

# Heart of SW LEP CIC Board meeting

## Paper 4.4 March 2017

**Report title:**      **Productivity Plan Update and Building Our Industrial Strategy**

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**Report theme:**      Board

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### **Purpose of the report**

The paper updates the Board on progress on the productivity plan and invites contributions and discussion of key themes that need to be reflected in the LEP's response to Building Our Industrial Strategy.

### **Recommendations**

The LEP Board:

1. Notes the status of the productivity plan work and the more active role anticipated from SIP
2. Considers the issues highlighted from Building Our Industrial Strategy which need including in the LEP's response (17<sup>th</sup> April deadline) and supports the establishment of a small Board working group to agree our submission.

### **A. Productivity Plan Update**

The HotSW productivity plan green paper consultation closes 10<sup>th</sup> March; a verbal update on emerging themes and issues will be given at the Board meeting. Engagement has been conducted through the LEP's Leadership Groups with additional representation from Districts and the National Parks. Green paper sessions have also been held with the business representative organisations, Local Nature Partnerships, Devon & Cornwall Business Council, the Somerset Growth Board and the Devon and Somerset Associations of Local Councils. Individual local authorities are also working with specific businesses as part of their engagement. A list of influential businesses is being compiled, e.g. Princess Yachts, with whom the LEP will directly engage in the next stage of consultation.

Grant Thornton are in place as the consultant to write the plan and they have played a key role in working through the vision question, previously identified as a priority. Initial visioning discussions have been held through the LEP Leadership Groups and a small group of LEP Board members and the strand of ensuring the benefits of productivity improvement are delivered across the LEP area has been a consistent theme. Although the wording of the productivity plan vision may not be identical to the LEP's, it is probable that productivity and prosperity for all will feature strongly within it.

Grant Thornton will be following up with a series of 1-1s with local authority and national park Leaders/ CEX, HE and FE partners to build a picture of the appetite for productivity growth across the LEP area and pick up individual issues. This will lead to a form of 'heat map' showing the appetite for productivity growth across the LEP area and specific issues/ concerns by location, such as housing capacity. At this stage the visioning work is not an external piece of consultation, rather it is working with the partnership to develop something to be tested externally.

On the LEP side, oversight of the work to date has been through the Strategic Investment Panel. As we enter the drafting stage the Board will want to ensure clear LEP input into a plan that is a joint product of close working with local authority and national park partners and therefore it is intended that the input of SIP move from what has largely been a 'monitoring' type role into a more active role, helping provide qualitative input to the draft.

## **B. Government's 'Building Our Industrial Strategy' Green Paper**

Building Our Industrial Strategy outlines Government thinking in addressing the UK's productivity challenge with focus spread across 10 pillars. In substance the document mirrors the priorities in the HotSW productivity plan though there are potential opportunities around strategic use of procurement in the industrial strategy which we may also want to consider in the HotSW work. Some of the strengths and weaknesses Government identify at a national level also appear different on a HotSW scale; for example, nationally Government states that the levels of start-up businesses are strong though this is a particular weakness in HotSW.

The deadline for responses to Building Our Industrial Strategy is 17<sup>th</sup> April and set out in the annex is a brief summary of Government thinking under each pillar, along with potential issues for the LEP. Board members are asked to consider the annex and whether the points highlighted reflect what we should be including to Government in our response and whether there are other issues to raise.

As the deadline for submission falls between Board meetings it is also recommended that a small working group of Board directors be convened to oversee the LEP's response. If the Board agrees to this, nominations are requested.

E Jones

8 March 2017

## **Annex 1 Heart of the South West LEP Industrial Strategy Briefing & Discussion Paper**

**“The objective of our modern industrial strategy is to improve living standards and economic growth by increasing productivity and driving growth across the whole country”**

### **Background**

Government is consulting on the future of the UK’s economic direction through the launch of Building Our Industrial Strategy. The goal is to grow the productivity of the UK economy, the living standards of citizens and ensure the benefits of that are shared across the country

The Government paper contains 38 questions across 10 pillars; each pillar has implications for the LEP and this paper provides a brief summary of each pillar as set out in the Government document, its questions and then the potential issues for the LEP. These issues are not exhaustive but are starters for discussion.

### **Summary**

The 10 pillars identified are: research and innovation; developing skills; upgrading infrastructure; supporting businesses to start and grow; improving procurement; encouraging trade and inward investment; delivering affordable energy and clean growth; cultivating world-leading sectors; driving growth across the whole country; and creating the right institutions to bring together sectors and places.

The pillars chime with the HotSW productivity plan and related devolution work though they also provide opportunities for further consideration. Government sees LEPs as having a role to play in bringing business into local economic development (pillar 10); the Board work already under way on this will want to consider this in the context of the broader framework of local institutions that Government sets out and what this may therefore look like for HotSW area. The framework consists of local business and financial institutions, local leadership institutions (including LEPs), interest and advocacy groups, institutions that support innovation, cultural institutions and connectivity institutions. Included is a potential direction for devolution – seemingly now focussed on larger cities. Given this and Government’s framework, there may be other ways of approaching the local picture perhaps slightly broader than a “traditional” devolution deal.

Much emphasis is given to the Northern Powerhouse and Midlands Engine and this re-emphasises again the importance to work at a cross-LEP level to be able to effectively compete for resources from Government.

The HotSW productivity plan is likely to provide much of the substance as to how the Government’s industrial strategy translates into the HotSW area; in some cases the national picture and problem identified does not match that in the HotSW area. For example, nationally levels of HE participation is seen as strong yet in HotSW only 44% of school leavers are progressing to HE compared with 58% nationally. There are other areas not currently within the productivity plan that we may want to consider. For example, Government emphasises the opportunity from revising its procurement activity, the defence sector is highlighted, and this may provide other opportunities for the LEP to consider. Government welcomes industry-led sector deals; there are obvious candidates for these in HotSW in nuclear, aerospace and marine but should the LEP also be looking at sectors such

as tourism, and of so do these sectors fulfil the criteria Government is setting out? In total the LEP issues raised include

<p>1. Research and innovation</p>	<ul style="list-style-type: none"> <li>• A key area from which to leverage the Science &amp; Innovation Audit. However the solutions are unlikely to stop at LEP boundaries – for example the photonics cluster around Torbay needs to link closely with the south Wales “hub” for semiconductors – so a strong degree of cross-LEP area working will be required to develop a comprehensive response and fundable opportunities.</li> <li>• How do we use the potential levers in the strategy, e.g. “create new funding streams to support world-class clusters of research and innovation in all parts of the UK, whether they are led by business or universities” to ensure HotSW businesses and institutions can access the funding needed to deliver?</li> </ul>
<p>2. Developing skills</p>	<ul style="list-style-type: none"> <li>• How do Institutes of Technology fit with current HE/ FE provision? Is this a good route to go or could the same objectives be achieved with additional investment in current providers? And would an Institute be perhaps relevant to Somerset to help address issue of HE provision in the county?</li> <li>• The national focus is on technical education but we know that for HotSW the proportion of school leavers going to HE is significantly lower than nationally (44% compared with 58%); a key part of our productivity plan</li> </ul>
<p>3. Upgrading infrastructure</p>	<ul style="list-style-type: none"> <li>• What does agglomeration look like on a HotSW and then wider south west footprint? How does a more connected SW look?</li> <li>• The paper quotes travel times between major northern cities as problematic; outside the A303/A30/A358 corridor and PRTF are there other south west/ HotSW equivalent issues that should be raised or is the task to ensure Government delivers on previous commitments?</li> <li>• Given the relative cost of broadband and distances in our area, is this in any way a substructure for more traditional infrastructure investment?</li> <li>• What are the infrastructure blockages in our area, e.g. grid capacity? The HotSW productivity plan gives an opportunity to quantify these</li> <li>• Given the mention of non-London “infrastructure institutions” like Transport for London, is this something that needs to be considered at a HotSW or south west level?</li> <li>• Given the interest in bringing the private sector more into delivering infrastructure, is there a specific role for the LEP we should be setting out?</li> <li>• What is the LEP’s position on accelerated construction – are there specific HotSW opportunities within this we should be targeting?</li> <li>• Only the tunnel past Stonehenge is specifically mentioned on the A303/A358/A30 corridor and only then as a consultation. We may want to make a specific point on this in the response</li> <li>• Does the statement that Government will take account of the balance of spending per head across the country offer any opportunities (or threats) for the LEP area?</li> </ul>

<p>4. Supporting businesses to start and grow</p>	<ul style="list-style-type: none"> <li>• To what degree does access to finance for growth potential businesses resonate as an issue in HotSW and, crucially, is any problem due to the availability of finance or to a lack of “investor readiness” amongst those SMEs seeking funding?</li> <li>• Is a form of “south west investment fund” needed to provide alternative sources of funding for businesses and social enterprises in the HotSW and wider area? Or what is the potential for models such as crowd-funding to support business growth? Given that capital is global, what benefit, if any, is there in a specific “south west” or HotSW approach or are we better connecting to other activities in this area?</li> <li>• Does the LEP have a view on the desirability of focussing not only support for high growth but also for businesses with more modest ambitions? How does this sit with our own local priority of growing productivity?</li> <li>• What should the specific role of the LEP be in the scale up and networking plans?</li> </ul>
<p>5. Improving procurement</p>	<ul style="list-style-type: none"> <li>• The forthcoming National Shipbuilding Strategy (Spring 2017) and Defence Industrial Policy Refresh may provide further opportunities for the LEP area and we should be ready to capitalise on these.</li> <li>• The LEP will want to monitor the emerging approach to nuclear skills and ensure this reflects local needs and assets</li> <li>• Given the emphasis on Defence and Health as two key sectors, should the LEP consider additional focus on these areas to capitalise on these opportunities?</li> <li>• What assets does the area have to benefit from this? E.g. Devonport but also key companies?</li> <li>• Is there an opportunity for strategic consortiums to target these procurements?</li> <li>• Input to/ responses to the Small Business Review?</li> </ul>
<p>6. Encouraging trade and inward investment</p>	<ul style="list-style-type: none"> <li>• Brexit and the speed of any separate trade deals will have significant impact on the propensity of UK firms to trade &amp; to attract inward investment.</li> <li>• The LEP Board recently supported the creation of a post specifically to improve the profile of HotSW with DIT; given the dedicated Northern Powerhouse and Midlands teams, how do we build on this to ensure HotSW has the right visibility within DIT?</li> <li>• Is there an opportunity in attracting those parts of supply chains currently based overseas into the UK? May be relevant in some sectors but depends on the level of international connections needed for the products. E.g. aerospace or automotive: would seem to be little value in trying to attract parts of these supply chains to the UK when the product relies on a very high degree of international connectivity.</li> </ul>
<p>7. Delivering affordable energy and clean growth</p>	<ul style="list-style-type: none"> <li>• The LEP may want to consider contributions to the review on business energy costs and leveraging our renewables potential</li> <li>• Do we have any assets that could form the anchor point of a “next generation technologies” cluster for the SW, e.g. the high tech marine cluster? The Science &amp; Innovation Audit identifies</li> </ul>

	<p>the M4 axis as an automotive &amp; hydrogen hub - do we have a role to play in or complementing this?</p> <ul style="list-style-type: none"> <li>• Other energy sector opportunities we can capitalise on (nuclear is detailed separately below)</li> </ul>
8. Cultivating world-leading sectors	<ul style="list-style-type: none"> <li>• The LEP is actively involved in nuclear and aerospace work which needs to be positioned in this light; a refreshed SW nuclear strategy is being developed and coordination will be required with other areas of the UK.</li> <li>• South Coast Marine Cluster represents a strong opportunity for a sector deal</li> <li>• Are there other opportunities for the LEP to convene sector deals around the other Golden Opportunities? And are there other sector opportunities we should be considering e.g. for Tourism? And if so given how Government describes the likely approach we will in most cases need to work with other LEP areas on such deals.</li> </ul>
9. Driving growth across the whole country	<ul style="list-style-type: none"> <li>• The drivers of productivity match almost exactly with those set out in the Heart of the SW Green Paper on productivity. The content of our productivity plan would logically form a key part of our response under this pillar</li> <li>• With the requirement for strong place-based governance with a clear business voice and with LEPs mentioned as bodies which bring the business voice into economic development, this shapes the potential role of the LEP in the future.</li> </ul>
10. Creating the right institutions to bring together sectors and places	<ul style="list-style-type: none"> <li>• The section provides a steer for devolution proposals in HotSW; “further devolution” is explicitly linked to larger cities but the ambition to strengthen local institutions everywhere offers other opportunities, across the range Government outlines. This could include for example a local finance capacity linked to universities</li> <li>• Again the role for LEPs is seen as strategic and part of the mix for creating strong local institutions. Also a recognition that LEPs need to operate over wider areas. The LEP visioning work will feed into a response</li> <li>• Are there opportunities for the LEP area in the Cabinet Office considerations? Perhaps the Met Office could serve as a useful benchmark</li> <li>• Should the LEP be specific about our ‘anchor businesses’? Obvious examples include EDF – there are many more. What role do we think they can play and how better can the LEP support their growth and contribution to productivity gains.</li> <li>• Is there an opportunity for the GW4 group to be part of a ‘local’ university network? If so what role do Plymouth and Marjons have in this?</li> </ul>

Note that for brevity, throughout this paper the term “businesses” means both businesses and social enterprises.

## **The Ten Pillars, Consultation Questions and Potential LEP Issues**

The overall narrative is that UK economic growth in recent years has come from employment growth. Up to 2008 productivity (output per worker or per hour worked) in the UK had been improving with gaps between the UK and other leading countries either closing or closed; on some measures the UK was more productive than some countries. However since the financial crisis the UK has fallen behind all major competitors: “workers in France, Germany and the US produce on average as much in four days as UK workers do in five”.

Productivity growth in the UK has been led by London and the south east with significant gaps compared with other regions. There is also significant disparity within regions.

### General Questions for consultation

1. Does this document identify the right areas of focus: extending our strengths; closing the gaps; and making the UK one of the most competitive places to start or grow a business?
2. Are the 10 pillars suggested the right ones to tackle low productivity and unbalanced growth? If not, which areas are missing?
3. Are the right central government and local institutions in place to deliver an effective industrial strategy? If not, how should they be reformed? Are the types of measures to strengthen local institutions set out here and below the right ones?
4. Are there important lessons we can learn from the industrial policies of other countries which are not reflected in these ten pillars?

### Issues for the LEP

In general the narrative in the paper is very much aligned with the narrative in the analysis of the Heart of the SW productivity challenge; HotSW growth has been driven by employment, there is a gap between HotSW productivity and the rest of the UK and considerable variation within the HotSW area. As such the HotSW productivity plan has the potential to provide a strong template for how the national industrial strategy applies in this area.

As outlined below, in some cases the challenges in the HotSW area are different from the national position, which is to be expected when applying a local perspective.

## **1. Research & Innovation**

Strong science base but lower levels of commercialisation and investment in R&D than competitors. UK: 1.7 % per cent of GDP in private and public funds on R&D, OECD average of 2.4% and strongest performing countries over 3%

UK problem is not just levels of investment but the commercialisation that comes from that; many competitors invest more in later stage technologies. Innovate UK and support for universities to increase commercialisation are part of the response so far. Levels of spin-off companies are comparable with other countries but the numbers of patents are lower

### 1.2 Government Actions & Proposals in the Paper

- Will provide an additional £4.7 billion of funding by 2020-21. Government also wants to use this to drive higher private sector R&D investment
- Strengthen the UK’s strategic capability through the creation of UK Research and Innovation (UKRI) which will bring together the Research Councils and later-stage innovation funding through Innovate UK

*The paper is seeking views on how to invest this funding and UKRI will specifically consult on this in 2017. Suggestions in the paper are*

- Keep improving how to translate our world-class research into commercial outcomes, perhaps through expanding mechanisms such as Higher Education Innovation Funding (HEIF), which supports universities to patent their discoveries and work with local businesses, or expand Knowledge Transfer Partnerships.
  - Capitalise on local strengths across the UK: a suggestion that a fund could be set up to allow groups of companies to bid for research support. Or Government could create new funding streams to support world-class clusters of research and innovation in all parts of the UK, whether they are led by business or universities. Could involve creating new research institutions to back local strengths in world-class research
  - Build the pipeline of talent for an innovative economy: increase capacity for more PhDs
  - Ensure the UK attracts top international talent
  - Deliver the institutions and infrastructure needed for a world-leading research and innovation base, potentially through UKRI
  - Deliver sector-specific funding to support business investment in R&D like the funds created for the auto, aerospace and life sciences sectors
  - Use of the Industrial Strategy Challenge Fund which draws on the experience of the US Defence Advanced Research Projects Agency (DARPA) programme to support business-led collaborations to focus on the challenges, opportunities and technologies that have the potential to transform existing industries and create entirely new ones. Innovate UK are currently consulting on the challenge areas this fund can target. These currently include: smart and clean energy technologies (such as storage and demand response grid technologies); robotics and artificial intelligence (including connected and autonomous vehicles and drones); satellites and space technologies; leading edge healthcare and medicine; manufacturing processes and materials of the future; biotechnology and synthetic biology quantum technologies, and transformative digital technologies including supercomputing, advanced modelling, and 5G mobile networks
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- Sir Mark Walport to review the case for a new research institution to act as a focal point for work on battery technology, energy storage and grid technology, reporting in early 2017
  - Launched a review of the tax environment for R&D to examine whether there is more to be done to stimulate private sector investment
  - New investment for R&D facilities and knowledge sharing with £100 million until 2020-21 to extend and enhance the Biomedical Catalyst and a further £100 million until 2020-21 to incentivise universities to collaborate on technology transfer and partnering with business.
  - Established a high-level forum on EU Exit, Universities, Research and Innovation to look at the opportunities from Brexit
  - Commissioning research on approaches to commercialisation in different institutions, including how they approach licensing intellectual property and taking equity in spin-outs
  - Launching a challenge prize programme to encourage domestic inventors, piloted through NESTA
  - Reviewing how to maximise the incentives created by the Intellectual Property system to stimulate collaborative innovation and licensing Will place Intellectual Property Office representatives in key UK cities - starting with pilots in the Northern Powerhouse and Midlands Engine to build local capability to commercialise intellectual property



- Will set out a UK Measurement Strategy, establishing a framework to capitalise on our National Measurement System which provides UK industry with world-leading measurement science and technology.

### 1.3 Questions for consultation

5. What should be the priority areas for science, research and innovation investment?
6. Which challenge areas should the Industrial Challenge Strategy Fund focus on to drive maximum economic impact?
7. What else can the UK do to create an environment that supports the commercialisation of ideas?
8. How can we best support the next generation of research leaders and entrepreneurs?
9. How can we best support research and innovation strengths in local areas?

### 1.4 Issues for the LEP

This is a key area from which to leverage the Science & Innovation Audit. However the solutions are unlikely to stop at LEP boundaries – for example the photonics cluster around Torbay needs to link closely with the south Wales “hub” for semiconductors – so a strong degree of cross-LEP area working will be required to develop a comprehensive response and fundable opportunities.

How do we use the potential levers in the strategy, e.g. “create new funding streams to support world-class clusters of research and innovation in all parts of the UK, whether they are led by business or universities” to ensure HotSW businesses and institutions can access the funding needed to deliver?

## 2. **Developing Skills**

We have strong universities and a higher proportion of our population have degree level qualifications than most of our competitors. The paper identifies problems with technical education which is overly complex and resulting in a shortage of technical-level skills. Six challenges are identified:

- i) problems with basic skills. England is the only OECD country where 16 to 24-year olds are no more literate or numerate than 55 to 64-year olds
- ii) a shortage of high-skilled technicians below graduate level. Only 10 per cent of adults hold technical education as their highest qualification and the technical qualifications landscape is unclear and complex
- iii) we face particular shortages in sectors that depend on science, technology, engineering and maths (STEM) skills. Nearly half of businesses report a shortage of STEM graduates as being a key factor in being unable to recruit appropriate staff
- iv) there are also skills shortages specific to certain sectors, which force some employers to look overseas to fill certain vacancies. Nuclear is highlighted as an example
- v) we need to do more to empower students, parents and employers to make confident and informed choices about their education and careers options
- vi) the accelerating pace of technological change means there is a growing challenge with lifelong learning: supporting people to up-skill and re-skill across their working lives.

One study states that 35 per cent of existing UK jobs are estimated to be at high risk of replacement by technology in the next 10 to 20 years

## 2.2 Government Actions & Proposals in the Paper

- Action to improve basic skills: includes schools reforms - consulting on plans for a new National Funding Formula for schools; delivering more, higher-quality apprenticeships and introducing the Apprenticeship Levy; plans to simplify the thousands of vocational qualifications into a smaller number of high quality new routes; introduce a new 'transition year' at age 16 for students who have substantial basic skills gaps and are not ready for more advanced study or employment; improve the levels of digital skills for those still in education; consider how FE colleges can be centres of excellence for English and Maths
- Creation of a new system of technical education - "reforming traditional FE into a new system of technical education" which includes:
  - a. 15 core routes for technical education, with employer panels designing and developing the qualifications
  - b. High quality technical education providers with excellent teaching: aims to strengthen role of FE colleges and attract more industry specialists into teaching and to help raise the quality of training
  - c. Higher level technical education and new Institutes of Technology in all regions: single framework of approved technical qualifications at Levels 4+ and £170m capital funding for Institutes of Technology
  - d. Ensuring Technical Education routes are demanding
  - e. Creating a course-finding process for technical education similar to the UCAS process
- Addressing STEM shortages. Includes using the proposed measures in Professor Sir Adrian Smith's forthcoming review of post-16 mathematics to improve take up of advanced mathematics and close regional imbalances. Keen to look at how the Exeter & Kings College London specialist maths schools model could spread, including seeking partners to open similar schools elsewhere. And encourage the education sector to further increase the opportunities in STEM subjects.
- Identifying and addressing sector-specific skills gaps. Proposes working towards a joined-up, view of the sector specific skills gaps for now and the future as previous assessments have been fragmented.
- Higher quality careers information and advice. Aim to build on the Careers & Enterprise Company's Enterprise Adviser Network and a "comprehensive careers strategy" to be published later in 2017 to improve the quality and coverage of careers advice in schools and colleges, to make it easier for people to apply for technical education, and to give people the information they need to access training through their working lives
- Testing new approaches to lifelong learning. Will explore new approaches to encouraging lifelong learning, e.g. assessing changes to the costs people face to make them less daunting.

## 2.3 Questions for Consultation

10. What more can we do to improve basic skills? How can we make a success of the new transition year? Should we change the way that those resitting basic qualifications study, to focus more on basic skills excellence?
11. Do you agree with the different elements of the vision for the new technical education system set out here? Are there further lessons from other countries' systems?
12. How can we make the application process for further education colleges and apprenticeships clearer and simpler, drawing lessons from the higher education sector?
13. What skills shortages do we have or expect to have, in particular sectors or local areas, and how can we link the skills needs of industry to skills provision by educational institutions in local areas?
14. How can we enable and encourage people to retrain and upskill throughout their working lives, particularly in places where industries are changing or declining? Are there particular sectors where this could be appropriate?

## 2.4 Issues for the LEP

How do Institutes of Technology fit with current HE/ FE provision? Is this a good route to go or could the same objectives be achieved with additional investment in current providers? And would an Institute be perhaps relevant to Somerset to help address issue of HE provision in the county?

The national focus is on technical education but we know that for HotSW the proportion of school leavers going to HE is significantly lower than nationally (44% compared with 58%); a key part of our productivity plan

## 3. **Upgrading infrastructure**

Infrastructure is acknowledged as being one of the worst in the G7 and traditional infrastructure and faster broadband are mentioned as key components to supporting agglomeration and connectivity to markets, i.e. drivers of productivity. The paper mentions getting the right investment and regulatory relationship between the Government and private providers to unlock investment in infrastructure and support longer term growth. Travel difficulties outside London and the south east are recognised and the Northern Powerhouse Rail and the Midlands Rail Hub mentioned as key projects to enable these areas to join their labour markets.

Specific problem areas are set out as

- an historic lack of clear long-term thinking in Government's approach to national infrastructure strategy – in how we join up at a national level
- which has contributed to the disjointed provision of infrastructure and a legacy of underinvestment which has led to low confidence among investors and undermined planning in the supply chain
- The absence of a clear national strategy has been compounded by the lack of joined up policies to meet local needs. Partly attributed to poor coordination between central and local government and the lack of strong infrastructure institutions such as Transport for London outside the capital.

### 3.2 Government Actions & Proposals in the Paper

Actions are proposed under 4 headings:

- i) higher rates of public investment, with improved institutions to support how the money is best spent. Includes:
  - a. £23bn National Productivity Investment Fund which will include:
    - o £2.6 billion for improvements in transport projects; including £1.3 billion for upgrades to local transport and national roads, £390 million for future transport, including support for ultra-low emission vehicles and connected and autonomous vehicles, and over £450 million to support rail improvements including digital signalling, smart ticketing and other measures to improve services. Improving the resilience of the railway at Dawlish is explicitly mentioned
    - o £400 million in a new Digital Infrastructure Investment Fund to boost commercial finance for emerging fibre broadband providers
    - o £740 million for local full fibre broadband rollout and 5G mobile technology
  - b. £2.3 billion Housing Infrastructure Fund, a flexible new fund which will back infrastructure such as transport and utilities, which can encourage new private investment in housing
  - c. £450 million to support digital signalling on the railways and developing a plan to introduce digital train control technologies on some of the UK's busiest rail links to maximise the opportunity the digital modernisation of railways offers for jobs and growth and the UK's standing in a growing global market.
  - d. £170 million investment in flood defences, as part of a total £2.5 billion of investment over six years.
  - e. £1.7 billion Accelerated Construction programme to ensure homes are built at up to double the speed of traditional house builders, e.g. offsite manufacturers
  - f. £1.1 billion for local roads and public transport networks targeting bottlenecks that hold back growth
  - g. commitment that government infrastructure spending will be 1-1.2% of GDP between 2020 - 2050.
  - h. Support for specific projects: the M60 North West Quadrant; major upgrades to the M60 around Manchester; the A66 from the A1 to the M6, with the first new dual carriageway across the Pennines since 1971; Oxford to Cambridge expressway; potential lower Thames crossing; consulting on tunnel options for the A303 Stonehenge route
  - i. Ambition to make the UK the leading location for the development of connected and autonomous vehicles, establishing a new testing ecosystem whose coordinating hub will be announced by spring 2017.
  - j. "Improved institutions": creation of National Infrastructure Commission and mention of the Infrastructure and Projects Authority (created January 2016) to support the successful delivery of Government's infrastructure priorities.
- ii) continue to support private sector infrastructure investment  
Strategic investments such as Heathrow, Hinkley Point C and HS2 phase 2 along with:
  - o Infrastructure bonds and loans: £40 billion UK Guarantees Scheme (UKGS) extended to at least 2026 to help projects raise finance from the capital markets through Treasury-backed guarantees for bonds and loans. Government will explore new construction-only guarantees which will provide new opportunities for private involvement in infrastructure.
  - o Public-Private Partnerships: Autumn Statement committed to the exploration of a new pipeline of projects suitable for delivery through the Public Private

Partnership scheme PF2, early 2017, for the private sector to play a role in delivering infrastructure.

- iii) focus on how we can deliver infrastructure more effectively, and make infrastructure costs more competitive against global comparisons
  - review on how the Government, working with industry, can improve the quality, cost and performance of our infrastructure – report due summer 2017. New Infrastructure Delivery Ministerial Group to oversee delivery of Government's infrastructure commitments through tackling cross-cutting issues which are challenging the delivery of priority projects
  - using infrastructure to support rebalancing: Government will take account of the balance of spending per head between different regions and continue to prioritise the highest value-for-money projects to address productivity weaknesses across the country, and unlock the benefits of agglomeration.
  
- iv) align the planning of infrastructure more effectively with local growth priorities
  - Devolution and the regional transport bodies Transport for the North and Midlands Connect seen as ways of more closely aligning transport investment with economic priorities

### 3.3 Questions for Consultation

- 15. Are there further actions we could take to support private investment in infrastructure?
- 16. How can local infrastructure needs be incorporated within national UK infrastructure policy most effectively?
- 17. What further actions can we take to improve the performance of infrastructure towards international benchmarks? How can government work with industry to ensure we have the skills and supply chain needed to deliver strategic infrastructure in the UK?

### 3.4 Issues for the LEP

What does agglomeration look like on a HotSW and then wider south west footprint? How does a more connected SW look?

The paper quotes travel times between major northern cities as problematic; outside the A303/A30/A358 corridor and PRTF are there other south west/ HotSW equivalent issues that should be raised or is the task to ensure Government delivers on previous commitments?

Given the relative cost of broadband and distances in our area, is this in any way a substructure for more traditional infrastructure investment?

What are the infrastructure blockages in our area, e.g. grid capacity? The HotSW productivity plan gives an opportunity to quantify these

Given the mention of non-London "infrastructure institutions" like Transport for London, is this something that needs to be considered at a HotSW or south west level?

Given the interest in bringing the private sector more into delivering infrastructure, is there a specific role for the LEP we should be setting out?

What is the LEP's position on accelerated construction – are there specific HotSW opportunities within this we should be targeting?

Only the tunnel past Stonehenge is specifically mentioned on the A303/A358/A30 corridor and only then as a consultation. We may want to make a specific point on this in the response

Does the statement that Government will take account of the balance of spending per head across the country offer any opportunities (or threats) for the LEP area?

#### **4. Supporting businesses to start and grow**

The OECD shows the UK ranks third for start-ups, but 13th for the number of businesses that successfully scale up. Barriers are fundamentally seen as access to capital and the presence of barriers which prevent scaling up.

There is an under-supply of long-term funding – “patient capital” – and later stage venture capital for growing UK companies are identified as causes, along with possibly more concentration of equity and VC in London and the SE. Government sees investment in individual firms as for the market but can do more to establish and deepen new capital markets.

Barriers include

- business investment: the UK invests on average 2-3% of GDP less than France, Germany and the United States in fixed capital – such as plant and machinery. The UK has ranked in the lowest 25 per cent of all OECD countries for investment in 48 out of the last 55 years
- leadership & management skills, including management development programmes

FSB research is quoted which shows that around half of small businesses are seeking to grow over the next year, yet only around 10 per cent are seeking to grow their turnover by more than 20 per cent. Encouragement is given for local economic growth strategies to focus not only on high-growth scale ups, but also on those with more moderate ambitions. Enabling many small businesses to achieve their more moderate goals could have significant economic impact alongside supporting other firms to increase their rapid growth.

#### **4.2 Government Actions & Proposals in the Paper**

Five areas are identified

- i) Improving access to finance for businesses looking to grow  
Patient Capital Review launched to look at how access to finance and longer term funding can be provided
- ii) backing institutions that can catalyse private sector equity investment – particularly in places where this may be more of a problem  
An additional £400m investment in the British Business Bank; setting up the Northern Powerhouse Investment Fund and Midlands Engine Investment Fund which add to and aggregate up existing local investment funds, enabling economies of scale and better management; continued support of the Business Growth Fund.

Government will also will work with the ScaleUp Institute, the British Business Bank, the BGF and other partners to examine how to improve business networks and so improve access to capital in the rest of the UK

- iii) improving other support for scale-ups and entrepreneurs by building up networks, One of the areas of the paper that specifically mentions LEPs and includes
  - Minister for Small Business will take on a new role of Scale-Up Champion, overseeing a task force to support high growth scale-up businesses across the

UK and to build peer-to-peer business networks to improve productivity, especially for fast growing firms, working with LEPs, Growth Hubs, the ScaleUp Institute, private sector and other partners. This includes looking to address the management and leadership issue.

- Identify and target fast-growing firms at an early stage, e.g. using VAT returns. This will enable the efficient offer of advice and support to catalyse business growth and support scale-up businesses in cooperation with the Behavioural Insights Team and the ScaleUp Institute.
- A review into entrepreneurship by Professor Tim Dafforn to assess the support currently available to entrepreneurs, consider international best practice and how to ensure best practice across business schools can reach the widest audience. To-
- £13 million for the business-led Productivity Council in the Autumn Statement, to support stronger business-to-business engagement to improve productivity, including through the appropriate use of digital technologies, offering management training and business-to-business coaching through its specialised productivity academies across the country.

iv) ensuring the uptake of new technology and digital processes which support growth

v) considering whether any measures need to be taken to promote a more long-term approach to funding

Government has published a Corporate Governance Green Paper, which includes options for strengthening the link between executive pay and long term company performance, and encouraging greater investment by firms.

#### 4.3 Questions for Consultation

18. What are the most important causes of lower rates of fixed capital investment in the UK compared to other countries, and how can they be addressed?
19. What are the most important factors which constrain quoted companies and fund managers from making longer term investment decisions, and how can we best address these factors?
20. Given public sector investment already accounts for a large share of equity deals in some regions, how can we best catalyse uptake of equity capital outside the South East?
21. How can we drive the adoption of new funding opportunities like crowdfunding across the country?
22. What are the barriers faced by those businesses that have the potential to scale-up and achieve greater growth, and how can we address these barriers? Where are the outstanding examples of business networks for fast growing firms which we could learn from or spread?

#### 4.4 Issues for the LEP

Whilst levels of start-ups nationally are seen as strong, our own analysis shows that at a HotSW level, levels are lower than the wider UK

To what degree does access to finance for growth potential businesses resonate as an issue in HotSW and, crucially, is any problem due to the availability of finance or to a lack of “investor readiness” amongst those SMEs seeking funding?

Is a form of “south west investment fund” needed to provide alternative sources of funding for businesses and social enterprises in the HotSW and wider area? Or what is the potential for models such as crowd-funding to support business growth? Given that capital is global, what benefit, if any, is there in a specific “south west” or HotSW approach or are we better connecting to other activities in this area?

Does the LEP have a view on the desirability of focussing not only support for high growth but also for businesses with more modest ambitions? How does this sit with our own local priority of growing productivity?

What should the specific role of the LEP be in the scale up and networking plans?

## **5. Improving Procurement**

The public sector spends around £268 billion per year, equivalent to 14 per cent of GDP. Used strategically, government procurement can encourage innovation, competition, and investment in skills. The Small Business Innovation Research programme is seen as a starting point whilst the US defence sector is referenced as a benchmark of how procurement can stimulate innovation and growth. Challenges identified are the current need to comply with EU law and a lack of visibility by government on the supply chains of its contractors and therefore a lack of awareness of the impact of the contracting decisions government may make.

### **5.2 Government Actions and Proposals**

Four areas are proposed

- i) stimulating innovation through government procurement  
A review is under way to understand how the Small Business Research Initiative (SBRI) could learn from the US defence sector and be expanded to drive more innovation and growth in supplier businesses. Procurement guidance is also being amended to support more innovation
- ii) supporting economic growth through better procurement practices through a “balanced scorecard” approach
  - o Drawing on best practice in major infrastructure projects, such as Crossrail, to encourage those buying goods and services to take account of social and economic factors when designing their procurements.
  - o Extending the Cabinet Office balanced scorecard approach – currently applicable to major infrastructure projects – to ensure procurements are structured to support productivity improvements
  - o A target for 1/3 of procurement to be with small business by 2020 and reducing the bureaucracy involved
- iii) procurement in key industries like health and defence where Government’s role as customer and regulator provides unique opportunities to achieve wider benefits through procurement. Defence and Health are singled out
  - o Defence: a refreshed Defence Industrial Policy is due shortly which will include helping SMEs bid for defence contracts more easily. The National Ship Building Strategy is due Spring 2017 which will pick up recommendations around spreading future naval shipbuilding around UK locations and improving exportability of naval designs. The Defence Innovation Initiative was launched in September, including the creation of an £800 million, 10-year innovative procurement fund, measures to look at implications of emerging technology and



a Defence and Security Accelerator to match defence and security customers with potential suppliers which will launch the first call for bids shortly. The MOD is working with DIT and other departments on improving exportability in the sector and the MOD is training 50,000 apprentices by 2020. The government is also working with industry on a new approach to nuclear skills to take a holistic approach of needs across Government and industry

- Health. The October 2016 Accelerated Access Review recommended a number of proposals to speed the uptake of innovative new diagnostic tools, treatments, and medical technologies by the NHS. The NHS' Supply Chain contract is being updated in 2018 to give better access the £22 billion currently spent on goods (£6bn) and services and improve levels of innovation in the goods purchased.

iv) transforming digital procurement

The Digital Marketplace was launched in 2014 which has helped improve SME access to digital procurement contracts and reduced bureaucracy around them

### 5.3 Questions for consultation

23. Are there further steps that the Government can take to support innovation through public procurement?
24. What further steps can be taken to use public procurement to drive the industrial strategy in areas where government is the main client, such as healthcare and defence? Do we have the right institutions and policies in place in these sectors to exploit government's purchasing power to drive economic growth?

### 5.4 Issues for the LEP

The forthcoming National Shipbuilding Strategy (Spring 2017) and Defence Industrial Policy Refresh may provide further opportunities for the LEP area and we should be ready to capitalise on these.

The LEP will want to monitor the emerging approach to nuclear skills and ensure this reflects local needs and assets

Given the emphasis on Defence and Health as two key sectors, should the LEP consider additional focus on these areas to capitalise on these opportunities?

What assets does the area have to benefit from this? E.g. Devonport but also key companies?

Is there an opportunity for strategic consortiums to target these procurements?

Input to/ responses to the Small Business Review?

## 6. Encouraging Trade & Inward Investment

The UK is the lead location for inward investment in Europe but has low levels of firms which export, and trade as a share of the economy has grown more slowly than in our G7 competitors over recent decades. Exporting companies contribute 60 per cent of the UK's productivity growth.

## 6.2 Government Actions and Proposals

Actions are spread across 10 areas

- i) Building future trading relationships with the EU and other global markets
- ii) Building global prosperity to boost inclusive growth and unlock emerging opportunities, e.g. Nigeria
- iii) Improving market access for exporters to new markets
- iv) Creating a more active approach to winning overseas contracts. The Government has been trialling a 'Team UK' approach to winning major overseas contracts, establishing new Infrastructure Exports Leadership Forum to bring government and industry together to sell the UK proposition
- v) Increasing defence exports. The DIT Defence and Security Organisation (DSO) is working with industry on a similar approach, where consortia of UK Defence companies produce a single UK bid for overseas government customers. And see section 5 above for the proposals to improve exportability of UK naval designs
- vi) Doubling export finance capacity. UK Export Finance (UKEF) capacity to support exports globally doubled in the Autumn Statement
- vii) Making government trade services easier to use for firms through great.gov.uk – a new digital platform to provide integrated access for exporters and investors to the full range of its services
- viii) Joining up trade and inward investment promotion with local areas: dedicated teams for Northern Powerhouse, the Midlands Engine, Greater London and southern England plus 40 Northern Powerhouse trade missions up to 2020 and a further 20 for the Midlands Engine
- ix) Strengthening the value from trade shows – potentially with focus on specific sectors
- x) Developing a new, more strategic approach to inward investment; looking to learn how some areas such as London, have developed a more growth-driven approach to measuring success of inward investments

## 6.3 Questions for consultation

25. What can the Government do to improve support for firms in increasing their exports?
26. What can we learn from other countries to improve our support for inward investment and how we measure its success? Should we put more emphasis on measuring the impact of Foreign Direct Investment (FDI) on growth?

## 6.4 Issues for the LEP

Brexit and the speed of any separate trade deals will have significant impact on the propensity of UK firms to trade & to attract inward investment.

Whilst the UK is a leading destination for inward investment our analysis shows the HotSW area does relatively poorly and HotSW levels of exporting are much lower than other parts of the UK

The LEP Board recently supported the creation of a post specifically to improve the profile of HotSW with DIT; given the dedicated Northern Powerhouse and Midlands teams, how do we build on this to ensure HotSW has the right visibility within DIT?

Is there an opportunity in attracting those parts of supply chains currently based overseas into the UK? May be relevant in some sectors but depends on the level of international connections needed for the products. E.g. aerospace or automotive: would seem to be little value in trying to attract parts of these supply chains to the UK when the product relies on a very high degree of international connectivity.

## **7. Delivering affordable energy and clean growth**

Security of supply and meeting climate change targets are foundation priorities. In addition to these, two areas of energy policy require higher priority: the affordability of energy for

households and businesses, and securing the industrial opportunities for the UK economy of energy innovation. Government has a role to play in keeping costs down for businesses, coordinating changes to energy infrastructure triggered by new technologies (e.g. electric vehicles), and securing the economic benefits of the transition to a low-carbon and resource-efficient economy – ensuring next generation technologies are created and harnessed in the UK capitalising on strengths; nuclear decommissioning used as an example.

### **7.2 Government Actions and Proposals**

- i) Affordable energy. The difference between UK industrial electricity prices and those of other European countries is now mainly due to our higher wholesale prices and network costs. In 2017 Government will be setting conducting a review then setting out a long-term roadmap to minimise business energy costs.
- ii) Changes to energy infrastructure. Smart meters offered to every household and small business site by end of 2020 and Government is looking at other ways of having more flexible alignment of demand and supply and so less need for costly permanent stand-by capacity. Government is also considering the impacts of the shift to electric vehicles and the opportunities offered by hydrogen fuel technologies across multiple applications, including heating, energy storage and transportation
- iii) Harnessing the industrial opportunities from new energy technologies. As well as existing work on new nuclear or wind turbine technology the paper commits Government to a programme of R&D in energy storage and other smart technologies which aligns with the electric vehicle opportunity and the roll out of smart meters.

### **7.3 Questions for consultation**

27. What are the most important steps the Government should take to limit energy costs over the long term?

28. How can we move towards a position in which energy is supplied by competitive markets without the requirement for ongoing subsidy?
29. How can the Government, business and researchers work together to develop the competitive opportunities from innovation in energy and our existing industrial strengths?
30. Can the Government support businesses in realising cost savings through greater resource and energy efficiency?

#### 7.4 Issues for the LEP

The LEP may want to consider contributions to the review on business energy costs and leveraging our renewables potential

Do we have any assets that could form the anchor point of a “next generation technologies” cluster for the SW, e.g. the high tech marine cluster? The Science & Innovation Audit identifies the M4 axis as an automotive & hydrogen hub - do we have a role to play in or complementing this?

Other energy sector opportunities we can capitalise on (nuclear is detailed separately below)

### 8. **Cultivating world-leading sectors**

Existing UK strengths in aerospace, automotive, the life sciences, the creative industries, digital, financial services and professional and business services are recognised along with emerging, and potentially disruptive sectors such as FinTech. Strong sectors with potential are seen as having extensive supply chains underneath the main operators and/ or R&D capability. Government wants to maximise the benefits of collaboration between firms and collaboration between the sector and Government, all with the aim of increasing productivity, innovation and competitiveness and without creating incumbency.

Government sees the principles as business leadership, a supply chain perspective and creation of long-term institutions to drive forward innovation, skills, productivity etc. The aerospace and automotive sectors are seen as benchmarks.

#### 8.2 Government Actions and Proposals

- i) Challenging all sectors of the economy to upgrade through ‘Sector Deals’ – an “open door challenge”. Not about funding but for business to organise behind strong leadership to address shared challenges and opportunities. Deals would involve collaboration with other stakeholders, such as universities and local leaders to produce a clear proposal for boosting the productivity of their sector. The deal would need to show how the sector could transform its strategic prospects and what Government could do to improve the chances of success. Some sectors and leads are identified though deals are not limited to these
  - life sciences - John Bell
  - ultra-low emission vehicles - Richard Parry-Jones; on
  - industrial digitalisation - Juergen Maier;
  - improving UK competitiveness and skills in the nuclear industry - Lord Hutton
  - creative industries - Sir Peter Bazalgette
- ii) Supporting emerging sectors and innovative businesses. Government is looking for feedback from industry on where the Challenger Business Programme can work with

other merging sectors. Challenger Businesses are dynamic businesses, perhaps in newer or smaller sectors, with new technologies and innovative products. The government believes they will play an important role in securing UK competitiveness, improving consumer standards and choice, and supporting economic growth.

iii) Building on existing sector relationships. For example in aerospace

### 8.3 Questions for consultation

31. How can the Government and industry help sectors come together to identify the opportunities for a 'sector deal' to address – especially where industries are fragmented or not well defined?
32. How can the Government ensure that 'sector deals' promote competition and incorporate the interests of new entrants?
33. How can the Government and industry collaborate to enable growth in new sectors of the future that emerge around new technologies and new business models?

### 8.4 Issues for the LEP

The LEP is actively involved in nuclear and aerospace work which needs to be positioned in this light; a refreshed SW nuclear strategy is being developed and coordination will be required with other areas of the UK.

South Coast Marine Cluster represents a strong opportunity for a sector deal

Are there other opportunities for the LEP to convene sector deals around the other Golden Opportunities? And are there other sector opportunities we should be considering e.g. for Tourism? And if so given how Government describes the likely approach we will in most cases need to work with other LEP areas on such deals.

## 9. **Driving growth across the whole country**

As part of the ambition to spread the benefits of productivity growth across the country, Government has a role in influencing and supporting this through spending decisions and their composition, e.g. investments in transport, housing, or flood prevention; influence on and investment in education; third the substantial investments and influence Government has on research and development and how this can be linked with industry; fourth creating or strengthening local institutions that support their particular economic strengths and specialisms – see Pillar 10 below.

Improving productivity in urban and rural areas are recognised as twin priorities. Drivers of productivity are identified as connectivity, levels of skills, levels of and investment in innovation and local institutional leadership.

On this last point two extracts are notable:

- “We should confront the fact that our economy is one of the most centralised in the world, with institutions that are often too fragmented to provide the most effective leadership in shaping successful places. Evidence and experience suggests that strong, streamlined, decentralised governance – such as through our city deals, growth deals and mayoral devolution deals – can improve economic decision making and spur innovation and productivity gains” (emphasis added)

- “Strong and accountable place-based governance – with a clear business voice – will be critical to making the most of this additional investment” (emphasis added).

## 9.2 Government Actions and Proposals

LEPs are mentioned as bodies which make sure that business has a strong voice in directing local economic development

The Northern Powerhouse and Midlands Engine are presented as examples of driving coordination on transport, skills and inward investment. Government sees opportunities to develop this regional, more strategic approach in other parts of the UK.

The future of ESIF monies falls under this pillar and the LEP is engaged with officials and the LEP network on this.

Actions under infrastructure, skills and innovation are set out in those sections. Local institutions are under Pillar 10 with Government interested in working with areas on industrial and economic clusters and local specialisms, to establish the right institutions with the right powers to help support local areas of economic strength. May involve creating new institutions or strengthening existing ones.

## 9.3 Questions for consultation

34. Do you agree the principles set out above are the right ones? If not what is missing?
35. What are the most important new approaches to raising skill levels in areas where they are lower? Where could investments in connectivity or innovation do most to help encourage growth across the country?

## 9.4 Issues for the LEP

The drivers of productivity match almost exactly with those set out in the Heart of the SW Green Paper on productivity. The content of our productivity plan would logically form a key part of our response under this pillar

With the requirement for strong place-based governance with a clear business voice and with LEPs mentioned as bodies which bring the business voice into economic development, this shapes the potential role of the LEP in the future.

## **10. Creating the right institutions to bring together sectors and places**

Stronger local institutions are recognised as being essential to even out growth. Government recognises that different areas require different solutions but identifies common elements of successful clusters around the world:

- Local business and financial institutions: for example ‘anchor’ businesses or local financial institutions such venture capital networks or investment funds attached to universities.
- Local leadership institutions: local authorities can help to coordinate issues such as planning, transport and skills to investments in culture and the quality of life; LEPs to create strategic plans for wider areas and give businesses a direct role in shaping the future of their local communities; where they exist, Mayoral Combined Authorities support regional planning for transport and improvements in skills.

- Interest groups and advocacy groups: e.g. local business associations supporting and advocating the locality and its clusters
- Institutions that support innovation: includes universities, Government and research council labs, Science Parks
- Cultural institution: promote a cluster and help attract talented people to locate there
- Connectivity institutions: e.g. ports & airports

## 10.2 Government Actions and Proposals

Work with local areas to help develop industry clusters based around local expertise, playing into the sector deal and place pillars above. A range of possible solutions are mentioned such as educational and innovation institutions, business networks and trade associations, or financial networks and local funds.

Work with places to maximise the benefits of “anchor businesses” and associated supply chains

The Cabinet Office will consider the location of agencies and departments and how these can help develop a place and there is a recognition that cultural offers are important.

Government will look at how cultural institutions can support development of a place and review how research council laboratories can drive local growth.

Support networks of universities where they want to come together to improve commercialisation.

Work with the British Business Bank and ScaleUp Institute to understand and address the relative weakness of venture capital funding and entrepreneurship networks outside the SE.

Work with local government on how to bring more business expertise into local governance, and improve links between councils and the private sector

Will explore further devolution deals for the largest cities, where they will increase economic growth and increase capacity in existing Mayoral Combined Authorities

Will work with LEPs to review their role in delivering local growth and examine how we can spread best practice and strengthen them.

## 10.3 Questions for consultation

36. Recognising the need for local initiative and leadership, how should we best work with local areas to create and strengthen key local institutions?
37. What are the most important institutions which we need to upgrade or support to back growth in particular areas?
38. Are there institutions missing in certain areas which we could help create or strengthen to support local growth?

## 10.4 Issues for the LEP

The section provides a steer for devolution proposals in HotSW; “further devolution” is explicitly linked to larger cities but the ambition to strengthen local institutions everywhere offers other opportunities, across the range Government outlines. This could include for example a local finance capacity linked to universities

Again the role for LEPs is seen as strategic and part of the mix for creating strong local institutions. Also a recognition that LEPs need to operate over wider areas. The LEP visioning work will feed into a response

Are there opportunities for the LEP area in the Cabinet Office considerations? Perhaps the Met Office could serve as a useful benchmark

Should the LEP be specific about our 'anchor businesses'? Obvious examples include EDF – there are many more. What role do we think they can play and how better can the LEP support their growth and contribution to productivity gains.

Is there an opportunity for the GW4 group to be part of a 'local' university network? If so what role do Plymouth and Marjons have in this?