

BATH WITH NES: AMBITIOUS TOGETHER FOR A FAIR, GREEN, CREATIVE AND CONNECTED CITY REGION

ONE SHARED VISION

JUNE 2021

Bath & North East
Somerset Council

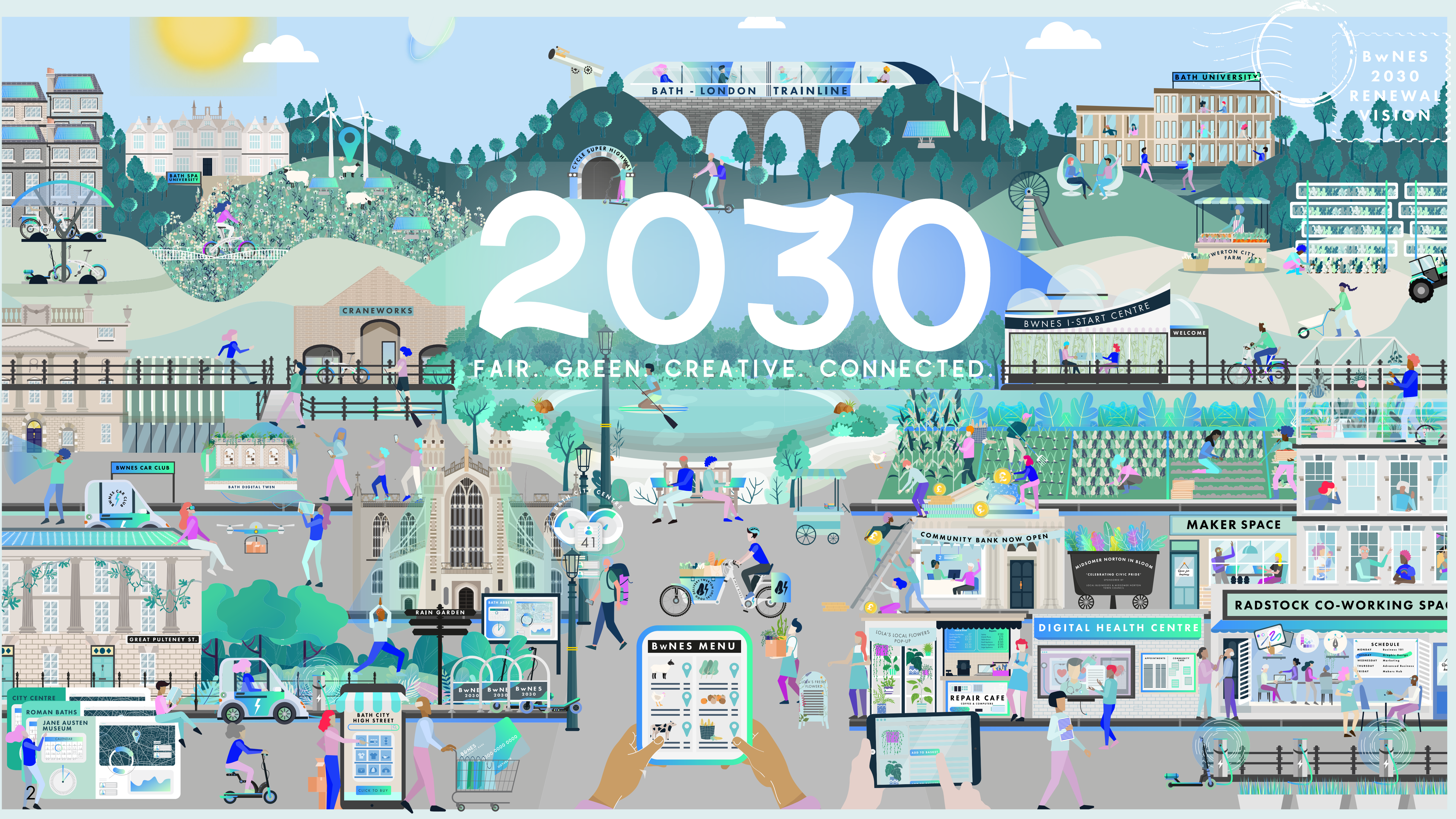
Improving People's Lives



BwNES
2030
RENEWAL
VISION

2030

FAIR. GREEN. CREATIVE. CONNECTED.



EXECUTIVE SUMMARY AND HEADLINE RECOMMENDATIONS

“...strong and resilient societies, economies and ecosystems evolve and thrive on diversity, inclusion and connectivity.” - Citizen consultee

Bath is a prosperous and attractive city set in the stunning landscape of North East Somerset. Known internationally for its UNESCO World Heritage status, the area also benefits from a growing reputation as a great place to live, work and study.

COVID-19 has done nothing to harm the beauty of Bath and North East Somerset but it has exposed underlying stresses that lie behind the city's Georgian facades. In particular, the pandemic has highlighted the risk of an economy based on mass tourism, which is highly vulnerable to changing patterns, masks inequalities and appears at times to conflict with the Council's ambition to achieve net Zero Carbon by 2030.

As an ambitious and forward looking place, Bath and North East Somerset recognises the current global crises (COVID, Climate, Black Lives Matter) as an opportunity to diversify the economy and build resilience – not “throwing the baby out with the Bath water” (sic) but harnessing the disruptive moment to create pathways to a fairer and greener future for people and the planet. In so doing, also positioning the region for new investment and wide ranging returns to ensure sustained prosperity. This is the strategic opportunity that forms the basis for this research and report.

In August 2020, Bath and North East Somerset Council commissioned City Global Futures, a local SME business, to help facilitate a 2030 Renewal Vision. The aim was to support the work and the development of the Council-led, multi-agency, Economic Recovery and Renewal Board (ERRB), which formed in response to the COVID 19 emergency. A comprehensive engagement process took place over the following 4 months, successfully involving 100 institutional stakeholders, including the Council's Cabinet and members of the ERRB, with the Council also engaging 74 members of the public.

Ideas for the future initially emerged through one to one Zoom interviews but so did recurring issues from the past, often relating to a fundamental belief that Bath and North East Somerset cannot be seen as one place. Future facing ideas were woven into four Renewal Vision stories – the Heritage City of the Future, the Sustainable Region Testbed, the 15 Minute Neighbourhood and Financing Fairer Futures. These describe futures that are not yet real but are not far away and provide a creative way to provoke discussion. Recurring issues from the past were acknowledged but the report recommends a forceful response – seeing the inter-connected urban and rural ecosystem as a valuable asset that should be central to the future productivity and sustainability of the Bath with NES City Region (BwNES).

A series of online workshops and survey delved deeper into the Renewal Vision stories, iteratively building a shared narrative about the future. Consultees offered many ideas, which we have used to form an initial, ground-up Framework for Action based around the themes of a Fair, Green, Creative and Connected BwNES City Region and how these relate to local People, Place and Systems. These themes account for the vast majority of the ambitions consultees expressed and closely reflect the key words they identified as being important to use when framing One Shared Vision.

A clear message from the research is that the Vision, whilst important for establishing long term direction, must be action focussed. The report captures Inspirational Actions as an illustration of how the Framework can enable initiatives that have rapid, real-life impact. Empowering people to deliver these, or similar, actions will help to build trust and credibility and will motivate a wider network to become active in the change that consultees want to see; ensuring Bath with North East Somerset becomes known for its ambition and creativity more than simply its heritage and natural assets.

In addition to framing the Vision, this report considers the type of partnership and governance that will be needed to drive the renewal work. We take a

pragmatic approach, recognising that the pandemic is still very much with us and that recovery will remain the focus for most stakeholders over the next 6-12 months, leaving little organisational capacity for anything new. We suggest a staged transition of the ERRB into the Economic Renewal and Future Ambition Board with a triple focus on Economy, Environment and Equality and a central organising principal of net Zero Carbon. A first step in this transition could be to appoint a Deputy Chair from outside the Council structure, signalling a progressive partnership that looks beyond the pandemic. The report also presents an analysis of how the current Board membership might need to evolve over time in order to drive this change.

Finally, we reflect on the research process, which has through necessity made extensive use of digital engagement tools. There is power in this approach and the report suggests that it is something to be nurtured and grown. Advocating for a Fair, Green, Creative and Connected BwNES City Region is a call to action for individuals and communities as well as institutional stakeholders and it will only be achieved by enabling all to be Ambitious Together.

10 HEADLINE RECOMMENDATIONS

The 10 headline recommendations set out in this report consider; the framing of the Renewal Vision; the governance and structure needed to take it forward and short term opportunities for implementation. They are:

RECOMMENDATION 1:

Change the emphasis on the & in B&NES to with North East Somerset and be Ambitious Together for urban and rural communities in the BwNES City Region.

RECOMMENDATION 2:

Appoint a non-Council Deputy Chair to the current Economic Recovery and Renewal Board (ERRB) and over time, shift focus from Recovery to Future Ambition, creating the Economic Renewal and Future Ambition Board (ERFAB).

RECOMMENDATION 3:

Adopt net Zero Carbon as a central organising principle for all of the Board's work.

RECOMMENDATION 4:

Agree Fair, Green, Creative and Connected as One Shared Vision for BwNES that will drive, economic prosperity; the digital economy; inclusive growth and responsible innovation within the limits of the planet and the region's natural resources.

RECOMMENDATION 5:

Build on the Ground-up Framework for Action set out in this report (Fair, Green, Creative, Connected plus People, Place and Systems) by developing shared intelligence, data and place-based KPIs, which highlight understanding of inequalities alongside existing strengths and new investment opportunities.

RECOMMENDATION 6:

Turn the Renewal Vision Stories developed through this research ('The Heritage City of the Future', 'The Sustainable Region Testbed', 'The 15 Minute Neighbourhood' and 'Financing Fairer Futures' along with 'Landscape and Nature') into economic reality. Harness stakeholders' energy and ideas on, digital creativity; place-based innovation; liveable neighbourhoods; local co-working; biodiversity; local food and local renewable energy and targeted inward investment to take forward a number of Inspirational Actions.

The report suggests, Local Connectivity Hubs; Low Traffic Neighbourhood Champions; Action-Focussed Citizens Labs; the BwNES Menu; the BwNES Energy Positive Challenge, the Great Pulteney Raingarden and a Chief Digital Officer for BwNES as good opportunities to kick-start the process.

RECOMMENDATION 7:

Continue to build digital skills and grow local green jobs by creating greater capacity for people to work and learn closer to home through 15 Minute Neighbourhoods with Local Connectivity Hubs.

RECOMMENDATION 8:

Build on the open and collaborative model of digital engagement used in this research to encourage more local people to talk with each other about the futures they want to see; Hold virtual City Region Gatherings, continue to utilise the DELIB public engagement tool and hold Action-Focussed Citizens Labs, making particular efforts to engage young people as they have been largely missing from the discussion so far.

RECOMMENDATION 9:

Through all of the above (once the pandemic is over) create space for meetings of a BwNES Future Ambition Network.

RECOMMENDATION 10:

Communicate with confidence shared success and ambition and advocate the BwNES City Region to the West of England Combined Authority, the Western Gateway initiative and the Key Cities Network, as well as international centres of expertise and innovation.

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1.1 OVERVIEW AND FULL RECOMMENDATIONS

OVERVIEW

In August 2020, Bath and North East Somerset Council commissioned City Global Futures, a local SME business, to help facilitate a Renewal Vision for B&NES. The aim was to support the work of the Economic Recovery and Renewal Board (ERRB), a Council-chaired, multi-agency group, which formed response to the COVID-19 crisis.

By stepping outside of the day to day demands of the pandemic, which remain severe, the opportunity was to look forward to the coming decade, the changing economic climate and the Council's commitment to achieving net Zero Carbon by 2030.

Wide engagement has taken place, involving more than 100 stakeholders in discussion about the Renewal Vision. This has been achieved despite the limitations of three lockdowns and social distancing. Consultees include, the Council's Cabinet, members of the ERRB, wider stakeholder organisations and local citizens.

The research methodology has been robust but also creative, in part using interviewees' aspirations for the future of B&NES to develop and try out Renewal Vision Stories. This report feeds back consultees' views and ideas. It considers the longer term trajectory for B&NES and short term opportunities, as well as the type of partnership working that will be needed to turn aspirations into reality.

FULL RECOMMENDATIONS

AMBITIOUS TOGETHER: BATH WITH NES (BWNES)

The research highlighted a lot of unresolved tensions, which are holding back success. In some cases, these span many years, even decades and often point to an entrenched belief that Bath and North East Somerset cannot be seen as one place. Frequently consultees talked about "B&NES" as the Council rather than the place, or referred to B&NES as a District. Some called for the city to be "re-parished" - creating quasi-rural units across the whole area. It is extremely hard to encourage a positive focus on the future when there is such a level of confusion about the present.

Our first recommendation (recommendation 1) is that the ERRB formally recognises the need for a new, shared start, which places equal value on Bath and North East Somerset as an urban/rural City Region - and rebalances the Board's membership accordingly.

Refocussing the & in B&NES to with North East Somerset (BwNES) will not in itself resolve the tensions but it will clearly differentiate the place from the Council and start to highlight net Zero Carbon as a shared endeavour that will be achieved by harnessing urban and rural dimensions as a single, co-dependant ecosystem. A key opportunity for Bath with North East Somerset to be Ambitious Together is to recognise this geographic diversity as a core strength locally, regionally, nationally and beyond. Clearly referring to BwNES as a City Region (rather than a District or series of parishes) is in keeping with the level of ambition that many consultees expressed. It will also help to clarify the

position within the West of England – as a region containing 2 city regions and in relation to the Western Gateway, which contains many more.

FORMING, STORMING, NORMING, PERFORMING: EVOLVING THE ERRB AS THE ECONOMIC RENEWAL AND FUTURE AMBITION BOARD (ERFAB)

The current ERRB was born out of crisis. It has needed to adopt an agile and responsive approach but as the shock of the pandemic ultimately fades, there is a need to normalise ways of working and to refocus energy. Transforming the ERRB into a fully functioning strategic economic board would be a strong goal, however, this will take time, resources and organisational capacity, which are currently very thinly stretched (the crisis of COVID-19 is still very much with us).

A realistic next step (recommendation 2) is to appoint a Deputy Chair to the ERRB from outside the Council to signal the intention to build a lasting and forward-facing strategic partnership. In 6-12 months' time, when attention can be focused away from "recovery", the ERRB can transform into the Economic Renewal and Future Ambition Board (ERFAB) with a remit that is focussed on Economy, Environment and Equality and building shared commitment to ambitious and challenging goals for the whole of the BwNES City Region.

Some of the tools that will be needed to underpin this transformation are described below. A commentary on future Board governance and membership is included in the Conclusions section of this report.

NET ZERO CARBON AS A CENTRAL ORGANISING PRINCIPLE: A FAIR, GREEN, CREATIVE AND CONNECTED FUTURE AS ONE SHARED VISION

As the ERRB evolves into the ERFAB, we recommend (recommendation 3) that it adopts net Zero Carbon as a central organising principle for its work. The research highlighted some nervousness that framing the Vision primarily through a lens of net Zero Carbon may be too narrow ("missing other important agendas") or alternatively, may be too wide ("led by inter/national rather than local forces"). A counter view is that the opportunities arising from decarbonisation of all sectors of the economy go far beyond narrow ideas of "green jobs" and provide a cornerstone for good business now and in the future.

The potential for localised energy and food systems often sits outside of traditional return on investment models of economic development but along with nature-based solutions, the circular economy and shortened supply chains, they provide a powerful local and global economic opportunity for BwNES businesses. The goal being to achieve Economic Renewal through net Zero Carbon rather than against it. We recommend (recommendation 4) that the ERRB responds to consultees by adopting the wider strategic Vision of "Being Ambitious Together for a Fair, Green, Creative and Connected BwNES City Region".

The research demonstrates these themes, in particular, are strongly grounded in the priorities that consultees identified and provide a solid framing for the 2030 ambition.

A GROUND-UP FRAMEWORK FOR ACTION

Through the research, we examined a number of existing frameworks that might be used to guide the development of sustainable, inclusive, smart and economically productive places. These included, the UN Sustainable Development Goals, the Raworth “Doughnut”, the Ashden toolkit and Bristol’s One City Plan. Each of these is strong in its own right but we conclude that none are fully fit for a Bath with NES context. Therefore, we recommend (recommendation 5) that BwNES creates its own Ground-up Framework for Action.

In the Conclusion section of this report we include an initial draft Framework for Action based on consultees’ views, which the ERFAB can build on. Further development should also include work on place-based metrics of success, supported by shared data and evidence. In particular, this shared intelligence capability needs to focus on data that defines and highlights inequalities across the region, which are currently masked by high level, aggregated presentation, as well as areas of existing strength and new investment opportunities.

INSPIRATIONAL ACTIONS: TURN THE RENEWAL VISION STORIES INTO ECONOMIC REALITY

The Renewal Vision stories framed narratives about possible futures for B&NES. They describe, ‘the Heritage City of The Future’, ‘The Sustainable Region Testbed’, ‘The 15 Minute Neighbourhood’ and ‘Financing Fairer Futures’ along with ‘Landscape and

Nature’. They are built from stakeholders’ energy and ideas on, digital creativity and economy; place-based innovation; liveable neighbourhoods; local co-working; biodiversity; local food, local renewable energy and targeted inward investment. They were based on ideas that consultees shared in one to one interviews, so were grounded in ‘real’ aspirations - but for the most part, they described activities that do not yet exist, or that do not take place at scale.

Generally, the stories elicited a positive response (more in fact than we had anticipated). Some omissions were identified, including landscape and nature and culture (beyond heritage) but the main issue consultees raised concerned their level of ambition.

We recommend that as a starting point, the ERRB agrees to take forward an Inspirational Action in relation to each of the Vision Stories (recommendation 6). These actions will help the partnership to pivot from short-term actions driven by the pandemic towards longer-term actions driven by the overarching principle to achieve net Zero Carbon by 2030. Examples of Inspirational Actions include, Local Connectivity Hubs; Low Traffic Neighbourhood Champions; Action-Focussed Citizens Labs; the BwNES Menu; the BwNES Energy Positive Challenge, the Great Pulteney Raingarden and a Chief Digital Officer for BwNES. Further details are included in the Conclusions section of this report.

DIGITAL SKILLS, GREEN JOBS AND LOCAL CONNECTIVITY HUBS

The Renewal Vision Story that gained most traction with politicians, stakeholders and citizens was the idea of the 15 Minute Neighbourhood. For many people, the pandemic has created a shift away from the regular commute to work or has meant greater connection with their local community, local assets and resources (or lack of) and with nature and their local surroundings. However, the benefits of local ‘remote’ working or studying are limited when people lack space or digital connectivity at home or have jobs that do not allow this level of flexibility. Building on the Council’s current commitment to liveable neighbourhoods, we recommend (recommendation 7) the development of 15 Minute Neighbourhoods with an initial focus on creating Local Connectivity Hubs. As well as providing local space for remote working and learning, these Hubs might also provide a focus for developing digital skills and creating localised green jobs by rebalancing opportunities for growth away from the urban centre.

VIRTUAL CITY GATHERINGS, THE DELIB CITIZEN ENGAGEMENT TOOL, CITIZEN LABS AND THE FUTURE AMBITION NETWORK

Consultees warmed to the Renewal Vision approach, including the use of digital platforms, story telling, video interviews and the Council’s use of the DELIB engagement tool. Recommendation 9 is to adopt and grow this approach, encouraging people to talk with each other about the futures they want to see, including proactively engaging young people, which is not something that has happened widely

enough yet in the course of this work. The model of holding virtual City Gatherings (used throughout the pandemic) creates a strong model for the ERRB to emulate now, including a focus on the asks and the offers that people are able to make to the City Region during a time of crisis. Bringing these agents of change together physically, once the pandemic is over, in a Future Ambition Network (recommendation 9) or through Action-Focussed Citizens Labs (one of the Inspirational Actions) will give the Board real traction with the community, helping it stay fresh and relevant and building trust over the longer term.

COMMUNICATING SHARED AMBITION, ADVOCATING AND VISIBLY CONNECTING

Bath and North East Somerset, at times, bucks against a perception that it is dull, unambitious, constrained and old fashioned (“a small Somerset market town with delusions of grandeur”). It is felt to be something of a surprise that it is creative, inventive and full of potential. The new Bath Unlimited website, supported by the ERRB, specifically seeks to challenge this misconception. Recommendation 10 is that BwNES communicates more confidently, not just about the things it has done – but also the things it hopes to do in the future; signalling intent as a way to create new opportunities for collaboration with external partners. Key to this approach will be increasing the BwNES profile and influence with West of England Combined Authority (WECA) and the Western Gateway initiative as well as with the recently-joined Key Cities Network, which gives a collective voice for ambitious mid-sized cities and urban places across the UK.

1.2 A RENEWAL VISION STORY FOR BATH WITH NES

The following Renewal Vision Story imagines what BwNES might be like in 2030 if all of the recommendations are put into practice.

In 2021, Bath and North East Somerset started being ambitious together. NES was no longer an appendage to the city but an equally important part of the City Regional ecosystem. The region became known as Bath with North East Somerset or BwNES, differentiating it from the Council.

The Economic Recovery and Renewal Board (ERRB), originally created in response to the COVID-19 crisis, grew in confidence, extending its membership to become the Economic Renewal and Future Ambition Board (ERFAB). The Board adopted net Zero Carbon as a central organising principle and championed One Shared Vision for BwNES as a Fair, Green, Creative and Connected City Region. It harnessed the broad economic opportunity provided by the need to decarbonise all sectors of the economy to give businesses in BwNES a competitive edge.

This gained real traction within the West of England Combined Authority and Western Gateway and B&NES Council took an increasingly active and influential role in the Key Cities Network, representing the potential of mid sized Cities to Government and business.

The Climate and Ecological emergencies, alongside the pandemic, gave the ERFAB the mandate and urgency it needed to drive radical change. Opportunities such as rebalancing the economy

away from mass tourism and tackling long standing inequalities gave it additional shared purpose.

The Board championed Inspirational Actions for communities, business and the environment (15 Minute Neighbourhoods), investment (Fairer Finance), digital culture (Future Heritage), business (Sustainable Innovation) and for landscape, biodiversity and nature. Radical ideas and thinking were encouraged and local people, including young people, community organisations and businesses from across the region came together as the Future Ambition Network. Over time, their ideas became part of everyday life, building a culture of creativity, shared risk taking, openness and learning with an unrelenting focus on future skills, the needs of employers and growing the digital economy.

This way of working became known as the Bath with NES Framework for Action. It enabled multiple outcomes locally and because the ERFAB had robust shared data on impact, the model was widely emulated by other Key Cities. A significant cultural change was that BwNES developed the confidence to look forward to the sustainable future, as often as it looked backwards at its heritage. Decisions taken today created the heritage of the future; a beautifully sustainable, green, healthy, productive, creative and connected city region that can be proudly handed on to future generations.

1.3 THE RENEWAL JOURNEY

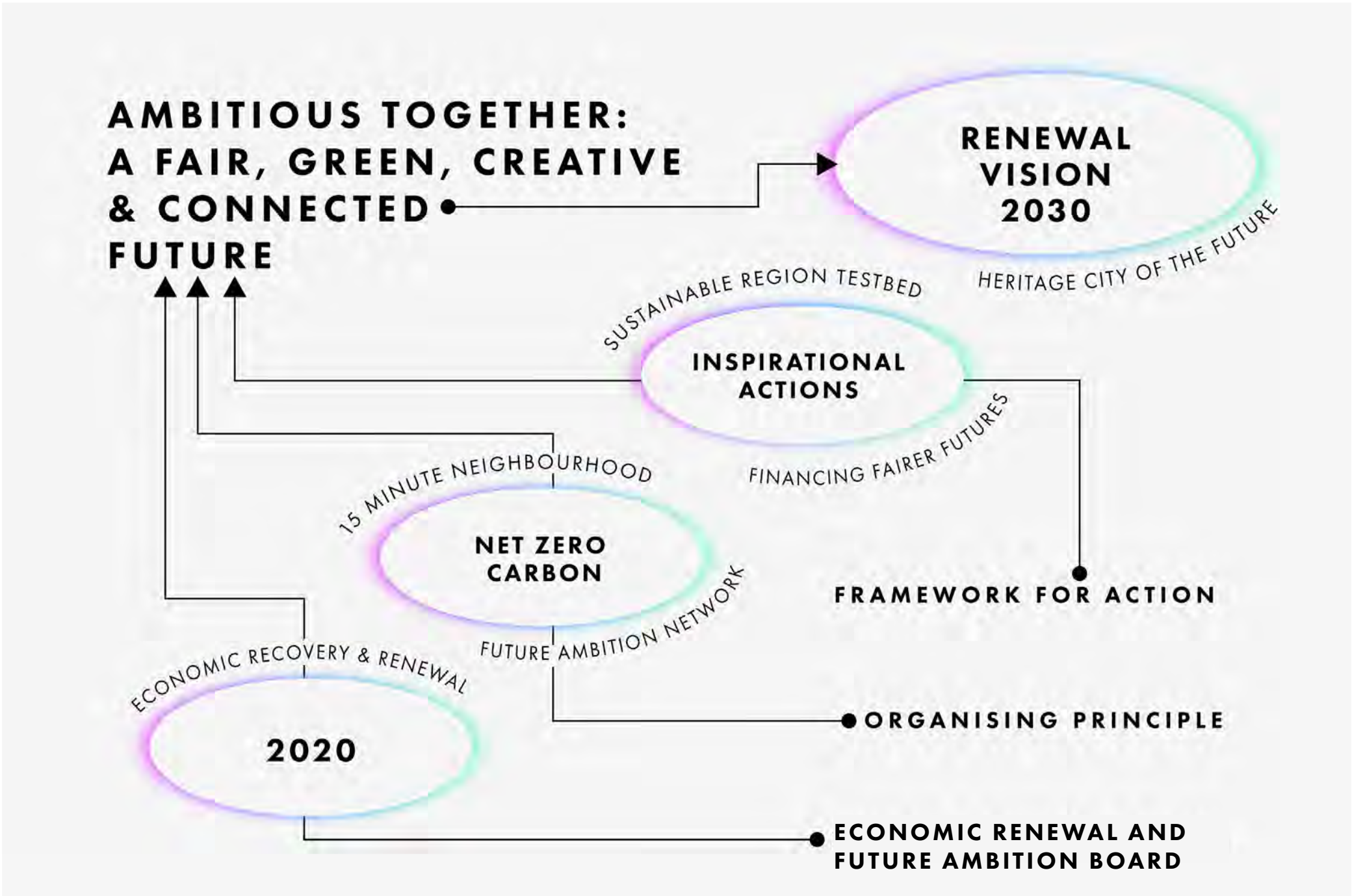


FIGURE 1: ELEMENTS OF THE RENEWAL VISION

2.1 CONCEPTUAL FRAMEWORKS

At the start of the process we identified the need for an appropriate framework in order to organise the data collection, analysis and presentation in a way that could show the “big picture” inter-dependencies for the Renewal Vision to balance the needs of people and planet. In discussion with the client we looked at five frameworks to help shape our research process; The Ashden Toolkit, Kate Raworth’s Doughnut, The Wales Future Generations Act and the UN Sustainable Development Goals. These are briefly outlined below with links to further information and reports.

ASHDEN

The Ashden Climate Emergency Co-Benefits Toolkit is an evidence-based toolkit and includes a list of the 31 most effective actions councils can take on climate. Each of the actions listed details the co-benefits, grouped around health, improved economy, increased equity and resilience. The list of actions is organised thematically under the following eight headings: raising money, buildings, transport, the council’s estate, power generation, waste, land use and influencing others.

Whilst this toolkit is clear and simple, and the headings provide a helpful structured, checklist of the issues that the BwNES Renewal Vision will need to address, it does not offer an overarching framework or visualisation to help communicate how the issues relate to each other.

KATE RAWORTH’S DOUGHNUT ECONOMICS

In 2012 Kate Raworth, a Professor of Economics at Oxford University, published a radical new model of economics – the doughnut - that is described as an ecologically safe and socially just space in which humanity can thrive. This space is bounded by social and planetary ceilings. She calls it “...a playfully serious approach to framing the challenge to meet the needs of all within the means of the planet, and it acts as a compass for human progress this century.” The model is shown in Figure 2.

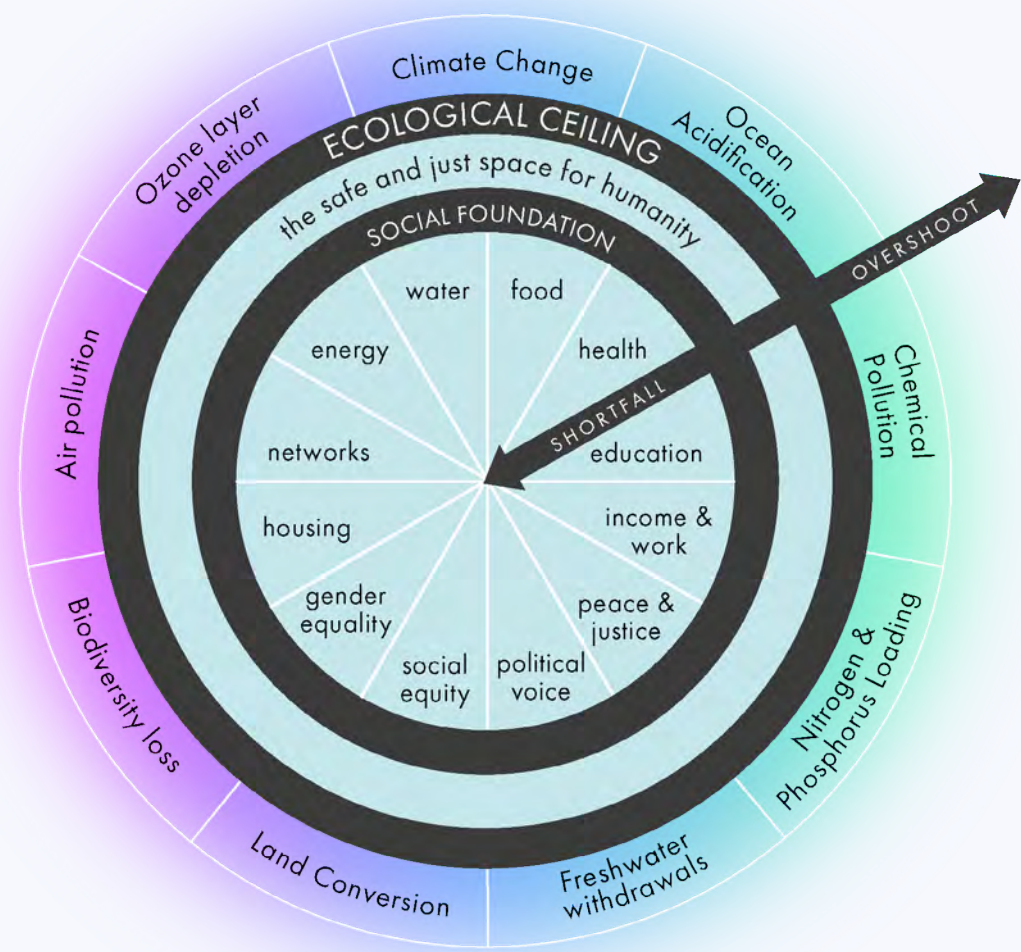


FIGURE 2: RAWORTH’S DOUGHNUT MODEL OF ECONOMICS [\(SOURCE\)](#)

THE WELL-BEING OF FUTURE GENERATIONS (WALES) ACT

The Well-being of Future Generations (Wales) Act is the first legislation in the world to enshrine the rights of future generations alongside current ones and requires Welsh government ministers and the organisations they oversee to embed this commitment into everything they do.

The act proposes simply that the effect of decisions on the needs of future generations is factored into the decision-making process and gives guidance on how to do that – it provides permission to think sustainably in an unsustainable world. The Act creates seven goals for living within our environmental limits in the arenas of health, prosperity, resilience, communities, language and heritage, equality and Wales’ role in the world. The Act directs five ways of working to reach decisions: prevention, long termism, collaboration, participation and integrating activities to reach positive outcomes for as many of the goals as possible.

There are particular opportunities for a small country (and arguably a small City Region, such as BwNES) to be a test bed; to be smarter and more flexible than its larger neighbours, cultural behaviour-change experiments can be piloted, and new approaches forged.

THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Adopted by all United Nations Member States in 2015, the SDGs provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. The 17 Goals are an urgent call for action by all countries - developed and developing - in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. The Bristol One City Economic Renewal Plan (2020) maps post-COVID economic priorities to the SDGs, bringing a wider frame of reference to local actions.



FIGURE 3: THE SUSTAINABLE DEVELOPMENT GOALS

LOCAL B&NES CONTEXT

At the start of this project a number of existing strategies were reviewed to build the work to develop a shared Renewal Vision firmly on the foundations of excellent work already done by others. The material reviewed included (most recently produced first):

- [Bath beyond 2020](#) creating a resilient economy together (December 2020)
- [The Bath Unlimited website](#) (launched September 2020 driven by the ERRB)
- [The B&NES Corporate Strategy](#) 2020-24 (February 2020)
- The Bath City Riverside Enterprise Area Masterplan 2014-2029 [Masterplan Vision Report](#) (October 2014)
- [The Bath and North East Somerset Council Creative and Cultural Strategy](#) 2014-2020
- [The Bath Economic Strategy Review](#) (2014)
- The Bath City Identity Project, the Bath Bridge (2012)
- [Creating the Canvas for Public Life in Bath](#) – a Public Realm and Movement Strategy for Bath City Centre (July 2010).
- [The Future for Bath and North East Somerset](#) (2007)
- [BE: Better for Everyone, Community Strategy](#) (2004)

It is notable that the only documents produced for Bath and North East Somerset are those created by the Council. Most of the vision and strategic documents produced in the past ten years have been focused on the city of Bath. A selection of these documents, shown in Figure 4, highlights the focus on Bath as compared to the wider North East Somerset area.

We designed an open and flexible method to developing the Renewal Vision to ensure that we could hear from as many people as possible and follow insights as they emerged. Broadly we used three complementary techniques for data collection which reached, in total, more than 100 stakeholders across B&NES as well as 74 members of the public.

1. A series of on-line workshops (two with politicians and seven with local stakeholders) to bring together groups of people to explore thematic topics related to the vision;
2. One-to-one interviews with 54 stakeholders including 13 members of the Economic Recovery and Renewal Board (detailed breakdown of interviewees is shown in Figure 5);
3. An on-line survey to invite feedback on the developing vision themes and assess level of ambition.
4. Citizen engagement – B&NES Council used the innovative DELIB online platform to

3.1 METHODOLOGY

engage 74 citizens in an open discussion of the Renewal Vision stories.

5. A full list of consultees is included in Appendix 1 of this report.

PRELIMINARY WORKSHOPS WITH THE COUNCIL'S CABINET AND LIB DEM GROUP

The Renewal Vision work commissioned by B&NES Council was designed to run in parallel with a political process to build on the Liberal Democrat Manifesto in relation to the declared climate and ecological emergencies. We were invited to contribute to the design and facilitation of two workshops to ensure the processes were aligned and informed each other.

The first workshop was held with the whole Liberal Democrat Group on the 15th September and was attended by 24 Councillors. The aim of the discussion, led by the Cabinet Member for Climate Change Cllr Sarah Warren, was to encourage the Group to think about what they had learned from the COVID-19 lockdown and to build on these experiences to identify opportunities for radical action related to climate change.

The second workshop was a Cabinet Green Renewal Away Day on the afternoon of 12th October. The aim of this session, which was attended by 10

Cabinet Members, was to build on the first workshop and agree on priorities for action in relation to green renewal to feed into the vision work.



FIGURE 4: BREAKDOWN OF ONE-TO-ONE STAKEHOLDER INTERVIEWS

ONE-TO-ONE INTERVIEWS

A series of one-to-one interviews were conducted virtually with 54 stakeholders (as illustrated in Figure 5 and listed in full in Appendix 1) between September and December 2020. These were semi-structured, typically 30 to 45 minutes long, and followed a bespoke topic guide. To encourage people to talk openly we did not record the interviews but took detailed notes.

We started with the ERRB members, council officers and political leaders and then reached out to a wide range of stakeholders with the aim of getting a 360-degree view of the city and North East Somerset. Analysis from these interviews led to the development of four Renewal Vision stories describing possible futures for BNES (see Section 5.1). These were posted on a bespoke micro-site which we set up for the project. At this stage we invited a number of consultees to become thematic champions for the vision and we created a series of talking heads videos to provoke deeper discussion around elements of the vision. These were also posted on the micro-site.

ON-LINE SURVEY

In order to encourage feedback on the draft

stories we developed a short on-line survey which we invited all interviewees to complete. We wanted to gauge the appetite for ambition and get people's thoughts on what was missing or needed to be changed in the stories. Responses were received from 18 individuals. The results of this survey, described in Section 6.1, were used to iterate the stories and develop vision recommendations.

THEMATIC WORKSHOPS

We planned a whole week of workshops (week commencing 7th December) and invited selected stakeholders to attend. The aim was to facilitate a series of deeper dive discussions around each of the four vision stories. Each workshop was designed for a one-hour discussion with a maximum of eight participants per workshop (plus two facilitators). A total of 38 people participated in these sessions. All of the sessions were video recorded, with the consent of the participants, to assist with data analysis.

The feedback on the four stories helped to identify that there was a gap in relation to the natural environment and landscape. This gap was addressed by designing a separate focus-group workshop and inviting nine thematic experts to join a one-hour roundtable discussion. This provided insight

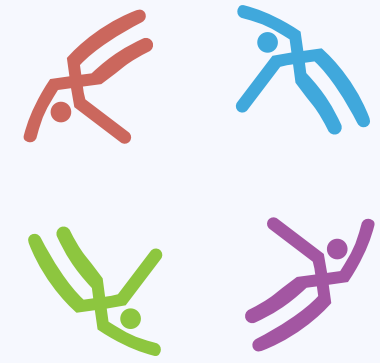
into the issues around nature, landscape, land use, food production and the ecological crises and how they link to the other themes in the vision.

The outputs from these workshops were analysed and detailed accounts are set out in Section 7.1 below.

CITIZEN ENGAGEMENT

Bath and North East Somerset Council led an engagement process with local residents. This used the deliberative polling platform developed by DELIB to open up the Renewal Vision Stories for public comment. A series of talking heads videos, produced by City Global Futures, provided further information and context. The exercise ran for three weeks between 18th December 2020 and 8th January 2021. An active social media campaign promoted the opportunity to engage, using the #OneSharedVision.

3.2 ABOUT CITY GLOBAL FUTURES



City Global Futures

City Global Futures (CGF) is a strategic consultancy with a creative outlook. Smart, Sustainable and Inclusive cities, regions and places are our passion and primary focus.

CGF has a growing knowledge and interest in the BwNES City Region. CGF works locally, regionally and internationally from bases in Bristol and in Bath. In 2019, we developed a presence at The Studio in Palace Yard Mews, Bath Spa University's co-working space. Prior to this, CGF led research with a variety of Bath stakeholders, including B&NES Council and the Roman Baths team and industry partners, such as Aardman and the BBC, to deploy and test augmented and virtual reality Smart Tourism applications. CGF is currently working with B&NES Council on establishing an augmented digital twin of the city.

CGF regularly works outside of the digital arena. The UK Government Department for Business, Energy and Industrial Strategy (BEIS) appointed Stephen Hilton (company Founder) and Sarah Toy (Research Director) as expert advisers to the UK PACT programme, which seeks to accelerate global progress towards reducing carbon emissions. Previously, they worked on Bristol's successful bid to become European Green Capital 2015 and the development of the city's Resilience Strategy, part of the Rockefeller global 100 Resilient Cities programme. This work informed the early development of the current Bristol One City Plan.

We approached the B&NES Renewal Vision research with an open mind, curiosity, enthusiasm and rigour. The vast majority of the 100 consultees that we have engaged with were unknown to us at the start of the research. Building open and trusting relationships without the facility for face to face contact has been challenging, however, the quality and honesty of the responses we have received leads us to believe that we have been able to do so. We also took steps to balance our own knowledge of Bath with knowledge of the wider NES area, visiting different parts of the City Region (within social distancing rules) to experience their character firsthand and this research is stronger and more credible as a result.

Finally, we need to acknowledge that we have a vested interest in the impact of this research. As a SME business with a presence in Bath, we want to see the city and wider NES region reach its potential by rising to meet the opportunities, and overcome the challenges, which consultees have identified and that we have documented in this research report.

4.1 FEEDBACK FROM THE STAKEHOLDER INTERVIEWS – RECURRING ISSUES

The one-to-one interviews with stakeholders identified recurring issues from the past, in some instances these were very longstanding. Recognising and acknowledging these issues is important to the process of developing the Renewal Vision so a summary is included below.

Loyalty to B&NES | Timing is right | Skills are a priority | Partnership delivery needed | One Vision or Two? | Planning System is central | Community Representation is a tension | Positioning of Climate Emergency to give stronger local focus | Inclusion and Social and Climate Justice to feature more prominently | New approaches to co-Investment | Potential of Digital Economy needs leadership | Bath City Centre – residential, retail, both? | Clarifying relationship to Bristol and WoE.

- **LOYALTY:** consultees showed a high level of loyalty to the local area – but also frustration that it could be doing better. We heard lots of support for a Renewal Vision, “we desperately need this” - tempered by some cynicism, “we’ve done this before and nothing happened”.
- **TIMING:** consultees agreed that the pandemic has opened a unique opportunity to accelerate economic diversification, which has been a long-standing weakness and risk. They gave a strong steer that the Vision needs to be action focussed and short to medium term - “things we can do together now”, “we need a 3-5 year focus”.

- **SKILLS:** re-training and re-skilling employees whose livelihoods the pandemic has impacted on was seen as a top priority in the short to medium term. Existing initiatives such as i-Start were seen as a good starting point. Different views were expressed on the value of “Green Jobs”; some found the concept too limiting to cover the breadth of economic diversification required. There was a strong feeling that employers need to be more fully involved in future planning for skills.
- **PARTNERSHIP:** many consultees expressed a desire to support the Council’s leadership in making tough choices - but in return, they expected to see meaningful and transparent commitment to partnership delivery. The existing partnership on integrated health and social care was cited as a good model to build upon.
- **ONE VISION OR TWO?:** some consultees expressed doubt as to whether a single Renewal Vision can/should encompass both Bath and NES - “it is impossible for one Vision to effectively cover both”. Others pointed to the inbuilt connections and interdependencies, suggesting that tourism, nature corridors and food growing could better connect urban and rural communities. Generally, it was easier to identify interviewees whose focus was the city of Bath rather than the wider NES area.
- **PLANNING SYSTEM:** planning policy is seen as key to unlocking the Zero Carbon future but views widely differed from, “Planning needs a complete overhaul” through to “Planning is completely on track to deliver Zero Carbon by 2030” Housing

and Transport were also seen as key planning opportunities where innovation should be more actively and visibly championed.

- **COMMUNITY REPRESENTATION:** many suggested Bath is less well positioned in terms of democratic representation than NES due to lack of area forums – “the only way forward is to Parish the City”. Current initiatives, city forums and webcasts etc, were welcomed – but generally, a higher level of active participation was sought.
- **POSITIONING OF THE CLIMATE AND NATURE EMERGENCIES:** all agreed on the high importance of the climate and nature emergencies, but consultees expressed different views on how stand alone or integrated messaging about the Climate Emergency should be. Developing a local, place-based climate headline is seen as important as all cities and places start to plan for net Zero Carbon - “we need to make the B&NES response to Climate Emergency distinctive”.
- **INCLUSION & SOCIAL JUSTICE:** consultees as a whole lacked diversity and were more likely to be older, white and male – to some extent reflecting the make up of the Economic Recovery and Renewal Board. It was notable that discussion of inequalities didn’t feature more prominently. Some consultees cited examples of poor outcomes for low income families and disadvantaged communities, for example in relation to school attainment and relative rankings in the Indices of Multiple Deprivation - but more generally, Black Lives Matter and the linkages between social, economic and environmental justice

were recognised as an area that needed further strategic consideration and action.

- **INVESTMENT:** there was a lot of positive interest in exploring new investment models both to fund green infrastructure, for example in relation to renewable energy but also to look at how funding might be generated and used cooperatively to create new social and community benefits. There were seen to be several good examples locally and regionally to draw upon.
- **DIGITAL ECONOMY:** consultees recognised that the digital economy is of growing importance but expressed some uncertainty about its potential to be a major, large scale employer. It was felt that there needed to be more ambition for high speed digital connectivity.
- **BATH CITY CENTRE:** consultees generally agreed that the pandemic had opened an opportunity to rethink Bath city centre as a residential community but the interviews also highlighted tensions - “protect retail”, “move to residential”, “make the centre more open/available to local people from all backgrounds”, “more pedestrianisation and fewer cars”.
- **RELATIONSHIP TO BRISTOL & WoE:** the general feeling was that the unique identity and value of B&NES gets lost in the wider West of England story – however, there was also a counter view that Bath needs greater collaboration with Bristol, WoE and the Western Gateway to achieve significant scale, including internationally.

4.2 FEEDBACK FROM STAKEHOLDER INTERVIEWS – FUTURE ASPIRATIONS

Consultees also shared a large number of ideas and aspirations for the future. A summary list follows below. The headings are included to provide structure but in reality, many of the ideas are crosscutting.

TOURISM, RETAIL AND CULTURE

- Moving from mass tourism to fewer visitors making longer stays
- Creating integrated packages of experiences for visitors
- Valuing and protecting Bath's independent shops
- Increasing the value of jobs in tourism and hospitality by increasing skills
- Better understanding the environmental footprint of tourism and reducing it
- Retraining hospitality workers for "green" or "digital" jobs
- Promoting contemporary culture and the arts beyond Georgian and Roman heritage
- Responding positively to the shift to online shopping
- Using hidden, less visited and unexpected places – including underground vaults

TECHNOLOGY, INNOVATION AND SKILLS

- Valuing the digital economy and the creative industries as a front door to the region's talents

- Recapturing past inventiveness, now lost or less visible
- Promoting green technologies, creating demonstration / trade opportunities for local businesses
- Harnessing Industry 4.0
- Making better use of Bath's heritage assets – including monetisation of content
- Recognising electric power-assist cycles as a breakthrough technology for opening up the regional tourism offer
- Smarter use of data platforms for destination management – dispersing and managing demand
- More online and remote learning
- Promoting digital inclusion and access to learning for children and young people
- Opening up city-owned assets for research and innovation – positioning the city and region as a Testbed or Living Lab
- Challenging the stereotype of Bath as a backwards looking place

CLIMATE AND SUSTAINABILITY

- Better linking the city and the rural surroundings
- Optimising the energy use of buildings through smart technology
- Valuing social and environmental innovation alongside technological innovation including health and wellbeing and inter-generational living

- Increasing focus on sustainable transport
- Positioning the area as a home for green and ethical businesses
- Supporting greater community enterprise and building community resilience to future shocks
- Creating critical mass for local EV charging points
- Further developing local food production, making it central to the visitor experience
- Co-designing solutions with local people and communities
- Promoting new forms of co-investment with local people to accelerate the deployment of green infrastructure – such as solar and wind power but also to minimise social divides

PLANNING, TRANSPORT, HOUSING

- Addressing the unpopularity of students as a consequence of housing pressures
- New cooperative housing models
- Utilising solar panels on heritage buildings and assets
- Recognising the positive impacts arising from less crowded environments – making the centre a place that local people choose to go to
- Diversifying housing to support mixed communities
- Reducing commuting permanently
- Making environmental sustainability / sustainable development a central organising principle of the local Planning system

- Capturing and using citywide data to monitor progress against shared objectives
- Valuing time through reducing commuting, increasing proximity to services

ECONOMY

- Creating a pipeline of green jobs and skilled employees
- Making it easy to start a business locally
- Attracting businesses that are decanting from London and other places
- Shortening supply chains and promoting local procurement
- Supporting local remote working – not just home working
- Tackling financial exclusion
- Promoting and bolstering local high streets, including local shared workspaces
- Recognising that economic inequalities are a crisis alongside climate, nature and the pandemic
- Tackling disparity in educational attainment due to relative poverty

5.1 RENEWAL VISION STORIES

We carefully considered the recurring issues and aspirations for the future identified through the stakeholder interviews and used these as a basis for developing four Renewal Vision Stories, the Heritage City of the Future; Sustainable Region Testbed; 15 Minute Neighbourhoods (originally called the 20 Minute Commute) and Financing Fairer Futures (originally called the Bath Billion).

It can be difficult to imagine how complex system change might look and feel over the coming decade. Our aim was to use the Renewal Vision Stories as a creative tool for testing ideas and provoking discussion about possible future trajectories. The stories themselves embody and hint at wider agendas and trends including, the digital economy; smart cities; industry 4.0; remote working; liveable neighbourhoods, circular economy and reduced supply chains etc. The futures they describe are not yet real but nor are they very far away.

5.2 STORY ONE: HERITAGE CITY OF THE FUTURE

How do we future proof tourism, hospitality and retail jobs and connect these sectors to the Zero Carbon 2030 ambition?

Following the COVID-19 Pandemic, tourism became Digital. People increasingly connect with the heritage City of Bath and the beautiful NE Somerset surroundings through delightfully immersive Digital experiences, which are both great fun and hugely informative.

The global and local environmental footprint of Tourism has reduced significantly as people experience the city from anywhere in the world with an Internet connection instead of flying or arriving by coach.

Many people still visit the city in person and receive a warm welcome. They arrive already having spent many hours online exploring the Roman Baths, the Holburne Museum and coal mining life at the Radstock Museum – all through VR. Some have joined a local university online lecture and some enjoy singing in Bath Abbey's global online choir. Everyone enjoys shopping in the famed high street of local, independent shops – the longest on-line independent high street anywhere in the world.

The city's Georgian splendour still provides a stunning backdrop but the added value that

visitors gain from being physically present arises from the diverse experiences they can access, ranging from, experiencing the Abbey's calming environment; exploring the Chew Valley by electric bike and seeing where Emperor Haile Selassie ran the Ethiopian Government in exile.

The Bath Analytics Co, a spin-out of Visit Bath and the Bath BID, has developed a sophisticated data analytics platform that accurately predicts the number and type of visitors to the city in real-time. This ensures effective and safe destination management as well as delivering highly personalised itineraries to visitors, who stay longer than they had intended because they can dive deeper into subjects and experiences that interest them the most.

The value of the city's Tourism sector has significantly increased as many tourism jobs require creative digital design and content production and curatorial skills. Alongside this, local entrepreneurs have developed innovative business models that monetise Bath's heritage assets in new ways, ensuring return on investment from Bath's growing reputation as the HERITAGE CITY OF THE FUTURE. In fact, the first virtual copy of the historic city, the Bath Digital Twin, was licensed to Japan in 2025, accelerating UK post-Brexit international trade.



5.3 STORY TWO: SUSTAINABLE REGION TESTBED

How do we open up the city and region's assets to accelerate and scale-up the local impact of research and innovation?

It is hard to believe that the Universities were unpopular in parts of the city – but this was before a Co-operative Student Housing model was developed. Radstock's RadCo, tapped into its network to help advise on ways to create community-style housing that students communally own and maintain. These houses were designed to lower housing costs whilst providing an educational and community environment for students to live and grow in. Many students now choose to stay in the area after they graduate because they feel they have a real stake in the place.

Housing was part of a wider shift in the city's relationship with education. The Pandemic jolted schools and colleges to create a ground-breaking digital inclusion mentoring programme. This ensured that disadvantaged students were given a head start in relation to the new skills and qualities that BWNES innovative businesses were looking for.

The city initially became a Sustainable Region Testbed. It was easier to start here because a small number of organisations owned a large proportion of the assets. The council and city partners opened-up buildings, highways, underground tunnels, parks,

rivers as well as city data, to actively encourage research and innovation. By replacing gas with green electricity, installing sensors and sophisticated AI-driven building management software, the energy footprint of even the trickiest historic buildings has significantly improved. Excitingly, UNESCO and Heritage England have just indicated that it will endorse The Bath Solar Panel, a locally designed innovation that will revolutionise the energy footprint of historic buildings and locations around the world.

As it started to focus on more than technology, the Testbed grew to encompass the whole of the Bath and North East Somerset area – it has explored and evaluated new ways of living and behaving; flexed Planning to encourage intergenerational co-housing; explored how the countryside can be opened up for new models of small-scale sustainable livelihoods and food production and created the UK's first energy positive campus and hospital.

Local people and students like being invited to experiment with cutting edge environmental technologies and approaches and are proud of their area as a place where Sustainable Innovation flourishes. A small group was even inspired to design, crowd fund and build a new, direct cycle superhighway, cutting the journey time between Keynsham and Bath by 20 minutes.



5.4 STORY THREE: 15 MINUTE NEIGHBOURHOODS

How do we build community resilience and cut car journeys by promoting very local ways of living and working?

The 6.43am train from Bath Spa to London Temple Meads only needs two carriages to carry the commuters to work, it used to require a dozen or more. The 2019 pandemic created a new routine for many commuters; initially people worked from home instead but the novelty wore off when it started to feel more like “living from work”. And of course, many people didn’t have the space to work from home anyway.

The big breakthrough came when local partners created a Vision and plan for 15 MINUTE NEIGHBOURHOODS. This created Local Hubs where people from across multiple employers could walk or cycle to work, reducing traffic congestion, improving air quality and bolstering local high streets. This also benefited other members of the community, younger people and grandparents, who welcomed the new life and vibrancy in their local areas.

There wasn’t a lot of money available, so at first the Local Hubs simply repurposed existing spaces that the pandemic meant were no longer viable. Each Hub installed next generation Internet connectivity – which provided a central focus for a renewed Digital Strategy. They were all powered by renewables and

became the obvious location for a large network of electric vehicle charging points and shared electric car, cycle and scooter clubs. High streets and cafes grew up around the Hubs as footfall and dwell time increased, providing new outlets for local food producers, arts and crafts as well as a significant number of new, local retail jobs.

Over time the Local Hubs became more sophisticated, incorporating pop-up arts and culture, ad hoc schooling and university classes. Some developed add-on “Maker Spaces” – places where businesses and citizens could rapidly prototype new ideas and create small scale, bespoke, high value products.

The Local Hubs were well managed to implement safe working practices. At times, when the Pandemic spiked, the Hubs needed to temporarily suspend normal business, however, they also came into their own as hyper local COVID testing centres.



5.5 STORY FOUR: FINANCING FAIRER FUTURES

How do we finance a greener, fairer and healthier future for B&NES?

As a consequence of the pandemic, people spent a lot more time in their homes and local areas. They had always felt proud of being a local resident but for many, their careers had taken them away from the city and wider region for a large part of the week. Once this stopped, people became more connected to their localities but also more aware of the problems and divides that needed to be fixed.

The pandemic didn't create inequality but it made it more visible. At times when schools had to close, people became conscious of the detrimental impact on learning when households couldn't afford internet connectivity and devices or lacked the skills to use them. Over time, the impacts of the pandemic and climate change combined and were increasingly recognised to be potentially catastrophic – creating crises in employment, health, housing and well being. The council increasingly lacked resources to meet anything other than the most serious needs - but what could the city's more affluent residents and businesses do to help?

The Fairer Futures initiative created a focus for purposeful local investment. A range of innovative mechanisms were tried out including, crowd funding, community share offers, mutual aid, social and

philanthropic investment, community banking, new cooperative and employee-owned business models and even a B&NES Municipal Bond. Of course, some of these mechanisms worked better than other – but the wider impact was that businesses and local residents really started to see how their spending and investment choices were important to tackling the climate emergency and creating better outcomes for everyone.

The success of the Fairer Futures Scheme was measured in terms of the amount of money raised and invested and the reduction in CO2 – but also in terms of the tangible impact on the lives of vulnerable people - for example through universal provision of current accounts, including to those with poor or impaired credit history, and offering low minimum loan amounts to help people avoid exploitative credit; the scheme empowered everyone to participate more fully in modern economic and social life, improving quality of life.

An unexpected outcome was that Bath and North East Somerset's external reputation rocketed as a fair place to do business. The Council became the first local authority allowed to become a "B-Corp" and the area became particularly attractive to large corporates who chose to divest themselves of environmentally unsustainable investments and practices and to set up their new ethical business presence in the area.



6.1 RESULTS OF THE ONLINE STAKEHOLDER SURVEY

An on-line survey was designed using the SmartSurvey tool and open for responses between 12th November and 21st December 2020. It is important to note that, although the total number of responses may seem low, the target group was those stakeholders already engaged in the vision process - approximately 70 people – so response rate of 25% is very good. The stakeholder survey was also complementary to the open public engagement undertaken by B&NES Council. The majority of the responses received were of high quality with considered answers and detailed and positive contributions in the free text options.

PROFILE OF RESPONDENTS

The section of the survey asking respondents a few questions about themselves was completed by 15 of the 18 respondents. The majority of the respondents (11) live in the city of Bath with 2 respondents living in North East Somerset and 1 in Gloucestershire. Most (12) have been living in B&NES for more than 10 years. A good range of sectors was represented (with some respondents saying they work in more than one sector) as follows: 8 in private sector, 4 in not-for-profit, voluntary or community sector, 3 in public sector, 3 retired and 1 academic. Nearly half of the respondents (7) said they had worked, either formally or informally, on previous B&NES visions.

SUMMARY OF RESPONSES

The following section provides a summary of the

survey responses. The relatively small sample size means it is not appropriate to report percentages or to draw generalised conclusions; most of the responses given were detailed and unique and offer a rich picture of each respondent’s views and ideas on the future of B&NES. There are three themes that can be drawn from the survey and are discussed below: Level of ambition for the vision stories, Headlines for an overarching vision and key words for the renewal vision.

LEVEL OF AMBITION FOR THE VISION STORIES

A set of questions was asked about each of the four vision renewal stories in turn. The first of these questions was “How do you feel about the level of ambition in this story?”. The results of these questions are summarised in Table 1 below. Overall, the stories were well-received by the respondents with the majority of them feeling the level of ambition is “just right” or wanting to see more ambitious and radical proposals. Respondents’ feelings were most divided about levels of ambition for the Sustainable Region Testbed with 4 respondents feeling the story is too ambitious, 4 wanting to see more ambition and 5 feeling it is just right. The Heritage City of the Future story also divided opinion with 4 feeling it is too ambitious but 7 wanting to see more ambition and only 3 feeling it is just right. The story that gained most consensus was the 15-minute neighbourhood with no respondents feeling it is too ambitious, 8 respondents feeling it is just right and 3 feeling it is reasonably ambitious but could go further.

	HERITAGE CITY OF THE FUTURE STORY	SUSTAINABLE REGION TESTBED	15 MINUTE NEIGHBOURHOODS	FAIRER FUTURE FINANCE STORY
Far too ambitious – not plausible	(0)	(3)	(0)	(0)
A bit too ambitious – needs toning down	(4)	(1)	(1)	(3)
Just right – a good balance between ambitious and achievable	(3)	(5)	(8)	(6)
Reasonably ambitious – could go further	(3)	(2)	(3)	(3)
Not ambitious enough – should be much more radical	(4)	(2)	(3)	(1)

TABLE 1: HOW RESPONDENTS FELT ABOUT LEVEL OF AMBITION IN THE STORIES

Some common themes (raised by two or more respondents) were identified in the free text comments on ambition as follows:

HERITAGE CITY OF THE FUTURE:

- Concerns that digital experiences for tourists should not replace physical ones;
- A desire to see a new model of sustainable reduced tourism with different types of tourist and length of stay leading to reduced carbon footprint.

SUSTAINABLE REGION TESTBED:

- too much focus on technical solutions
- not enough reference to sustainability and the natural environment climate change;
- need to think about skills pool and links to rural NES.

15-MINUTE NEIGHBOURHOOD:

- already exist, achievable quickly
- no working model yet – need to test feasibility
- need to focus benefits to all local people, not just those in work
- location – good links to blue/green and rural

FAIRER FUTURE FINANCE:

- Good to see ambition to tackle inequality;
- too thin/vague on what it will look like in practice
- should build on this type of community financing that has been tried elsewhere;
- invest in natural environment/nature-based solutions

HEADLINES FOR OVERARCHING VISION

The respondents were asked to offer (in free text) ideas for any other themes that should be contained in the overarching vision. A total of 12 people responded with the following ideas and criticisms:

IDEAS FOR THEMES:

- The links between human and planetary wellbeing
- Transition from a low wage/low skill tourism/retail economy to a high wage/high skill tech economy
- Creating the infrastructure for quality of life
- Emergency in nature and climate change
- Living and thriving natural environment that is sustained and sustaining
- Natural environment and nature-based solutions
- The role of farming

This set of ideas led to the conclusion that the natural environment and farming needed a separate strand of work. To respond to this emerging theme a new group of stakeholders was identified and brought together for a one-hour workshop to explore the vision in relation to the. Natural environment and landscape. Details of this workshop are written up in Section 7.1.

CRITICISMS:

- We need an action plan on conventional themes
- - The most audacious vision story would be this: “In 2020, a new vision was set. Unlike with

many previous attempts, by 2024 it was actually happening and hadn’t been watered down or buried. By 2026 the city had already achieved it’s goals and set new even more ambitious ones”

- Need to consider external factors which could impact on the ability to deliver a vision. For example, we have little or no control over planning in the town, we have little or no control over GP surgeries and how they are run and the social care sector is mostly privatised. How do we bring those groups in to help us...?

KEY WORDS FOR THE VISION

A total of 42 words or phrases were offered by the respondents to be included in the overall Renewal Vision, the most commonly repeated words being “green” (4), “sustainable” (3), “inclusive” (3) and “equality/equitable” (3), “nature” (2) and “innovative/innovation” (2).

7.1 FEEDBACK FROM THE STAKEHOLDER WORKSHOPS

7.2 HERITAGE CITY OF THE FUTURE

The themed on-line workshops provided an in-depth opportunity for participation. The pandemic meant that most of the engagement work was undertaken on a one to one basis. The workshops provided a format where participants could listen to each other's views, challenge or support what they heard, in order to build a shared narrative. The workshops were recorded and detailed notes were produced. The following analysis highlights areas of agreement and debate in relation to each Vision Story, using participants own words to illustrate key points.

GREENING TOURISM

The pandemic has heightened understanding of over reliance on Tourism, Hospitality and Retail but this is not a new risk.

"We've been advising the Council since 2001, after 9/11, that it couldn't be dependent on tourism... maybe the pandemic is going to get people to rethink" (Stephen B)

The wider risks of mass tourism include, wear and tear on infrastructure; a relatively low skilled jobs market (when many feel B&NES should aspire to higher value opportunities) and the friction created with local residents.

Reaction to the virtualisation of the 2020 Bath Christmas Market epitomises the tensions between visitors, businesses and residents. It also highlights important questions about whom the Renewal Vision is for.

"This year, we've not been able to run the Christmas markets. For many people that's been great but it has a big impact on the hotel, leisure and tourism industry, so how do we get the balance right? Now is the time to ask what is it we want for this place that everyone treasures and how does tourism enhance it?" (Colin)

"We need to be clear about who the Vision is

for – people who visit, people who live here, or people who work here – if we are to bring people together" (Harry)

"One of the tensions is whose narrative is this? How does tourism fit with quality of life for local people?" (John)

For some, it is non-negotiable that local people should be the Vision's primary focus; its purpose being to tackle long standing inequalities and promote quality of life for all.

"I'm finding it hard to disentangle economy and inclusion – the two go hand in hand" (Adam)

"Residents should be saying how wonderful it is to live here.... Not just congestion, smog, people on the streets begging for food" (Harry)

"For me it's a tripartite system, economy, environment, equality... Twerton on a scale of 1 to 10 with 1 being the most deprived sits at 2 and Norton Radstock is 3... we need to ensure that whether it's heritage or the environment, it all pulls together and results in a more equal system as much as we possibly can..." (Laurel)

The feeling is that B&NES needs to move away from mass tourism to a greener, lighter and fairer model. People will continue to visit the area – "they always have" – but a focus on quality of experience might encourage fewer visitors to make longer stays.

Technology, data and digital communication can help underpin this shift packaging-up experiences across Bath and North East Somerset, which are together seen as an "irresistible combination".

"If we focus on the quality of tourism and say that what we want is not just people to come down on the coach for a day and spend 3 hours doing the obvious things but for people to go out into North East Somerset, visiting the Radstock mining museum etc then we can train people to deliver this using the technologies and communications that are now available to us. This is all part of a vision and then reset" (Colin)

At a more detailed level, further analysis is needed to provide assurance that fewer, longer stays will result in lower carbon emissions. As one participant observed, "the elephant in the room is that however many visitors there are, they'll still need to get in and out and they'll do it by car". A starting point might be to agree how many visitors B&NES believes it can reasonably and sustainably support and then build plans based on this.

"Is it time to look again at what is a sustainable number of tourists for Bath and to make sure this is reflected in the city plan?" (Harry)

Other possible solutions included a focus on different types of tourism – health, learning, business and local food. This would shift the focus away from tourism

primarily based on consumption towards the city as a place of imagination, education and wellbeing with a “living heritage”.

“Putting health, education and imagination at the heart of our story offers an opportunity for co-creation with the region” (Steve F)

There is a real power in linking the people who visit our city with a sense of where things are produced locally. That could be a real winner” (John)

In this context, the United Nations’ Sustainable Development Goals (SDGs) were also seen to offer a helpful framework for developing B&NES as a sustainable community.

“When you look at the UN Sustainable Development Goals, SDG11 is about sustainable cities and communities... in Bath we have some real opportunities to re-engineer the city in a very purposeful way” (Geoff)

DIGITAL ECONOMY AND TRANSFORMATION

The strongest reaction to the Heritage City of the Future narrative arose from the impact that “digital” might have on the future of tourism. Several participants felt that the story placed too much emphasis on replacing physical with the digital experiences. This type of shift would bring “an existential threat” to the viability of

Bath’s existing (pre-COVID) tourist offer.

“No matter how brilliant the technology becomes you can’t replace the experience of being physically present in Bath... we still need the visitor volume coming in somehow” (Vicki)

“I’m less worried about the pandemic, it’s a blip and we’ll get over it at some point... digital can’t be a replacement... we need real people to come, spending real money” (Nick)

There was also a fear that experiencing the city digitally rather than physically would be a second rate, “ersatz” experience, leading to less emotional connection and a reduction in Bath’s significance to the world.

“I would hate to think that digital was seen as being comparable with the physical and emotional connection offered by the visitor experience” (Caroline)

The doubts about digital were not unanimously shared. It was also welcomed as a challenge to the stereotype of B&NES and some felt the fear of digital was overstated. An enhanced digital presence could bring new opportunities to build global connections and help sustain relationships - before, during and after visitors physically encounter the place.

“The city is seen as being traditional so looking ahead [at technology] is really important” (Laurel)

“An understanding of the savvy traveller and how technology can play a role in the future is absolutely vital” (Adam)

“We often knee-jerk against digital as a negative thing, a lesser experience but I don’t think that’s always the case. People who take digital experiences often drive multiple times the impact and we should embrace it. Rather than reducing the number of people who come to Bath, it will increase it... the real value add will be the human and interpersonal relationships that people create with retail and independents... technology will increasingly take care of the more routine things” (Richard)

Not everyone has the opportunity or the desire to visit B&NES in person. The prospect of building a “digital twin” of Bath’s Fairfield House, the home of Emperor Haile Selassie in exile, was cited as one example of how digital can increase accessibility in a global context, building new spiritual and emotional connections that would not otherwise be available.

Shifting the tourism model has significant repercussions for the current and future workforce. As a consequence of the pandemic but also BREXIT, skills, including digital skills and retraining for at-risk employees in Tourism and Retail, were seen as crucial to the future economy. They were also recognised as extremely challenging to deliver. The iStart project is paving the way but the scale and complexity of the interventions that are needed remains daunting.

“You can’t train everyone who works in tourism to be digitally savvy – who’s going to serve your coffee?” (Harry)

“If we decide what sort of tourism we want then we can train people to deliver that... because of what’s happening not only with the pandemic but also with BREXIT a lot of the European workers who’ve been involved in tourism and the leisure sectors won’t be involved in the same way so that’s an opportunity to bring more people into it” (Colin)

“I’m not sure yet that I can see the pathway from a fairly low skilled tourism economy to a higher skilled, higher value model of tourism. There’s a significant intervention that will be required to support people through this transition” (John)

A focus on the intersection between science and the arts was also seen to offer a particular opportunity. This reconnects with Bath’s history of creativity and invention and forges a new, valuable skill set and philosophy to drive future learning, skills, innovation and economy. In the context of tourism, it could help create new “hybrid” experiences that effectively blend the physical with the digital.

LEADERSHIP AND APPROACH

Failure to put previous Visions into practice was acknowledged. There was hope, rather than certainty, that a new, open, shared and facilitative leadership approach would yield tangible results this time.

LEADERSHIP AND APPROACH

Failure to put previous Visions into practice was acknowledged. There was hope, rather than certainty, that a new, open, shared and facilitative leadership approach would yield tangible results this time. "Who and how is change going to be led?" (Steve F)

"You know what Bath is like – it's all little segments and we need to pull those together to work for the common health and wealth of the city" (Harry)

A shared leadership approach will be essential as neither the Council, its partners, nor the market will be able to support the level of change that is needed by acting alone.

"The council has been very entrepreneurial and thinks like a corporation rather than a partnership... cooperation and integration are key and there will be a need for someone to lead and to bring us all together, maybe it should be the university rather than the council" (Chris S)

"The market has been hammered by the pandemic, it is not going to deliver this change in isolation - we need some clear social, economic and environmental indicators to give long term confidence" (Caroline)

It is also a time for leaders to be brave, for example, by thinking differently about how systems, such as Planning, can encourage innovation. COVID-19 has

brought a specific and timely opportunity to recreate the urban centre as a thriving community that is open to all, rather than just serving tourists and shoppers. This might include new residential spaces and efforts to democratise heritage by devolving ownership and creating shared benefits.

"We don't value innovation and creativity in urban design as much as we should... I struggle to see what the 20th Century has delivered to Bath... there is precious little in terms of innovation. It's down to the planning framework that we are working in, which needs challenging" (Consultee)

Finally, we are reminded of the brave decisions of the past, on which current strengths are based. The decisions and actions that leaders take now should create a city and region that future generations feel proud to inherit.

"Heritage was the future once" (Caroline)

"What we do today will be tomorrow's heritage, so we need to ask what does Bath want to be famous for in the next 10, 20, 50 years?" (Adam)

"We could be the first heritage-defined city that really squares the circle of heritage verses creativity" (Chris S)

7.3 SUSTAINABLE REGION TESTBED

SHARED AMBITION

The Sustainable Region Testbed stimulated a lively debate about the level of ambition that B&NES should aspire to. Some felt that local leaders have a track record of making brave decisions and needs to promote this more vocally.

Others felt B&NES is not ambitious enough and needs to reposition itself at the forefront of new developments – actively shaping innovation such as UNESCO's work on renewable energy, rather than simply rolling out solutions that others have de-risked, sometimes many years before.

"The city has been really brave and it's made some massive steps in terms of regeneration over the last 15 to 20 years but it feels like we need to keep it up... Bristol as a city talks itself up and Bath talks itself down but when you look at the ingredients and attributes that the city has, it makes it the perfect place for sustainable regeneration" (Claire)

"When I read the story I was disappointed with it because I felt we were being under ambitious – ideas like Ai sensors for buildings, internet of Things were being suggested as 2030 projects when they are pretty much in any smart building renovation and have been for the last decade. I hope we can be a lot more ambitious" (David K)

"If through this [vision] process we can get a step change in the way that we think about ourselves that would really unleash something" (Jane W)

Differences of opinion about what being ambition means for B&NES were common. Seeing "the first 20+ story building in the city" was ambitious but not unanimously supported and it would, as one participant pointed out, require changes to planning policy. Reshaping the NES landscape to accommodate wind turbines and ground level solar pv is deemed necessary to meet goals for local, sustainable energy production but this will challenge perceptions of what is aesthetically desirable and/or socially acceptable. Whatever the solution, a challenge is to place "growth" at the heart of a city that is "held in a corset" by its geography and heritage and a region that needs to tackle long standing economic divides.

"Growth can't be seen as a dirty word... You need an engine in order to be able to reinvest in the heritage asset... [it] has got to be front and centre of any future vision and how we use growth to deliver the inclusivity that we want to see as a society" (Simon)

"Success will be being able to stand in the centre of Bath and seeing the tip of a wind turbine up in Lansdown, part of all renewable energy park, which has solar panels wind turbines and is improving biodiversity" (Jane W)

A TESTBED TO ADDRESS LOCAL- GLOBAL CHALLENGES

There is seen to be scope for B&NES to build on existing West of England regional strengths, creating a Testbed approach that identifies distinct local challenges as an opportunity for economic, environmental and social innovation with wider, global relevance.

"I do agree that we can be a lot more ambitious and indeed, Bristol now has 2 Testbeds – Umbrella and Bristol is Open so Bath is very well placed to have its own.... It can't be solely Bath-centric but these Testbeds work well if they have a usp and Bath has that in so many ways.... The opportunity is not how close you can get a Georgian house to net zero per pound investment but just how negative can you go..." (Ian)

Housing and property were seen to offer an important portfolio of opportunities – from the cost effective retrofit of Georgian buildings to make them energy/carbon positive, to hydrogen-powered heating as a new form of "town gas", to creatively utilising the thousands of chambers and vaults that lie beneath the city, to new models of housing development, fabrication and construction.

It was also suggested that the local housing market requires innovation as it "cannot satisfy all of the demands placed on it by residents, workers, students and visitors".

There was also a plea not to solely focus on listed and historic buildings at the expense of the region's wider housing stock, "the 5% skewing the needs of the 95%".

The 15 Minute Neighbourhood was seen to be highly relevant in the context of a housing-based Testbed, bringing an opportunity to rebalance Bath's urban centre by re-introducing a mixed residential community, as well as working across the wider B&NES area to develop models of mixed housing development to stimulate intergenerational and multi-cultural communities.

"There is a real scope to put the heart back into our centre by converting all the empty spaces that are just used as storage zones, which aren't needed due to just in time delivery... if we brought all that back into use, there would be an amazing opportunity for multi generational living right in the heart of the city... You can easily create a 15 minute city in Bath, you are pushing at an open door" (Claire)

"We are all students at some point, we all get older... multicultural, multi generational aspects of housing and community development are something we should get better at considering – it's something that the planning system currently avoids" (Simon)

Innovation in transport, beyond walking and cycling, was also seen as a key opportunity for a Testbed. It was noted that the majority of jobs in B&NES would continue to require a significant degree of mobility after the pandemic and could not be fulfilled by people working from home. Connectivity across B&NES (particularly in NES) was seen as inextricably linked to enabling sustainable and inclusive growth. In Bath itself, there was frustration at the lack of progress in rolling out electric vehicle charging infrastructure.

"[we need] Carbon free public transport – electric trams, hydrogen buses next to the University of

Bath's auto engineering facility at Emerson's Green" (Robin)

"We have 100,000 people and of those 67% are jobs that need transport as part of their very being – not people who can work from home" (Simon)

"Get on with it - vehicle charging points, do you realise there's not a single electric vehicle charging point in any Georgian street in Bath!" (Robin)

BIG PICTURE – SMALL STEPS

The Sustainable Testbed approach was seen to hold strategic potential, beyond individual technologies. It represents an opportunity to look again at the big picture for B&NES – to challenge and educate people about the infrastructure needed to underpin net Zero Carbon by 2030 and to forge closer links between education, industry, research and commerce, developing a pipeline of future skilled employees and future jobs. The focus on students as "an effective part of the B&NES community" was also welcomed.

"All of this is about creating a Sustainable Education Ecosystem... with pathways all the way from school so that businesses are mutual collaborators, whether it's for business or innovation, or for skills and curriculum, the businesses have a much stronger say than they do at the moment.... It's really important for the city that we dissolve those boundaries" (Andy S)
"we need to apply innovation to obvious things – transport, energy retrofit... but we also need to look at the whole area... food production, carbon sequestration, 116 football pitches worth of solar, increased flood risks... We have done

carbon footprinting work and we know where the carbon emissions are coming from, we need to retrofit 65,000 homes and build 300 megawatts of renewable energy and make all new housing net zero - these are green growth opportunities which could be the focus of the sustainable education ecosystem" (Jane W)

The Sustainable Testbed (and the Renewal Vision generally) are not starting afresh from a "neutral place" and it was noted that there is a lot of strong partnership working and collaboration to build upon. The i-Start programme, The Studio at Palace Yard Mews and Carpenter House were cited as good examples of this. There was, however, thought to be real potential to extend engagement to children and young people, as agents of change for the sustainable future.

Finally, there was consensus that the Renewal Vision needed to move quickly beyond warm words towards actions, starting small and building momentum iteratively. In part, this might include clearer guidance about the changes that individuals can make to their own lifestyles, routines and habits to reduce carbon emissions, individually and collectively within communities. "Get traction on tiny ideas, make progress that way" (Claire)

"Let's take lots and lots of small steps build positive momentum. The measure of success is when we are all really surprised about how far we got" (David K).

7.4 15-MINUTE NEIGHBORHOODS

BUILDING LOCAL CENTRES

The concept of 15-minute neighbourhoods was widely supported by workshop participants and survey respondents alike and was seen to be the most achievable of all the narratives; 66% of survey respondents (8 people) felt the level of ambition was “just right” with one commenting it could be “achievable quickly”.

The aspect of the story that resonated most strongly with participants was the plan to develop local community hubs. The pandemic has highlighted the crucial role of local facilities in supporting businesses, delivering local services and providing a focal point to underpin community resilience and wellbeing:

“I really like the idea of the hubs...with the pandemic over the last 8-9 months we have seen the massive impact on businesses large and small, and on health and wellbeing...so to provide a facility where people can work together and interact and socialise with others even if it's not on a direct work basis is really, really positive” (Brian)

“From my side it's all about creating strong, sustainable communities with social cohesion and social responsibility. The local hubs are an excellent idea for that sense of wellbeing...and that sense of community and opportunity to discuss local issues” (Consultee)

These hubs will not necessarily need to be

established from scratch, many advocated for building on what already exists across B&NES: “The district already has a really good range of district centres, village centres, town centres...and they are a good nucleus or basis for potential hubs because there is a range of facilities already there” (Simon dB)

There was consensus that in the future there should be more jobs created at a local level and that this in turn would enable people to travel shorter distances and to shop - or even volunteer - locally: “If people are employed in these places, they will start to want to have more local services and local businesses to do their shopping at” (Jane S)

“...if I was working in a shared hub I would be around using the shops...I could even be volunteering locally over a lunch hour.” (Micaela)

There is an urgent need for more affordable, inclusive and sustainable housing in the city centre as well as in the smaller towns of North East Somerset. It was felt the 15-minute neighbourhood model will only succeed in delivering Zero Carbon, equitable and prosperous places if more housing is developed both in the urban centres and on the peripheries if they are well-connected with sustainable transport services: *“We need more housing around the periphery of the city...We have to have a very clear, long term vision of what makes an inclusive sustainable place to live...and hold our nerve at the moment...it's about good quality housing, good quality open*

spaces, a good mix of tenure and a good mix of people, being well connected not only by transport but by internet, access to jobs and culture” (Victor)

There will need to be a re-distribution of public realm, through revised planning policies and bold actions, to create pleasant “green and blue infrastructure” corridors for walking, cycling and access to nature and green spaces. This will make it easier for people to choose not to drive for local trips:

“...by producing neighbourhoods where people can move differently, they will start to move differently” (Chris M)

There was also acknowledgement that people will still need to travel for work, and this will need the introduction of low carbon transport solutions:

“...it's not all going to be about working from home, we will still need jobs for people to access” (Andy T)

“We're going to have to work on the transport system...making it easier for people to get out of cars but still commute - because we will still have commuting...we will have to make way for public transport and for walking and cycling” (Van)

The city of Bath was expected to continue to be the economic focal point for the district with its unique, world class cultural offering but with perhaps less emphasis on retail:

“...you will come to the city centre, wherever you live, for cultural activity that you can't get in your neighbourhood” (Kate)

“People in future will go to city centres not because they want to buy some stuff but because they want to do something. They want to be entertained, they want to meet people, maybe they want to riot! ...they want to have an experience of some kind” (Stephen T)

EMPOWERING LOCAL PEOPLE

There was agreement that 15-minute neighbourhoods will be reliant on high quality jobs, and associated improved skills, perhaps in the “green economy” around housing retrofit, renewable energy, sustainable transport and food production:

“Central to this idea of the 15-minute neighbourhood is looking to where the jobs are...” (Van)

“A 15-minute access to a highly skilled job would be a really top starting point!” (Andy T)

Not everyone agreed on where these jobs could or should be, with some feeling that the city of Bath will have to remain as the economic engine for the district whilst others felt there that there should be an ambition to create more distributed and decent local job opportunities for the most deprived areas:

“There are young people in our rural areas

who struggle to get into Bath College to get their skills training...If we were able to deliver [skills development] through local hubs that would enable some of our really deprived rural communities...to be getting jobs in the new local energy system, the new sustainable transport system, the new food system.” (Jane W)

The idea of physical local hubs was widely supported but many called for a model which will build on what is already there and give communities more control over their resources. This will need to be done by working with key players at the neighbourhood level: “You need a focal point in each community...build on what they have got... it has to be organic.” [Stephen T]

“It’s really important that, in developing this concept, one works with the hubs that already exist that could be expanded or networked... it’s not all going to be delivered through one building; therefore the connection with who are already the key players in neighbourhoods is going to be critical at the early stages.” (Jane S)

There was strong recognition that B&NES needs to do more to tackle inequalities in local communities and that resources would need to be explicitly targeted at more disadvantaged neighbourhoods and groups:

“If this is going to be rolled out as a strategy there will have to be some planning about where you might like to trial some of these

ideas, and you’ve got a choice...to put resources into areas that are less likely to be able to do it by themselves” (Jane S)

“The whole issue around equalities is a massive issue in our [social housing] sector, we are over-represented by the black community...as we talk about how we address inequalities in society, housing has to play a really important part in it. There’s an opportunity to work with local authorities in thinking about how investment decisions for housing can be used as a tool to support those groups” (Victor)

DEVELOPING AN ENABLING FRAMEWORK

In both workshops people felt that the 15-minute neighbourhood, rather than being a project in itself, is a strategic tool for moving towards a resilient, sustainable and prosperous future:

“A can opener for getting things done, for setting policy frameworks” (Andy T).

The idea of using wellbeing as an overarching framework for the Vision was put forward a number of times:

“Healthier, prosperous resilient communities, that’s wellbeing. Wellbeing as a framework has a lot of advantages; it’s well-established, there is a whole healthy cities discussion” (Shay P)

“...the vision needs to have aspiration for all the things that matter to people starting with economic wellbeing, social wellbeing, a place that’s safe, so we do need to address the climate emergency.” (Van).

And one survey respondent suggested that a headline theme for the overarching Vision should be:

“The links between planetary wellbeing and human wellbeing.”

The challenge of uniting the city of Bath with its surrounding district of North East Somerset in a strategic way was raised by many participants and, while some thought this was “impossible”, others were more optimistic and focused on the need to work together:

“...a vision has to be as much about how we work together as a shopping list of things we want to achieve...I think we do need difficult conversations... the 15-minute “city” is a really useful conversation there...Do we mean the city? Or do we mean Bath and North East Somerset?...I think more and more [B&NES], it’s a community construct... (Andy T).

There were calls for B&NES council to work more strategically beyond their boundaries in recognition that people naturally live, work and access essential services across political constructs. The idea of a “bio-region” may be more appropriate for framing a carbon neutral, sustainable future.

Finally, the future role of the Council was seen by most people as moving away from doing or controlling towards convening and supporting in partnership with others:

“[in the future vision]...the council is enabling... it provides support and ideas, encouragement... but the community must feel always that the council is there to help us do what we want to do, not to tell us what we need to do.” (Stephen T)

The Renewal Vision will help the council to redefine its role and identify key partners to work with. A good starting point for the 15-minute neighbourhoods component of the Vision will be to review data on how people currently live and move in B&NES:

“I’d like to know; how many people are within a 15-minute walk or bus ride of a series of facilities at the moment? We might as well build on our strengths...” (Andy T)

7.5 FINANCING FAIRER FUTURES

CO-OWNERSHIP

The workshop participants welcomed the idea of a fairer system of finance in B&NES to address - those sometime invisible - inequalities and to bring excluded people into the conversation to talk about in jargon-free language what finance is for and where it should be targeted:

"I think BNES is one of the most unequal communities in the country without doubt and I find that embarrassing. It's very easy for the problems with social exclusion and levels of poverty to be invisible to a large extent and I think there's a need for a greater level of engagement with all our communities." (David H)

"It has to be an inclusive conversation...somehow you've got to reach people who don't have time, or perhaps don't even consider that these sorts of matters are important to them...finance is at times a particularly arcane trade and we use an awful lot of jargon that excludes people from understanding what it is. What is finance for? Ultimately, it's a fuel for achieving other things." (Jari)

"In terms of participatory investment, we need to be aware of other stakeholders who may not be able to afford to invest...so they're not left out of all those decisions on where all that financing may go and where it is targeted." (Gary)

The importance of transparent and accessible dialogue was a recurring theme. One participant explained that, in order to take

people with you, you first need to understand what communities' needs are. Another then described the importance of being able to tell a clear story about where the money is coming from, what it is for and who will benefit:

"[before investing] we try and ascertain what's important to people on the ground...we ask ourselves, are we answering the needs of people as they have expressed them to us?" (Jari)

"We need to rebuild a lot of infrastructure within B&NES, and where's the money going to come from?...is it being generated locally, is it being generated outside the area? From what source, and where does the finance flow after investment? So that we can build a clear picture of who's benefitting...whether that's housing, energy infrastructure...then we can then begin to tell the story about how much of the income that's generated from that investment is retained locally" (Pete C)

One participant described how a fairer finance system would build a sense of shared ownership for the place-based solutions:

"The way in which we finance changes in our place in the future is linked to the ownership then that people have for the outcomes, feeling that it is about their place" (David T)

CO-INVESTMENT

There was consensus amongst participants that future investment and financing mechanisms for B&NES should be purposeful, cooperative and deliver non-monetary benefits to the local population as well as helping to close the local authority funding gap:

"It's an innovative way of closing the local authority funding gap with social purpose at its heart" (David H)

"There is huge added value in cooperation...cooperatives do produce financial resilience and they produce financial equality. I think they also produce non-financial values of purpose, participation and authenticity and these things are not to be overlooked." (William)

"I really like the focus on both people and planet" (Jules)

"I like the reference to a Municipal Bond, something that is very focused on the area" (Jari)

"I like the emphasis that we will be measuring our success around those broader measures rather than just our financial return" (David T)

People felt that in the future the role of the authority would be to provide seed corn funding, then underwrite future investments and facilitate cooperation with a wide base of (small and large) private sector investors and divest power to community associations and citizens:

"The local authority has a strong role to play in forming an initial tranche of investment or in a form of guarantee on the investments that are made" (Jari)

"I would encourage the council to be ambitious...really thinking about what a new form of economy might look like, one in which power and control shifts away from capital and the state towards citizens and community association" (Jules)

The point was also made that making a profit should not be regarded as a negative if it is incentivising investment for the region:

"...it's important not to exclude the possibility that some of the things that we might be looking to raise very innovative funding for – so whether it be crowd funding, community share offers etc – it's perfectly respectable for those organisations that become funded to make a profit. That itself helps incentivise people to invest and provides yet more resource for the region..." (David H)

CO-BENEFITS

As in other themed vision-discussions, there was a reminder that the story for fairer financing needs to be applicable to the whole of B&NES and not just the affluent city of Bath:

"This is a vision for the whole of the area so that does include North East Somerset as well, there's

7.6 LANDSCAPE AND NATURE

always a tendency to focus in on Bath...” (Gary A)

There was a strong feeling that a vision for fairer financing could help to focus investments on achieving local impacts for B&NES to help tackle inequalities, address climate change and build a communal sense of being part of a system - and a place - where everyone plays their part and shares in the rewards:

“In terms of indicators...the attainment gap is one of the critical factors we should consider... There’s a whole underclass of people who get left behind in this region; that means lost talent, lost expertise potentially that could also be working towards tackling the climate agenda” (David H)

One participant shared their vision for:

“Creating trust and transparency in our financial systems and offering opportunities for building greater local ownership of the problems and solutions in order to take people with us on a journey to a Zero Carbon and fairer Bath.” (Pete C).

And another summed up the concept of fairer future finance by suggesting we would do well to:

“Cooperate and communicate with all, invest affordably and choose our investment friends well.” (Jari)

NATURE IS PART OF OUR PUBLIC REALM AND DELIVERS MULTIPLE BENEFITS

The participants agreed that landscape and the natural environment are vital resources to the city and the district and should be valued, protected, planned for and managed as part of the public realm, not separate from it, to deliver a better quality of life:

“...what I would like to see going forward is that nature and the natural environment are seen as... a valued resource that generates healthy food and is actively reducing flood risk, it’s helping to clean our water and it’s supporting pollinators, it’s providing healthy spaces for recreation and mental health issues, it’s the resource that we all recognise as having a role to play and all these issues are about generating a good public realm” (Karen R)

“...what is the landscape and the environment really about? Recently I’ve been involved in a few discussions about quality of life with the National Infrastructure Commission, which had a seminar on the quality of life delivered by infrastructure. Two really interesting things that were absolutely covered throughout all of that discussion was green and blue infrastructure and the fact that that is the fundamental web of keeping us alive...and completely aligned to that was the public realm.” (Andrew G).

“I think traditionally the focus of a lot of our parks was value for money and as a result many are quite sterile and boring landscapes really,

but I think more and more we’ve started to recognise the benefits open spaces provide: health benefits, benefits to the economy, the ecosystem services, the biodiversity benefits.” (Paul P)

The issue of food was a recurring theme and there was agreement that more food should be produced and sold locally to shorten supply chains and reduce greenhouse gases:

“ ...we need to shorten our food supply chains (COVID has shown that up, Brexit will show that even further), we need to be becoming much more self-sufficient with food production in this country, and we need to be seeing much more local food that’s accessible for local people...” (Jane W)

“...the food system represents such a big chunk of all global greenhouse gases - I think we’re talking about between 1/4 and a 1/3 of all global greenhouse gases - that’s got to be a big part of any green strategy, and obviously if a region is buying food locally and wants to become a net zero region then that transparency of supply chains and knowledge of the kind of things Joshua was just talking about, as he said “there are ways which farming can be done that improves both biodiversity and actually can contribute to a net cooling of the earth.” (Rich O).

Some land uses in the natural environment may be controversial and will need further dialogue to resolve, for example the installation of much-needed renewal energy infrastructure and even the planting of trees:

“...if we’re going to deliver 28 wind turbines, we can’t avoid all of those places that are visible from the city centre, then that’s clearly a challenge around the World Heritage site setting...” (Jane W)

“At the start of this year, our Director General announced ambitions to plant 20,000,000 trees by 2030 on National Trust land...[we are] wanting to work very much with partners such as the West of England Partnership to look at where are the most appropriate places for tree planting so that you don’t destroy other habitats by planting trees...” (Tom B).

WE NEED TO BUILD PARTNERSHIPS THAT VALUE THE NATURAL ENVIRONMENT

Most of the participants, and in particular Council officers, talked about the importance of working with partners that value the natural environment and landscape in order to realise the wider benefits:

“...one of the things that we, the council need in particular, need to do more of is working in partnership...” (Paul P)

“...through developing partnerships, we can facilitate that sort of landscape management, landscape change, that has wider benefits...” (Mark M)

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"The river corridors and the water space programme, which we developed with The Canal and River Trust, The Environment Agency, and Wessex Water, has produced a study that looked at that corridor through different lenses...to look at those assets and how we can use them and move them from a movement corridor to something that promotes health and wellbeing." (Mark M)

The help that farmers need to encourage them to change their practices to protect wildlife and reduce emissions was raised by our farming representative:

"I'm very keen to get farmers to reduce their emissions and their impact on the wildlife they farm, because there's just small changes the agricultural

community can make, but they often need government and local support to realise how easy and effective those changes can be." (Joshua G)

There was also acknowledgement that there needs to be more dialogue between farmers and other professionals working on the future of BNES and in particular the Green Infrastructure Strategy:

"...given the agricultural bill and the environment bill, it [Green Infrastructure Strategy] needs to really focus on local food production in bringing the agricultural sector into that conversation." (Mark M)

We need to reconnect people to nature
The importance of making the connection between people and nature was noted by many participants with particular emphasis on the role that food and open spaces can play:

"...food is one of the most fundamental ways we can kind of relate to our natural environment, because we have to engage with food every day." (Rich O)

"...[would want] local councils to really push sustainable food so that the consumer is driving the change; to get consumers to think about where their food is coming from and how it's being farmed...help drive consumer demand in the right direction for education especially of the younger generation, the impact of buying

local and not exporting your carbon footprint to other countries to produce the food (Joshua G)

"...we'd like to see our parks, green spaces, allotments, all the rest of it, working harder, working more creatively; we'd like to see more wildlife in them, we'd like to see more community involvement in them, and community involved in helping to manage them, and helping shape their future." (Paul P)

A number of people made the interesting connection between the future of tourism and the role of nature and landscape (urban and rural) in attracting, and retaining for longer stays, visitors to the district:

"The landscape has always been part of that, so I think it has a key part to play in our sustainable tourism offer, encouraging people to stay for longer and see more, but fewer numbers in total probably" (Tom B)

"...if you have a meal in one of the beautiful catering or restaurant establishments in Bath, you know where those ingredients come from within the region and you're inspired by some aspects of production; be that carbon footprint, be that biodiversity impact, or some other qualitative element, you may want to go and visit that location and it could lead to a stay extension." (Rich O)

"...you could imagine the complete transformation of something like Great Pulteney street, which is a huge

area of pavement dedicated to vehicles which is not needed for the number of cars that go down there, couldn't we create the most amazing rain garden right down through the heart of that?" (Andrew G)

The concluding part of the workshop asked people to think about what success might look like and to suggest any metrics that could help to benchmark progress:

"...a simple metric in our open spaces and landscapes would be more spaces for nature and more spaces for people to experience nature, to enjoy and benefit from it". (Paul P)

"...something about being able to, in your day to day life, hearing and seeing signs of wildlife." (Karen R)

"...increase in acreage within BANES being moved over to food production, another measure could of course be the number of institutions or businesses procuring food from local farms directly." (Rich O)

"...it's about what do we want our landscape and the natural environment to do and have a very clear picture about what we want that to do. That comes down to metrics about areas and connectivity and I think the other parallel thing is, structuring an approach around quality of life and that's probably not just for humans but the quality of life for the natural world too. (Andrew G)

8.1 CITIZENS’ VIEWS

A public engagement exercise was designed and carried out by B&NES Council to complement the Renewal Vision work undertaken by City Global Futures (CGF). The public-facing exercise adapted the materials created by City Global Futures through the stakeholder process and was presented to residents using DELIB online engagement tool. The Council decided to pilot the use of the DELIB tool on this exercise with the aim of encouraging open, lively discussions to match the spirit of the CGF stakeholder engagement process. The aim of this exercise was to open up a discussion about the Renewal Vision to a wider audience.

The Council reframe the four Renewal Vision stories for a lay audience (including renaming the Sustainable Region Testbed story as “Business and Innovation”) and also drafted a brief narrative on Nature and Landscape to reflect the emerging issues around this topic. These were shared, together with the CGF audio narrations and talking head films, on the Council’s ‘A Bigger Say’ webpage. Once citizens registered for an account (requiring a username and email address), they could engage in three ways; 1) Add an Idea in any of the story sections, 2) add comments on ideas already posted by other users, 3) rate other users ideas on a scale of 1-5 The exercise opened on 9th December 2020 and was kept open for four weeks until to 8th January. During this period 74 people registered as users and there was a total of 198 typed interactions. The spread of responses across the stories is shown in Table 2. The story that attracted the most ideas and comments was the 15 Minute Neighbourhoods and the one with the least was the Heritage City of the Future.

VISION STORY	NO. OF IDEAS	NO. OF COMMENTS AGAINST THE TOTAL OF IDEAS POSTED
15 Minute Neighbourhood	25	53
Nature and Landscape	19	19
Business & Innovation (renamed Sustainable Region Testbed CGF story)	14	19
Fairer Financing	11	15
Heritage of the Future	9	14

TABLE 2: NUMBER OF CITIZEN ENGAGEMENT IDEAS AND COMMENTS FOR EACH STORY

Many of the citizens’ ideas and comments overlapped between the Vision Stories, for example in the Business and Innovation thread, there was a considerable amount of discussion about sustainable farming practices which are also relevant to the Nature and Landscape story. Users who commented on several themes made connections between concepts rather than responding in isolation to the content of one story.

The tool encouraged people to build on ideas and comments already posted by others leading to a degree of traction and consensus around some of the recurring themes. A summary of the thematic discussions is outlined below with some of the more exciting “embryonic ideas” that attracted a degree of consensus amongst the users.

15 MINUTE NEIGHBOURHOODS

The 15 Minute Neighbourhoods Vision story generated the most ideas and comments of all the stories. The discussion ranged from giving the Council encouragement and support for delivering existing strategies and asking the Council to play its leadership role by being bold in ongoing strategy development, to suggestions for more specific practical solutions.

The most commonly recurring themes related to this story were the differences and tensions between the needs of urban versus rural residents e.g. access to public transport and a high level of support for local community co-working hubs. The need to reduce car dependency was also discussed:

“If you really want to do away with cars as a mode of transport, build developments so there

are no cars (people will buy into this if they feel involved and not left out of the decision), no garages and fewer roads mean more green space and less infrastructure to have to maintain and pay for, make sure a tram or light rail system goes through every development and connects transport hubs, other settlements and enterprise zones.”

Some of the embryonic ideas for future consideration for 15-Minute Neighbourhoods were:

- Enforce 20mph limits;
- Build more car-free developments;
- Electric charging points, outside of city centre area and in rural villages;
- Secure on-street cycle storage for residential areas e.g. lockable cycle-hangers. Cost recouped through bike parking rental charge;
- Make it easy for public roads and parks to be used for public arts and education events;
- Allow pedestrians and cyclists access to Recycling Centre to dispose of small items;
- Establish self-financing, not-for-profit community enterprises to carry out home repair and retrofit;
- Inter-generational connections in local hubs e.g. elderly or disabled offering care to pre-school children;
- Every locality to have a repair cafe, promoting sharing of assets and electric cars;
- Package of incentives for a community shop in any area not served by one.

FAIRER FUTURE FINANCING

The ideas and comments on this story covered finance mechanisms as well as how funding and finance affect equity for residents and the local economy. The two key issues most frequently discussed were public transport and housing. The point was made that what is “fair” is not always easy to quantify:

“Funding decisions made on the basis of undefined or fuzzy ideas of “Value for Money” are inherently inefficient, because they are, effectively, guesswork. In terms of the issue of subsidising bus services to sustain otherwise uncommercial routes, they are demonstrably unfair to rural residents who, disproportionately, have relied on them and have fewer alternative options open to them...”

Acknowledgement was made of the Council’s challenging funding situation as well as its leadership role, such as through ethical investment and procurement. Several users responded to the financial mechanism described in the Vision story.

There was agreement that there is unlikely to be one mechanism that exploits the size of the investment available and takes advantage of all the opportunities. There was interest and appetite for in the future, there to be several different mechanisms operating alongside each other:

“No one size fits all. Creative, private and public sector working together. Funding from central govt is constrained and will especially be so as the economic impact of the pandemic take effect. The council and community need other ways of raising money apart from council tax.”

Some of the embryonic ideas for future consideration for Financing a Fairer Future were:

- Find new ways of designing and resourcing integrated rural transport schemes;
- Council to take control of land (e.g. to deliver affordable housing and accessible 15 minute neighbourhoods);
Greater vision in local planning and campaigning for local fundraising powers to resource and deliver projects to benefit local communities;
- Council’s investment advisers should factor in the true cost of fossil fuels;
- New range of financial mechanisms to deliver local community benefits to be explored with the council as a convenor.

BUSINESS AND INNOVATION

There was a trend in the responses to this story for the ideas and comments to overlap with the other stories,

particularly 15 Minute Neighbourhoods and Nature & Landscape. Climate, environment and food production was a particularly lively thread highlighting the need for support, and that these need to be viable businesses and not just ideological aspirations:

“As existing systems of land ownership and management are a major impediment to making our economy greener and more inclusive, this is just sort of collaborative business model innovation B&NES need to nurture and promote to catalyse the systemic societal, economic and environmental change our ambitions require.”

There were a collection of ideas and comments about reviewing and reminding ourselves of the value of our place, the city, countryside and the people, skills and expertise. Connected to those ideas were comments about how to develop the supply chain and the circular economy drawing on that local expertise. This thread generated a number of embryonic ideas for future consideration for Business and Innovation:

- New forms of land ownership – such as the Ecological Land Co-op – to attract young people and families to engage in agro-ecological enterprises (housing, food, climate resilience) and model farms to educate on sustainable practices;
- Fast-speed broadband in urban and rural communities to reduce the need to travel through home working, digital health, social

- care, education and other local services
- Retain graduates, up-skill local people and incentivise new businesses e.g. with incubator units;
- The possibility of re-focusing local libraries as centres for sharing assets and re-skilling for the green economy.

NATURE AND LANDSCAPE

Ideas and comments on this story tended to focus on making landscape more productive whether that is for growing food, sequestering carbon, mitigating climate change impacts and for recreation and health. Identity, connection, heritage and sense of pride in the area were other themes raised. There was discussion about optimising the land use for climate change and zero carbon benefits, primarily through policy instruments.

A number of threads were on the theme of transport, infrastructure and provision for cars, where the discussion highlighted the difference between the needs, and therefore solutions to rural and urban travel and transport:

“Make space for greening up the environment by making less space for cars. There will eventually be a move from personal car ownership to shared or public transport. This can and should be designed in sooner rather than later.”

There was support for protecting the landscape for heritage and tourism (linked to the Heritage Story) with ideas to reduce pressure on key sites and bring more benefits to local people.

Other topics raised that led to ideas being put forward included community development, intergeneration connections and more inclusive outdoor spaces and sports facilities:

“Sport and recreation (in its widest sense) play a significant part in the Bath story and offers part of the solution to healthier lifestyles in the future.”

Some of the embryonic ideas for future consideration for Nature and Landscape were:

- Planning to ensure consideration of biodiversity on all new developments;
- Make all driveways and off-road parking areas to be porous to rainwater;
- Provide a large fleet of car share/ car clubs located around the city;
- Support organic and no dig growing methods to protect and enhance soil quality;
- Consider the value per capita of the (sport and outdoor) spaces provided;
- Create Green Arts Neighbourhoods with Local Creativity and Nature Hubs;
- More community food growing spaces and community orchards where social activity and community building can take place.

HERITAGE CITY OF THE FUTURE

This was the Vision story with least engagement activity. One issue and challenge to the story was digital inequality which has been highlighted during the pandemic for those people without access to online services. Heritage and climate change mitigation was discussed in several ideas and the idea of managing tourism based on environmental drivers was considered to have multiple benefits. Reference was also made to the climate emergency public demonstrations that were seen in 2019 including the regular gatherings outside the Guildhall in Bath:

“As the banners have said ‘there’s no heritage on a dead planet’ - planning rules have surely got to allow / support retrofitting of Georgian Bath - at least in the residential sector ?”

“Bath could set an example to the rest of the world.”

A number of comments also responded with thoughts on the tourism industry. There was push back from one idea to attract longer stay, high value visitors to the city, counteracted by a different user posing the need to shift away from this ‘business as usual’ approach.

Some of the embryonic ideas for future consideration for Heritage City of the Future were:

- Evolve retail spaces to provide low cost housing;
- Promote secondary, internal double glazing for Georgian windows;
- Make Bath a geo-thermal energy centre of UK.

Future role of on-line public engagement

It was clear that some users gave responding to this a lot of their time and responses were thoughtful. Overall feedback from users was positive particularly in relation to the interactive functions (e.g. voting ideas up and down) and the variety of formats in which background information was presented. The seven talking heads videos proved popular and have clocked up 675 views to date.

Users clearly enjoyed the opportunity to hear directly from local leaders and stakeholders involved in the development of One Shared Renewal Vision. It is therefore considered important that some form of on-going online public dialogue is built into the next stage of the One Shared Vision work to take the public along with the development of the Vision.

9.1 CONCLUSIONS

Our conclusions presented below cover, the potential iterative development of the Economic Recovery and Renewal Board (ERRB); an initial Ground-up Framework for Action; an analysis of how the current ERRB membership needs to develop; examples of the type of Inspirational Actions that the Framework might enable and some consideration of the future ways of working.

We have considered all of the consultees' contributions in forming the conclusions. At the Council's request, we have also considered the type of partnership that will be needed to take the Vision forward. We are mindful that the Council and organisations represented in the current Economic Recovery and Renewal Board continue to face significant demands in dealing with the day to day impacts of the pandemic.

There is little spare capacity to manage new and potentially significant change, therefore our conclusions focus on iterative development and practical interventions, as well as the longer term. This also chimes with the views of consultees who want the Renewal Vision to enable a focus on short term actions as well as setting out the longer term ambition.

9.2 THE ECONOMIC RENEWAL AND FUTURE AMBITION BOARD

- **Recommendation 1:** change the emphasis on the & in B&NES to with North East Somerset and be Ambitious Together for urban and rural communities in the BwNES City Region.
- **Recommendation 2:** appoint a Deputy Chair to the ERRB and over the next 6-12 months evolve into the Future Ambition Board (FAB) and expand membership accordingly.
- **Recommendation 3:** adopt net Zero Carbon as a central organising principle.

The research showed that the current ERRB membership, that was set up to respond to the COVID pandemic, was somewhat ad hoc but was able to adopt an agile and responsive approach in a time of crisis.

In looking forward to the future vision for BwNES, it is clear that the partnership will need to normalise ways of working and refocus energy and effort to evolve into a more strategic, long-term partnership. The evolution of the partnership will likely follow the well-recognised pattern of forming-storming-norming-performing as shown in Figure 6. It is currently still in the forming stage.

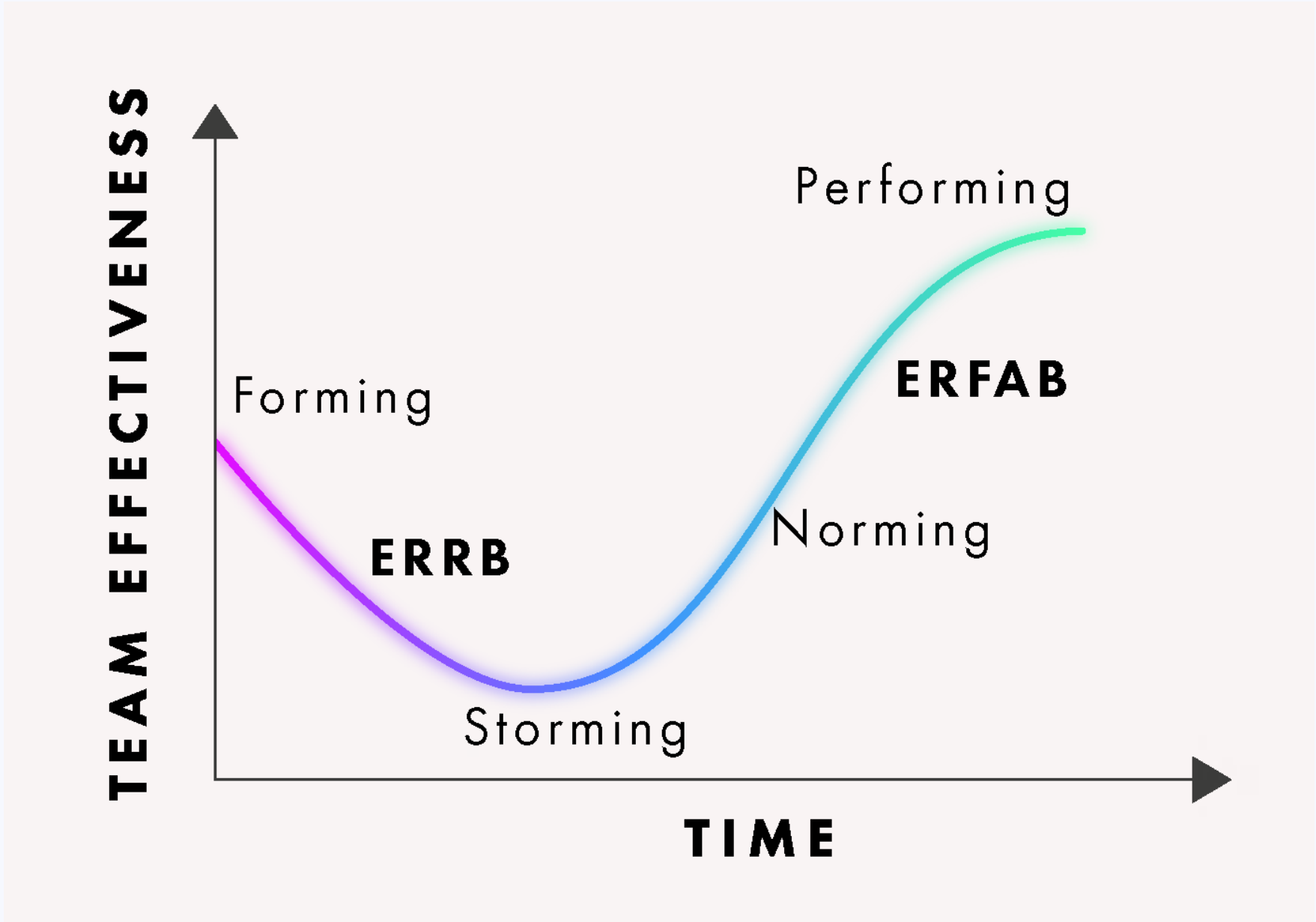


FIGURE 5: THE STAGES OF TEAM DEVELOPMENT

TABLE 3: INITIAL BWNES ROUND-UP FRAMEWORK FOR ACTION

INITIAL GROUND-UP FRAMEWORK FOR ACTION				
	FAIR	GREEN	CREATIVE	CONNECTED
PEOPLE	<ul style="list-style-type: none">• Build a pathway for transition to a digital economy with a major focus on skills• Create Living Heritage through democratic engagement and local ownership• Develop skills and decent green jobs in local neighbourhoods (e.g. renewable energy, food growing)• Ensure poverty and social exclusion are made visible and help everyone to participate in decision-making• Close the educational attainment gap, harness lost talent and build resilient and carbon zero local places	<ul style="list-style-type: none">• Support local volunteering within communities• Making spaces work harder for people and nature – particularly important lesson from pandemic• Food can provide the connection between people and the natural environment	<ul style="list-style-type: none">• Be at the forefront of new developments – a leader not a follower	<ul style="list-style-type: none">• Identify and work with key players in neighbourhoods and build strong networks• Joint effort of cooperation to close the public funding gap with private investments and community assets• More partnership working is needed, Bathscape Partnership is good example which delivers shared ambitions for nature and people• Farmers need more support to change practices and more dialogue is needed with other professionals
PLACES	<ul style="list-style-type: none">• Create a living city centre that is affordable and accessible to local people• More (affordable) housing in urban centres and periphery with Bath as cultural centre for experiences• Be clear about prioritising resources to tackle inequality• Vision should deliver benefits to the whole area of NES, not just Bath• Show how local benefits will flow to local people once investment has been made	<ul style="list-style-type: none">• Move away from mass tourism, encourage fewer/longer stays• Set targets for sustainable tourism – how big/small should the footprint be?• Transport is the elephant in the room• Public realm re-distributed to integrate green and blue infrastructure and enhance walking and cycling options• Start with data on current localities with 15-minute access to services• Close the educational attainment gap, harness lost talent and build resilient and carbon zero local places• Nature – and in particular blue-green infrastructure - brings quality of life benefits to human wellbeing as well as for flooding, biodiversity	<ul style="list-style-type: none">• Heritage was the future once - what we choose to create today will be the heritage of the future• Focus on distinctive local challenges that hold global relevance – heritage, housing, retrofit, energy, transport• The centre of Bath will remain important for cultural experiences and entertainment as well as economic activity and tourism• Need to re-frame landscape so that it is not separate from natural environment and public realm	<ul style="list-style-type: none">• Create a 15 minute city (and neighbourhoods) and rapidly deploy EV charging points• Create physical local hubs (e.g. for businesses, local services, creche) build on what is already there in communities• Use digital services to reduce the need to travel and innovative sustainable transport solutions for commuting needs• The link between natural environment, landscape, food and sustainable tourism could enhance offer with longer stays
SYSTEMS	<ul style="list-style-type: none">• Harness the UN SDGs as an opportunity for change• Give communities more access to and control over resources• Start by understanding what communities need and how local investment can help them to build shared ownership• Outcome-focused funding (e.g. to renew local infrastructure, and tackle inequality) which can legitimately make a profit to incentivise investment• Communities should have a role in managing their open spaces	<ul style="list-style-type: none">• Make health, wellbeing, education and local food key to the unique BwNES offer• Be driven by economy, environment and equality• Wellbeing as an overarching framework is well-evidenced• Frame the 15-minute neighbourhood within a strategic sustainable bioregion to encourage collaboration and big picture ambition• Food system has important role in addressing climate change and impacts• There will be conflicts over future land use e.g. location of wind turbines and dialogue is needed	<ul style="list-style-type: none">• Bring together technology and the arts – square the circle between heritage and culture• Reform the planning system to permit innovation• Build on and complement existing West of England strengths in place-based experimentation• Role of local authority is to catalyse investment and then work with wide range of investors and stakeholders	<ul style="list-style-type: none">• An integrated offer across Bath and NES is irresistible• Develop digital presence to build global relationships• Adopt an open and facilitative leadership style• Use 15-minute place-making as “can opener” and policy framework to get things done• BwNES as a community construct with the Council as an enabler and encourager and to help convene “difficult” conversations• Build trust and transparency by telling the story about where the money will come from and who will benefit from it• Council has responsibilities as landowner and also as facilitator to work across sectors

9.4 BOARD MEMBERSHIP

As discussed in Section 9.2 it is recommended that a Deputy Chair be appointed from outside the Council to model and encourage a more dispersed form of leadership. Over time, as the ERRB evolves, the membership of the Board will need to be reviewed and refreshed to reflect the strategic themes as well as the ambition to be fairer and more inclusive.

The current membership, when mapped to the draft Framework for Action, appears to lack sufficient representation (less than two ERRB members with a focus on this theme) in the following areas:

- **Green People** (individuals/organisations with a focus on working with communities to promote sustainable behaviours and solutions, investing in skills and training for a green economy, delivering new services to help people to reduce their impact on the environment);
- **Creative People** (individuals/organisations working with the creative industries to promote culture and creative skills, develop new employment opportunities, innovate new products and services);
- **Connected Places** (individuals/organisations working on improving connectivity - digital, transport, blue-green corridors - in and between city-town-rural areas);
- **Fair People** (individuals/organisations working to address issues of social inequality and exclusion);
- **Fair Places** (individuals/organisations

working to make places in BwNES affordable, accessible and welcoming for all);

- **Green Places** (individuals/organisations with a focus on green infrastructure, renewable energy, protecting the natural environment, nature-based solutions, food and farming systems); and
- **Creative Places** (individuals/organisations supporting venues or localities that promote culture, creativity and innovation).

There were a number of stakeholders that actively engaged in the Vision development process (for example making talking heads videos or participating in workshops) that may be willing and interested in taking on a thematic role within the refreshed ERRB/ERFAB. These include (but are not limited to): Peter Capener (BWCE), Shay Parsons (Bath Bridge), Kate Pullinger (Bath Spa University), Brian Johnson (RUH), Victor da Cunha (Curo Housing), Caroline Kay (BPT), Andrew Grant (Grant Associates), Rich Osborn (EZ), Dr Nick Hall (Radstock Museum), Jari Moate (BBRC), Jo Scammel (Virgin Care).

The ERRB should have an explicit aim to be gender balanced and more diverse in order to better represent residents and businesses – and potential future residents and businesses - of Bath and North East Somerset. Recruitment of future members will need to actively target women, young people and people from diverse ethnicities to balance the current dominance of older, white males. Including representatives from younger, start up businesses, including those in the creative technology sector, will help give an edge.

9.5 INSPIRATIONAL ACTIONS

- **Recommendation 6:** turn the Vision Stories (developed through this research) into reality by championing Inspirational Actions for each.
- **Recommendation 7:** continue to build digital skills and grow local green jobs by creating greater capacity for people to work and learn closer to home through 15 minute neighbourhoods with Local Connectivity Hubs.

In the section below we include a number of Inspirational Actions. These were suggested by a variety of professional consultees. Additional embryonic ideas were also identified as part of the DELIB citizen engagement and these are noted in section 8 of this report. The following Inspirational Actions are not presented as a definitive list of projects to be taken forward, rather they are illustrative of the type of outcomes that the Framework might help to achieve.

INSPIRATIONAL ACTIONS – 15-MINUTE NEIGHBOURHOODS

The Local Connectivity Hub Model

The idea of Community Hubs was widely supported and discussed in the workshops and on-line survey. But what do they actually look like and how do they work in practice? The core concept is to develop local co-working spaces close to where people live so that they have no more than a 15-minute walk or cycle commute to work. It will be important to build on what is already there and to meet local

needs; one hub might be centred around a library and skills centre whilst another might be a maker space with creche facilities. Only the communities themselves can know what they really need.

We propose that the Local Connectivity Hub model concept be piloted initially in two different BwNES communities (one affluent and one deprived). The aim of these hubs will be to create a co-working space, which may also offer a range of complementary services for local people. These hubs will help to build community cohesion and strengthen local economic activity whilst reducing carbon emissions. The Hubs are likely to be established in partnership with the Council, the community and local businesses or Community Interest Companies in order to establish a sustainable, self-financing model. The two pilot locations should be selected, perhaps through a competitive process, to demonstrate what is possible when local people get involved in shaping their own futures, for example, via the Action-Focussed Citizen Labs discussed below.

Low Traffic Neighbourhoods Champions

The Council Lib Dem Group is committed to delivering Low Traffic Neighbourhoods (LTNs) and these will be an important part of the toolkit to reduce local transport emissions and reach Zero Carbon by 2030. Whilst LTNs in London, Birmingham, Manchester and Edinburgh have been shown to create safer and more attractive streets, many proposals have been met by a backlash from residents and business owners fearful of the perceived impact on their daily lives. Much of this fear is based on

misinformation about LTNs. The data from completed LTNs show that they are popular among people without cars (often more than half of households in poorer areas) and people with school age children who can enjoy walking and cycling on quieter roads.

We propose a social marketing campaign (similar to that used to promote 20mph limits) to win hearts and minds for LTNs. This would be a low cost, high impact campaign to share positive messages and a sense of excitement about the benefits of LTNs. It would link well with the work to create the Clean Air Zone and would be delivered in partnership with residents (e.g. through Residents' Associations and Housing Associations) from a range of socio-economic backgrounds as well as school children and local business owners. The campaign will use local people as champions and role models and could also set up virtual exchange visits to "meet" people from towns and cities similar to those in BwNES where the LTNs have changed residents' lives for the better.

Action-Focussed Citizens Labs

The Council's Corporate Plan makes a clear commitment to listening to local people. Public webinars and virtual Parish Council meetings have been held throughout the pandemic, including an open online meeting of the current ERB. The Council is also committed to holding one or

more Citizens Juries in the coming months. Citizens Juries have gained traction recently, particularly in the sustainability arena, where they have been used to engage demographically representative groups of citizens in deliberative enquiry. Their strength is that they can help unlock complex, politically charged policy decisions. However, they are also time consuming and expensive to run. In the spirit of the BwNES Renewal Vision, we suggest adapting the Citizens' Jury model to create Action-Focussed Citizens Labs, which create greater opportunity for practical, real-life innovation.

The Council and partners might convene a number of Action-Focussed Citizen Labs to bring together and empower urban and rural residents, including young people. The aim will be to experiment together with creative but practical solutions that hold potential to take forward the Renewal Vision. This could, for example, include, co-designing the first 2 Local Connectivity Hubs (as discussed above); sampling, specifying and promoting the BwNES Menu of locally produced food (see below) or considering the location of infrastructure that will be needed to support future levels of local e-mobility.

This approach also aligns well with the commitment to creating a regional network of Living Labs, which was made in the West of England Combined Authority's Local Industrial Strategy.

INSPIRATIONAL ACTIONS – THE HERITAGE CITY OF THE FUTURE

The BwNES Menu

The local food system plays a vital role in tackling climate change and can also help people reconnect to nature. Locally grown and prepared food offers the opportunity to develop a new offer to tourists, to invite them to stay longer, spend more and experience the local food culture in North East Somerset as well as Bath. This would be in contrast to the current tourism model that tends to be low value and extractive with visitors concentrated on the main attractions in Bath and spending little money in the local system.

We propose the development of a Bath with North East Somerset Menu to showcase and promote local food growing, production, sourcing and hospitality. Visitors will be encouraged to spend time (and money) enjoying the thriving local food culture and perhaps even visiting farms or specialist producers for a more in-depth experience. The Menu needs to be more than a promotional exercise; it will be used to leverage strong partnerships and shorter supply chains between food growers and producers and their markets – a really practical way to better connect urban and rural BwNES. The Menu will also be used to reinvigorate the excellent work done by the Council to make school food procurement

healthy, local and sustainable and will help to explicitly a Farm to Fork approach to becoming Zero Carbon. The aim will be for the Menu to help win BwNES a Gold Sustainable Food Places Award (only Brighton and Hove have achieved this to date).

INSPIRATIONAL ACTIONS – SUSTAINABLE REGION TESTBED

The BwNES Energy Positive Challenge

Creating a Living Laboratory – a real-life, user focussed, shared experimentation environment, is an idea that sits at the heart of the Sustainable Region Testbed. Bath has previously deployed Testbeds, for example, piloting augmented and virtual reality apps with visitors to the Roman Baths. At the end of the project the Testbed infrastructure was decommissioned and removed. This one-off, short-term approach sits in contrast to Bristol and South Gloucestershire where their Bristol is Open and Umbrella Testbeds aspire to longevity and wide scale impact on the economy through increased technology research and development. The BwNES Sustainable Region Testbed offers an opportunity to level-up the West of England's innovation capabilities.

We propose an energy positive challenge to provide an initial focus for a city Testbed, which might subsequently scale to the wider NES area.

Demonstrating not just how much energy can be saved but how much can be created through the innovative and cost-effective retrofit of historic Georgian and other properties will provide a significant showcasing opportunity for local universities and SME businesses. The eyes of the world could be focussed on BwNES as it exploits its assets and ingenuity to tackle a significant environmental problem that is shared by multiple historic centres and at the same time, accelerating the pipeline and demand for local green jobs.

A Chief Digital Officer for BwNES

Many of the ideas that consultees shared presume the availability of high speed (Gigabit) bandwidth across the area as a whole. Connectivity is a cornerstone of the modern economy and Industry 4.0, and is increasingly recognised as a key enabler of social inclusion, education, health and well being. It enables local remote working and learning and has potential to change patterns of mobility and behaviour, reducing physical consumption and transport-related carbon emissions.

The ERRB has initiated work to develop a Digital Strategy and there is good potential for alignment between this and many aspects of the Renewal Vision, from 15 Minute Neighbourhoods and Local Connectivity Hubs to virtualised approaches to culture and heritage. We propose a further step, to appoint a Digital Champion, or Chief Digital Officer, to define and lead the BwNES City Region's ambitions in this area. There is currently no clear lead Council

Officer or Member for Digital Connectivity and Innovation. This is a gap that should be filled, within the Council or within the City Region to represent the area's interests with local and national Government and Industry; ensuring that B&NES does not miss out when important infrastructure investment decisions are being made. If funding cannot be found for the post, then as a minimum, the Board could seek to identify a suitably experienced volunteer.

INSPIRATIONAL ACTIONS – NATURE AND LANDSCAPE

The Great Pulteney Raingarden

Try to reimagine the Bath and North East Somerset landscapes as a diverse mosaic of woodlands, grasslands, food production spaces, biodiverse parks, tree lined streets and raingardens. Now imagine Great Pulteney Street in the centre of Bath with a width of unneeded highway replaced by a beautiful flower rich raingarden running along its length with a biodiverse, colourful, seasonally responsive planting scheme that improves local air quality and filters out road borne pollutants. This is an example of the visionary thinking that leading landscape practitioner Andrew Grant and others in the Bathscape Partnership have been developing over a number of years and is well documented in the 2014 Bath City Riverside Masterplan.

9.5 BEING AMBITIOUS TOGETHER

We propose that a radical green transformation – such as the Great Pulteney Rain garden – is brought to reality in 2021-22 to lock-in the opportunities arising from reduced traffic due to COVID lockdowns and introduction of the new Clean Air Zone.

The scheme could be designed to be “shovel-ready” for (future anticipated) tranches of central government funding for COVID recovery and promotion of active travel and healthy open spaces.

- **Recommendation 8:** build on the open and collaborative model of digital engagement used in this research to encourage more local people to talk with each other about the futures they want to see. Hold virtual City Region Gatherings, continue to utilise the DELIB public engagement tool and hold Action-Focussed Citizens Labs, making particular efforts to engage young people as they have been largely missing from the discussion so far.
- **Recommendation 9:** through all of the above (once the pandemic is over) create space for meetings of a BwNES Future Ambition Network.
- **Recommendation 10:** communicate with confidence shared success and ambition and advocate the BwNES City Region to the West of England Combined Authority, the Western Gateway initiative and the Key Cities Network, as well as international centres of expertise and innovation.

Bath and North East Somerset, at times, bucks against a perception that it is dull, unambitious, constrained and old fashioned (as one consultee suggested “a small Somerset market town with delusions of grandeur”). It is felt to be something of a surprise that it is creative, inventive and full of potential. The recent [Bath Unlimited website](#), backed by the current ERRB, seeks to challenge this misconception and previous Bath Visioning has riffed on the same idea.

We conclude that BwNES should communicate more confidently, not just about the things it has done – but also the things it hopes to do in the future; signalling intent as a way to create new opportunities for collaboration with external partners as well as building momentum locally. City Gatherings are a good model for the ERRB to explore. Gatherings have become virtual through the pandemic but engagement has increased as a result.

There is a focus both on what partners need from the city but also on what they can offer back to the community. This sense of mutual aid is something that Bath with NES could also nurture and grow and will ultimately support wider ambitions relating to the Financing of Fairer Futures. Young people have not been sufficiently present (or visible) in the Renewal Vision work. Hosting an initial Virtual City Gathering for young people and continuing to utilise the DELIB citizen engagement platform (which was piloted by the Council as part of

this research) would be ways for the Economic Recovery and Future Ambition Board to establish a new model and expectation. Once the pandemic is over or tamed, bringing participants together physically in a Future Ambition Network will help to build and sustain the momentum towards 2030.

Finally, we note that whilst it may be tempting to cherry pick the conclusions and recommendations included in this report, the real power is in seeing them as an interconnected approach. Being Ambitious Together means taking a holistic approach to the urban/rural geography but also to joining-up new ways of working. A key part of this approach will be increasing BwNES profile and influence with WECA and the Western Gateway initiative as well as the recently-joined Key Cities Network, which gives a collective voice for ambitious mid-sized cities and urban places across the UK.

In the longer term BwNES and ERRB/ERFAB could seek out new partnerships with centres of excellence around the world. If nothing else, the pandemic has highlighted the interconnectedness and interdependency of the global community and by Being Ambitious Together BwNES can rightly take an active role.

10.1 ACKNOWLEDGEMENT

This report could not have been produced without the consultees who generously provided time, ideas and insights – when the pandemic gave ample reason to focus attention and energy elsewhere.

We were also fortunate to have an excellent Council client – Jane Wildblood who steered the process throughout, supported by Micaela Basford who capably led the public engagement. Finally, we recognise the leadership of Dine Romero, Council Leader and Chair of the Economic Recovery and Renewal Board, for creating the space that has enabled this important discussion to take place.

APPENDIX 1: FULL LIST OF CONSULTEES

ORGANISATION	ROLE	NAME
B&NES Council:	Leader	Dine Romero
	Deputy Leader	Richard Samuel
	Cabinet Lead for Climate Emergency	Sarah Warren
	Cabinet Member for Housing, Planning and Economic Development	Tim Ball
	Chief Executive	Will Godfrey
	Director of Economy and Growth	John Wilkinson
	Director of Partnerships	David Trethewey
	Head of Sustainability	Jane Wildblood
	Head of Strategy, Engagement and Marketing	Andy Thomas
	Head of Equalities	Samantha Jones
	Head of Heritage Services	Stephen Bird
Anchor institutions:		
RUH (Royal United Hospital)	(New) Chief Executive	Cara Charles-Barks Jocelyn Foster
Avon & Somerset Police	Chief Inspector for BNES	Steve Kendall
Bath College	Principal	Laurel Penrose
Bath Spa University	Vice Chancellor	Sue Rigby
Bath Spa University	Pro VC External	Andy Salmon
Bath Spa University	Vice Chancellor	Ian White
Visit Bath	Chair	Colin Skellet
Community funders:		
St John’s Foundation	Chief Executive	David Hobdey
Bath & West Community Energy	Chief Executive	Pete Capener
Bristol & Bath Regional Capital	Chief Executive	Ed Rowberry
Quartet	BNES Lead	Claire Wynne Hughes Lucy Gilbert Angela Emms
Avon Mutual Bank	Founding Director	Jules Peck Fionn Travers
Specialist & Heritage:		
Bath Prteservation Trust	Chief Executive	Caroline Kay
Bath World Heritage Site	Chair	Barry Gilbertson
Radstock Museum	Chair	Nick Hall
Businesses:		
BMT	Chief Executive	Simon Gould
Royds Withy King	Director of Marketing	Kevin Peake
Bath Chamber of Commerce	Chair	Ian Bell
Rocket Makers	Chief Executive	Richard Godfrey
Storm Consulting	Chief Executive	David Kelly
Bath Rugby	Chief Executive	Tarquin McDonald

ORGANISATION	ROLE	NAME
Curo Housing	Chief Executive	Victor da Cunha
Virgin Care	Head of Commissioning	Jo Scammel
Grant Associates	Director	Andrew Grant
EVORA Global	Chief Strategy Officer	Sonny Masero
Tourism & Culture:		
Bath Abbey	Rector of Bath Abbey	Guy Bridgewater
Bath Festivals	Chief Executive	Ian Stockey
Bath Theatre Royal	Director	Danny Moar
Holburne Museum	Chief Executive	Chris Stephenson
Visit Bath Board		Vicki Smith
NGOs, community and outer district:		
ERRB Member		William Heath
DHI	Manager	Dave Walton
Extinction Rebellion Chew Magna	Resident and activist	Ben Moss
Centre for Thriving Places	Chief Executive	Liz Zeidler
Chew Valley Forum	Chair	Chris Head
Bath Deserves Better	Founder	Emma Adams
Bath Transport Alliance	Founder	Van du Bose
FoBRA (Federation of Bath Residents Associations)	Chair (outgoing)	Robin Kerr
Bath Bridge, environmentalist		Shay Parsons
Bath Hotelier		Harry Tedstone
Soil Association	Policy Director	Joanna Lewis

Liberal Democrat Workshop (15th September)

A total of 24 Councillors participated in the workshop:

Tim Ball	Ruth Malloy
Shelley Bromley	Matt McCabe
Neil Butters	Manda Rigby
Sue Craig	Dine Romero
Paul Crossley	Mark Roper
Jessica David	Bruce Shearn
Tom Davies	Alastair Singleton
Winston Duguid	Andy Wait
Mark Elliott	Sarah Warren
Joel Hirst	Ryan Wills
Yukteshwar Kumar	Dave Wood
Hal MacFie	Joanna Wright
Plus: Stephen Hilton (CGF) Sarah Toy (CGF) David Trethewey (BNES) Cherry Bennet (BNES)	

ORGANISATION	ROLE	NAME
B&NES Council	Head of Transport	Chris Major
B&NES Council	Head of Planning	Simon de Beer
B&NES Council	Infrastructure and Development Manager	Simon Martin
B&NES Council	Sustainability Manager	Micaela Basford
B&NES Council	Planning Policy Officer	Karen Renshaw
B&NES Council	Environment Manager	Mark Minkley
B&NES Council	Head of Parks and Open Spaces	Paul Pearce
B&NES Council	Corporate Finance Manager	Gary Adams
Bath Spa University	Business Development Manager	Adam Powell
Bath Spa University	Professor of Creative Writing	Kate Pullinger
BWCE	Trustee	Jane Stephenson
RUH (Royal United Hospital)	Estates Manager	Brian Johnson
Fielden Clegg Bradley Studios	Director	Geoff Rich
Buro Happold	Director	Claire Smith
National Trust	Regional Director	Tom Boden
EM	Founder and CEO	Rich Osborne
Newton Farm	Farm Manager	Joshua Gay

Cabinet Green Renewal Away-day (12th October)

Leader Dine Romero	Neil Butters, Transport Services (job share)
Deputy Leader Richard Samuel	David Wood, Climate Emergency and Neighbourhood, Services (job share)
Climate Emergency and Neighbourhood Services Sarah Warren	Paul Crossley, Community Development
Housing, Planning and Economic Development Tim Ball	Kevin Guy, Children’s Services
Joanna Wright, Transport Services (job share)	Rob Appleyard, Adult Services
Plus Mandy Bishop, BNES Director of Environment David Trethewey, BNES Director of Engagement John Wilkinson, BNES Director for Economic Development	



THANK YOU FOR READING.

DESIGNER : EMILIE HODGKINSON AT BRAVE SAUCE STUDIO

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