

WEST OF ENGLAND LOCAL ENTERPRISE PARTNERSHIP

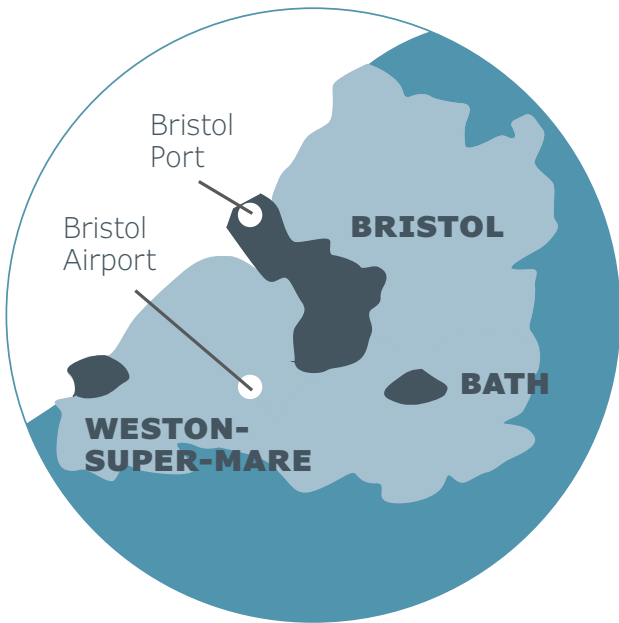
WE ARE A PARTNERSHIP FOR GROWTH

EMBRACING GROWTH DEAL
NEGOTIATIONS FOR 2015–2021

WEST OF ENGLAND STRATEGIC ECONOMIC PLAN 2015–2030

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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
- 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
- Airport connecting to 100+ destinations, winning 'best business airport' in the UK in 2012
- 42m people living within a 150 mile radius of Bristol Port which now hosts cruise liners
- 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, with annual revenue of £200m, and an Enterprise College focused on STEM agendas work closely with business
- And this helps to create a highly skilled workforce

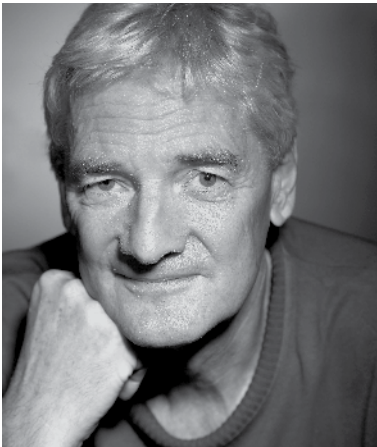
Innovation

- Our region has been on the leading edge of innovation for centuries, we have world class offers in design, culture, trade, shipping, engineering, aerospace, micro-electronics, composites, robotics, green technologies, social enterprise, connectivity and digital creativity
- We are 1 (out of 2) Social Enterprise Cities, 2 (out of 9) hotspots for Creative Cities
- Bristol & Bath Science Park, recognised as asset of 'national importance' and home to the National Composites Centre
- 7th in FDI Magazines Top 25 European Regions of the future

Quality of Life

- We are home to the UK's only World Heritage City – Bath
- Bristol is the European Green Capital 2015 (Centre of Excellence in Green Technology)
- Areas of Outstanding Natural Beauty
- Including a coastline that attracts millions of visitors each year
- Major tourism destinations
- Cultural area of excellence – a vibrant international cultural scene
- First wave of the Global Rockefeller Foundation 100 resilient Cities programme

AN ECONOMIC REGION BUILT ON SUCCESS WITH STRONG MOMENTUM AND UNTAPPED GROWTH POTENTIAL



Pick up the newspaper and you might read that the Great British spirit of invention is on the wane. It is true that we face a national shortage of 60,000 engineers and technologists each year – but Edisonian spirit remains. The unsung centre of engineering and invention is the South West.

Bath and Bristol have a strong heritage of inventiveness. From Brunel’s railways and bridges to Concorde – the South West has seen world changing innovation for hundreds of years.

This is not a thing of the past. It was in Bath that I was given my first job after university. Jeremy Fry tasked me to work in a new direction, inventing a high speed boat for his company, Rotork. I invented the Sea Truck and caught the engineering bug. I was hooked.

A number of trailblazing companies have also chosen Bristol as their hub. Rolls Royce, BAE Systems, Airbus. The big names in the aerospace and automotive industries are researching exportable technology they can sell to the world. Renishaw, the engineering technology company, pours money into research and development with rigour, and recently won a Queen’s Award for its multi-sensor scanning systems. The links between university research and industry here are strong – and fruitful.

The West of England is home to two of the best engineering universities in the world. World class research from the region is being shared worldwide. Europe’s biggest robotics laboratory and the National Composites Centre call the West of England home – paving the way for the next technological breakthrough. Hundreds of bright minds are pouring into the region, and we must keep them here.

The West of England has the potential to be a hotbed of invention. It should inspire young people and create technologies to export to the world. Let us be bold. Who is to say we cannot have English trains traversing the German countryside, and British engineers building power stations across the globe? We must develop technology of our own and be ambitious. A strong growth plan will ensure that our high quality graduates set up shop in Keynsham, for example – creating the next Rolls-Royce here, rather than taking their expertise further afield.

Sir James Dyson

The unsung centre of engineering and invention is the South West



Liberating our main city regions is the best way to grow the economy and skills of people in UK plc.

The West of England LEP, with 800 businesses, four unitary authorities, leading education institutions and the voluntary sector actively engaged, has considered the whole of the West of England city region’s economy. This Strategic Economic Plan is a stepping stone towards our 2030 Vision. It outlines the optimal way for us to create jobs and growth locally, and it clarifies how Government can help us achieve more.

We have prioritised five leading sectors that have multiplier effects on the rest of the economy. These sectors identified 122 ways to accelerate growth by addressing market failures. We prioritised 34 of these interventions based on their ability to deliver value most quickly. We then held a public consultation and around one hundred people and organisations formally responded.

The breadth and depth of participation in shaping the city-region’s economy is unprecedented. The ability of public and private sector organisations to work together has broken new ground. It is increasingly clear that local governance, rather than central control, will do more to energise our economy, to the benefit of both the local area and UK plc.

I hope that by working together, the transformational change thoughtfully developed in this plan, will be delivered.

**Colin Skellett, OBE
Chair WE LEP**

The breadth and depth of participation in shaping the city-region’s economy is unprecedented

1 THE WEST OF ENGLAND STRATEGIC ECONOMIC PLAN

Regional economies in England are competing for a slice of £2 billion pounds (per year between 2015-2021) of Government funds for economic development, through their Local Enterprise Partnerships (LEPs). Each LEP is producing a Strategic Economic Plan (SEP), which will be competitively assessed by the Government in 2014 as part of the negotiations on the Local Growth Deal.

Strategic Economic Plans are expected to be much more than a bidding document. Evidence based plans need to identify the best way to create sustainable economic growth and jobs. Bold plans will be transformational, identify distinctive, competitive, international opportunities, and build on a region's strengths.

This document is the Strategic Economic Plan for the West of England. The document covers three parts:

- 1. Our Economic Strategy:** Including our Vision, our Story of Place and analysis of our evidence base (Section 1-3)
 - 2. Growth Deal:** Programme of interventions for the local growth fund and freedoms and flexibilities sought through the local growth deal negotiations (Section 4)
 - 3. Delivering our Economic Plan:** Levers of growth to deliver our economic strategy, delivery arrangements, governance, implementation plan and evaluation plan (Section 5-8).
- Our proposals for the Local Growth Fund negotiation with Government is only part of the resources that will be pooled together to deliver our plan. Partnership working throughout the West of England economy is required to maximise resources. This goes beyond local government boundaries, involves business leaders and understands the role of schools, colleges and universities.

Crucially we will leverage in additional private sector investment and other public sector resources that will be required to deliver our transformational economic plan.

Our plan has been prepared with the support of our local businesses, authorities, and education and skills providers. We understand that 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.

Our Plan has been developed through a combination of quantitative and qualitative evidence gathering¹, and sense-checking with hundreds of LEP participants, at our conference and at meetings with stakeholders. We received around 100 responses to our public consultation on a draft of our Strategic Economic Plan which included an indicative programme for the Local Growth Fund (16th December to 24th Jan 2014 www.westofenglandlep.co.uk).

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.

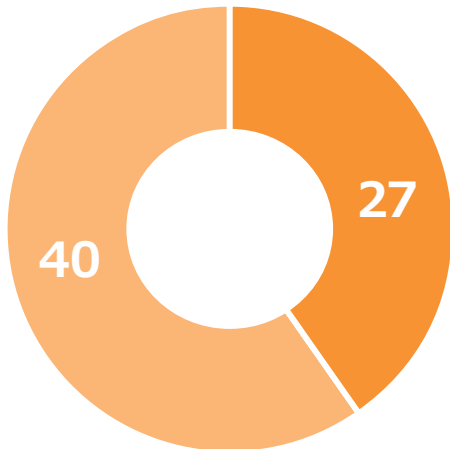
We note that the UK's eight core-city regions represent half the population and generate almost half the national economy, but control just 5% of tax revenue. We note the levels of investment made in London over the last three decades, which 30 years ago was a city in decline both economically and in 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 LEP's 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.

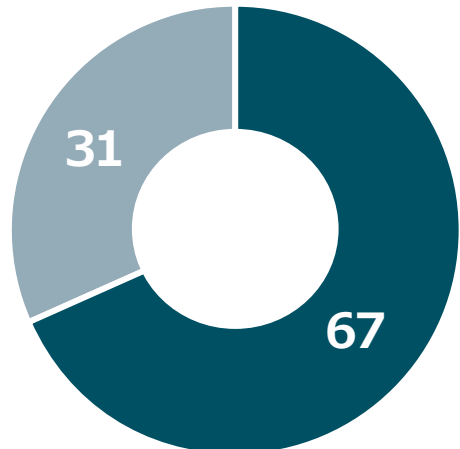
The West of England economy is worth £25.5bn per year. Our population of just over a million is growing and is more educated and skilled than the national average. We are large enough to contribute some £10bn² to the Treasury. We are small enough to have a strong sense of local identity and community. With more local control over public expenditure, we are confident and motivated to work together to contribute even more.

Our Plan builds on the region's rich heritage of international trade and knowledge, innovation in design and engineering. We have exceptional quality of life provided to us by a strong cultural sector and the surrounding environment. 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.

ONLINE RESPONSE CATEGORY



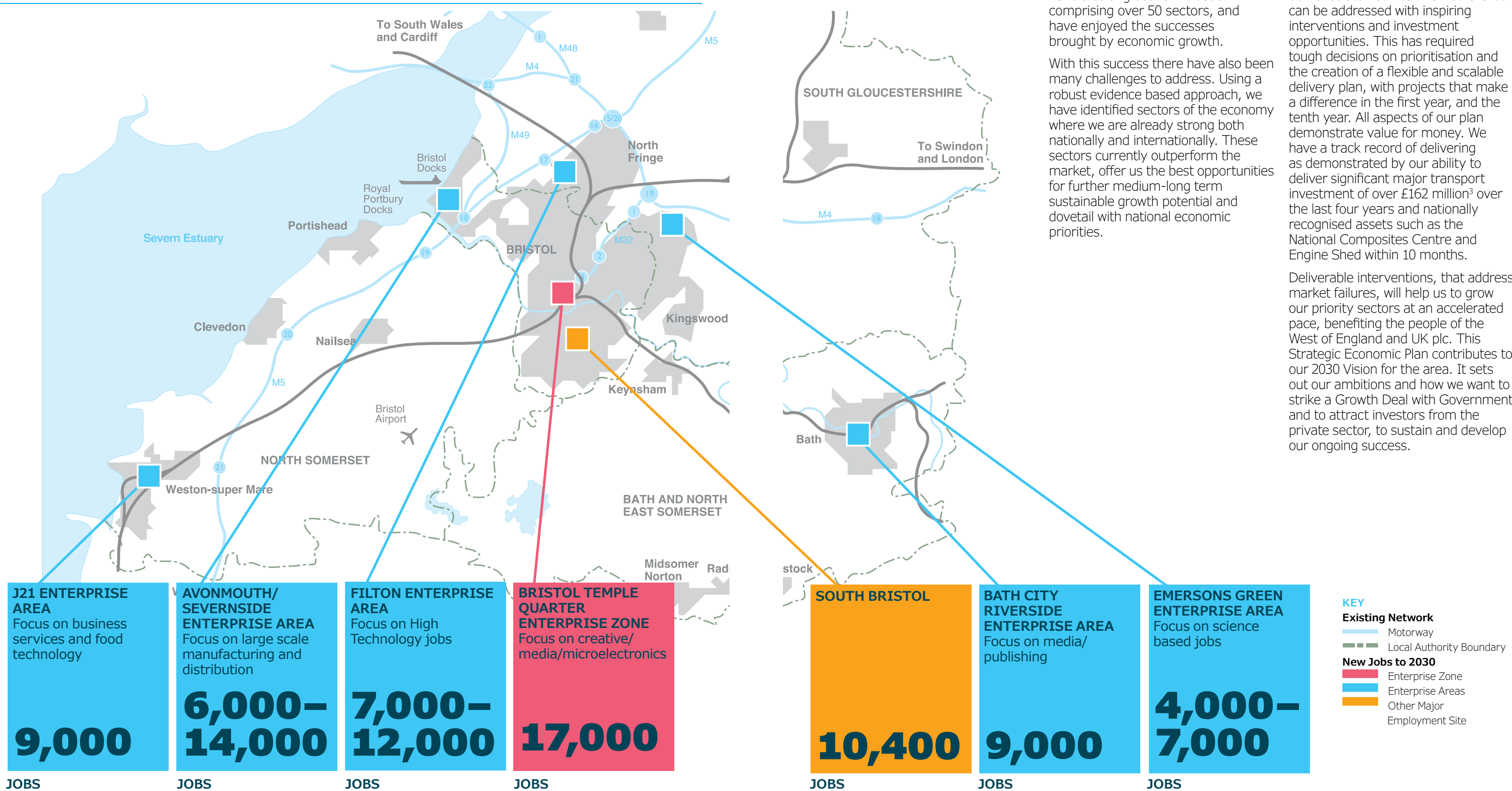
TOTAL CONSULTATION RESPONSES



- Private citizen
- On behalf of an organisation
- Online response
- Offline response

¹ www.westofenglandlep.co.uk/about-us/economic-intelligence/evidence-for-sep
² Centre for Cities 'Accounting for Tax Contributions at sub-national level' 2013, Published on the LEP Website

FIG 1
WEST OF ENGLAND MAP



Our economy is already internationally competitive, we have a strong economic base comprising over 50 sectors, and have enjoyed the successes brought by economic growth.

With this success there have also been many challenges to address. 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.

Identifying the best strategy is only the start. It has been crucial to demonstrate how real market failures can be addressed with inspiring interventions and investment opportunities. This has required tough decisions on 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 our plan demonstrate value for money. We have a track record of delivering as demonstrated by our ability to deliver significant major transport investment of over £162 million³ over the last four years and nationally recognised assets such as the National Composites 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.

³ Greater Bristol Bus Network £80m, Bath Package £27m, Weston Package £15m, Local Sustainable Transport Fund £40m

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 has grown to 1.1 million people, 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 Vision was created to give a strategic direction for how growth will be managed to everyone’s benefit. We recognise that currently not everyone shares in the prosperity of economic growth and that there is a significant economic brake applied by unemployment and social exclusion. Whilst it may not be entirely within the gift of the LEP’s Strategic Economic Plan to solve this complex issue, our plan sets out the contribution the LEP can make to reducing social inequalities.

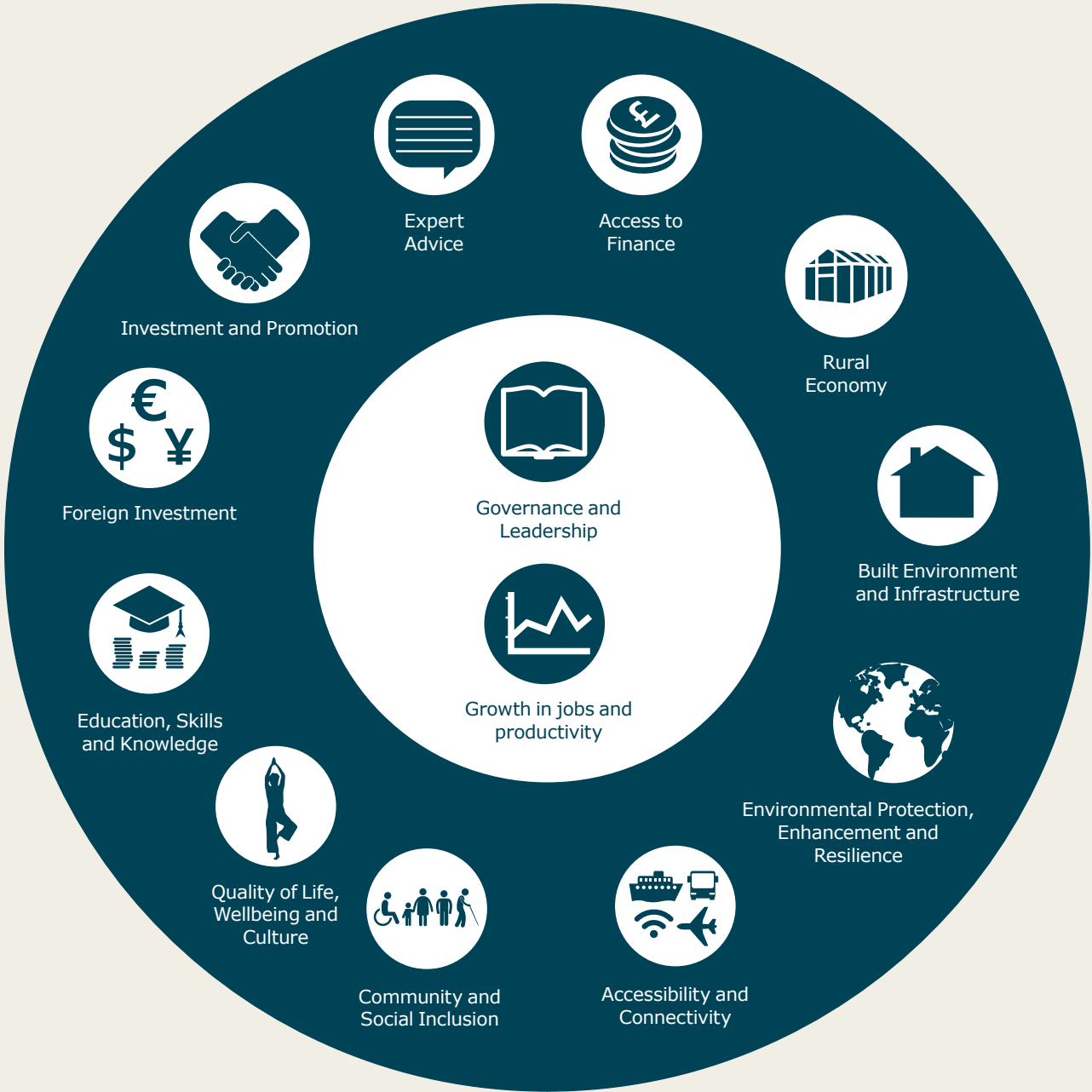
AN ECONOMIC REGION BUILT ON SUCCESS AND DELIVERING SUCCESS

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.

FIG 2
WEST OF ENGLAND VISION THEMES

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 fulfilment of the Vision.



1.4 STRATEGIC OBJECTIVES TO ACHIEVE OUR VISION

The LEP will provide leadership to proactively drive and deliver sustainable economic growth alongside enhanced quality of life capital 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

Ensure a resilient economy, which operates within environmental limits. That is a low carbon and resource efficient economy, increases natural capital, and is proofed against future environmental, economic and social shocks.
- 3

Create places where people want to live and work, through delivery of cultural infrastructure and essential infrastructure, including broadband, 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.

Expected private sector leverage on our proposed programme of 34 interventions through the local growth fund is £218.4m with an average return on investment of £3.40 per £1 spent. This should be seen alongside other public match funding of £298.7m and alongside private match of at least £5bn+ on our overall plan. These interventions will deliver 25,591 net jobs and some £1.9 bn of GVA to our economy.

- We have proposed a range of interventions that address market failures and include some ‘significant investment opportunities’ in our Local Growth Fund bid at section 4 including:
- Projects to realise new technologies for example in quantum computing, robotics, renewable energy and resource efficiency, food technology.
 - Further developing our key assets, e.g. Engine Shed, Bristol and Bath Science Park.
 - National Composites Centre and world class Advance Engineering and Aerospace offer.

- Further education skills capital projects to deliver fit for purpose facilities and a complementary skills offer to enable the development of skills that employers need.
- Business support to enable our businesses to access specialist support and finance.
- Inward Investment to market our City-Region.
- Transport and infrastructure schemes to unlock our Enterprise Zone and Areas and other priority locations and reduce impacts of growth ie congestion.

If these are agreed through our Growth Deal, and building on what we are already delivering through our City Deal, we will be well placed to achieve our ambitions.

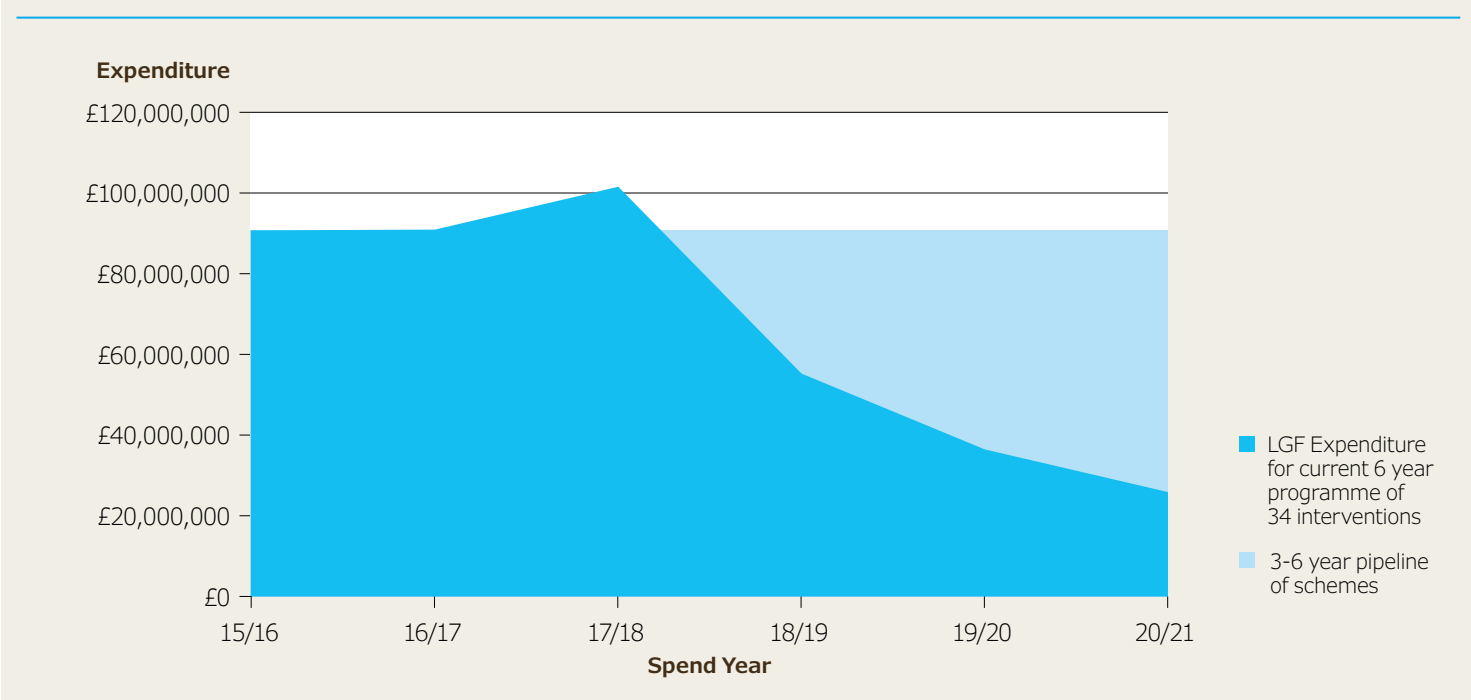
1.5 WEST OF ENGLAND LEP AMBITION

Our Strategic Economic Plan is ambitious. We are aiming for a level of funding from the Local Growth Fund that reflects our role as a key driver of national growth and the scale of the challenges we face to manage that growth.

Oxford Economics base line growth projects 65,000 jobs and 2.6% GVA growth to 2030 in the West of England. This is less than our previously stated ambition of 95,000 jobs and 3.4% GVA growth by 2030. We remain ambitious for higher levels of growth than our baseline. This depends in part on the level of government funding in our investment opportunities and the Government working with us to deliver the freedom and flexibilities outlined in section 4.

Our current programme and bid to the Local Growth Fund is for £90m per annum for six years 2015-2021. This is based on an £80m per annum programme with £10m over programming to ensure deliverability. We have focussed on 34 interventions which can start to be delivered in our current two year programme for 2015/16-2016/17. The initial two year projects will require £222m funding into the remaining years of the plan as shown in figure 3. We have also identified a further pipeline of schemes which could come on stream from 2017/18; these total some £128m and are listed at Appendix 4. We are asking Government to recognise our six year plan and commit to a longer term profile of spend to enable us to deliver our ambitious programme.

FIG 3
PROGRAMME OF EXPENDITURE FOR LOCAL GROWTH FUND INTERVENTIONS



1.6 POOLING RESOURCES

To create flexibility to deliver our overall investment programme we are asking Government to assist us in longer term investment planning.

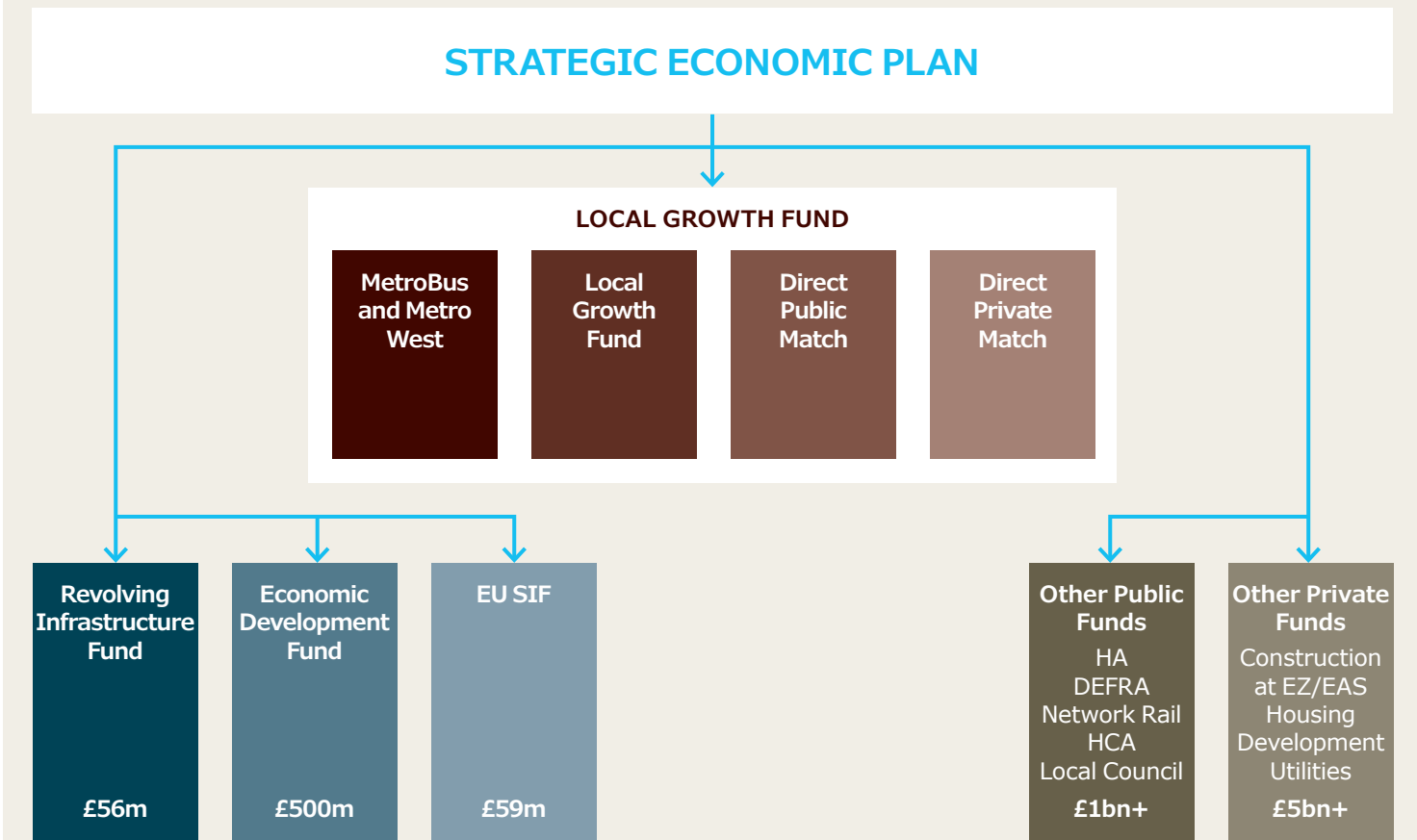
In return we will pool our resources including the Local Growth Fund alongside the EU SIF; our City Deal; our Major Schemes programme; our Revolving Infrastructure Fund; other potential public funding sources, and the leverage of private sector investment this allows.

The diagram shows the context of the Local Growth Fund alongside the West of England’s proactive efforts to leverage investment to our area.

This is combined with £500m through our Economic Development Fund, and £56m initial investment through the Revolving Infrastructure Fund. The Public Sector in addition to the plans of delivery agencies are matching this funding with public land. This demonstrates the capability of West of England to leverage in resources.

We have also worked with key delivery agencies to align our programme to bring forward our shared priorities, including schemes which are large in scale and require a collaborative approach to funding. These include schemes which do not currently have sufficient funding identified such as Bristol Temple Meads redevelopment (some £170m), M49 Junction (£25m) and flood mitigation in Central Bristol (£100m+) and Avonmouth/Sevenside (£35m).

FIG 4
STRATEGIC ECONOMIC PLAN RESOURCES



1.7 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. The model of governance that the LEP Board have identified best fits the nature of decision making required to oversee the SEP programme of activities is a Joint Leaders Committee. This will provide transparency and accountability for key strategic decisions on the use of public money, whilst allowing the LEP Board to continue to function and provide streamlined decision

making with the active participation of business. Joint Leaders coming together in this way will ensure continuity and binding decisions. This model is shown in figure 5 and described in more detail in section 6 of the Plan.

We have created 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. In addition to the Joint Leaders Committee we will strengthen our current joint authority Planning, Housing and Communities Board (PHCB) to become a formally constituted Committee, mirroring existing arrangements in place for transport, thus formalising the duty to cooperate obligations.

FIG 5
WEST OF ENGLAND LEP GOVERNANCE ARRANGEMENTS



1.8 WORKING ACROSS LOCAL BOUNDARIES AND WITH OTHER LEPs

Transport

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. Our shared priorities for transport with our neighbouring LEPs include electrification of the Great Western Mainline, building and investing in rail resilience and ensuring a strategic approach with the Highways Agency to the strategic road network.

Working with the Heart of the South West LEP we will support the further extension of electrification from Weston-super-Mare to Taunton and Exeter for Intercity Express Project and local electric train services. This will improve connectivity and faster journey times to the South West.

Through the new Great Western Franchise we will work with our neighbouring LEPs, Heart of the South West, Gloucestershire, Swindon and Wiltshire and Oxfordshire, and the train operating companies, on extending services to Gloucester, Taunton, the West Wiltshire towns and Oxford. The importance to the regional economy of the Cardiff to Bristol to Portsmouth route and the need for enhancements is recognised. As part of the Hinkley development and to maximise access and sustainable travel we will support the Heart of the South West LEP's ask for 2-3 trains per hour between Bristol, Weston-super-Mare, Taunton and Exeter whilst maintaining half hourly services to all local West of England stations.

The rail network is vulnerable to adverse weather conditions and particularly flooding so with our neighbouring LEPs we support the Network Rail investment to reduce the impact of events and provide where possible alternative routes.

For the West of England disruption to Bristol Parkway to London Paddington services caused by flooding in Chipping Sodbury tunnel is of great concern.

Further information is at section 5.2 Place and Infrastructure.

New Nuclear

At the Franco-British summit in January Prime Minister David Cameron and President Francois Hollande restated the crucial role of nuclear power to both countries and underlined the importance of creating a skilled workforce to the development of nuclear industries in Britain and France. The declaration, which comes ahead of national leaders' discussions over the EU's 2030 energy and climate policy framework, reiterates the two Governments' shared view that nuclear power has a critical role to play in a cost-effective low carbon transition.

The West of England with its strong low-carbon agenda and strength of Higher and Further Educational provision is uniquely placed to maximise the benefits of new nuclear to the regional and national economies. The University of Bristol through its academic role in nuclear technology has developed a strong relationship with major nuclear energy provider EDF. They are jointly to develop the South West Nuclear Research Hub operating from the University. This provides a platform to further develop both research and business enterprise opportunities.

Co-ordinated by the Hinkley Point Training Agency a coalition of Further and Higher Education (HE) providers within the area will ensure the region benefits from a strategic skills focus.

The current SEP skills plans and capital bids support the development needs of this specific workforce and create flexibility to meet current and future demands of this evolving sector. Comprehensive collaboration and development of skills programmes has been commissioned by the core education colleges spanning both areas. The capital bids focusing on future technology, hi tech and engineering will support these key regional developments. Due to its proximity to Hinkley, Weston College Enterprise and Technical College will provide accessible support to the skills requirement as well as acting as a catalyst to business development within the J21 Enterprise Area and the creation of a new HE centre in Weston super Mare.

We also have the Oldbury development project to the North of our sub-region. We will build on this cluster, strengthened by our developments in robotics, our low carbon agenda, marine renewables, our skills plan and our future transport schemes.

Employment and Skills

We believe the employment opportunity (hosting some 25,000 jobs during the construction period and 900 during future operation) will require a significant supply of skilled and semi skilled employees from the West of England labour market. The aspiration to deliver 34% of the Hinkley Point C workforce from within a 90 minute commute zone requires the need for a strategic approach to both employment support and future skills provision which is coordinated with the West of England Skills Plan.

Employment Sites and Supply Chain Development














We support the need to maximise the role of our existing West of England Enterprise Zone and Areas to support the development and property needs of the Hinkley supply chain.

In particular we support the specific geographic opportunity provided at J21 Enterprise Area which along with the other four Enterprise Areas and Temple Quarter Enterprise Zone provide readily available investment opportunities.

It will be important that the Hinkley Supply Chain Enabling Team develops close and integrated working with our dedicated Invest in Bristol and Bath Investment and Development service and our four Local Authority Economic Development Services which support the service together with UKTI.

Figure 6 illustrates our cross boundary working opportunities with other LEPs.

FIG 6
CROSS BOUNDARY WORKING WITH LEPs

WEST OF ENGLAND LEP			
Catapult Centres Birmingham and Solihull LEP Glasgow London			 London M4 corridor Rail resilience including electrification Finance and professional services Creative – BBC 'golden triangle' Catapult centre
Science Cities Greater Manchester LEP Birmingham and Solihull LEP Nottingham LEP York LEP Newcastle LEP			 gFirst LEP Oldbury Power Station Skills iNets WEAF Cotswolds
Aerospace North West Aerospace Alliance – Lancashire LEP WEAF – gFirst LEP and Heart of the South West LEP UK Advanced Technical Institute – South East Midlands LEP			 Swindon and Wiltshire LEP M4 corridor Rail resilience including electrification MetroWest Catapult Centre Skills Robotics
Creative BBC Golden Triangle – Manchester-London-Bristol CreaTech – Coast To Capital LEP			 Heart of the South West LEP Hinkley Power Station Skills Marine Energy Park iNets WEAF Mendips SETSquared Partnership Low Carbon South West RegenSW
Marine Energy Park / Offshore Renewables Heart of the South West LEP Cornwall and Isles of Scilly LEP Pentland Firth and Orkeny Waters Glasgow Wales			 Cambridge LEP High Tech
SETSquared Partnership Solent LEP Enterprise M3 LEP Heart of the South West LEP			 Wales M4 Corridor Rail resilience including electrification Offshore renewables
Low Carbon South West / RegenSW Cornwall and Isles of Scilly LEP Heart of the South West LEP			

2 THE CITY REGION OF CHOICE FOR A SUSTAINABLE FUTURE

2.1 AN ECONOMIC CONTRIBUTOR

The West of England economy is worth £25.5bn per year. We are large enough to contribute some £10bn⁴ to the Treasury. We will focus our efforts around increasing this contribution, by building on our strengths and addressing our weaknesses.

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 for investing in sustainable economic growth, driven by knowledge and innovation, underpinned by our green credentials and supported by our lifestyle and culture.

2.2 KNOWLEDGE DRIVEN INNOVATION

With knowledge driven innovation comes the opportunity of enterprise and high quality jobs. Combined with the quality of life that may be enjoyed here, we are the place that attracts professionals and their families. Many people want to visit, live and work in the West of England and business want to invest here.

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, we have a legacy of innovation that we will build on 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 Advanced Engineering and Aerospace, High Tech, Creative & Digital Media, Low Carbon and Professional Services. They are the results of a long legacy of innovation and skills being developed over many years. We cannot afford to be complacent, we must continue to invest in the trade and supply chains that support these sectors to ensure we remain globally competitive.

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.

Exploiting the educational excellence in our academic institutions to drive commercialisation of research and business innovation is a key focus of our Strategic Economic Plan. Further information is at section 3 of our plan.

2.3 QUALITY OF LIFE CAPITAL

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 visit, live, work and invest here.

Our plan reflects the need for balanced, sustainable economic growth that further develops this differentiating quality of life. Key to this is improving the physical and cultural infrastructure of the West of England to keep pace with the pressures of growth.

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

We are a centre for arts and cultural attractions, to suit 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 South West Live, 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; Brunel's 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. There is currently a lack of international level sports and concert venues compared to Cardiff, Manchester, Birmingham and London. Plans to address this include: Bristol Arena a large-scale indoor entertainment venue, of 12,000 capacity, due to be located adjacent to Temple Meads railway station in central Bristol; a 21,700 seater stadium, the new home of the Bristol Rovers football club in South Gloucestershire; and the redevelopment of Bristol City football club at Ashton Gate in Bristol.

Strong Visitor Economy: 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 visitor destination for city, coast and countryside.

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', that serve wider economic benefits. These include 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. Foundation work under the heading of 'Pathways to Prosperity' has examined the direct vulnerabilities of the existing economy and its transition to a low carbon economy. Further work around wider resilience themes: peak oil and food systems planning is also underway.

⁴ Centre for Cities 'Accounting for Tax Contributions at sub-national level' 2013, Published on the LEP Website

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. These include 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. Some of the UK's leading recovery facilities are clustered at Avonmouth/Servernside, we are ahead of most European Cities in diverting waste away from landfill.

Local food systems: We are a recognised leader within the UK in innovative food-related programmes 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 Butcombe and micro-breweries. We have a concentration of SME businesses 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.

2.4 SOCIAL INCLUSION

Despite the area's increasing prosperity in recent years the West of England still has a significant number of localities and groups experiencing high levels of deprivation and underrepresentation of key groups in enterprise. This includes wards with inter-generational worklessness, with extensively documented bad-health effects. Specific groups are under-represented in enterprise including ethnic minorities, women, disabled people, young people and older people.

In total, there are 28 wards with significantly above average workless people. Well documented barriers to employment remain education, lack of employability skills, disability, childcare, debt, digital exclusion and English for Speakers of Other Languages (ESOL). Self-employment provides employment opportunities for those otherwise excluded from the labour market.

Analysis of start-up data, shows uneven distribution of start up activity. Across the West of England there are 120 super output areas in the worst 30% in the country. These areas have lower levels of entrepreneurship. There are around 3 times more business start-ups in the least disadvantage quartile of the IMD compared to the most disadvantaged quartile. There are 17 wards with start-up densities less than two thirds the average in the West of England. These areas face additional physical barriers to employment and enterprise including transport and digital connectivity.

The main out-of-work benefits in the West of England in 2011/2⁵ totalled some £198.7 Million. This is an increase of 111% from 2000/01 compared with national changes of 71%. Most of the increase in our area (67%) occurred from 2006/7. This suggests that West of England fared relatively less well following recession, as measured by the out-of-work benefit bill. There is net benefit to be gained through reducing the costs of an area in terms of its 'benefit take' as more residents are moved away from benefit reliance and more towards self-reliance.

Local skills partnerships have been developing new and better ways of tackling these issues. Higher and Further Education is committed to opening up pathways and widening participation of under-represented groups. We recognise the power of enterprise, self-employment and start-up activities in providing local people with the skills, knowledge and finance they need to build successful businesses. We will use our European programmes of activity to target actions to strengthen local economies and increase entrepreneurial activity to rebalance the West of England economy.

2.5 OPPORTUNITIES AND CHALLENGES – SWOT ANALYSIS

STRENGTHS

- A large and highly skilled workforce, with 38.6% of the working age population educated to NVQ level 4 or higher. Ranking 7th (excluding London) out of all the LEP areas.
- 3rd highest percentage of employees in the knowledge economy (excluding London), with 24% of employees compared to 19% for England.
- 3.7% of employees in high and medium technology manufacturing compared to 3.2% nationally.
- 48% of West of England workplace employees are managers, directors and senior officials; in professional occupations; or associate professional & technical occupations, compared to 44% nationally.
- The scale and diversity of the local economy, and the predominance of growing industries.
- Good connectivity – ease of travel and accessibility to London and the South East. Major airport and Port, rail and strategic road network, enabling access to global mass markets.
- International offer – sites such as the Temple Quarter Enterprise Zone and Enterprise Areas.
- Enterprise Survival rate of 61.0%, higher than that for England as a whole.
- Four Universities from a full spectrum of mission groups producing over 10,000 graduates a year, world class research generates some £227 million of External Research Income. Strongly engaged with the business sector. Bristol & Bath acknowledged as leading research intensive universities; UWE & Bath Spa recognised for their teaching excellence.
- Five Further Education Colleges together with an Enterprise College focused on STEM agendas and a University Technical college.
- Bristol Robotics Laboratory (BRL) one of the largest in Europe.
- The Academic Health Science Network (AHSN), hosted in Bath, chaired by UWE.
- Bristol & Bath Science Park, recognised as asset of 'national importance' and home to the National Composites Centre.
- Two creative cities, and social enterprise cities.
- Two SETSquared Business Incubation Centres, part of a partnership of 5 successful business incubators that form the most successful non-US business incubator in the world.
- The South West represents the largest cluster of Aerospace Industry in the UK, the West of England, is the engine of this cluster.
- Outstanding Quality of Life, attractive environment and good amenities of the West of England.
- Two Areas of Outstanding Natural Beauty and a strong rural and visitor economy, including a World Heritage City. The West of England Local Nature Partnership supporting this agenda.
- Agreement on strategic infrastructure investment bringing certainty to future developments.
- Robust joint governance arrangements focussed on delivery.

⁵ Department of Work and Pensions (DWP) data job seekers allowance (JSA) and Employment Support allowance/ Income Based JSA.

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.
- 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.
- Large proportion of the workforce is employed in the public sector which is facing continuing expenditure cuts and downsizing.
- Inadequate regional – scale leisure, cultural and sporting facilities.
- Imperfect information for small businesses on commercialisation and social innovation.
- Access to finance for small businesses and individual entrepreneurs to develop and commercialise.
- Imperfect information on the opportunity to invest amongst potential investors.

OPPORTUNITIES

- Implementation of the five major transport schemes, MetroWest and the electrification of the railway in 2017 to enhance connectivity to London.
- Building upon the excellent existing low carbon technology and services within the region to ensure that the European Green Capital year acts as a global springboard for the WE and for UK plc.
- Successfully develop the exciting opportunities within the Enterprise Zone and Enterprise Areas whilst continuing to support and promote other key strategic business locations.
- 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.
- Develop further and forge even stronger linkages between higher education providers and businesses especially in relation to start-ups and SMEs.
- To successfully capture the impact major developments at the airport and port can have at meeting the investment and jobs targets.
- Environmental assets to assist in adapting to climate change and as drivers of growth e.g. Energy from the Severn, and Marine renewable technology.
- Nuclear developments at Hinkley in Somerset and Oldbury in South Gloucestershire.
- Inward investment to attract further commercial research facilities and global businesses.
- Further explore the skills agenda from schools and Further Education by expanding their skills bases and curriculum ranges.
- 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 WE rate due to minimal spin-out activity.
- Promote the success stories and opportunities for sustainable economic development across the WE to ensure our cultural and environmental assets are protected and continue to attract investment.

THREATS

- Risk of losing key sector industries to other areas e.g the movement of TV production to Cardiff, the intellectual and knowledge centre of Marine technology to South Korea and France.
- Further polarisation between communities, and the growing disparities. A significant economic brake applied by unemployment and economic exclusion. Financial implications to readdress.
- Loss of inward investment to areas of competition, potential implications for maintaining anchor businesses and other growing businesses.
- Rapid growth has 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 if not managed and mitigated against by a plan-led approach.
- 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 and adaptation for a resilient future. Priority growth locations have flood risk issues. Large scale solutions will need to be found.
- Inability to deliver on ambition before the opportunities are realised by other LEPs or European/Global regions.
- Wider issues that contribute to social exclusion and limit access to employment opportunities such as cost of childcare provision, Living Wage and flexible working protocols.
- Loss of low value industrial and commercial sites to higher value land use.
- Improvements in connectivity between London and other parts of UK potential detriment to West of England (i.e HS2, expansion of airport capacity in the South East).
- Globalisation and loss of jobs and investment in lower cost locations.

3 ECONOMIC STRATEGY

SUMMARY

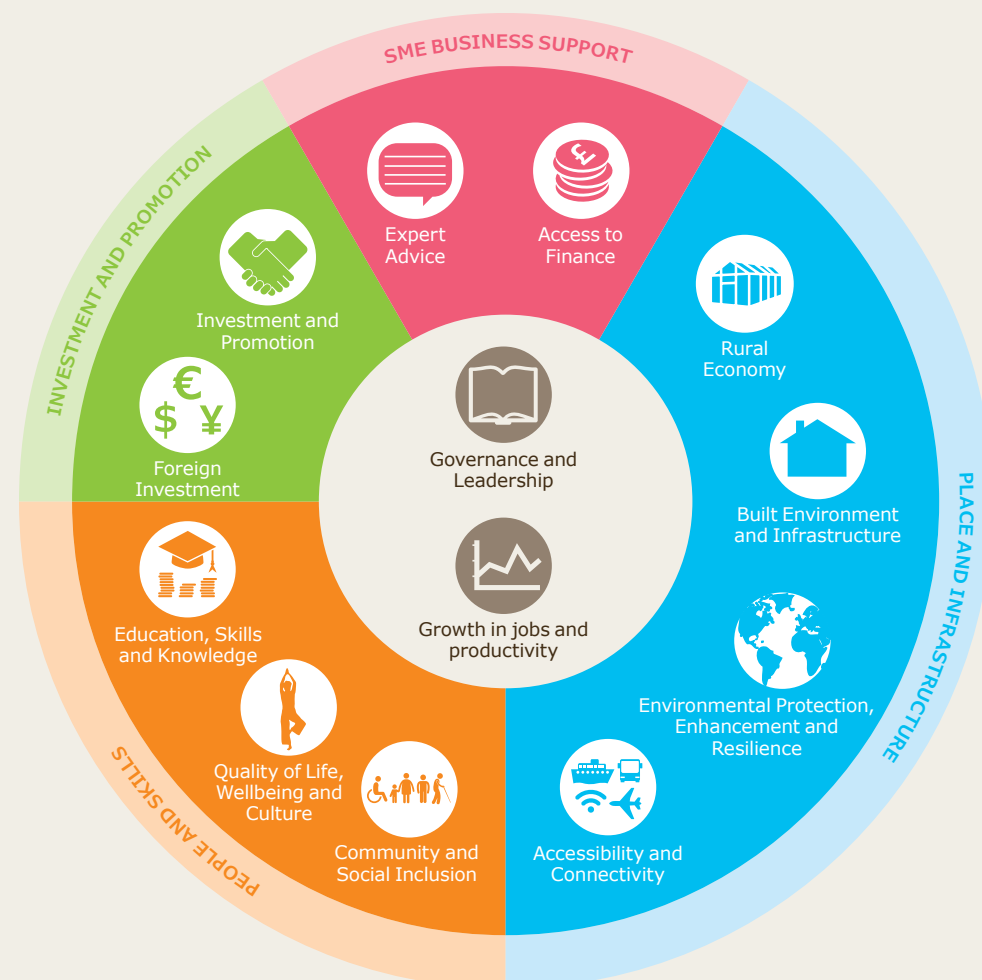
Our Economic Strategy is a smart approach, where we focus on a limited number of activities that will deliver the best results.

Our economic evidence-base points to five priority growth sectors where the West of England has a sustainable international comparative advantage. Four of these are: Advanced Engineering and Aerospace;

High Tech; Creative & Digital Industries and Low Carbon. The fifth priority is Professional Services in recognition of its contribution to all of our sectors as a pillar of growth. 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 growth in all our sectors by investing in well-

evidenced levers of growth: place & infrastructure; people and skills; investment and promotion; 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. More information on investment opportunities in these areas are set out in our local growth fund bid at section 4.

FIG 7
VISION THEMES AND OUR DRIVERS OF PRODUCTIVITY



3.1 WORKING SMART

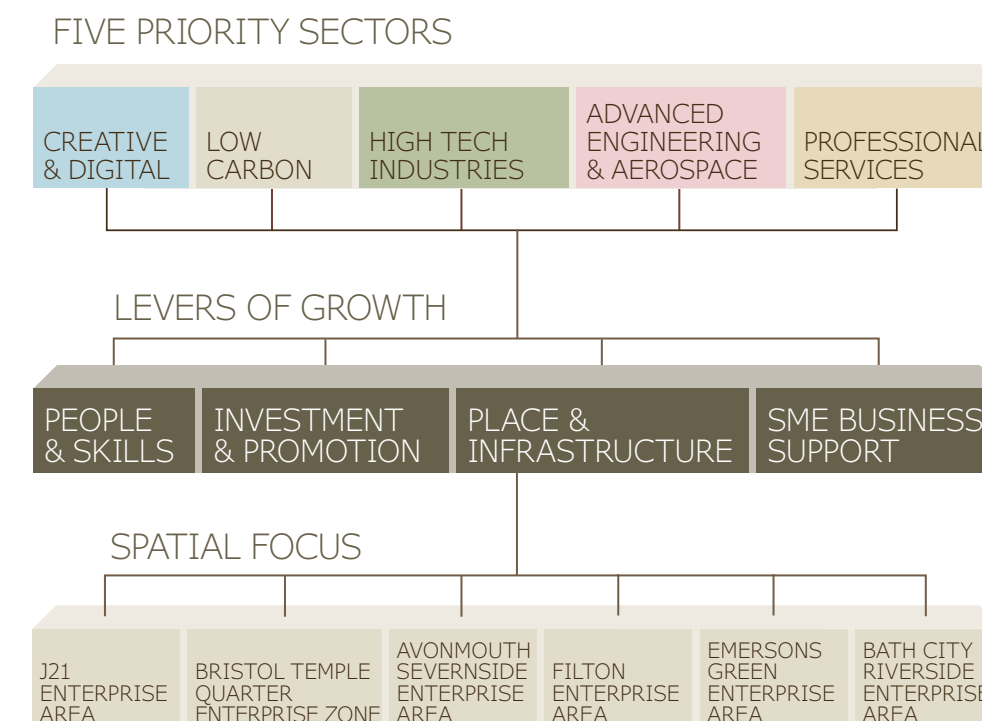
Smart specialisation focuses on key enabling technologies. We have identified sector-based priorities of particular relevance to the West of England, building on the 'eight great technologies', the Government's Industrial Strategy Sectors, TSB priorities and technology clusters identified by the Government 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.

Why is smart specialisation the right approach in the West of England?

The role of innovation in smart specialisation is key, as is knowledge creation and utilisation, investment in skills and human capital, and the role of agglomeration, clusters, networks and 'knowledge spill-overs'. These capitalise on the unique characteristic assets of the West of England: knowledge, innovation and quality of life, to create virtuous circles of learning, knowledge sharing, innovation and growth.

This approach works well in the West of England because of the levels of 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.

FIG 8
OUR ECONOMIC STRATEGY



3.2 WHY ARE OUR PRIORITIES OPTIMAL?

Positive employment quotients (figure 9), 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.

FIG 9
WEST OF ENGLAND EVIDENCE TO INFORM PRIORITY SECTORS

	In Employment 2012	GVA (£m) 2010	GVA per FTE % Change 1998-2010	Employment Quotient (EQ) 2012	EQ exc London 2012	Priority
Adv Engineering & Aerospace	23,400	£1,039.8	68.1%	1.4	1.3	Yes
Professional Services	52,700	£4,020	70.9%	1.1	1.5	Yes
Creative and Digital ¹	15,900	£658.5	89.7%	1.0	1.4	Yes
High Tech	16,400	£162.5	391.5%	1.1	1.1	Yes
Low Carbon ⁵	5,900	£333	13.3%	1.1	1.0	Yes
Construction	24,700	£1,444	72.9%	1.0	0.9	No
Retail ²	82,900	£2,381.3	51.8%	1.0	0.9	No
Retail	55,900	£1,303	59.2%	1.0	1.0	
Wholesale	27,00	£1,078	44.1%	0.8	0.8	
Visitor Economy	111,200	£2,174	43.9%	1.0	1.0	No
Tourism	55,300	£871	25.9%	1.0	1.0	
Retail ³	55,900	£1,303	59.2%	1.0	1.0	
Visitor Economy exc Creative sub sector ⁴	109,500	£2,124	43.6%	1.0	1.0	No
Distribution	See retail	See retail	See retail	See retail	See retail	

^{NB} No comparable data for Rural and Social Enterprise available

¹ There is significant cross over between Creative and High Tech with SIC 62.02 for the purposes of this exercise employment in this SIC has been counted under High Tech.

² Including wholesale.

³ Retail excludes wholesale.

⁴ This has been removed as it has also been counted under the creative sector.

⁵ based on SIC code definitions of waste and water management due to the emerging nature of the sector. Numbers will be higher

3.3 ADDITIONAL BENEFITS FROM INVESTING IN OUR PRIORITY SECTORS

Our priority five sectors have been selected because of their prospects for continued strong growth and opportunity to increase productivity. They also demonstrate the greatest added value to the economy. As evidence of this the ranking tables (figures 10 and 11) set out the additional economic benefits of an extra 100 FTE jobs per sector across the wider West of England Economy.

‘Volume’ growth sectors

There will be job growth in other sectors as well – for example tourism, construction, health, warehousing and logistics which all provide a significant volume of jobs growth in the West of England. These will be aided by LEP investment in our levers of growth. These are drivers of productivity and have the ability to provide transformational change to an area and assist in the delivery of our LEP Vision.

Our LEP ‘Sector Prospectus’ contains information on all of our sectors and their contribution to our economy. We make a distinction between high growth in employment opportunities and growing the distinctive smart specialisation of the region as the latter increases productivity. Both are important to delivering our growth ambitions.

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 our 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 will support work in areas of low skill level, unemployment and social inclusion focusing on deprived areas such as South Bristol.

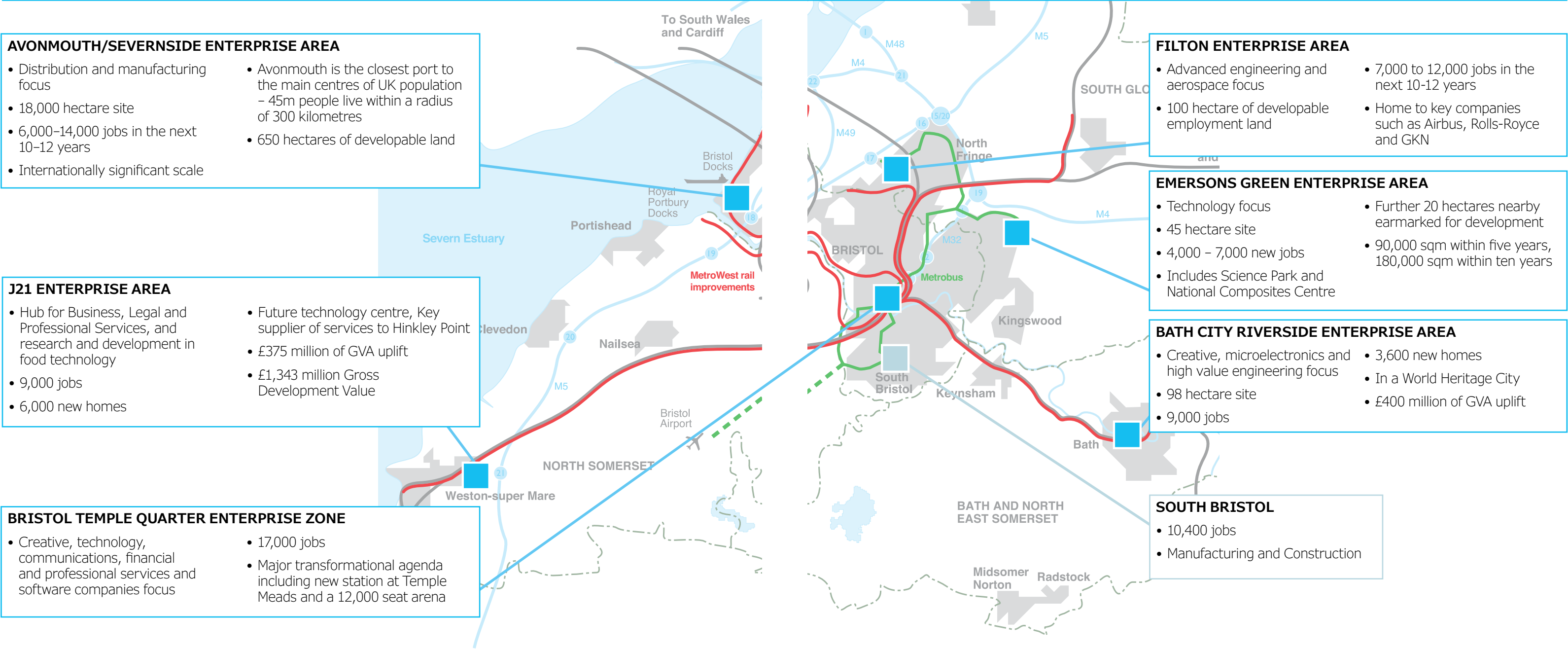
FIG 10 & 11
WEST OF ENGLAND EVIDENCE TO INFORM PRIORITY SECTORS

SECTOR	Initial Effects				Total Impact of Change					
	GVA £m	Rank	GVA / FTE £000s	Rank	FTE	Rank	GVA £m	Rank	GVA / FTE £000s	Rank
Adv Engineering & Aerospace	6.0	5	60.1	5	182	3	9.4	4-5	51.8	5
Creative and Digital	6.6	4	66.4	4	172	6	9.4	4-5	55.1	4
Construction	5.0	6	50.2	6	189	1	8.7	6	46.1	6
Professional Services	7.0	3	70.2	3	180	4	10.4	3	57.9	3
High Tech	8.4	2	84.1	2	183	2	11.9	2	64.6	2
Low Carbon	10.5	1	105.0	1	177	5	14.0	1	78.8	1
Retail	3.0	8	30.4	8	134	8	4.5	8	33.8	7-8
Tourism	3.1	7	30.6	7	154	7	5.2	7	33.8	7-8

3.4 THE ROLE OF OUR ENTERPRISE ZONE AND AREAS

Central to delivering our economic strategy is the successful delivery of our Enterprise Zone and Enterprise Areas (Figure 12). They provide a major role in creating the right conditions for business to thrive.

FIG 12
OUR ENTERPRISE ZONE & ENTERPRISE AREAS



4 LOCAL GROWTH FUND DEAL NEGOTIATIONS

SUMMARY

This section sets out our bid of £90m per annum for six years 2015-2021 to the Local Growth Fund and the freedom and flexibilities that are sought through the Growth Deal Negotiations with Government. We are asking Government to recognise our six year plan and commit to a longer term profile of spend to enable us to deliver our ambitious programme.

We have focussed on 34 interventions which can start to be delivered in our current two year programme for 2015/16–2016/17 at £90m per annum. The initial two year projects will require a further £222m funding into the remaining years of the plan. We have also identified a further pipeline of schemes which could come on stream from 2017/18, these total some £128m and are listed at Appendix 4. Investment in our 1-2 year programme of interventions is expected to deliver 25,591 net jobs by 2021⁷. Expected private sector leverage on our proposed programme

of 34 interventions through the local growth fund is £218.4m with an average return on investment of £3.40 per £1 spent. This should be seen alongside other public match funding of £298.7m and alongside private match of at least £5bn+ on our overall plan. Additional benefits include some £1.9bn of GVA to our economy, accelerated delivery of homes, businesses assisted through business support measures, and wider socio-economic benefits that will help us to deliver our LEP Vision. These wider success measures are set out at section 8.

4.1 OUR APPROACH TO IDENTIFYING MARKET FAILURES AND INVESTMENT OPPORTUNITIES FOR THE LOCAL GROWTH FUND

Using our evidence base and the knowledge and expertise of our partners we have identified market failures or gaps that need to be addressed across the West of England to deliver economic growth. To address these issues we have identified interventions which use our levers of growth, and our priority sectors and which offer ‘game changing’ investment opportunities. This section sets out this evidence based approach for each of our priority sectors and levers of growth.

Our process was inclusive inviting stakeholders to come forward with interventions to address market failures. We considered interventions that may be applicable for a number of funding streams including the Local Growth Fund and the EU SIF together. Over 150 proposals came forward

including the priorities of our sector groups, local authority partners and the Local Transport Body. We used a filter to assess the interventions. Further details on this process are in Appendix 5.

From this process, clusters of activity that have synergies between or across sectors have been identified. A current 2 year programme 2015–2016 has been built encompassing the interventions which have the greatest potential to create jobs. Our programme was approved by the LEP Board on 13th March 2014, and is our bid to the Local Growth Fund (see section 4.2). Outline Business Cases have been developed for each of our interventions (Supporting Technical Document 1).

Once the outcome of the Local Growth Fund negotiation is known in line with our assurance framework, the programme of interventions will

be taken forward subject to Full Business Cases. The delivery of these projects will be monitored to ensure the stated project outputs are delivered.

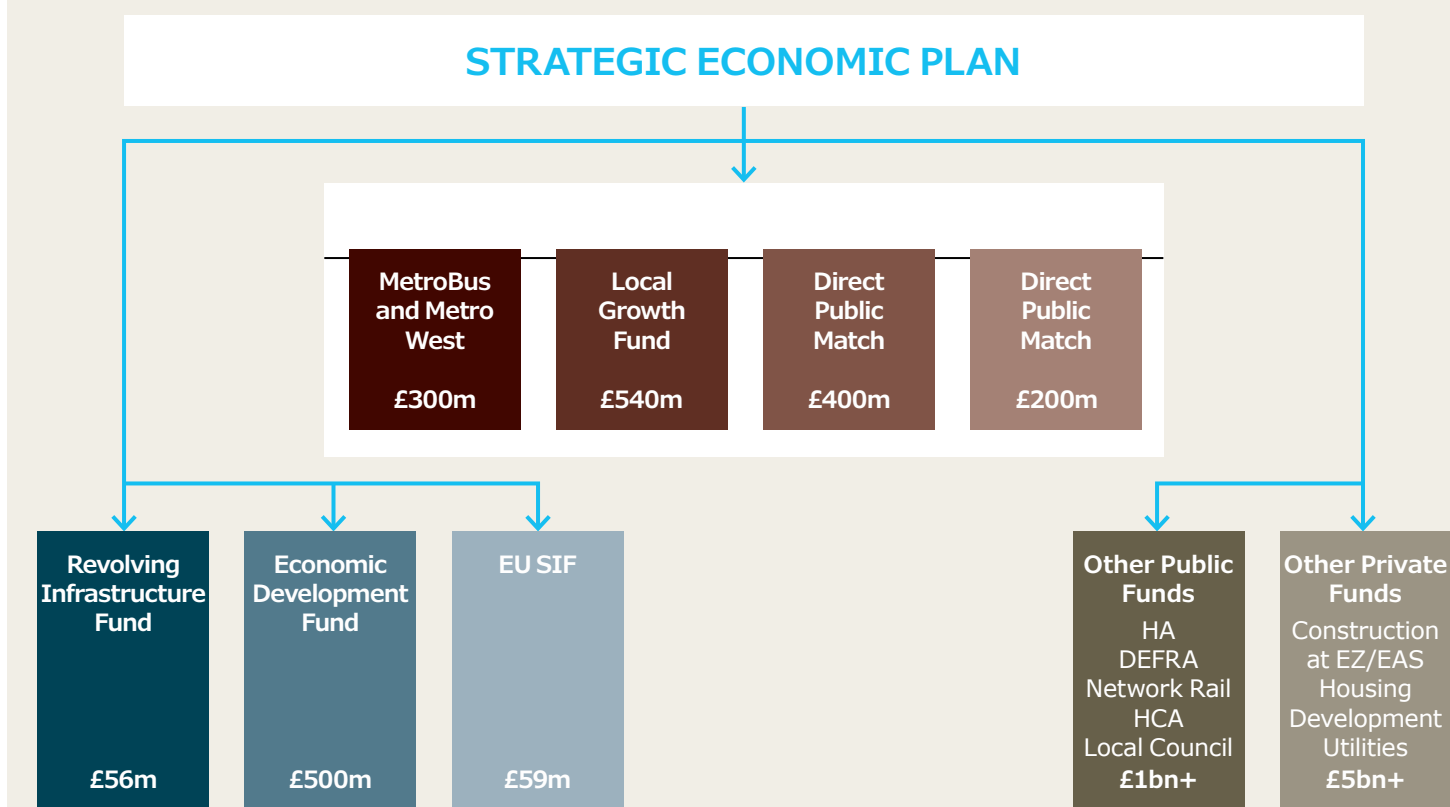
We have developed a pipeline of interventions for years 3-6 of the Local Growth Fund programme. These are at Appendix 4.

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 take advantage of any changes to the previous programme, such as if additional funds become available or to take advantage of match funding opportunities. Details of how the programme will be reviewed and the assurance framework approach is at section 6.

4.2 ALIGNMENT WITH OTHER PROGRAMMES EU SIF, EDF, RIF

We have prioritised a current two year programme for the Local Growth Fund. These have been chosen because they align with our other programmes of activity and enable us to maximise our investment so that it is greater than a sum of the parts.

FIG 13
STRATEGIC ECONOMIC PLAN ALIGNMENT WITH OTHER PROGRAMMES



⁷ Displacement and deadweight have been included in these figures, calculations using a model commissioned from Red Group are at Appendix 3.

ADVANCED ENGINEERING & AEROSPACE SECTOR –
ASSETS, OPPORTUNITIES AND INTERVENTIONS

WHY IS THE SECTOR IMPORTANT TO US?

- 23,400 employees
- £1039.8m GVA
- Government recognises this sector fits their aims to increase exports
- Largest UK aerospace/defence cluster, one of the largest concentrations in Europe

- Manufacturing output is roughly 20% higher than it is nationally, and 30% above the West of England economy as a whole
- In 2010, there were around 1,500 manufacturing enterprises here

MARKET FAILURES

- Lack of incubator and ‘grow-on’ space

OPPORTUNITIES AND SYNERGIES WITH OTHER SECTORS

1 Enterprise Zone – focus for a test-bed for the global aerospace, defence, security and space sector’s innovative solutions to smart/future city challenges

2 Supply chains are to 14 of the 15 world’s leading aerospace companies, focussed here. Spin outs: avionics, robotics autonomous systems, composites

3. Commercial sector opportunities – with the international investment programmes that can be applied to, it could double in size in the next ten years

4. Sub sectors also do well – automotive industry, white good manufacturing, packaging, signmaking, sub-sea exploration, and wind turbine manufacturing

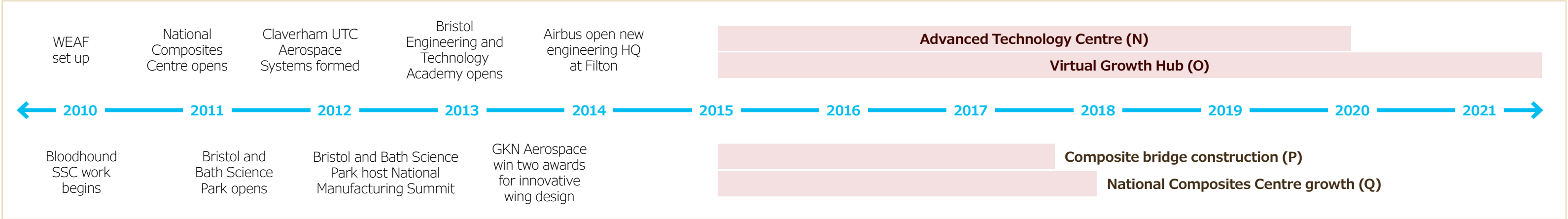
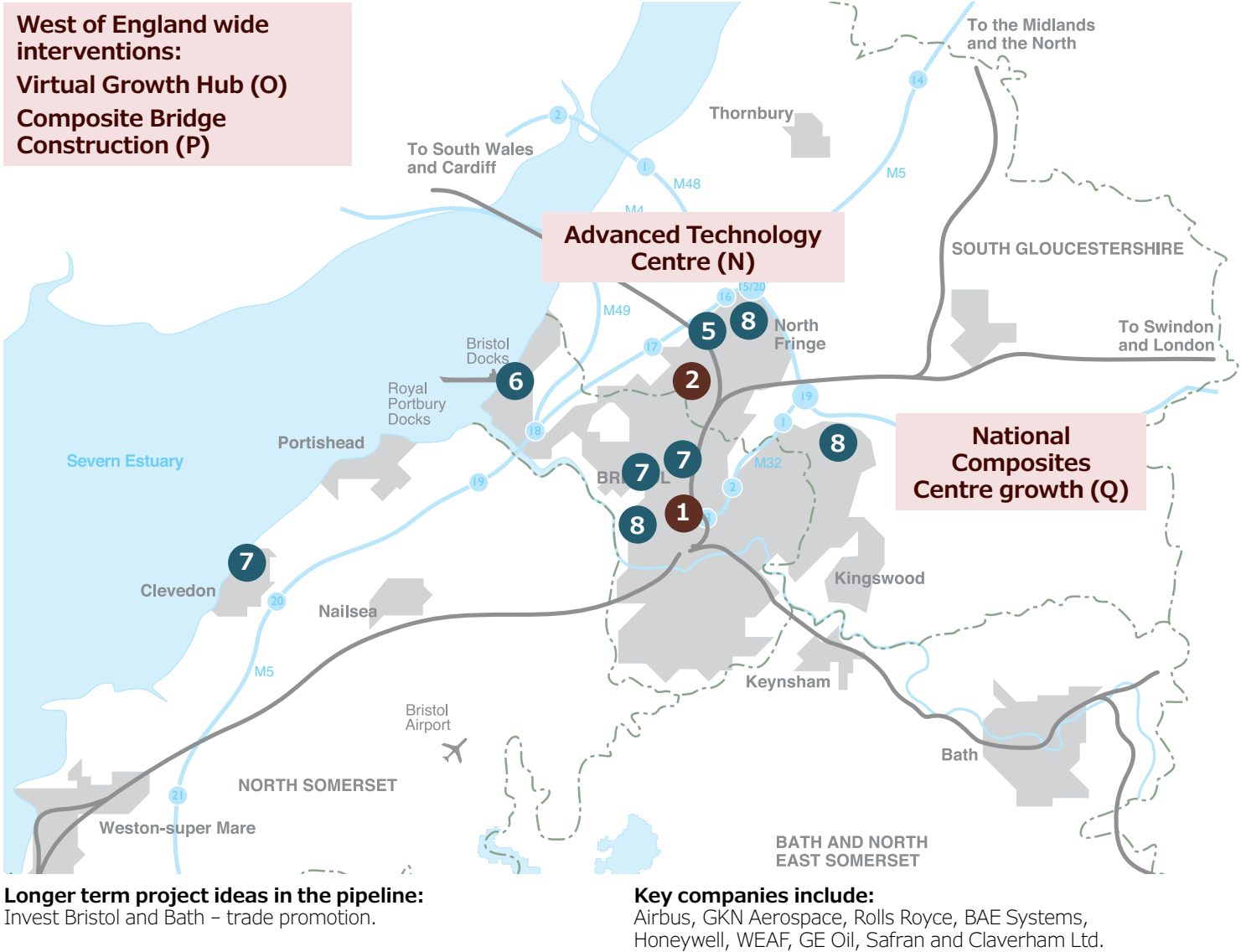
ASSETS

5 Largest UK aerospace and defence cluster, mostly based in the North Fringe

6 Focus of Filton and Avonmouth / Severnside Enterprise Areas to encourage clustering and allow room for growth

7 WEA and EEF – membership associations which lead on initiatives, provide support services, and deliver training and networking events. SEMTA, the sector skills council, is also active in the area

8 Growing number of significant industry centres: the Advanced Composites Centre; the National Composites Centre; Bristol and Bath Science Park, and the new University Technical College, Bristol Engineering and Technology Academy



HIGH TECH SECTOR
- ASSETS, OPPORTUNITIES AND INTERVENTIONS

WHY IS THE SECTOR IMPORTANT TO US?

- 16,400 employees
- £162.5m GVA
- South West microelectronics iNets – identified nearly 800 sector companies across the region equating to approximately 18,000+ jobs, activity centred here

MARKET FAILURES

- Fragmentation, lack of specialist facilities and support and a need for strategic planning and execution to realise industry advantage from academic research strength

OPPORTUNITIES AND SYNERGIES WITH OTHER SECTORS

1 Enterprise Zone – sector is fundamental to developing creative, technology, communications, financial and professional services and software companies

2 Exploit new technologies such as Quantum Technology and Robotic Autonomous Systems, Biomedical and Biotechnology building on existing strengths and funding opportunities (e.g. £270m for Quantum Technology announced in the 2013 Autumn statement)

ASSETS

3. High tech cluster – one of the strongest in the world with a large silicon design cluster built on, and has been mapped online. The skills base to create systems and applications to use silicon chips now in place

4 Robotics Laboratory and Biotechnology – unique collaboration between the Universities and Business partners to have potential world leading role

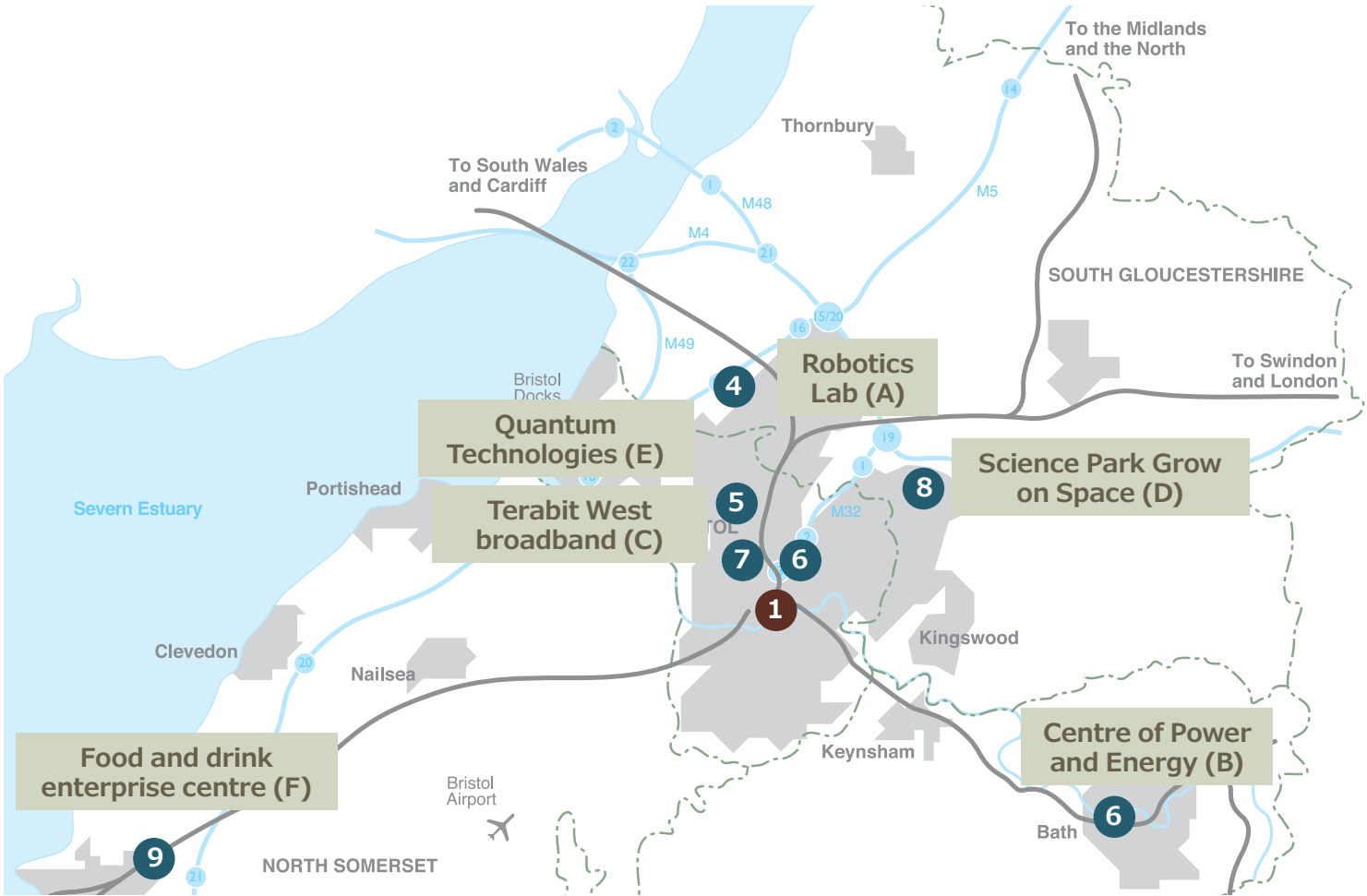
5 UK Electronics Skills Foundation (UKESF) – addresses skills shortages in the industry. University of Bristol is a founding member

6 SETsquared partnership – award winning business acceleration service

7 Bristol and Bath Science Park (BBSP) and Engine Shed – allowing strong interaction with entrepreneurs, advisors, investors, suppliers, business leaders and local universities

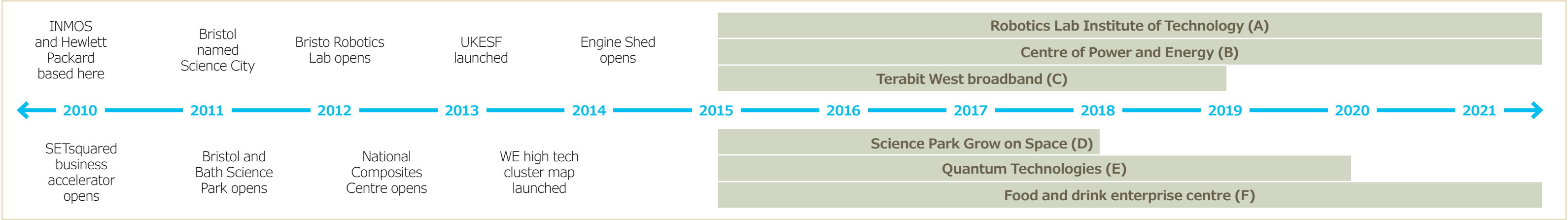
8 Science City – Bristol is one of only 6 in the UK

9 Future Technology Centre – FE to meet Hinkley Power Station demand



Longer term project ideas in the pipeline: Cyber Security Incubator, Institute for Interaction and Intelligent Technologies (I3T), Diagnostics for Growth (DIAGRO) – Clinical Research & Development, Robotics and Autonomous Systems Collaboration Centre (RAS CC), High Tech Innovation Network (High Tech iNet), Robotics and Biotechnology Collaboration Centre.

Key companies include: Oxford Instruments, EE/Orange, IPL, Broadcom, Imagination Technologies, NVIDIA/Icera, Hewlett-Packard Laboratories, Toshiba Research Europe, Infineon Technologies UK, IBM, Sony, Amazon, SSL, Smart Systems.



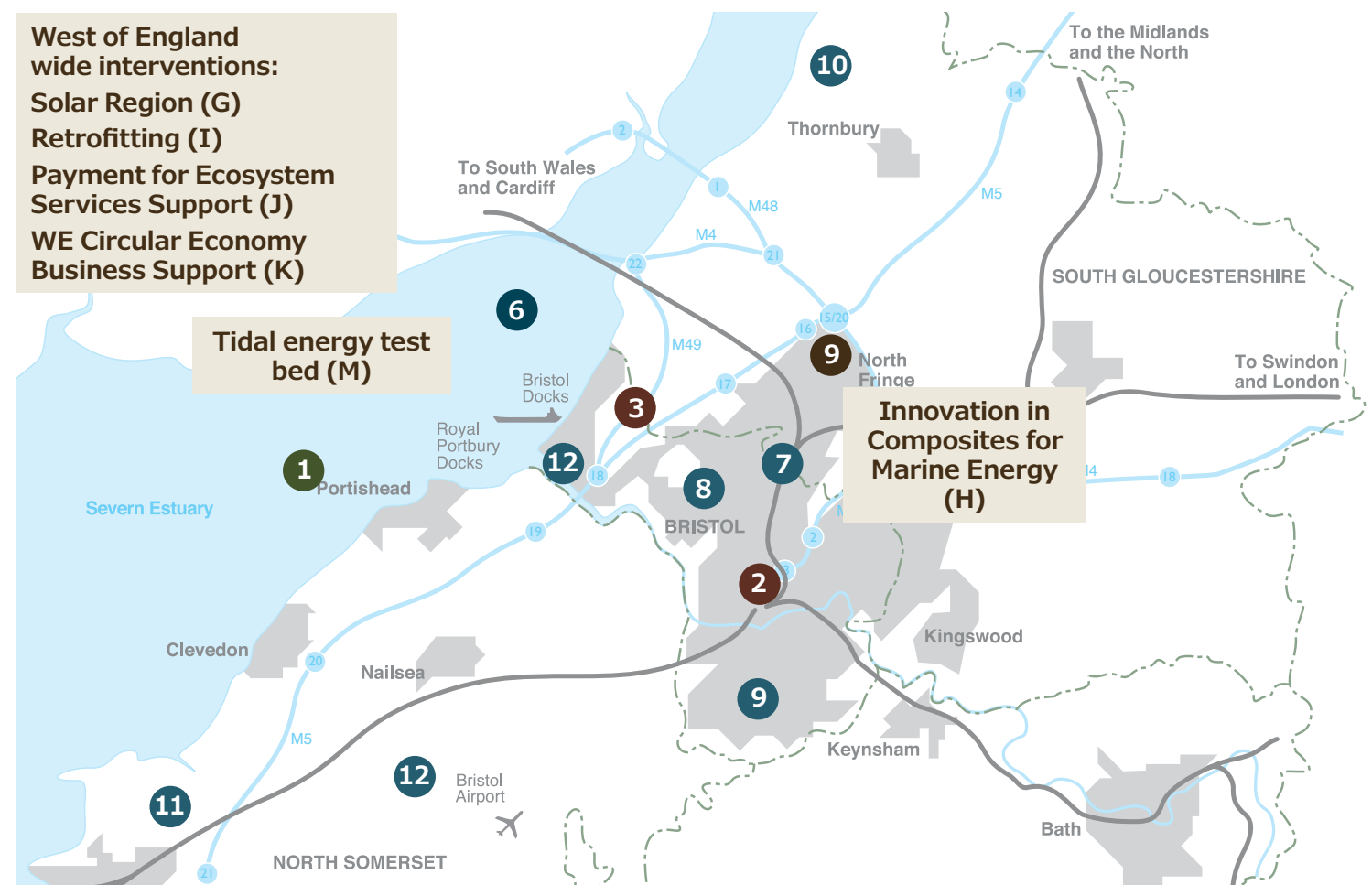
WHY IS THE SECTOR IMPORTANT TO US?

- ## MARKET FAILURE

OPPORTUNITIES AND SYNERGIES WITH OTHER SECTORS

- ## ASSETS

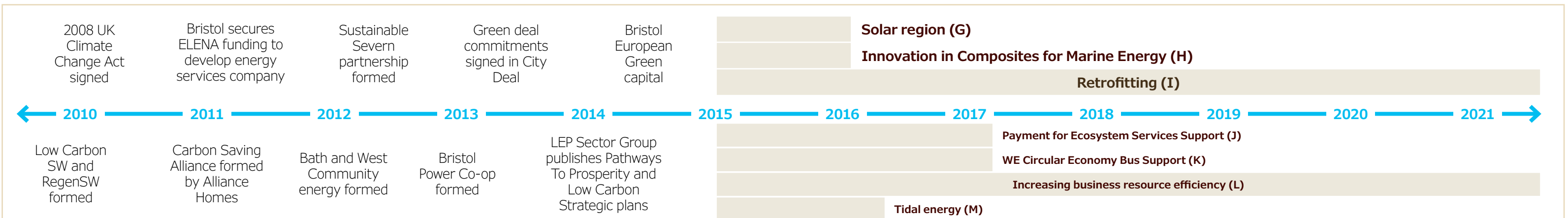
- West of England
wide interventions:
Solar Region (G)
Retrofitting (I)
Payment for Ecosystem
Services Support (J)
WE Circular Economy
Business Support (K)



Longer term project ideas in the pipeline:

Warm and Well housing retrofit programme, Establish a Cleantech Cluster, WE Waste and Recycling Board recycling and resource efficiency Prgm, Electricity Led microchip, Low Carbon and Environmental Innovation (Growing Green), WE Eco-Efficiency Network (WE-EEN), Low Carbon Action Groups – waste & carbon

reduction activities, Circular Economy Business Support Services, Low Carbon Accelerator for CleanWeb businesses, Low Carbon and Environmental Innovation (Growing Green), Heat Recovery from Avonmouth Low Carbon Energy Facility



* based on SIC code definitions of waste and water management due to the emerging nature of the sector. Numbers will be higher

CREATIVE & DIGITAL SECTOR – ASSETS, OPPORTUNITIES AND INTERVENTIONS

WHY IS THE SECTOR IMPORTANT TO US?

- 15,900 employed
- £658.5m GVA
- One of the 3 key centres in England alongside London and Manchester, and 2 (out of 9) hotspots for Creative Cities (NESTA)

MARKET FAILURES

80% are micro-businesses and lack resource for emerging opportunities; government, venture capitalists and other funders are unfamiliar with creative technology models; sector focus on getting to market quickly rather than IP and asset exploitation; property market is largely unsuitable; sophisticated brokerage needed to exploit CreaTech growth potential.

OPPORTUNITIES AND SYNERGIES WITH OTHER SECTORS

1 Enterprise Zone as a creative and digital centre is underway, already comprising Temple Studios, City of Bristol College, Paintworks, and Engine Shed

2 Paintworks phase 3 will include business units for creative SMEs

3 Cross sector collaborations – fusion of Creative and Technology (CreaTech) drives growth as demonstrated in Brighton

ASSETS

4 Collaborative culture and common purpose across cultural/creative/technology landscape, with employment growing 11% per year

5. World-leading, BAFTA and Oscar winning expertise in factual TV and features, animation and print and digital publishing

6. Leading digital/mobile/advertising creative service sector

7 Focus on a London-Manchester-Bristol ‘golden triangle’ by BBC, Creative England and Creative Skillset (including unique skills MoU with LEP, unique BBC-Bristol partnership)

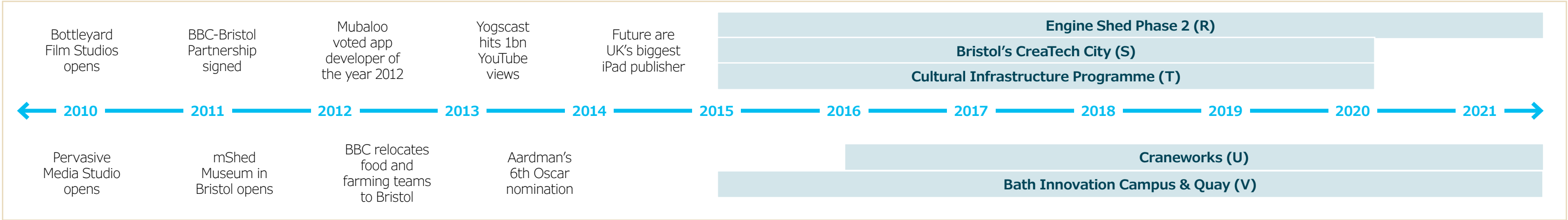
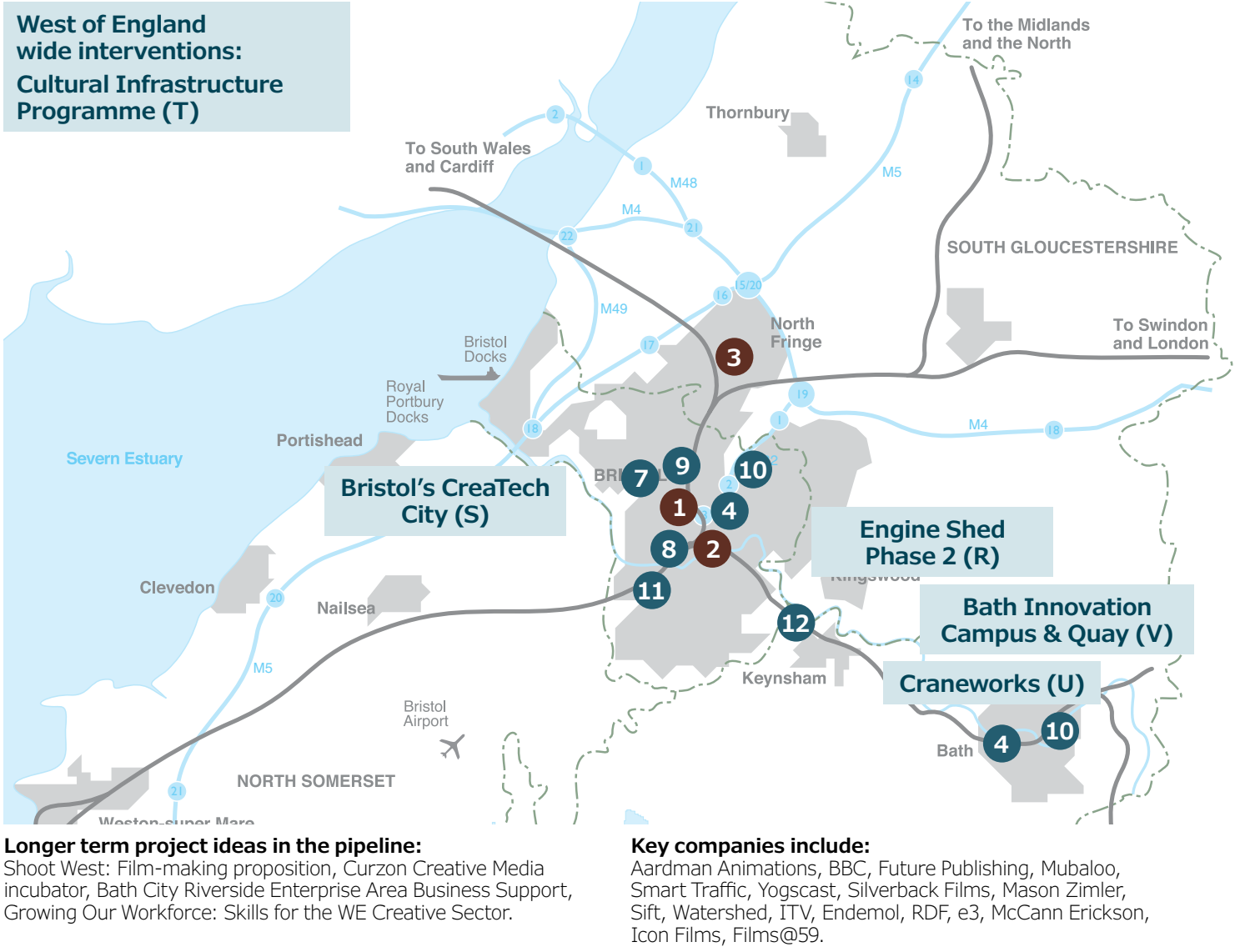
8 Excellent cultural centres – Watershed, Bristol Old Vic, Bath Theatre Royal, mShed, Holbourne, Tobacco Factory, St George’s, etc.

9 Encounters Short Film Festival – one of four key film festivals in the UK with the BFI

10 Three industry membership organisations – Bristol Media, Creative Bath and the West of England Design forum

11 Bottleyard film studios, the largest facility in the South West

12 Two of the UK’s leading cultural/creative cities, 10 mins apart by train, linking Enterprise Zone and Enterprise Area



WHY ARE THE DRIVERS OF PRODUCTIVITY IMPORTANT TO US?

Skills – addresses the needs of business whilst ensuring we narrow the local social deprivation gaps.

Place and infrastructure – a key enabler of growth, aids the flow of everyday life, opens spaces and creates a sense of community and pride.

Investment and promotion – a city region with a strong profile makes a significant contribution to the UK's global competitiveness. We aim to raise the global profile of the West of England.

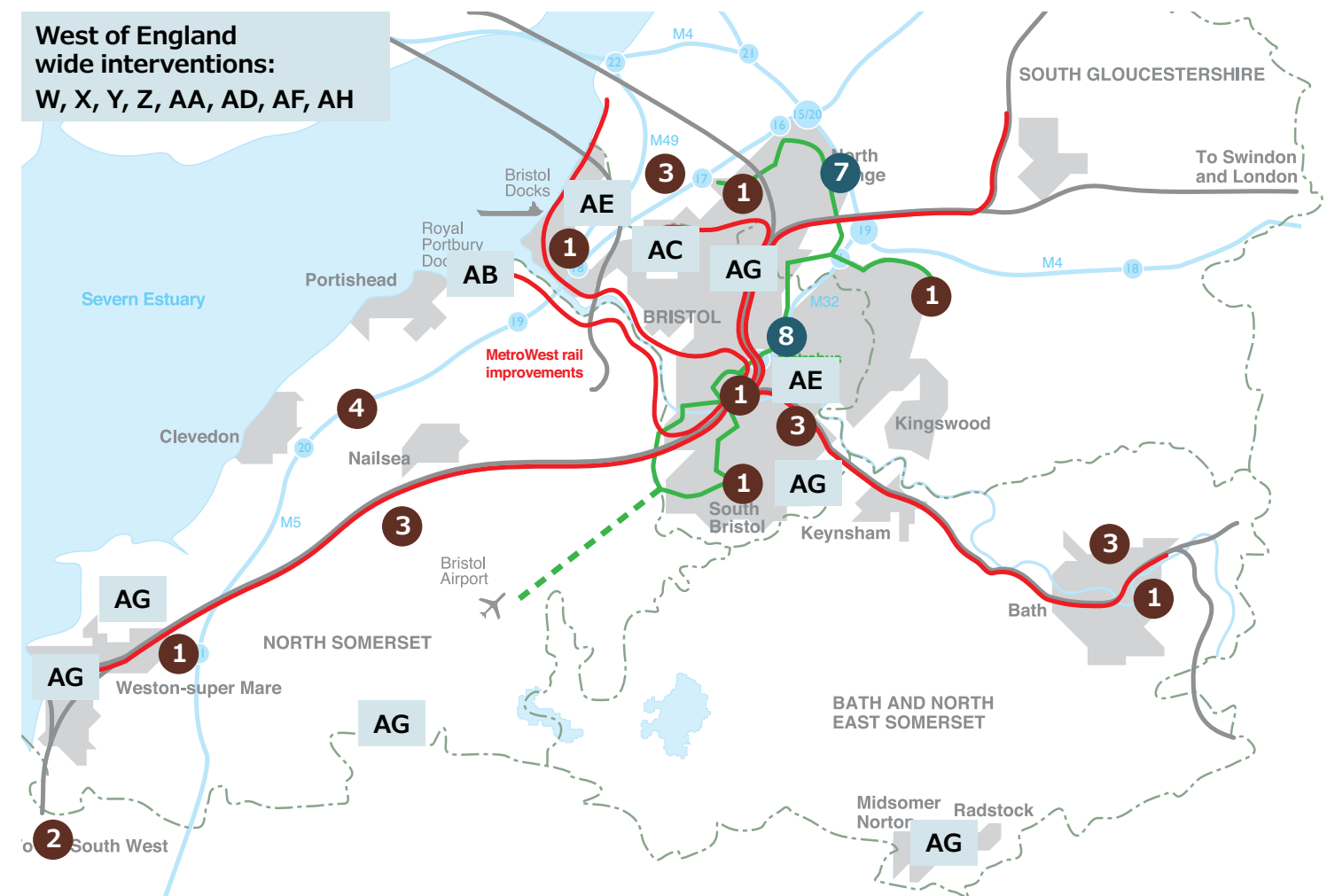
Business support – 85% of our businesses employ less than 10 people. We aim to support these with a range of measures such as increasing export capacity.

OPPORTUNITIES AND SYNERGIES WITH OTHER SECTORS

- 1 Growth areas – Enterprise Zone, Enterprise Areas, and South Bristol
- 2 Other LEP area schemes which will impact, e.g. Hinkley nuclear power station
- 3 Partnership approach to large infrastructure, e.g. sustainable transport, Bristol Temple Meads station redevelopment, M49, MetroWest, flooding, housing
- 4 Role of M5 as a key corridor connecting four Enterprise Areas, Port and Airport

ASSETS

5. Established joint working arrangements across the area for a number of years
6. Skills achievements include nationally recognised pilot schemes, e.g. Chartermark
- 7 Delivery of some major cross-boundary infrastructure projects, e.g. MetroBus
- 8 Investment and promotion team working for the West of England as a whole, based in the newly opened Engine Shed
9. West of England Growth Fund has provided £25m in grants to SMEs



Cross cutting interventions and their relationship with other sectors			Strong impact		Advanced Engineering/ Aerospace	Creative & Digital	Low Carbon	High Tech
			Moderate impact					
			Some impact					
Business Support	W	WE Growth Fund						
	X	iNet innovation networks in LEP Priority sectors						
Place and Infrastructure	Y	Package of Minor Transport Schemes						
	Z	Local Pinch Points						
	AA	Sustainable Transport Package						
	AB	MetroWest rail improvements phase 1						
	AC	MetroWest rail improvements phase 2						
	AD	Superfast Broadband						
	AE	Infrastructure Design & Realisation Fund						
Place and Infrastructure	AF	Skills and Social Inclusion						
	AG	Further Education Capital Projects						
Inward Investment	AH	Invest Bristol and Bath – Continuation Funding						

[illegible]

	PROPOSED SCHEMES	EXPENDITURE OVER YR 15/16			EXPENDITURE OVER YR 16/17		
		CAPITAL	REVENUE	TOTAL	CAPITAL	REVENUE	TOTAL
HIGH TECH INDUSTRIES	A Bristol Robotics Laboratory (Institute of Technology)	£750,000	£750,000	£1,500,000	£750,000	£750,000	£1,500,000
	B WE Centre of Power & Energy	£2,000,000	£0	£2,000,000	£3,500,000	£2,400,000	£5,900,000
	C Terabit West (Broadband)	£6,750,000	£0	£6,750,000	£6,750,000	£500,000	£7,250,000
	D Bristol & Bath Science Park Grow on Centre	£3,000,000	£0	£3,000,000	£4,500,000	£0	£4,500,000
	E Quantum Technologies	£500,000	£500,000	£1,000,000	£500,000	£500,000	£1,000,000
	F J21 Food & Drink Enterprise Centre	£3,000,000	£0	£3,000,000	£3,000,000	£1,000,000	£4,000,000
	SUBTOTAL	£16,000,000	£1,250,000	£17,250,000	£19,000,000	£5,150,000	£24,150,000
LOW CARBON	G Solar Region	£320,000	£80,000	£400,000	£0	£0	£0
	H Innovation in Composites for Marine Energy	£2,000,000	£0	£2,000,000	£0	£0	£0
	I Retrofitting existing housing and businesses	£1,200,000	£200,000	£1,400,000	£1,200,000	£200,000	£1,400,000
	J Payment for Ecosystem Services Support	£0	£165,000	£165,000	£0	£165,000	£165,000
	K WE Circular Economy Business Support Services	£0	£60,000	£60,000	£0	£60,000	£60,000
	L Increasing Business Resource Efficiency across WE	£0	£40,000	£40,000	£0	£40,000	£40,000
	M Bristol Channel Tidal Energy Test Bed (feasibility study)	£0	£300,000	£300,000	£0	£0	£0
	SUBTOTAL	£3,520,000	£845,000	£4,365,000	£1,200,000	£465,000	£1,665,000
ADVANCED ENGINEERING & AEROSPACE	N Advanced Technology Centre	£7,200,000	£1,000,000	£8,200,000	£7,200,000	£1,100,000	£8,300,000
	O Virtual Growth Hub	£0	£0	£0	£0	£2,000,000	£2,000,000
	P Composite Bridge Construction	£250,000	£250,000	£500,000	£250,000	£250,000	£500,000
	Q National Composites Centre	£2,200,000	£500,000	£2,700,000	£2,100,000	£550,000	£2,650,000
	SUBTOTAL	£9,650,000	£1,750,000	£11,400,000	£9,550,000	£3,900,000	£13,450,000
CREATIVE & DIGITAL	R Engine Shed Phase 2	£600,000	£0	£600,000	£700,000	£0	£700,000
	S Bristol's CreaTech City	£0	£900,000	£900,000	£0	£900,000	£900,000
	T Cultural Infrastructure Programme	£4,000,000	£0	£4,000,000	£4,000,000	£0	£4,000,000
	U Craneworks	£1,800,000	£200,000	£2,000,000	£2,250,000	£285,000	£2,535,000
	V Bath Innovation	£8,404,000	£600,000	£9,004,000	£8,404,000	£580,000	£8,984,000
	SUBTOTAL	£14,804,000	£1,700,000	£16,504,000	£15,354,000	£1,765,000	£17,119,000

DRIVERS OF GROWTH	CROSS-SECTORIAL INTERVENTIONS						
BUSINESS SUPPORT	W WE Growth Hub & Fund	£4,700,000	£1,800,000	£6,500,000	£2,700,000	£1,800,000	£4,500,000
	X iNET innovation networks	£0	£1,000,000	£1,000,000	£0	£1,000,000	£1,000,000
PLACE & INFRA-STRUCTURE	Y Package of Minor Transport Schemes	£5,000,000	£0	£5,000,000	£5,000,000	£0	£5,000,000
	Z Local Pinch Points	£7,000,000	£0	£7,000,000	£7,000,000	£0	£7,000,000
	AA Sustainable Transport Package	£3,000,000	£0	£3,000,000	£3,000,000	£0	£3,000,000
	AB MetroWest Phase 1	£0	£0	£0	£0	£0	£0
	AC MetroWest Phase 2	£1,100,000	£0	£1,100,000	£900,000	£0	£900,000
	AD Superfast Broadband	£3,386,500	£573,400	£3,959,900	£252,000	£40,000	£292,000
	AE Infrastructure Design & Realisation Fund	£0	£4,225,000	£4,225,000	£0	£1,225,000	£1,225,000
SKILLS	AF FE Skills Capital*	£4,852,000	£0	£4,852,000	£7,796,000	£0	£7,796,000
	AG Skills & Social Inclusion	£0	£2,640,000	£2,640,000	£0	£2,640,000	£2,640,000
INWARD INVESTMENT	AH WE Inward Investment Programme	£0	£1,000,000	£1,000,000	£0	£1,000,000	£1,000,000
	TOTAL CROSS-SECTORIAL INTERVENTIONS COST	£29,038,500	£11,238,400	£40,276,900	£26,648,000	£7,705,000	£34,353,000

YR 1&2 TOTAL PROGRAMME COST	£73,012,500	£16,783,400	£89,795,900	£71,752,000	£18,985,000	£90,737,000
YR 1&2 TOTAL PROGRAMME MATCH FUNDING	PRIVATE £99,762,415	PUBLIC £94,958,485	TOTAL £194,720,901			
TOTAL PROGRAMME OUTPUT OVER PLAN PERIOD 2015-2021	DIRECT JOBS CREATED 32,576	INDIRECT JOBS CREATED 18,992	TOTAL JOBS CREATED* 25,591	GVA RETURN £1,914,145,000		

CURRENT TWO YEAR PROGRAMME
YR 15/16 – YR 16/17

For full 6 year programme see Appendix 1

*Total jobs created over plan period 2015-2021 taking into account deadweight and displacement. See Appendix 3 for breakdown of calculation

MATCH FUNDING OVER YR 15/16 & YR 16/17			OVERALL PROJECT COST 2015-2021	YEARS OF SPEND BETWEEN 2015-2021	OUTPUTS OVER PLAN PERIOD 2015-2021		
PRIVATE	PUBLIC	TOTAL			DIRECT JOBS CREATED	GVA RETURN	SECTOR RETURN ON INVESTMENT
£5,800,000	£0	£5,800,000	£4,500,000	3	500	£29,000,000	£6.44
£4,450,000	£1,300,000	£5,750,000	£30,000,000	6	650	£340,000,000	£11.33
£0	£0	£0	£15,000,000	4	250	£165,000,000	£11.00
£1,700,000	£0	£1,700,000	£15,000,000	3	240	£9,400,000	£0.63
£1,000,000	£1,000,000	£2,000,000	£5,000,000	5	100	£4,370,000	£0.87
£4,100,000	£0	£4,100,000	£12,900,000	6	694	£29,100,000	£2.26
£17,050,000	£2,300,000	£19,350,000	£82,400,000		2434	£576,870,000	
£400,000	£0	£400,000	£400,000	1	6	£600,000	£1.50
£200,000	£0	£200,000	£2,000,000	1	10	£13,500,000	£6.75
£0	£800,000	£800,000	£9,100,000	6	1775	£87,500,000	£9.62
£165,000	£165,000	£330,000	£330,000	2	20	£690,000	£2.09
£0	£0	£0	£120,000	2	10	£385,000	£3.21
£0	£80,000	£80,000	£240,000	6	17	£1,700,000	£7.08
£0	£50,000	£50,000	£300,000	1	N/A	TBC	TBC
£765,000	£1,095,000	£1,860,000	£12,490,000		1838	£104,375,000	
£5,685,393	£0	£5,685,393	£26,700,000	5	900	£39,000,000	£1.46
£2,000,000	£0	£2,000,000	£6,000,000	3	120	£10,500,000	£1.75
£0	£0	£0	£1,000,000	2	100	£6,000,000	£6.00
£0	£5,350,000	£5,350,000	£8,000,000	3	150	£10,200,000	£1.28
£7,685,393	£5,350,000	£13,035,393	£41,700,000		1270	£65,700,000	
£1,420,000	£400,000	£1,820,000	£5,000,000	6	1000	£59,000,000	£11.80
£0	£500,000	£500,000	£4,500,000	5	230	£4,500,000	£1.00
£3,600,000	£8,000,000	£11,600,000	£20,000,000	5	625	£30,000,000	£1.50
£2,672,627	£890,588	£3,563,214	£10,500,000	5	287	£16,900,000	£1.61
£13,750,866	£17,410,751	£31,161,617	£34,714,000	6	7000	£400,000,000	£11.52
£21,443,492	£27,201,338	£48,644,831	£74,714,000		9142	£510,400,000	














ALL SECTORS RETURN ON INVESTMENT AVERAGE £4.80













£19,250,000	£0	£19,250,000	£16,000,000	3	1050	£25,000,000	£1.56
£2,000,000	£0	£2,000,000	£3,000,000	3	135	£9,300,000	£3.10
£8,823,529	£24,117,647	£32,941,176	£34,000,000	6	950	£61,000,000	£1.79
£3,500,000	£3,500,000	£7,000,000	£34,000,000	6	1600	£108,000,000	£3.18
£1,800,000	£3,000,000	£4,800,000	£20,000,000	6	1800	£62,000,000	£3.10
£0	£0	£0	£8,500,000	2	1150	£110,000,000	£2.00
£0	£18,312,500	£18,312,500	£3,200,000	4	895	£85,000,000	£2.00
£0	£0	£0	£5,223,900	5	1312	£42,000,000	£8.04
£0	£0	£0	£16,450,000	4	2900	£70,000,000	£4.26
£16,865,000	£8,432,000	£25,297,000	£31,990,000	6	N/A	N/A	N/A
£0	£1,500,000	£1,500,000	£15,840,000	6	1600	£73,500,000	£4.64
£580,000	£150,000	£730,000	£3,000,000	3	4500	£11,000,000	£3.67
£52,818,529	£59,012,147	£111,830,676	£191,203,900		17892	£656,800,000	




CROSS SECTORIAL RETURN ON INVESTMENT AVERAGE £3.39




OVERALL SEP INTERVENTIONS COST 2015-2021 £402,507,900

*FE SKILLS CAPITAL PROJECTS STARTING YR 15/16	
Refurbishment and Modernisation of Automotive Engineering Workshops	£900,000
Business Enterprise Training Centre	£720,000
New Construction Centre for Bath and North East Somerset	£4,957,984
Weston College Future Technology Centre	£5,009,390
West of England Law and Professional Services Academy	£4,648,068
Advanced Engineering Centre Extension	£4,000,000
Advanced Construction Centre	£6,000,000
*FE SKILLS CAPITAL PROJECTS STARTING YR 16/17	
Avon Street Campus remediation works	£600,000
Inclusive Vocation Training Centre	£792,000
North Somerset Employment and Guidance Centre	£3,274,000
South West Tourism and Hospitality Academy – Phase 1	£4,380,000
Weston College Social Enterprise Training Centre – Phase 1	£3,434,000

DESCRIPTION	RATIONALE FOR INTERVENTION	THE FIGURES	LEVERS OF GROWTH	FREEDOMS & FLEXIBILITIES SOUGHT	OWNER
A. Bristol Robotics Laboratory (Institute of Technology) A collaborative Robotics and Autonomous Systems (RAS) initiative to provide start-up and grow-on space for technology/ knowledge based businesses in robotics and autonomous systems, bio-sensing and biotechnology, biomedical and other related fields. Provision of facilities and advanced tools for academic and industry innovators, collaborative projects and technology companies. Supported by UWE and University of Bristol.	Fragmentation and lack of specialist facilities & support	LGF COST £4.5m ROI £6.44 JOBS 500 PRIVATE SECTOR LEVERAGE £5.8m	  	Resourcing nationally significant centres of excellence Recognising the strength of Bristol Robotics Lab and the high growth potential for this sector in the West of England and importance to national growth, work with us to explore how we might deliver the TSB's national ambition for a Robotics and Autonomous Systems Catapult, at the BRL, UWE. Business and Innovation Hubs	Prof. Martin Boddy University of West of England
B. WE 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.	Need to adopt ultra-low carbon economy Business not carrying out sufficient R&D due to lack of investment Lack of skilled workforce	LGF COST £30.0m ROI £11.33 JOBS 650 PRIVATE SECTOR LEVERAGE £16.7m	  	Resourcing nationally significant centres of excellence Business and Innovation Hubs	Prof. Gary Hawley University of Bath
C. Terabit West (Broadband) Broadband infrastructure R&D test bed to support the extension of Gigabit Bristol across the WE increasing capacity/volume for high growth sectors.	Current commercial offer for broadband is expensive, shared, slow and not suited to R&D	LGF COST £15.0m ROI £11.00 JOBS 250 PRIVATE SECTOR LEVERAGE £0	   	National assets for local growth The Highways Agency will open up their National Roads Telecommunications Service fibre network to enable high speed broadband connectivity within and between our Enterprise Zone and Areas, aligned with support for the delivery of our Gigabit/Terabit broadband investment and test bed programmes.	James Lancaster University of Bristol
D.Bristol & Bath Science Park Grow on Centre Expansion of Bristol & Bath Science Park providing grow-on space including hybrid workshop, wet and dry labs and collaborative spaces.	Development halted during recession, too high risk for private sector in the current market	LGF COST £15.0m ROI £0.63 JOBS 240 PRIVATE SECTOR LEVERAGE £1.7m	  	Resourcing nationally significant centres of excellence Business and Innovation Hubs National assets for local growth Subject to the conclusion of current contract negotiations between BIS, HCA and the property developers, allow the LEP through South Gloucestershire Council as the Accountable Body to take the stewardship role from the HCA, for the Bristol & Bath Science Park in the Emersons Green Enterprise Area, where the LEP currently has no direct strategic influence.	Bonnie Dean Bristol & Bath Science Park




DESCRIPTION	RATIONALE FOR INTERVENTION	THE FIGURES	LEVERS OF GROWTH	FREEDOMS & FLEXIBILITIES SOUGHT	OWNER
E. Quantum Technologies Creation of a Quantum Technologies Hub (QT Hub) – building upon pioneering research at the University of Bristol and the region's successful semiconductor companies. Significant human talent will be attracted to the QT Hub in areas such as Quantum Computers, Quantum Simulators, Quantum Sensors and Quantum Communication.	High barriers to market entry, lack of technology and skills to build devices	LGF COST £5.0m ROI £0.87 JOBS 100 PRIVATE SECTOR LEVERAGE £2.5m	   	Resourcing nationally significant centres of excellence Business and Innovation Hubs	Mustafa Rampuri University of Bristol
F. Food & Drink Enterprise Centre 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.	Businesses in this sector currently procure for innovation research and technology support outside the WE region. No high tech industries in Weston-super-Mare.	LGF COST £12.9m ROI £2.26 JOBS 694 PRIVATE SECTOR LEVERAGE £9.1m	 	Resourcing nationally significant centres of excellence Ensure that national programmes support the delivery of a Food & Drink Technology Innovation Centre in the J21 Enterprise Area. Business and Innovation Hubs	Karuna Tharmananthar North Somerset Council
G. 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 WE region.	Lack of installation of solar PV's onto new build homes and currently not offered as an optional extra.	LGF COST £400k ROI £1.50 JOBS 6 PRIVATE SECTOR LEVERAGE £400k	 	Powering the West of England Green Deal / Energy Service Companies (ESCOs) Housing	James Lancaster University of Bristol
H. Innovation in composites for marine energy Provision of new test centre to provide development testing and accreditation for new tidal blade models and dynamic testing capability.	Current blade test facility and scale of industry not large enough for each manufacturer to have facility.	LGF COST £2.0m ROI £6.75 JOBS 10 PRIVATE SECTOR LEVERAGE £200k	 	Resourcing nationally significant centres of excellence	Johnny Gowdy Regen SW
I. 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.	Whole house retrofitting not being taken up as there is a need for cheap and easy finance to enable households and businesses to cover the costs of the works not covered by existing Government schemes.	LGF COST £9.1m ROI £9.62 JOBS 1,775 PRIVATE SECTOR LEVERAGE £0	 	Powering the West of England Green Deal / Energy Service Companies (ESCOs) Housing	David Trethewey Bath and North East Somerset Council





DESCRIPTION	RATIONALE FOR INTERVENTION	THE FIGURES	LEVERS OF GROWTH	FREEDOMS & FLEXIBILITIES SOUGHT	OWNER
J. Payment for Ecosystem Services Support Exploit new markets for trading externalities not currently accounted for (such as flood water capacity, biodiversity, energy or carbon offsetting) to create economic, social and environmental benefits.	Unsustainable depletion of natural capital necessitates mechanisms at local level (for homes and businesses) to facilitate payment for ecosystem services. New market, payback periods and benefits not yet recognised.	LGF COST £330k ROI £2.09 JOBS 20 PRIVATE SECTOR LEVERAGE £165k			Dr. Bevis Watts West of England Nature Partnership
K. WE Circular Economy Business Support Services Develop closed loop recycling practices with the aim of reducing emissions and sustainable use of resources for suppliers. Research and business support into the circular economy.	Failure to price environmental costs of resources/future pricing. No service based business models.	LGF COST £120k ROI £3.21 JOBS 10 PRIVATE SECTOR LEVERAGE £0	 		Jane Stephenson Resource Futures
L. Increasing Business Resource Efficiency across WE Business support for SMEs to increase business process and management resource efficiency. Project will develop the low carbon sector and will support the priority sectors of High Tech, Aerospace and Advanced Engineering.	Lack of awareness and access to the benefits of resource efficiency advice and support which can help businesses reduce overhead costs and gain new access to new markets.	LGF COST £240k ROI £7.08 JOBS 17 PRIVATE SECTOR LEVERAGE £0			Rob Emony Business West
M. Bristol Channel Tidal Energy Test Bed Feasibility study to explore opportunities to harness low carbon energy from the Severn Estuary.	Capital intensive, requiring significant timescales, planning, development and operational costs. Potential developers of tidal range projects do not have the capacity to undertake such studies.	LGF COST £300k JOBS 0 PRIVATE SECTOR LEVERAGE £0		Resourcing nationally significant centres of excellence Powering the West of England In return for a strong regional partnership and commitment, Government will support research and development activity in marine renewables; align UKTI activity in support of the sector; and develop a simplified consents regime to enable to rapid deployment of demonstrator projects coordinated with DECC, the Marine Management Organisations and the Crown Estate.	Bill Eldrich Bristol City Council

DESCRIPTION	RATIONALE FOR INTERVENTION	THE FIGURES	LEVERS OF GROWTH	FREEDOMS & FLEXIBILITIES SOUGHT	OWNER
N. 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 i.e. 3D printing. With partners including GKN Aerospace, Rolls-Royce, Airbus, WEAf, South Glos Council.	Scale of proposal in scope, proposed diversity of the technology centre and collaboration with range of stakeholders requires and would benefit from public sector backing to deliver successfully.	LGF COST £26.7m ROI £1.46 JOBS 900 PRIVATE SECTOR LEVERAGE £9.2m		Resourcing nationally significant centres of excellence Recognition and government support for the iAero campus in Filton to provide a place where innovation in aerospace specific technologies, processes and skills can deliver on aspirations set out in the Aerospace Growth Partnership 'Lifting Off: Implementing the Strategic Vision for UK Aerospace.' Engaging early with the West of England when ATI, TSB or Aerospace Growth Partnership resources become available for the development of IAERO Business and Innovation Hubs	John Pritchard GKN Aerospace
O. Virtual Growth Hub A virtual growth hub for the Aerospace & Advanced Engineering, Microelectronics, Low Carbon and Creative sectors geared to supporting SMEs throughout the supply chain, with a focus on technology development through innovation vouchers and practical in company direct action support.	Barriers to innovation in the SME sector as a result of lack of access to specialist information and services, high development costs, lack of access to capital. Weaknesses in supply chain, particularly, aggregation and distribution leading to increased logistics costs.	LGF COST £6.0m ROI £1.75 JOBS 120 PRIVATE SECTOR LEVERAGE £6.0m		Resourcing nationally significant centres of excellence Business and Innovation Hubs	Simon Young West of England Aerospace Forum (WEAF)
P. 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.	Lack of current design standards for structural design in advanced composites. Barrier to adoption as a result of high capital costs, lack of evidence of the real benefits based on the lifetime of the product and limited number of designers who can deliver these projects	LGF COST £1.0m ROI £6.00 JOBS 100 PRIVATE SECTOR LEVERAGE £0			Kathryn Vowles Balfour Beatty
Q. National Composites Centre Provision of facilities and support services to develop additional laboratory space and commercial space at the composite centre.	Lack of R&D investment & Failure to exploit emerging markets.	LGF COST £8.0m ROI £1.28 JOBS 150 PRIVATE SECTOR LEVERAGE £0		Resourcing nationally significant centres of excellence Business and Innovation Hubs	Graham Harrison GKN

DESCRIPTION	RATIONALE FOR INTERVENTION	THE FIGURES	LEVERS OF GROWTH	FREEDOMS & FLEXIBILITIES SOUGHT	OWNER
R. Engine Shed Phase 2 Provision of incubation and grow on space for growth oriented high technology companies using the SETSquared model successfully applied to Engine Shed Phase 1.	No private sector provision of these types of services and facilities exist in the WE area with the specialist support offered.	LGF COST £5.0m ROI £11.80 JOBS 1,000 PRIVATE SECTOR LEVERAGE £5.8m		Resourcing nationally significant centres of excellence Business and Innovation Hubs National assets for local growth Full transfer all HCA assets in the Temple Quarter Enterprise Zone to the established development vehicle for the Zone.	Dr. Neil Bradshaw University of Bristol
S. Bristol's CreaTech City To exploit the co-location of creative technology micro-businesses and capitalize on the growth opportunity in the unsquare mile by promoting collaborative projects, co-ordinating support funding, bids, growth programmes and skills development in the high-growth space.	The market is not able to produce an effective centre, diverse workforce, pathways to sustainable careers & fast increase in digital content with a centralist approach owned by a single company.	LGF COST £4.5m ROI £1.00 JOBS 230 PRIVATE SECTOR LEVERAGE £0		Business and Innovation Hubs	Paul Appleby Bristol Media
T. Cultural Infrastructure Programme Cultural buildings and equipment investment programme to support the development of a range of cultural infrastructure develop efficiency and sustainability of the cultural organisations that operate the buildings, to make the cultural attractions in WE fit for purpose.	'Not for profit' sector and relies upon capital fundraising to invest in cultural buildings and equipment. WE region historically under-invested compared to other English core city regions.	LGF COST £20.0m ROI £1.50 JOBS 625 PRIVATE SECTOR LEVERAGE £9.0m			Dick Penny Watershed
U. Craneworks A project to convert the area around the crane sheds on Bath's South Quays into a creative, inter-disciplinary and multi-functional space to promote, support, connect and grow creative businesses.	Fragmented High Tech and Creative & Digital sectors. Shortage of available land for office development and high land costs.	LGF COST £10.5m ROI £1.61 JOBS 287 PRIVATE SECTOR LEVERAGE £6.1m		Business and Innovation Hubs	Doug Laughlen Craneworks
V. Bath Innovation A package of connected and mutually dependant interventions at Innovation Campus and Quay to provide a centre, incubator and grow on space delivered collaboratively.	No new Grade A office accommodation provided by the private sector in Bath during the past 20 years despite evidenced demand. Development has a negative market land value.	LGF COST £34.7m ROI £11.52 JOBS 7,000 PRIVATE SECTOR LEVERAGE £26.5m		Resourcing nationally significant centres of excellence Business and Innovation Hubs	John Wilkinson B&NES Council imon Bond University of Bath

DESCRIPTION	RATIONALE FOR INTERVENTION	THE FIGURES	LEVERS OF GROWTH	FREEDOMS & FLEXIBILITIES SOUGHT	OWNER
W. WE Growth Hub & Fund An SME growth hub and 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 'over-skilling' employees, etc.	SME's lack of access to finance for capital investment, innovation and research & development.	LGF COST £16.0m ROI £1.56 JOBS 1,050 PRIVATE SECTOR LEVERAGE £28.0m	 	Business and Innovation Hubs We will work with Government to find a revenue funded solution to provide a business support hub.	Nick Wilton SME Group Phil Smith Business West
X. iNET innovation networks Promotion of innovation and growth of SMEs across the WE area including access to advice and guidance, skills development and enhancement, new product and process technologies and marketing.	Barriers to innovation in the SME sector in terms of information and awareness, cost, access to specialist information and services, access to capital.	LGF COST £3.0m ROI £3.10 JOBS 135 PRIVATE SECTOR LEVERAGE £3.0m			Prof. Martin Boddy University of West of England
Y. 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.	Congestion and other transport pressures on growth	LGF COST £34.0m ROI £1.79 JOBS 950 PRIVATE SECTOR LEVERAGE £30.0m		Transport	Local Authority Heads of Transport B&NES, BCC, NSC, SGC
Z. 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.	Congestion impacts on, and is a cost to business	LGF COST £34.0m ROI £3.18 JOBS 1,600 PRIVATE SECTOR LEVERAGE £8.5m		Transport	Peter Mann Bristol City Council
AA. Sustainable Transport Package A programme of sustainable transport capital measurers 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.	Congestion and other transport pressures on growth	LGF COST £20.0m ROI £3.10 JOBS 1,800 PRIVATE SECTOR LEVERAGE £6.0m		Transport A single settlement for the West of England for ten years across the whole of public transport, with increased flexibility in the use of funds and powers to regulate networks – the same as Transport for London.	Alistair Cox Bristol City Council

DESCRIPTION	RATIONALE FOR INTERVENTION	THE FIGURES	LEVERS OF GROWTH	FREEDOMS & FLEXIBILITIES SOUGHT	OWNER
AB. 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. [£44.9m pre-commitment through devolved major schemes allocation]	Congestion and other transport pressures on growth	LGF COST £8.5m ROI £2.00 JOBS 1,150 PRIVATE SECTOR LEVERAGE £0		Transport Government is asked to extend the electrification programme to include suburban rail services in Bristol, South Gloucestershire and North Somerset, including modern electrified rolling stock on the local rail service to Cardiff. Simplification of the process for delivery of MetroWest programme as well as including in any future franchise the whole of MetroWest network and expediting the process for reopening the disused section of the railway and the legal powers needed to run passenger services between Portishead and Bristol Temple Meads.	Colin Medus North Somerset Council
AC. 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. (£36.5m pre-commitment through devolved major scheme allocation)	Congestion and other transport pressures on growth	LGF COST £3.2m ROI £2.00 JOBS 895 PRIVATE SECTOR LEVERAGE £0		Transport Government is asked to extend the electrification programme to include suburban rail services in Bristol, South Gloucestershire and North Somerset, including modern electrified rolling stock on the local rail service to Cardiff. Simplification of the process for delivery of MetroWest programme as well as including in any future franchise the whole of MetroWest network. Government to support the early delivery of Phase 2 so that MetroWest is delivered and operated as a whole network at the earliest opportunity and building on our existing Bristol City Regional Deal, allow programme flexibility in project funding across the MetroWest Programme – both phases 1 & 2.	Janet King South Gloucestershire Council
AD. Superfast Broadband Provision of open access ducting and a voucher scheme to support the roll out of superfast broadband across the WE area, complementing the Gigabit Bristol programme and the emerging Terabit West intervention.	Broadband supply limited and expensive in business parks, only large companies can afford expensive leased lines. Businesses are unlikely to locate in EA without a guarantee of a suitable broadband connection.	LGF COST £5.22m ROI £8.04 JOBS 1,312 PRIVATE SECTOR LEVERAGE £0		National assets for local growth The Highways Agency will open up their National Roads Telecommunications Service fibre network to enable high speed broadband connectivity within and between our Enterprise Zone and Areas, aligned with support for the delivery of our Gigabit / Terabit broadband investment and test bed programmes.	Jennifer Brake South Gloucestershire Council

DESCRIPTION	RATIONALE FOR INTERVENTION	THE FIGURES	LEVERS OF GROWTH	FREEDOMS & FLEXIBILITIES SOUGHT	OWNER
AE. 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.	Finite funding available for flood risk management infrastructure from central Government. Schemes cannot easily be developed by one authority and require significant up front funding.	LGF COST £16.5m ROI £4.26 JOBS 2,900 PRIVATE SECTOR LEVERAGE £0		Transport	Steve Evans South Gloucestershire Council
AF. FE Skills Capital Capital intervention to support skills development in further education. Various projects including: <ul style="list-style-type: none">Refurbishment and Modernisation of Automotive Engineering Workshops (£900k);Business Enterprise Training Centre (£720k);New Construction Centre for Bath and North East Somerset (£5.3m);Weston College Future Technology Centre (£5m);West of England Law and Professional Services Academy (£4.6m);Advanced Engineering Centre Extension (£4m);Advanced Construction Centre (£6m).		LGF COST £31.9m JOBS N/A PRIVATE SECTOR LEVERAGE £42.6m	 	Skills To support skills development in the J21 Enterprise Area, we ask Government to conclude the funding agreement to bring forward North Somerset Enterprise Technical College, within the Weston Airfield Business Quarter. In return we will ensure that the NSETC is fully functional by Autumn 2015 as a unique opportunity to involve industry in the education provision and focus on STEM subjects both of which are welcomed by the industry in the area. We also request that Government grant joint FE & HE institution to Weston College, to consolidate the level of Higher Education provision in North Somerset and in particular the regeneration and growth ambitions in Weston-super-Mare and the J21 Enterprise Area.	Adam Powell WE LEP Skills Team
AG. Skills & 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.	Business needs unmet by local labour supply Variance between the skills (or occupation) of jobseekers and the vacancies offered by employers. Lack of employer engagement in schools. Skills provider infrastructure does not fully meet training needs of key sectors.	LGF COST £15.8m ROI £4.64 JOBS 2,500 PRIVATE SECTOR LEVERAGE £0		Skills	Adam Powell WE LEP Skills Team
AH. WE Inward Investment Programme Wide ranging inward investment programme for the WE area, including mix of research, marketing and trade promotion; business development activity including key account management.	Market failure in location promotion and relative high costs of information gathering for potential investors (should they have to do it themselves).	LGF COST £3.0m ROI £3.67 JOBS 4,500 PRIVATE SECTOR LEVERAGE £870k		Business and Innovation Hubs	Matt Cross Bristol & Bath

4.3 WEST OF ENGLAND GROWTH DEAL

This Strategic Economic Plan shows how we will develop a £150bn economy, on an investment of just £0.5bn of public money; and how our Local Growth Fund programme will result in an estimated 25,591 jobs and £1.9bn in GVA. This ambition will only be realised if the West of England has the freedoms and flexibilities we need to deliver quickly and effectively.

National governments have an important role to play in backing places which are performing well, and creating jobs and growth for UK plc. With the appointment of a Cities Minister, the creation of a cross-Whitehall Cities Unit, and the development of the Bristol City Region Deal, national economic policy is making significant steps towards freeing up our major engines of growth.

We were heartened by the ambitious programme of reform heralded by Michael Heseltine in his report, No Stone Unturned, and we are committed to demonstrating to Government that the West of England is a place where the scale and the ambition of those proposals can be delivered. Accordingly, we are putting forward a number of proposals that support our Local Growth Fund interventions, as well as a set of game-changing reforms that will help the Government deliver its vision for a new era of self-determining and successful city-regions.

Our proposals for reform as part of the Growth Deal fall into two categories:

- 1. Unlocking growth** Flexibilities needed now to enable rapid delivery of SEP ambitions.
- 2. Game-changers** The next generation of reforms required to set city regions like the West of England free to drive growth.

1. Unlocking growth

The following proposals directly support the delivery of the Strategic Economic Plan and particularly our Local Growth Fund projects.

Business and Innovation Hubs
We will: There are a range of impactful projects in our Local Growth Fund plan centred on providing support to growing and innovative business, as well as a number of different venues and centres of excellence where businesses congregate. We will work with Government to find a revenue funded solution to combine project proposals into a single coherent package of support for business in the West of England. Support will be available in multiple locations, co-located with centres of excellence wherever possible, and will provide a single point of expert contact for business advice.

- Government will:**
- Provide an enhanced and locally sensitive trade support package – through local influence over the way UKTI is commissioned.
 - Guarantee future national business support contracts are procured in line with local needs.

National assets for local growth

In order to accelerate growth in priority locations, it is vital that in our Enterprise Zone and Areas key Government agencies deliver in line with local economic or spatial strategies in the way they make use of their assets.

We will: Drive forward our ambitious programme for the development of our Enterprise Zone and Enterprise Areas, resulting in the creation significant jobs and growth.

Government will: Introduce a ‘Duty to Pro-actively Support Local Economic Strategies’, or similar requirement, for all central Government bodies/agencies in the way that assets are managed or disposed of within Enterprise Zone/ Areas. This will apply to organisations such as the HCA, BIS, the Highways Agency and the Canals and River Waterways Trust, for example, and the regulatory framework for this duty will also include penalties for inaction, requiring proactive decision-making about the treatment of land and assets to support local plans.

In addition, we require the following specific changes to support the best use of assets to deliver our SEP priorities:

- English Heritage will consider ‘economic impact’ in its assessment of the development of Temple Meads train station.
- The Highways Agency will open up their National Roads Telecommunications Service fibre network to enable high speed broadband connectivity within and between our Enterprise Zone and Areas, aligned with support for the delivery of our Gigabit / Terabit broadband investment and testbed programmes.
- Subject to the conclusion of current contract negotiations between BIS, HCA English Heritage and the property developers, allow the LEP through South Gloucestershire Council as the Accountable Body to take the stewardship role from the HCA, for the Bristol & Bath Science Park in the Emersons Green Enterprise Area, where the LEP currently has no direct strategic influence.
- Fully transfer all HCA assets in the Temple Quarter Enterprise Zone to the established development vehicle for the Zone.

Resourcing centres of excellence

As we now embark on further development of nationally significant centres of excellence in the West of England we require Government to further align existing and forthcoming resources to achieve maximum impact.

We will: Deliver nationally significant Centre of Excellence in the West of England to support jobs and GVA growth, including aerospace (iAero), robotics (Robotics and Autonomous Systems Catapult / Robotics Lab); bio-sensing and biotechnology (University Enterprise Zone); Food & Drink (J21 Food & Drink Enterprise Centre), and creative industries (Engine Shed / Craneworks).

Government will: Align all relevant national programme and resources behind the development of these facilities, including:

- Recognition and government support for the iAero campus in Filton to provide a place where innovation in aerospace specific technologies, processes and skills can deliver on aspirations set out in the Aerospace Growth Partnership ‘Lifting Off: Implementing the Strategic Vision for UK Aerospace.’ Engaging early with the West of England when ATI, TSB or Aerospace Growth Partnership resources become available for the development of iAERO.

- Recognising the strength of Bristol Robotics Lab and the high growth potential for this sector in the West of England and importance to national growth, work with us to explore how we might deliver the TSB’s national ambition for a Robotics and Autonomous Systems Catapult, at the BRL, UWE.
- Support development of Biosensing and Biotechnology (University Enterprise Zone) capability alongside Robotics and linked to the University Enterprise Zone.
- Ensure that national programmes support the delivery of a Food & Drink Technology Innovation Centre in the J21 Enterprise Area.

Many of these centres are rightfully focused on innovation and R&D as a key strength of the West of England. A further ask of Government therefore is the early engagement and involvement of TSB as they develop locally-sensitive national strategies for innovation and technology.

Powering the West of England

The West of England is fast becoming a national centre for innovation and expertise in the generation and distribution of energy. With the development of the Severn Estuary as a major centre for tidal renewable marine energy, and the forthcoming investment in Hinkley Point and Oldbury nuclear power stations, we have a window of opportunity to create local jobs and growth in this sector. Given more local control, city regions would be able to purchase and generate energy more cheaply, while co-ordinating benefits of smart energy systems or positive energy behaviours to households. We want to work with Government to achieve the following:

- Work with the Core Cities and their LEP partners to explore city regions having greater local control over energy systems, potentially including:
 - A co-ordinated framework of Energy Service Companies (ESCOs) across Core City LEP partners, obtaining one or more supply and independent distribution licences.
 - Making best use of the Core Cities combined purchasing power to create ‘next generation’ energy solutions and competitive consumer costs through arrangements such as Power Purchase Agreements.
 - Setting tariff prices on energy we produce and reinvest more taxes from energy production.

- Greater powers to organise infrastructure plans with utility companies and hold to account utility generators, transmission services and distributors across their areas.
- Give urgent attention to the challenges of recent changes to the Green Deal, to ensure that the enormous opportunity to reduce energy consumption in the West of England by rapidly implementing plans to retrofit housing and other buildings across the city-region, is not missed.
- In return for a strong regional partnership and commitment, Government will support research and development activity in marine renewables; align UKTI activity in support of the sector; and develop a simplified consents regime to enable the rapid deployment of demonstrator projects coordinated with DECC, the Marine Management Organisations and the Crown Estate.

To support the development of the skills our labour force needs to take advantage of this great expansion of the energy sector, we are seeking support from Government to:

- Establish the West of England as a major centre for energy skills, building on the development of Hinkley Point and Oldbury nuclear power stations.
- Working in partnership with our neighbouring LEPs to make the West of England part of a network of elite further education provision focused on energy.

2. Ambitious reform

Liberating the West of England economy

Cities and city-regions directly control only a miniscule proportion of the income they generate, with money generated locally returned to us only with complex strings attached. The current arrangement means our engines of national economic growth cannot use public money in the most efficient way to provide what local people want, and they are limited in how they can raise investment and attract commercial finance. We want to work with Government to address this, and together we are calling for:

- Government to return to the original ambition for the Local Growth Fund, allocating a flexible single pot based on their SEPs, without the current requirement to agree, and be centrally monitored against, individual projects.
- Government to honour their original City Region Deal commitment to explore an extension of our existing Growth Incentive to give us 100% business rate retention across the West of England.
- Government to honour their original City Region Deal commitment to develop a single set of monitoring and contractual arrangements for all economic development funding in the West of England, to match our local commitment to a ‘One-Front-Door’ approach to local funding.
- Implementation of London Finance Commission findings, devolving property taxes to the West of England, within a framework that has a neutral affect on the rest of local government finance (allowing for ‘equalisation’)⁸.

- Government to work with the West of England to develop an innovative model for the retention of a small proportion of sales tax (VAT). This may be no more than 1% and yet could be used to create significant local funds, which we would use to establish a local business bank supporting investment for a return in small and innovative local businesses looking to grow.

Together, these proposals would achieve three things:

- create more certainty and stability over public finances which will allow lasting, positive reform to be delivered.
- achieve the critical scale and market confidence needed to drive really significant investment in growth by allowing the West of England to share in the proceeds of success.
- provide the necessary freedoms to innovate with whatever funds will be available within an area, to create the most attractive environment possible for investors.

Skills

The West of England has specific strengths, and therefore specific skills needs for its workforce. A centralised system does not adequately assess or understand the skills needs in the West of England – the rate of innovation and change in our economy is too great for any central bureaucracy to keep pace. The West of England is calling for:

- Implementation of a South Bristol Skills and Labour Market Agreement (SLMA), covering a minimum of five years and as an early adopter of the model proposed by the Core Cities. This will include:
 - A framework of coordination for all education providers
 - A single plan and investment framework for skills with: devolved budgets and locally commissioned provision; more focus on under-25s; and Advice and Guidance Services all linked to current and future needs of the local labour market.
 - Local commissioning of the Work Programme post-2016, with the option for a single performance framework across all core city LEPs.

To support skills development in the J21 Enterprise Area, we ask Government to conclude the funding agreement to bring forward North Somerset Enterprise Technical College, within the Weston Airfield Business Quarter. In return we will ensure that the NSETC is fully functional by Autumn 2015 as a unique opportunity to involve industry in the education provision and focus on STEM subjects both of which are welcomed by the industry in the area. We also request that Government grant joint FE & HE institution to Weston College, to consolidate the level of Higher Education provision in North Somerset and in particular the regeneration and growth ambitions in Weston-super-Mare and the J21 Enterprise Area.

⁸ <http://www.london.gov.uk/priorities/business-economy/championing-london/london-finance-commission>

Transport

Transport investment in and between our economic engines is much lower outside London and is under increasing pressure. Like skills, transport policy in England is also a patchwork of different elements under different control. City regions have limited powers to raise money. Our proposals to work with Government on transport reforms include:

- Explicit inclusion in future plans for high speed connections west of London – to the West of England and South Wales – as part of the planned future investment in the UK network.
- Government is asked to extend the electrification programme to include suburban rail services in Bristol, South Gloucestershire and North Somerset, including modern electrified rolling stock on the local rail service to Cardiff.
- Simplification of the process for delivery of the MetroWest programme as well as including in any future franchise the whole of MetroWest network, and expediting the process for reopening the disused section of the railway and the legal powers needed to run passenger services between Portishead and Bristol Temple Meads.

- Building on our existing Bristol City Regional Deal, allow programme flexibility in project funding across the MetroWest Programme – both phases 1 & 2.
- Progress, with urgency, the delivery of a number of strategic funding priorities currently outside the scope of the Local Growth Fund, in particular funding for a new junction on the M49, and the development of Bristol Temple Meads Station, both of which are critical to the success of our Enterprise Zone/Areas.
- A single settlement for the West of England for ten years across the whole of public transport, with increased flexibility in the use of funds and powers to regulate networks – the same as Transport for London.

Housing

Between 2001 and 2011 house prices rose by 94%, but wages only rose by 29%. The nation is facing a crisis of housing provision and the West of England has some of the most unaffordable housing in the country outside London. This risks becoming a major drag-anchor on growth. National housing policy and programmes can act as a straightjacket to city-regions like the West of England. Funding is complex – some 36 streams – and inflexible, so cities can’t always innovate and use their own resources and know-how to create new housing.

We are asking Government to:

- Enable the HCA to work more flexibly with local authorities to accelerate delivery of housing and economic regeneration, and to commit to further developing our good partnership approach into one of close collaboration.
- Full devolution of HCA funding for housing to the West of England, through a new framework that will simplify the many different pots of funding available, and will include:
 - A relaxed requirement to achieve best value for public land in HCA ownership that measures best value in a different way, including longer term economic benefits.
 - Flexibility in the requirement for infrastructure investment to be recoverable, with a cost-benefit mechanism that takes better account of wider economic benefits.
 - Establishment of a housing ‘accelerator’ – a focused programme and ‘crack team’, working with the HCA that will review every stalled site in the West of England and identify the resource needed to get sites moving.

DCLG is also asked to work with the West of England to develop a mechanism to obligate developers of new residential and employment sites to engage with telecoms providers and make provision of superfast broadband at the construction stage.

4.4 CLUSTERS OF ACTIVITY

There are many synergies between the interventions in our Local Growth Fund programme. Figure 14 illustrates cross-sectoral clusters of activity.

These synergies are a reflection of the cross sectoral collaboration and opportunities in the West of England and a demonstration of how smart specialisation is the right approach for us. As more and more people live in city-regions there is increasing demand on city-region systems – things like transport, energy, housing, water and health.

As the UK's hub for creative and high-tech industries, low-carbon innovation, aerospace and defence as well as community empowerment and citizen-led activism, the West of England is ideally placed to invent, develop, test and share smart new approaches to tackling urban issues and to develop genuinely engaging ways to place citizens at the heart of future city-region solutions.

Through a joined-up, multi sector, public-private-people based partnership, West of England has the potential to show how a city-regions multiple systems – transport, digital and other infrastructure can be effectively integrated with people to improve economic productivity and opportunity and increase quality of life whilst at the same time reducing impact on the environment.

It is commonly recognised that small and medium sized businesses drive innovation. As a ‘large small city’ – Bristol will prove that the same is true for urban innovation and that this can be extended across a city-region. The five priority sectors, and the interventions in this Plan, can enable this model which in turn can help deliver on social inclusion, inward investment, health and wellbeing.

PLACE AND INFRASTRUCTURE



Accessibility & Connectivity



INWARD INVESTMENT



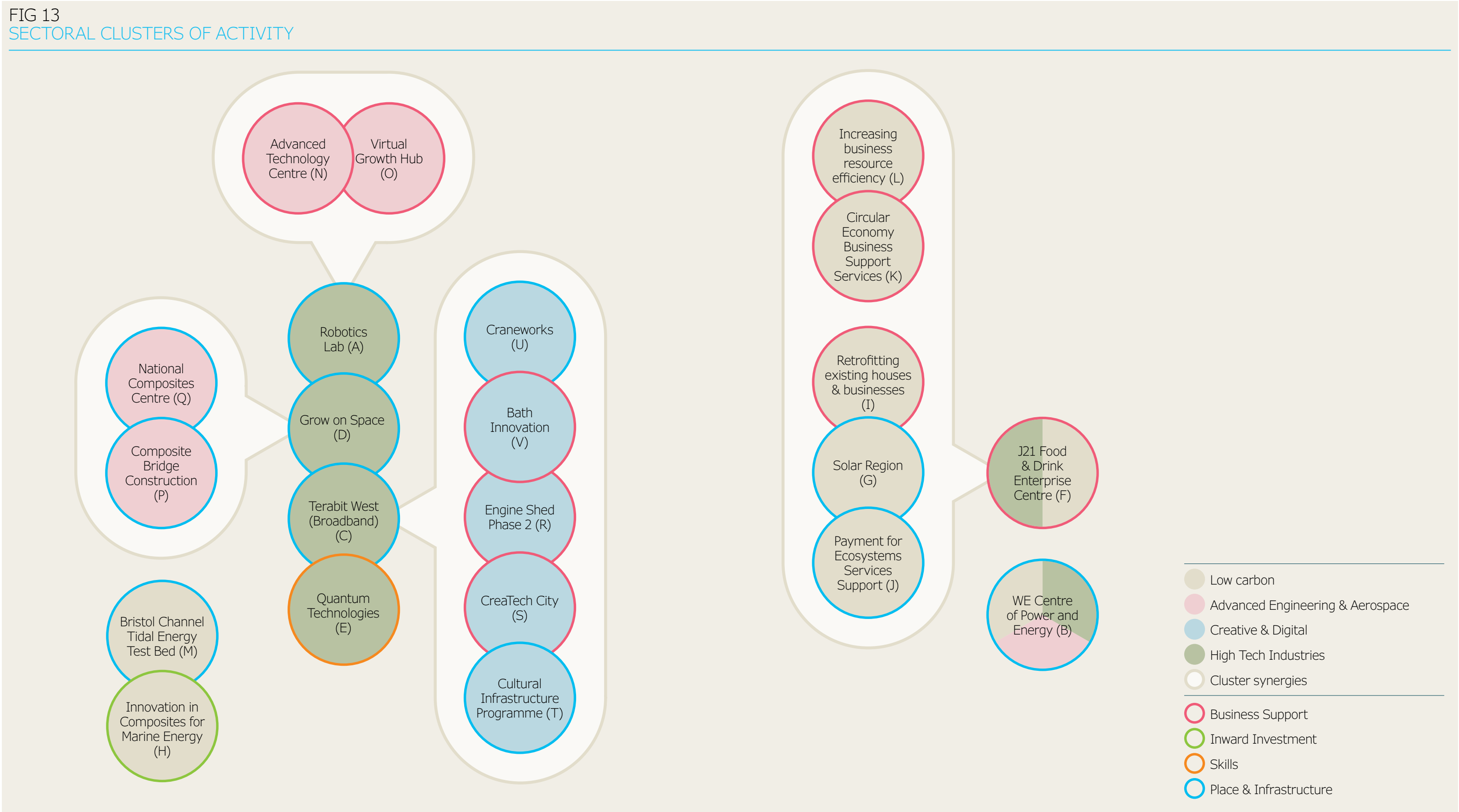
SME BUSINESS SUPPORT



Access to finance

The image displays a 20x7 grid of colored squares, likely representing a heatmap or a data visualization. The colors range from light pink to dark orange, with some white squares. The pattern shows a general trend of increasing color intensity from top-left to bottom-right, with some variations in the middle rows.

FIG 13
SECTORAL CLUSTERS OF ACTIVITY



5 USING OUR LEVERS OF GROWTH

5.1 PEOPLE – KNOWLEDGE ECONOMY, SKILLS AND SOCIAL INCLUSION

SUMMARY

Key issues to address to meet LEP objectives 4 and 5:

- All education and training activity should have line of sight to employment. Matching skills to business needs

The most significant investment we can make for the region is investment in the Employability Chartermark which brings business and education together, raises aspirations and attainment and delivers skills for

growth which will positively impact everyone in the region either directly or indirectly. The model can be rolled out nationally.

What we will do through the Growth Deal 2015/16:

- FE Skills Capital projects £4.9m leveraging in c£9.7m of match funding
- Skills & social inclusion activities £2.6m

What we will do through other mechanisms:

EU SIF 2015–2020 £29m for the following activities:

- Social inclusion particularly focussed in South Bristol and other areas with deprivation, support for NEETS, unemployed adults 19+, support for target groups
- Support for young people 16–19

Our results will be achieved by:

- effective input of business and education
- capital funding
- a clear focus
- a clear set of activities to be implemented and results achieved.

To deliver our economic ambition 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. Our resources to deliver this are substantial – a ‘pyramid of learning’ (four universities, six colleges, including one sixth-form; our secondary schools including independent academies). There is further significant resource in the four Unitary Authorities and the voluntary sector. Our starting position is that while the LEP now has some resource of its own, the vast bulk of what we need to deliver this ambition sits with the providers. The two fundamental priorities are:

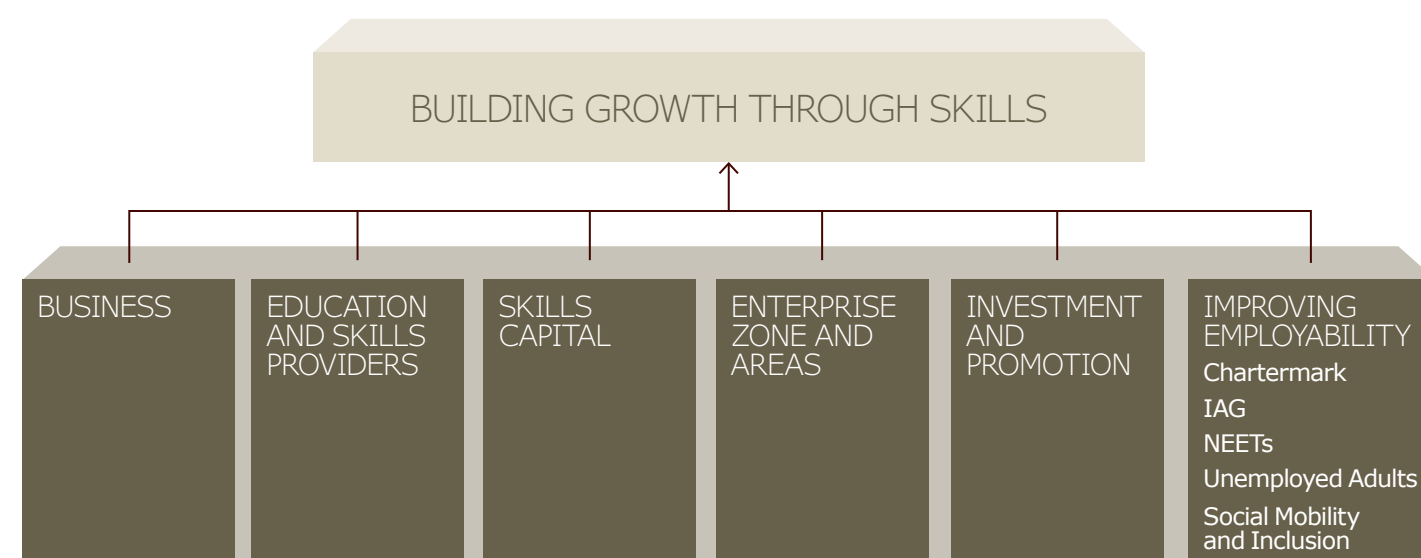
- To develop effective and sustainable partnership working with these players,

To target our efforts on a limited but decisive set of goals.

We will create a skills and employment offer that supports our 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 including South Bristol as a priority regeneration area.

FIG 15
BUILDING GROWTH THROUGH SKILLS



5.1.1 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, 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.

5.1.2 Providers Higher Education

As already referenced we are home to four universities and 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 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. For the West of England this means a focus on tailored skills and professional development for individual businesses, specific business sectors/subsectors e.g. composites, renewable energy and on 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.

There is a strong concentration of world class research in our universities as evidenced by the Witty 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.

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.
- SPHERE (Sensor Platform for Healthcare in Residential Environment) £11.7m led by Bristol Uni, attracts private sector investment (e.g Toshiba and IBM).
- 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.

- 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.

Our four universities are distinctly different, but highly complementary. Together they address all of our priority areas and are significant partners in our priority sectors. The universities’ relationships with companies in our region, from large corporate to innovative early start-ups, are a critical component of this Strategic Economic Plan. The LEP fully supports the proposal from the University of the West of England and University of Bristol to establish a University Enterprise Zone. This will provide clear opportunities for innovation and university-business interaction in line with the proposals of the Witty review and with LEP strategy as set out in this Plan. Selected university capabilities across the area in summary include:

- | | |
|-------------------------------------|---|
| • Composites and advanced materials | • Creative and digital media |
| • Catalysis and synthesis chemistry | • Games and mobile systems |
| • Robotics and autonomous systems | • 3D manufacturing |
| • Biotechnology and bio sensing | • Asset pricing and risk management |
| • Microelectronic design | • Healthcare and assisted living technologies-life sciences |
| • Power engineering | • Optical and wireless networks |
| • Low carbon technologies | • Quantum technologies and engineering |
| • Agri-Science | • High performance computing and big data |
| • Electrical energy management | |
| • Vision and imaging technologies | |

5.1.3 Further Education

We are home to five FE colleges – City of Bath, City of Bristol, Norton Radstock, South Gloucestershire and Stroud and Weston. The colleges are responsible for almost 100,000 students, employ 3,500 staff and have an annual revenue of £200m, delivering courses from entry to Master’s degree level. Together we have formed an FE Consortium to steer college training provision towards the priority areas of growth, ensuring our young people have the skills required to secure employment in the region.

FE providers have been critical in securing growth in skill levels in our sectors, such as the proposed law and professional services academy and the Enterprise Technical College in North Somerset. The colleges will be key in the next phase of growth. The capital projects planned by the colleges also reflect strongly their desire to teach skills in the growth areas.

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 study 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:

- Working with business to match training to the growth industry priorities of the LEP and ensure the region has the talent pipeline needed.
- Increasing employability skills in students.
- Improving destination tracking.
- Aligning long-term capital and estate investment to match the skills needs and opportunities in jobs.

5.1.4
Schools

We recognise 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 and raising aspirations.
- Improving the vocational skills and market knowledge of school students to enhance their chances of employment.
- Improving information, advice and guidance (IAG) for all school learners.

5.1.5
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. It means working to ensure even those furthest from the labour market have opportunities.

This can be done by:

- Developing a strong understanding of local employers skills needs to increase provision that is relevant to local business, both current and future.
- 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.
- Ensuring there are training and learning opportunities for all levels of skill, not just at the higher end.

5.1.6
West of England 5 year Skills Capital Investment Plan

Our Skills Capital Investment Plan will identify the capital investment priorities to deliver the skills needs of employers across our area. It will be reviewed annually and will have at its core a rationale based on collaboration and agreement with key skills training providers, public and private partners, employers and the SFA. Identification of the skills capital assets required will be achieved through the following stages:

- An analysis of the skills needs of West of England employers identified within the WE LEP Skills Plan (which is 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.

We will secure solutions to the Capital investment needs identified, taking full account of the views of providers, who are expected to contribute substantially to the total costs of any project delivered with Skills Capital funding. The delivery of 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.

2015/16 West of England Skills Capital Projects and Estate Condition Funding

To date the WE LEP has conducted the first analysis of Skills Capital investment priorities and has sought Expressions of Interest for projects which address those priorities and which can be funded in the 2015/16 academic year. This has been achieved through a robust and sound procurement process focused on providers from the Further Education

and Private Training Provider sectors. The process used has been based on the Skills Funding Agency (SFA) process and includes an assessment of the proposed projects by both the WE LEP Skills Team and a verification of investment decisions by a panel of business representatives from our Skills Sub-Group to secure private sector involvement in the overall process.

We are making an overall skills capital request for 2015/16 of £4,852,000 this funding will contribute to the costs of 7 individual projects which are set out in our Local Growth Fund programme at section 4 of this plan. If successful with the initial request for funds for the 7 individual projects, the detailed second stage application process will be run with the support and involvement of the SFA and their technical team.

2016/2017 – 2019/2020 West of England Skills Capital Projects

Providers in the West of England have also supplied the WE LEP with 15 projects which meet our stated Skills Capital priorities for the academic years 2016/2017 – 2019/2020 which are also detailed at section 4 and Appendix 2. Unlike the projects for 2015/2016 these projects have not been run through the robust SFA process detailed above but we have mapped them against our priorities. They contain a mixture of new build and remediation of existing estate projects. The overall costs of these projects is £23,246,233.

5.1.7
Improving Employability: What Needs To Happen?

a) The Employability Chartermark (ECM)

Nearly a third of our 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 (ECM) scheme at least once during their education. Currently all four HE and all five FE institutions participate and in its second year, the programme has over thirty secondary schools (including special schools) participating. A primary school model is in its pilot stage as it is very important to engage with pupils at a younger age to raise their aspirations and inform them early. The ECM for educators includes:

- Business input to curriculum and programme design and content, development delivery and review.
- High quality IAG, current labour market information and global and cultural awareness.
- Work placements, internships and work experience.

Businesses who engage in the ECM are also able to achieve the award and are recognised and celebrated for their contribution to the learners.

b) Improving Careers Information, Advice and Guidance (IAG)

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, e.g. World Skills, Teentech, Have a Go, An Hour of Code etc.
- Undertake activity to raise aspirations and attainment of young people.
- Pathways to Professions – run a series of business led events delivering careers information and routes in to those careers to careers professionals.
- Build a portfolio of business speakers volunteering for local educational organisations and establish a site where businesses can ‘pledge’ to contribute to the IAG delivery.

Adults (19+)

We will look to centralise, coordinate and share local Labour Market Information (LMI) funded through EU SIF. 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.
- Ensuring focus on our Enterprise Zone and Enterprise Areas and including lower level skills.
- Creating opportunities for NEETs (Not in Education, Employment or Training), those with Learning Difficulties and Disabilities and others for whom entry to the labour market is challenging.

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

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 EU SIF to deliver a locally driven approach to reducing levels of NEET and also supporting those at risk of NEET. 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 challenging. Close collaboration between business and education will be critical.
- Create a cost-effective personalised programme of engagement, support and skills training. This will include literacy and numeracy focused on individual needs and helping with access to work experience to prepare for the world of work, including Traineeships and Apprenticeships.

d) Support for Unemployed Adults Aged 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 EU SIF to deliver actions which enable this group 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. These will be linked where appropriate to the Universal Credit scheme.

- Developing 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 aligned with Universal Credit and encourage a learn and earn model.
- Promoting entrepreneurship, 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 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 EU SIF:

- 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.
- Additional support to specific target groups such as lone parents, carers, ex-service people, ex-offenders and those with health issues.
- Activity to further open up pathways into higher and further education for under-represented groups through widening participation initiatives. This will build on the existing work of the four Universities and local colleges in operating strong partnerships with schools and colleges, outreach programmes and targeted bursaries.
- Actively engaging ‘civil society organisations’ in seeking ways to tackle social inclusion and combat poverty in an integrated, well managed and consistent way.

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. Businesses will be involved in developing the programme to ensure relevance, linked to business recruitment activity and offering guaranteed interviews.

In addition to working with the existing business base we will develop a strong skills support offer including subsidised training for the foreign and direct investment opportunities generated by the Inward Investment Team.

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. Through EU SIF 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.
- Development of more Level 3+ apprenticeship opportunities.
- Build on our sector engagement with a series of tailored 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/ re-skilling of the existing workforce to meet business needs and changes in key technologies, businesses and sectors including those in rural areas.
- Promote the development of modular courses to more easily support returners to work, after childcare, in their career progression and mobility, particularly in the health sector.
- Promote universities and colleges to employers as progression routes for employers employees in order to maintain the competitiveness of the existing workforce.

5.2 PLACE AND INFRASTRUCTURE

SUMMARY

Key issues to address to meet LEP objectives 1 to 5:

- Place-making to enable growth and strike the correct balance between the social, economic, cultural and environmental factors that are vital to delivering sustainable growth and prosperity for all. Deliver 90,000 new homes across the area and 70,000 jobs at our EZ /EAs and priority locations.
- Transport investment to improve connectivity and accessibility for business and our communities.

- A cohesive, strategic approach to the delivery of our infrastructure to unlock and accelerate growth in new jobs and homes.
- The most significant investment we can make for the region is in our MetroWest and Package of Transport schemes.
- What we will do through the Growth Deal 2015/16:**
- Local Sustainable Transport Fund
 - Package of Transport Schemes
 - Development costs for Metrowest Phase 2 and Phase 1 shortfall
 - Pinch Points
 - Infrastructure realisation scheme

What we will do through other mechanisms:

- £240m+ existing Major Transport schemes (£136m from DfT and remainder local contribution).
- £500m Economic Development to deliver Critical Infrastructure over 25 yrs.
- £56m Revolving Infrastructure Fund to accelerate growth at our Enterprise Zone and Areas.
- Working with delivery agencies: Network Rail, Highways Agency, Defra and HCA on shared priorities.

Place-making is a key enabler of growth. It aids the flow of everyday life, opens spaces for living, 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 timely provision of physical infrastructure is an important aspect of place-making and is necessary to unlock or accelerate growth. Our communities 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.

Well planned developments can also add to the unique character and quality of the built and natural environment and contribute to reducing carbon emissions. This includes moving our centres and high streets beyond retail, becoming more resilient and relevant through strategic management and resource co-ordination.

5.2.1 Strategic fit with national policy

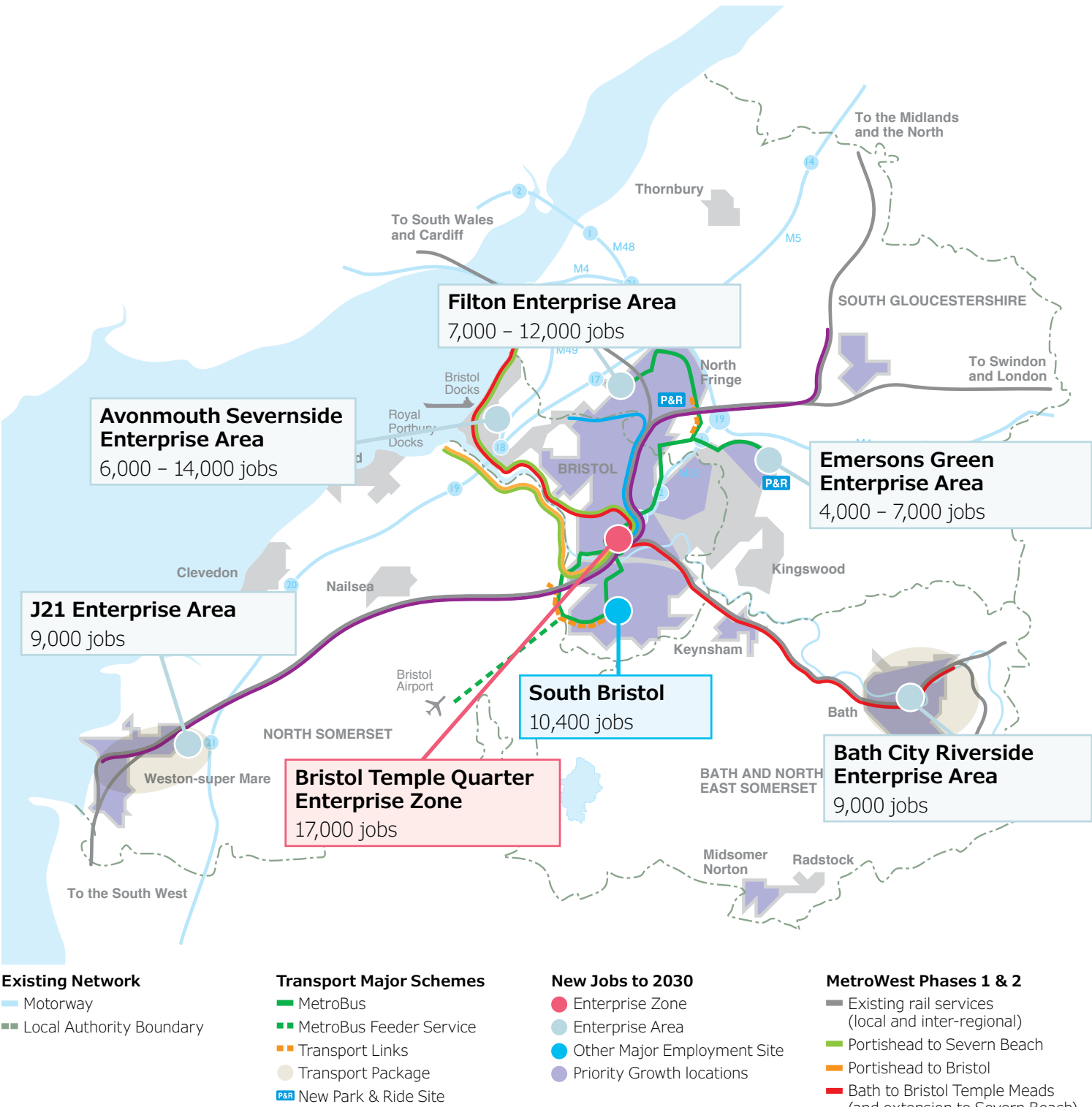
The way in which businesses operate and people live their lives goes beyond their local area, particularly when accessing markets, jobs, major retail and leisure destinations, healthcare, further/higher education opportunities, and open spaces.

The Localism Act 2011, requires Local Authorities to work actively, constructively and on an ongoing basis under the Duty to Cooperate. Authorities should ‘Plan Strategically across Local Boundaries’ on issues such as planning and transport. We have a well established partnership, a Place and Infrastructure team which coordinates joint working on these strategic activities and robust sub-regional governance to help us work together effectively. Our West of England Duty to Cooperate schedule identifies joint working activities on cross boundary issues.

Following public consultation in 2013, the schedule was endorsed by our Planning Homes and Communities Board and is available on our LEP website.

We also recognise importance of non-statutory place-making and the West of England also benefits from a Local Nature Partnership to assist in this.

FIG 16
WEST OF ENGLAND PRIORITY TRANSPORT INVESTMENT MAP



5.2.2
Area Opportunities for unlocking Growth

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.

We support a plan led approach that maximizes investment opportunities to unlock growth and accelerate delivery of our priority locations. This approach 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. Our strategy demonstrates strategic fit with development and transport investment.

This Economic Plan in relation to Place and Infrastructure is integrating our:

- Enterprise Zone and Enterprise Areas and ensuring that they are inclusive so that the prosperity may be shared by other areas.
- Complementary priority growth locations, including South Bristol as a regeneration area.
- City Deal commitment and pooled funding arrangements- Economic Development fund comprising pooled business rates, revolving infrastructure fund, growing places funding.

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.

There are a number of other key developments planned in the West of England which will provide a catalyst to accelerate growth and attract more private sector investment.

The Bristol Arena project is a 12,000 capacity indoor entertainment venue, due to be located on the former diesel depot site adjacent to Temple Meads railway station in central Bristol. A 21,700 seater stadium, to be the new home of the Bristol Rovers football club is planned in South Gloucestershire. The stadium will be a state-of-the-art asset for the region providing a venue for football, rugby and other sports activities.

Planning permission has already been granted on a number of schemes but to ensure wider community benefits are fully realised, to meet exceptional infrastructure costs, and to secure timely delivery, forward funding from public sources may be required.

5.2.3
Alignment with key delivery agencies investment plans.

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.

There are a number of large scale infrastructure proposals that due to the scale and complexity are not yet fully funded. We are working on these jointly with:

- The Highways Agency on the M49 new junction, a scheme that is critical to unlocking the Avonmouth/ Severnside Enterprise Area.
- Network Rail on the transformational proposals for Bristol Temple Meads Station, which is at a unique pivotal point in time driven by the advent of investment in rail infrastructure and the creation of the Enterprise Zone to deliver 17,000 jobs over 25 years. The opportunities of this regeneration links to the entire station area, and its surrounds, including the Bristol Arena scheme. It also links to wider West of England objectives for connectivity and accessibility particularly to London. Network Rail have funded the study itself but are not funded for station enhancement works or those for the wider Enterprise Zone.
- Defra Agencies on flooding solutions at our Enterprise Zone and Areas.
- HCA on affordable housing and enabling infrastructure.

Priority investment maps

The scale of the challenge to realise our ambitions is significant and cannot be delivered by the LEP alone. It will require significant collaboration, private sector investment and joint funding of many public organisations and Government departments. We recognise that our potential can only be achieved through 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. 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 6.

Our Strategic Framework is available on our website. It 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.

5.2.4
Housing

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 to grow. By providing for a range of housing types, the area will retain and attract the workforce required, 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. This includes smart use of small infill/brownfield sites as well as larger strategic housing sites. 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. A planned approach will enable us to target our resources to provide necessary infrastructure that can accelerate the delivery of much needed new homes. Our Economic Plan will enable a faster pace of delivery of homes.

To demonstrate we are open for business the LEP 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.
- **Infrastructure group** – to identify requirements and maximise funding opportunities to deliver infrastructure and accelerate growth at priority locations.
- **Housing Delivery Group** – measures to accelerate delivery of housing sites with planning permission (approximately 17,000 units).

New housing, particularly much needed affordable housing, is required. Together we have an ambitious programme for growth, with a minimum of 90,000 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 preparation and ongoing monitoring of core strategy policies. The SHMA is currently being commissioned to support local plan reviews post 2016. The strategic planning implications resulting from the updated evidence base will be addressed through a West of England joint planning strategy prepared by the four authorities, working with adjoining authorities external to the West of England where necessary. Building upon the current West of England Strategic Framework, the West of England Joint Planning Strategy will provide a formal coordinated strategic context to inform local plan reviews.

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. Our housing plans include retrofitting existing housing stock improving environmental standards and energy efficiency.

Housing associations-working in partnership to deliver affordable homes

New housing development of all types is critical in delivering affordable homes. Local authorities proactively work with the development industry to achieve affordable housing on all new developments. The Housing Associations also play a significant part in delivering affordable housing in the West of England. Three of the four Local Authorities in 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.

5.2.5 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 homes and the sustainable transport to enable people to get to their jobs, homes and services.

5.2.6 Major Schemes (2014 to 2017)

Key to delivering economic growth is our £240m+ programme of five major transport schemes which offer strategic fit with our EZ and EA spatial strategy:

- **Bath Transportation Package** – £27m 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 9,000 new jobs, with schemes for cars, motorcycles, bus and rail passengers, cyclists and pedestrians. Construction was completed in February 2014.
- **MetroBus** – £200m 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 (up to 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 2016 to 2017.

5.2.7 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. With the ambition to re-open as a loop subject to full business case and 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 as opportunities and funding arise over the period 2017 to 2028.

We are working closely with Network Rail and First Great Western on delivering MetroWest.

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 will play an important role in bringing these major employment centres closer to the skilled workforce catchment, by simultaneously enhancing access to the local train network and enhancing train service frequency. Major employers will have a larger skilled workforce pool to draw on within a 30 minute commute and this will play a part removing barriers to inward investment.

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. Network Rail are confident funding will happen with construction taking place 2015 to 2016.

We need new rolling stock to deliver MetroWest. The perfect opportunity is presented by the cascade of the Class 165 ‘Thames Turbos’ trains following electrification of the Great Western Main Line. Class 165s provide greater capacity, passenger comfort, speed and acceleration. Equally it will enable existing rolling stock to be further cascaded to other parts of the South West to meet increasing passenger demand and facilitate additional new services. We ask the Department for Transport for the cascade of Class 165s to the West of England.

Beyond MetroWest Phase 1 and 2 and through the new Great Western Franchise we will work with our neighbouring LEPs, Heart of the South West, Gloucestershire, Swindon and Wiltshire and Oxfordshire, and the train operating companies, on extending services to Gloucester, Taunton, the West Wiltshire towns and Oxford.

The importance to the regional economy of the Cardiff to Bristol to Portsmouth route and the need for enhancements is recognised. As part of the Hinkley development and to maximise access and sustainable travel we will support the Heart of the South West LEP’s ask for two to three trains per hour between Bristol, Weston-super-Mare, Taunton and Exeter whilst maintaining half hourly services to all local West of England stations.

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 InterCity Express (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 and rolling stock with the Department for Transport and Network Rail and to this end we have commissioned a study due to report in April 2014.

Working with the Heart of the South West LEP we will support the further extension of electrification from Weston-super-Mare to Taunton and Exeter for Intercity Express Project and local electric train services. This will improve connectivity and faster journey times to the South West.

Rail Network Resilience

The rail network is vulnerable to adverse weather conditions and particularly flooding. With our neighbouring LEPs we support the Network Rail investment to reduce the impact of events and provide where possible alternative routes. For the West of England disruption to Bristol Parkway to London Paddington services caused by flooding in Chipping Sodbury tunnel is of great concern.

5.2.8
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.

5.2.9
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. Recognising this we are submitting a West of England bid to Government for 2015/16 revenue funding, and have included £3m of capital match for 15/16 as an intervention within the SEP current two year programme. We have been progressing the development and promotion of smart ticketing for public transport and have recently launched several smart products including a successful Park & Ride ticket in Bath. A South West bid is being submitted to the LSTF to support our work with wider partner authorities and operators, which we fully support.

5.2.10
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.

5.2.11
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.

5.2.12
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 in 2013 was up 3.4 per cent compared to the previous year, taking the annual total above six million for the first time since 2008, and only the second time in the Airport’s history. 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.

5.2.13
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. Our low carbon agenda includes:

- management of waste and materials,
- low carbon energy and energy efficiency,
- environmental performance of buildings, place and infrastructure,
- greening transport (and non-transport),
- making businesses more resource efficient,
- exploring opportunities for district heating networks at our EZ and EAs.

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.

5.2.14
Energy Infrastructure

We have 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. Developing 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.

5.3 INVESTMENT AND PROMOTION

SUMMARY

Key issues to address to meet LEP objectives 1 and 3:

Visitor Marketing, Account Management, meetings, incentives, conferences, and events (MICE), and a digital marketing platform. The most significant investment we can make for the region is in the Invest in Bristol and Bath investment and promotion programme of activities.

What we will do through the Growth Deal 2015/16:

Invest Bristol and Bath Service

What we will do through other mechanisms:

UKTI activity

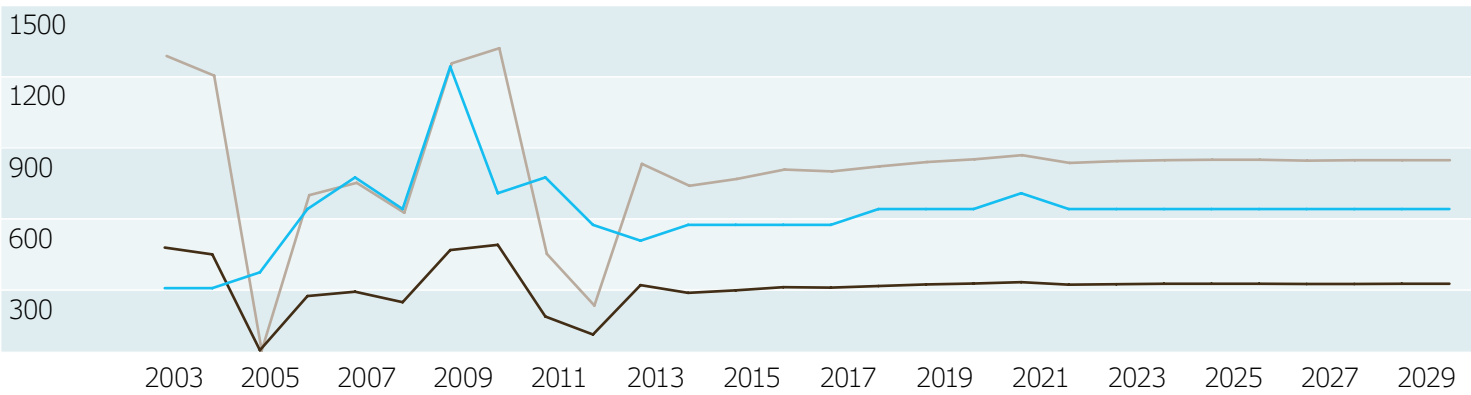
Businesses from city-regions with positive, differentiating, identities use this asset to compete internationally. City-regions themselves use it to attract visitors and inward investment, which is why many city-regions now systematically develop their brand identity.

Unfortunately the West of England has not optimised this, to the detriment of its economy. For example, the city-region’s strong value proposition is regularly missed by national agencies and underrepresented in UK plc national selling programmes, with Bristol currently ranking 28th on UKTi’s referral list, despite being England’s most competitive core city. We want to change this.

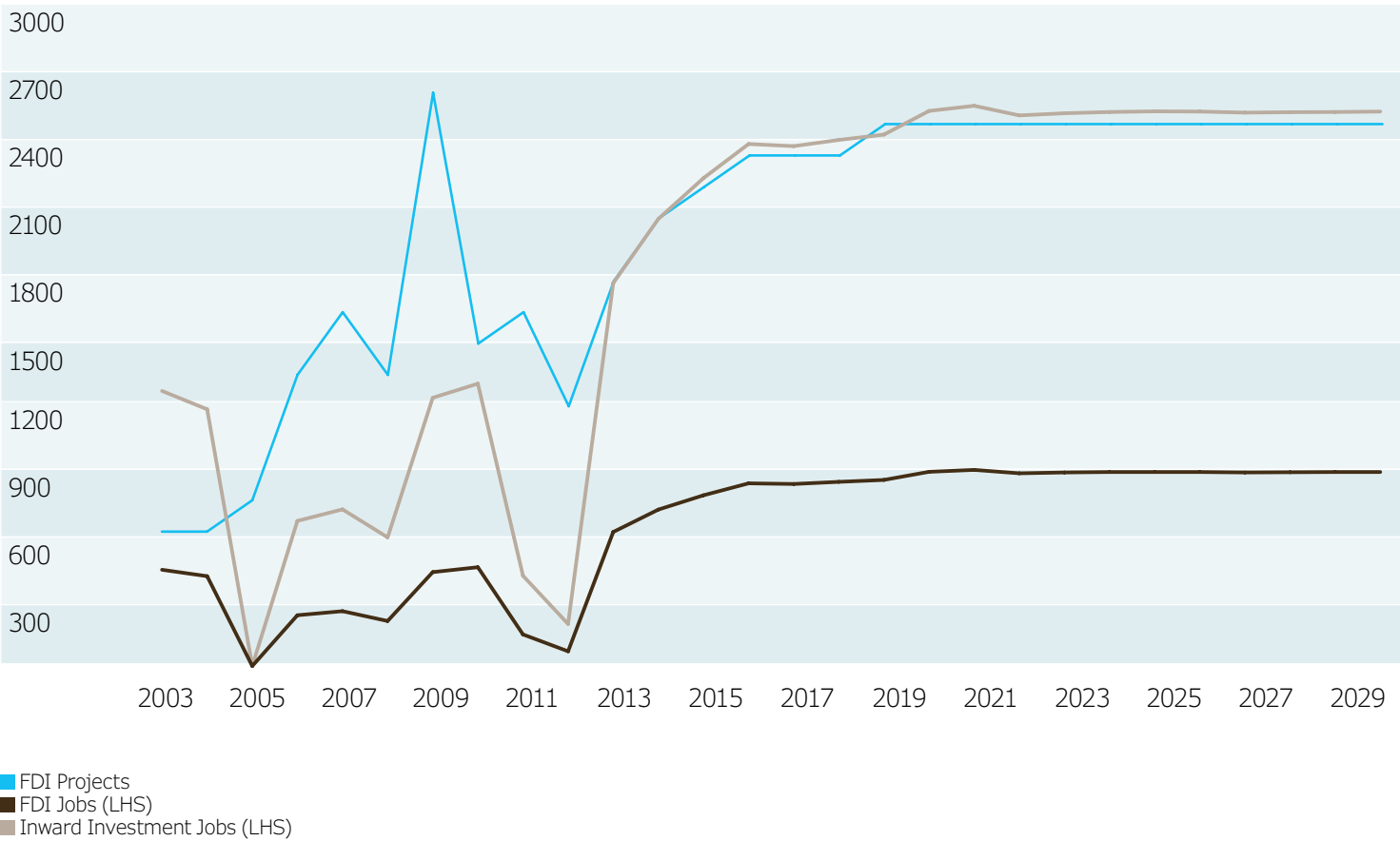
The two charts below, from commissioned research by OCO, show that concerted investment and promotion activity could generate 1,770 new jobs per year in the West of England. Similarly, over the next three years *Bath Tourism Plus* and *Destination Bristol* aim to grow the value of the region’s visitor economy by £61m, creating 1,166 jobs. This is why we are committed to developing and maintaining the investment and promotion team under the name ‘Invest Bristol & Bath’ and the two destination organisations, all of which generate tangible outcomes.

FIGURE 16 & 17
WEST OF ENGLAND EVIDENCE INWARD INVESTMENT

REMAIN AS WE ARE...



WITH INVESTING IN INVESTMENT AND PROMOTION MARKETING



5.3.1
Current State

- **Existing activity** – Invest in Bristol and Bath is funded up to 2015. It has developed a coherent strategy, adopted by the major partners 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 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 are struggling to meet the shortfall but the impact of not doing so will be felt locally and nationally.
- **Solution** – Invest in Bristol and Bath will support the five sectors highlighted in this plan with account management and inward investment support. Private sector funding already supports industry-specific campaigns, and this will continue, but national funding is sought to provide a baseline of activity.
- **Existing opportunities** – The European Green Capital 2015 will benefit the low carbon sector in the West of England and the UK plc. at a global level. The Bristol 2015 Expo within the Enterprise Zone will be a world class ‘Sustainability Showcase’ that engages our partners, the public and media and acts as a catalyst for inward investment.

Invest Bristol and Bath provides:

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 – positioning the region in the most appropriate context in relation to strengths and opportunities identified through research.

These activities work closely with related work streams including:

- Visitor and place marketing with respective organisations, including tourism and international education providers.
- Local Account Management that deepens relations between local authorities and local businesses to foster growth.
- The meetings, incentives, conferences, and events (MICE) industry, which is growing and developing new facilities and infrastructure.

5.3.2
Visitor and place marketing

- **Potential** – Over the next three years *Bath Tourism Plus (BTP) 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. There are opportunities for Weston-super-Mare and other coastal and rural locations in the West of England to benefit from this raised profile. 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.

5.3.3
Local Account Management

- **Potential** – 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 but more consistency and co-ordination is required.
- **Challenges** – Lack of co-ordination and consistency means that growth opportunities or departure-risks are missed. Furthermore when identified, there is no mechanism to build proper resource around the opportunity or risk.
- **Solution** – A simple system of account management for the top 50 businesses in the region. Account relationships will be managed by the most appropriate partner (relevant Unitary Authorities (UAs), Universities and Business West) with account leaders maintaining dialogue to seek out evidence of expansion (or departure) and provide appropriate support.
- **Additional benefit** – This will foster strong ambassador relationships with the region’s top executives. Ambassadors can be used to:
 - Endorse the regions propositions to newcomers when peer to peer discussion is useful.
 - Build the region’s brand through their networks.
 - Provide a senior rapid response to changing circumstances.

5.3.4
MICE (Meetings, incentives, conferences & events)

The West of England is ideally situated for the European MICE industry with: direct flights to 100+ European destinations; a compelling cultural sector; a vibrant and growing hotel and catering sector. Building on this, private providers are developing new facilities and infrastructure to accommodate demand. For example, a new 800 person conference centre and hotel next to Temple Meads Station alongside the new 12,000 person Arena near the Station. This complements new hotels and a vibrant MICE industry in Bath.

The inward investment service has already started to work with destination organisations and MICE providers to develop the economy and this work will expand, if baseline resources are available.

5.3.5
Innovative partnership working for international success

Our Universities, Invest in Bristol and Bath, Bath Tourism Plus, Destination Bristol and several private sector organisations have undertaken basic preparatory work, to develop a content-led, lead-generation, digital marketing platform, that uses tried-and-tested software tools, to promote the region internationally. A single digital infrastructure, open to a variety of economic participants, for content development and cross-selling is sought. Baseline funding is required to progress.

5.3.6
Strategic fit with national policy

The strategies outlined are aligned with national policy. Invest in Bristol and Bath has developed its programme in full collaboration with UKTI (UK Trade & Investment). 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. Both Bath Tourism Plus and Destination Bristol have been identified by VisitEngland, the national tourism body, as Strategic Delivery Partners, aligning local delivery to national strategic priorities.

- Bath Tourism Plus 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 in excess of £7million. With a membership base of some 500+ tourism businesses, it is well placed to represent and deliver for the sector.
- Destination Bristol (DB) is also a public / private partnership 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. The visitor economy is currently worth £1.16bn to Bristol and South Gloucestershire.

Both destinations have been recognised as ‘Primary Destinations’ and both organisations are currently recipients of Regional Growth Funding, delivering a three 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 Regional Growth Fund (RGF) programme.

5.4 SMALL AND MEDIUM ENTERPRISES (SME) BUSINESS SUPPORT

SUMMARY

Key issues to address to meet LEP objectives 1 and 3:

- Identify businesses with high growth potential, support them and help them export
- Simplify the provision of business support services

The most significant investment we can make for the region is a streamlined and coordinated approach to Business Support.

What we will do through the Growth Deal 2015/16:

- WE Growth Fund and SME Growth Hub
- iNets
- Business support activities as part of our programme of interventions e.g. Engine Shed, J21 Food tech, Bath Innovation Quay, Advanced Technology Centre.

What we will do through other mechanisms:

- Exploit opportunities and synergies with other interventions in the programme to deliver wider business support activities.

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.
- Simplify the provision of business support services.

5.4.1 Strategic fit with national policy

Our plan for supporting SMEs builds on national business support strategies and concentrates on four broad areas:

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

These activities will support businesses in the SEP’s five priority sectors and offer a base line service for other SMEs.

The West of England business community already takes advantage of the range of national government funded support services. Companies with growth ambitions are served by UKTI, Growth Accelerator and the Enterprise Europe Network (delivered locally by Business West), MAS (Manufacturing Advisory Service), TSB, etc. However, a properly resourced locally focused SME Growth Hub would do more to deliver wider business support, for example, the basic signposting service akin to that created in Wave 2 City Deals. The West of England SME Growth Hub would work alongside the Bristol+Bath Inward Investment service, Business West, and other Enterprise Agencies. It would act as a co-ordination point for sector specific, and geographically dispersed business support organisations in the area.

SMEs will have access to a single, cost effective, coherent business support service that reduces their confusion around how and where to access support. It would reduce duplication between sector and place based activities thus optimising their customer journey and the benefits of effective and timely referral.

The local SME Growth Hub will ensure that national provision can be best harnessed for the benefit of local businesses and the local economy. It will adapt to new national programmes and build on local success and best practice.

The SME Growth Hub would increase the numbers of businesses successfully accessing the support they need by:

- Capitalising on nationally funded support.
- Providing easier access to finance.
- Building a culture of innovation.
- Providing face-to-face advice and guidance, that diagnoses issues at the point of contact and sign-posts to the most appropriate local or national service.
- Developing the international trade capability of SMEs.
- Coaching SMEs to win larger contracts from complex procurement processes.
- Hosting a procurement hub.
- Sign posting relevant training opportunities, and introduce new talent through traineeship and apprenticeship schemes.

The SME Growth Hub would prioritise support for those with high growth and/or ‘Born Global’ export potential and comprise 5 core initiatives:

- **Improve access to finance:** develop the current SME Growth Fund and explore other options including an Enterprise Finance Guarantee Scheme
- **Increase the number and quality of start-ups:** emphasise high growth
- **Improve the capability of existing businesses:** to bid more effectively for larger contracts
- **Encourage companies to increase trade overseas:** a practical export toolkit; a suite of services to ‘get the deal done’
- **Host a Procurement Hub:** to simplify access by SMEs to major buyer opportunities

5.4.2 Improving access to finance

The West of England LEP attracted £25m for a General Block Exception Regulation compliant funding programme, in round 3 of the Regional Growth Fund. Working with a leading local media partner, we developed a campaign called ‘Going for Growth’, which attracted over 400 expressions of interest and 300 full applications. To date 150 companies have been funded with £14m from the Fund, attracting nearly £50m private sector match funding. 1,000 new jobs and 500 safeguarded jobs have come through the programme. It is expected that the Fund will be fully utilised in 2014, and the Fund is available only until the end of the 2014/15 financial year.

Providing grant or loan funding, or a combination of both, to support SME businesses would enable the LEP to continue to fuel growth and unlock private sector investment. A number of high-street banks in the area are interested in partnering with us on an Enterprise Finance Guarantee (EFG) scheme. We are developing other ways for SMEs to access finance, including building a network of Angel investors, and strengthening networks of Venture Capitalists.

The successful management, promotion, popularity and uptake of this Fund means we want to explore ways to continue it, including the potential to evolve the Fund to include a mini-Enterprise Finance Guarantee (EFG) addressing, in particular, the availability and cost of working capital.

The EFG would focus on financial support where market failure exists and the first steps will be to establish its feasibility with the overall objective of achieving gearing of at least 4 times funding available to the LEP. An Investment Board would be established with appropriate governance, and representatives from private sector finance providers.

5.4.3
Increasing the number
and quality of start-ups

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. 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. This is centred around the services provided by: the Bristol SETsquared Centre within the Engine Shed, the University of Bath Innovation Centre and the Science Park, plus the delivery by Business West of the current ERDF (European Regional Development Fund) project ‘Starting a High Growth Business’ together with ‘Coaching for High Growth’. The presence of strong Universities in our region is a further distinctive advantage of the West of England particularly in innovation-intensive businesses that are spun-out of University research. Other emerging initiatives, for example incubating bio-sensing and robotic autonomous system start-ups, are highlighted in the interventions section.

Inflection Points

We are experienced in supporting start-ups through three inflection points en route to success:

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 is key to rapid job and growth creation.

Establishing an angel investor network and increasing the availability of investor readiness support is important.

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. Flexible office space is needed, 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 want to embed their leadership teams into a supportive ecosystem which ensures they get maximum value from the competitive benefits offered in our region. We will explore:

- Establishment of flexible work space.
- Creating outward looking networks that connect companies to 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 will focus on helping companies to leverage funding under our command in order to build growth in the region.

5.4.4
Improving the capability of
existing businesses

The West of England business community takes advantage of the range of government funded support services. While there will be an emphasis on high-growth potential, sustainable jobs growth in any SME will not be ignored. Priority will, however, be given to those best able to make a contribution to the successful growth in the 5 priority sectors and major infrastructure projects.

A ‘menu’ of start-up and existing business support services will be developed supported by a centralised clearing and brokerage service including:

- Access to existing local business support.
- Alignment with Enterprise Zone/ Areas and existing Incubator/ Enterprise centres.
- Interfaces with the SME Growth Fund, including any mini-EFG scheme, banks, angel investors and venture capital funds.
- The focus will be on practical, ‘how to do it’ help.

5.4.5
Encouraging companies to
increase 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 will 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.

Via Business West, businesses in our area benefit from £0.5m 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 markets. 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 £0.5m 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 create more jobs. Such UKTI Plus services will be marketed through the well-established UKTI network of local advisers.

The International Trade component of the SME Growth Hub will focus on practical help to exporters that is not available from UKTI/ERDF funded support and will be established to seamlessly complement these.

Working in conjunction with UKTI to confirm target markets and sectors that should best result in growth in the WE priority sectors, Enterprise Zone and Areas, support will be provided to help SMEs to:

- Develop their key export offering (products, services, knowledge transfer) and sales propositions.
- Take advantage of channels opened up by the WE LEP Inward Investment team.
- Overcome their specific barriers to export.
- Market themselves effectively.

An International Toolkit will be developed providing integrated practical help, including:

- Market intelligence.
- Leverage UKTI/FCO/business organisations networks.
- Export finance – BIS/Export Finance (ex-ECGD), Letters of Credit.
- Trade Services – Incoterms, logistics, export documentation.
- Brokering partnerships.

5.4.6
Helping SMEs win larger contracts

Large companies and local public sector organisations want streamlined procurement that aggregates demand and the need for specialist expertise. Simultaneously, these organisations recognise the need to broaden the supply chain and make procurement accessible to SMEs. Moreover SMEs are widely seen as the most likely source for new jobs and the type of innovation that will drive the economy. Helping local SMEs compete for larger contracts through support and training in a Growth Hub, would stimulate the local economy, and deliver the cost savings larger organisations are looking for. More SMEs would be able to compete for larger contracts.

The Supplier Support Service (SSS) would operate independently from the Procurement Hub concept (below) but be complementary to it. The SSS would provide support for those SMEs seeking to win larger contracts to supply publicly funded organisations, eg local authorities, the police, NHS, universities or MoD as well as large private sector buyers, eg EDF and their prime contractors for Hinkley Point.

The SSS would establish what support suppliers need to engage in the Procurement Cycle/ Tender Work and offer services such as:

- Procurement process training, eg:
 - How to use an IT portal.
 - How to interpret RFQ (Request for quotation) /RFP (Request for proposal) /PQQ (Pre-qualification question) / ITT requirements.
 - How to answer PQQ/ ITT (Invitation to tender) questions.
 - How to write a bid/ prepare a tender pack.

- Help with essential support documents: equal opportunities; health & safety; environment; sustainability.
- Help with achieving formal accreditation: – ISO 9001 Quality; ISO 14001 Environment; OHSAS 18001 or CHAS or similar Health & Safety schemes.
- Generic Training:
 - Financial control/planning/credit & risk management.
 - Marketing/ PR.
- Alliance brokerage – bringing together SMEs who individually could not hope to pre-qualify for larger tender opportunities and applying the necessary due diligence to enable them to successfully pre-qualify and tender.

For those seeking to tender for work internationally, the SSS would link with the International Trade component of the Growth Hub to provide:

- Export training related to large or high value opportunities
- Market intelligence / assistance with target acquisition
- Practical help with the mechanics of international trade, eg Letters of Credit, Incoterms, Logistics, Risk Management.

5.4.7
Hosting a Procurement Hub

While improving the skills of SMEs to win large contracts through the SSS (above), the Growth Hub would seek to establish a Procurement Hub that incrementally aggregates the demand of large organisations seeking more efficient procurement. A pilot will test the concept with a view to widening the scope once success is proven.

It is envisaged that a Procurement Hub would deliver synergies, economies of scale and spread best practice in buyer procurement. Simultaneously, through the independently managed SSS, local SMEs would become more skilled at competing for contracts. Properly executed this would deliver both savings and more effectively harness public sector and other procurement activity to accelerate economic growth across the region.

Initially, the Procurement Hub would be a pilot, focussing on defined areas of spend offering real potential to deliver immediate and substantial savings. Early activities will be to:

- Establish project organisation/terms of reference.
- Establish Membership (Buyers).
- Define categories and levels of spend.
- Identify a systems platform.

- Adopt best practice: transparency/ fairness – streamlined processes/ standardised PQQ / ITT documents:
 - SMART evaluation criteria, ie Specific Measurable Appropriate Relevant Time.
 - Balanced technical/ quality specifications and service level agreements.
 - Include compliant criteria on contract requirements.

Correctly executed, the new Procurement Hub would start to deliver savings to member buying organisations, both through reduced unit prices and reduced administration. It would benefit SMEs who exclude themselves from OJEU and other major requirements, dissuaded by what is perceived as onerous bureaucracy.

5.4.8
People Development

The Growth Hub will support SMEs to develop the skills of their workforce by signposting to relevant in-employment training. It will support the development of the Employability Chartermark to help ensure businesses are articulating their needs to training providers. It will also highlight where new talent can be found through traineeships, apprenticeships, internships, and graduate talent.

5.4.9
Eco Innovation and resilience

We have a strong low carbon SME community that can support 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). ERDF Programmes such as ‘Improve Your Resource Efficiency’ have helped numerous local businesses reduce costs and environmental impact. We will continue to identify how eco innovation can be implemented for competitive advantage.

6 IMPLEMENTATION PLAN

6.1 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 both through the Joint Leaders Committee, and 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 (PHCC).

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.

6.2 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 we will implement:

- New Joint Governance arrangements including a Joint Leaders Committee.
- This will provide transparency and accountability for key strategic decisions on the use of public money, whilst allowing the LEP Board to continue to function and provide streamlined decision making with the active participation of

business. Joint Leaders coming together in this way will ensure continuity and binding decisions (see figure 5).

- 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 (Local Growth Fund) and EU SIF (Structural Investment Fund). 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. Other funding streams, such as the City Deal Economic Development Fund, will be brought within this arrangement where this is practical and adds value.

6.3 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. Using technical assistance in delivery and implementation of programmes. Group to be widened to include

utilities including Western Power Distribution, Wales and West Utilities and National Grid as Delivery Agencies.

- 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.

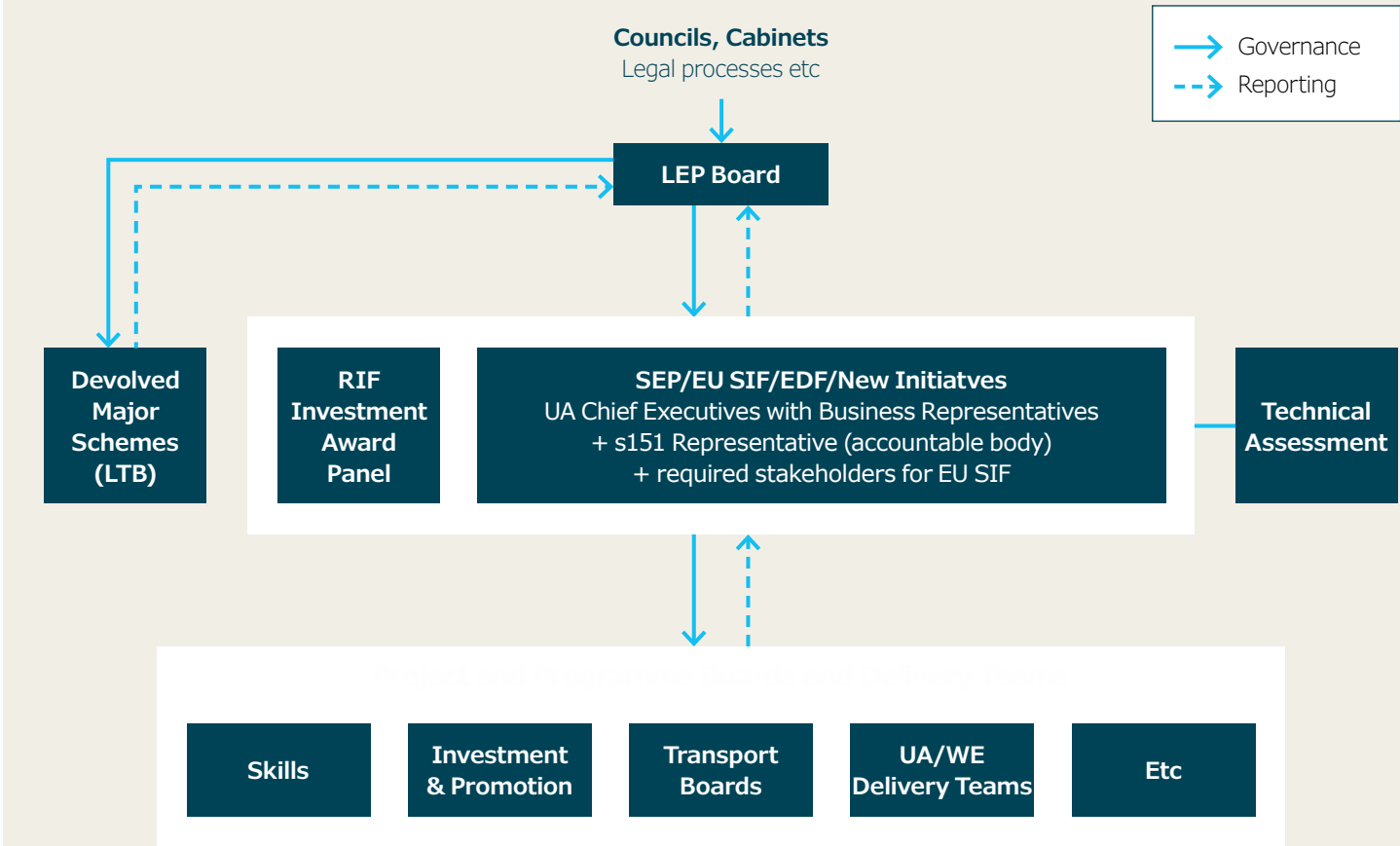
New Arrangements

 - 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 18). This function will be supported by technical advisors independent of those bringing forward the interventions and drawing on the experience and skills of business.

 - The strengthening of support for the LEP Sector and Cross Cutting Groups through the provision of a central coordination resource in the LEP Office to assist in the identification, specification and implementation of targeted
- interventions. Sector groups could serve as a reference point of experience and expertise for the LEP Board and the proposed West of England Investment Board. Initiating, commenting and reviewing investment proposals fall within the remit of sector engagement.

 - Terms of Reference are being refreshed to reflect the additional governance activity required for the SEP, setting strategic direction in line with the SEP.

FIG 18
'ONE FRONT DOOR'



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

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

6.4 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 (see Appendix 7).

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.

6.5 POOLING OF RESOURCES

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

- **Growth and Innovation Fund**
 - helps employers develop their own innovative skills solutions, 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.
- **West of England Growth Fund**
 - 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.
- **Joint delivery team arrangements**
 - for cross boundary schemes/ studies.
 - 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.

6.6 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, Infrastructure and Place Group, SME Group.
- The Business Advisory Group, which advises the business members on the LEP Board.

6.7 DELIVERY ARRANGEMENTS, 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 team 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

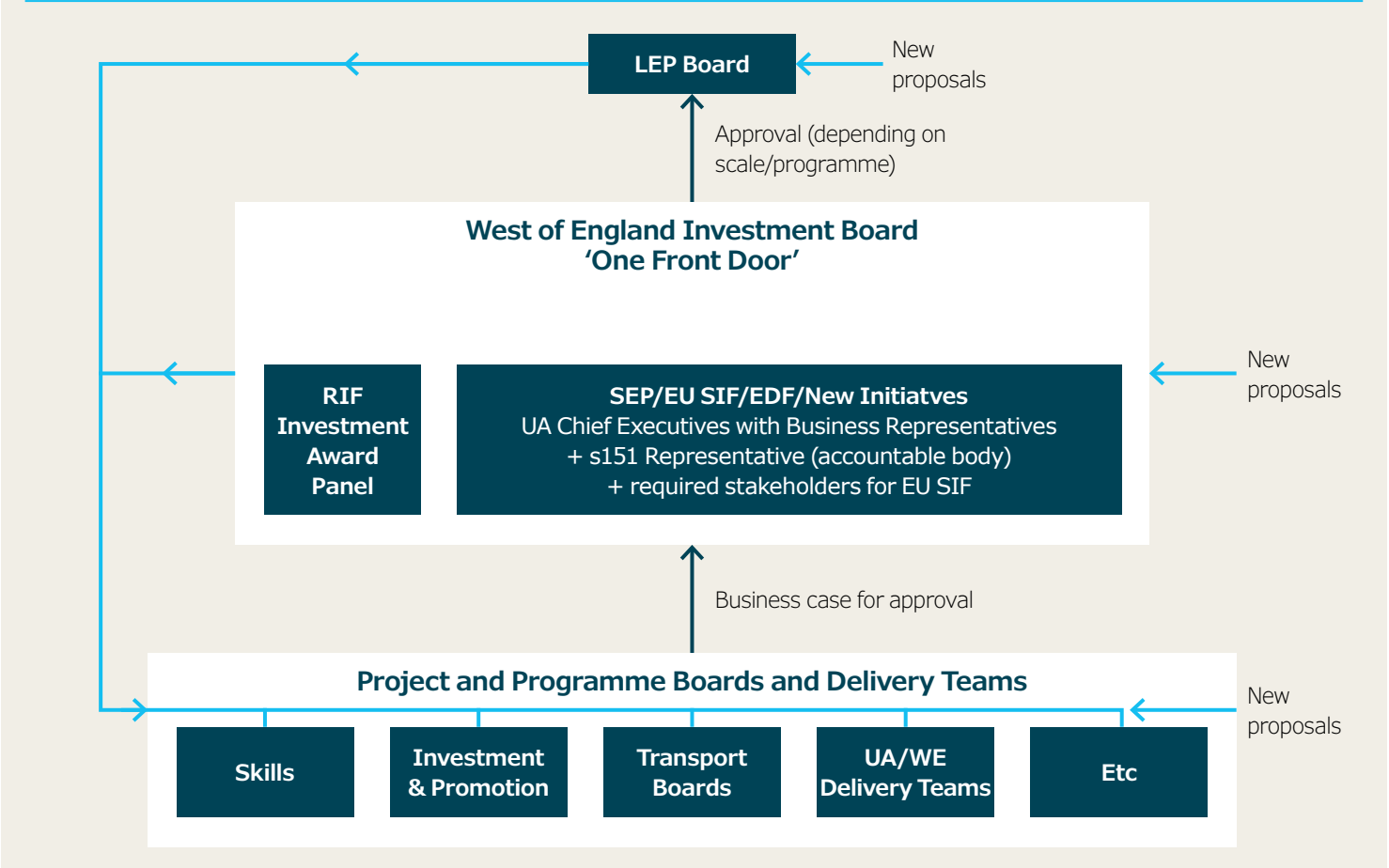
It is envisaged that proposals will need to come forward through the lifetime of the plan to give flexibility to respond to changing circumstances. We will have an annual review process to enable this to happen in a coordinated way.

At that time proposals may come in at a variety of levels of governance.

Figure 19 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.

FIG 19
FLOW OF PROJECT PROPOSALS



6.8 RISK MANAGEMENT

- A robust approach to risk management process will be employed to provide a realistic assessment of viability and key risks for the 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.

RISK REGISTER NAME: SEP programme level risk register
RISK REGISTER OWNER: Chair of the Investment Board

RISK REGISTER NAME: SEP programme level risk register				CURRENT RISK SCORE										
RISK REGISTER OWNER: Chair of the Investment Board														
NR	DESCRIPTION	RISK OWNER	CATEGORY	Likelihood					Impact					
				1	2	3	4	5	1	2	3	4	5	
				L	M		H			L	M		H	
R01	Risk that the process for proceedable interventions does not identify those options that offer the best value for money, jobs or return on GVA.	Chair of the Investment Board	Reputation				4					3		
R02	Risk of lack of ownership from local partners around the prioritisation process, governance and delivery arrangements.	Chair of the Investment Board	Reputation			3							4	
R03	Risk that detailed business cases result in prioritised interventions producing insufficient GVA, jobs or value for money to deliver SEP objectives.	Chair Investment Board	Delivery Partner			3						3		
R04	Risk that programme level outputs are not achieved resulting in reputational risk with government.	Chair of the Investment Board	Reputation				4						4	
R05	Risk that programme intervention delivery team resources are not sufficient to deliver the programme resulting in delays and reputational risk.	Chair of the Investment Board	Resources					5					4	
R06	Risk of time slippage on delivery of programme interventions resulting in delays and reputational risk.	Chair of the Investment Board	Delivery Partner					5					4	
R07	Risk that interventions do not deliver the stated private sector investment, jobs or return on GVA, leading to the programme not delivering its overarching objectives, resulting in delays and reputational risk.	Chair of the Investment Board	Delivery Partner			3							4	
R08	Risk of government reducing the size of the Fund following the first year review of programme intervention delivery.	Accountable Body	Delivery Partner				4							5
R09	Risk of political or policy change resulting in reduction or termination of Fund arrangements.	Accountable Body	Resources			3								5
R10	Risk that governance arrangements are not sufficiently robust to manage programme change.	Joint Leaders Committee	Resources				4					3		

	ANTICIPATED RISK SCORE FOLLOWING MITGATING ACTION									
STRATEGY TO MANAGE RISK	Likelihood					Impact				
	1	2	3	4	5	1	2	3	4	5
	L	M		H		L	M		H	
Development of detailed and robust business cases utilising a consistent approach to data management. Ensure appropriate capacity and capability for business case technical review.			3				2			
Public and stakeholder consultation between Dec 13 – Jan 14. Consistency of message and approach with LEP Sector Groups and stakeholders through the planning process. A clear and robust mechanism for the development and prioritisation of schemes. Appropriate membership of Investment Board. Endorsement by LEP Board.		2						3		
Process of scheme prioritisation to consider job and GVA impact as part of the assessment. Process also used to identify a second tier of proceedable interventions (pipeline).		2					2			
Development of detailed and robust business cases utilising a consistent approach to data management. Programme monitoring and management through the Investment and LEP Boards and to ensure project milestones are being achieved. Scheme prioritisation process used to identify a second tier of proceedable interventions (pipeline).			3					3		
Detailed business cases to identify delivery plan including resource requirements and any assumptions, dependencies and risks. Robust programme monitoring, management and reporting through the Investment and LEP Boards. Scheme prioritisation process used to identify a second tier of proceedable interventions (pipeline).			3						4	
Detailed business cases to identify delivery plan including key milestones and risks. Robust programme monitoring, management and reporting through the Investment and LEP Boards. Scheme prioritisation process used to identify a second tier of proceedable interventions.				4				3		
Detailed business cases to identify likelihood of risk. Robust programme monitoring, management and reporting through the Investment and LEP Boards. Scheme prioritisation process used to identify a second tier of proceedable interventions (pipeline).		2					2			
Ensure succesful delivery of high value interventions in 15/16 and the evaluation and reporting of outcomes. Implementation of robust processes for scheme prioritisation, financial phasing and delivery monitoring.		2						3		
Implementation of robust processes for scheme prioritisation, financial phasing and delivery monitoring.			3						4	
Regular programme-level review, incorporating robust and transparent reporting processes to ensure sufficient information is provided to the Investment Board, LEP Board and Joint Leaders Committee.		2					2			

7 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 formalised these arrangements with statutory delivery agencies, by way of MoUs or protocols. These are supported by their own individual action delivery plans.

7.1 COMMITMENTS FROM PARTNERS

Defra – 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.

Delivery action plan for existing schemes and indicative programme of interventions for the Local Growth Fund:
(A living document to be regularly reviewed and updated by the WE Investment Board)

Intervention / Existing project	Ref	Key milestones and delivery timeline	Slippage (narrative)	Programme SRO	Risks/issues	Delivery arrangements
MAJOR TRANSPORT SCHEMES						
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		Peter Mann	Transport and Works Act Order delay: Delays programme and increases cost	BCC lead authority Programme Assurance Board Joint Transport Body
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		Karuna Tharmananthar	Delay in determination of planning application and Compulsory Purchase Orders.	NSC lead authority Programme Assurance Board SRO and project team Joint Transport Board
MetroBus North Fringe to Hengrove		14/11/2014: Confirmation of Orders 14/11/2014: Complete Procurement 23/12/2014: Submit application for Full Approval 02/03/2015: Work Starts on Site 01/05/2017: Work Completed		Richard Gillingham	Delay in determination of planning application and Compulsory Purchase Orders.	SGC lead authority Programme Assurance Board SRO and project team Joint Transport Board
MetroWest Phase 1		June 2014: Submission of Single Option Preliminary Business Case to LTB Oct 2015: Outline Business Case Approval Oct 2016: Development Consent + Order hearing Nov 2017: Construction Start Apr 2019: Construction completion May 2019: Operation		Alistair Cox	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 Joint Transport Board

Costs (£)	Funding Sources	Spend (£)	Variance (£)	High-Level Success measures		
				GVA (target)	Jobs (target)	Productivity
£46,729,656	Local Authority contribution; DfT prep funding; Third party contribution			£74m	1,200	
£42,653,000	Local Authority contribution; DfT prep funding; Third party contribution			£199m	3,100	
£92,945,000	Local Authority contribution; DfT prep funding; Third party contribution			£145m	2,250	
£55,398,000	Local Authority contribution; DfT funding.			£153m (Includes new stations package)	2,550 (Includes phase 1 & 2 and new stations package)	

Intervention / Existing project	Ref	Key milestones and delivery timeline	Slippage (narrative)	Programme SRO	Risks/issues	Delivery arrangements
MetroWest Phase 2		Dec 2014: Submission of Preliminary Outline Business Case to LTB June 2016: Outline Business Case Approval Sep 2019: Secure statutory powers Apr 2020: Construction Start April 2021: Construction completion May 2021: Operation		Alistair Cox	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 Joint Transport Board

ECONOMIC DEVELOPMENT FUND						
Arena		March – November 2014 procurement of Arena operator, September 2013 – January 2015 procure design team, February -July 2015 design and planning, January 2016 start on site. Complete June 2017			Design development, Site acquisition, planning process, site access	BCC lead authority WE Investment Board
Central Bristol & TQEZ Flood Defence		Feasibility Study Complete				BCC lead authority WE Investment Board
North South Link/ Cross Airfield		Detailed design/procurement 2015/16 Start on site April 2016 Complete March 2017				NSC lead authority WE Investment Board
Enterprise Technical College		Start on Site Summer 2014 Complete August 2015				NSC lead authority WE Investment Board
MetroBus Extension to Cribbs Causeway.		Submit Planning application October 2015, CPO January 2016 – January 2018. Start work on site April 2018 complete March 2019		Emma Blackham	CPO	SGC lead authority WE Investment Board
BAC Aviation Site						SGC lead authority WE Investment Board

Costs (£)	Funding Sources	Spend (£)	Variance (£)	High-Level Success measures		
				GVA (target)	Jobs (target)	Productivity
£43,100,000	Local Authority contribution; DfT funding. Potential EDF			£153m (Includes new stations package)	2,550 (Includes phase 1 & 2 and new stations package)	

£79,760,000	EDF, developer and/ or other local contribution					
£14,560,000	EDF, developer and/ or other local contribution					
£14,400,000	EDF, developer and/ or other local contribution					
£5,920,000	EDF, developer and/ or other local contribution					
£56,000,000	EDF, developer and/ or other local contribution					
£1,200,000	EDF, developer and/ or other local contribution					

Intervention / Existing project	Ref	Key milestones and delivery timeline	Slippage (narrative)	Programme SRO	Risks/issues	Delivery arrangements
M32 Junction 1		Design work complete				SGC lead authority WE Investment Board
Avonmounth/ Severnside Flood Mitigation		Feasibility Study Complete				SGC lead authority WE Investment Board
Avonmouth/ Severnside Ecology		Feasibility Study Complete				SGC lead authority WE Investment Board

REVOLVING INFRASTRUCTURE FUND						
Bath City Riverside (BCR)		GOL signed 18 June 2013 18 October 2013 Works start on site 18 July 2014 Complete	Start on site delayed due to issues over Air Rights to Q2 2014 (April) so Practical completion now estimated Oct 2014		Delays over Air rights. Land acquisition issues	B&NES lead authority WE Investment Board
Bath Flood Alleviation Scheme (Phase 1)		Grant offer letter (GOL) signed 18 June 2013, Planning application Oct 2013 Start on site March 2014 complete March 2015	Amended scheme. Full EIA required. Planning application now May 2014 Completion now Q2 2015/16		Amended scheme required full Environmental Assessment/ Heritage impact analysis. 3rd party EA right to use land contract between B&NES /EA required	B&NES lead authority WE Investment Board
BCR – Gas Towers		Start decommissioning 1 June 2013 and complete 20 September 2013 Start Demolition 1 August 2013 complete 1 August 2014 start remediation 1 August 2014 complete 1 August 2015	Procurement delayed on demolition so start on site now April 2014 but completion programme not affected.			B&NES lead authority WE Investment Board
Filwood Green		Start construction works 31 September 2013 complete 31 December 2014	Delayed start to Spring 2014			BCC lead authority WE Investment Board ERDF
Gainsborough Square		Contractor appointment July 2013, Start on site September 2013 complete February 2014	Delayed start due to redesign for lockleaze forum start now Spring 2014			BCC lead authority WE Investment Board

Costs (£)	Funding Sources	Spend (£)	Variance (£)	High-Level Success measures		
				GVA (target)	Jobs (target)	Productivity
£900,000	EDF, developer and/ or other local contribution					
£81,600,000	EDF, developer and/ or other local contribution					
£6,200,000	EDF, developer and/ or other local contribution					

£1,800,000	RIF (RGF round 2)				30	
£5,100,000	RIF (RGF round 2)				1080	
£4,100,000	RIF (Growing Places)				300	
£5,268,000	RIF (Growing Places) & ERDF				350	
£750,000	RIF (Growing Places)				65	

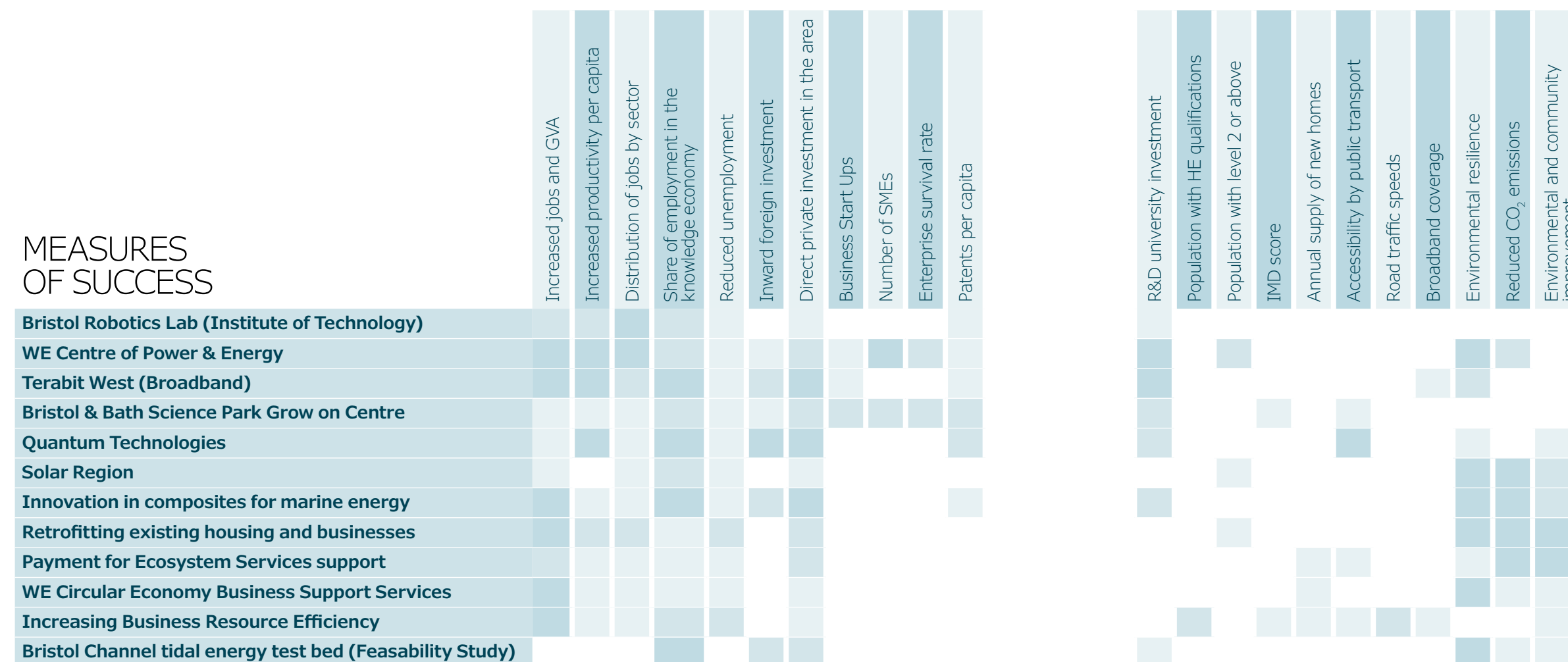
Intervention / Existing project	Ref	Key milestones and delivery timeline	Slippage (narrative)	Programme SRO	Risks/issues	Delivery arrangements
TQEZ Temple Circus & Infrastructure Projects		Detailed Design December 2013 to March 2014, start on site August 2014. Complete August 2017	Delayed start now Q4 2014.		Major scheme reliant on a number of other schemes delivery and design, land acquisition	BCC lead authority WE Investment Board
Dolphin Square		High St works complete. Phase 2 start on site April 2014 Complete September 2014			Retail lets	NSC lead authority WE investment Board
Weston Village Flood		Start on site Pond November 2013 Complete all works March 2015	Access issues for River Banwell element			NSC lead authority WE investment Board
J21 Outbound Capacity		Start on site April 2013. Complete December 2013				NSC lead authority WE investment Board
A38 Road Junction Improvements		Start on site June 2013. Overall completion June 2015	Re-phasing of statutory diversion works but overall programme not affected			SGC lead authority WE Investment Board
ASKS OF GOVERNMENT						
M49 Junction		Submit Planning application October 2015, CPO January 2016 – January 2018. Start work on site April 2018 complete March 2019		Chris Sane	Land acquisition	HA delivery

Costs (£)	Funding Sources	Spend (£)	Variance (£)	High-Level Success measures		
				GVA (target)	Jobs (target)	Productivity
£20,914,779	RIF (RGF round 2)				4712	
£540,000	RIF (RGF round 2)				68	
£6,810,000	RIF (RGF round 2)				3310	
£372,626	RIF (RGF round 2) Pinch Point LTP				1400	
£3,859,493	RIF (Growing Places)					
£25,000,000	HA				30	

The evaluation plan illustrates the impact of programme level outputs based on the performance of programme interventions, using both high-level measures (such as jobs created, GVA and productivity per capita), and scheme specific measures.

Detailed business cases for interventions indicate the relative relationship to each programme level measure of success. Collectively these measures are compared with baseline data to indicate a positive or a negative impact. Where baseline does not exist, it will be developed using data acquired through the life of the programme of interventions.

FIG 17
WEST OF ENGLAND EVIDENCE INWARD INVESTMENT



MEASURES OF SUCCESS

[illegible][illegible]

PROGRAMME LEVEL EVALUATION				
Measures of success	Description	Baseline (where available)	% Variance (where applicable)	Impact (narrative)
Increased jobs	Net new jobs created in supported projects (Unit = Full time equivalents FTE)			
Increased GVA	Based on the Red Model (unit = £)			
Increased productivity per capita	GVA per FTE (unit = £)			
Distribution of jobs by sector	(Unit = FTE)			
Share of employment in the knowledge economy	% of total employment, based on ONS SIC codes			
Reduced unemployment	number of 16+ population unemployed and % of total 16+ population unemployed			
Inward foreign investment	(Unit = £)			
Direct private investment in the area	(Unit = £)			
Business Start Ups	Number of Business Start Ups created through intervention funding (Unit = Number of Enterprises)			
Number of SMEs	Number of Small & Medium Enterprises supported (Unit = Number of Enterprises)			
Enterprise survival rate	Number of enterprises created or safeguarded through intervention funding still in existence beyond year 2 of operation (Unit = Number of Enterprises)			
Patents per capita	Number of patent registrations per 10k population			
R&D university investment	(Unit = £)			
Population with HE qualifications	number of working age population unemployed and % of total working age population unemployed			
Population with level 2 or above	number of working age population unemployed and % of total working age population unemployed			
IMD score	Number of LSOAs by UA			
Annual supply of new homes	Number of new homes built per financial year			
Accessibility by public transport	Based on national modelling data			
Road traffic speeds	Based on national/local modelling			
Broadband coverage	Narrative			
Environmental resilience	Narrative			
Reduced CO ₂ emissions	(Unit = tonnes of CO ₂)			
Environmental and community improvement	Narrative			

INTERVENTION LEVEL EVALUATION		
Intervention Name	Intervention Reference	Cluster Name (where applicable)
[Lever of Growth]		
[Priority Sector]		

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	PROPOSED SCHEMES	EXPENDITURE OVER YR 15/16			EXPENDITURE OVER YR 16/17			EXPENDITURE OVER YR 17/18
		CAPITAL	REVENUE	TOTAL	CAPITAL	REVENUE	TOTAL	TOTAL
HIGH TECH INDUSTRIES	A• Bristol Robotics Laboratory (Institute of Technology)	£750,000	£750,000	£1,500,000	£750,000	£750,000	£1,500,000	£1,500,000
	B• WE Centre of Power & Energy	£2,000,000	£0	£2,000,000	£3,500,000	£2,400,000	£5,900,000	£14,900,000
	C• Terabit West (Broadband)	£6,750,000	£0	£6,750,000	£6,750,000	£500,000	£7,250,000	£500,000
	D• Bristol & Bath Science Park Grow on Centre	£3,000,000	£0	£3,000,000	£4,500,000	£0	£4,500,000	£7,500,000
	E• Quantum Technologies	£500,000	£500,000	£1,000,000	£500,000	£500,000	£1,000,000	£1,000,000
	F• J21 Food & Drink Enterprise Centre	£3,000,000	£0	£3,000,000	£3,000,000	£1,000,000	£4,000,000	£3,650,000
	SUBTOTAL	£16,000,000	£1,250,000	£17,250,000	£19,000,000	£5,150,000	£24,150,000	£29,050,000
LOW CARBON	G• Solar Region	£320,000	£80,000	£400,000	£0	£0	£0	£0
	H• Innovation in Composites for Marine Energy	£2,000,000	£0	£2,000,000	£0	£0	£0	£0
	I• Retrofitting existing housing and businesses	£1,200,000	£200,000	£1,400,000	£1,200,000	£200,000	£1,400,000	£1,600,000
	J• Payment for Ecosystem Services Support	£0	£165,000	£165,000	£0	£165,000	£165,000	£0
	K• WE Circular Economy Business Support Services	£0	£60,000	£60,000	£0	£60,000	£60,000	£0
	L• Increasing Business Resource Efficiency across WE	£0	£40,000	£40,000	£0	£40,000	£40,000	£40,000
	M• Bristol Channel Tidal Energy Test Bed (feasibility study)	£0	£300,000	£300,000	£0	£0	£0	£0
	SUBTOTAL	£3,520,000	£845,000	£4,365,000	£1,200,000	£465,000	£1,665,000	£1,640,000
AEROSPACE & ADVANCED ENGINEERING	N• Advanced Technology Centre	£7,200,000	£1,000,000	£8,200,000	£7,200,000	£1,100,000	£8,300,000	£3,400,000
	O• Virtual Growth Hub	£0	£0	£0	£0	£2,000,000	£2,000,000	£2,000,000
	P• Composite Bridge Construction	£250,000	£250,000	£500,000	£250,000	£250,000	£500,000	£0
	Q• National Composites Centre	£2,200,000	£500,000	£2,700,000	£2,100,000	£550,000	£2,650,000	£2,650,000
	SUBTOTAL	£9,650,000	£1,750,000	£11,400,000	£9,550,000	£3,900,000	£13,450,000	£8,050,000
CREATIVE & DIGITAL	R• Engine Shed Phase 2	£600,000	£0	£600,000	£700,000	£0	£700,000	£700,000
	S• Bristol's CreaTech City	£0	£900,000	£900,000	£0	£900,000	£900,000	£900,000
	T• Cultural Infrastructure Programme	£4,000,000	£0	£4,000,000	£4,000,000	£0	£4,000,000	£4,000,000
	U• Craneworks	£1,800,000	£200,000	£2,000,000	£2,250,000	£285,000	£2,535,000	£5,110,000
	V• Bath Innovation	£8,404,000	£600,000	£9,004,000	£8,404,000	£580,000	£8,984,000	£8,986,000
	SUBTOTAL	£14,804,000	£1,700,000	£16,504,000	£15,354,000	£1,765,000	£17,119,000	£19,696,000

CROSS-SECTORIAL INTERVENTIONS								
BUSINESS SUPPORT	W• WE Growth Hub & Fund	£4,700,000	£1,800,000	£6,500,000	£2,700,000	£1,800,000	£4,500,000	£5,000,000
	X• iNET innovation networks	£0	£1,000,000	£1,000,000	£0	£1,000,000	£1,000,000	£1,000,000
PLACE & INFRA-STRUCTURE	Y• Package of Minor Transport Schemes	£5,000,000	£0	£5,000,000	£5,000,000	£0	£5,000,000	£5,500,000
	Z• Local Pinch Points	£7,000,000	£0	£7,000,000	£7,000,000	£0	£7,000,000	£5,000,000
	AA• Sustainable Transport Package	£3,000,000	£0	£3,000,000	£3,000,000	£0	£3,000,000	£3,000,000
	AB• MetroWest Phase 1	£0	£0	£0	£0	£0	£0	£4,250,000
	AC• MetroWest Phase 2	£1,100,000	£0	£1,100,000	£900,000	£0	£900,000	£1,000,000
	AD• Superfast Broadband	£3,386,500	£573,400	£3,959,900	£252,000	£40,000	£292,000	£292,000
	AE• Infrastructure Design & Realisation Fund	£0	£4,225,000	£4,225,000	£0	£1,225,000	£1,225,000	£5,000,000
SKILLS	AF• FE Skills Capital*	£4,852,000	£0	£4,852,000	£7,796,000	£0	£7,796,000	£9,320,000
	AG• Skills & Social Inclusion	£0	£2,640,000	£2,640,000	£0	£2,640,000	£2,640,000	£2,640,000
INWARD INVESTMENT	AH• WE Inward Investment Programme	£0	£1,000,000	£1,000,000	£0	£1,000,000	£1,000,000	£1,000,000
TOTAL CROSS-SECTORIAL INTERVENTIONS COST		£29,038,500	£11,238,400	£40,276,900	£26,648,000	£7,705,000	£34,353,000	£43,002,000

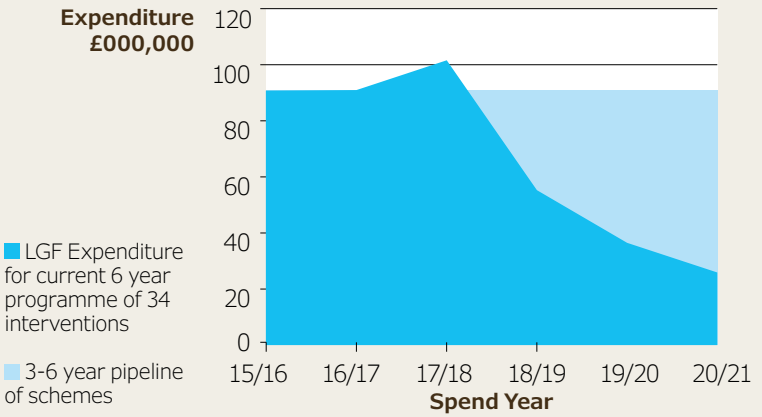
* FE Skills Capital projects starting YR 15/16								
PROJECT	Refurbishment and Modernisation of Automotive Engineering Workshops	Business Enterprise Training Centre	New Construction Centre for Bath and North East Somerset	Weston College Future Technology Centre	West of England Law and Professional Services Academy	Advanced Engineering Centre Extension	Advanced Construction Centre	North Somerset Employment and Guidance Centre
COST	£900,000	£720,000	£4,957,984	£5,009,390	£4,648,068	£4,000,000	£6,000,000	£3,274,000
PROGRAMME COST		EXPENDITURE OVER YR 15/16			EXPENDITURE OVER YR 16/17			EXPENDITURE OVER YR 17/18
		CAPITAL	REVENUE	TOTAL	CAPITAL	REVENUE	TOTAL	TOTAL
		£73,012,500	£16,783,400	£89,795,900	£71,752,000	£18,985,000	£90,737,000	£101,438,000
Match Funding over Plan Period 2015-2021		PUBLIC	PRIVATE	TOTAL				
		£298,713,000	£218,365,000	£517,078,000				
TOTAL OUTPUTS over plan period 2015-2021		DIRECT JOBS CREATED	INDIRECT JOBS CREATED	TOTAL JOBS CREATED TAKING INTO ACCOUNT DEADWEIGHT & DISPLACEMENT *		GVA RETURN		
		32,576	18,992	25,591		£1,914,145,000		

EXPENDITURE OVER YR 18/19 TOTAL	EXPENDITURE OVER YR 19/20 TOTAL	EXPENDITURE OVER YR 20/21 TOTAL	MATCH FUNDING OVER PLAN PERIOD			OVERALL SEP INTERVENTIONS COST 2015-2021	YEARS OF SPEND BETWEEN 2015-2021	OUTPUTS OVER PLAN PERIOD 2015-2021		
			PRIVATE	PUBLIC	TOTAL			DIRECT JOBS CREATED	GVA RETURN	SECTOR RETURN ON INVESTMENT
£0	£0	£0	£5,800,000	£0	£5,800,000	£4,500,000	3	500	£29,000,000	£6.44
£2,400,000	£2,400,000	£2,400,000	£16,750,000	£5,000,000	£21,750,000	£30,000,000	6	650	£340,000,000	£11.33
£500,000	£0	£0	£0	£0	£0	£15,000,000	4	250	£165,000,000	£11.00
£0	£0	£0	£1,700,000	£0	£1,700,000	£15,000,000	3	240	£9,400,000	£0.63
£1,000,000	£1,000,000	£0	£2,500,000	£2,500,000	£5,000,000	£5,000,000	5	100	£4,370,000	£0.87
£750,000	£750,000	£750,000	£9,100,000	£0	£9,100,000	£12,900,000	6	694	£29,100,000	£2.26
£4,650,000	£4,150,000	£3,150,000	£35,850,000	£7,500,000	£43,350,000	£82,400,000		2434	£576,870,000	
£0	£0	£0	£400,000	£0	£400,000	£400,000	1	6	£600,000	£1.50
£0	£0	£0	£200,000	£0	£200,000	£2,000,000	1	10	£13,500,000	£6.75
£1,600,000	£1,600,000	£1,500,000	£0	£2,400,000	£2,400,000	£9,100,000	6	1775	£87,500,000	£9.62
£0	£0	£0	£165,000	£165,000	£330,000	£330,000	2	20	£690,000	£2.09
£0	£0	£0	£0	£0	£0	£120,000	2	10	£385,000	£3.21
£40,000	£40,000	£40,000	£0	£240,000	£240,000	£240,000	6	17	£1,700,000	£7.08
£0	£0	£0	£0	£50,000	£50,000	£300,000	1	N/A	TBC	£0.00
£1,640,000	£1,640,000	£1,540,000	£765,000	£2,855,000	£3,620,000	£12,490,000		1838	£104,375,000	
£3,400,000	£3,400,000	£0	£9,200,000	£0	£9,200,000	£26,700,000	5	900	£39,000,000	£1.46
£2,000,000	£0	£0	£6,000,000	£0	£6,000,000	£6,000,000	3	120	£10,500,000	£1.75
£0	£0	£0	£0	£0	£0	£1,000,000	2	100	£6,000,000	£6.00
£0	£0	£0	£0	£8,000,000	£8,000,000	£8,000,000	3	150	£10,200,000	£1.28
£5,400,000	£3,400,000	£0	£15,200,000	£8,000,000	£23,200,000	£41,700,000		1270	£65,700,000	
£800,000	£900,000	£1,300,000	£5,800,000	£1,200,000	£7,000,000	£5,000,000	6	1000	£59,000,000	£11.80
£900,000	£900,000	£0	£0	£2,000,000	£2,000,000	£4,500,000	5	230	£4,500,000	£1.00
£4,000,000	£4,000,000	£0	£9,000,000	£20,000,000	£29,000,000	£20,000,000	5	625	£30,000,000	£1.50
£285,000	£285,000	£285,000	£6,188,000	£2,062,000	£8,250,000	£10,500,000	5	287	£16,900,000	£1.61
£6,580,000	£580,000	£580,000	£26,537,000	£33,600,000	£60,137,000	£34,714,000	6	7000	£400,000,000	£11.52
£12,565,000	£6,665,000	£2,165,000	£47,525,000	£58,862,000	£106,387,000	£74,714,000		9142	£510,400,000	
ALL SECTORS RETURN ON INVESTMENT AVERAGE £4.80										

£0	£0	£0	£28,000,000	£0	£28,000,000	£16,000,000	3	1050	£25,000,000	£1.56
£0	£0	£0	£3,000,000	£0	£3,000,000	£3,000,000	3	135	£9,300,000	£3.10
£5,500,000	£6,000,000	£7,000,000	£30,000,000	£82,000,000	£112,000,000	£34,000,000	6	950	£61,000,000	£1.79
£5,000,000	£5,000,000	£5,000,000	£8,500,000	£8,500,000	£17,000,000	£34,000,000	6	1600	£108,000,000	£3.18
£3,500,000	£3,500,000	£4,000,000	£6,000,000	£10,000,000	£16,000,000	£20,000,000	6	1800	£62,000,000	£3.10
£4,250,000	£0	£0	£0	£44,900,000	£44,900,000	£8,500,000	2	1150	£110,000,000	£2.00
£200,000	£0	£0	£0	£29,300,000	£29,300,000	£3,200,000	4	895	£85,000,000	£2.00
£340,000	£340,000	£0	£0	£0	£0	£5,223,900	5	1312	£42,000,000	£8.04
£6,000,000	£0	£0	£0	£20,000,000	£20,000,000	£16,450,000	4	2900	£70,000,000	£4.26
£6,492,000	£3,197,000	£333,000	£42,655,000	£21,326,000	£63,981,000	£31,990,000	6	N/A	N/A	N/A
£2,640,000	£2,640,000	£2,640,000	£0	£5,250,000	£5,250,000	£15,840,000	6	1600	£73,500,000	£4.64
£0	£0	£0	£870,000	£220,000	£1,090,000	£3,000,000	3	4500	£11,000,000	£3.67
£33,922,000	£20,677,000	£18,973,000	£119,025,000	£221,496,000	£340,521,000	£191,203,900		17892	£656,800,000	

CROSS-SECTORIAL RETURN ON INVESTMENT AVERAGE £3.39

PROGRAMME OF EXPENDITURE FOR LOCAL GROWTH FUND INTERVENTIONS



* Total Jobs created over plan period 2015-2021 taking into account deadweight displacement. See Appendix 3 for breakdown of calculation.

*FE SKILLS CAPITAL PROGRAMME YR 15/16

PROJECT TITLE	COST	SKILLS CAPITAL PRIORITY	INTERVENTION DESCRIPTION
Refurbishment and Modernisation of Automotive Engineering Workshops	£900,000	Employability	This project will enable the refurbishment and modernisation of Automotive Engineering workshops at Norton Radstock College to ensure they meet industry standards. This will help raise the skills of the existing workforce and increase the employability of new entrants to a significant employment sector in the local area.
Business Enterprise Training Centre	£720,000	Employability	The project will create a Small Business and Enterprise Centre at Norton Radstock College for SMEs in BaNES. This centre will help ensure that SMEs across a range sectors can access skills training relevant to their business needs. The centre will also provide a meeting hub for local businesses and provide facilities to support their growth.
New Construction Centre for Bath and North East Somerset	£4,957,984	Low Carbon	The project will create a Construction and Environmental Technology Centre which will deliver skills training across a range of disciplines and trades. The project will enable a significant upgrade of Norton Radstock College’s existing provision. The centre will enable the delivery of the skills training needed to construct 9,000 new homes over the next 5 years and 15,000 within 10 years in BaNES alongside the other major construction projects to be delivered in the WE.
Weston College Future Technology Centre	£5,009,390	Advanced Engineering Creative Employability Low Carbon	This project will create a flagship facility in the J21 EA which is designed to enable students at Weston College to acquire new technology skills across the following sectors: Creative & Digital, Advanced Engineering & Automated Manufacturing and Low Carbon. The centre will showcase the latest technology with state of the art industry linked teaching spaces, workspace and classrooms to ensure that students are both sector and technology competent.
West of England Law and Professional Services Academy	£4,648,068	Employability	This project will create an industry supported Academy to provide dynamic, motivational teaching and learning and industry recognised vocational routes to employment in the following areas: Law and Legal Services, Financial Services, Accountancy Services, Professional Services and Justice Services. This Weston College Academy will be located in the J21 EA and service the largest employment sector in the West of England which employs 63,700 individuals across the sub-region.
Advanced Engineering Centre Extension	£4,000,000	Advanced Engineering	This project will extend City of Bristol College’s Centre of Excellence for engineering education and training in Bristol. The extension will support the employer led strategy for advanced engineering in North Bristol / South Gloucestershire through the provision of skills training in areas such as: maintenance and operation of 3D printers and advanced engineering equipment and the use of composites materials. This provision will be delivered in partnership with the national Composites Centre, Airbus, GKN and Rolls-Royce.
Advanced Construction Centre	£6,000,000	Low Carbon Employability	The South Bristol Sustainable Construction Centre will provide a skills training facility for the construction industry in Bristol and the WE. It will deliver the training needed to service the sector and showcase innovation in sustainable construction and civil engineering infrastructure technologies will support the expected growth of the construction sector in the West of England.

*FE SKILLS CAPITAL PROGRAMME YR 16/17

PROJECT TITLE	COST	SKILLS CAPITAL PRIORITY	INTERVENTION DESCRIPTION
Avon Street Campus remediation works	£600,000	Remediation of College Estate	This project will address remediation of category C7 D accommodation on the City of Bath College Avon Street Campus. The project will provide remediation works therefore enhancing facilities for all learners at the College.
Inclusive Vocation Training Centre	£792,000	Employability	This project will deliver a specialist vocational training centre for Learners with Learning Difficulties and/or Disabilities. This centre is designed to build employability skills and confidence.
North Somerset Employment and Guidance Centre	£3,274,000	Employability	This new build project will create a focal point for North Somerset residents to gain the Information, Advice, Guidance and Support they need to help them progress into employment. Provision will include: employability skills training, skills assessments, vocational training, certified training, in work benefit calculations, signposting services, motivation/confidence building, job search skills, cv workshops, self employment support/enterprise training, basic skills training, ESOL, in work support, mentoring, volunteering, work experience placements, traineeships, apprenticeships and Higher Education opportunities. The centre will have a centralised Enterprise Support team with outreach services designed to be inclusive. They will work with individuals, businesses, community groups, third sector organisations and social enterprises to help remove barriers to employment and/or training.
South West Tourism and Hospitality Academy – Phase 1	£4,380,000	Employability	The South West Tourism & Hospitality Academy project consists of a new build facility designed to raise the profile and standards of Tourism and Hospitality in the South West. The facility will equip students with world leading employability skills in this field, to enable this sector to maximise its GVA. The facility will combine classroom learning with high quality work experience within a real working Hotel Catering and Conference Centre designed to bridge the sector’s employability skills gaps.
Weston College Social Enterprise Training Centre– Phase 1	£3,434,000	Employability	This new build project is designed to use social enterprise modelling to help develop sustainable communities. It will ensure that under-represented groups acquire the skills they need to gain sustainable employment. The project will focus on the delivery of the following employability skills: self-management, problem solving, team working & communication, IT, business ethos and embedding workplace Maths and English.

	PROPOSED SCHEMES	DIRECT JOBS CREATED	INDIRECT JOBS CREATED
HIGH TECH INDUSTRIES	<i>A</i> Bristol Robotics Laboratory (Institute of Technology)	500	384
	<i>B</i> WE Centre of Power & Energy	650	499
	<i>C</i> Terabit West (Broadband)	250	123
	<i>D</i> Bristol & Bath Science Park Grow on Centre	240	119
	<i>E</i> Quantum Technologies	100	77
	<i>F</i> J21 Food & Drink Enterprise Centre	694	342
	SUBTOTAL	2434	1544
LOW CARBON	<i>G</i> Solar Region	6	5
	<i>H</i> Innovation in Composites for Marine Energy	10	8
	<i>I</i> Retrofitting existing housing and businesses	1775	1365
	<i>J</i> Payment for Ecosystem Services Support	20	9
	<i>K</i> Increasing Business Resource Efficiency across WE	17	8
	<i>L</i> Circular Economy Business Support Services	10	5
	<i>M</i> Bristol Channel Tidal Energy Test Bed	0	0
	SUBTOTAL	1838	1387
ADVANCED ENGINEERING & AEROSPACE	<i>N</i> Advanced Technology Centre	900	443
	<i>O</i> Virtual Growth Hub	120	59
	<i>P</i> Composite Bridge Construction	100	77
	<i>Q</i> National Composites Centre	150	74
	SUBTOTAL	1270	653
CREATIVE & DIGITAL MEDIA	<i>R</i> Engine Shed Phase 2	1000	493
	<i>S</i> Bristol's CreaTech City	230	113
	<i>T</i> Cultural Infrastructure Programme	625	308
	<i>U</i> Craneworks	287	151
	<i>V</i> Bath Innovation	7000	3452
	SUBTOTAL	9142	4517
BUSINESS SUPPORT	<i>W</i> WE Growth Fund and Hub	1050	518
	<i>X</i> iNET innovation networks	135	66
PLACE AND INFRASTRUCTURE	<i>Y</i> Package of Minor Transport Schemes	950	730
	<i>Z</i> Local Pinch Points	1600	1231
	<i>AA</i> Sustainable Transport Package	1800	888
	<i>AB</i> MetroWest Phase 1	1150	884
	<i>AC</i> MetroWest Phase 2	895	688
	<i>AD</i> Superfast Broadband	1312	648
	<i>AE</i> Infrastructure Design & Realisation Fund	2900	2230
PEOPLE & SKILLS	<i>AF</i> FE Skills Capital	0	0
	<i>AG</i> Skills & Social Inclusion	1600	789
INVESTMENT & PROMOTION	<i>AH</i> WE Inward Investment Programme	4500	2219
	SUBTOTAL	17892	10891
TOTAL		32576	18,992

Estimated indirect jobs have been calculated using the West of England LEP Area Economy Model produced by the RED Group at the University of Plymouth

Indirect Jobs = job creation through direct and indirect suppliers plus jobs created through increased income effects

PROJECT TYPE	DEADWEIGHT ON INDIRECT JOBS	DEADWEIGHT & DISPLACEMENT ON INDIRECT JOBS	DEADWEIGHT & DISPLACEMENT ON INDIRECT JOBS	DEADWEIGHT ON TOTAL JOBS	DEADWEIGHT & DISPLACEMENT ON TOTAL JOBS
Business	203	163	884	467	376
Business	263	212	1149	607	488
Regeneration	114	70	373	345	212
Business	63	51	359	190	153
Business	41	33	177	93	75
Business	181	145	1036	547	440
	864	674	3978	2248	1744
Regeneration	5	3	11	10	6
Business	4	3	18	10	8
Regeneration	1263	774	3140	2905	1780
Business	5	4	29	15	12
Business	4	3	25	13	11
Business	3	2	15	8	6
Business	0	0	0	0	0
	1283	790	3225	2961	1824
Business	234	188	1343	709	571
Business	31	25	179	95	76
Business	41	33	177	93	75
Business	39	31	224	118	95
	345	278	1923	1015	817
Business	260	210	1493	788	635
Business	60	48	343	181	146
Regeneration	285	175	933	863	529
Regeneration	140	86	438	405	248
Business	1823	1467	10452	5519	4443
	2567	1985	13659	7756	6000
Business	274	220	1568	828	666
Business	35	28	201	106	85
Regeneration	675	414	1680	1554	953
Regeneration	1139	698	2831	2619	1605
Regeneration	821	504	2688	2486	1524
Regeneration	818	501	2034	1881	1153
Regeneration	636	390	1583	1464	898
Regeneration	599	367	1960	1813	1111
Regeneration	2063	1264	5130	4745	2909
Skills	0	0	0	0	0
Skills	581	477	2389	1761	1446
Business	1172	943	6719	3548	2856
	8813	5808	28783	22805	15206
		13,872	9,533	51,568	36,786
					25,591

SECTOR / DRIVERS OF GROWTH	PROJECT TITLE	TOTAL EXPENDITURE FROM SEP FUNDS	MATCH FUNDING	
			PUBLIC	PRIVATE
Advanced Engineering & Aerospace / Investment Business Support	Invest Bristol & Bath – trade promotion	£120,000	£95,000	£25,000
Business Support	WE indigenous business growth support programme	£7,500,000	£0	£0
Business Support	Superfast Broadband – Business Support	£1,000,000	£500,000	£500,000
Business Support	Design for Growth Portfolio	£1,484,500	£0	£0
Business Support	WE Knowledge Exchange Vehicle for INnovation (KEVIN)	£2,130,000	£0	£2,590,000
Business Support	Business in the Community – Marketplace Sustainability	£900,000	£450,000	£450,000
Construction / People & Skills	Bristol and West of England Joint Investment Initiative	£500,000	£0	£500,000
Creative & Digital	Shoot West: the Film-making proposition	£200,000	£0	£0
Creative & Digital / Business Support	Bath City Riverside Enterprise Area Business Support	£480,000	£140,000	£0
Creative & Digital / Business Support	Curzon Creative Media incubator	£1,800,000	£900,000	£900,000
Creative & Digital / People & Skills	Growing Our Workforce: Skills for the West of England Creative Sector	£2,442,000	£225,000	£0
Distribution / Place & Infrastructure	Avonmouth/Severnside Enterprise Area – Skills & Development Prgm	£712,000	£0	£0
High Tech	Cyber Security Incubator	£2,500,000	£0	£2,500,000
High Tech	Institute for Interaction and Intelligent Technologies (I3T)	£2,400,000	£0	£0
High Tech / Business Support	High Tech Innovation Network (High Tech iNet)	£1,000,000	£0	£750,000
High Tech / Business Support	Diagnostics for Growth (DIAGRO) – Clinical Research & Development	£475,000	£0	£475,000
High Tech / Business Support	Robotics and Autonomous Systems Collaboration Centre (RAS CC)	£19,100,000	£0	£3,000,000
Low Carbon	WE Waste and Recycling Board recycling and resource efficiency Prgm	£10,000,000	£0	£10,000,000
Low Carbon	Establish a Cleantech Cluster	£750,000	£375,000	£375,000
Low Carbon	'Warm and Well' housing retrofit programme	£550,000	£555,000	£0
Low Carbon	Electricity Led microCHP	£1,650,000	£0	£0

SECTOR / DRIVERS OF GROWTH	PROJECT TITLE	TOTAL EXPENDITURE FROM SEP FUNDS	MATCH FUNDING	
			PUBLIC	PRIVATE
Low Carbon / Business Support	Low Carbon and Environmental Innovation (Growing Green)	£2,100,000	£0	£2,100,000
Low Carbon / Business Support	Low Carbon Action Groups – waste & carbon reduction activities	£400,000	£0	£0
Low Carbon / Business Support	Low Carbon Accelerator for CleanWeb businesses	£1,750,000	£0	£900,000
Low Carbon / Business Support	WE Eco-Efficiency Network (WE-EEN)	£1,350,000	£0	£0
Low Carbon / Place & Infrastructure	Heat Recovery from Avonmouth Low Carbon Energy Facility	£500,000	£125,000	£125,000
Low Carbon / Business Support	Low Carbon and Environmental Innovation (Growing Green)	£2,100,000	£0	£0
Place & Infrastructure	Ecomotive – Self-build programme	£5,060,000	£0	£369,000
Place & Infrastructure	Stepping up for Growth – J21 Enterprise Area – infrastructure	£32,000,000	£0	£0
Retail	Retail Place Managers	£1,745,000	£0	£500,000
Rural Economy	Wheels to Work – transport provision for young people in rural areas	£500,000	£0	£0
Rural Economy	Water and Soil Project – Catchment approach	£1,500,000	£0	£300,000
Rural Economy / Business Support	Rural Enterprise Hubs	£1,500,000	£0	£280,000
Rural Economy / Business Support	Rural business support hub	£1,800,000	£1,800,000	£0
Rural Economy / Business Support	Midsomer Norton Business Hub	£1,325,000	£875,000	£450,000
People & Skills	Employability skills for Young People	£2,750,000	£0	£2,750,000
People & Skills	Social Innovation Exploratory	£4,000,000	£0	£1,000,000
People & Skills	Ready for Work – Action on homelessness	£282,000	£243,000	£15,000
People & Skills	Business Class partnerships between schools and businesses	£250,000	£0	£150,000
People & Skills	Working It Out – personal development for those who are NEET	£459,000	£141,000	£420,000
People & Skills	Getting Out to Work programme for offenders/ ex-offenders	£450,000	£550,000	£0
Social Enterprise	Social venture incubation and skills centre	£750,000	£0	£750,000

Stage one

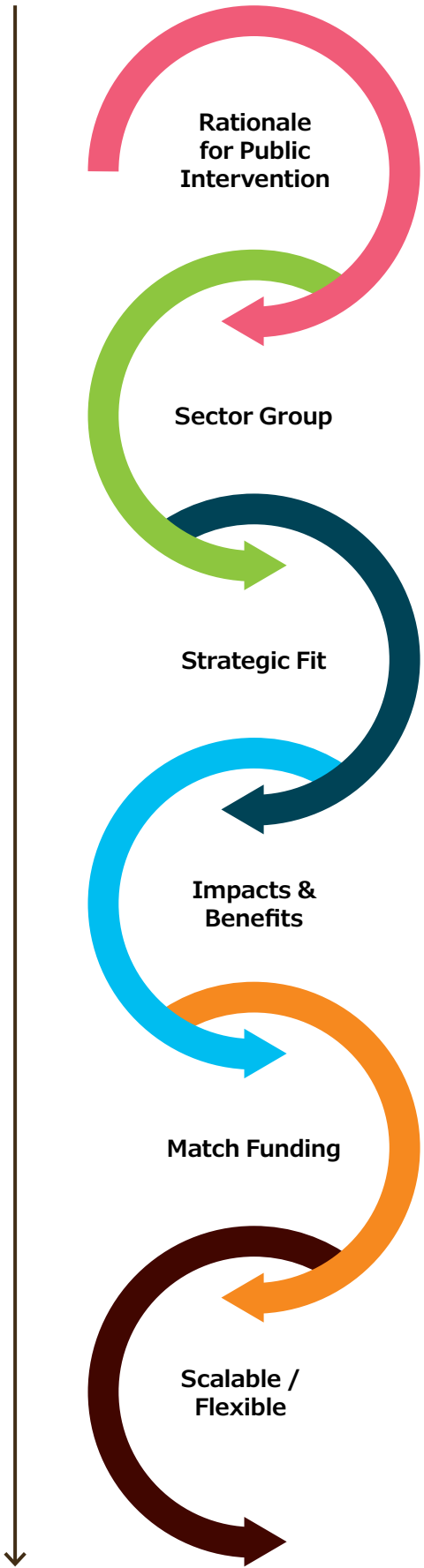
In line with the evidence provided at section 4, we have identified market failures that need to be addressed and explored projects which have strategic fit with our priority sectors and which offer ‘game changing’ investment opportunities. We have considered interventions for both the SEP and the EU SIF together. We used a filter to assess interventions on their own merit.

Key considerations were:

- Demonstration of market failure in accordance with Treasury Green Book compliance.
- Jobs, productivity and GVA.
- Cost and return on investment.
- Private sector funding or other match opportunities.
- Scalability and flexibility.
- Cross sector linkages and synergies with other programmes taking advantage of the West of England’s unique strengths.
- Contributes to delivering the Enterprise Zone and/or Enterprise Areas.
- 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

Stage two Prioritisation of options and rational for programme

- Evaluation of filter results by a moderation panel of business and local authority membership.
- Technical advice work undertaken with the support and advice of KPMG to build a programme of proposed activities through the Local Growth Fund:
 - An analysis of the issue/market failure of the West of England.
 - A gap analysis of existing activity.
 - Proposed solutions at project level to address the gaps.
 - Analysis of return on investment and value for money calculations.
 - Cluster identification and programme developed.
 - Stage 1 business cases developed.



SCORED FILTER PROCESS FOR SCHEMES

ASSESSMENT CRITERIA

RATIONALE FOR PUBLIC INTERVENTION

- Schemes are compliant with Govt Green Book:
- Proper use of public funds;
 - Most efficient way of using funds;
 - Strong requirement for government intervention.

SECTOR GROUP ASSESSMENT

- Schemes fall into one or more priority growth sectors for the sub-region.

STRATEGIC FIT ASSESSMENT

- Schemes are commensurate with existing strategies:
- Priority growth locations – EA and EZ;
 - Joint Local Transport Plan;
 - UA Core Strategy;
 - SEP Cross cutting themes – skills, inward investment, business support, place and infrastructure;
 - EU thematic objectives.

IMPACTS & BENEFITS ASSESSMENT

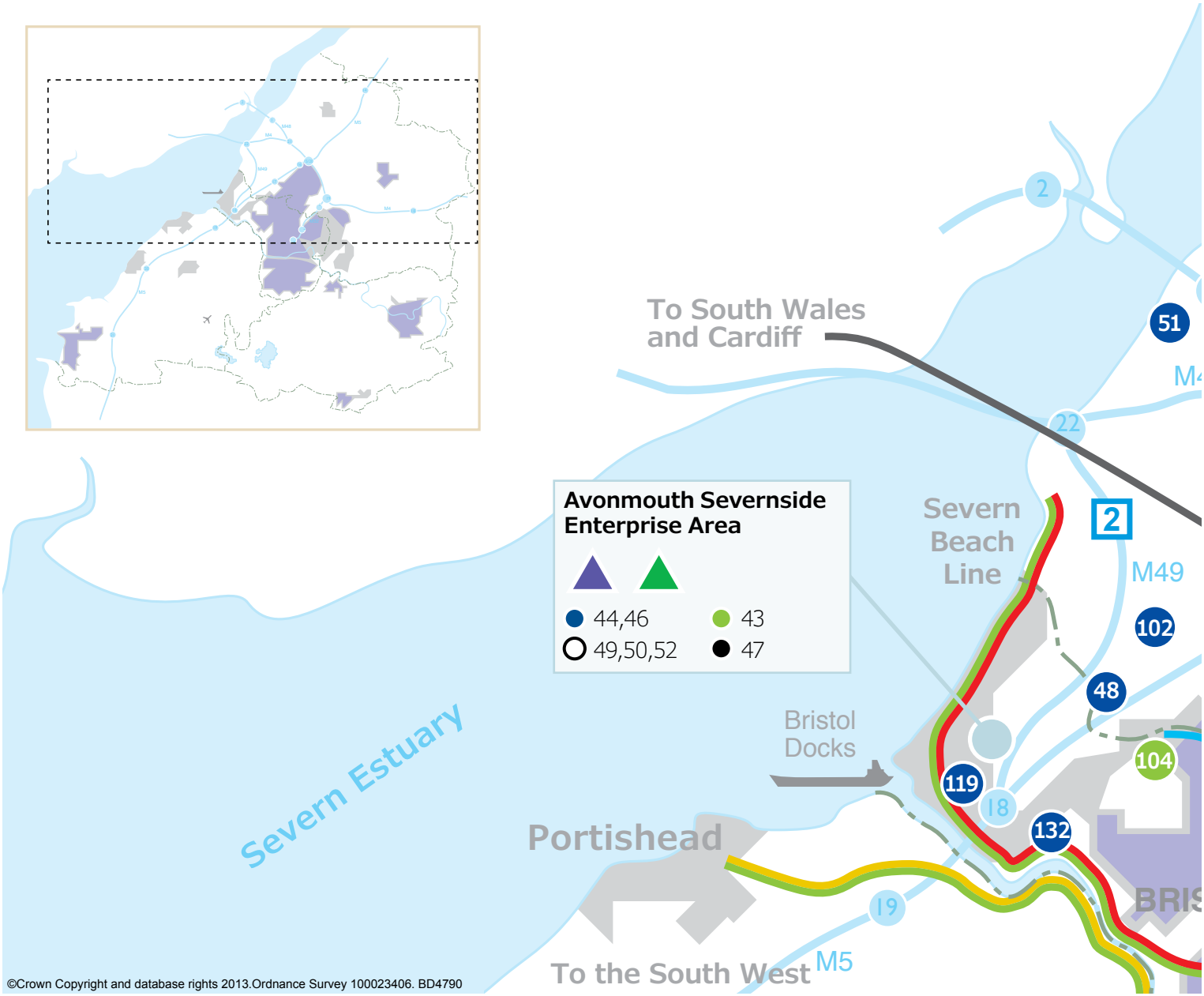
- Scheme outcomes include:
- GVA (Gross Value Added);
 - Job permanence;
 - Direct and indirect job creation;
 - Other socio-economic benefits (e.g. regeneration, social enterprise).

MATCH FUNDING ASSESSMENT

- Funding payments are either:
- Secured;
 - Unsecured.

SCALABILITY/FLEXIBILITY ASSESSMENT

- Schemes should be cost effective and beneficial on a large or small scale and if they can be scaled up or down;
- Highlight projects for follow up.



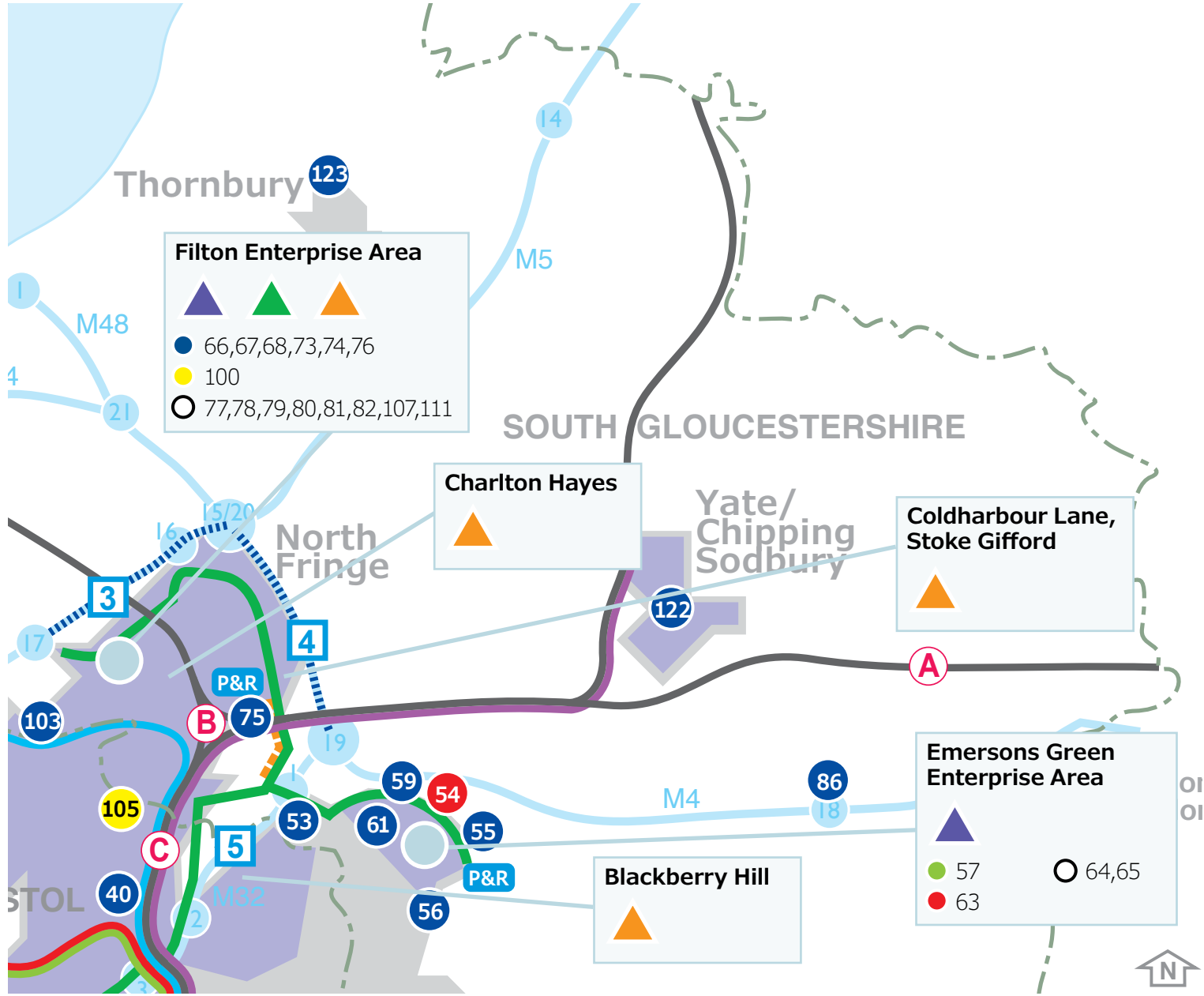
- Existing Network**

 - 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 Severn Beach
 - 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
 - New Park & Ride Site



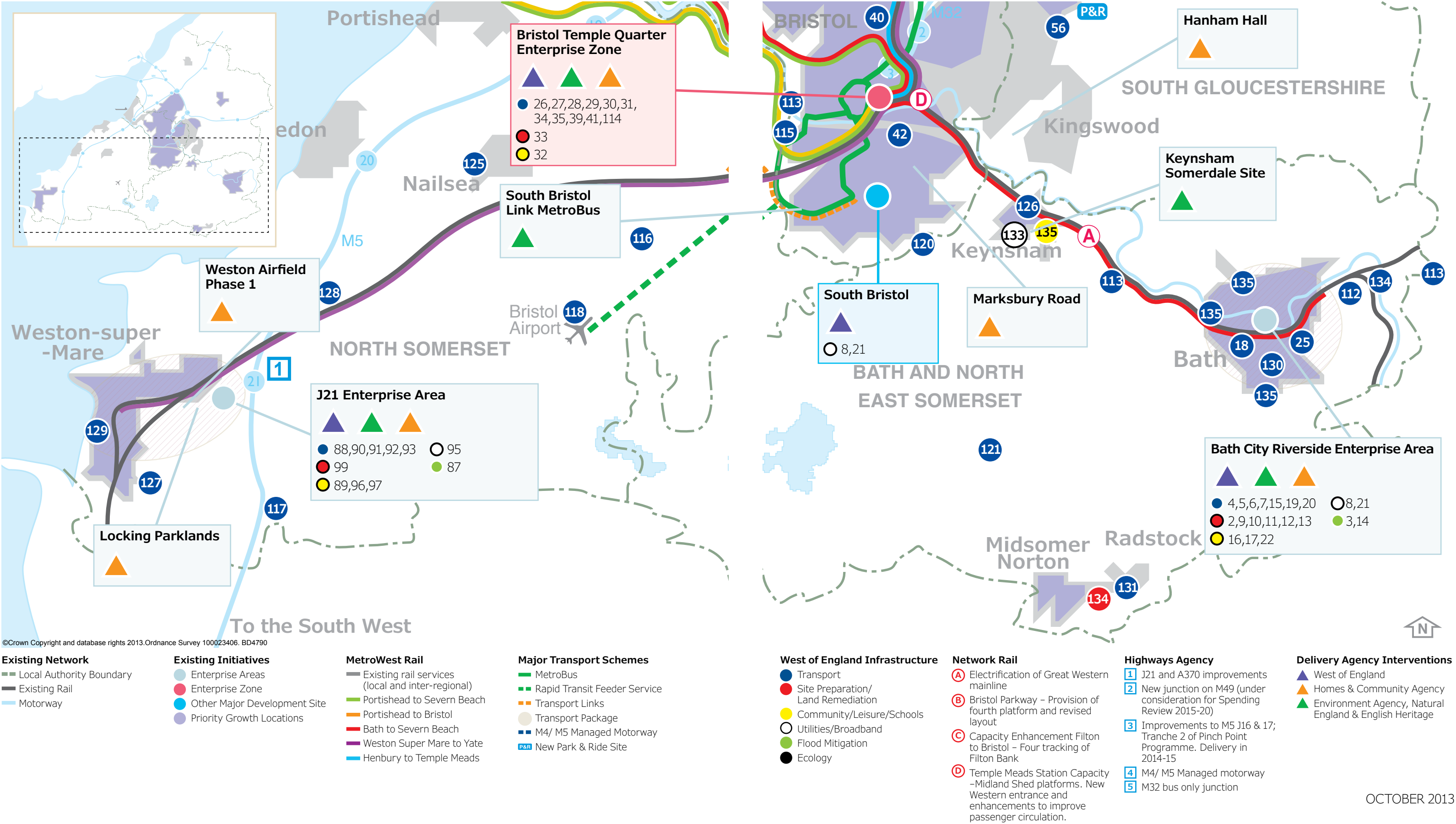
- West of England Infrastructure**

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

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

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

 - ▲ West of England
 - ▲ Homes & Community Agency
 - ▲ Environment Agency, Natural England & English Heritage



AGENCY	LOCATION	DESCRIPTION OF INTERVENTION
<div>West of England</div> <div>△</div>	Avonmouth/Sevenside Enterprise Area	6,000-14,000 jobs, focus on large scale manufacturing and distribution Transport schemes 44,46 Utilities/broadband schemes 49,50,52 Flood mitigation scheme 43 Ecology scheme 47
	Bath City Riverside Enterprise Area	9,000 jobs, focus on media/publishing jobs Transport schemes 4,5,6,7,15,19,20 Site preparation/land remediation schemes 2,9,10,11,12,13 Community/Leisure/Schools schemes 16,17,22 Utilities/broadband schemes 8,21 Flood mitigation schemes 3,14
	Bristol Temple Quarter Enterprise Zone	17,000 jobs, focus on creative/media/microelectronics Transport schemes 26,27,28,29,30,31,34,35,39,41,114 Site preparation/land remediation scheme 33 Community/Leisure/Schools scheme 32
	Emersons Green Enterprise Area	4,000 - 7,000 jobs, focus on science based jobs Site preparation/land remediation schemes 63 Utilities/broadband schemes 64,65 Flood mitigation scheme 57
	Filton Enterprise Area	7,000 - 12,000 jobs, focus on high technology jobs Transport schemes 66,67,68,73,74,76 Community/Leisure/Schools scheme 110 Utilities/broadband schemes 77,78,79,80,81,82,107,111
	J21 Enterprise Area	9,000 jobs, focus on business services Transport schemes 88,90,91,92,93 Site preparation/land remediation scheme 99 Community/Leisure/Schools schemes 89,96,97 Utilities/broadband scheme 95 Flood mitigation scheme 87

AGENCY	LOCATION	DESCRIPTION OF INTERVENTION
<div>Homes & Communities Agency</div> <div>△</div>	Charlton Hayes	Infrastructure Investment and ATLAS support to unlock the development of a new neighbourhood including 2,200 homes.
	Bath City Riverside Enterprise Area	£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.
	Blackberry Hill	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.
	Coldharbour Land, Stoke Gifford	£2.38M Care & Support funding to provide 81 affordable homes for older and disabled people.
	Filton Enterprise Area	Supporting the creation of over 4,000 jobs. £5M Local Infrastructure Funding to bring forward housing development at Filton Airfield and surroundings.
	Hanham Hall	Exemplar zero-carbon development, working in partnership with Barratt Homes to develop 185 new homes and 12 acres of open space.
	J21 Enterprise Area	72Ha employment land with planning consents and access to provide 11,000 jobs.
	Locking Parklands	£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 & new North/ South link.
	Marksbury Road	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.
	Bristol Temple Quarter Enterprise Zone	£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.
	Weston Airfield Phase 1	29.5Ha employment development, 900 homes & community

AGENCY	LOCATION	DESCRIPTION OF INTERVENTION
<div>Environment Agency, Natural England, English Heritage</div> <div></div>	Avonmouth/Severnside Enterprise Area	<p>Some parts currently at tidal flood risk, with the whole area at risk in the future with climate change.</p> <p>Significant risk to internationally important habitat.</p> <p>Flood defence and ecology groups established and seeking to identify the preferred strategy to enable future growth.</p> <p>There is potential of buried non-designated heritage assets of archaeological interest.</p>
	Bath City Riverside Enterprise Area	<p>Ground raising of development sites could increase flooding elsewhere.</p> <p>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.</p> <p>English Heritage is working to secure significant urban growth that compliments the international heritage status and sensitivity of the World Heritage Site.</p> <p>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.</p>
	Filton Enterprise Area	<p>Generally at low flood risk, however, surface water from development could result in increased flood risk in the wider River Frome and Trym catchments.</p> <p>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).</p>
	J21 Enterprise Area	<p>At risk of river and surface water flooding. Also includes a designated wildlife site and close to Bath conservation area.</p> <p>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.</p>
	Keynsham Somerdale Site	<p>Partly at risk from river flooding.</p> <p>Significant potential for habitat enhancement and contributing to Water Framework Directive.</p> <p>English Heritage and Natural England working with developers to deliver flood compensation alongside ecological enhancements.</p> <p>English Heritage working to support sustainable development within a sensitive environment evidenced by Roman archeology.</p>

AGENCY	LOCATION	DESCRIPTION OF INTERVENTION
<div>Environment Agency, Natural England, English Heritage</div>	South Bristol Link MetroBus	<p>Route is in Flood Zone 3 and crosses a number of water bodies, landfill sites and ecological designations.</p> <p>Environment Agency and Natural England officers working with consultants and informing technical assessments.</p>
	Bristol Temple Quarter Enterprise Zone	<p>Parts of the EZ are at risk from tidal and river flooding, worsening with climate change.</p> <p>Environment Agency and Natural England working with Bristol City Council (BCC) to implement simplified planning and find the best solution to protect the EZ and central Bristol in the future.</p> <p>English Heritage is working with BCC and Network Rail to secure a sympathetic transformation of the Grade 1 listed Temple Meads Station, providing a revitalized transport hub fit for the 21st Century, whilst maintaining the integrity of this internationally important heritage asset.</p> <p>English Heritage supporting the creation of a better visitor experience from the station and EZ to the city centre via the Brunel Mile and in so doing enhance the setting of Temple Meads and St Mary Redcliffe.</p>
<div>Highways Agency</div>	J21 and A370	<div>1</div> Improvements
	New junction on M49	<div>2</div> Under consideration for Spending Review 2015-20
	M5 J16 & 17	<div>3</div> Improvements to M5 J16 & 17; Tranche 2 of Pinch Point Programme. Delivery in 2014-15
	M4/M5	<div>4</div> Managed motorway
	M32	<div>5</div> M32 bus only junction
<div>Network Rail</div>	Great Western Mainline	<div>A</div> Electrification of Great Western Mainline
	Bristol Parkway	<div>B</div> Provision of fourth platform & revised layout
	Filton Bank	<div>C</div> Four tracking of Filton Bank (between Dr Days Junction and Filton Abbey Wood)
	Bristol Temple Meads Station	<div>D</div> <p>Provision of platforms in the Midland Shed to increase capacity</p> <p>New western entrance and enhancements to improve passenger circulation</p>

LOCATION	MAP REF	MAP CATEGORIES	DESCRIPTION OF INTERVENTION
Bath City Riverside Enterprise Area	2	Remediation/site preparation	Remove Gas Towers
	3	Flood mitigation	Phase 1 flood relief
	4	Transport	Destructor Bridge
	5	Transport	New pedestrian bridge
	6	Transport	North Quay – South Quay bridge
	7	Transport	Lower Bristol Road A36 Bus Lane
	8	Utilities/Broadband	Electricity sub-station
	9	Remediation/site preparation	Relocation of waste transfer station
	10	Remediation/site preparation	Relocation of civic recycling centre
	11	Remediation/site preparation	Relocation of coach park
	12	Remediation/site preparation	Diversion of Green Park Road
	13	Remediation/site preparation	Avon Street Car Park relocation
	14	Flood mitigation	Phase 2 flood relief (river wall works)
	15	Transport	Windsor Bridge Road Improvements
	16	Community/Leisure/ Schools	Primary school
	17	Community/Leisure/ Schools	Other primary education
	18	Transport	Highways works Bath Press site
	19	Transport	Highways works Stable Yard
	20	Transport	Pines Way gyratory
	21	Utilities/Broadband	Ultra-fast Broadband
	22	Community/Leisure/ Schools	Doctors surgery
	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
	32	Community/Leisure/ Schools	Bristol Arena
	33	Remediation/site preparation	Temple Quarter Enterprise Zone Package
	34	Transport	Temple Circus roundabout reconfiguration
	35	Transport	Cattle Market Road Improvements and Vehicular/ Pedestrian/Cycle Bridge to Diesel Depot (HCA fully funding)
	39	Transport	Bus Hubs
	40	Transport	M32 Park and Ride
	41	Transport	Car parking programme
	42	Transport	Callington Road Link/Bath Road Improvements

LOCATION	MAP REF	MAP CATEGORIES	DESCRIPTION OF INTERVENTION
Avon Severnside Enterprise Area	43	Flood mitigation	Flood mitigation
	44	Transport	M49 Intermediate Junction & link road
	46	Transport	Local road network & cycling/pedestrian improvements
	47	Ecology	Ecology
	48	Transport	Cycling/Pedestrian improvements
	49	Utilities/Broadband	Gas pipeline
	50	Utilities/Broadband	Energy (Heat Grid)
	51	Transport	Park & Share at Aust
	52	Utilities/Broadband	Superfast Broadband
Emersons Green Enterprise Area	53	Transport	M32 Junction 1 Improvements
	54	Remediation/site preparation	M4 Acoustic Fence
	55	Transport	Emersons Green East employment land access road
	56	Transport	Emersons Green to Temple Meads Rapid Transit
	57	Flood mitigation	EGE employment land drainage
	59	Transport	M4 link
	61	Transport	A4174 package
	63	Remediation/site preparation	Remediation and earthworks
	64	Utilities/Broadband	Superfast Broadband
	65	Utilities/Broadband	Power – BBSP
Filton Enterprise Area	66	Transport	North Fringe Transport package East West Link A38 to Wyckbeck Rd
	67	Transport	Cribbs Patchway New Neighbourhood (CPNN) A38 Corridor Highway Works
	68	Transport	CPNN Eastern Access
	69	Transport	M5 Junctions 16 and 17 Enhancements
	73	Transport	North Fringe Package
	74	Transport	Cycling network improvements
	75	Transport	Parkway Station Bridge/subway
	76	Transport	North Fringe Transport Package – public transport improvements
	77	Utilities/Broadband	Waste transfer station
	78	Utilities/Broadband	Strategic Sewer Filton to Avonmouth
	79	Utilities/Broadband	Energy (sub station)
	80	Utilities/Broadband	Energy – East Works
	81	Utilities/Broadband	Superfast Broadband
	82	Utilities/Broadband	District heating network

LOCATION	MAP REF	MAP CATEGORIES	DESCRIPTION OF INTERVENTION
Other	86	Transport	South Glos Rural Package
J21 Enterprise Area	87	Flood mitigation	Flood scheme
	88	Transport	M5 Junction 21 outbound
	89	Community/Leisure/ Schools	Enterprise & Technology College
	90	Transport	North-South link road & associated improvements
	91	Transport	Cross Airfield Link
	92	Transport	Airfield Bridge Link
	93	Transport	M5 Junction 21 Phase 2 improvements
	95	Utilities/Broadband	Superfast broadband enabling
	96	Community/Leisure/ Schools	Connect 21 Hub
	99	Remediation/site preparation	Remediation works
Other	102	Transport	North Fringe to Severnside Transport Corridor
	103	Transport	Rail to Cribbs Causeway
	105	Community/Leisure/ Schools	Southmead Hospital
Filton Enterprise Area	107	Utilities/Broadband	Digital
	110	Community/Leisure/ Schools	Secondary education
	111	Utilities/Broadband	Utilities
Other	112	Transport	A36/A46 link
	113	Transport	New Rail Stations Package
Bristol Temple Quarter Enterprise Zone	114	Transport	Mass movement by public transport

LOCATION	MAP REF	MAP CATEGORIES	DESCRIPTION OF INTERVENTION
Other	115	Transport	Long Ashton Park & Ride Extension
	116	Transport	Barrow Gurney Bypass
	117	Transport	Banwell Bypass
	118	Transport	Bristol Airport Link Road
	119	Transport	Second Avon Crossing
	120	Transport	Whitchurch Bypass
	121	Transport	Temple Cloud/Clutton Bypass
	122	Transport	Yate/Chipping Sodbury Package
	123	Transport	South Glos Rural Package (Thornbury)
	125	Transport	Nailsea & Backwell Station accessible ramp to platform
	126	Transport	Keynsham Station accessible ramp to platform
	127	Transport	Strategic Cycle Routes
	128	Transport	Congresbury Junction Improvement
	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
	132	Transport	Portway Park & Ride Rail Platform
	133	Utilities/Broadband	Keynsham utilities
Bath City Riverside Enterprise Area	134	Transport	East of Bath Park & Ride
	135	Transport	Post Bath Package expansion of Newbridge, Odd Down and Lansdown Park & Ride sites
Other	—	Transport	Major Cycling Scheme

	CRITERIA	ASSESSMENT MEASURES & LEVEL OF INFORMATION TO BE PROVIDED	REFERENCE BELOW INFORMATION PROVIDED FOR FULL BUSINESS CASE ASSESSMENT	LEP use Checklist Information Provided Adequate?
	PROJECT NAME:			
1	Applicant/Delivery Organisation	Details of Applicant, any JV arrangements/other partners involved (roles and contributions), Procuring Organisation, ownership of assets etc.		
2	Description of the Project/Intervention in full	Clarity on the project description (scheme to be funded and description of overall scheme to be enabled). Where a number of projects/phases each to be described. Scope and scale of project and latest plans and drawings of it. Location – red line plan		
3	Case for Change	What is the objective of the Project. What do you aim to achieve? Why do it?		
4	Strategic Fit/Strategic Policy Context/ Context within EDF	Project fit with EDF priorities (jobs & business rate growth)/SEP/EU CIF/JLTP/Core Strategies/other relevant strategic documents		
5	Rationale for Public Sector Intervention	Market Failure, Public Highways, Public Good, Public Service, Public Realm etc		
6	Options Appraisal	What options have been considered to fund this project & why not progressed? What options for the project have been considered (include do nothing/do minimum). Why preferred option selected?		
7	Economic Appraisal (Economic justification for the project) a) NPV b) Additionality of Intervention/Outcomes c) Forecast Return on Investment in relation to BRG & EDF if applicable	Forecast of the total costs & benefits of the project over its asset life including basis and assumptions in any Benefit to Cost Ratio (BCR) appraisal. (If identified costs & benefits cannot be quantified please provide narrative): BCR GVA – Additional jobs/productivity Employment land released/served Land protected Acceleration Explain how delivery will drive business rate growth into the EDF Identify if any outputs are to be shared		
8	Use of Funding/Spend Profile	Clear explanation of what the spend (to be repaid via EDF/LGF/other) will pay for (specific costs). Forecast spend profile. Other funders. Clearly confirm the exact amount (£) required from EDF/ LGF/other and when payback is expected to start based on PC of the Project (Month/Year)		
9	Borrowing Requirements (inc for revenue services) & Business Rate Retention Forecast	Evidence UA secured borrowing. Council Approval of project and in UA Capital Programme. Business Rate Retention (Growth) expected to be generated by project. Details of any local discretionary business rate relief to be provided.		
10	Project Governance	How will the Project be governed? How is the project to be delivered, by whom and identify key team members/ organogram.		
11	Cost Information	Breakdown of whole project costs including spend to date, fees, acquisition costs,Enabling Works, build, fit out, VAT, contingency/risk allowances. Where costs from – QS/Eng/in house? Anticipated cost stage RIBA stage D/E or similar (Detailed Design Stage)		
12	Programme	Timeline setting out in detail the programme for the whole project including all key milestones such as acquisitions, planning, design work, procurement, enabling works, power upgrade, services diversions, build phase of works etc and clear delivery/PC date.		

	CRITERIA	ASSESSMENT MEASURES & LEVEL OF INFORMATION TO BE PROVIDED	REFERENCE BELOW INFORMATION PROVIDED FOR FULL BUSINESS CASE ASSESSMENT	LEP use Checklist Information Provided Adequate?
13	Land Acquisition/Deals/ legal agreements Required for Delivery	CPOs/landowner agreements etc		
14	Consents Required/ Obtained for Delivery	Planning, EIAs, TAs, DCOs, Green belt approval,Act of Parliament, CIL/S106 agreements etc – provide copies of all obtained.		
15	Engagement & Consultation	What consultation has been carried out to date. Who are the key stakeholders and what engagement has been and will be undertaken? Provide details and key issues?		
16	Risks, Constraints & Dependencies	Copy of Risk Register for whole project (or minimum list of key risks identified and rated). Assignment of risk to owners/how being managed.		
17	State Aid	Is this an issue/has this been checked? Confirm that state aid issues have been addressed & either a 'no aid' position or a compliant position has been established		
18	Design/Specification Information	Identify design team. Provide scale drawings (architect, engineer etc) project design relevant to current design stage reached. Provide copies of all reports (feasibility studies, TAs EIAs etc)		
19	Procurement	Procurement routes/strategies for all stages of project including design team and contractor procurement. Type of contract to be used or envisaged to be used. OJEU required? Phasing of works/delivery?		
20	Diversions/Power Upgrades etc	Major services diversions or power upgrades to be identified		
21	Sustainability Considerations	Ceequal, Breeam, Green Travel etc. Identify any targets for project		
22	Evaluation	Provide proposal for evaluation minimum – Yrs 1 and 6 after PC		

GUIDE NOTES:

This template is to guide UAs on the information to be provided for Full Business Case assessment – The LEP will work with the UA's and agree a programme for Full Business Case submission for assessment and these should only be made when the LEP have agreed the projects have been sufficiently developed and request submission.

- a Full Business Case required for projects identified by LEP as having Programme Entry status.

b Schemes should maximise economic returns generally deemed to be job growth, private sector investment and gross value added. If these economic returns are realised they will lead to accelerated and/or additional business rate growth.

c Business cases will be assessed by the Investment Board and then recommendations made to the LEP Board to confirm support or reject. (An Independent Economic Appraisal may be carried out to support LEP decision if considered appropriate/necessary)
- d BRG = Business Rate Growth

e BCR = Benefit Cost Ratio – used to summarise the overall value for money of a project

f NPV = Net Present Value – used to show the difference between the present value of the future cash flows from an investment and the amount of investment

g GVA = Gross Value Added – the total value of the project produced through theeconomic activity in any particular period

h The Business Case information provided must be sufficiently developed so that the design and costs are robust and the project has been progressed to a stage where no forseen risks should be able to delay or stop the project.

ACKNOWLEDGEMENTS

Design
Steers McGillan Eves 01225 465546

KPMG
Provided support and advice to
the development of our SEP and
programme of interventions



Full details of the WE LEP Strategic
Economic Plan can be found at
**[www.westofenglandlep.co.uk/
strategicplan](http://www.westofenglandlep.co.uk/strategicplan)**

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