

Local Industrial Strategy Lab

Write-up

Mar 2019

Overview of the day

- Introduction and context from Professor Steve West and Mayor Tim Bowles
- What does good look like? What are our risks?
- Explore the evidence
- Think about the problems we want to solve
- What roles can different actors play?
- Co-creating an action plan for the local industrial strategy
- Closing remarks by CEO Patricia Greer

Emerging themes from across the day:

- **Branding matters:** Build a world-class brand as an umbrella for all activity.
- **Have a learner in every office:** Give business a greater role in learning provision through the workplace.
- **Bring people together:** through community hubs and co-creation.
- **Invest in future transport infrastructure:** from car sharing to automation and flying drones, whilst simultaneously creating behaviour change.
- **Create a focus for innovation effort:** as a nexus for the innovation ecosystem, with particular reference to scale-ups.
- **Be inclusive:** Join up efforts to demonstrate what inclusive prosperity and growth means in practice in the 21st Century.
- **Be more risk taking:** increase ambition and risk appetite.

Evidence

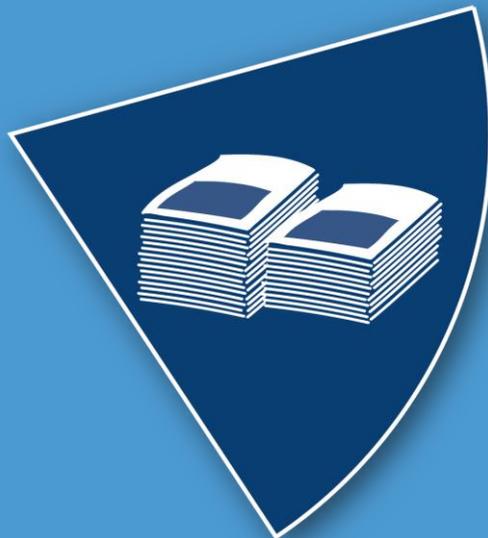
What's interesting?
What's surprising?
What inspires a...

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Evidence discovery across four key themes:

- Inclusive growth
- Environment for growth
- Fostering innovation
- Investing in infrastructure



Fostering Innovation

Regional universities have strong working relationships with business

2016/17 Income from business services

University	2016/17 Income from business services (£m)
The University of Oxford	150
Imperial College of Science, Technology & Medicine	120
The University College London	110
The University of Southampton	100
The University of Leeds	90
The University of Manchester	80
The University of Bristol	70
The University of Cambridge	60
Kings College London	50
The University of Bath	40
Bath Spa University	30
The University of the West of England Bristol	20

Source: PwC analysis, HESA

Inclusive Growth

A growing population - both at working age and among older people

Increase in population of broad age groups, 2018 - 2038*

Age Group	West of England	South West	England
0-14	15%	5%	10%
15-64	12%	8%	15%
65+	38%	42%	45%

- +190,000** West of England population growth by 2038
- +3,550** Net migration from elsewhere in UK 2017
- 40%** of inward migrants in 2017 are aged 15-24
- 0.54 → 0.60** Rising dependency ratio between 2018 and 2038

*The West of England Local Industrial Strategy has looked at the ONS 2016 Population Projections, as the most recently available projections, in this analysis. These projections have been used to draw out high-level trends in population change and highlight any areas which may require a local policy response. Note these are different to the population projections used to inform the Strategic Housing Market Assessment and Joint Spatial Plan, which draw on the 2014 Population Projection were based on 10-year migration trends produced by Opston Research Services

Source: PwC analysis, ONS Population projections

Infrastructure

England has strong economic connectivity with Birmingham and London, as well as the S.W.

High-speed connectivity

High-speed rail routes connect major cities in the UK, including London, Birmingham, and the South West. This connectivity is crucial for economic growth and regional integration.

What is the challenge we want to solve?



West of England Industrial Strategy Lab

ACTION GRID

Our challenge

Inclusive
growth

Environment
for growth

Fostering
innovation

Investing in
infrastructure



Inclusive Growth Challenges: How can we...

- Create an environment where we co-create solutions with people (at appropriate scale and inclusive)?
- Empower communities to deliver change?
- Deliver education for all as an opportunity?
- Develop inclusive connectivity for all aspects of our residents' lives?
- How do we grow good places? Inclusive and community?
- Create a diverse 'education' system that enables everyone to take advantage – young and old?
- Support accessible and inclusive life long learning to support the economy of the area?
- Collectively work together to make aspirational?



Environment for Growth Challenges: How can we...

- Promote long term investment to benefit people and planet?
- Create a joined up STEM strategy. A skills strategy aligned with industry 4.0?
- Identify the appropriate potential for investment?
- Take good risks!
- Ensure we have the right 'incentives' for growth (e.g. tax)?
- Support business to start well and grow. Provide more business support including for scale ups / scale up?
- Focus on exporting?
- Place based collaboration.
- How to incentivise collaboration to get involved in networks.
- Dignity – into communities, join network 'connectors'
- Wild card connectors.



Fostering Innovation Challenges: How can we...

- Improve pathways into a flexible workforce and meet future skills?
- Create agility in business and communities?
- Foster effective collaboration?
- Maximise 'value' of our innovation ecosystem?
- Ensure we have 'grow-on' and 'scale up' space and enterprise culture?
- How can innovative technologies be adopted by existing and emerging sustainable businesses to improve productivity and increase jobs etc?
- Provide all the relevant catalysts / enablers to grow and build innovative ideas?
- Create an innovation brand that provides strong leadership. Combined innovation platforms and appropriate infrastructure / facilities at scale and pace?
- Build links nationally and internationally for inward investment?
- Create an innovation brand that provides strong leadership. Combined innovation platforms and appropriate infrastructure / facilities at scale and pace. Builds links nationally and internationally for inward investment.
- Enable creativity to flourish.



Investing in Infrastructure Challenges: How can we...

- Invest in infrastructure to reduce transport pressures and improve access to opportunities?
- Invest in electric vehicle infrastructure including urban air mobility?
- Better connect urban to rural communities?
- How do we grow with improved mobility and clean air?
- Deliver the right accommodation mix (including affordable housing) in the right places and employment space and transport infrastructure to support this?
- Connect all areas (including deprived) in a clean and efficient manner. That is affordable and that addresses inequality in terms of access to good jobs?
- Address infrastructure deficit in the geographical areas which are disadvantaged / underperforming e.g. WSM.
- Live, and work, and collaborate.

Styles of government action

Collaborating

Stewardship and informing

Procurement, purchasing and buying powers

Providing and commissioning services

Funding, taxes, tariffs and subsidies

Regulation

Laws

Styles of government action

	Early stage	Framing	Scaling	Developing
Government as a ... Collaborator Working with others to build evidence and develop ideas	Champion Build a case for change and retain alliances for action.	Convening power Draw together expertise from across system.	Connecting networks Encourage government, experts and citizens to co-create change.	Co-producing Co-deliver by steering different actors from across the system to deliver outcomes.
Steward Steering a sector through influence and information	Agenda setting Build awareness and confidence in new opportunities by providing thought leadership.	Strategy and skills planning Prepare for changing workforce demands and consequences of change.	Educating and informing Ensure regulation is sufficiently understood and citizens know what's available to them.	Giving a voice Creating platforms for citizens and stakeholders to protect vested rights and interests.
Customer Buying goods and commission services	Catalyst Review, identify and invest in key opportunities with strategic value.	Standard setting Develop standards for data collection and presentation.	User centred commissioner Understanding citizen needs and contracting services that deliver best impact.	Leverage buying power Utilise public procurement to encourage investment, innovation, and protect consumer rights.
Provider Designing, providing and modifying public services	Innovator Create test beds, sandboxes and trials in real world settings.	Service redesign Establish legitimacy for more human-centred services, harnessing political will for change.	Service provider Provide services directly or indirectly through funding and target setting.	Choice architect 'Nudging' behaviour so that the default is both attractive and easy.
Funder Stimulating or leading investment	Early adopter Invest in the exploration of new opportunities with strategic value.	Fiscal incentives Direct finance to stimulate new thinking that can drive future opportunities.	Grants and subsidies Incentivise behaviour change through grants or other incentives.	Platform provision Scale up proven ideas through existing infrastructure and public services.
Regulator Regulating a sector and coordinating enforcement	Encourage voluntary codes Self-regulation, without legislation, allowing for greater flexibility.	Governance Ensure regulation supports the conditions for change and delivers the policy intent.	Building a regulatory environment Ensure regulation enables the intended policy outcomes.	Compliance Support enforcement and harmonise regulatory compliance environment.
Legislator Making laws and amending legislation	Green papers Publish proposals for discussion with stakeholders and the public.	White papers & draft bills Publish proposals for consultation and pre-legislative scrutiny.	Primary and Secondary Legislation Support a bill through parliament and enact legislation.	Amend rules Statutory Instruments: rules, orders, created by delegated authorities (e.g. Secretary of State).



Ideas Generation

A few ideas from across the themes 1/2

N.B. A fuller list of ideas is in the annex

Build a world brand for the city-region as home of world leading inclusive economy

Align the local industrial strategy with other local plans, including Bristol's One City Plan.

Have a 'learner in every office' providing insights and finding out / reshaping 'how we do it here'

Enforce social value act in procurement and support businesses in the delivery and reporting of commitments.

Make all peer groups 'learning' groups e.g. mentoring, sports clubs, workplaces, civil society, neighbourhoods.

Promote and lever employers to invest in lifelong learning. 'Where is the learning hygiene sticker on the businesses front door'.

Provide scale up funding scheme and close market gap for premises.

Empower student's thinking.

Invest in electric vehicle infrastructure including urban air mobility as a first step towards autonomous electric flying vehicles

Provide scale up funding scheme and close market gap for premises.

Create a forum to bring actors together to share learn, and multiply impact regularly and openly share insights and outcomes.

Two tier innovation strategy. Flexible spaces - agile and adapt Not signature 'white elephants'

A few ideas from across the themes 2/2

Lead in best practice
Triple bottom line

WECA to develop a plan for a workplace parking charge to fund mass transport and future infrastructure

Get out into community (mentor / co-produce / learn from) (offer opportunities and networks)

Create community hubs that offer business mentoring and signposting to flexible learning opportunities

Community spaces for makers / do-ers that feed into wider policy. Amplifier individual > cultural grouping > whole regional ecology

Trial universal basic income.

Adopt an inclusive growth charter. Led by evidence from LEP and CA.

Citizen science, open to ideas / insights and testing from anyone.

Work with residents to grow ride sharing locally.

Create a transferable skills fund within companies (upskilling) and across sectors (e.g. project managers)

Community portals to increase pupil / parent / teacher awareness of apprentice routes and work experience. Skills knowledge centre, advertising campaigns and signposting.

Promoting participation in planning system. Around the challenge [LA need to tell the story better to enable people to engage]

What can individuals and groups do?

What can individuals do? 1/4

- Incentivise diverse community and individual leaders to develop inclusive bottom up solutions and actions.
- Engage, change behaviour, become an informed consumer.
- Employment pathways:
 - Be open to new ideas / insights:
 - Improve work/life balance to keep some space for you/others/thinking more widely/developing ideas.
 - Community spaces for makers / do-ers that feed into wider policy. Amplifier across individuals > cultural groupings > whole regional ecology.
 - Co-create with individuals / communities to develop models /pathways to reduce the need to travel and improving the experience of walking / cycling and using the bus.
- Join in local groups to lead and own local wealth / prosperity creation.
- Sectors to identify future skills requirements.
- Shared conversation to create a shared purpose.

What can individuals do? 2/4

- Willingness to change / try something new.
- Create an area-wide framework and allow local shaping and delivery -> lead to cumulative impacts
- Provide leverage and aspiration.
- Pull individuals through.
- Communities partner in designing neighbourhoods – Leadership needed.
- Empower students' thinking.
- Link up start up and established businesses.
- Allow policy makers to get things wrong or change their mind.
- Smart city to keep logistics moving.
- Articulate future crisis e.g. pollution and health.
- Promoting participation in planning system. Around the challenge [LA need to tell the story better to enable people to engage].
- Make all peer groups 'learning' groups e.g. mentoring, sports clubs, workplaces, civil society, neighbourhoods.

What can individuals do? 3/4

- Innovative technologies can come from the community to business so relevant to area.
- Community could convene workshops / training to upskill individuals.
- Local people become champions – asset based community start up processes
- Look at what have and from what need.
- Bottom up system inclusive.
- Ensure tech meets need of community.
- Protects communities interests – protects locally produced IPs
- Community needs to visualise a better future and incubate activities to support / achieve this.
- Transport plan: community leads a focus group across as many groups as possible.
- Develop Anchor organisations in each community.

What can individuals do? 4/4

- Education investment at all levels.
- Engage with all stakeholders influencing voluntary and community to be responsive and ensure buy-in and support.
- Network of people, skills, talent, capabilities, facilities, competencies, ideas and wrap in a single brand.
- Invest in shared electric vehicles.
- Create / provide units for new small business.
- Work with residents to grow ride sharing locally.
- Co-working spaces / local hubs.
- Explore and spend money in areas you don't already know.
- Facilitate engagement in un-regenerated environments DIY.
- Ride bikes and use public transport.

What can organisations and businesses do?

What can organisations and businesses do? 1/5

- Champion partnerships, collaboration and innovation across education and skills, business and communities.
- Values higher priority.
- Be responsible.
- Return on social investment.
- Be open to learners (work experience / apprenticeships), have a 'learner in every office' providing insights and finding out / reshaping 'how we do it here'
- Citizen science, open to ideas / insights and testing from anyone.
- Organisations need to have a sustainable travel plan, to both encourage agile and flexible working and to reduce demand and encourage more sustainable modes of transport.
- Create / commit to inclusive cultures and opportunities.
- Get out into community (mentor / co-produce / learn from) (offer opportunities and networks).

What can organisations and businesses do? 2/5

- Community portals to increase pupil / parent / teacher awareness of apprentice routes and work experience. Skills knowledge centre, advertising campaigns and signposting.
- Making conversations easier for small business who have less resources.
- Adopt an inclusive growth charter, led by evidence from LEP and CA.
- Allow the creation of multi-use hubs (start ups / training / community) so business can affect social impact.
- Growth Cluster including: business, investment, national strategy and local government.
- Businesses provide enough flexibility to travel 'out of peak' and work in other locations.
- Business and communities work together to create shared work-spaces (nearer to home).

What can organisations and businesses do? 3/5

- Take lead from the community transferring power to the community.
- Formulate shared vision and timescale.
- Strong business voice able to challenge land owners / developer to balance work / live / learn environments.
- Learn from the rest of the world.
- Provide peer to peer business networks to share best practice and provide mutual support (possibly join in the chamber of commerce). Map existing provision to identify new opportunities.
- Incentivise collaboration.
- Build on existing technologies plus push forward to new ones.
- Challenge status quo.
- Innovation institute with effective outreach into business community.

What can organisations and businesses do? 4/5

- Put a University research student into each new start up to ensure every idea is fully explored and new tech can be adopted.
- Dedicated in house tech champion and more funding to upskill in new tech
- Culture that trusts people to fail.
- % local employment with factor on deprived areas (reward mechanism).
- Adopt schools.
- Business mentors.
- Adult Learning.
- Housing.
- Develop a culture of collaboration for growth (rather than competition within the region).
- Leadership.
- Backing.
- Drive.

What can organisations and businesses do? 5/5

- Innovation Nexus.
- Incentivise ‘good’ transport choices [versus personal car] passes included in jobs (travel poverty) remuneration.
- Provide flexible working wherever possible [home/internet/hours]
- Accept workspace parking charge.
- Create a forum to bring actors together to share learn and multiply impact regularly and openly share insights and outcomes.
- Invest in networks.
- Create space.
- Be open to take risks and share experience, good and bad.
- Challenge traditional ways of working and articulate what business needs from infrastructure (physical and digital).

What can the combined authority do?



What can WECA do? 1/5

- Align the local industrial strategy with other local plans, including Bristol's One City Plan.
- Lead in best practice.
- Triple bottom line.
- Long term sustainable investment.
- Values driven decision making.
- Gather evidence of effective pathways to employment.
- Increase the intelligence of workplace in school education (by listening to 12 year olds)
- Create a transferable skills fund within companies (upskilling) and across sectors (e.g. project managers).
- Take a lead to create a regional plan, to prioritise investment. Engage with Communities 'co-create' solution and through policy incentivise transition / modal shift... 'equity / fairness of access'.

What can WECA do? 2/5

- Create venues for organisation
- Build a world brand for the city-region as home of world leading inclusive economy
- Ability for more agile decision making – in response to disruptors.
- Provide resources to align a strategic skills program, including across the authority e.g. STEM programme
- *funding required*
- Investing in voluntary community social enterprise sectors.
- Invest in electric vehicle infrastructure including urban air mobility as a first step towards autonomous electric flying vehicles.

(LEP/WECA)

1. Leadership.
2. Creating the conditions for inclusive growth.

What can WECA do? 3/5

- Enforce social value act in procurement and support businesses in the delivery and reporting of commitments.
- Two tier innovation strategy.
- Flexible spaces - agile and adapt
- Not signature 'white elephants'.
- More frequent train services. Create education and other services equally accessible to all and so it is possible to walk and cycle to them if you can. Local small-scale provision.
- Enabling business and citizens to develop their areas 'facilitation role'.
- Demonstrate risk taking and provide a safety net to provide safe environment
- Planning process must understand how to grow city / balanced to economic need – incentives to build mixed developments.

What can WECA do? 4/5

- Promote and lever employers to invest in lifelong learning. 'Where is the learning hygiene sticker on the businesses front door'.
- Provide scale up funding scheme and close market gap for premises.
- Promote WoE achievements to encourage inward investment / new tech – bring in new tech from other areas for local businesses to use.
- Support companies to 'fail' (explore new tech).
- Sustainable approach to region (e.g. climate change).
- Fund research.
- Clarity of structures.
- Of priorities.
- Of funding.
- Clarify roles and responsibilities for WECA, LEP and Councils.

What can WECA do? 5/5

- Create Innovation Nexus.
- Develop plan for workplace parking charge to fund mass transport including: new highways, electric charge infrastructure and more automation in network.
- Implement social value act.
- Create single innovation brand.
- Housing Infrastructure Fund (HIF).
- Trial universal basic income.
- Regenerate Bristol city centre hub with subsidised transport links in Bristol and the wider WECA area (Invest in integration).
- WECA to act as the light house on an international stage.
- Planning.
- Prioritisation.
- Ensure prompt delivery.

Closing



WestofEnglandCA @WestofEnglan... · 1d ▾
Fantastic turnout at
#LocalIndustrialStrategy workshop
with @PolicyLabUk. Delegates looked
at challenges & opportunities for our...



Further information

For enquiries about the project, feedback or suggestions, contact us:

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To find out more about Policy Lab

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