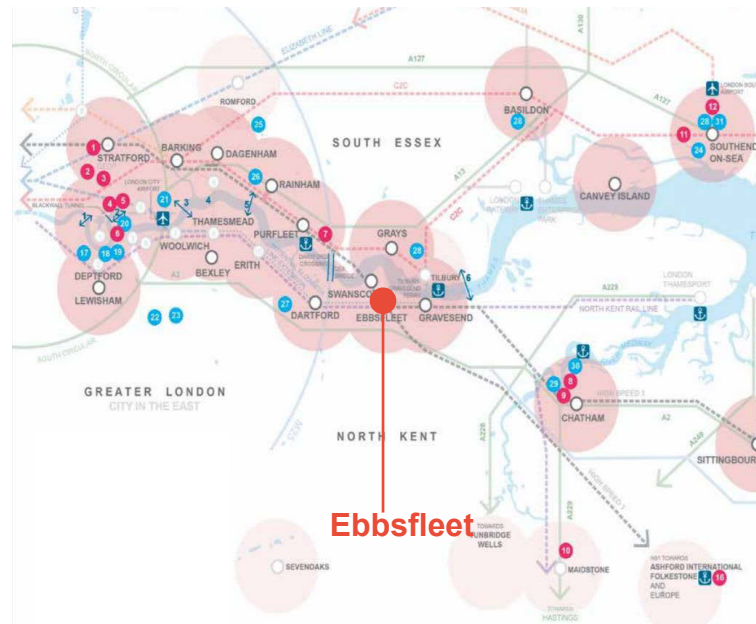
- + **Establish and celebrate strong links with London, Kent and the Thames Estuary**
 - + KX and Stratford
 - + TEPC
 - + Working with Neighbours
- + **Balanced sector targeting**
 - + National and regional priorities
 - + Local growth
 - + Population-led
- + **Use asset strategy to drive inclusive growth and change perceptions**
- + **Immediately capitalise upon the captive market of commuters**
 - + Prototype and Generate revenue
- + **Stronger coordination of skills**
 - + long-term enterprise facilitation to empower the populations of Swanscombe and Northfleet
- + **Ensure stewardship enables recycling of funds to develop capacity further**
- + **Use data better to define and celebrate good growth**
 - + Insight + reflection = innovation
- + **Target new and potential partners or collaborators across multiple sectors and getting them on-board early to identify market needs**



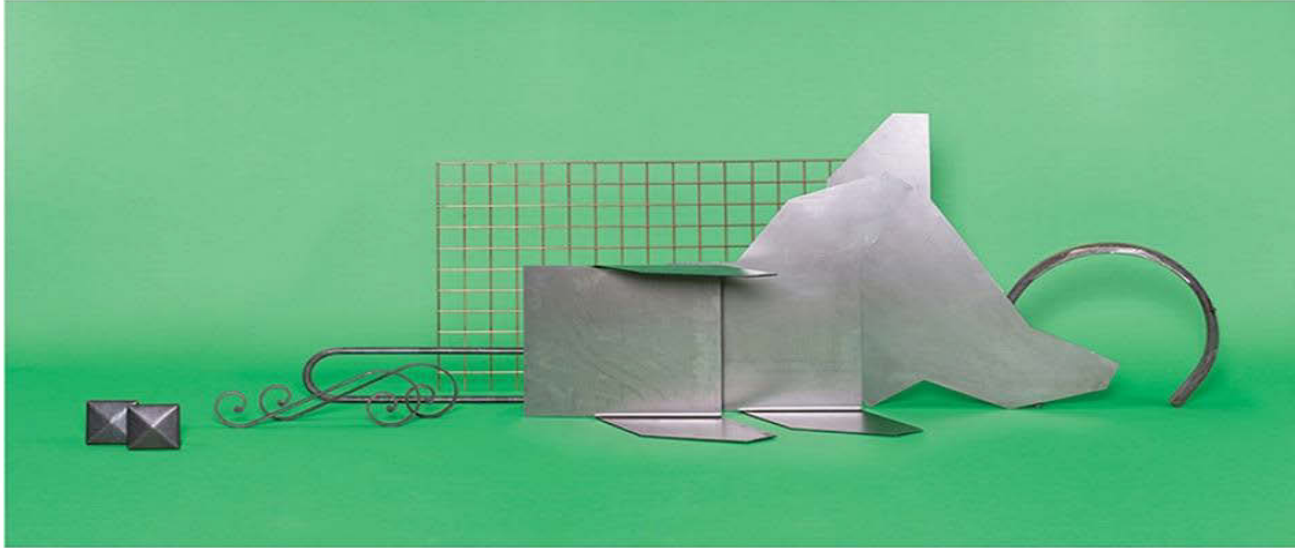
Areas for Action

Establishing Strong Economic Links

- + Local Places
 - + Capitalise upon local momentum
 - + Support and celebrate local success
- + Thames Estuary Production Corridor
 - + Become a more active partner – link to key sites
 - + Link cultural strategy to evolution of the TEPC concept
- + Kings Cross and Stratford
 - + Develop formal links with LLDC and KXP
 - + Support residents to access new opportunities; Support supply chain links



Search

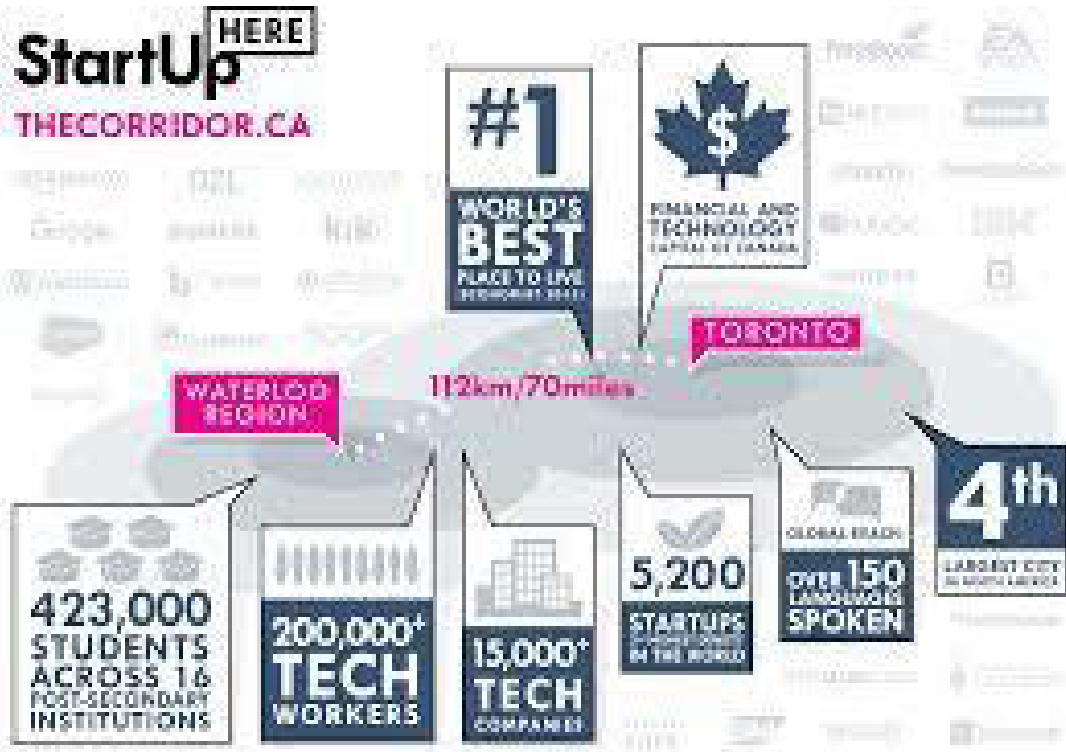


RNB Engineering, Highams Lodge



Celebrate what is already here; Show momentum

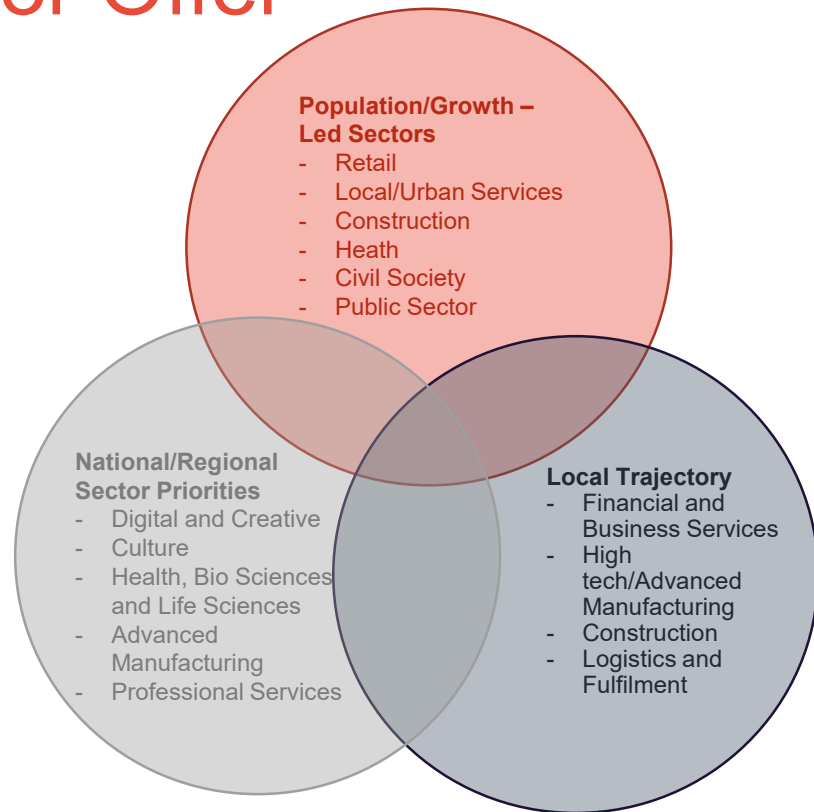
StartUp HERE
THECORRIDOR.CA



Develop links between growing places

Balanced and Agile Sector Offer

- + Balanced sector strategy
 - + Short term trajectory
 - + Long term opportunity
- + Long term, phased approach
- + Agility in inward investment offer – informed by soft market testing





Flexibility in sector/occupier focus

Capitalising Upon Commuter Markets

- + Expedite the delivery of a new offer at International Station focussing upon commuter market
 - + Capture local spent
 - + Prototype and test new ideas to inform development of Ebbsfleet Central
 - + Test new workspaces
 - + Potential to link to evolving stewardship model



Flexible, Meanwhile Uses; Delivering Economic and Social Benefit



Meanwhile/Prototype Space

Asset Strategy to support Placemaking and Inclusive Growth

- + Ensure that commercial development differentiates and supports place making objectives
- + Support development which delivers benefit beyond commercial
 - + Social
 - + Environmental

EXPERIENCE

In Subtopia you can experience some of the world's best contemporary circus, urban art, food culture, sewing machine-music, fire punks, dance camp, entrepreneurship conference, media workshop...

Photo Anthony Hill

Celebrate the Location; change perceptions



Be a market leader; change perceptions



Use policy to support and incetivise new activity

Coordination of Skills Offer

- + Develop skills and enterprise provision for EDC, Dartford and Gravesham which responds to embedded challenges and long-term opportunities
- + Focus upon national and regional skills deficits and future needs – Demand rather than supply led
 - + BIM
 - + Cyber security
- + Use Ebbsfleet development as the fulcrum for action and organisation



**Your path
to a new career**

The Mayor's Apprenticeship Commitment will help create **1,000 apprenticeships** with local businesses.

Mayor's Apprenticeship Commitment

To register your interest or for more information call **020 7364 0626** or email workpath@towerhamlets.gov.uk

The complex block contains four photographs of young people in professional or industrial settings. Top left: A young woman wearing a white hard hat and a high-visibility yellow vest over a grey jacket, holding a clipboard. Top right: A young man in a green and black plaid shirt holding a laptop. Bottom left: A young man in a dark blue shirt holding a circuit board. Bottom right: A young man in a white hard hat and a high-visibility yellow jacket. To the right of the photos is a large blue rectangle with the text 'Your path to a new career' in white. Below this is a white rectangle with text about the Mayor's Apprenticeship Commitment, including a call to action with a phone number and email address.

Consistent local approach to employment brokerage



Future Skills; Radical Local Offer

Stewardship to Support Inclusive Growth

- + Blend evolving stewardship model with inclusive growth strategy
- + Ensure that economic growth delivers direct returns and reinvestment into the community
 - + Subsidise and de-risk locally-led activity
- + Pivot stewardship arrangement to support enterprise and the development of community business
- + Retain spend and reduce leakage



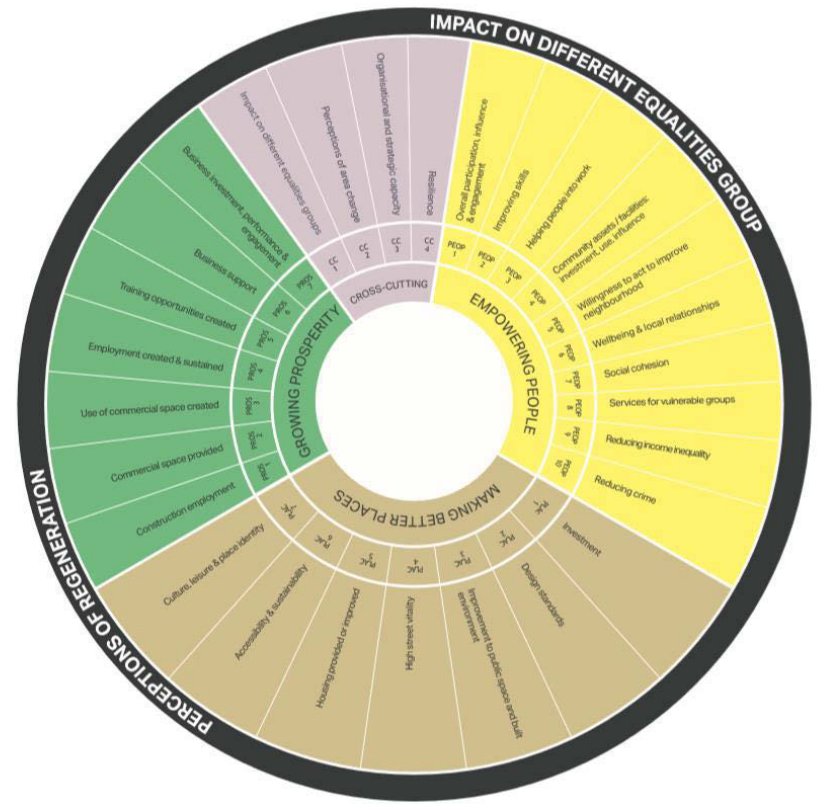
Community Business



Short term, subsidised rents

Data, Information and Insight

- + Develop a broader approach to measuring economic success – recognise the human influence
- + Establish better data and insight sharing
- + Involve new and existing residents and organisations in analysis and discussion



Use of Data – Tracking Inclusive Growth



Data and Insight to support citizen engagement and decision making

+

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For more information,
please visit www.hatchregeneris.com