

**West of England Strategic Economic Plan 2013-2030**  
**Embracing Growth Deal Negotiations for 2015-2021**

**Consultation Draft**

Status of this document is a Consultation Draft.

Consultation DRAFT

## West of England Strategic Economic Plan

Inside Front cover of signatures LEP Board and Business logos of support

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**Curriculum Vitae  
Knowledge, Innovation, Quality of Life**

- Over one million people and growing
- An economy worth £25.5bn
- £10bn annually to Treasury, one of only two net contributors to UK Plc outside London
- Whose people enjoy a high quality of life
- That attracts, students, families and businesses to the city-region
- Which is ready for more control over local decision making to achieve its growth potential for Europe, UK plc, and its own people
- Ambitious Growth Agenda
- Clear governance arrangements
- One Enterprise Zone and five Enterprise Areas
- Transport schemes that will unlock 20,000 jobs and generate £1.2bn GVA pa
- High enterprise survival rate

**Knowledge**

- Four world class universities with 21 world leading academic departments
- Attract 73,295 students and £227m of External Research Funds
- Five Further Education Colleges, work closely with business
- And this helps to create a highly skilled workforce

**Innovation**

- Our region has been on the leading edge of innovation for centuries, be it design, culture, trade, shipping, engineering, aerospace, micro-electronics, composites, robotics, green technologies, social enterprise, connectivity or digital creativity
- We are 1 (out of 2) Social Enterprise Cities, 2 (out of 9) hotspots for Creative Cities
- Our airport connects to 100+ destinations, and is the only one in the UK's top ten airports to see annual growth each year since 2009, winning 'best business airport' in the UK in 2012
- 42m people live within a 150 mile radius of our busy Bristol Port which now hosts cruise liners

**Quality of Life**

- We are home to the UK's only World Heritage City
- Areas of Outstanding Natural Beauty
- Including a coastline that attracts millions of visitors each year
- Major tourism destination
- Cultural area of excellence - a vibrant international cultural scene
- European Green Capital 2015 ( Centre of Excellence in Green Technology)

## **An Economic Region Built on Success with Strong Momentum and Untapped Growth Potential**

Draft Foreword by James Dyson

Inventions energise markets and communities. The West of England's Bristol and Bath city-region, has re-invented itself so many times, over two millennia, that it is full of life and fresh energy today. I feel at home there.

The region's most innovative and enduring ideas come from engaging with the rest of the world. The Roman Baths started a daily arrival of new visitors, greatly accelerated by the Georgians, who designed one of the world's most beautiful cities, nestled in verdant countryside, and now Britain's only UNESCO world heritage city. Today Bath is home to international designers, engineers and technologists, who find it easy to entice national and international business partners to their sophisticated surrounds.

International trade made Bristol Britain's third city for 500 years. This constant ebb and flow of business focussed minds is making this connectedness more efficient. Brunel's ships, railways and bridges, the automotive, aerospace and ubiquitous microchip industry - embedded into mobile phones and cars - are just some of the ways businesses in Bristol and South Gloucestershire have engineered all of our futures. Today entrepreneurs collaborate with academics to progress this inventive and creative journey. The economy of the South West pivots around the city – using its fast growing airport, seaport, extensive road and rail network and vibrant cluster of professional services. The unique charm is that Bristol retains its spirit of adventure, independence, creativity and cheekiness, fostered by centuries of self-reliance.

The first transatlantic telegraph cable came ashore near Weston-super-Mare, where pioneers of radio transmission reached new ranges. Today it is marine renewable technology companies that are drawn to the coast-line to make use of the second largest tidal movement in the world. All of this is supported by a vibrant rural economy, including thousands of small and medium sized companies, and several world-class food production companies, which are amongst the fastest growing in Britain. There's also a growing fascination with sustainable local food production.

The region constantly re-invents itself, but each time along well-worn tracks. Knowledge gleamed from international exposure informs innovative design and engineering, which delivers success and a high quality of life.

In this context, this strategic economic growth plan builds on the distinct characteristics of the region. The smart specialisation approach is the right one. It will deliver opportunities and meaningful jobs for many. If the government matches this region's determination to succeed, it will be a stride in the right direction.

Sir James Dyson

# EXECUTIVE SUMMARY

## 1.1 Background

Regional economies in England are competing for a slice of £2 billion pounds of Government funds for economic development, through their Local Enterprise Partnerships (LEPs). Each LEP is producing a Strategic Economic Plan (SEP), with the support of local businesses, authorities, and education and skills providers. Evidence-based plans need to identify the best way to create sustainable economic growth and jobs. Bold plans will identify distinctive, competitive, international opportunities, and build on a region's strengths.

Identifying the best strategy is only the start. It is crucial to demonstrate how real market failures can be addressed with inspiring interventions. This requires prioritisation and the creation of a flexible and scalable delivery plan, with projects that make a difference in the first year, and the tenth year. All aspects of the plan need to demonstrate value for money.

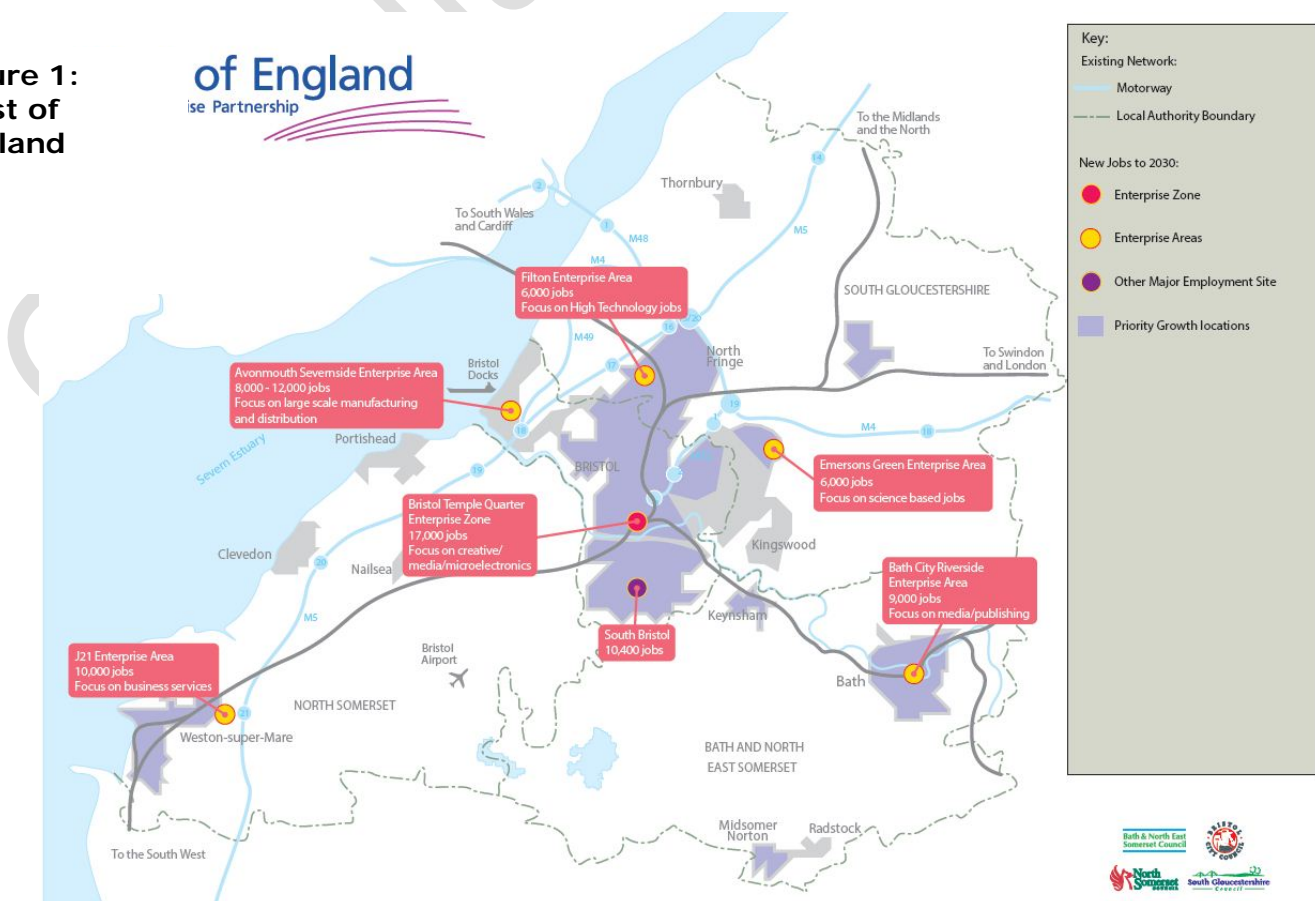
Partnership working throughout the regional economy is required. This goes beyond local government boundaries, involves business leaders and understands the role of schools, colleges and universities. The allocation of public funds needs to be open and transparent and the monitoring of results needs to be well designed and tight. Good governance will be evidenced by high levels of participation and consultation.

LEPs Strategic Economic Plans will be competitively assessed by the Government in 2014 as part of the negotiations on the Local Growth Fund.

## The West of England LEP's Strategic Economic Plan

Our SEP has been developed through a combination of quantitative and qualitative evidence gathering, and sense-checking with hundreds of LEP participants, and a public consultation [16<sup>th</sup> December to 24<sup>th</sup> Jan 2014 <http://www.westofenglandlep.co.uk/>]. It builds on the region's rich heritage of international trade and knowledge, innovation in design and engineering, and builds on the quality of life provided to us by a strong cultural sector and the surrounding environment.

**Figure 1:  
West of  
England**



## 1.2 Introduction

The government has four aims to help the economy to grow: to create the most competitive tax system in the G20; to make the UK the best place in Europe to start, finance and grow a business; to encourage investment and exports as a route to a more balanced economy; and to create a more educated workforce that is the most flexible in Europe.

We note that the UK's eight core-city regions represent half the population and generate almost half the national economy, but control just 5% of tax revenue. We note the huge levels of investment made in London over the last three decades, which 30 years ago was a city in decline both economically and in terms of population. We celebrate the transformational success experienced by London and are confident we can complement this. We believe that UK plc will be served most sustainably, in the coming decades, by further developing core-city regions beyond London. **We have an important part to play in our country's future success and we are ready.**

The West of England LEP was one of the **first to be established**; built on a successful commitment to partnership and joint working that goes back several decades. Over 800 businesses, civic societies and public bodies, and thousands of people have engaged with our LEP in its formative years. The LEP covers **a natural functional economic area** comprising the Unitary Authorities of Bath and North East Somerset, Bristol, North Somerset and South Gloucestershire. These authorities have been working in partnership for many years. The LEPs **spatial priorities align with the statutory planning documents of the four Unitary Authorities**, including **Core Strategies** (Local Plans) and the **Joint Local Transport Plan**. This Strategic Economic Plan also guides our **European Structural Investment Fund Strategy (EU SIF)**, allocated for the same geography.

The West of England economy is worth **£25.5bn** per year. Our population of just over a million is growing and is **more educated and skilled than the national average**. We are large enough to **contribute some £10bn<sup>1</sup> to the Treasury, one of only two net contributors outside of London to UK Plc**. We are small enough to have a strong sense of local identity and community. With more local control over public expenditure, we are confident and motivated to work together to contribute even more.

**Nine out of ten people who work here live here.** This creates local dynamism and spill-over effects between various clusters, creating a 'hot bed of innovation'. This is informed by our four Universities, driven by small and medium size companies, and nurtured by our cultural industries. Using a robust evidence-based approach, **we have identified sectors of the economy where we are already strong both nationally and internationally**. These sectors currently outperform the market, offer us the best opportunities for further medium-long term sustainable growth potential and **dovetail with national economic priorities**. We have a **track record of delivery** demonstrated by our ability achievement to deliver the **National Composite Centre and Engine Shed** within 10 months.

**Deliverable interventions**, that address market failures, will **help us to grow our priority sectors at an accelerated pace**, benefiting the people of the West of England and UK plc. This Strategic Economic Plan contributes to our **2030 Vision for the area**. It sets out **our ambitions** and how we want to **strike a Growth Deal with Government** and to **attract investors from the private sector, to sustain and develop our ongoing success**.

## 1.3 West of England 2030 Vision

The West of England Vision describes an area which is and will continue to be one of the fastest growing sub-regions in the Country. Our population is expected to increase to over 1.1 million by 2026, and our current share of national economic growth (GVA) is the highest of any core city region at 3.1%. Economic growth has provided many benefits to businesses and our communities, and we recognise that growth must be managed sustainably. The West of England

<sup>1</sup> Centre for Cities 'Accounting for Tax Contributions at sub-national level' 2013, Published on the LEP Website



Vision was created to give the strategic direction of how growth will be managed to everyone's benefit.

### **An Economic Region Built on Success and Delivering Success**

Our Vision is that by 2030 the West of England will have:

- One of **Europe's fastest growing and most prosperous** sub regions which has **closed the gap between disadvantaged and other communities** – driven by major developments in employment and government backed infrastructure improvements in South Bristol and North Somerset.
- **A buoyant economy competing internationally, based on investment by innovative, knowledge-based businesses** and a **high level of graduate and vocational skills**.
- **A rising quality of life for all**, achieved by the promotion of healthy lifestyles, access to better quality healthcare, an **upturn in the supply of affordable housing of all types** and the **development of sustainable communities**.
- Easier local, national and international travel, thanks to **transport solutions that link communities to employment opportunities and local services, control and reduce congestion and improve strategic connections** by road, rail and through Bristol Airport and Bristol Port.
- **Cultural attractions** that are the envy of competitor city regions across Europe, **making the West of England the place of choice for talented, creative workers and affluent visitors**.
- **Success secured in ways that** are energy efficient, protect air quality, minimize and manage waste and **protect and enhance the natural and built environment**.
- **Built upon the benefits of its distinctive mix of urban and rural areas**.
- **Real influence** with regional and national government, by **demonstrating vision and leadership and delivering these achievements**.

The Vision has been developed by consultation through our communities, and has the full support of the Local Enterprise Partnership, individual business organisations, and all political parties within the local authorities. This Strategic Economic Plan is a building block towards the fulfillment of the Vision.

### **Strategic Objectives to achieve our Vision**

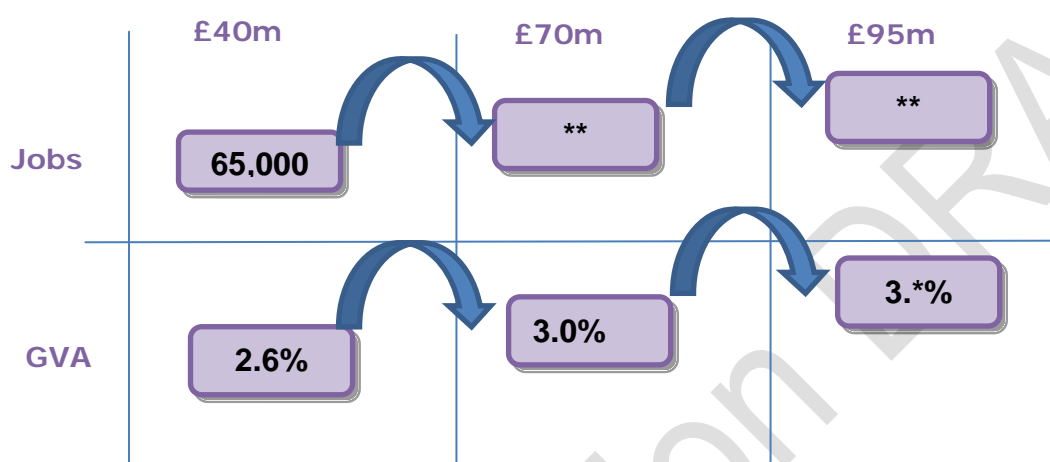
The LEP will provide leadership to proactively drive and deliver sustainable economic growth alongside enhanced quality of life in the West of England. Our objectives are to:

- |   |  |
|---|--|
| 1 | Create the right conditions for business to thrive. Give confidence and certainty to our investors to attract and retain investment to stimulate and incentivise growth.         |
| 2 | Enhance & protect our natural & built environmental assets to build our resilience to climate change.  |
| 3 | Create places where people want to live and work, through delivery of essential infrastructure including transport and housing to unlock suitable locations for economic growth. |
| 4 | Shape the local workforce to provide people with skills that businesses need to succeed and that will provide them with job opportunities.                                       |
| 5 | Ensure all our communities share in the prosperity, health and well-being and reduce the inequality gap.   |

## 1.4 West of England LEP Ambition

Oxford Economics base line growth projects 2.6% GVA growth and 65,000 jobs to 2030. This is less than our previously stated ambition of 3.4% GVA growth and 95,000 jobs by 2030. **We remain ambitious for higher levels of growth** than our baseline both in jobs and GVA. This depends in part **on the level of government funding in our investment opportunities and the Government working with us to meet our asks**. We would expect to receive funding that reflects our role as a key driver of national growth. We will be proposing a range of interventions that address market failures and include some "significant investment opportunities" listed in the interventions section. If these are agreed through our **Growth Deal, together with our City Deal** (including the **Economic Development Fund**), **EU-SIF**, and **complementary funding from our private and public sector LEP partners**, we will be well placed to achieve our ambitions. *(to be further evidenced in time for submission to Government in March, informed by indicative interventions and technical advice from KPMG. To be agreed by the LEP Board 6<sup>th</sup> February 2014).*

**Figure 2: West of England Delivering our Ambition**



\*\*Subject to Negotiation through the Growth Deal with Government

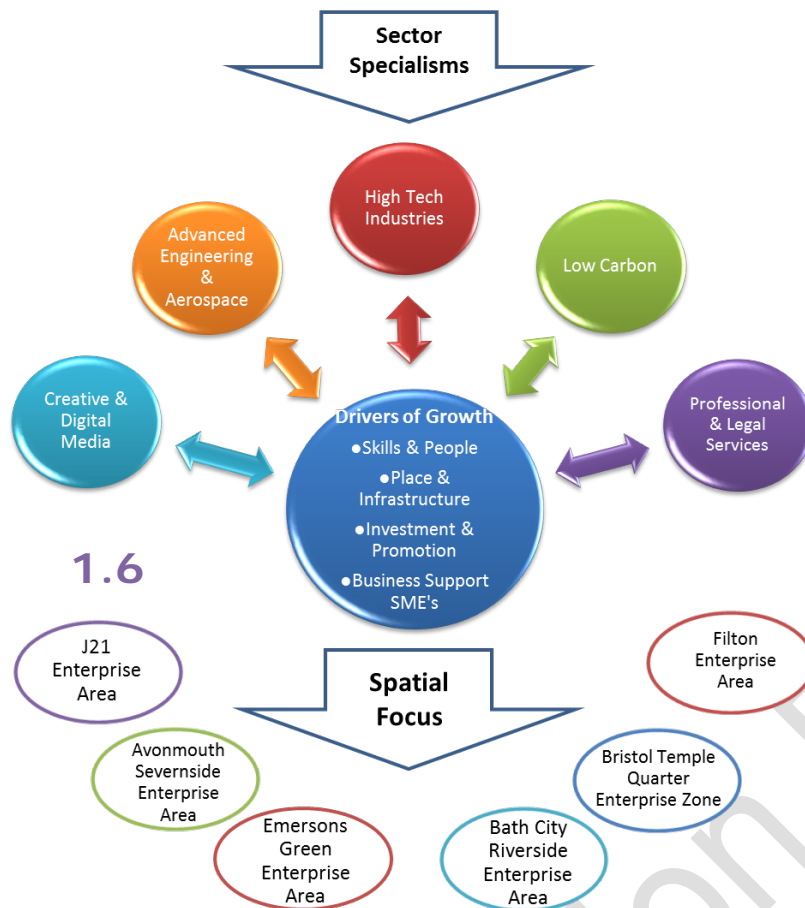
**To create flexibility to deliver our overall investment programme** we will pool our resources including the **Local Growth Fund** alongside the **EU SIF**; our **City Deal**; our **Major Schemes programme**; our **Revolving Infrastructure Fund**; other potential public funding sources, and the **leverage of private sector investment** this allows.

## Our Strategy

Our story is a compelling narrative. We are a sub-region with strongly embedded sector specialisms that cannot be 'created' or bought. The West of England has particularly strong and well established sectors of the economy such as Aerospace and Advanced Engineering, High Tech, Creative & Digital Media and Professional Services. They are the results of a long legacy of innovation and skills developed over many years. This gives us sectors that are synonymous with our rich heritage, and a competitive economy that thrives on talent, initiative, investment and testing of new ideas.



**Figure 3 Our Economic Strategy**



Our economic strategy has identified **5 key growth sectors** as the focus for support and intervention. The growing sectors demonstrate the greatest potential to **create GVA and jobs** and also **generate multiplier effects** in other sectors.

We will build on the growth sectors by investing in skills, place and infrastructure, promotional activity and SME business support. Increasing activity in the sectors will further **strengthen the enablers of growth.**

Our strategy will focus resources and deliver growth in the Enterprise Zone and our network of Enterprise Areas.

## Drivers of Growth

Our economy is driven by our sectors and our cross-cutting activities.

### ➤ People- Knowledge Economy (Innovation) & Skills

Our strategy addresses the skills needs of business whilst ensuring we narrow the local deprivation gaps. This will be underpinned by our aspirations around growth, sustainability and inclusion. Integration of business support and improving employer influence of skills supply will drive the creation of new products, services, businesses and jobs and improve productivity in key priority sectors, social and rural businesses and areas of multiple deprivation.

### ➤ Place – Infrastructure to unlock growth

Place-making is a key enabler of growth. It aids the flow of everyday life, opens spaces for business and recreational activity, creates a sense of community and pride. We support a plan led approach that maximises investment opportunities ensuring jobs and housing are delivered in the right locations at the right time, supported by necessary and efficient use of supporting local and strategic infrastructure.

### ➤ Investment & Promotion

A city region with a strong profile makes a significant contribution to the UK's global competitiveness. Investing in effective marketing is vital to our local and national economy. Our strategy supports organisations responsible for promoting investment into the area.

### ➤ Enterprise Business support (Exports & trade, SMEs, skills & incubation)

85% of the West of England's businesses employ less than 10 people. Our goal is threefold: identify businesses with high growth potential, support them and help them export; identify businesses that will employ large numbers of people locally and to simplify the provision of business support services.

## 1.7. Priority locations

Our strategy has a spatial element which resources priority places, the Enterprise Zone and our network of Enterprise Areas:

- **Bristol Temple Quarter Enterprise Zone-** developing creative, technology, communications, financial and professional services and software companies.
- **Bath City Riverside Enterprise Area-** creative, micro-electronics, and high value engineering.
- **J21 Enterprise Area-** business services and R&D in food technology.
- **Avonmouth/Sevenside Enterprise Area-** large scale manufacturing and distribution, and logistics and environmental technologies.
- **Filton Enterprise Area-** aerospace design, research and manufacturing for robotics and autonomous systems, defence, and emerging materials technologies.
- **Emersons Green Enterprise Area**—science and technology based companies, engaged in research and development and advanced manufacturing.

## 1.8 Asks of Government- freedom and flexibilities

There are a variety of asks of government that do not necessarily require funding through the Local Growth Fund but will provide us with flexibilities, freedoms and further opportunities to deliver growth. These broadly cover the following areas and are set out in full in the document:

**Local Sustainable Transport Fund-**We would like to see our capital proposals matched by revenue from Government.

**The Affordable Housing Programme-** We would ask of Government that the requirement to spend by the end of 2015 is re-considered and becomes a commitment to spend linked to activity. This will provide certainty to our Registered Providers and other investors.

**Investment in unlocking sites-**Current Government funding opportunities have a focus on sites with potential for 500-1,000 units for housing, this threshold is a constraint in our urban areas. We would welcome a portfolio approach where a number of sites within an area could be combined to access these funds.

**Skills -**We are a skills pilot area and we would welcome dialogue with Government on how we may build on this success.

**“One Front Door”-Freedom and Flexibilities** We welcome the Local Growth Fund and ask that more funding streams be devolved in this way and reporting mechanisms be streamlined.

We are committed to our growth agenda and appropriate joint governance will be agreed in response to the level of additional funding, freedoms and flexibilities negotiated with Government through the Growth Deal.

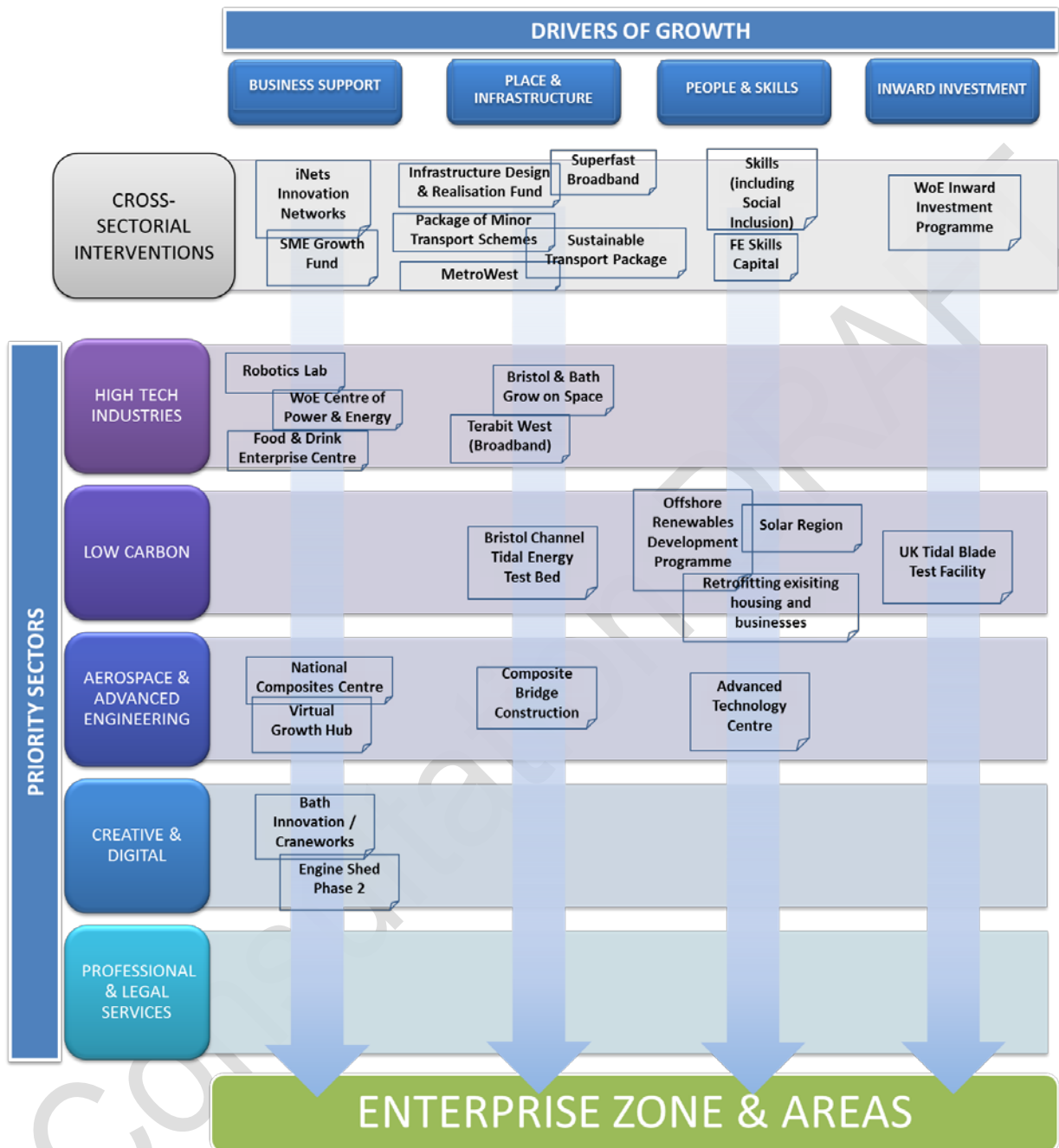
**LGF timescales-** We ask that the commitment to LGF be extended by 10 years to match our devolved funding major schemes arrangement through the City Deal.

## 1.9 Indicative Programme of Interventions

The West of England are building an indicative programme for our negotiation of the Local Growth Fund with Government. This indicative programme is set out in this draft SEP and will be finalized through our LEP Board prior to submission to Government.

The process for developing a pipeline of schemes to be considered for the Local Growth Fund and EU SIF Programme will be subject to project evaluation and approval of the overall programme by the Investment Award Panel, the matrix below shows indicative types of interventions that could be included into a draft programme.

**Figure 4 Indicative Interventions Matrix**



A firm programme for 2015/16 will be required by the conclusion of the negotiations with Government in Summer 2014, and an outline programme for 2016/17-2019/20. New or further refined proposals will be considered if they meet the key aims of the approved SEP and could enter the indicative programme of proposals which will be regularly reviewed.

Additionally, there are a variety of asks of government that do not necessarily require funding through the Local Growth Fund but that will provide us with flexibilities, freedoms and further opportunities to deliver growth.

## 1.10 Leadership

To take forward and fully exploit the opportunities and flexibilities identified in this Strategic Economic Plan requires strong governance and the ability to make timely, binding and difficult decisions. We have well established and robust arrangements for joint governance built around a LEP Board and a series of authority or business led Committees, Boards or Groups with remits that include transport, planning, skills, inward investment and our key sectors. These all operate with boundaries which are coterminous with the West of England geography, embracing the four unitary authorities and reflecting our natural economic area.

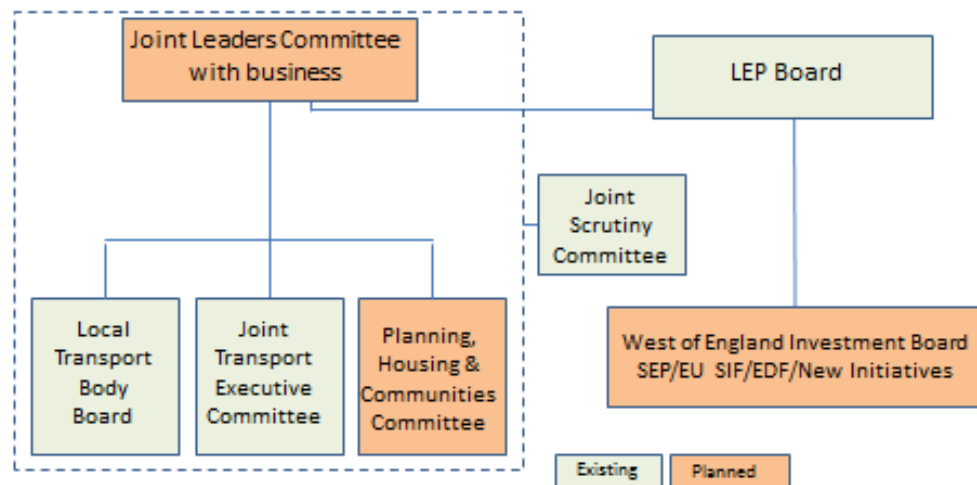
The LEP Board brings together the four Council Leaders with world class representatives from international and local businesses and higher education. The Board has been meeting formally since April 2011, successfully driving forward the shared vision for economic growth including the identification of our Enterprise Zone and Areas and leading our City Deal negotiations with government.

Notwithstanding these firm foundations we recognise we must continue to move forward with joint governance to seize these new opportunities, and are reviewing options for our plan to include:

- Proposals for robust Joint Governance. One potential model is a Joint Leaders Committee with LEP involvement, whose remit will include overseeing the SEP. This will provide transparency and accountability for key strategic decisions, whilst allowing the LEP Board to continue to function and provide streamlined decision making with the active participation of business. For the purposes of illustration only this model is shown in figure 5 and described in more detail in section 6 of the Plan.
- Strengthen the current joint authority Planning, Housing and Communities Board (PHCB) to become a formally constituted Committee, mirroring existing arrangements in place for transport; and
- Create a single West of England Investment Board including representatives from business and local authorities (and wider interest for EU SIF) to oversee the Local Growth Fund/EU SIF and other related funding, and monitor and steer the implementation of the interventions.

The final Governance arrangements would need to reflect the funding and programmes to be managed following the Growth Deal negotiation with Government.

**Figure 5:  
West of  
England LEP  
Governance  
arrangements**



Our plan takes advantage of our assets. It sets out a number of visionary and ambitious interventions, that befit our ongoing desire to establish further successes by implementing robust proposals that we are well positioned to deliver. Our plan is balanced, builds upon our distinctive strengths and **will be delivered**.

## 2. Our Story

### 2.1 Knowledge and Innovation combined with Quality of Life

#### **The West of England- our story of Place and the City Region of Choice for a sustainable future**

We are a city region of 1.1m people that includes both dynamic urban and beautiful rural.

In Bristol and Bath, we combine the leading Core City of the UK & EU Green Capital for 2015 with World Heritage status. A 10-minute train ride links Bristol's Enterprise Zone with Bath's Enterprise Area.

We are the place that attracts professionals and their families and with our Knowledge and Innovation comes the opportunity of high quality jobs. Combined with the Quality of Life that may be enjoyed here, many people want to live and work in the West of England and business want to invest here.

**Knowledge** - The biggest economic asset we have is the knowledge capital of our people. We have four world class universities with 21 world leading academic departments. These institutions attract and retain talent and help to develop clusters around high growth and knowledge intensive sectors. Our Further Education college train and equip thousands of people each year.

**Our legacy of Innovation**-Our story is a compelling narrative, our strategic Economic Plan sets out our legacy of innovation and how we will build on this with a transformational agenda to realise our full economic potential and build a resilient sustainable future. **We are a city-region with strongly embedded sector specialisms, that cannot simply be 'created' or bought.** The West of England has particularly strong and well established sectors of the economy such as Aerospace and Advanced Engineering, High Tech, Creative & Digital Media and Professional and Business Services. They are the results of a long legacy of innovation and skills being **developed over many years.**

This results in sectors that are synonymous with our rich heritage, and a competitive economy that thrives on talent, initiative, investment and testing of new ideas. These clusters of innovative sectors provide opportunities for public money to act as a catalyst to leverage in private sector investment particularly in Research and Development and other enabling investment opportunities.

**We are the Place for investing in sustainable economic growth, driven by knowledge and Innovation, underpinned by our green credentials and supported by our lifestyle and culture.** Further information on the legacy of innovation in our priority sectors is set out in section 3.

#### **Lifestyle and Culture**

We enjoy a distinctive lifestyle grounded in tolerant and talented people. We work and play in a dynamic culture which is variously characterised as independent or alternative, but which is better seen as unorthodox because we are pragmatic, smart and inventive, regularly ahead of the curve, setting cultural trends through seeking out difference and diversity to meld new experiences, designs and products.

A critical dimension of our long trend performance compared to other English cities is our open network cultural architecture. We **innovate through crossing boundaries between sector, technology and institution.** We deliver rapid development through a network knowledge base fostered through our cultural hubs. Lifestyle and culture are what really differentiate us, its why talent gravitates to us, its why a small city region punches above its weight, its why our offer is international, and it is what gives us strategic advantage.



We are a **centre for arts and cultural attractions**, to suite a wide range of tastes, including producing theatres, museums, and galleries. International cultural events include: Bath Music and Literature festival, Bristol International Balloon Fiesta, Bristol Harbour Festival, Festival of Ideas, Festival of Nature, the Organic Food Festival, and events on Weston Beach including T4 on the Beach, Red Bull Pro National Motor Cross and airshows. Culture is important in our place making and marketing, many of the major 'brands' which are associated with the West of England are from cultural and creative industries: Bath's Roman Baths; SS Great Britain; Weston Pier; several notable National Trust properties; Bristol Old Vic; Bath Festivals; Wildscreen Festival; Aardman Animations; and street art championed by Banksy.

**Quality of Life-** Our natural environment, world-class heritage and cultural attractions, form the basis of the exceptional Quality of Life in the West of England, which is a fundamental reason why people want to live, work and invest here. Our plan reflects the need for balanced, sustainable economic growth that further develops this differentiating Quality of Life.

**Natural Environment-** We have rich and varied landscapes across coastal, rural and urban areas. International and National designations including the **World heritage City of Bath**, the **Severn Estuary**, the **Mendip Hills** and **Cotswold Areas of Outstanding Natural Beauty** and numerous European Sites of Special Interest. The **Avon Gorge** is one of the four most significant botanical sites in the UK. These internationally renowned landscapes also provide us with a range of vital '**ecosystem services**', including flood defences, cleansing air and water of pollution, crop pollination, carbon sequestration, climate regulation, noise mitigation, supporting biodiversity through habitat provision, as well as supporting **human health and well-being**.

**Tourism-** We have a strong Tourism sector. The creative sector alongside our unique natural environment, heritage and cultural vibrancy of Bristol, Bath and Weston-super-Mare underpins the West of England as a major tourism destination for city, coast and countryside.

**Green Capital and green technology** - We have green credentials that represent a distinctive capability and draw which has helped to promote the area as a centre of excellence in green technology. Bristol will be the European Green Capital in 2015. Our green credentials contribute to a large and growing cluster of leading environment organisations in the private, public and voluntary sectors based here. Including international consultancies, and many leading environmental NGOs such as the Soil Association, the Sustainable Food Trust, Sustrans, the Environment Agency National headquarters, and DEFRA's national biodiversity and conservation Team.

**Local food systems-** We are becoming a recognised leader within the UK, in innovative food-related programmes and linking demand and supply at the local level. Our local food credentials are strong with a concentration of sustainable food business, including: Yeo Valley Organic and Pukka Herbs; Thatchers Cider; and Twisted Oak Microbrewery. We have a concentration of SME businesses including restaurants that use locally sourced produce, and social enterprises focussed on growing the skills of mainstream and marginalised employees through innovation in the local food supply chain. For many this emerging local food supply chain, improves their quality of life, and boosts the local economy.



## 2.2 Opportunities and Challenges - SWOT Analysis

### Strengths

- A highly skilled workforce, with **38.6%** of the working age population **educated to NVQ level 4 or higher**. Ranking 7<sup>th</sup> (excluding London) out of all the LEP areas.
- **Four Universities** from a full spectrum of mission groups producing over 10,000 graduates a year, undertaking a high volume of world class research and strongly engaged with the business sector. **Bristol & Bath acknowledged as leading research intensive universities; UWE & Bath Spa recognised for their teaching excellence.**
- Four Universities generate some **£227 million** of External Research Income.
- **Bristol & Bath Science Park**, recognised as asset of 'national importance' and home to the **National Composite Centre**.
- **Two creative cities, and social enterprise cities.**
- **Two SETsquared Business Incubation Centres**, part of a cluster of successful business incubators that form the most successful non-US business incubator in the world. Help early stage, **high tech, high-growth** ventures.
- **Enterprise Survival** rate of **61.0%**, higher than that for England as a whole.
- 3rd highest percentage of employees in the **knowledge economy** (excluding London). With **24% of employees in the 'knowledge economy'** compared to 19% for England and a further **3.7% are in high and medium technology manufacturing** compared to 3.2% nationally.
- The **scale and diversity of the local economy**, and the predominance of growing industries.
- **Good connectivity** - accessibility to London and the South East. Major airport and Port, rail and strategic road network.
- **International offer**- sites such as the **Temple Quarter Enterprise Zone** and **Enterprise Areas**.
- The favourable 'image', attractive environment and good amenities of the West of England.
- The 2008 Research Assessment Exercise established that a good number of **university departments were undertaking the highest levels of quality research activity possible** ('Quality that is world-leading in terms of originality, significance and rigour').
- **48%** of WofE workplace employees are either managers, directors and senior officials; in professional occupations; and associate professional & technical occupations, compared to **44%** nationally.
- Agreement on strategic infrastructure investment **bringing certainty** to future developments.
- **Robust joint governance arrangements focussed on delivery.**

### Weaknesses

- **Pockets of low-level skills, economic inactivity** and poor educational attainment amongst some local communities leading to social exclusion.
- A **mismatch between skills provision and employment opportunities** in growth sectors.
- **Rising congestion** within the West of England and on key routes to other regions, and the potential for harm to the environment exacerbated by high levels of growth.
- **Inadequate regional- scale leisure, cultural and sporting facilities.**
- **High house prices (one of the highest in the country outside London) and shortages of housing** especially **affordable** units, exacerbated by high levels of growth.
- Imperfect information amongst entrepreneurs and small businesses with respect to **commercialisation and social innovation**.
- **Access to finance** for small businesses and individual entrepreneurs to develop and commercialise their product service.
- Imperfect information on the opportunity to invest amongst potential investors.

### Opportunities

- **Grow and support 'anchor businesses' and SMEs** within the West of England particularly exploiting our competitive edge in innovation and the specialist opportunities our priority sectors provide in robotics, advanced engineering, creative and digital media, and low carbon technology .
- Develop further and **forge even stronger linkages between higher education providers and businesses** especially in relation to start-ups and SMES in our priority sectors.
- **Underdevelopment of intellectual property**. Enterprise M3 LEP, Greater Cambridge & Greater Peterborough LEP and Oxfordshire LEP each had more than 46 patents per 100,000 population in 2009, almost double the WofE rate due to minimal spin-out activity.
- **Promote the success stories and opportunities for sustainable economic development** across the West of England to ensure our cultural and environmental assets are protected and continue to attract investment.
- **Develop the WofE as a Region of excellence in relation** to Low Carbon technologies and sustainable development by **building on the European Green Capital of the year** and promoting the area as a global leader.
- To successfully capture **the impact major developments at the airport and port can have** at meeting the investment and jobs targets.
- **Implementation of the five major transport schemes**, MetroWest and the electrification of the railway in order to enhance connectivity.
- **Successfully develop the exciting and complementary opportunities within the Enterprise Zone and Enterprise Areas** whilst continuing to support and promote other key strategic business locations.
- **Inward investment support to attract further commercial research facilities and global businesses** to the area.
- Growth in exports that match Government ambitions.
- **Environmental assets** to assist in adapting to climate change and as drivers of growth.

### Threats

- **Risk of losing key sector industries to other areas** for example the movement of TV production to Cardiff has implications for our Creative Industries.
- Further **polarisation between communities**, and the financial implications of trying to readdress growing disparities.
- **Loss of inward investment to areas of competition**, potential implications for maintaining anchor businesses and other growing businesses.
- Loss of inward investment to areas of competition. **Implications on reputation as a national and international competitor.**
- Potential to exacerbate **unsustainable commuting patterns**, and cause labour shortages in some localities. May lead to rising house prices, causing issues for those in lower paid jobs.
- **Without the financial incentive**, and/or **the auxiliary business skills** to support their innovation, entrepreneurs and businesses simply **do not innovate** their products /services.
- Entrepreneurs and businesses go elsewhere to innovate and develop and commercialise their products /services.
- Climate change and the need to ensure mitigation for a resilient future.

### 3. Economic Strategy

**Our Economic Strategy is one of ‘smart specialisation’**, where we focus on a limited number of activities that will deliver the best results. Our economic evidence-base points to five key growth sectors where the West of England has a sustainable international comparative advantage. By developing smart specialisation in these sectors, we expect to outperform the market as a whole, in the medium-to-long term. We will support these sectors by investing in well-evidenced drivers of productivity: place & infrastructure; skills development; inward investment; and SME business support. We expect other sectors of the economy to benefit from multiplier effects, as we flourish in doing what we do best.

The five priority growth sectors that we will focus on are:

- **Advanced Manufacturing (including Aerospace and Advanced Engineering)**

The Government recognises this sector as a significant element of the current and future UK economy as it endeavours to move away from a dependence on services and the public sector, towards manufacturing and exports.

The West of England has over 100 years of continuous development, design and manufacturing experience. It is home to Airbus, GKN Aerospace, Rolls Royce, BAE Systems, Honeywell, Safran and Claverham, which are amongst the top 12 aerospace companies worldwide. It has an extensive supply chain providing materials, components and technical support and services throughout the UK. The West of England Aerospace Forum, facilitates competitiveness and growth within aerospace in the region.

The sector has opportunities to support the formation of spin-outs, to diversify into robotics, autonomous systems, composites, avionics and other higher-value added sectors.

This will help us to develop the Filton Enterprise Area.

- **High- Tech**

‘Silicon Gorge’ as it is known locally is one of the biggest silicon design clusters anywhere outside Silicon Valley and double the size of the nearest UK competitor, Cambridge. Science City is a recognizable kite-mark for outside investors and is something which distinguishes the West of England from higher-profile areas such as Oxford and Cambridge.

The public/private investment which has already taken place to secure the development of the Bristol and Bath Science Park in South Gloucestershire will help strengthen this legacy further.

This will help us to develop the Emersons Green Enterprise Area.

- **Creative & Digital Industries**

The key dynamics in this industry are towards greater:

- Immersion – in high-quality experiences
- Personalisation – in user experience design
- Availability – through mobile devices and located media
- Efficiency – through intelligent production and delivery systems

The key drivers are innovation through R&D and the development of SME/microbusiness support mechanisms.

Combining industry and cultural aspects to ensure:

- Maximum innovation in the cultural space, crossing over to industry.
- Use of “Opt In” funding from Arts Council of England as match.
- Maximal value of cultural aspects in supporting other sectors as identified in the National Endowment for Science, Technology and the Arts (NESTA) Creative Clusters report.

Combining Creative and Technology aspects to ensure:

- The development of the strength in Creative Technology as the key differentiator for the region.
- The development of high-growth Super-fused companies as demonstrated in Brighton.

Bristol and Bath are recognised by NESTA as two of nine hot spots for creative industries outside of London, with particular strengths in: video, film and photography; music and the visual and performing arts; publishing; software, computer games and electronic publishing; and radio and TV. Creative England recognises Bristol alongside Manchester and London as ‘the creative triangle’.

The region has a large cluster of environmental media and arts organisations and is the global centre of Wildlife film-making with the BBC Natural History Unit based here. The BBC has also recently moved its food unit to Bristol. This will help us to develop the Temple Quarter Enterprise Zone and the Bath City Riverside Enterprise Area.

- **Professional and Legal Services**

The Professional, Finance and Insurance sector is one of the largest sectors in the West of England in terms of both the number of people employed and the GVA it creates. Concentrations of the sector can be found within the city centres of Bristol and Bath, as well as in the North Fringe. The city is a leading financial services centre with many major international and national companies locating head office functions here, with particular strengths in retail banking, insurance, share dealing and ethical finance. These include Lloyds Banking Group (UK Retail Banking Division), DAS Legal Expenses, Hargreaves Lansdown, Canada Life, Computershare Investment Services, Nat West Insurance and Triodos Bank.

- **Low Carbon**

Fundamental to the ambition of delivering sustainable economic growth is the need for transforming business operating models to improve resilience.

This sector, even in the teeth of the economic downturn from the credit crunch in autumn 2008, has consistently posted growth above 4.5%pa. The low carbon industries in the West of England turnover around £2.5bn and employ around 25,000. It is well placed to significantly contribute to the LEP aspiration of creating jobs and GVA. As a comparison, a Verco study carried out for Bath & North East Somerset Council estimated size of the retrofit market for existing business and housing in the WoE to be c£600 million creating an estimated 800-1,600

jobs over a 10 year period.

The sector provides opportunities to create jobs, develop skills, increase community resilience, improve companies' bottom line and enhance both urban and rural economies through actions to shift to a low carbon economy.

### *Why are our priorities optimal?*

Positive employment quotients (*RED Group Model 2013*), show that we have strong clusters of employment, above the national average, in the five sectors. These sectors (with the exception of Low Carbon) have all experienced significant growth in the amount of GVA generated per FTE between 1998 and 2010.

**Figure 6:**  
**West of England evidence to inform priority sectors.**

Sector	In Employment (2011)	GVA (£m) 2010	GVA per FTE % Change 1998-2010	EQ 2011	Priority
Adv Engineering & Aerospace	23,900	£1,039.8	68.1%	1.35	Yes
Professional and Legal Services	58,700	£4,020	70.9%	1.25	Yes
Creative Industries	13,700	£658.5	89.7%	1.10	Yes
High Tech	1,900	£162.5	391.5%	1.05	Yes
Low Carbon	5,800	£333	13.3%	1.05	Yes
Construction	24,900	£1,444	72.9%	0.96	No
Retail	84,500	£2,381.3	51.8%	0.94	No
Tourism	9,300	£199.5	53.7%	0.79	No
Distribution	See retail	See retail	See retail	See retail	No

They also demonstrate the greatest added value to the economy. The ranking tables (figure 6,7,8) sets out the additional economic benefits of an extra 100 FTE jobs per sector across the wider West of England Economy.

Smart specialisation also includes a focus on key enabling technologies. We have identified sector-based priorities of particular relevance to the West of England, building on the 'eight great technologies', the Government's Industrial Strategy Sectors, TSB priorities and technology clusters identified by the Government Office for Science in Technology and Innovation Futures. Alongside this, we see an important need for both inward investment and export-driven growth as key strands of the overall strategy.

**Figures 7 and 8:**  
**West of England evidence to inform priority sectors.**



Sector	Initial Effects			
	GVA £m	Rank	GVA/FTE £000's	Rank
Adv Engineering & Aerospace	6.0	5	60.1	5
Creative Industries	6.6	4	66.4	4
Construction	5.0	6	50.2	6
Professional and Legal Services	7.0	3	70.2	3
High Tech	8.4	2	84.1	2
Low Carbon	10.5	1	105.0	1
Retail	3.0	7-8	30.4	7
Tourism	3.0	7-8	29.5	8

Total Impact of Change					
Rank	FTE	GVA £m	Rank	GVA/FTE £000's	Rank
182	3	9.4	4-5	51.8	5
172	6	9.4	4-5	55.1	4
189	1	8.7	6	46.1	6
180	4	10.4	3	57.9	3
183	2	11.9	2	64.6	2
177	5	14.0	1	78.8	1
134	8	5.7	7	33.8	8
167	7	4.5	8	34.0	7

There will be job growth in other sectors as well – for example tourism, construction, health, warehousing and logistics. These will be aided by LEP support for SME's, (and driven by growth in the Priority Sectors) skills, place and infrastructure, and promotional activity. Our LEPs 'Sector Prospectus' is being prepared and will contain information on all of our sectors and their contribution to our economy. We make a distinction, however, between employment opportunities and growing the distinctive smart specialisation of the region.

Our strategy also has a spatial dimension. We will focus resources in the Enterprise Zone and our network of Enterprise Areas to create the right conditions for business to thrive.

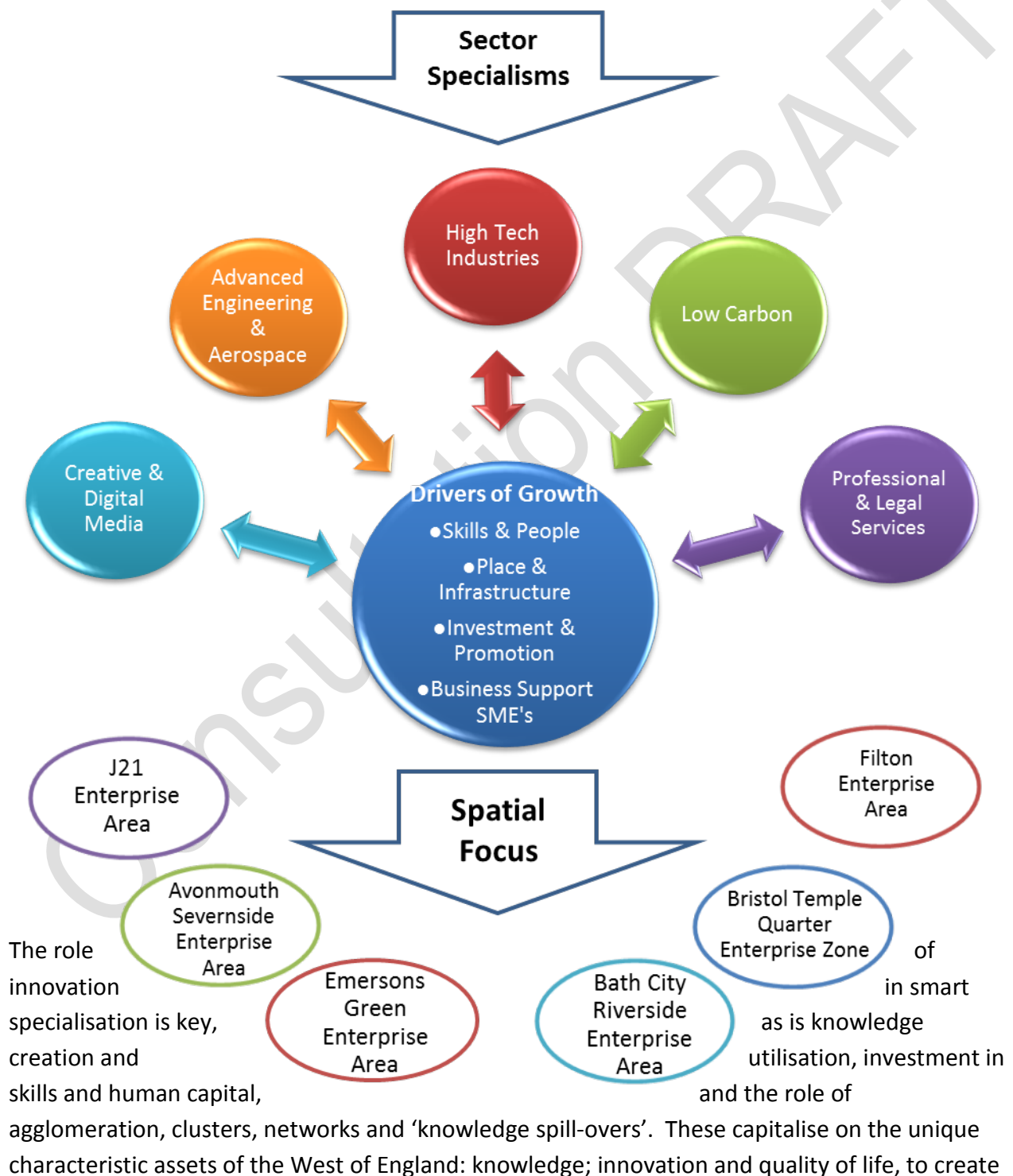
- **Bristol Temple Quarter Enterprise Zone** – will focus on developing creative, technology, communications, financial and professional services and software companies.
- **Bath City Riverside Enterprise Area**- will focus on creative, micro-electronics, and high value engineering.
- **J21 Enterprise Area**-will focus on professional services and research and development in food technology industries.
- **Avonmouth/Sevenside Enterprise Area**- will focus on large scale manufacturing and distribution, and logistics and environmental technologies
- **Filton Enterprise Area**- will focus on aerospace design, research and manufacturing for defence, advanced manufacturing, emerging materials technologies, 3D printing.
- **Emersons Green Enterprise Area**—will focus on science and technology based companies, engaged in research and development and advanced manufacturing, robotics and autonomous systems, working closely with the Bristol and Bath Science Park and working closely with the National Composite Centre.



Our baseline case for jobs growth, evidence by Oxford Economics, is 65,000 jobs by 2030. We will need to use all the levers of growth available to us, to achieve our ambition of higher levels of growth in jobs and GVA.

**Figure 9:**  
**West of England Strategy.**

## Our Economic Strategy



virtuous circles of learning, knowledge sharing, innovation and growth.

This approach works well in the West of England because of levels of the educational attainment in the population, and the size of the economic area, which is big enough to have scale, but small enough to make cross-fertilisation across sectors and clusters part of our everyday culture.

The great majority of employment opportunities are vacancies generated by turnover in the current labour force. A wide range of partners and stakeholders have a key role in enabling and encouraging individuals to take up these opportunities. The LEP will contribute to this through its overall Skills Strategy and its EU SIF strategy. **We will focus on identifying pathways into the high skill, knowledge economy** through skills development and widening access and opportunity that will become our distinctive competence. This, in turn, will support work in areas of low skill level, unemployment and social inclusion.

## 4. Our Drivers of growth

### Thematic Priorities

Our economy is driven by our sector growth and our cross cutting activities these are:

People- Knowledge Economy (Innovation) & Skills (including Social Inclusion)	Place – Infrastructure to unlock growth	Investment & Promotion	Enterprise -Business support (Exports and trade, SMEs, skills & incubation)
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## 4.1 People- Knowledge Economy, Skills and Social Inclusion

### *Building Growth through Skills*

In order to deliver the economic ambition of the LEP we plan to develop a **well-motivated, educated workforce with the right skills** at the right levels to meet local business needs - the most flexible in Europe.

We will create a skills and employment offer that supports the West of England's five priority sectors and delivers excellence in education. Our objective is that all education and training activity should have line of sight to employment.

The business led skills development, linking education and training will **address the current and future skills needs of business whilst focussing on our aspirations for growth**, sustainability and inclusion. Integration of business support and improving employer influence of skills supply will drive the creation of new products, services, businesses and jobs and improve productivity in key priority sectors, social and rural businesses and areas of multiple deprivation.

#### 4.1.1 Strategic fit with national policy and skills agenda

A number of policies introduced by the Government will together have a substantial impact not only on local people and businesses, but also on much of the delivery landscape for job creation, skills, and Universal Credit and other benefits. These include:

- the introduction of the Universal Credit, replacing all Department for Work and Pensions (DWP), local authority and Inland Revenue benefits;
- raising the participation age from 16 to 18 by 2015;
- Further Education (FE) loans for those aged 24+, which may reduce the capacity of those in employment and aged over 24 to improve their employability;
- Higher university fees;
- The changing focus of the Funding Agencies e.g. the movement of the social inclusion funding from Education Funding Agency (EFA) to local authorities.

#### 4.1.2 Providers

##### Higher Education

The West of England is home to four universities - The University of Bath, Bath Spa University, The University of Bristol and The University of the West of England, Bristol. In the academic year 2011-12, the four universities had 73,295 students, employed 10,412 staff and had a combined turnover of £892.5m.

The UK ambition is to be in the top eight worldwide for higher-level skills. In 2010 we ranked 12th. **Businesses need higher-level skills to fuel growth**. Higher level skills deliver commercial advantage. There are currently clear opportunities to increase levels of graduate skills utilisation across a range of sectors and to ensure that Higher Education (HE) provision locally is tailored to

business need.

**The Witty Review has also strongly emphasised the key role of universities in driving innovation and economic growth.** HE can deliver:

- a) Up skilling and re skilling of the existing workforce to meet business needs and changes in technologies and industry structure. This can be done through attracting mature students to HE, applied, professional and conversion programmes at undergraduate and taught postgraduate levels, shorter credit and non-credit bearing programmes, and training delivered through a range of media, including distance and work-based learning.
  - Tailored skills and professional development for individual businesses
  - Tailored skills and professional development for specific business sectors/subsectors e.g. composites, renewable energy
  - Up skilling/re skilling of 'mature' students to increase the overall supply of relevant graduate skills in the local labour market.
- b) Matching university graduates to employers through effective recruitment and selection processes:
  - Ensuring effective information flows between employers and potential graduate recruits
  - Effective recruitment portals and channels, employment fairs, tailored events
  - Pro-active matching of graduates to employer needs, tailored selection processes.

There is a **strong concentration of world class research in our universities** ranging across a wide range of technologies and substantive fields – as evidenced by the review's audit of technology hotspots across the UK. Many of these strengths are directly relevant to the 'eight great technologies', the government's Industrial Strategy Sectors, technology clusters identified in Technology and Innovation Futures, Technology Strategy Board (TSB) priorities and the LEP's own priority sectors. These provide the basis for potential collaborative and applied research with business, development of research agendas of direct relevance to business and interchange of skills and expertise.

The **four universities in the West of England are distinctly different, but highly complementary.** Together they address all of the LEP priority areas and are significant partners in aerospace and advanced engineering; the digital and creative sector; microelectronics and high technology; low carbon and clean energy and the finance sector. The universities' relationships with companies in the LEP region, from large corporate to innovative early start-ups, are a critical component of this Strategic Economic Plan.

The universities have a **long history of active engagement with private sector businesses** and organisations to encourage economic growth and job creation. They are also experienced at working together examples of this include:

- Establishment of Bristol and Bath Science Park
- Delivery of VentureFest Bristol
- National Composites Centre (NCC), utilising the research strengths of the University of Bristol

- The University of Bath has built on over 20 years of research collaboration in advanced automotive engineering to reduce CO2 emissions
- Bristol Robotics Laboratory, formed between The Universities of West of England and Bristol, is the largest in Europe
- Silicon South West, a network established and supported by the University of Bath that has helped the silicon design and microelectronics sector in our region, the second largest in the world
- Bath and Bristol are both founder members of the SETSquared partnership whose business incubation activities have just been voted best in Europe and 4th in the World.

Selected university capabilities across in summary include:

<ul style="list-style-type: none"> <li>• Composites and advanced materials</li> <li>• Catalysis and synthesis chemistry</li> <li>• Robotics and autonomous systems</li> <li>• Biotechnology and bio sensing</li> <li>• Microelectronic design</li> <li>• Power engineering</li> <li>• Low carbon technologies</li> <li>• Electrical energy management</li> <li>• Vision and imaging technologies</li> <li>• Agri-Science</li> </ul>	<ul style="list-style-type: none"> <li>• Creative and digital media</li> <li>• Games and mobile systems</li> <li>• 3D manufacturing</li> <li>• Asset pricing and risk management</li> <li>• Healthcare and assisted living technologies</li> <li>• Optical and wireless networks</li> <li>• Quantum technologies and engineering</li> <li>• High performance computing and big data</li> </ul>
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## Further Education

The West of England is home to five FE colleges - City of Bath, City of Bristol, Norton Radstock, South Gloucestershire & Stroud and Weston. In the academic year 2011-12, the five colleges had 83,000 students, employed 3,500 staff with a turnover of approximately £150m.

The contribution of further and higher education providers to the provision of learning is relatively well known, if at times under-estimated, but their wider impact is less well understood. Colleges provide 33% of entrants to Higher Education, deliver 100% of HNCs and 89% of HNDs, with 78% of all Foundation Degree students being taught in Colleges. One-third of A-level students aged 16 to 18 studies at a College and 44% of those achieving a Level 3 qualification by the age of 19 do so at a College. FE priorities for action are:

- Increasing employability skills in students
- Improving destination tracking
- Increasing business engagement in training design and delivery

## Schools

The West of England LEP recognises how essential it is that **young people are inspired and informed about their future world of work** so that they can make the right choices of learning and skills opportunities, and develop their own talents and interests. We are taking a proactive approach in fostering close liaison between schools and employers, and also in developing employability skills in young people.

This work extends the national context of a revised curriculum for schools in England which **emphasises the application of skills in a wider world, including enterprise and industry**. The new curriculum has been described by the Prime Minister as “a revolution in education” that is vital to the country’s economic prosperity, for example, in proposing that computer skills are taught at a level suitable for a future workplace, and maths is taught as a “foundation to understanding the world”. Priorities for action across schools are:

- Increasing employability skills in school students
- Improving the vocational skills and market knowledge of school students to enhance their chances of employment.
- Improving information and guidance for all school learners.

#### **4.1.3 Create a more responsive skills infrastructure**

Better education could add £8trn to the UKs economy over the lifetime of a child born today - equivalent of 1% to GDP each year. By improving employer engagement, we have the potential to **transform the local skills agenda and the opportunities for employment and growth**. It is no small challenge and means raising aspirations and attainment across the education system, and creating the right mix across the workforce to boost productivity and grow industries. This can be done by:

- Working to increase the amount of provision that is focussed on our priority sectors and relevant to local business, both current and future, by consulting with and developing a strong understanding of local employers skills needs, issues and priorities.
- Developing, understanding and delivering the education and training requirements to deliver the skills required by local business at school, college and university levels.
- Supporting the development of courses to meet key sector needs e.g. coding & programmers for core gaming engines or increasing employer led degree courses in mechanical, electrical, composite and design & development engineering, BIT, LEAN and REACH manufacturing techniques.
- Building strong relationships and regular dialogue between business and providers, through activities such as our immersion events.
- Simplifying employer engagement policies and processes across providers (reducing bureaucracy).

#### **4.1.4 Skills Capital Investment Plan**

The West of England 5 year Skills Capital Investment Plan will identify the skills capital investment requirements linked to its priorities and enable solutions to these requirements to be identified and implemented. It will be reviewed annually and will have at its core a rationale based on collaboration and agreement with key training providers, public and private partners, employers and the SFA.

- An analysis of the skills needs of the LEP identified within the WoE LEP Skills Plan reviewed and refreshed annually.
- An assessment of the skills infrastructure including capital assets required to address these needs.



- A gap analysis of capital assets for current and upcoming needs which will require investment.

With the capital investment needs identified we will secure solutions to these needs which will take full account of the views of providers themselves who will be expected to contribute substantially to the total costs of any project delivered utilising Skills Capital funding. The delivery of these projects will be monitored including the impact of the resulting capital asset to ensure they achieve their stated aims and meet the Initial Financial Request.

To date we have conducted the first analysis of Skills Capital investment requirements. As a result we are requesting between £8m and £12m of Skills Capital funding for 15/16 which will be used to address these requirements.

#### **4.1.5 Activity to Improve Employability**

##### **a. Employability Chartermark**

Nearly a third of our four universities newly qualified graduates are taken on by businesses in the West of England. This **supply of highly qualified graduates is essential in building a high skill, innovative, knowledge-based economy** rooted in smart specialisation. Our local schools produce over 6,000 year 11 graduates annually and the five FE colleges together produce 83,000 students at any time. Our ambition that every young person (5-24 years) in the West of England is able to participate in the Employability Chartermark scheme at least once during their education. This includes:

- Business input to curriculum and programme design, development and review.
- Business input to curriculum and programme content and delivery.
- Work placements, internships and work experience.

##### **b. Improve careers advice**

###### **Young People**

Going in the Right Direction, an Ofsted report published in Sept 2013 finds that the arrangements for careers guidance in schools are not working well enough. Three quarters of the schools visited for the survey were not implementing their duty to provide impartial careers advice effectively. We will:

- Increase the amount of experiential activity available across the area for young people.
- Undertake activity to raise aspirations and attainment of young people.
- Pathways to Professions - run a series of business led events delivering careers information to careers professionals.
- Build a portfolio of business speakers volunteering for local educational organisations.

###### **Adults (19+)**

We will look to **centralise, coordinate and share local Labour Market Information** (LMI) to develop an understanding of our labour market funded through ESF. We will ensure that LMI is

readily available and easily understood by all, to allow individuals to make informed choices on education and training options that would have the greatest chance of leading to full-time employment. This will include:

- Promoting priority sectors as employment choices.
- Identifying new and changing job roles/profiles.
- Identifying growing/shrinking sectors.
- Identifying and anticipating new opportunities, external trends and local advantage, specifically where the jobs are likely to be in the short, medium and long term.
- Communicating this information as widely as possible.

We will also look to expand the face to face element of the National Careers Service locally, to **ensure local people can access good quality, relevant and impartial advice.**

#### **c. Support for NEET/Risk of NEET support**

The West of England has a particular challenge with a rise in long term claimants amongst the 18-24 age population. 16-18 year olds are well represented in the learning population, but numbers decline dramatically in those aged 18-24. The proportion of young people who are NEET rose in most parts of the West of England over the last year, while it fell in most other LEP areas and nationally. Also notable is the progressive rise in the number of young people who are NEET from age 16 up to age 18. There are **considerable opportunities to provide more skills training for people seeking to enter or re-enter the jobs market.** Through the SEP we will:

- Commission activity under ESF to deliver NEET Support, a locally driven approach to reducing levels of NEET and also supporting those at risk of NEET. The challenge of enabling these young people to become work ready with the employability skills, job specific skills, motivation and attitude they will need to gain and sustain employment is not easy to overcome.
- Create a cost-effective personalised programme of engagement, support and skills training, including literacy and numeracy focused on individual needs and the challenges they are facing and helping them to access work experience to prepare them for the world of work, including Traineeships and Apprenticeships.

#### **d. Support for unemployed adults 19+**

The 25-49 claimants is the largest claimant group in the West of England (consistently 56% of the total). Evidence suggests that **assisting those in this category offers significant potential for business impact.** We will commission activity under ESF to deliver actions which enable the participants to gain and sustain employment across the West of England based on a comprehensive knowledge of the local job market and economy. This will include:

- Delivering retraining opportunities for those with now outdated skills e.g. level 2 gained in 1970s or vocational skills in declining industries. These will be linked where appropriate to the universal credit scheme.
- We will develop alternative pathways to employment through actions that will encourage participation by mature job seekers, particularly those without academic

qualifications, with self-taught skills or on the job learning etc. These could be closely aligned with Universal Credit and encourage a learn and earn model.

- Promote entrepreneurship, social economy and social enterprises and the move into self employment.

#### **e. Improve social mobility and social inclusion**

**Endemic social exclusion and poverty has a substantial effect on communities** and their wellbeing and has a disproportionate call on resources. Diminishing numbers of low skill jobs and the competition for these jobs increases difficulties for those trying to access to the labour market. Low skilled jobs still exist in substantial numbers, albeit offering low pay and generally poor conditions. The real issue is not that there are no jobs for low skilled people, but that many low skilled people, especially those with no qualifications, are unable to compete successfully for those jobs which are taken by others who are better qualified or have greater skills. The West of England has deprivation **'hot spots' which are amongst the most deprived areas in the country**, yet are adjacent to some of the least deprived areas of the country. Often unqualified individuals cannot compete successfully because they face other disadvantages (such as ill health or caring responsibilities) that place them at the end of the labour market queue.

- We will commission through ESF activity support for the removal of particular local barriers to work, including basic skills (literacy & numeracy) and life skills, access to flexible and affordable childcare, learning difficulties and disabilities, access to transport debt, digital exclusion and English for Speakers of other Languages (ESOL) to enable workless people to move into training and/or compete in the local labour market. In addition, this activity will provide additional support to specific target groups such as lone parents, carers, ex-service people, ex-offenders and those with health issues.
- The four Universities and local colleges are strongly committed to opening up pathways and opportunities in higher and further education for under-represented groups through wide-ranging widening participation initiatives. These include strong partnerships with schools and colleges, outreach programmes and targeted bursaries.
- Civil Society organisations are actively engaged with the LEP in seeking ways to tackle social inclusion and combat poverty in an integrated, well managed and consistent way.

#### **4.1.6 Employer Ownership of Skills**

Employer ownership of skills is critical to delivering our vision, particularly the improved engagement of business and significantly around SMEs. Momentum is building up behind the idea of routing funding directly to employers to ensure skills provision is more aligned with business needs.

#### **f. Enterprise Zone and Enterprise Areas Pre-Recruitment training (19+)**

We will work to ensure local residents benefit from employment opportunities within all our EZ/EAs, focussing around **pre employment training with businesses involved** in developing the programme to ensure relevance and linked to business recruitment activity and offering guaranteed interviews.

**Delivering the skills base required by the employment opportunity will be critical** to success and we will look to create a partnership aimed at maximising employment for people resident in the area to ensure that we don't inadvertently export the wealth we are creating or import the skills unnecessarily.

**g. Supporting business growth through skills (19+)**

Our recent establishment of Sector Skills Advisors has meant that dedicated resource is in place to **focus on the key LEP industry sectors**, building routes for apprenticeships, business engagement in provider delivery, co-design of provision particularly around emerging technologies such as 3D composite printing and low carbon modular house construction, greening your business etc. Through ESF funded activity we plan to:

- Expand the Skills Advisors across additional LEP industry sectors.
- support the development of co-design provision (business/provider) to meet sector priorities through our FE and HE partnerships such as the development of new low carbon apprenticeship models (solar installation etc).
- Continue our dedicated resource to support the recruitment of apprenticeships, in particular by SME's, facilitating engagement and removing bureaucracy, this will include developing activity to support the coming changes to the way apprenticeships are funded.
- Development of more Level 3+ apprenticeship opportunities.
- build on our recent sector engagement with a series of tailored sector events and activities.
- Assist SMEs to engage with employer ownership funding supporting the development of geographic and supply chain models such as the aerospace supply chain in Filton.
- Focus on up-skilling and re-skilling of the existing workforce to meet business needs and changes in technologies, business and sector developments and industry specific business skills in rural areas.
- Promote the development of modular courses to more easily support returners to work, after childcare etc, in their career progression and mobility, particularly in the health sector.
- Promotion of universities and colleges as progression routes for employers.

We also are developing a strong skills support offer for the Inwards Investment Team that includes subsidised training.

## 4.2 Place and infrastructure

**Place-making is a key enabler of growth.** It aids the flow of everyday life, opens spaces for business, cultural and recreational activity, creates a sense of community and pride and promotes well-being and social inclusion. Our culture and lifestyle is an important aspect of our sense of place. To achieve our shared economic, social and environmental objectives we are committed to taking an integrated approach so these co-dependent aspects are delivered sustainably.

The provision of physical infrastructure is an important aspect of place-making and is necessary to unlock or accelerate growth. The communities of the West of England deserve **well planned, high quality and well integrated developments**. This will create successful places which function well, reflect and sustain the diversity of our communities and add to the unique character and quality of the built and natural environment.

### 4.2.1 Strategic fit with national policy

**The way in which businesses operate and people live their lives goes beyond their local area,** particularly when accessing markets, jobs, major retail and leisure destinations, healthcare, further/higher education opportunities, and open spaces. We are committed to working together to ensure that the strategic issues for the West of England are addressed in a genuinely joined-up-way. The Localism Act 2011, requires Local Authorities to work actively, constructively and on an ongoing basis under the Duty to Cooperate. This statutory requirement is translated into policy in the National Planning Policy Framework which outlines that authorities should 'Plan Strategically across Local Boundaries' on issues such as planning and transport. The West of England has a well established partnership of joint working on these issues, and robust sub-regional governance to help us work together effectively. The West of England commitment to a plan led approach for delivering growth is demonstrated by clear focus on **striking the correct balance between the social, cultural, economic, well-being and environmental factors that are so vital to delivering sustainable growth and prosperity for all.**

### 4.2.2 Area Opportunities for unlocking Growth – focused on our Enterprise Zone and 5 Enterprise Areas.

A key part of making the region highly attractive to inward investors and existing companies is dependent upon having a **cohesive, strategic approach to the management of the region's infrastructure**, unlocking and accelerating growth by focussing resources on priority locations, particularly around the Enterprise Zone and Areas.

We support a plan led approach that maximises investment opportunities and ensures that jobs and housing are delivered in the right locations at the right time, supported by necessary and efficient use of supporting local and strategic infrastructure.

**This Economic Plan is integrating our:**

- Enterprise Zone and Enterprise Areas.
- Complementary priority growth locations.

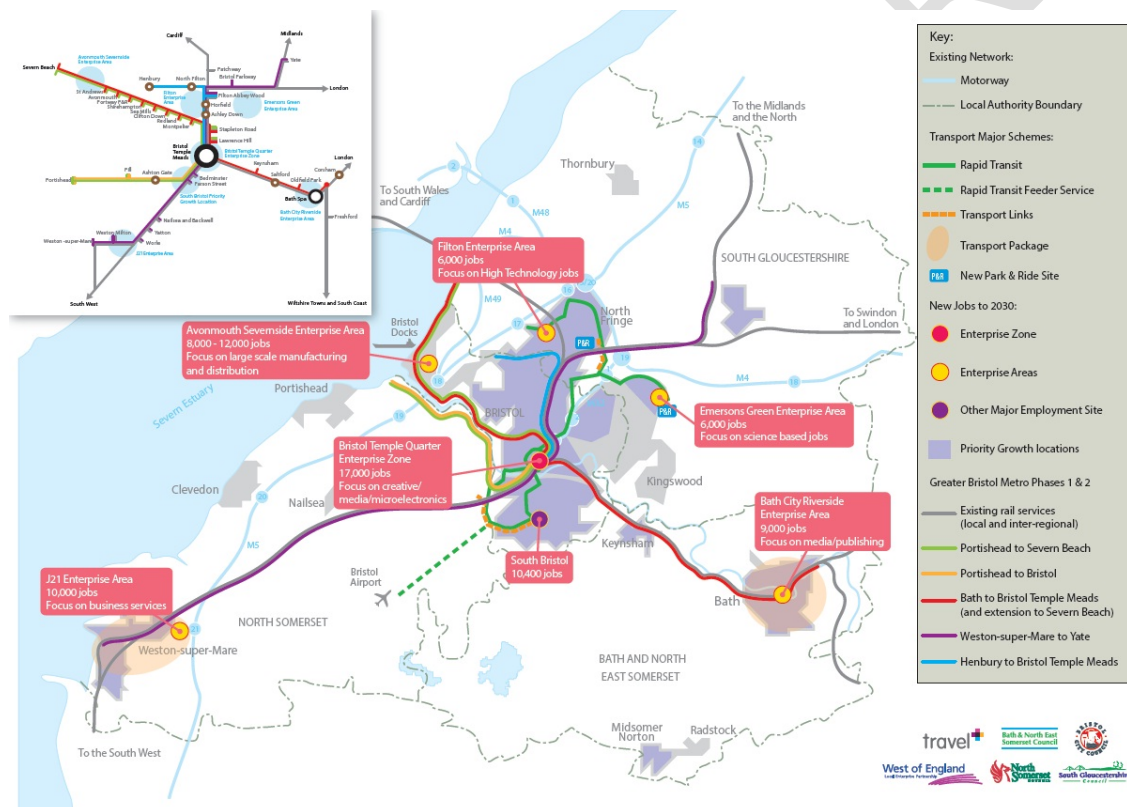


- Strategic fit with national policy and alignment with key delivery agencies investment plans, such as our work on key shared priorities with the Highways Agency on the M49 new junction, the Defra Agencies on flooding and HCA on affordable housing and enabling infrastructure.
- City Deal commitment and pooled funding arrangements- Economic Development fund comprising pooled business rates, revolving infrastructure fund, growing places funding.
- Joint Economic, Planning & Transport teams working alongside business partners to make it happen.

Alongside the physical infrastructure to unlock growth a package of interventions at our EZ and EA's including business support, digital inclusion, investment and promotion will be required. Our strategy demonstrates strategic fit with development and transport investment.

**Figure 10:**

## West of England Priority transport investment map



Our [Strategic Framework](#) identifies infrastructure requirements informing the Revolving Infrastructure Programme and Growth Incentive element of the West of England City Deal. It adds value to local-level strategies by:

- Accelerating sustainable economic growth, by joint action to stimulate investment.
- Greater efficiency through collective influence, joint working and investment planning.
- Encouraging creative solutions to bringing forward sites and overcoming market failures around viability issues through collaborative working with the development industry.



- Delivering better schemes through targeted investment and co-ordinated delivery.

The West of England Authorities have a commitment to continued joint working through funding a central Place and Infrastructure team which coordinates strategic planning activities. A [Duty to Cooperate schedule](#) has been consulted on and published building on the continued commitment to planning strategically across local boundaries.

To demonstrate we are open for business the Infrastructure and Place Group has established three working groups to take forward the following joint actions:

- **Planning Toolkit**- to streamline the planning process, and build confidence between the development industry, Councillors and our communities.
- **Housing Delivery Group**- measures to accelerate delivery of housing sites with planning permission focussing on approximately 17,000 units.
- **Infrastructure group**- to identify requirements and maximise funding opportunities to deliver infrastructure and accelerate growth at priority locations.

### Housing

Our Vision is for significant growth in homes and jobs in the right locations to meet the needs of communities. Our approach is to secure investment in the infrastructure that is required to support more sustainable patterns of growth, and maximise the social and environmental benefits. Our **housing plans include retrofitting existing housing stock improving environmental standards and energy efficiency**.

**Providing jobs and homes in the right locations and at the right time, is intrinsically linked to the future economic prosperity of the area.** We need to ensure the right conditions for businesses. By providing for a range of housing types, the area will retain and attract the workforce required, particularly within the higher skilled knowledge based sectors, which will support sustainable economic growth.

We need to continue to provide housing at priority locations and generally across the region to meet local needs. New housing, particularly affordable housing, supports a prosperous and growing economy. **Together we have an ambitious programme for growth, with a minimum of 88,000 homes** currently being planned for in Core Strategies.

The West of England Strategic Housing Market Assessment (SHMA) is an important part of the evidence base that informs the monitoring of core strategy policies. **The SHMA is being reviewed to support local plan reviews post 2016.**

The **communities of the West of England deserve well planned, high quality, well integrated developments**. We will create successful places which function well, reflect and sustain the diversity of our communities adding to the unique character and quality of the built and natural environment. Our plan-led approach to target investment in priority growth locations will manage growth sustainably and minimise impact on our green spaces.

We are **committed to delivering sustainable community developments** that offer a high-quality living environment with a sense of place, embracing our low-carbon agenda.

### **Housing associations-working in partnership to deliver affordable homes.**

Three of the four Local Authorities the West of England have transferred their housing stock to housing associations: South Gloucestershire to Merlin, Bath and North East Somerset to Curo, and North Somerset to Alliance. Bristol City Council transferred a section of their stock to United Communities, but still retains the bulk of its housing stock some 28,000 homes. The majority of affordable housing across the West of England is managed and maintained by housing associations (some 42,000 homes), this includes small and specialist organisations as well as large national players.

The West of England has significant funding opportunities and the Housing Associations are investing heavily in our area to help us meet our affordable housing needs. **The current development programme across 6 of the largest housing associations is some £954.1 million.**

### **Future Development Programme**

Despite the challenging economic environment and recent reductions in government subsidy for the development of new affordable housing, housing associations in the West of England continue to plan for growth. **The future development programme is some £702.2million.** Housing Associations are working with us to **highlight the potential constraints on delivery and the support they need to enable delivery.**

### **Transport**

Transport is critical to support planned economic growth in the West of England. Atkins' report "Unlocking Our Potential: The Economic Benefits of Transport Investment in the West of England" found that **our programme of transport schemes will unlock 20,000 jobs and generate £1.2b in GVA** per annum by 2030.

Bringing this altogether is our Joint Local Transport Plan 3 (JLTP3). With its 15 year vision, 2011 to 2026, the JLTP3 has five goals:

- Reduce carbon emissions.
- Support economic growth.
- Promote accessibility.
- Safety, health and security.
- Improve quality of life.

The JLTP3 aims to provide the services and infrastructure to deliver and support the expected growth in jobs and houses and the sustainable transport to enable people to get to their jobs, houses and services.

### **Major Schemes (2014 to 2017)**

**Key is our £244m programme of five major transport schemes which offer strategic fit with our EZ and EA spatial strategy:**

- Bath Transportation Package - £26.9m investment in transport infrastructure tackling the city's current and future traffic problems and supporting economic growth, including 9,000 new jobs in the Bath 'City Riverside' Enterprise Area. Construction complete 2014.

- Weston Package - £14m investment opening up the Weston-super-Mare J21 Enterprise Area and its 11,000 new jobs, with schemes for cars, motorcycles, bus and rail passengers, cyclists and pedestrians. Construction complete 2014.
- MetroBus - £179m investment in three rapid transit routes (Ashton Vale to Bristol City Centre, North Fringe to Hengrove Package and the South Bristol Link) delivering a network of high quality, modern, reliable, fast, 'smartcard' ticketing, integrated and easy to use services. MetroBus will serve the Temple Quarter Enterprise Zone (17,000 new jobs), South Bristol employment area (10,000 new jobs) and the Emersons Green/Science Park (7,000 new jobs) and Filton/A38 Enterprise Areas (12,000 new jobs) as well as linking new housing areas and addressing congestion hot spots. Construction complete 2015 to 2017.

### **Rail (2017 to 2028)**

MetroWest, our ambitious rail proposals, comes next delivering:

- MetroWest Phase 1 – half hourly train services for the Severn Beach Line, local stations between Bristol Temple Meads and Bath Spa (Keynsham and Oldfield Park) and on the line to Weston-super-Mare (Bedminster and Parson Street) and the reopened Portishead Line (Pill and Portishead). Opening 2019.
- MetroWest Phase 2 - half hourly train services to Yate and hourly services on a reopened Henbury line (capacity for two new stations) with additional stations at Horfield (subject to suitable location) and Ashley Down. Opening 2021.
- New stations package - Saltford, Ashton Gate and Corsham (Wiltshire Council scheme) implemented over the period 2014 to 2028.

MetroWest links up major growth areas at the Temple Quarter Enterprise Zone (17,000 new jobs) at Bristol Temple Meads and the five Enterprise Areas including Weston-super-Mare J21 (11,000) and Bath City Riverside (9,000).

MetroWest requires the four tracking of Filton Bank between Bristol Temple Meads and Bristol Parkway. The final decision on funding is expected from the Office of Rail Regulation, 2014. Network Rail are confident funding will happen with construction taking place 2015 to 2016.

### **Electrification (2015 to 2018)**

**We want MetroWest to be fully electrified.** Electrification of the Great Western Mainline between London Paddington and Bristol (via Bath Spa and Bristol Parkway) is coming and will reach Bristol by 2017 with new IEP services starting in 2018. But we want the rest of the local network electrified extending electrification to Weston-super-Mare, Yate and the Portishead, Severn Beach and Henbury Lines. We will continue to champion the case for extension with the Department for Transport and Network Rail.

### **Public transport, cycling and walking (2011 to 2026)**

Our JLTP3 strategy for supporting economic growth is to provide **an affordable, low carbon, accessible, integrated, healthy, safe and reliable transport network** taking people, goods and services where they want to go. We have already improved public transport with the £80m Greater Bristol Bus Network scheme and cycling and walking with successful Cycling City and Local Sustainable Transport Fund (see below) bids. We have recently been awarded Cycle

Ambition and Better Bus Area 2013 Funding and will seek to continue to improve sustainable travel options.

Through the JLTP3 we will continue to increase the attractiveness of public transport, cycling and walking by:

- Delivering the MetroBus rapid transit network.
- Working with bus operators to provide and market services more responsive to local demand focused on customer satisfaction, reliable, frequent and comfortable.
- Introducing a smart travelcard.
- Taxis and private hire vehicles playing as wide a role as possible in the public transport system.
- Working with the rail industry to increase capacity and improve services and access to stations.
- Promoting ferry use through wider publicity and greater integration with other public transport services.
- Focusing on ambitious cycling and walking projects, creating a step change in sustainable travel.
- Enhancing facilities for walking and cycling for example through Government funding bids, Rights of Way Improvement Plans and other initiatives.

#### **Local Sustainable Transport Fund (LSTF) -2011 to 2015**

Awarded £24m of funding in June 2012 the West of England Sustainable Travel (WEST) project focuses on supporting sustainable travel choices at key transition points in people's lives – education, adulthood, changing jobs and moving house. Funding has also been used to provide new bus services such as the X1 to Weston-super-Mare with wi-fi and leather seat equipped modern buses.

An earlier bid built around six 'Key Commuter Routes' successfully attracted £5m funding in 2011. Total cost of the package was £12m. The LSTF work is now the driving force behind our approach to smarter choices, cycling and walking.

#### **Roads (2011 to 2026)**

We recognise the **continuing importance of managing, maintaining and where necessary, extending our highway networks** to ensure the movement of goods and services both within the West of England and to national and international designations. To this end, our major transport scheme programme includes new highway schemes that are targeted at economic growth, namely:

- Weston Package and M5 Junction 21 Bypass to facilitate economic growth at Weston-super-Mare.
- Stoke Gifford Link (in North Fringe to Hengrove Package) to support growth in north Bristol.
- South Bristol Link to enable regeneration in South Bristol.

We will also:

- Adapt the highway network through engineering schemes and measures to ease congestion, increase safety, improve the quality of life for local people and encourage public transport use, walking and cycling.
- Maximise the operational effectiveness of traffic signals and extend the use of Urban Traffic Control systems where appropriate.
- Develop an Intelligent Transport System (ITS) for the West of England to build on the work of the Bristol Traffic Control Centre, improve journey times and reliability, reduce delays and emissions and tackle congestion hotspots.
- Ensure our road network is resistant and adaptable to the impact of climate change.

### **Port of Bristol**

As an **international gateway**, the Port has key advantages including a deep-water container ship capacity, a strategic location with large population catchment providing proximity to the consumer markets of the South West, South Wales, West Midlands and London, two dedicated motorway junctions (Avonmouth and Portbury) and rail connections, 1000+ acres of land ready for development, and the ability to handle a wide range of commodities. Plans for a new deep sea container terminal at Avonmouth will substantially add to rail freight traffic along with biomass traffic to formerly coal powered power stations.

### **Airport**

Bristol Airport was crowned 'Business Airport of the Year' in 2012. Passenger numbers continue to grow. The number of people passing through the terminal during 2012 was up 2.8 per cent compared to the previous year, making Bristol the **only airport in the UK's top ten to see growth each year since the end of 2009**. Infrastructure development is on-going in preparation for 12m passengers in 2020. Passengers can fly direct from Bristol Airport to over 100 destinations in the UK, and Europe including, Barcelona, Geneva, Madrid and Paris. Bus services to the airport run from Penzance and Plymouth, Swansea, Cardiff and Newport, Bristol, Bath and Weston.

#### **4.2.3 Securing Long term Sustainable economic Growth**

**With a significant investment** in new infrastructure across our Enterprise Zone, Enterprise Areas and urban extensions, we believe we can be at the centre of change within the construction industry, creating opportunities for growth through innovation in materials use, techniques and processes and the application of technology. New and existing infrastructure and development will also need to be resilient to the changing weather patterns associated with climate change.

#### **West of England Assets- how they will help to secure our future economic prosperity and environmental sustainability.**

Our natural assets are a major driver of economic growth **and influence on our economy**. The West of England aspires to capitalise on this and to lead the rest of the UK economy in demonstrating that the natural environment and business can be good for each other. We want **a future that is nature rich to protect us, provide for us and inspire us**.

**Our 'natural' capital and infrastructure** is essential to safeguard investment in economic development. Investing in this infrastructure will support other thematic objectives such as



de-carbonising priority sectors, skills development, diversity of employment opportunities and social inclusion. It is also a critical component of success in other sectors of our economy such as tourism, rural enterprise, sustainable food economy and health, whilst also driving social enterprise. There is significant potential for investment projects in the West of England to be complementary between low carbon, climate change adaptation and environmental protection and resource efficiency objectives.

#### **4.2.4 Energy Infrastructure**

The West of England is host to **significant existing and proposed national energy infrastructure projects** including Seabank gas fired power stations, the Hinckley C grid connections project and the proposed Oldbury Nuclear Power Station.

We also have significant potential for the development of on and offshore renewable energy to provide clean low carbon energy for the future and are committed to playing our part in delivering the UK target for 15% of total energy consumed to be generated from renewable sources by 2020 through both on and off shore developments.

Developing the our renewable energy potential represents a large-scale distributed infrastructure challenge and we will need to make sure that we have sufficient grid capacity to allow for the transmission of locally generated renewable energy as well as energy from national infrastructure projects.

#### **4.2.5 Priority investment maps**

We recognise that **our potential can only be achieved through collaborative working**, and finding new ways in which we can secure the investment required to stimulate growth. With growing uncertainty surrounding conventional sources of funding for development, and reduced public funding available in particular, it will be important for us to redouble our efforts to work closely with our partners. We need to **ensure our priorities are clearly articulated** so that we make it easy for our partners to understand where our objectives are shared and to see the benefits of investing in the West of England.

Working alongside delivery agencies, Homes & Communities Agency, Highways Agency, Network Rail, Environment Agency, Natural England, English Heritage and Local Nature Partnership to achieve buy in to our vision and to establish our shared priorities we have developed a series of priority investment maps. Key delivery agency investment plans include improvements to road and rail infrastructure, with a particular focus on increasing connectivity between the Enterprise Zone and our network of Enterprise Areas, the development of new homes, employment spaces and public amenities in and around the priority growth locations whilst ensuring that development is sustainable and sensitive to the environment.

The maps illustrate the location and density of investment plans by the various public sector delivery agencies. Detail of the investment plans are at Appendix 1.

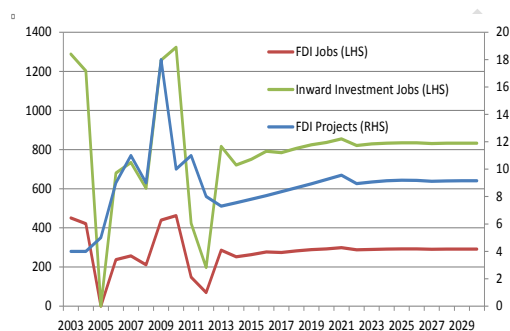
## 4.3 Investment and promotion

**4.3.1** A strong profile of a city region's nationally significant commercial activity is an important contributor to the UK's global competitiveness. It is widely recognised through data and commissioned studies that the West of England has not had the investment in its profile, compared to most other core cities in England. This means its strong value proposition is missed both with national agencies and consultancies and internationally, and that the UK misses out on an important part of the national proposition given our position as a net contributor to UK Plc. **Investing in effective investment promotion marketing is vital to our local economy and important to the national economy.**

**4.3.2** A long term commitment to coherent and consistent investment and promotion will generate a tangible outcome. An OCO Global study indicates that organised and focused investment and promotion activity could generate 1,770 new jobs per year. The two charts below indicate the potential impact that can be made through sustained investment and promotion for the region.

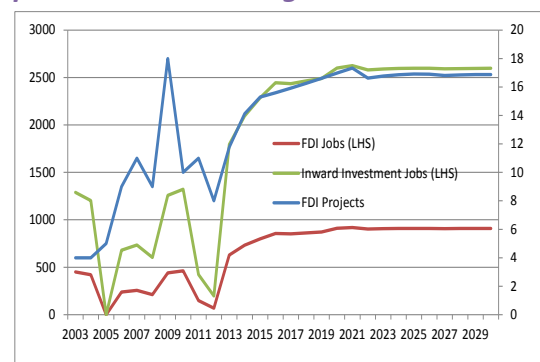
**Figure11 & 12: West of England evidence Inward Investment.**

*Remain as we are.....*



Source OCO

*With investing in investment and promotion marketing*



Source OCO

**4.3.3** To do this investment promotion must be clearly organised between three principles:

1. Research – understanding the regions strengths and fit with global activity.
2. Business Development – robust business development and high calibre co-ordinated account management.
3. Marketing - exploiting research effectively to position the region in the most appropriate context in relation to strengths and opportunities.

**4.3.4** These areas will be co-ordinated between three interlocking activities:

- Inward investment (including not exclusively foreign direct investment)

- Direct inward investment – direct investment by a business to the region, creating direct jobs.
- Capital investment – including venture capital, institutional investment in property and infrastructure.
- Indigenous business investment – securing increased investment in the economy from existing employers through co-ordinated account management activity.
- Visitor (Place) Marketing
  - Leisure Tourism marketing

**4.3.5** MICE (Meetings, Incentives, Conference and Exhibitions). These areas share attributes in their need to lever the inherent strengths in the region and their ability to potentially collaborate on joint initiatives (though this will not always be the case). They perform marketing activity that often, but not always, overlap.

#### **Strategic fit with national policy**

**4.3.6** Our place marketing strategy has been developed with effective alignment to national policy at its core.

**4.3.7** **Invest in Bristol and Bath** has developed its programme in full **collaboration with UKTI**. It has focused on providing distinct points of difference and value adding activity that has national and international impact. Any overseas activity is and will be aligned to UKTI activity.

**4.3.8** Both **Destination Bristol and Bath Tourism Plus** have been identified by **VisitEngland**, the national tourism body, as Strategic Delivery Partners, aligning local delivery to national strategic priorities. Both destinations have been recognised as Primary Destinations and both organisations are currently recipients of Regional Growth Funding, delivering a 3 year programme of domestic visitor destination marketing activity. Both destinations also qualify for Business Tourism sales and marketing opportunities in overseas markets delivered through the RGF programme.

#### **Business development**

**4.3.9** The right research will deliver the necessary evidence to target and communicate the right message. Opportunities for collaboration between partners will be clearly articulated. Simply put these break down to three areas:

##### **1. Account Management**

- **Potential** - It is well understood that **the majority of new job creation within a region comes from expanding existing businesses**. Likewise the departure of a key company from the region can have inversely damaging impact on the economy.
- **Existing activity** – There is a sporadic programme of engagement across the region run by a range of partners with little consistency and co-ordination.

- **Challenges** – Lack of co-ordination and consistency means that growth opportunities or departure risks will be missed. Furthermore when they are identified there is no mechanism to build proper resource around the opportunity or risk.
- **Solution** - A simple system of account management will be put in place for the top 50 businesses in the region. Each account relationship will be managed by the most appropriate partner (relevant UAs, Universities and Business West). Each account lead will commit to a regular dialogue with the account and on top of their regular engagement subjects will specifically seek out evidence of expansion (or departure) so that an investor development project can be put in place. The project can, if necessary, draw in expertise and support from across the region (LEP sector chairs and champions) as appropriate to secure the investment. Once the project is complete the standard account management programme would resume.
- **Additional benefit** - The value of strategic account management provides a useful tool to support inward investment work. With credible and value adding account management with the region's most strategic businesses we can create strong ambassador relationships with the region's top executives. Ambassadors are a vital part of any inward investment marketing programme. They can be used to:
  - Support and endorse the regions propositions with incoming investors where a peer to peer discussion can have a very positive impact
  - They can build the regions credibility through their networks and develop new investment opportunities.
  - Provide a rapid response to changing circumstances of our companies to help maintain them to maintain and enhance our competitive advantage.

## 2. Inward Investment

- **Potential** - Securing new inward investment needs a focused and committed programme of activity; success is rare with anything less. While inward investment accounts for a relatively low proportion of new job creation in an economy, the greater impact of jobs created through inward investment is well evidenced through new ideas brought into the economy and greater supply chain opportunities for local businesses.
  - **Existing activity** - Invest in Bristol and Bath is funded up to 2015. It has developed a coherent strategy, adopted by the major partners within the region and will be the basis for long term inward investment activity in the region.
  - **Challenges/risks** – funding beyond 2015 remains a doubt, in an environment where domestic and international competition is ploughing ahead. Invest in Bristol and Bath, the new outwardly focused brand for the region, has been operational for one year and any momentum picked up in the time up to 2015 will be lost if on-going funding is not assured. In the current funding climate Local Authority partners cannot be relied upon to meet the shortfall but the impact of not doing so will be felt nationally.
- Solution** - Invest in Bristol and Bath will support the five sectors identified for future growth in this plan with account management, inward investment support. It will also work with the destination organisations to foster conferencing in the region, in these growth sectors.

## 3. Visitor Marketing

- **Potential** – Over the next three years **Bath Tourism Plus and Destination Bristol aim to grow the value of the region's visitor economy by £61m**, creating 1,166 jobs. Bath aims to generate £43m more and create 826 jobs, Bristol £18m and 340 jobs. Bath and Bristol have

strong existing Destination Marketing Strategies. Activities in the domestic (UK) market have wide partner support but overseas marketing activity (despite the recognised and immediate opportunities) are largely unresourced due to the restrictions imposed by Government funds. We hope these commercially limiting restrictions will be lifted, so more value can be delivered locally and nationally.

- **Challenges/risks** – Both organisations suffer from a lack of resource and both face an undetermined future due to the erosion of local authority funding. BTP's local authority funding is in place until 2015 and beyond 2015 remains a doubt. There is also a danger that the inbound tourism potential of Bristol Airport and Bristol Port remain unrealised due to lack of resource. Bath Tourism Plus and Destination Bristol are uniquely placed to co-ordinate networks and activity across the sector. Results from limited activity to date show that the impacts and returns can be significant and can be delivered within short timescales.
- **Solution** – resource to support the core activities and overseas marketing programmes of Destination Bristol and Bath Tourism Plus, allowing a joined up, partnership approach.

#### 4.3.10 Regional Marketing

**Innovative marketing is required in a competitive global investment market** and where ambitious targets of generating 1,770 jobs through investment promotion have been established. Our ambition is to develop a platform to promote the region globally that makes full use of all and any partnership and investigates innovative content-led digital marketing tools for lead generation and account management. It needs;

- strong, flexible **partnership** between local, regional, national and international agencies,
  - absolute precision of **messaging**,
  - adaptable **channels** to market
  - understanding of audience and **audience** behaviour - that vary in every extreme but all share the need to understand what excels in the region that is relevant to them only.
- **Partnership** – Locally we will **present a stronger and louder proposition if we build partnership** through our Universities, Invest in Bristol and Bath, Bath Tourism Plus, Destination Bristol and several private sector organisations with a vested interest in the development of the area. Finding those activities where the objectives and means are mutually beneficial will fuel the partnership. Commitment, flexibility and realism will underpin it. Nationally and internationally we need to be open to collaboration wherever appropriate and it will be a constant objective to find the right partners.
  - **Messaging** – informed by research commissioned in partnership and developed into propositions that are relevant to each individual partner first and then brought together in partnership where it fits.
  - **Channels and Audience** – OCO Global recommend investment in innovative approaches to enable successful penetration of geographically and culturally spread markets. Advancements in content-led digital marketing make it possible for us to develop the flexibility and adaptability to suit disparate partnership needs. We recognise the need to invest in this area and are confident that through strong partnership, clear focus and commitment we can develop an advanced, innovative single digital infrastructure open to a wide variety of economic participants for cross-selling.



### *Delivery Routes*

Three key partnership organisations are already in existence to support the delivery of these programmes. Their existing funding, governance and delivery provides this plan with proven vehicles to build on.

- **Invest in Bristol and Bath** - In their research OCO suggest an organisation funded at a minimum of £1m per year could achieve 1,700 jobs per annum (over and above the base of new jobs per year). With IBB ensuring that business to business investment support is maximised and delivered through a partnership approach evidence suggests that this can have a direct impact on the economy of up to 1,700 jobs per year.
- **Bath Tourism Plus** - Bath Tourism Plus is a public/private partnership (not for profit company) which currently levers £2million of private sector income per annum from a public sector investment of £350,000 (6:1). BTP's marketing campaigns deliver returns of 44:1 and annual destination PR coverage exceeds £7million. With a membership base of some 500+ tourism businesses, it is well placed to represent and deliver for the sector.
- **Destination Bristol** – Destination Bristol (DB) is also a public / private partnership company operating on a not-for-profit basis. Income from the private sector along with self-generated income equates to around £1million per annum from a public sector investment of £500,000 (2:1). DB marketing campaigns deliver a return of 64:1. Membership covers 600+ businesses in the tourism and retail sectors. Current visitor economy is worth £1.16bn to Bristol and South Gloucestershire.

## 4.4 SME Business Support

85% of the West of England's businesses employ less than 10 people. Our goal is threefold: identify businesses with high growth potential, support them and help them export; identify businesses that will employ large numbers of people locally; to simplify the provision of business support services.

### Strategic fit with national policy

Our plan for supporting SMEs seeks to build on the national business support strategies and concentrates on intervening in 4 broad areas:

- Increasing the local business stock.
- Improving existing business capability.
- Encouraging more companies to trade overseas.
- Stimulating and assisting local procurement.

These interventions will both be aimed at supporting businesses within the Priority Sectors upon which this plan is based but also offer a base line universal service for other SMEs.

#### 4.4.1 Increasing the local business stock

**Building the local business stock is a cornerstone of our approach.** There are two primary mechanisms to achieve this; new business start-ups and inward investment. Inward investment is dealt with in section 4.3. Our strategy with respect to start-ups is to recognise that any new business that delivers real net new jobs (ie low displacement) is worthwhile supporting with a primary focus on those with immediate high-growth potential, as well as those sub-high-growth that can contribute meaningful numbers of new jobs.

#### 4.4.2(i) Extraordinary Growth Business Start-Ups

Although self-evident that start-ups equate to jobs and growth, a small minority of innovative and ambitious companies deliver most growth. In fact most start-ups fail to survive ten years (62%), and of those that do, most stay small. However, a few, around 6% achieve extraordinary growth rates of 20 times or more – and it is this high-performing minority that we seek to select, support and persuade to grow in this area.

The City region already has an established and proven approach to supporting high performing, high-growth potential start-ups which is centred around the services provided by The Bristol SETsquared Centre within Engine Shed, the University of Bath Innovation Centre and the Science Park.

There are **Inflection Points in the growth journey of the high performing start-ups** – critical times or 'break through' moments which determine how they develop, where they grow and ultimately their success or failure. While these vary across time and between different start-ups, there is enough consistency in the start-up experience to identify the three Inflection Points listed below as a common experience of most start-ups of this type – **support focussed at these critical times will give the best return on investment** in terms of jobs and growth for the West of England.

**Inflection Point #1: 'Idea to First Investment'**

Growth Arc: 1-10 people / <£250,000 Seed funding

The number of quality start-ups and the rate and amount of Seed level investment (<£250,000) into high growth potential start-ups are key to rapid job and growth creation.

Potential interventions to address these could include:

- Establishment of an angel investor network, which can incorporate and support other angel networks, to provide training and advice to investors, assistance with syndicate building,
- Increase the availability of investor readiness and business support packages

**Inflection Point #2: 'Company to Customers'**

Growth Arc: 11-30 people /£250,000 to £3m investment

This phase is dominated by product and business development – the investment case will require completed product and customer traction. During this period start-up businesses need flexible office space into which they can grow and time/cost effective networking opportunities with customers, partners and investors. To support companies' decisions to take the next growth stage in the area we need to embed their leadership teams into a supportive ecosystem of which ensures that they get maximum value from the competitive benefits offered in our region. We will explore:

- Establishment of easily accessible and up to date information on flexible work space across the region and incentives to integrate the work space offerings in order to make growth easy for companies across the region.
- Support and/or creation of outward looking networks that connect companies to the best local, national and international talent and opportunities to meet customers, partners and investors.

**Inflection Point #3: 'Growth Phase'**

Growth Arc 31-100+ /Expansion Capital – VC, banks, leveraged public funding

In many ways this is the most critical period for the company and for the region to ensure that it benefits from the growth of that company - at this point they are still highly mobile and coming onto the radar of competing locations for their business. The growth phase should focus on helping companies to leverage funding under our command and control in order to build growth in the region.

Techniques include contact management to ensure that growth company leaders, the alumni of the Centres, have their 'go to' point of contact and advocacy in (or connected to) the LEP to ensure that they are among the first to hear about and get their share of the various support and funding opportunities that are available by collaborating with the LEP and the wider business support eco-system.

**4.4.3 Improving existing business capability**

The West of England business community already takes advantage of the range of government paid for support services. Companies with growth ambitions are generally well served with Growth Accelerator, MAS, TSB, EEN, etc. However, these are no substitute for a properly resourced locally focused *Business Support Infrastructure*, see 4.4.3(i) below. This would include one of the fundamental missing links in terms of business support, ie a need to provide a single local Access Point by which companies of all sizes and ambitions can

easily be directed towards available and appropriate business support. This basic signposting service is akin to that being proposed with the Wave 2 City Deal arrangements.

#### ***4.4.3(i) West of England Business Support Infrastructure***

Local Business Support Infrastructure will ensure that the national provision can be best harnessed for the benefit of local businesses and the local economy. It will adapt as new national programmes are introduced will build on local success and best practice.

The Business Support Infrastructure would:

- Provide a local information centre with open access to all businesses from pre-start to high-growth
- Face-to-face advice and guidance to businesses most likely to contribute to local economic growth objectives (particularly those in the key sectors)
- Optimum use of technology, local networks and clusters
- Recognise and accommodate existing account management and delivery relationships with other business support providers
- Facilitate an effective business support referral network, including public and private providers
- Capitalise on nationally funded support by enabling effective collaboration and reduced duplication
- Create facilitated access to a linked network of specialised local business support providers that can concentrate on what they do best.

For all SMEs in the area, we plan for a reactive service that will diagnose the issues at point of contact and then sign-post to the most appropriate local/national service. We intend to fully engage with the national business support assets.

By drawing together the various delivery organisations into a more cohesive network and putting in place smarter pathways to address the current gaps in provision we expect to increase the numbers of businesses successfully accessing the support they need.

#### ***4.4.3(ii) West of England Business Support Fund***

We bid successfully to rounds 2 and 3 of the Regional Growth Fund, attracting £39.6m for a revolving infrastructure fund and £25m for a General Block Exception Regulation compliant funding programme, known as West of England Growth Fund.

In support of our SEP we seek to continue the West of England Growth Fund (WEGF). Working in partnership with a local media partner under a campaign called Going for Growth, the Growth Fund attracted over 3,000 full applications (and previously over 400 expressions of interest). WEGF is available only until the end of the 2014/15 financial year. We are exploring how this may be taken forward and have included this type of project in our indicative programme of interventions.

A continuing source of funding to provide grant support to businesses will enable the LEP to run annual or bi-annual application processes, or run an 'always open' programme in order to provide flexibility and take advantage of opportunities as they arose.

#### 4.4.3(iii) Innovation

**Eco Innovation:** Supporting companies to develop and deliver their eco innovation growth plans, thereby ensuring they have implemented most resource efficient, cost effective and environmentally friendly options (fit for the future). The aim would be to engage with companies prior to them making a significant capital purchase of buildings, building refurbishments, significant items of machinery and infrastructure. This would help them review future product, process or technology development to ensure their environmentally fit for the future and identifying how eco innovation can be implemented for competitive advantage.

**Profit from IP:** Focusing on companies' intellectual assets, from a commercialisation and new income streams perspective, not just an awareness and protect perspective. This will determine how best to leverage the Intellectual assets inherent in every business, for sustained profit.

#### 4.4.3(iv) Resource Efficiency

ERDF Programmes such as 'Improve Your Resource Efficiency' have helped numerous local businesses reduce costs and environmental impact and will explore the continuation of these projects.

#### 4.4.4 Encouraging more companies to trade overseas

The West of England is the strongest performing export area within the poorly performing South West region. The West of England intends to increase the proportion of SMEs who trade overseas. Building on the well regarded South West UKTI service we would like to use ERDF and other public funds to **broaden and deepen the support available to first time exporters** and to those exporters wanting to try new and particularly emerging markets.

#### 4.4.4(i) UKTI Plus Export Project

Via Business West, businesses in our area benefit from over £500k of UKTI trade support each year. In general, such core UKTI support concentrates on helping SMEs with developing export strategies if they are exporting for the first time or accessing new overseas marketing. With a few exceptions, eg the Market Visit programme, UKTI core support does not venture into 'getting the deal done' territory.

We are exploring leveraging this £500k using ERDF (we have opted in through our EU SIF), and other funds with practical export fulfilment ideas to help SMEs go the next step in creating and completing export contracts and hence grow and take on more people. Such UKTI Plus services would be marketed through the well-established UKTI network of local advisers.

#### 4.4.5 Stimulating and assisting local procurement

There is a clear interest in delivering further savings and efficiencies across both the local Public and Corporate Sectors. Procurement is seen as an area offering scope to deliver significant savings through aggregation of demand and injection of specialist expertise.

Simultaneously, there is recognition that more needs to be done to broaden the supply chain and in particular to **make procurement processes accessible to West of England SMEs**. Inclusion of SMEs in public sector procurement processes is a clearly articulated



objective by numerous Central Government departments and moreover SMEs are widely seen as the most likely source for new jobs and the type of innovation that will drive economic recovery.

- **Savings & Efficiencies-** Greater specialism and the ability to aggregate demand from all participating authorities, particularly for repetitive spend and commodity items, will deliver lower unit prices and significantly reduced administrative costs;
- **Economic Stimulus-** More effective Public Sector procurement stimulate the regional economy. It is possible to construct PQQ and ITT documents that are fully compliant with OJEU regulation but which also deliver greater VFM (value for money) and benefits for the regional economy;
- **Supplier Support Service-** Many businesses, especially SMEs, may feel excluded from Defence or other public sector procurement opportunities as there is a perception that these opportunities are too onerous. A support service could help to streamline processes for example standardisation of pre-qualification criteria, whilst also providing help, support and guidance to aspiring suppliers.

#### 4.4.6 Skills

We will work to support business growth through skills development by:

- Developing a strong skills support offer for the Inwards Investment team that includes subsidised training.
- Support SMEs to develop the skills of their workforce, carrying o training needs analysis and signposting to relevant subsidised training.

#### Proposed SME Training Offer

Business	Employability Skills inc Entrepreneurship	Business Skills Leadership, Management,
Technical		
Pre-start		<input checked="" type="checkbox"/>
Micro <10		<input checked="" type="checkbox"/>
Small <10>49	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Medium >50	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

We will also look to encourage the development of modular, flexible courses that can fit around working commitments and allow step on / step off career development for people joining and rejoining the workforce at varying points. This is particularly important in sectors such as health where career progression happens at flexible points and may be broken up by periods out of the labour market.

## 5. Interventions

### Indicative investment opportunities in our priority sectors.

In line with the evidence provided at section 3, we have been investigating projects which have strategic fit with our priority sectors and which offer 'game changing' investment opportunities. At this stage we have considered interventions for both the SEP and the EU SIF. Key considerations are:

- Cost.
- Scalability and flexibility.
- Jobs and GVA.
- Demonstration of market failure.
- Cross sector linkages, taking advantage of the West of England's unique strengths.
- Contributes to Enterprise Zone and/or Enterprise Areas.

**Indicative Sector investment opportunities** (subject to project evaluation, funding availability, and the overall programme of interventions. An indicative programme is included at section 5.7 and will ultimately need to be further developed and agreed by the LEP Board prior to submission to Government in March).

#### 5.1 Advanced Engineering/Manufacturing/Aerospace indicative Investment opportunities.

##### **Advanced Technical Institute**

- Potentially part of a collaborative partnership project.
- Programme of activity around new technologies needed in order for the UK to remain at the forefront of this type of technology, future proofing the supply chain in the area.
- Scalable as a programme, with other funding sources such as RGF also being sought for relevant projects within the programme.
- Will have a significant impact on the supply chain.
- Catapult centres which are similar in concept don't make a substantial difference to local jobs. This would grow local businesses and bring them up to a high technical level to compete globally.
- Cross sector links:
  - Advanced engineering/aerospace.
  - High tech (specific software development and incorporation of microprocessors).
  - Skills.

#### 5.2 Low Carbon indicative Investment opportunities

- The Severn has the potential to contribute some 5% of the UK's energy, and has significant export market potential.
- Programme of schemes looking at extracting energy from the Severn, which could include a feasibility study, manufacturing of turbines/other sustainable energy

equipment, training centre, a test bed in the Severn, deployment of marine renewable project.

- Makes use of our unique geographical position. The advantage over other areas is the proximity of large population areas i.e. energy consumers to the generation site
- Fits with the advanced engineering clusters located here to develop the required technology.
- Market failure has come from untested technology and difficulties with obtaining relevant permissions to build e.g. Crown Estate.
- We have specific opportunities to capture heat from waste processing plants in Avonmouth and Severnside.
- Significant opportunities for installation of solar projects in commercial and domestic settings (an ambitious target of 1GW of solar PV capacity by 2026)
- Cross sector links:
  - Low Carbon
  - Advanced engineering/Aerospace
  - Distribution
  - Skills.

### 5.3 High Tech Indicative Investment opportunities

- Robotics Laboratory –a collaboration between the Universities in the West of England and Business partners. The West of England has a USP and potential world-leading role in the creation, delivery and commercial exploitation of Robotic Autonomous Systems (RAS) technologies that have a direct impact on people: Robots and autonomous devices that support and improve quality of life, working experience and productivity.
- Market failures are typical of an emerging technology industry: fragmentation, lack of specialist facilities and support and a need for strategic planning and execution to realise industry advantage from academic research strength.
- We are also exploring proposals for Quantum Technology, this would build on the existing strengths in our Universities and investigate the funding opportunities as recently announced in the Autumn Statement (£270M for Quantum Technology).
- Cross sector links:
  - High tech.
  - Advanced engineering.
  - Skills.

### 5.4 Creative and digital indicative Investment opportunities

The interplay between cultural and creative and technology sectors is a distinctive feature of the city region. This Creative Technologies space is creating new markets, new experiences, new services and new products. Strong cultural centres act as talent hubs fostering ideas generation supporting the close clustering of creative businesses and the flow of knowledge. An indicative intervention that could help to

support innovation in this cross sector space is the Broadband Test Bed. The Creative Sector has many other initiatives that build on this intervention. We are keeping an open dialogue with our Creative Sector to ensure we can help the sector to support economic growth and innovation.

***Broadband test bed***

- Provide an ultra-fast broadband network on an existing network of cables, connecting universities and other institutions.
- The proposed project forms part of a suite of strategic interventions aimed at establishing us as the 'best connected' LEP, including:
  - Infrastructure investment in the Enterprise Zone and Areas
  - Vouchers to cover the excess capital cost of business connections and
  - Demand stimulation and business support measures.
- These complement the existing roll out of broadband infrastructure across the WoE via BDUK's Rural and Super-Connected Cities Programmes and ongoing investment in their networks by commercial providers. Further interventions aimed at ensuring full broadband coverage across the area, through for example wireless concessions, are under consideration subject to State aids and Local Authorities' procurement rules.

**5.5 Professional and Legal Services indicative Investment opportunities**

Projects being explored include a West of England Business Growth Fund - local access to finance. Looking at existing models e.g. Prince's Trust, Frederick Foundation, community bank, social enterprise scheme.

**Growing other sectors of our economy-** any further asks **that demonstrate collaboration** with our thematic/priority sectors e.g. from:

- Distribution
- Retail
- Construction and Development
- Tourism
- Culture
- Rural Economy
- Social Enterprise
- Natural Environment
- Health

**5.6 Interventions**

The West of England will build an indicative programme for our negotiation of the Local Growth Fund with Government. This indicative programme will in the first instance be approved by the LEP Board prior to submission to Government in March 2014.

The process for developing a pipeline of schemes to be considered for the Local Growth Fund Programme will be subject to project evaluation, and approval of the overall programme by the Investment Award Panel, figure 15 shows this flow of proposals. A firm

programme for 2015/16 will be required by the conclusion of the negotiations with Government in Summer 2014, and a softer programme for 2016/17-2020/21.

New or further refined proposals will be considered if they meet the key aims of the approved SEP and could enter the indicative programme of proposals which will be regularly reviewed. This will ensure the strongest proposals come forward and to take advantage of any changes to the previous programme, such as if additional funds become available or to take advantage of match funding opportunities. The current draft indicative programme is outlined below.

### **5.7 Indicative programme of interventions**

We have identified an indicative programme of interventions which have the greatest potential to create GVA and jobs in one or more priority sectors as well as generating multiplier effects in other areas.

Cross sectorial interventions are listed in table 1 and include, for instance, our priority and sustainable transport schemes which will deliver increased connectivity to and between clusters of high growth. In recognition of skills as key a driver to growth, one of the proposed interventions is to provide a West of England wide skills package which will include immersion activities, specific training development and up-skilling to meet the needs of business in one or more of the priority sectors. Sector specific interventions play on the regions strength in, for instance, advanced engineering with interventions such as National Composites Centre and Advanced Technology Centre put forward in the indicative programme.

It is important to note that this is still an indicative programme subject to alteration after this draft, as proposals are further explored, worked up and refined.



## Indicative Interventions Matrix

Figure 13  
Indicative  
Interventions  
Programme

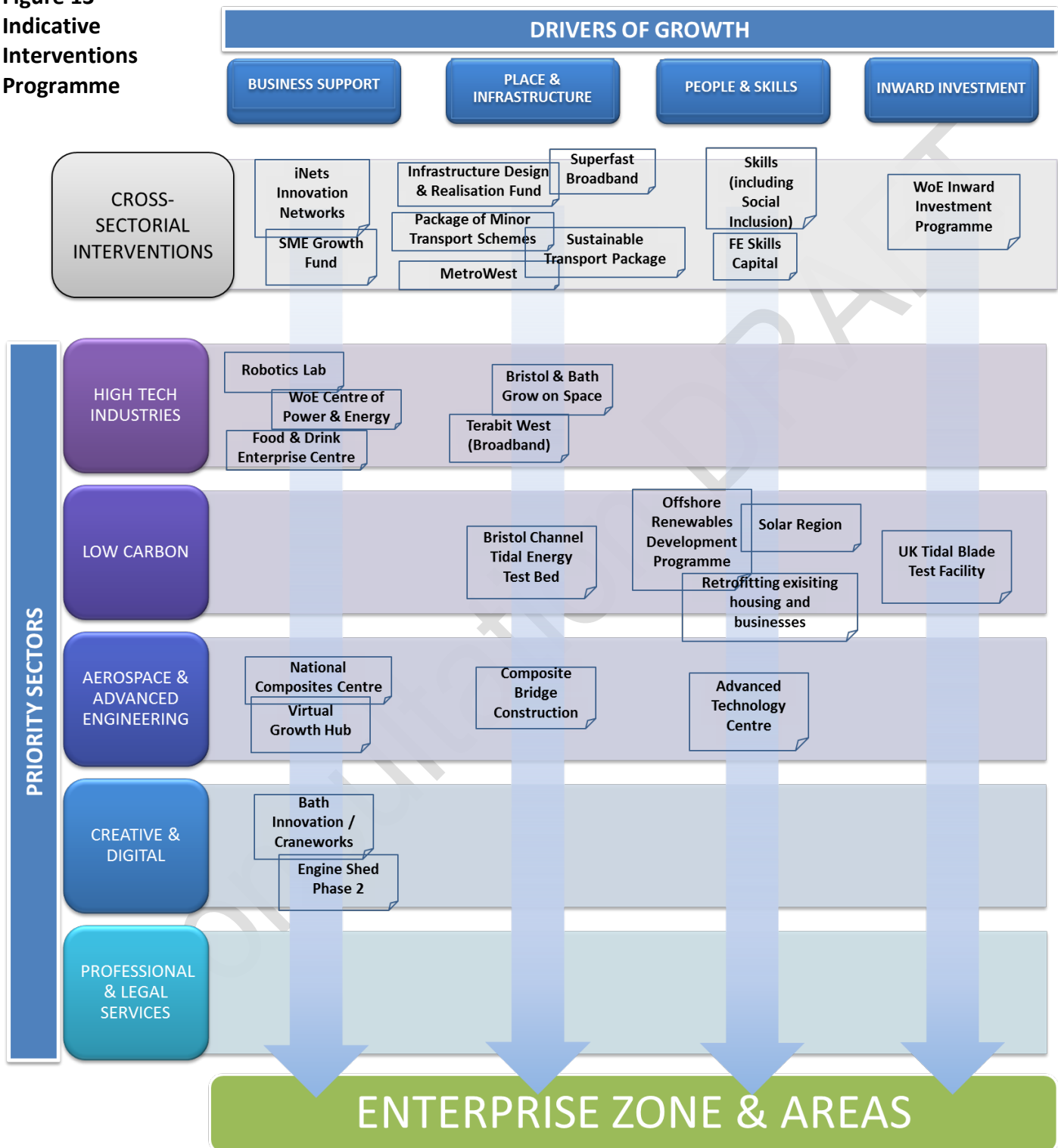


Table 1: Indicative Interventions

## WEST OF ENGLAND LOCAL ENTERPRISE PARTNERSHIP

			SUITABLE FIT WITH			
DRIVERS OF GROWTH	PROPOSED SCHEMES	SCHEME DESCRIPTION	SEP	EU SIF	EITHER	
BUSINESS SUPPORT	▪ SME Growth Fund	▪ A grant funding scheme offering support to businesses for various economic activities where market failure exists including SMEs accessing finance for capital investment, companies undertaking research and development or other innovation, companies ‘up-skilling’ employees, etc.	✓			
	▪ iNET innovation networks	▪ Promotion of innovation and growth of SMEs across the WoE area including access to advice and guidance, skills development and enhancement, new product and process technologies and marketing.			✓	
PLACE & INFRASTRUCTURE	▪ Package of Minor Transport Schemes	▪ Capital interventions built around the Joint Local Transport Plan including new and improved highway infrastructure, more efficient network management (Urban Traffic Management & Control systems, etc), road safety schemes and measures to reduce congestion/improve accessibility.	✓			
	▪ Local Pinch Points	▪ This Intervention will provide a fund for 2-3 mid-sized transport capital improvement schemes per year (typically £1m - £4m per scheme) focussed on congestion reduction building on the Pinch Point Programme approach successfully tested by Government and applied locally.	✓			
	▪ Sustainable Transport Package	▪ A programme of sustainable transport capital measures including walking, cycling, smarter choices, public transport and local sustainable travel initiatives building upon the successful application of these schemes and their packaging through the current Local Sustainable Transport Fund.	✓			
	▪ MetroWest Phase 1	▪ The MetroWest Phase 1 rail scheme including the reopening of the Portishead railway line has been prioritised for devolved major schemes funding by the Local Transport Body, although additional capital funding is required on top of the devolved allocation.	✓			
	▪ MetroWest Phase 2	▪ The MetroWest Phase 2 rail scheme including the reopening of the Henbury line has been identified by the Local Transport Body as the second priority scheme for devolved major schemes funding. This intervention is a proportion of the development costs.	✓			
	▪ Superfast Broadband	▪ Provision of open access ducting and a voucher scheme to support the roll out of superfast broadband across the WoE area, complementing the Gigabit Bristol programme and the emerging Terabit West intervention.		✓	☐	
	▪ Infrastructure Design & Realisation Fund	▪ The design and realisation fund will be used to specifically progress schemes which are cross boundary and complex and therefore cannot easily be developed by one authority and that require significant up front funding.	✓			
SKILLS	▪ Skills (including Social Inclusion)	▪ Wide ranging skills package to ensure labour market readiness and address social inclusion including supporting businesses skills needs, in particular SMEs; effective business engagement leading to co-design of training and employability Chartermark programme.			✓	
	▪ FE Skills Capital*	▪ Capital intervention to support skills development in further education.	✓		☐	
INWARD INVESTMENT	▪ WoE Inward Investment Programme	▪ Wide ranging inward investment programme for the WoE area, including mix of research, marketing and trade promotion; business development activity including key account management.	✓	53		
		CAPITAL EXPENDITURE	REVENUE EXPENDITURE	TOTAL COST	JOBS CREATED	GVA RETURN
TOTAL CROSS-SECTORIAL INTERVENTIONS COST		£108.3M	£51.4M	£159.7M	15,518	£518M

			SUITABLE FIT WITH				
DRIVERS OF GROWTH	PROPOSED SCHEMES	SCHEME DESCRIPTION	SEP	EU SIF	EITHER		
HIGH TECH INDUSTRIES	▪ Robotics Lab	▪ A collaborative Robotics and Autonomous Systems (RAS) led cluster initiative to provide additional facilities and advanced tools for a Robotic Laboratory accommodating academic and industry innovators, collaborative projects and technology companies.			✓		
	▪ WoE Centre of Power & Energy	▪ A new research facility where major businesses and SMEs can undertake programmes to realise the benefits of new technology including addressing the shortfall in high technology graduates capable of joining, or starting up, advanced low-carbon, power and energy based businesses.			✓		
	▪ Bristol & Bath Grow on Space	▪ Expansion of Bristol & Bath Science Park providing grow-on space including hybrid workshop, wet and dry labs and collaborative spaces.	✓				
	▪ Terabit West (Broadband)	▪ Broadband infrastructure R&D test bed to support the extension of Gigabit Bristol across the WoE increasing capacity/volume for high growth sectors.		✓			
	▪ Food & Drink Enterprise*	▪ A Centre of Excellence for Food and Drink Industries within the Junction 21 Enterprise Area to create a hub bringing together expertise ranging from bio-technology to engineering; chemistry to design that strives to excel in food research, production, manufacturing and resource efficiency.			✓		
		CAPITAL EXPENDITURE	REVENUE EXPENDITURE	TOTAL COST	JOBS CREATED	GVA RETURN	
	SUBTOTAL	£55.3M	£27.2M	£82.5M	1,940	£544M	

			SUITABLE FIT WITH				
DRIVERS OF GROWTH	PROPOSED SCHEMES	SCHEME DESCRIPTION	SEP	EU SIF	EITHER		
LOW CARBON	▪ Offshore Renewables Prgm	▪ A programme of activities to accelerate and support the commercialisation of the offshore energy sector with a particular focus on tidal energy, including a marine test bed for innovative technologies.			✓		
	▪ Solar Region	▪ Working with housing developers, solar energy installers and wholesalers, regional energy co-operatives and the distribution network to develop a new sustainable funding model for the roll out of solar electricity generation to new build homes in the WoE region.			✓		
	▪ UK Tidal Blade Facility	▪ Provision of new test centre to provide development testing and accreditation for new tidal blade models and dynamic testing capability.	✓				
	▪ Retrofitting existing housing and businesses	▪ A strategic market intervention through a number of mechanisms that either stimulate and support retrofitting demand from householders and businesses, or enable local supply chain development creating low carbon business growth in the West of England.	✓				
	▪ Bristol Channel Tidal Energy Test Bed	▪ Feasibility study to explore opportunities to harness low carbon energy from the Severn Estuary.			✓		
		CAPITAL EXPENDITURE	REVENUE EXPENDITURE	TOTAL COST	JOBS CREATED	GVA RETURN	
	SUBTOTAL	£21M	£7M	£28M	2,251	£122M	

DRIVERS OF GROWTH	PROPOSED SCHEMES	SCHEME DESCRIPTION	SUITABLE FIT WITH		
			SEP	EU SIF	EITHER
AEROSPACE & ADVANCED ENGINEERING	▪ Virtual Growth Hub	▪ A virtual growth hub for the Aerospace & Advanced Engineering, Microelectronics, Low Carbon and Creative sectors geared to supporting SME's throughout the supply chain, with a focus on technology development through Innovation vouchers and practical in company direct action support.			✓
	▪ Advanced Technology Centre	▪ Working collaboratively with a broad range of global aerospace customers and suppliers to establish an Advanced Technology Centre to develop and industrialise the advanced technologies ie 3D printing.		✓	
	▪ Composite Bridge Construction	▪ Potential application of new technology to develop an advanced composite footbridge design solution that could be efficiently and economically used in a variety of bridge locations to help to unlock this sector of the market and draw on strengths of the NCC.			✓
	▪ National Composites Centre	▪ Provision of facilities and support services to develop additional laboratory space and commercial space at the composite centre.			✓

	CAPITAL EXPENDITURE	REVENUE EXPENDITURE	TOTAL COST	JOBS CREATED	GVA RETURN
<b>SUBTOTAL</b>	<b>£28.3M</b>	<b>£13.4M</b>	<b>£41.7M</b>	<b>1,270</b>	<b>£65.7M</b>

DRIVERS OF GROWTH	PROPOSED SCHEMES	SCHEME DESCRIPTION	SUITABLE FIT WITH		
			SEP	EU SIF	EITHER
CREATIVE & DIGITAL	▪ Engine Shed Phase 2	▪ Provision of incubation and grow on space for growth oriented high technology companies using the SET Squared model successfully applied to Engine Shed Phase 1.			✓
	▪ Craneworks	▪ A project to convert the area around the crane sheds on Bath's South Quays into a creative, interdisciplinary and multi-functional space to promote, support, connect and grow creative businesses.			✓
	▪ Bath Innovation Campus & Quay	▪ A package of connected and mutually dependant interventions at Innovation Campus and Quay to provide a centre, incubator and grow on space delivered collaboratively.			✓

	CAPITAL EXPENDITURE	REVENUE EXPENDITURE	TOTAL COST	JOBS CREATED	GVA RETURN
<b>SUBTOTAL</b>	<b>£15.4M</b>	<b>£10.6M</b>	<b>£26M</b>	<b>3,787</b>	<b>£136M</b>

Indicative interventions	CAPITAL EXPENDITURE	REVENUE EXPENDITURE	COST OF INDICATIVE INTERVENTIONS	JOBS	GVA RETURN	AVERAGE RETURN ON INVESTMENT
	<b>£228.4M</b>	<b>£109.7M</b>	<b>£338M</b>	<b>24,766</b>	<b>£1.4M</b>	<b>£4.50</b>
Identified Interventions being progressed	tbc		<b>£232M</b>	tbc		
<b>TOTAL</b>	tbc		<b>£570M</b>	tbc		

**Prioritisation of options and Rational for indicative interventions**

This section will be completed after agreement of the draft indicative programme, with technical support.

- 5.8** How the proposed solutions will address the problems and opportunities identified
- 5.9** Demonstrate that the indicative interventions will address the key drivers of growth
- 5.10** Working towards preliminary Business Cases for indicative Interventions
- 5.11** Explanation of how Public/Private funds have been leveraged to achieve solutions

Consultation DRAFT



## 6 Growth Deal Asks of Government

6.1 Our Asks from Government in relation to the Local Growth Fund process are:

- Government is clear when feedback will be received and ensure this is timely to enable formal endorsement of the plan by the LEP Board and our Local Authority partners.
- Government set out clearly what level of reporting and evaluation is required, in terms of businesses cases and value for money assessment, and that;
- There are adequate resources available to implement the SEP and provide all the reporting and undertake necessary evaluation to Government- consummate with say up to 2-3% of any allocated fund from the Local Growth Fund.

6.2 There are a variety of asks of government that do not necessarily require funding through the Local Growth Fund but that will provide us with flexibilities, freedoms and further opportunities to deliver growth. Examples of these are:

### Local Sustainable Transport Fund

6.3 Having included £20m of capital through the LGF for sustainable transport measures including £3m in 2015/16, we would wish to see this **matched by revenue from Government**.

### The Affordable Housing Programme

6.4 Our Registered Providers have indicated that the requirement to spend within 2014/15 is a constraint as it does not provide them with certainty that programmes started in the latter half of the 2014/15 will qualify for funding. We would ask of Government that the requirement to **spend is re-considered and becomes a commitment to spend** to give us and our partners flexibility, to avoid programmes finishing early in 2105 and under delivering.

6.5 A **Programme approach rather than scheme by scheme funding** would be welcomed due to the nature of some of our smaller (suburban intensification sites). We would welcome a framework to develop a joint investment planning approach, attempting to match Homes & Communities Agency and our Registered Providers funding to local priorities.

### Investment in unlocking sites

6.6 Current Government funding opportunities to unlock large sites have a focus on sites with potential for 500-1,000 units for housing. In our urban areas where a significant proportion of our housing delivery comes forward on small to medium sites, this threshold is a constraint. We would welcome **a portfolio approach where a number of sites within an area could be combined to access these funds** (ie Local Infrastructure Fund). This approach is consistent with our portfolio approach in the Bristol Property Board as part of our City Deal.

**Skills**

- 6.7** We are a skills pilot area and we would welcome dialogue with Government on how we may build on this success.

**LGF timescales**

- 6.8** Our plans are ambitious and well developed, we are asking that Government provide the same level of commitment to our plans and allow us the flexibility and the confidence to plan over longer time frames. We ask that the **commitment to LGF be extended perhaps 10 years** to match our devolved funding major schemes arrangement through the City Deal.

**‘One Front Door’-Freedom and Flexibilities**

- 6.9** As set out in the Core Cities Prospectus for Growth, “there is a strong relationship between the ability of cities to drive growth, the levels of local financial control and the freedom to make policies match the needs of places”. We cannot plan effectively long term on individual funding streams. We welcome the Local Growth Fund because it pools resources into a single pot and provides us with flexibility. The one front door concept we will use in the West of England is described at section 7. We would welcome **more funding streams to be devolved** in this way and for the reporting mechanisms to also be streamlined.
- 6.10** We would welcome the opportunity to **explore local taxation possibilities** with Government, to provide us with additional flexibilities to finance our ambitious growth plans.
- 6.11** We are committed to our growth agenda and appropriate joint governance will be agreed in response to the level of additional funding, freedoms and flexibilities negotiated with Government through the Growth Deal.

## 7. Implementation Plan

### 7.1 Governance arrangements to deliver binding decisions

The West of England has a long standing and **successful history of joint working** spanning a range of contexts, whether cooperating as four authorities on areas of shared policy or cross boundary major projects, or working with stakeholders through the West of England Partnership and more recently the LEP. The maturity of these relationships brings solidity and permanence which has allowed joint decision making, including taking challenging decisions such as identifying shared priorities, in support of our agenda for growth.

Our governance arrangements will meet the twin challenge of ensuring we harness and **fully exploit the skills and experience that business can bring**, whilst providing the necessary accountability for public funds and the way they are directed.

Our LEP Board meets regularly and involves the four Council Leaders and well respected representatives from business and higher education. This has been very productive for **driving forward our vision for growth**, and we wish to see this continue as a forum where business representatives can play a full and active part in overseeing our SEP and guiding its interventions.

We recognise that we need to **continue to strengthen our joint governance arrangements** to embrace this new opportunity. To deliver the Plan's interventions will require clear and effective arrangements for decision making amongst the local authority partners in the respective policy areas.

The Joint Transport Executive Committee (JTEC) has been meeting in public since 2009 and comprises the four lead members for transport in a **formally constituted forum underpinned by a Joint Working Agreement**. This is well regarded by stakeholders as an effective arrangement which has driven policy making through the Joint Local transport Plan (2011-26) and the delivery of cross boundary major transport schemes. In recognition of the need to **formalise collaboration on cross boundary planning issues** it is planned to strengthen the existing Planning Housing and Communities Board to become a Committee.

In response to Government's devolution of major transport schemes funding a Local Transport Body Board (LTBB) has been established, which also meets in public, involving the authority transport lead Members and representatives from business. This has been meeting in public since March 2013 and it is proposed this arrangement continues to oversee, through an **agreed assurance framework**, the prioritised MetroWest rail proposals and any other major transport scheme coming forward through the LGF.

The Skills Sub Group is comprised of business members, authority representatives, educators and valued partners such as Business West. The group provides guidance and governance to the LEP Skills activity and has recently refreshed its Terms of Reference to reflect the SEP, our key themes and our targets for delivery.

The way in which these governance arrangements direct the activities of a new joint West of England Investment Board (the 'one front door') is described in section 6.3.

## **7.2 Public reporting and accountability**

We recognise the need to ensure that there is appropriate **transparency and accountability** for the SEP and the direction of public funds, whilst ensuring the active involvement of business, and creating arrangements which are suitably streamlined to enable prompt and binding decisions to be taken.

To this end it is proposed that our plan will set out:

- New Joint Governance arrangements including the strengthening of some existing Committees/Boards i.e. PHCC to join the JTEC and LTBB in **meeting regularly, formally and in public**.
- These arrangements will be overseen by the existing **Joint Scrutiny Committee** which brings together cross party Members from the four authorities.
- The LEP Board continues to function in its current form with the notes of meetings and schedule of decisions taken published and any conflicts of interest declared and managed.
- Where key decisions require the endorsement of the authorities or accountable body these **arrangements are timely**, supported by the joint (rather than separate) arrangements above.
- A **single accountable body** is established to be the conduit for funds through the LGF and EU SIF. The authorities are well versed in the provision of accountable body arrangements for cross authority initiatives (eg major schemes programme, Regional Growth Fund etc) and of providing a system which is both robust and efficient. The single accountable body will exploit the flexibilities of these funds, and other funding streams, such as the City Deal Economic Development Fund, will be brought within this arrangement where this is practical and adds value.

## **7.3 Joint working arrangements**

The West of England LEP and its partners have established, and plan to further develop, a number of **joint mechanisms and working arrangements** whether to coordinate, oversee or deliver actions which support its vision for growth, including:

### ***Building on Existing Foundations***

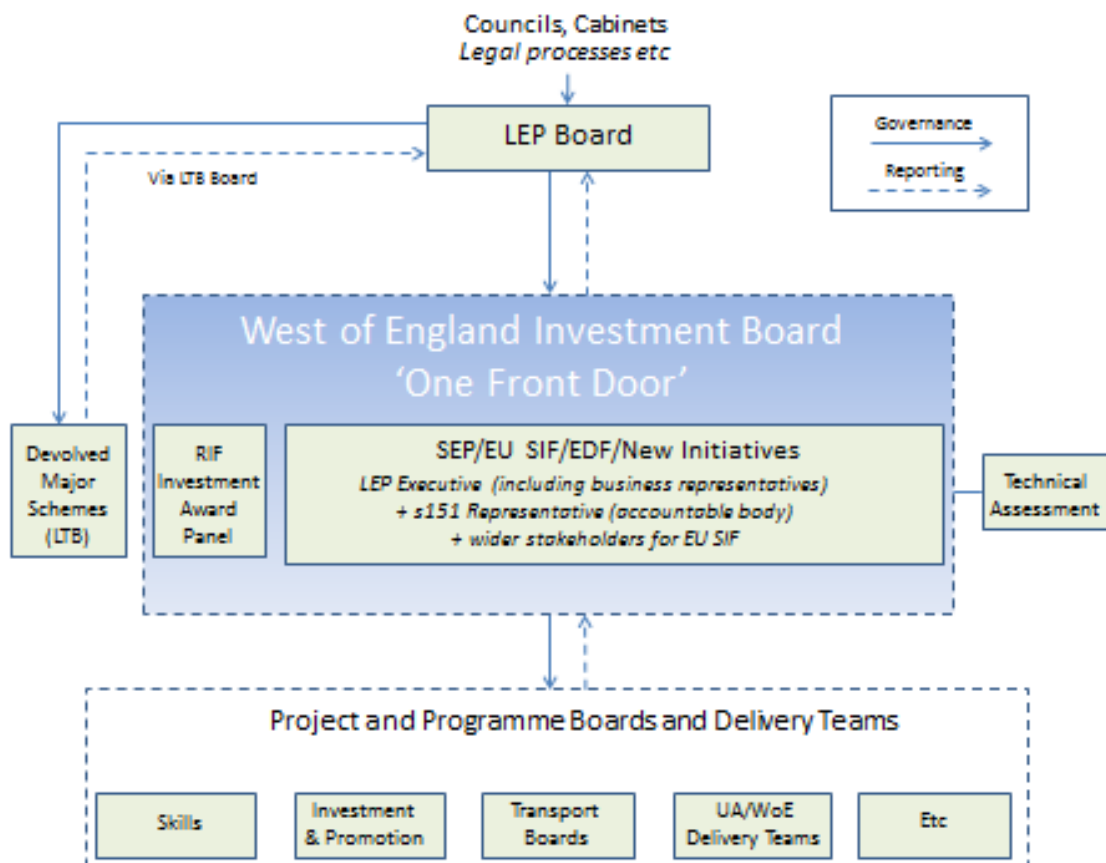
- Utilising the joint West of England team including more than 20 staff provided by the local authorities and business, co-located and functioning as the LEP Office.
- Taking forward and developing existing Memoranda of Understanding or protocols with partner organisations through a **Strategic Solutions Panel** established in April 2013 which meets quarterly to promote cooperation between key delivery agencies and to align investment programmes to support sustainable economic growth. Representation on the panel includes: Natural England, Environment Agency, Highways Agency, Network Rail, English Heritage, Homes and Communities Agency, Housing Associations.
- Continuing to employ **Joint Promotion Agreements** as a means to formalise roles and responsibilities for major cross boundary schemes and projects as used for the MetroBus and MetroWest transport schemes.
- Multi-partner and multi-discipline Project Teams which allow a holistic approach and deliver the full potential of the Temple Quarter Enterprise Zone and our five Enterprise Areas.

- Creation in 2012 of three **joint authority and business working groups** tasked to develop a Planning Toolkit, accelerate stalled housing sites with planning permission (some 17,000 units), and identify infrastructure requirements to serve priority growth locations under the guidance of the Infrastructure and Place Group.

## New Arrangements

- The creation of a **joint multi-funding stream** West of England Investment Board to develop the broad programme of schemes and initiatives included in the SEP and approved by the LEP Board, into series of well specified fundable and deliverable interventions and to oversee their delivery (see Figure 14). This function will be supported by technical advisors independent of those bringing forward the interventions (see 7.4 below).
- The **strengthening of support for the LEP Sector Groups** through the provision of a central coordination resource in the LEP Office to assist in the identification, specification and implementation of targeted interventions.
- Exploring potential for the **LEP Company** to become a joint collaborative vehicle for investing in suitable projects requiring public intervention.
- Terms of Reference are being refreshed to reflect the additional governance activity required for the SEP, setting strategic direction in line with the SEP.

Figure 14: 'One Front Door'





Terms of Reference for the groups listed in the diagram are as follows:

<b>LEP Board</b> <ul style="list-style-type: none"> <li>• Approve overall strategic programme and provide framework for action by the Investment Board.</li> <li>• Approve <i>key</i> changes to scope, cost or timescale of interventions.</li> </ul>	<b>Investment Board</b> <ul style="list-style-type: none"> <li>• Make individual investment decisions based upon business case and technical advice.</li> <li>• Provide decision for accountable body to release funds.</li> <li>• Highlight and exception reporting to the LEP Board.</li> <li>• Monitor the progress of individual interventions via Project and Programme Boards.</li> </ul>
<b>Technical Assessment</b> <ul style="list-style-type: none"> <li>• Assess business cases proportionate to the intervention including State Aid compliance.</li> <li>• Provide recommendations on individual investment decisions to the Investment Board for their consideration.</li> <li>• Collate and interpret reports from Project and Programme Boards for presentation to the Investment Board.</li> </ul>	<b>Project and Programme Boards</b> <ul style="list-style-type: none"> <li>• Develop individual business cases for interventions/schemes.</li> <li>• Oversee delivery of schemes approved by the Investment Board.</li> <li>• Regular highlight and exception reporting to the Investment Board.</li> </ul>

#### 7.4 Assurance framework

It is vital that investment decisions through the SEP are **founded on well-developed and robust business cases** for the interventions, and that processes are in place to enable independent appraisal and advice to the West of England Investment Board.

There are already examples of such processes in place for devolved major transport schemes through the Local Transport Body assurance framework, where an **independent review and sign off** against a set of minimum criteria is mandatory. Similarly for RIF, EDF or RGF3 a template business case as a minimum is required. We will adapt and utilise this approach for interventions coming forward through the SEP to ensure that the prioritised interventions comply with State Aid and other requirements, are deliverable and will produce their promised outcomes in terms of job and GVA growth.

#### 7.5 Pooling of resources

Our Investment strategy is to align our **existing funding streams to maximise investment opportunities** and deliver LEP Vision. Current funding streams include:

- [Growth and Innovation Fund](#) – helps employers develop their own innovative **skills solutions** which have the potential to transform growth in their sector, region or supply chain

- [Revolving Infrastructure Fund](#) – the **West of England Revolving Infrastructure Fund (RIF)** is worth £56.7m and is made up of two elements; £16.9m from the Growing Places fund and £39.8m from the Regional Growth Fund (RGF)
- [West of England Growth Fund](#) - The West of England LEP business support fund of £25m.
- Our **City Deal initiative** shows our commitment to pooling resources to fund our ambitious delivery programme, this includes an Economic Development Fund of up to £500m. This has helped maximising flexibility of funding.

We are well placed to pool resources through the local growth fund, and have transparent and robust structures in place to agree shared delivery priorities.

### **7.6 Commitment of the private sector**

The LEP brings together business and local authorities. The LEP includes **leading business, individuals, and organizations** who have demonstrated their commitment by giving up their time, skills, experience and contacts, to work together to realise our ambitions in the West of England. Our LEP taps into a **diverse range of local and national business networks** including Institute of Directors, Business West, Federation of Small Businesses, Chambers of Commerce and many more. Our LEP is made up of:

- The [LEP Board](#), comprising world class leaders in our business sectors
- The [sector groups](#), which provide a way for businesses to work together and to feed into the LEP Board
- Sector Champions –experts in their field
- The [cross-cutting groups](#), which bring together the relevant organisations (from private, public, education/training and social enterprise sectors) to tackle particular themes which are key to delivering the LEP Vision, ie Skills Group, Investment Board and Infrastructure and Place Group
- The Business Advisory Group, which advises the business members on the LEP Board

### **7.7 Delivery arrangements, experience, track record and capacity**

The West of England partners have **extensive experience of joint delivery** which leaves us well placed to take up the challenge of implementing the SEP. Many of our current delivery arrangements are scalable and we can build on these foundations to **rapidly mobilise, secure efficiencies and de-risk delivery plans**.

We have created a **joint authority delivery team** to bring forward our £200m MetroBus (Rapid Transit) proposals which includes a range of in-house and external specialists tasked with the development, joint procurement and delivery of this significant transport programme. Previous cross authority delivery arrangements have shown their value – the £22m Cycling City Project in Bristol and South Gloucestershire was delivered on time and to budget, and the grant funded packages of works through West of England-wide £80m Greater Bristol Bus Network were completed in a similar manner.

This internal delivery capacity and capability is enhanced by flexible and responsive arrangements with external providers. We have developed, and are expanding, **joint procurement arrangements which provide efficiencies** and add value both in terms of resource savings through procurement processes and in delivering economies of scale. Examples in terms

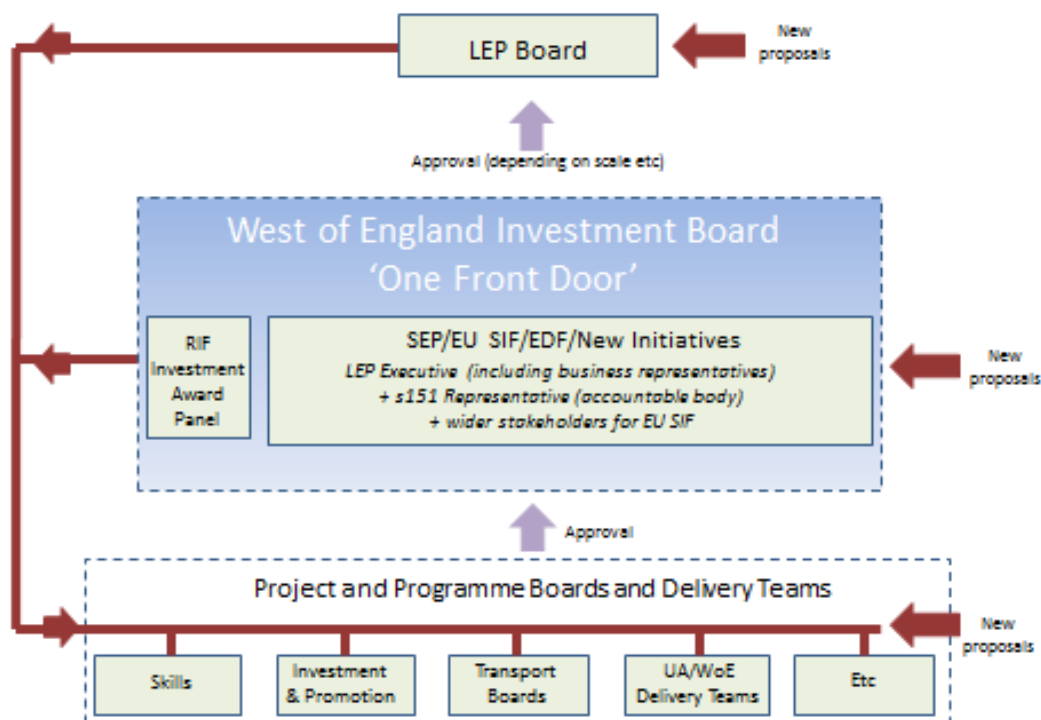
of specification, development and design include a **joint transport term consultant** embracing a range of transport planning and engineering functions, a **framework for major transport schemes support**, and **frameworks for specialist advice for economic intelligence and the Strategic Housing Market Assessment**. Similarly for infrastructure and equipment we have in place joint supply and maintenance contracts for real time passenger information systems, traffic signals equipment and bus shelters, and a shared smartcard back-office system and a joint highways framework to deliver minor works and smaller scale elements of major schemes.

### Process for identifying and working up new proposals during the lifetime of the Strategic Economic Plan.

It is envisaged that proposals will need to come forward through the lifetime of the plan to **give flexibility to respond to changing circumstances**. We will have an annual review process to enable this to happen in a coordinated way. At that time proposals may come in at a variety of levels of governance. Figure 15 shows how these proposals would flow from conception, through development to approval.

For example the Skills Sub Group (SSG) meets bi-monthly and comprises representatives from education (schools, FE and HE), business, UAs, Skills Funding Agency and Jobcentre Plus. The SSG will assess and refer projects for the SEP Investment Award Panel. Current SSG tasks include shaping and directing the FE and HE offer to employers, gathering labour market intelligence, improving employability including the Employability Chartermark and delivering business engagement activity.

**Figure 15 Flow of project proposals**



## 7.8 Risk management

A **robust approach to risk management process** will be employed to provide a realistic assessment of viability and key risks for the indicative interventions. This will have two facets:

- An independent risk assessment including commercial, financial, technical and management risks relating to each intervention to support the process of prioritisation.
- The creation of a process of programme risk management overseen by the West of England Investment Board over the lifetime of the SEP.

# 8. Delivery Plan

Our programme cannot be delivered by the LEP alone, **we require joint working with our delivery partners** and to demonstrate our commitment we have already sought to formalise these arrangements with statutory delivery agencies, by way of MoUs, protocols. These are supported by their own individual action delivery plans.

## 8.1 Commitments from partners

### **Defra including Environment Agency and Natural England MoU and Action Plan.**

An MoU between the Environment Agency, Natural England and the Authorities was agreed in June 2011. The MoU provides the framework for a more consistent and transparent working relationship in the field of Spatial Planning, where the priorities of the authorities, the Environment Agency and Natural England are aligned. The MoU is underpinned by ongoing work on an Action Plan.

### **Highways Agency Mou and Action Plan.**

In November 2009 an MoU was signed which set out at a high level how the authorities and the Highways Agency would develop effective co-ordination and co-operation. In order to develop the MoU and define a set of outcomes to be delivered a series of annual Action Plans have been produced and endorsed by the Joint Transport Executive Committee. These seek to build upon existing processes and arrangements between the authorities and the Agency, and to provide improved communication, greater cooperation or coordination of activities.

### **Rail Industry MoU and Action Plan**

The Memorandum of Understanding (MoU) between the West of England authorities, Network Rail, First Great Western, Cross Country and South West Trains was signed at the Joint Transport Executive Committee on 2 July 2010. Its purpose is to promote effective co-ordination and co-operation between the organisations. It includes consultation on timetable changes, investment and planning decisions, input into the Joint Local Transport Plan 3 and co-ordinating data collection.

### **Homes and Communities Agency**

The protocol of joint working with the HCA, enables us to ensure we can direct investment to our shared priorities. This is overseen by a monthly HCA liaison meeting with the LEP.

**8.2** Delivery action plan for existing schemes and indicative programme of interventions for the Local Growth: *setting out Key milestones, risks/dependencies, delivery, capacity, cost, funding, success measures.*

*NB: This example contains existing joint activities and projects and only provides a holistic overview rather than detailed, annual delivery arrangements.*

	Intervention/ Existing project	Key milestones and delivery timeline	Risks/issues	Delivery arrangements	Costs	Funding	Success measures, e.g. Jobs and GVA (net)
<b>Major Scheme Programme</b>	MetroBus - Ashton Vale to Bristol City Centre	31/10/2014: Complete Procurement  05/05/2014: Submit Full Approval application to DfT  09/05/2014: Work Starts on Site  18/04/2016: Work Completed	Transport and Works Act Order delay: Delays programme and increases cost	BCC lead authority. Programme Assurance Board. SRO and project team. JTEC.	£46,729,656	Local Authority contribution; DfT prep funding; Third party contribution	GVA: £74m Jobs: 1,200
	MetroBus - South Bristol Link	15/02/2014: Public Inquiry Starts  15/07/2014: Complete Procurement  15/10/2014: Submit Full Approval application to DfT  15/10/2014: Work starts on site  30/11/2016: Work completed	Delay in determination of planning application and Compulsory Purchase Orders.	NSC lead authority. Programme Assurance Board. SRO and project team. JTEC.	£42,653,000	Local Authority contribution; DfT prep funding; Third party contribution	GVA: £199m Jobs: 3,100
	MetroBus - North Fringe to Hengrove	14/11/2014: Confirmation of Orders  14/11/2014: Complete Procurement  23/12/2014: Submit application for Full Approval	Delay in determination of planning application and Compulsory Purchase Orders.	SGC lead authority. Programme Assurance Board. SRO and project team. JTEC.	£92,945,000	Local Authority contribution; DfT prep funding; Third party contribution	GVA: £145m Jobs: 2,250

		02/03/2015: Work Starts on Site 01/05/2017: Work Completed					
Major Scheme Programme	MetroWest Phase 1	May 2014: Submission of Multi Option Business Case to LTB  Sep 2016: TWAQ Public Inquiry  Nov 2017: Construction Start  Apr 2019: Construction completion  Apr 2020: Project handover and close	Delay in securing project funding package including both devolved funding and any local contribution.  Stakeholder expectations beyond the scope of the project  Delay to programme due to delay in securing project funding package	Joint Project Board. JTEC	£55,398,000	Local Authority contribution; DfT funding.	GVA: £153m* Jobs: 2,550*  * Includes new stations package.
	MetroWest Phase 2	March 2015: Outline Business Case Approval  Nov 2018: Secure statutory powers  May 2019: Construction Start  Oct 2020: Construction completion  Dec 2020: Operation	Delay in securing local funding contribution to meet scheme programme.  Four year and ten year Comprehensive Spending Review funding allocation insufficient.  Interest Groups, Residents Groups etc. opposing the scheme, causing delays and increasing costs.	Joint Project Board. JTEC.	£42,789,000	Local Authority contribution; DfT funding.	



<b>RIF</b>	Indicative RIF programme			B&NES accountable body Lead authorities dependent on scheme location	£56m	Revolving Fund leveraging in private sector investment	Jobs: 10,000
<b>EDF</b>	Indicative Economic Development Fund Programme	TBC- funds to start 1 <sup>st</sup> April 2014 subject to legislation					
<b>LGF/EU SIF</b>	Indicative Local Growth Fund/EU SIF	TBC-Following feedback from consultation Jan 2014 and agreement by LEP Board February 2014					

## Evaluation Plan

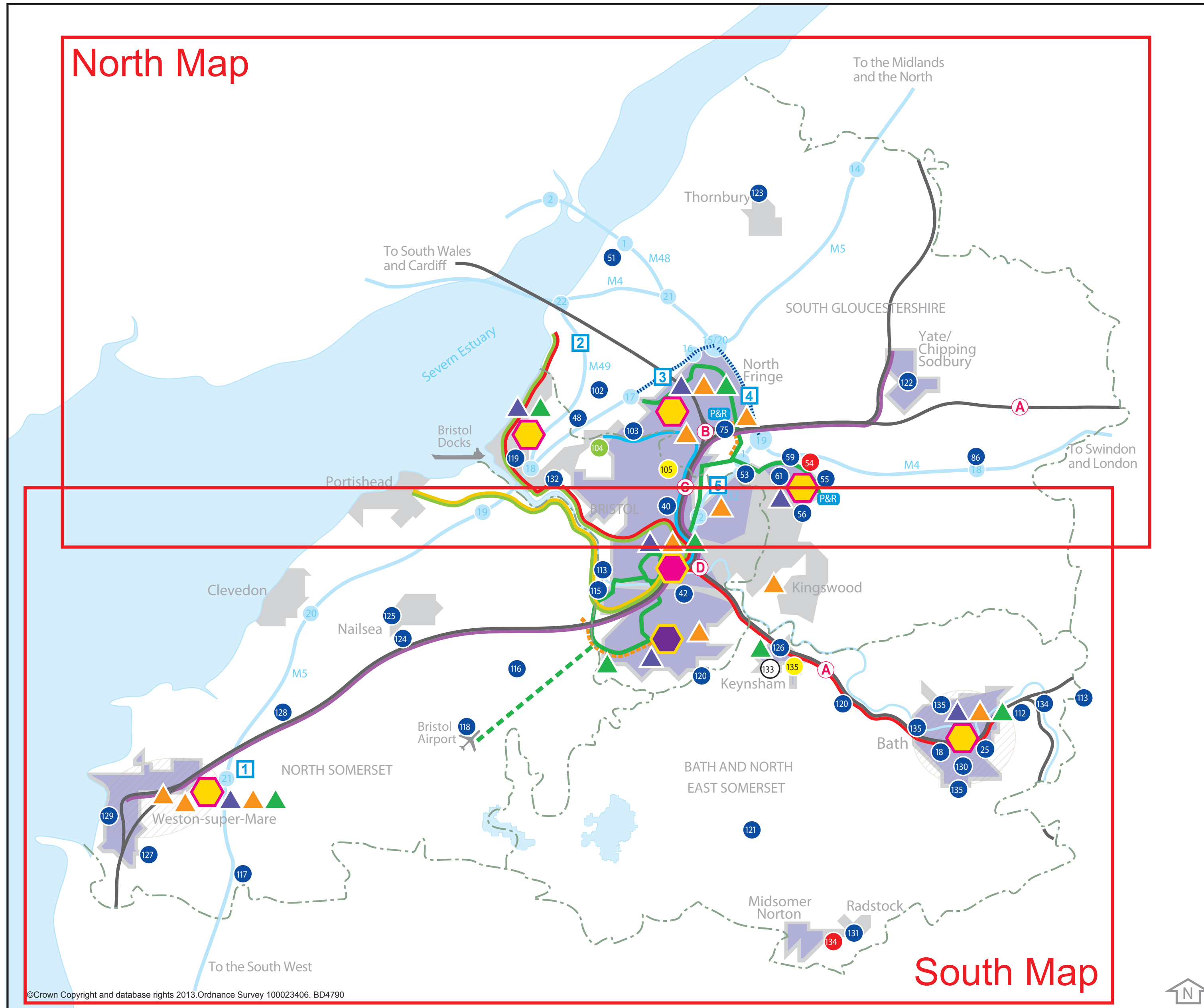
- 8.3** The evaluation of the Strategic Economic Plan indicative local growth fund programme-headline measures will be specific to the interventions in the final programme and may include: *Jobs created, Contribution to economic growth, Investment leveraged in, Other socio economic benefits, scheme specific benefits or outcomes.*
- 8.4** Peer Review of Evaluation Plan
- 8.5** Monitoring of the Strategic Economic Plan programme and interventions.

**This section will be completed after completion of the programme of interventions.**

Consultation DRAFT

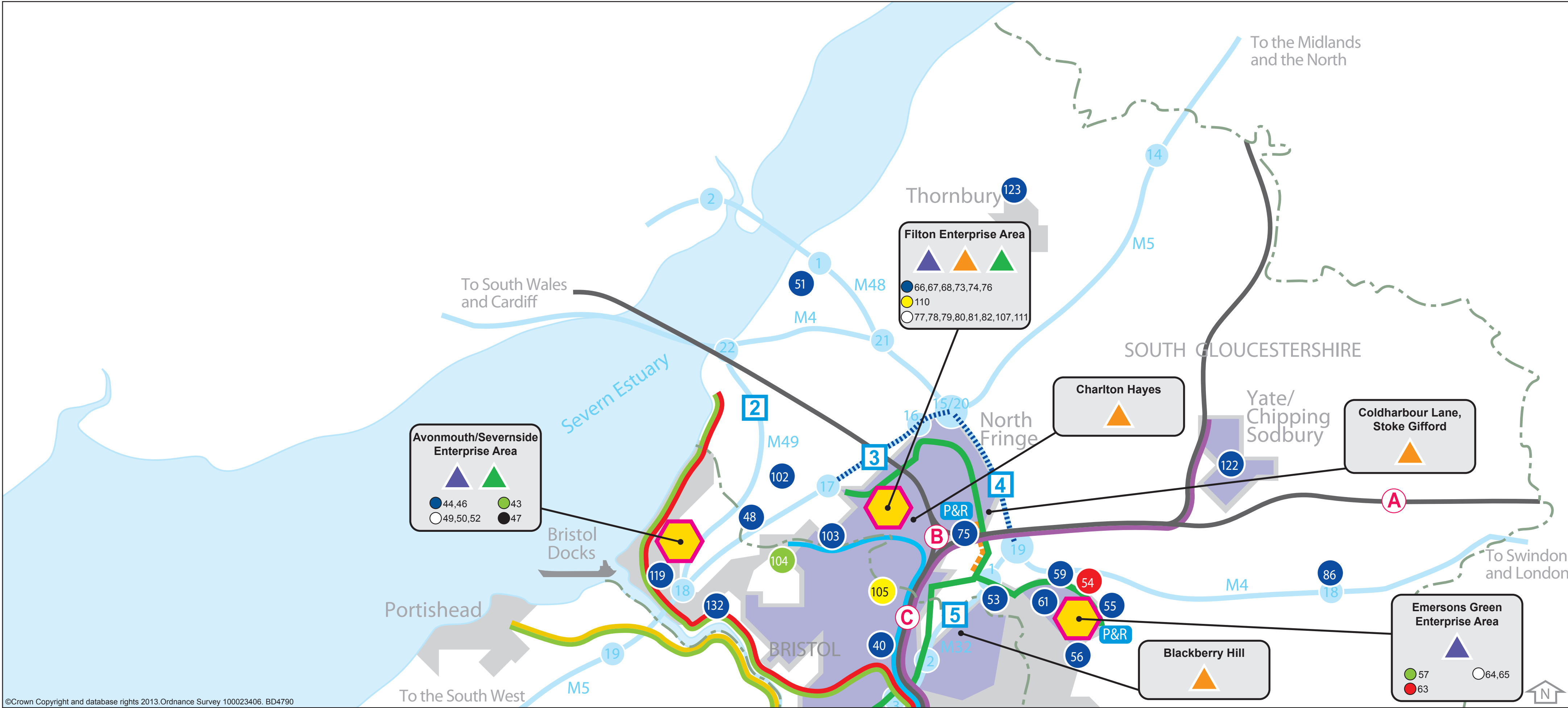
# Shared Delivery Priorities for the West of England

## Key Map



# Shared Delivery Priorities for the West of England

## North Map



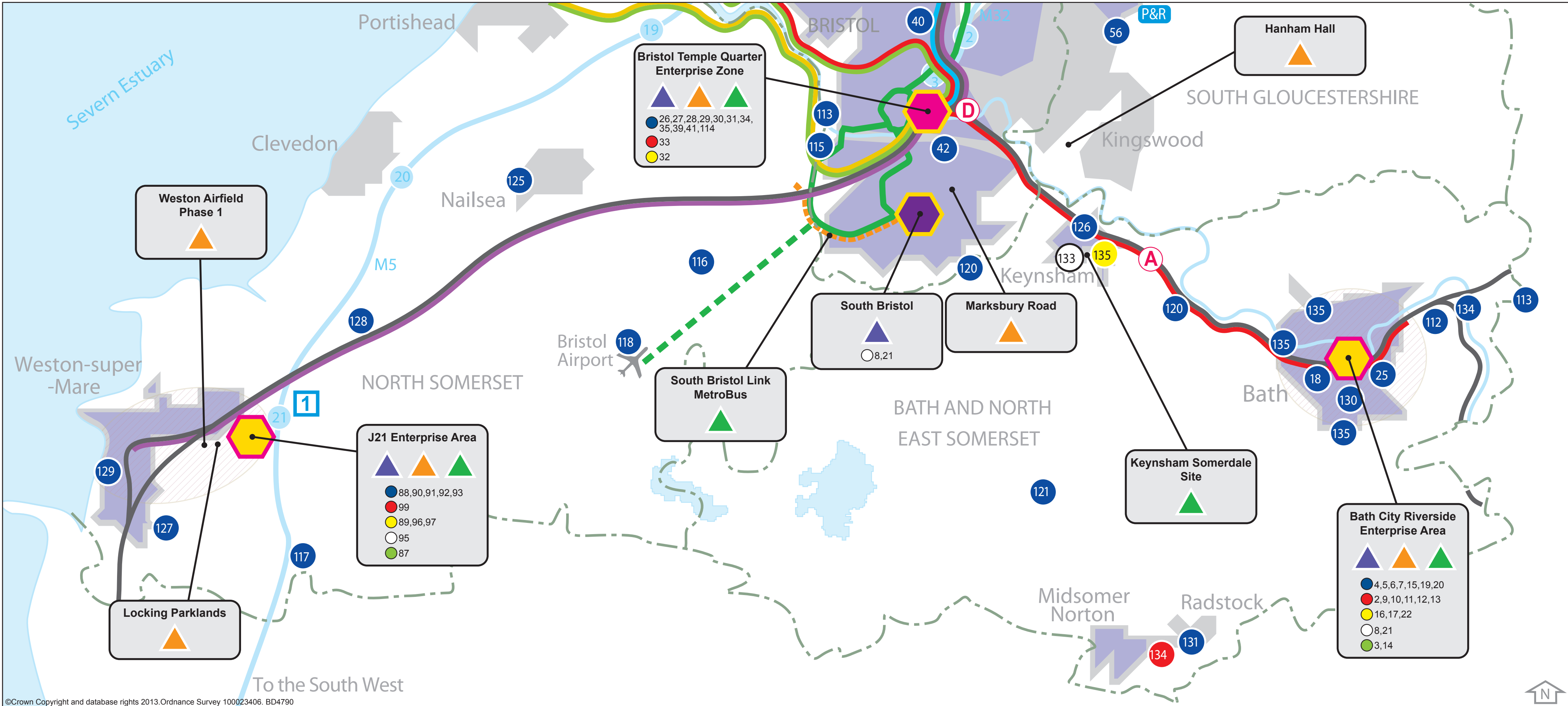
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KEY		Delivery Agency Interventions		Network Rail		Highways Agency	
<b>Existing Network</b>		<b>West of England Infrastructure</b>		<b>(A)</b> Electrification of Great Western mainline		<b>1</b> J21 and A370 improvements	
--- Local Authority Boundary		<b>Transport</b>		<b>(B)</b> Bristol Parkway – Provision of fourth platform and revised layout		<b>2</b> New junction on M49 (under consideration for Spending Review 2015-20)	
— Existing Rail		<b>Site Preparation/Land Remediation</b>		<b>(C)</b> Capacity Enhancement Filton to Bristol – Four tracking of Filton Bank		<b>3</b> Improvements to M5 J16 & 17; Tranche 2 of Pinch Point Programme. Delivery in 2014-15	
20 Motorway		<b>Community/Leisure/Schools</b>		<b>(D)</b> Temple Meads Station Capacity – Midland Shed platforms. New Western entrance and enhancements to improve passenger circulation.		<b>4</b> M4/ M5 Managed motorway	
<b>Existing Initiatives</b>		<b>Utilities/Broadband</b>				<b>5</b> M32 bus only junction	
Enterprise Areas		<b>Flood Mitigation</b>				Homes & Community Agency	
Enterprise Zone		<b>Ecology</b>				Environment Agency, Natural England & English Heritage	
Other Major Development Site							
Priority Growth Locations							
		<b>MetroWest Rail</b>					
		Existing rail services (local and inter-regional)					
		Portishead to Severn Beach					
		Portishead to Bristol					
		Bath to Bristol Temple Meads					
		Weston Super Mare to Yate					
		Henbury to Temple Meads					
		<b>Major Transport Schemes</b>					
		MetroBus					
		Rapid Transit Feeder Service					
		Transport Links					
		Transport Package					
		M4/ M5 Managed Motorway					
		New Park & Ride Site					



# Shared Delivery Priorities for the West of England

## South Map






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KEY		Delivery Agency Interventions		Network Rail		Highways Agency	
<b>Existing Network</b>		<b>West of England Infrastructure</b>		<b>Electrification of Great Western mainline</b>		<b>J21 and A370 improvements</b>	
Local Authority Boundary		Transport		Bristol Parkway – Provision of fourth platform and revised layout		New junction on M49 (under consideration for Spending Review 2015-20)	
Existing Rail		Site Preparation/Land Remediation		Capacity Enhancement Filton to Bristol – Four tracking of Filton Bank		Improvements to M5 J16 & 17; Tranche 2 of Pinch Point Programme. Delivery in 2014-15	
Motorway		Community/Leisure/Schools		Temple Meads Station Capacity – Midland Shed platforms. New Western entrance and enhancements to improve passenger circulation.		M4/ M5 Managed motorway	
<b>Existing Initiatives</b>		Utilities/Broadband				M32 bus only junction	
Enterprise Areas		Flood Mitigation					
Enterprise Zone		Ecology					
Other Major Development Site							
Priority Growth Locations							




# Shared Delivery Priorities for the West of England

## KEY TO MAPS

### Existing Network







-  Local Authority Boundary
-  Existing Rail
-  Motorway

### Existing Initiatives

-  Enterprise Areas
-  Enterprise Zone
-  Other Major Development Site

 Priority Growth Locations

### MetroWest Rail

-  Existing rail services (local and inter-regional)
-  Portishead to Severn Beach
-  Portishead to Bristol
-  Bath to Bristol Temple Meads
-  Weston Super Mare to Yate
-  Henbury to Temple Meads

### Major Transport Schemes

-  MetroBus
-  Rapid Transit Feeder Service
-  Transport Links
-  Transport Package
-  M4/ M5 Managed Motorway







**P&R**

New Park & Ride Site





### Delivery Agency Interventions

#### West of England






#### West of England Infrastructure

-  Transport
-  Site Preparation/Land Remediation
-  Community/Leisure/Schools
-  Utilities/Broadband
-  Flood Mitigation
-  Ecology

### Network Rail

-  Electrification of Great Western mainline
-  Bristol Parkway – Provision of fourth platform and revised layout
-  Capacity Enhancement Filton to Bristol – Four tracking of Filton Bank
-  Temple Meads Station Capacity – Midland Shed platforms. New Western entrance and enhancements to improve passenger circulation.

### Highways Agency

-  J21 and A370 improvements
-  New junction on M49 (under consideration for Spending Review 2015-20)
-  Improvements to M5 J16 & 17; Tranche 2 of Pinch Point Programme. Delivery in 2014-15
-  M4/ M5 Managed motorway
-  M32 bus only junction



Homes & Community Agency



Environment Agency, Natural England & English Heritage

October 2013

# West of England

Bath & North East  
Somerset Council



















West of England Infrastructure

Agency	Location	Map Reference	Map Categories	Description of Intervention
West of England	Bath City Riverside Enterprise Area	2	Remediation/site preparation	Remove Gas Towers
	Bath City Riverside Enterprise Area	3	Flood mitigation	Phase 1 Flood relief
	Bath City Riverside Enterprise Area	4	Transport	Destructor Bridge
	Bath City Riverside Enterprise Area	5	Transport	New Pedestrian bridge
	Bath City Riverside Enterprise Area	6	Transport	North Quay - South Quay bridge
	Bath City Riverside Enterprise Area	7	Transport	Lower Bristol Road A36 Bus Lane
	Bath City Riverside Enterprise Area	8	Utilities/Broadband	Electricity sub-station
	Bath City Riverside Enterprise Area	9	Remediation/site preparation	Relocation of waste transfer station
	Bath City Riverside Enterprise Area	10	Remediation/site preparation	Relocation of civic recycling centre
	Bath City Riverside Enterprise Area	11	Remediation/site preparation	Relocation of coach park
	Bath City Riverside Enterprise Area	12	Remediation/site preparation	Diversion of Green Park Road
	Bath City Riverside Enterprise Area	13	Remediation/site preparation	Avon Street Car Park relocation
	Bath City Riverside Enterprise Area	14	Flood mitigation	Phase 2 flood relief (river wall works)
	Bath City Riverside Enterprise Area	15	Transport	Windsor Bridge Road Improvements
	Bath City Riverside Enterprise Area	16	Community/Leisure/ Schools	Primary School
	Bath City Riverside Enterprise Area	17	Community/Leisure/ Schools	Other primary education
	Bath City Riverside Enterprise Area	18	Transport	Highways works Bath Press site
	Bath City Riverside Enterprise Area	19	Transport	Highways works Stable Yard
	Bath City Riverside Enterprise Area	20	Transport	Pines Way gyratory
	Bath City Riverside Enterprise Area	21	Utilities/Broadband	Ultra-fast Broadband
	Bath City Riverside Enterprise Area	22	Community/Leisure/ Schools	Doctors Surgery
	Bath City Riverside Enterprise Area	25	Transport	Bath Turn-back Facility (Part of MetroWest phase 1)
	Bristol Temple Quarter Enterprise Zone	26-31	Transport	Infrastructure to serve Temple Quarter Enterprise Zone
	Bristol Temple Quarter Enterprise Zone	32	Community/Leisure/ Schools	Bristol Arena
	Bristol Temple Quarter Enterprise Zone	33	Remediation/site preparation	Temple Quarter Enterprise Zone Package
	Bristol Temple Quarter Enterprise Zone	34	Transport	Temple Circus roundabout reconfiguration
	Bristol Temple Quarter Enterprise Zone	35	Transport	Cattle Market Road Improvements and Vehicular/ Pedestrian/Cycle Bridge to Diesel Depot (HCA fully funding)
	Bristol Temple Quarter Enterprise Zone	39	Transport	Bus Hubs
	Bristol Temple Quarter Enterprise Zone	40	Transport	M32 Park and Ride
	Bristol Temple Quarter Enterprise Zone	41	Transport	Car parking programme
	Bristol Temple Quarter Enterprise Zone	42	Transport	Callington Road Link/Bath Road Improvements
	Avon Severnside Enterprise Area	43	Flood mitigation	Flood mitigation
	Avon Severnside Enterprise Area	44	Transport	M49 Intermediate Junction & link road
	Avon Severnside Enterprise Area	46	Transport	Local road network & cycling/pedestrian improvements
	Avon Severnside Enterprise Area	47	Ecology	Ecology
	Avon Severnside Enterprise Area	48	Transport	Cycling/Pedestrian improvements
	Avon Severnside Enterprise Area	49	Utilities/Broadband	Gas pipeline
	Avon Severnside Enterprise Area	50	Utilities/Broadband	Energy (Heat Grid)
	Avon Severnside Enterprise Area	51	Transport	Park & Share at Aust
	Avon Severnside Enterprise Area	52	Utilities/Broadband	Superfast Broadband
	Emersons Green Enterprise Area	53	Transport	M32 Junction 1 Improvements
	Emersons Green Enterprise Area	54	Remediation/site preparation	M4 Acoustic Fence
	Emersons Green Enterprise Area	55	Transport	Emersons Green East employment land access road
	Emersons Green Enterprise Area	56	Transport	Emerson's Green to Temple Meads Rapid Transit
	Emersons Green Enterprise Area	57	Flood mitigation	EGE employment land drainage
	Emersons Green Enterprise Area	59	Transport	M4 link
	Emersons Green Enterprise Area	61	Transport	A4174 package
	Emersons Green Enterprise Area	63	Remediation/site preparation	Remediation and earthworks
	Emersons Green Enterprise Area	64	Utilities/Broadband	Superfast Broadband
	Emersons Green Enterprise Area	65	Utilities/Broadband	Power - BBSP
	Filton Enterprise Area	66	Transport	North Fringe Trnsport package East West Link A38 to Wyckbeck Rd
	Filton Enterprise Area	67	Transport	Cribbs Patchway New Neighbourhood (CPNN) A38 Corridor Highway Works
	Filton Enterprise Area	68	Transport	CPNN Eastern Access
	Filton Enterprise Area	69	Transport	M5 Junctions 16 and 17 Enhancements
	Filton Enterprise Area	73	Transport	North Fringe Package
	Filton Enterprise Area	74	Transport	Cycling network improvements
	Filton Enterprise Area	75	Transport	Parkway station bridge/Subway
	Filton Enterprise Area	76	Transport	North Fringe Transport Package - Public transport improvements
	Filton Enterprise Area	77	Utilities/Broadband	Waste transfer station
	Filton Enterprise Area	78	Utilities/Broadband	Strategic Sewer Filton to Avonmouth
	Filton Enterprise Area	79	Utilities/Broadband	Energy (sub station)
	Filton Enterprise Area	80	Utilities/Broadband	Energy - East Works
	Filton Enterprise Area	81	Utilities/Broadband	Superfast Broadband
	Filton Enterprise Area	82	Utilities/Broadband	District heating network
	Other	86	Transport	South Glos Rural Package
	J21 Enterprise Area	87	Flood mitigation	Flood scheme
	J21 Enterprise Area	88	Transport	M5 Junction 21 outbound
	J21 Enterprise Area	89	Community/Leisure/ Schools	Enterprise & Technology College
	J21 Enterprise Area	90	Transport	North-South link road & associated improvements
	J21 Enterprise Area	91	Transport	Cross Airfield Link
	J21 Enterprise Area	92	Transport	Airfield Bridge Link
	J21 Enterprise Area	93	Transport	M5 Junction 21 Phase 2 improvements
	J21 Enterprise Area	95	Utilities/Broadband	Superfast broadband enabling
	J21 Enterprise Area	96	Community/Leisure/ Schools	Connect 21 Hub
	J21 Enterprise Area	99	Remediation/site preparation	Remediation works
	Other	102	Transport	North Fringe to Severnside Transport Corridor
	Other	103	Transport	Rail to Cribbs Causeway
	Other	105	Community/Leisure/ Schools	Southmead Hospital
	Filton Enterprise Area	107	Utilities/Broadband	Digital
	Filton Enterprise Area	110	Community/Leisure/ Schools	Secondary Education
	Filton Enterprise Area	111	Utilities/Broadband	Utilities
	Other	112	Transport	A36/A46 link
	Other	113	Transport	New Rail Stations Package
	Bristol Temple Quarter Enterprise Zone	114	Transport	Mass movement by public transport
	Other	115	Transport	Long Ashton Park & Ride Extension
	Other	116	Transport	Barrow Gurney Bypass
	Other	117	Transport	Banwell Bypass
	Other	118	Transport	Bristol Airport Link Road
	Other	119	Transport	Second Avon Crossing
	Other	120	Transport	Whitchurch Bypass
	Other	121	Transport	Temple Cloud/Clutton Bypass
	Other	122	Transport	Yate/Chipping Sodbury Package
	Other	123	Transport	South Glos Rural Package (Thornbury)
	Other	125	Transport	Nailsea & Backwell Station accessible ramp to platform
	Other	126	Transport	Keynsham Station accessible ramp to platform
	Other	127	Transport	Strategic Cycle Routes
	Other	128	Transport	Congresbury Junction Improvement
	Other	129	Transport	Weston-super-Mare Public Realm Improvements
	Bath City Riverside Enterprise Area	130	Transport	Orange Grove, Bath public transport & public realm
	Other	131	Transport	Radstock Town Centre Infrastructure
	Other	132	Transport	Portway Park & Ride Rail Platform
	Other	133	Utilities/Broadband	Keynsham Utilities
	Bath City Riverside Enterprise Area	134	Transport	East of Bath Park & Ride
	Bath City Riverside Enterprise Area	135	Transport	Post Bath Package expansion of Newbridge, Odd Down and Lansdown Park & Ride sites
	Other	-	Transport	Major Cycling Scheme

Interventions from Delivery Agencies

Agency	Location	Description of Intervention
West of England 	Avon Severnside Enterprise Area	<ul style="list-style-type: none"><li>8,000-12,000 jobs, focus on large scale manufacturing and distribution</li><li>Transport schemes <b>44,46</b></li><li>Utilities/broadband schemes <b>49,50,52</b></li><li>Flood mitigation scheme <b>43</b></li><li>Ecology scheme <b>47</b></li></ul>
	Bath City Riverside Enterprise Area	<ul style="list-style-type: none"><li>9,000 Jobs, focus on media/publishing jobs</li><li>Transport schemes <b>4,5,6,7,15,19,20</b></li><li>Site preparation/land remediation schemes <b>2,9,10,11,12,13</b></li><li>Community/Leisure/Schools schemes <b>16,17,22</b></li><li>Utilities/broadband schemes <b>8,21</b></li><li>Flood mitigation schemes <b>3,14</b></li></ul>
	Bristol Temple Quarter Enterprise Zone	<ul style="list-style-type: none"><li>17,000 jobs, focus on creative/media/microelectronics</li><li>Transport schemes <b>26,27,28,29,30,31,34,35,39,41,114</b></li><li>Site preparation/land remediation scheme <b>33</b></li><li>Community/Leisure/Schools scheme <b>32</b></li></ul>
	Emersons Green Enterprise Area	<ul style="list-style-type: none"><li>6,000 jobs, focus on science based jobs</li><li>Site preparation/land remediation schemes <b>63</b></li><li>Utilities/broadband schemes <b>64,65</b></li><li>Flood mitigation scheme <b>57</b></li></ul>
	Filton Enterprise Area	<ul style="list-style-type: none"><li>6,000 jobs, focus on high technology jobs</li><li>Transport schemes <b>66,67,68,73,74,76</b></li><li>Community/Leisure/Schools scheme <b>110</b></li><li>Utilities/broadband schemes <b>77,78,79,80,81,82,107,111</b></li></ul>
	J21 Enterprise Area	<ul style="list-style-type: none"><li>10,000 jobs, focus on business services</li><li>Transport schemes <b>88,90,91,92,93</b></li><li>Site preparation/land remediation scheme <b>99</b></li><li>Community/Leisure/Schools schemes <b>89,96,97</b></li><li>Utilities/broadband scheme <b>95</b></li><li>Flood mitigation scheme <b>87</b></li></ul>
	For all scheme reference numbers and locations look up the West of England Infrastructure table for further information	
Homes & Communities Agency 	Charlton Hayes	<ul style="list-style-type: none"><li>Infrastructure Investment and ATLAS support to unlock the development of a new neighbourhood including 2,200 homes.</li></ul>
	Bath City Riverside Enterprise Area	<ul style="list-style-type: none"><li>£8M invested in Bath Western Riverside to provide 500 affordable homes and infrastructure to support creation of up to 9,000 jobs, parks, primary school, health and cultural facilities.</li></ul>
	Blackberry Hill	<ul style="list-style-type: none"><li>Working in partnership with Linden Homes and the local community to implement a jointly developed masterplan to provide around 300 homes, community and retail space.</li></ul>
	Coldharbour Land, Stoke Gifford	<ul style="list-style-type: none"><li>£2.38M Care &amp; Support funding to provide 81 affordable homes for older and disabled people.</li></ul>
	Filton Enterprise Area	<ul style="list-style-type: none"><li>Supporting the creation of over 4,000 jobs.</li><li>£5M Local Infrastructure Funding to bring forward housing development at Filton Airfield and surroundings.</li></ul>
	Hanham Hall	<ul style="list-style-type: none"><li>Exemplar zero-carbon development, working in partnership with Barratt Homes to develop 185 new homes and 12 acres of open space.</li></ul>
	J21 Enterprise Area	<ul style="list-style-type: none"><li>72Ha employment land with planning consents and access to provide 11,000 jobs.</li></ul>
	Locking Parklands	<ul style="list-style-type: none"><li>£12M investment in an exemplar mixed use development in partnership with St Modwen for 1,500 homes and 650,000sqft employment space. Additional infrastructure funding to provide new primary school &amp; new North/South link.</li></ul>
	Marksbury Road	<ul style="list-style-type: none"><li>Infrastructure funding to assist HCA site disposal and support a new primary school, up to 85 homes including self-build plots, 900sqm employment space and a health centre.</li></ul>
	Bristol Temple Quarter Enterprise Zone	<ul style="list-style-type: none"><li>£11M investment package providing new access route and 3-lane bridge to connect Diesel Depot site, supporting the development of an 11,000 seater indoor arena, 65,000Ha employment space and up to 2,600 jobs.</li></ul>
Environment Agency, Natural England, English Heritage 	Weston Airfield Phase 1	<ul style="list-style-type: none"><li>29.5Ha employment development, 900 homes &amp; community</li></ul>
	Avonmouth/Severnside Enterprise Area	<ul style="list-style-type: none"><li>Some parts currently at tidal flood risk, with the whole area at risk in the future with climate change.</li><li>Significant risk to internationally important habitat.</li><li>Flood Defence and Ecology Groups established and seeking to identify the preferred strategy to enable future growth.</li><li>There is potential of buried non-designated heritage assets of archaeological interest.</li></ul>
	Bath City Riverside Enterprise Area	<ul style="list-style-type: none"><li>Ground raising of development sites could increase flooding elsewhere.</li><li>Strategic solution identified through Core Strategy work, including a lowered riverside walkway to improve flood flow through the city. EA/BANES project team established to take this forward for design and delivery.</li><li>English Heritage is working to secure significant urban growth that compliments the international heritage status and sensitivity of the World Heritage Site.</li><li>English Heritage supporting on-going transformation of the public realm in the historic core to optimize Bath's economic potential as a domestic and international tourist destination.</li></ul>
	Filton Enterprise Area	<ul style="list-style-type: none"><li>Generally at low flood risk, however, surface water from development could result in increased flood risk in the wider River Frome and Trym catchments.</li><li>Environment Agency officers working with developers to ensure proposals include appropriate strategic sustainable drainage features. These features should also seek to deliver wider environmental benefits (e.g. green infrastructure).</li></ul>
	J21 Enterprise Area	<ul style="list-style-type: none"><li>At risk of river and surface water flooding. Also includes a designated wildlife site and close to Bath conservation area.</li><li>Strategy for green infrastructure delivery. Jointly funded partnership between EA and Council to deliver flood risk management improvements on the Uphill Great Rhyne and River Banwell. Works will also have wider biodiversity and amenity benefits.</li></ul>
	Keynsham Somerdale Site	<ul style="list-style-type: none"><li>Partly at risk from river flooding.</li><li>Significant potential for habitat enhancement and contributing to Water Framework Directive.</li><li>English Heritage and Natural England working with developers to deliver flood compensation alongside ecological enhancements.</li><li>English Heritage working to support sustainable development within a sensitive environment evidenced by Roman archeology.</li></ul>
	South Bristol Link MetroBus	<ul style="list-style-type: none"><li>Route is in Flood Zone 3 and crosses a number of water bodies, landfill sites and ecological designations.</li><li>Environment Agency and Natural England officers working with consultants and informing technical assessments.</li></ul>
Highways Agency 	 J21 and A370	<ul style="list-style-type: none"><li>Improvements</li></ul>
	 New junction on M49	<ul style="list-style-type: none"><li>Under consideration for Spending Review 2015-20</li></ul>
	 M5 J16 & 17	<ul style="list-style-type: none"><li>Improvements to M5 J16 &amp; 17; Tranche 2 of Pinch Point Programme. Delivery in 2014-15</li></ul>
	 M4/M5	<ul style="list-style-type: none"><li>Managed motorway</li></ul>
	 M32	<ul style="list-style-type: none"><li>M32 bus only junction</li></ul>
Network Rail 	 Great Western Mainline	<ul style="list-style-type: none"><li>Electrification of Great Western Mainline</li></ul>
	 Bristol Parkway	<ul style="list-style-type: none"><li>Provision of fourth platform &amp; revised layout</li></ul>
	 Filton Bank	<ul style="list-style-type: none"><li>Four tracking of Filton Bank (between Dr Days Junction and Filton Abbey Wood)</li></ul>
	 Bristol Temple Meads Station	<ul style="list-style-type: none"><li>Provision of platforms in the Midland Shed to increase capacity</li><li>New western entrance and enhancements to improve passenger circulation</li></ul>

Laura to query this with Julia/Jane