

David Ralph – CEO

Let me begin with a question - What does a good LEP look like indeed what does the best LEP look like?

Why should we not aspire to be the best LEP in the country – we are an area of world class natural capital; we have world class businesses and universities. Should we not aspire to be best in class?

The Industrial Strategy is clear - Government committed to work with Local Enterprise Partnerships as independent and private sector led partnerships that are accountable to the communities they support.

At the same time, it is important to set out a model that will underpin future national and local collaboration. This will be essential to the development of Local Industrial Strategies and in the context of the future UK Shared Prosperity Fund.

Local Enterprise Partnerships will focus on enhancing productivity. This will be achieved through the development and delivery of their Local Industrial Strategy.

Similarly, the LEP – Strengthening Local Enterprise Partnerships - published in September makes some clear requirements of LEPs:

- It should be business led 2/3 of the Board should be from the private sector; 50% (by 2023) should be women but it should be underpinned by a really strong stakeholder engagement model
- It should have a clear annual business plan with clear and transparent decisions making processes in accordance with a National Assurance Framework within Local Government financial procedures as Accountable Body
- The Secretariat (i.e. its key staff) should be independent specifically of Local Government
- It should be open, transparent and accountable.

Compliance with these is not particularly difficult for this area and our LEP – most of these we already do, and the reward potentially will be that UKSPF is channelled through the LEP - but I would argue that a good LEP or even the best LEP needs to do so much more than compliance.

Our route map needs to be underscored by effective behaviours and values underpinned by the Nolan principles of public life, but which might include some behaviours that I think are important to a good LEP:

- We should spend 80% of our time on things that improve our economy and 20% of our time on process – not the other way around

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- We should be transparent, accountable and relevant – it is not unreasonable for places or businesses to challenge on what are we doing for you
- We should develop clear and compelling propositions that provide a clear return on investment not simply a sense of entitlement
- Our products and services whether it's the Growth Hub, Enterprise Zones, Local Growth Fund etc should be the best they can be
- We should be clear on what we're trying to achieve, transparent in how we do it and accountable for success or failure. The LEP is very reliant on delivery through others but we should have clear terms of engagement and be able to constructively challenge/push etc
- We should be a learning organisation with key performance indicators to monitor our impact and success or not

So how does this translate this in terms of delivery over the next few years. Well simply no excuses – we are all part of this LEP and therefore we all take a shared ownership of our key economic goals.

- The delivery of the A303/A358/A30 improvements
- Delivery of the Improvements of Dawlish
- Accelerated delivery of 100% superfast broadband
- A significant rise in productivity; a similar level of employment underpinned by a radical shift in skills
- Housing provision that meets demand
- Increasing inward investment and increasing exporting
- A business support service that best meets the need of businesses (within available resources)
- Significant reductions of in work poverty improvements and in health and well being
- Natural capital that surpasses even our current levels

All of these are measurable but let me be clear, none of these are the direct responsibility of the LEP but the LEP is an integral part of a Leadership of the area with specific responsibility to bring the private sector voice to bear and deliver its responsibilities as part of the whole.

Government is looking to areas to show a unity of purpose and a shared accountability for deliver and, to assist this, I am therefore delighted that today we are publishing our initial prospectus for the Heart of south west identifying the key high value/high growth opportunities that underpin our productivity strategy with our strap line Living Better.

It is important to recognise that these opportunities within the prospectus not only act a shared script for the area but also are backed up with key delivery plans and resources to realise them. LEPs should be places of action, willing to make difficult decisions not places of warm words and talking shops. New need to focus more on delivery and impact so let's focus on the difference that

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has been made since our baseline in 2014 as part of the strategic economic plan.

Let us reflect a little on the impact and progress we have made to date. Today we are publishing our impact report on progress of the area and the LEP with reference to the Strategic Plan. It is summarised within the Annual Report and these slides are available on line.

Finally, the HOTSW Local Industrial Strategy.

Thank you for such a warm welcome throughout the whole area since the beginning of June. It's been a delight and I'm excited to be in an area that is 'up for growth' and increasing the prosperity of its businesses and its communities but recognises that our greatest asset is our natural capital – our coast, our farms, our National Parks and Areas of Outstanding Natural Beauty and the vitality of our villages, market towns and urban centres.

So, in an area of very tight labour market how will we increase prosperity. Productivity can sometimes feel very abstract but fundamentally it's about people – increasing wage levels so that the economic contribution of every resident is greater. - to increase wages our businesses, have to be more profitable. At the core of our work is our theme – #BetterLiving

Through the publication of the Productivity Strategy earlier this year we have set ourselves a very clear long-term objective – by 2038 to double the size of the economy and in doing so provide opportunities for all. My job as Chief Executive of the Heart of SW LEP is to work with partners on a clear route map to deliver this objective and with the LEP Board put in place the best possible LEP to implement it.

A few weeks ago, Heart of the South West LEP was identified as one of only 6 areas in the country to be given Wave 2 LIS status. As part of our developing Local Industrial Strategy we are publishing our evidence base that will underpin our conclusions and prioritisation.

Working through the LEP and joint committee, the Local Industrial Strategy will look to turbo charge those elements of the Productivity Plan that will deliver greatest transformation. We will need to prioritise; we will need to be distinctive; we will need to have resonance to the National Industrial Strategy Conclusion - So what is the value proposition of a LEP?

Firstly – thought leadership. The LEP is an important convenor to bring together key stakeholders in how we might meet certain challenges or deliver key opportunities. These might include influencing Government on policy; raising the profile of the area; building business confidence. Through business

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leadership, we have to provide the opportunity for all interests to be heard and contribute but fundamentally through our Business Representative groups such as the Chambers, CBI, NFU, FSB etc we need to ensure that the business needs are met. An effective Team SW remains a key strategic goal. Second – commissioning products and services. The LEP is responsible for commissioning – consequently delivered by others – a range of services and products – Enterprise Zones; the Growth Hub; the capital programme; growing places funding etc. We need to be as sure as we can be that these products are doing everything they can to support business growth. We need to avoid duplication and challenge ourselves to deliver the best possible prioritisation and value for money.

Third – increase our transparency and accountability. LEPs are the preferred vehicle of Government to draft and implement deliver the Industrial Strategy locally and all our funding is managed through Local Government as Accountable Body but we and indeed all LEPs need to be stepping up to the challenge.

We will strive to be best in class and to do so we will have to work more efficiently and effectively and almost certainly differently with an increasing focus on delivery.

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