

## Heart of the South West Local Enterprise Partnership Delivery Plan 2019-20

### 1. Summary & Strategic Objectives



Heart of the South West is a special place with enormous potential in its businesses, its people and its places. With an economy of £35 billion per year, 83,000 businesses and a 1.7 million population, Heart of the South West is the size of a major UK city and covers the local authority areas of Devon, Somerset, Plymouth and Torbay. This delivery plan outlines the work the LEP will undertake in 2019/20.

The Heart of the South West's Strategic Economic Plan (SEP) has guided LEP activity since 2014 with funding secured through a range of channels to achieve the SEP's ambitions. These include a series of Growth Deals and section 2 outlines progress and expectations from this. The LEP also works with Government to shape investment of £122 million of European Structural Funds in the area and oversees a range of other projects drawing from different funding streams – section 3 outlines more on this work. Finally, section 4 sets out other work the LEP is undertaking to grow the prosperity of our area.

#### The HotSW Economy

HotSW Economy		
	SEP Objective	Change 2014-2018
Employment	+50,000 jobs created by 2020	+47,000
Business start ups	By 2020, be one of the best places to start and grow a business	+5,920 enterprises: +9% vs 2014 UK +18% vs 2014
Skills	By 2020 <ul style="list-style-type: none"> <li>60% of adults qualified to Level 3+</li> <li>40% to Level 4+</li> </ul>	58.8% at level 3+ (+3.5pts vs 2014) 36.2% at L4+ (+2.7pts vs 2014)

Broadband	By 2020 100% superfast broadband (>24Mps)	93.5% coverage (+20.2pts)
Housing	170,000 new homes by 2030	+26,010

Strong employment growth in the past 4 years means employment levels are amongst the highest in Europe so future growth must come from addressing the productivity challenges and opportunities in our area; creating higher value jobs and helping people make the transition to these and helping businesses to become more efficient. In turn this leads to rising prosperity levels for communities and people in the LEP area.

Business start up rates still lag behind the UK and there is more to be done to build on the progress in improving skills. Likewise, whilst broadband coverage has improved, some rural areas remain relatively isolated, mobile coverage must improve and work is underway to drive up utilisation of the existing facilities.

Good progress has been made but there is more to be done.

### Addressing the Opportunities and Challenges

In 2018 the LEP and the Heart of the SW Joint Committee agreed an ambitious Productivity Strategy to double the size of the Heart of the SW economy by 2038 through raising productivity and ensuring prosperity for all. Stepping Up to the Challenge is available here <https://heartofswlep.co.uk/wp-content/uploads/2018/04/HeartoftheSouthWestProductivityStrategy.pdf>. The strategy focusses on the key foundations of productivity and the unique opportunities the area's economy presents.

Since the LEP and Joint Committee set out their productivity ambitions, Government has invited all LEPs to develop a Local Industrial Strategy for their area. The HotSW LIS will be drawn from the Productivity Strategy and will be one channel through which the LEP pursues the area's growth ambitions. More detail on progress in developing the LIS can be seen here (<https://heartofswlep.co.uk/about-the-lep/strategies-and-priorities/local-industrial-strategy/>) with a final Strategy targeted for summer 2019.

The LIS is jointly owned with Government and will highlight the key opportunities and propositions within Heart of the SW which deliver to Government priorities. It will also set out a series of indicators against which progress will be measured by an annual impact evaluation will determine the LEP's specific influence on broader economic changes within Heart of the South West.

The Productivity and Local Industrial Strategies will set the LEP's direction for the coming years; the full range of actions to deliver the 2038 ambition can be seen here (<https://heartofswlep.co.uk/wp-content/uploads/2019/05/HotSW-Partnership-Productivity-Strategy-Delivery-Plan-Apr19.pdf>)

### The LEP's Approach

Partnership working is essential to achieve this ambition and is integral to everything the LEP does. The LEP is delighted to be engaged with the Joint Committee and in turn works very closely with local authority and other partners to develop and implement activity, drawing heavily on their expertise and capacity. This will continue.

Specifically in 2019-20, the LEP will focus on:

- i) Leading development of the Local Industrial Strategy

- ii) Strengthening the area's profile with Government, MPs and officials
- iii) Leading implementation of the productivity themes of Business Leadership & Ideas, Employment Skills & Learning
- iv) Working with partners to implement the productivity theme of Housing Connectivity & Infrastructure; the LEP will focus on:
  - Leading a delivery partnership for productivity growth across rural & coastal communities
  - Leading strategic delivery of Enterprise Zones
  - Lead strategic delivery of the area's energy strategy which underpins growth ambitions
  - Leading strategic oversight of superfast and 4G/5G broadband infrastructure
  - Working with partners to address strategic transport challenges
  - Supporting partners in achieving the area's housing ambition
  - Supporting partners in addressing local transport challenges
- v) Leading delivery of the area's Key Opportunities (marine, nuclear etc)
- vi) Providing a range of intelligence and research to support the LEP and partners in preparing compelling business cases to address the area's productivity challenges
- vii) Convening partners to respond to economic shocks in the area
- viii) Being an exemplar amongst LEPs in its governance and transparency
- ix) Ensuring all LEP activity works towards improving social inclusion<sup>1</sup>.

## **2019-20 Priorities**

In summary, in 2019-20 the LEP will focus on:

### Local Growth Fund

- Review spend against profile and aim for less than 10% variance, tightening processes if necessary by end May 2019.
- Review output progress against profile and tighten process if necessary, by end May 2019.
- Review pipeline of future projects, by end June 2019.
- Ensure adherence to Branding and Communications guidelines for all projects, by end June 2019.

### European Funding

EU funds must be contracted by end December 2020 and the LEP will continue to work with Government to ensure the full HotSW allocation is invested in the area by this date, with particular focus on The European Social Fund.

The LEP will publish updated outputs information for contracted projects on its website by mid-2019.

### Growth Hub

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<sup>1</sup> "Social inclusion" is defined as 'Enabling as many people as possible to contribute and benefit from economic growth within the HotSW.' See <https://heartofswlep.co.uk/wp-content/uploads/2018/11/171106-HotSW-Inclusive-Growth-Framework-Final-Report.pdf>

The Growth Hub will refine its service with a stronger focus on scale-up businesses, complimenting a newly procured pilot scale-up service that will run over the same period and work with at least 55 “scaling businesses”. The support offered will also be re-packaged for sectors, business life-cycle, and with a focus on specific topics, such as Brexit.

### Enterprise Zones

- Gravity: the site is a former munitions factory and remediation work is well under way with the LEP part funding the access road. The compulsory purchase order to secure the land is advanced and construction of the road will commence in 2019. Delivering this Growth Deal-funded project is a key priority to ensure the site is open for business in 2020.
- Exeter & East Devon: the LEP has invested significantly in Exeter Science Park and delivering the Local Growth Fund projects for developing additional grow on space for growing innovation based / R&D jobs will be a priority. Alongside this the LEP will be working with partners developing the Zone to deliver highway improvements, office space and simplified planning to support the delivery of further development.
- Oceansgate: delivering the existing Local Growth Fund investment in Oceansgate, start phase 2 construction May 2019 and continue work to unlock funding for Phase 3 development
- General: the LEP will seek to ensure the Enterprise Zones’ offer to businesses after the initial business rate reduction period remains compelling.

### Skills Portfolio

- HotSW Careers Hub: ramping up of activity to meet 7-8 Gatsby Target within our 40 hub schools and seeking to ensure every mainstream secondary school is offered the chance to work with an Enterprise Advisor.
- Digital Skills Partnership: implement the Digital Skills Partnership action plan which matches existing digital opportunities with individuals/ organisations looking to develop their digital skills. This will include maximising digital upskilling through successful bids into funding streams and championing and highlighting the regions digital skills news, case studies and exemplars. The plan will be published on the LEP’s website in April
- Careers Learning Pilot: completion of the Pilot programme in July 2019, with feed in to relevant evaluation and policy learning with Department for Education colleagues.
- Institute of Technology: ongoing work with Consortium partners around successful bids, seeking to support the delivery of related capital projects and new provision across the area. Exploration of additional opportunities to add to the IoTs offer from any emerging funding.

### Strategic Activity

#### ➤ Cross-LEP Area Working

- Developing the Great South West propositions, working with LEPs from Cornwall & Isles of Scilly and Dorset to raise the profile of the area with decision makers in Government and secure recognition of GSW
- The LEP will work with LEPs from West of England, GFirst, New Anglia and the devolved Welsh administration to

- Realise the supply chain opportunity, leveraging the Nuclear Sector Deal
- Enable skills development across HotSW and other new nuclear locations
- Maximise the growth potential from synergies between the civil and defence nuclear sectors with a specific focus on decommissioning
- Invest to support raising of innovation capability amongst SMEs in the rotorcraft supply chain
- Maximise the growth potential from the South Coast Marine Cluster, using the cluster's unique strengths in marine autonomy, offshore renewables and advanced manufacturing to develop a compelling innovation and support offer for business, capitalising on the world-class research capabilities in the cluster. And ensuring that a range of sector strategies including Maritime 2050 and the Dunne Review reflect the South Coast Marine Cluster potential.

#### ➤ Government Engagement

The LEP works with Government departments on a range of issues. 2019-20 activity will include

- Department for Business, Energy & Industrial Strategy: develop the HotSW Local Industrial Strategy – timed for completion autumn 2019. Input to design of UK Shared Prosperity Fund – the planned replacement for European Structural & Investment Funds – to ensure this meets the areas' requirements
- Department for Education: support DfE's roll out of T-levels and additional apprenticeship activity, as well as implementation and launch of the LEPs Skills Advisory Panel from March 2019.
- Ministry of Housing, Communities & Local Government: investment of ERDF into local priorities
- Department for Work & Pensions: investment of ESF into local priorities
- Rural Payments Agency: investment of EAFRD into local priorities
- Department for Culture, Media & Sport: implementation of the Digital Skills Partnership work and addressing the area's broadband and mobile connectivity challenges
- Department for Transport: working with partners to address the area's strategic infrastructure challenges

#### ➤ Communications & Partnership

Implement revised communications and engagement approach to:

- Raise HotSW profile with Government, MPs and officials with the aim of establishing an All-Party Parliamentary Group by the summer, complementing the aim of formal recognition of GSW and subsequent strategic backing and funding.
- Radically strengthen the LEP's digital profile through social media, and website improvement
- Further strengthen working with businesses and business organisations. Part of this will involve direct input to development of the Local Industrial Strategy and the holding of the LEP's annual conference and AGM in autumn 2019.

#### ➤ LEP Operating Model

The LEP will revise its operating model to ensure compliance with the 2018 Strengthened LEPs report, including

- compliance with the new National Assurance Framework by end April 2019
- revision of LEP Leadership Group function and support provided to Board members by end September 2019
- revision of the LEP's way of working with business to strengthen this further. By end September 2019

The LEP will also be seeking a replacement for the current Chair who is due to retire by end December 2019.

➤ Impact Analysis

The LEP will undertake an evaluation to report on the contribution LEP activity has made to wider economic growth across the area through 2019-20. This will be published early 2020-21.

More detail is set out in the following sections.

## 2. Local Growth Fund

The LEP set out its aims and plans from 2014-2021 in the Strategic Economic Plan<sup>2</sup>; the LEP's investment portfolio is targeted at these aims. The SEP set out a vision to transform the reputation and positioning of our area nationally and globally by 2030. In pursuit of the SEP aims, since 2014 the LEP has secured funding through three main routes; 3 Growth Deals which accessed Government's Local Growth Fund, a Growing Places award and funding from the Rural Growth Network, split as below:

- £239.1 million of Growth Deal investment
- £22.6 million of Growing Places (loan) investment
- £2.9 million Rural Growth Network pilot investment

With match funding the total investment in SEP priorities is now over £750 million across 67 projects of which 24 are complete, 36 are underway and 7 are in development. More details on project's delivery and progress can be seen here <https://heartofswlep.co.uk/projects/>

Our investments cover schemes to unlock housing and create jobs and training opportunities with some key themes. The key themes of our Growth Deal investment programmes are split as follows: Transport £118.51m, Innovation space £40.23, Digital – broadband and mobile infrastructure - £18.07 and Skills capital projects at £27.1m. The transport projects which make up the bulk of the funding focus on unlocking housing and workspace, alleviating congestion, enabling growth and improving public facilities, and include 3 rail projects. Growing Places loans are similarly focussed on these priorities whilst the Rural Growth Network award funded a range of pilot activity in 2014-15.

The table below shows the performance of the wider economy since 2014 and the contribution the LEP's investment portfolio has made to date and will make in 2019/20:

	HotSW Economy		LEP Investment Portfolio				
	SEP Objective	Change 2014-2018	Achieved to date	2019-20 F'cast	2020-21 F'cast	2021-25 F'cast	Total
Employment	+50,000 jobs created by 2020	+47,000	2,240 jobs	4,833	6,502	11,889	25,464
Skills	By 2020 <ul style="list-style-type: none"> <li>• 60% of adults qualified to Level 3+</li> <li>• 40% to Level 4+</li> </ul>	58.8% at level 3+ (+3.5pts vs 2014) 36.2% at L4+ (+2.7pts vs 2014)	9,374 learners assisted	5,993	5,873	6,608	27,848
Housing	170,000 new homes by 2030	+26,010	3,085 new homes	2,356	2,394	9,255	17,090

<sup>2</sup> <https://heartofswlep.co.uk/wp-content/uploads/2016/09/SEP-Final-draft-31-03-14-website-1.pdf>

### 2019-20 delivery priorities

As the Local Growth Fund enters the final few years of operation, the LEP will be focussing on ensuring spend targets are met and that projects are delivering the expected outcomes. Specifically the LEP will

- Review spend against profile and aim for less than 10% variance, tightening processes if necessary by end May 2019.
- Review output progress against profile and tighten process if necessary, by end May 2019.
- Review pipeline of future projects, by end June 2019.
- Ensure adherence to Branding and Communications guidelines for all projects, by end June 2019.



### 3. Other Funding or Growth Programmes

#### European Structural & Investment Funds

In addition to Local Growth Fund, the LEP works with Government to influence investment of £122 million European funds in the area. The monies are split across three individual European funds

- European Regional Development Fund (ERDF) - £62 million providing support for business growth and employment. The projects in the LEP area are collectively called the ERDF Growth Support Programme and are themed around innovation, information communications & technology, business support and support for low carbon innovation
- European Social Fund (ESF) - £44 million providing support for skills development. Monies are concentrated on widening participation in Further & Higher education; improving employer engagement in skills development and supporting apprenticeships; supporting more young people into employment education & training; supporting development of higher level skills
- European Agricultural Fund for Rural Development (EAFRD) - £15.5 million supporting sustainable rural development.

Details on the funds and which projects have been supported can be found at <https://heartofswlep.co.uk/doing-business-in-our-area/european-structural-and-investment-funds/>. Government awards and manages contracts with the LEP's role to shape calls and advise Government on ensuring the projects funded deliver to local priorities. The programmes require contracts for projects to be in place by end December 2020 and projects to have completed by end December 2023.

The table shows the allocation across the three European funds and the progress towards contracting. The European Social Fund represents the largest task although performance in the LEP area is in line with others across the country. The last year has seen the identification of £9m of new ESF projects, including additional support for those at risk of becoming Not in Employment, Education or Training (NEET); assist people gain new skills in the workplace; and support those furthest from employment into a good job. With over 2,000 individuals supported in the year through existing programmes as well, ESF continues to provide a significant contribution to the LEP's overall ambitions around employment and skills.

The LEP is working with Government to develop further calls for both ERDF and ESF to utilise the remaining funds in both programmes and these will be publicised through the LEP's website in 2019-20.

Stage in the business process (March 2019)	ERDF	ESF	EAFRD
Total notional allocation £	£62,097,723	£44,381,182	£15,540,333
Contracted to date £ (funding agreement signed)	£28,972,901	£19,112,680	£10,684,357
Under Consideration £ (projects at assessment, appraisal or contracting)	£22,275,593	£13,919,456	£14,069,407
Total in the business process	£51,248,494	£33,032,136	£24,753,764

2019-20 activity	Calls in development	Calls in development	Pipeline exceeds allocation - no calls planned
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European projects are required to report on an extensive range of outputs; the table below shows some of the key ones that the current ERDF projects will deliver; these forecasts will change as other projects are contracted through the year and the LEP will publish updates on the European Funding pages of the website by mid 2019-20:

Output	Actual achieved to date	Total Forecast
Enterprises supported (C1)	879	2,856
Employment increases (jobs – C8)	201	736
New to firm products (C29)	81	384
Additional businesses with broadband access of at least 30mbs		2,230

2019-20 priorities: EU funds must be contracted by end December 2020 and the LEP will continue to work with Government to ensure the full HotSW allocation is invested in the area by this date, with particular focus on ESF.

Publish updated outputs information on the LEP website for contracted projects by mid 2019-20.

## Growth Hub

The SEP set an ambition to make Heart of the SW one of the best places to start and grow a business. 5,920 businesses have been created since 2014; whilst this is positive, this represents a 9% change compared with 14% change in the UK as a whole – there is more to be done.

The Heart of the SW Growth Hub is a key part of delivering this ambition. The Growth Hub was commissioned on a three year contract commencing in early in 2016. The first of two options to extend the service by twelve months has just been activated, taking delivery through to February 2020. The Growth Hub is the front door to business support throughout the LEP area, charged with engaging, signposting, and referring on businesses to the right support, a process known as Information, Diagnostic and Brokerage. While the focus is on publicly funded support, an online directory of private sector support has been established to show the additional help that is on offer for businesses. As a “front door” the Growth Hub provides a way in to a number of key LEP funded business support programmes, such as the Hinkley Point Supply Chain, and ERDF Growth Support Programme.

Since 2016 the Growth Hub website has received over 56,000 visitors, with over 6,600 businesses engaged, Information, Diagnostic, and Brokerage support provided to 2,200 businesses, and 260 businesses have received a minimum of 12 hours or more high level intensive support. A further 400 businesses have received up to three hours of face to face support. The Growth Hub provides a key channel into the European funded business support programmes; 1,733 have been engaged through the Hub, enabling the ERDF projects as a whole to support 879 (see European Funding section)

	Business Support Programme		
Activity	Growth Hub	Hinkley Point Supply Chain	ERDF Growth Support Programme
Business Engagement	4,873	n/a	1,733
Information, Diagnostic, & Brokerage	931	254	1,103
High level support	n/a	65	195
Face to Face Support (Up to 3 hours)	400	n/a	n/a

2019-20 priorities: the Growth Hub will refine its service with a stronger focus on scale-up businesses, complimenting a newly procured pilot scale-up service that will run over the same period and work with at least 55 “scaling businesses”. The support offered will also be re-packaged for sectors, business life-cycle, and with a focus on specific topics, such as Brexit.

### Enterprise Zones

Heart of the SW has three Enterprise Zone sites with details shown below

Gravity (<http://www.thisisgravity.co.uk/>)

Located at J23 of the M5 providing 635 acres of employment land with proximity to Bristol deep sea port, Bristol and Exeter Airports and the Hinkley Point C new nuclear build, Gravity will be an intelligent, sustainable, connected and immersive innovation campus at the heart of the South West. With an offer of resilient energy solutions through an on-site provider, on-site rail connectivity, dark fibre and water abstraction licences, the site will welcome the world’s most innovative businesses. Underpinned by a vision focused on Clean Growth, Gravity will target high value businesses in low carbon, high tech sectors such as advanced manufacturing, electric vehicles, robotics and AI, R&D and associated activities such as data centres and assembly and distribution. Given the size of the site and access to a local and regional workforce from Bristol, Bath and Exeter with strengths in Clean Growth, Gravity is capable of leading the UK’s sustainable economic growth. It also has the potential to offer off site manufacturing and support services to Bath/ Bristol facilitated by the M5 Growth Corridor. Gravity is a future home to 50-150 businesses with around 4,000 employees on site and is a catalyst for regional change and innovation.

LEP 2019-20 priorities: The site is a former munitions factory and remediation work is well under way with the LEP part funding the access road. The compulsory purchase order to secure the land is advanced and construction of the road will commence in 2019. Delivering this Growth Deal-funded project is a key priority to ensure the site is open for business in 2020.

Exeter & East Devon Enterprise Zone [www.exeterandeastdevon.com](http://www.exeterandeastdevon.com)

The Zone covers 4 sites to the east of Exeter. The Zone has excellent connectivity with domestic and international markets with good road (J29 of the M5 & A30), rail (London Waterloo) links and is located on the doorstep of Exeter Airport, with direct flights to major

UK and European cities. The sites covered in the Zone are Exeter Science Park, Skypark business park, the new community of Cranbrook and Air Park. The total site area is 75 hectares which will support the creation of 10,500 new jobs. The sites provide opportunities for all types of business, from incubator space for start-ups, grow on space for R&D companies, to flagship office space.

2019-20 priorities: the LEP has invested significantly in Exeter Science Park and delivering the Local Growth Fund projects for developing additional grow on space for growing innovation based / R&D jobs will be a priority. Alongside this the LEP will be working with partners developing the Zone to deliver highway improvements, office space and simplified planning to support the delivery of further development.

#### Oceansgate (<http://www.oceansgateplymouth.com/>)

Located on the waterfront in Plymouth with direct access to the Sound and the English Channel beyond, Oceansgate is a 35ha site focussing exclusively on the marine sector which will create 1200 jobs. The site forms part of Heart of the SW's contribution to the wider South Coast Marine Cluster which stretches from Cornwall & the Isles of Scilly to Southampton. Oceansgate's development is divided into three phases; phase one is being actively marketed and phase two is under way with completion summer 2020. Phase 3, consisting of docks, jetties, land, office and industrial space with access to deep water requires significant investment and securing this remains a key priority. The Zone is underpinned by the Marine Business Technology Centre which brings together the world-class research expertise in Heart of the SW with the businesses on site, creating links which enable development of new products and services.

2019-20 priorities: delivering the existing Local Growth Fund investment in Oceansgate, start phase 2 construction May 2019 and continue work to unlock funding for Phase 3 development

In addition, the LEP will seek to ensure the Enterprise Zones' offer to businesses after the initial business rate reduction period remains compelling.

#### **Skills Portfolio**

The LEP oversees a range of activity focussed on addressing the area's skills challenges – details below. Some the LEP leads on and others works as part of a partnership:

- i) **Heart of the South West Careers Hub** - Following a successful bid process during the Spring, the Local Enterprise Partnership launched the HotSW Careers Hub in September 2018. The hub, working with 80 schools across the area, seeks to enhance and promote strong careers, advice and guidance across our secondary schools and colleges, with a focus on promotion of the Gatsby benchmarks. Whilst still early in its two year programme, the Hub has already seen progress on a range of curriculum areas, including the number of students receiving personalised advice, engagement with FE and HE, and in the number of schools within HotSW overall with a structured careers approach.

2019-20 priorities: ramping up of activity to meet 7-8 Gatsby Target within our 40 hub schools and seeking to ensure every mainstream secondary school is offered the chance to work with an Enterprise Advisor.

- ii) **Digital Skills Partnership** – the DSP is playing a central role in raising digital skills levels in the area by bringing together private, public and education sector to build a cohesive digital skills landscape

2019-20 priorities: implement the Digital Skills Partnership action plan which matches existing digital opportunities with individuals/ organisations looking to develop their digital skills. This will include maximising digital upskilling through successful bids into funding streams and championing and highlighting the regions digital skills news, case studies and exemplars. The plan will be published on the LEP's website in April

- iii) **Careers Learning Pilot** - The HotSW Career Learning Pilot entered its full year of operation in 2018/19, delivering over 450 Level 3 training opportunities. Aimed at supporting harder to reach adults (older people, women returners, young people from deprived areas), the project provided both subsidised learning, wraparound support and careers advice for those who have traditionally struggled to progress. Due to complete in September 2019, the Department for Education has captured key lessons form the project which are now being integrated into the emerging national retraining Programme.

2019-20 priorities: completion of the Pilot programme in July 2019, with feed in to relevant evaluation and policy learning with Department for Education colleagues.

- iv) **Institute of Technology** - Work continued during the year on two Institute of Technology Bids across the Heart of the South West, the South West Institute of Technology (working with Cornwall & the Isles of Scilly) and SWIFT (working with the West of England). Collectively due to provide 2,700 level 4 and above technical qualifications by 2023, and with a related £50-60m capital programme, the IoTs both successfully passed the outline business case process in mid-2018, with a full business case submitted for both during the autumn. Bids are currently awaiting a final decision from Government on next steps, now expected in April.

2019-20 priorities: ongoing work with Consortium partners around successful bids, seeking to support the delivery of related capital projects and new provision across the area. Exploration of additional opportunities to add to the IoTs offer from any emerging funding.

#### 4. Strategic Activity

This section sets out wider activity the LEP will undertake through 2019/20 in pursuit of productivity growth.

##### A. Cross-LEP Area Working

Economic boundaries are highly porous and do not follow administrative boundaries. In recognition of this the LEP already works across multiple geographies and will continue to do so. 2019/20 will focus on

- i) Developing the Great South West propositions, working with LEPs from Cornwall & Isles of Scilly and Dorset to raise the profile of the area with decision makers in Government and secure recognition of GSW
- ii) Maximising the growth potential from the new nuclear build at Hinkley Point C (construction and high-tech engineering); the area's nuclear defence work, in particular the submarines maintenance operations in Devonport (high-tech engineering); the aerospace sector, in particular Yeovil's unique rotorcraft capability (high-tech engineering). The LEP will work with LEPs from West of England, GFirst, New Anglia and the devolved Welsh administration to
  - Realise the supply chain opportunity, leveraging the Nuclear Sector Deal
  - Enable skills development across HotSW and other new nuclear locations
  - Maximise the growth potential from synergies between the civil and defence nuclear sectors with a specific focus on decommissioning
  - Invest to support raising of innovation capability amongst SMEs in the rotorcraft supply chain
- iii) Maximise the growth potential from the South Coast Marine Cluster (<https://southcoastmarine.org.uk/>), working with LEPs from Cornwall & Isles of Scilly, Dorset and partners in Hampshire to
  - Use the cluster's unique strengths in marine autonomy, offshore renewables and advanced manufacturing to develop a compelling innovation and support offer for business, capitalising on the world-class research capabilities in the cluster
  - ensuring that a range of sector strategies including Maritime 2050 and the Dunne Review reflect the South Coast Marine Cluster potential.

##### B. Government Engagement

The LEP works with Government departments on a range of issues. 2019-20 activity will include

- Department for Business, Energy & Industrial Strategy: develop the HotSW Local Industrial Strategy – timed for completion autumn 2019. Input to design of UK Shared Prosperity Fund – the planned replacement for European Structural & Investment Funds – to ensure this meets the areas' requirements
- Department for Education: support DfE's roll out of T-levels and additional apprenticeship activity, as well as implementation and launch of the LEPs Skills Advisory Panel from March 2019.
- Ministry of Housing, Communities & Local Government: investment of ERDF into local priorities
- Department for Work & Pensions: investment of ESF into local priorities
- Rural Payments Agency: investment of EAFRD into local priorities

- Department for Culture, Media & Sport: implementation of the Digital Skills Partnership work and addressing the area's broadband and mobile connectivity challenges
- Department for Transport: working with partners to address the area's strategic infrastructure challenges

### C. Communications & Partnership

Through 2019-20, the LEP will revise its communications and engagement approach to:

- i) Raise HotSW profile with Government, MPs and officials with the aim to establishing an All-Party Parliamentary Group by the summer, complementing the aim of formal recognition of GSW and subsequent strategic backing and funding.
- ii) Radically strengthen the LEP's digital profile through social media, and website improvement
- iii) Further strengthen working with businesses and business organisations. Part of this will involve direct input to development of the Local Industrial Strategy and the holding of the LEP's annual conference and AGM in autumn 2019.

### D. LEP Operating Model

The LEP will revise its operating model to ensure compliance with the 2018 Strengthened LEPs report. This will include:

- compliance with the new National Assurance Framework by end April 2019
- revision of LEP Leadership Group function and support provided to Board members by end September 2019
- revision of the LEP's way of working with business to strengthen this further. By end September 2019

The LEP will also be seeking a replacement for the current Chair who is due to retire by end December 2019.

### E. Impact Analysis

The LEP will undertake an evaluation to report on the contribution LEP activity has made to wider economic growth across the area.