

# West of England Local Enterprise Partnership Business Plan 2011- 13

## 1. Introduction

- 1.1 The broad vision of the West of England Partnership and endorsed by the LEP at its first meeting is clear.

*In 2026 the area 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 seaport.*

*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, minimise 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.*

- 1.2 Equally clear are the measures by which it determines its success:

- 95,000 new jobs by 2030
- 3.4% annual growth in GVA by 2020

- over £1 billion of private sector investment over the next 5 years
- A well motivated workforce with the skills to meet business need
- The foundations for a long-term sustainable economy.

1.3 In order to deliver on that vision and aspiration it is important for the LEP to have a plan which sets out:

- the economic context within which it is working
- its agenda for the short-to medium term
- how it sees its priorities being delivered
- the resources which it will deploy – directly and through its partners and stakeholders
- the relationship between the LEP plan and plans and strategies of its partner organisations, particularly the local authorities.

1.4 This document seeks to provide that plan and create a reference point against which the Board can measure progress, review priorities and maintain the broad line of travel which it has set itself. Equally crucially the plan should not be seen as a substitute for action. Immediate actions within each of the priorities of the LEP are set out in a series of action plan tables which form the body and focus of this document. One lesson to be learned from the RDA experience is that developing a complex strategy with extensive consultation, multiple levels of performance management and strictly defined programmes can greatly impede the speed at which action is taken. The plan is designed to be as brief and simple as possible and to anticipate the need to shift focus in the light of new economic challenges and opportunities. Central to this will be ensuring that there are reporting mechanisms on measuring progress and implementation of the actions, and of the economic context of the West of England to assist in identifying new actions for the LEP.

1.5 The West of England LEP Board brings together the Leaders of the four local authorities with key leaders from business and from one of our four world-class universities. This influential mix of Board members provides strong strategic leadership, to prioritise and take actions and make a real difference to creating the right conditions for sustainable economic growth. The LEP has the advantage of an economic intelligence panel to provide advisory support and expertise on the wider context of the economy and on areas where LEP interventions can make a difference.

1.6 One of the key decisions of the Board was the agreement of the Temple Quarter Enterprise Zone and the identification of a further five Enterprise Areas across the LEP area. Together these can contribute some 60,000 jobs to our target by 2026.

1.7 The business plan of the LEP is underpinned by evidence drawn from the Local Economic Assessment, and will be tested against an ongoing process of collecting and assessing economic intelligence.

## Economic and Policy Context

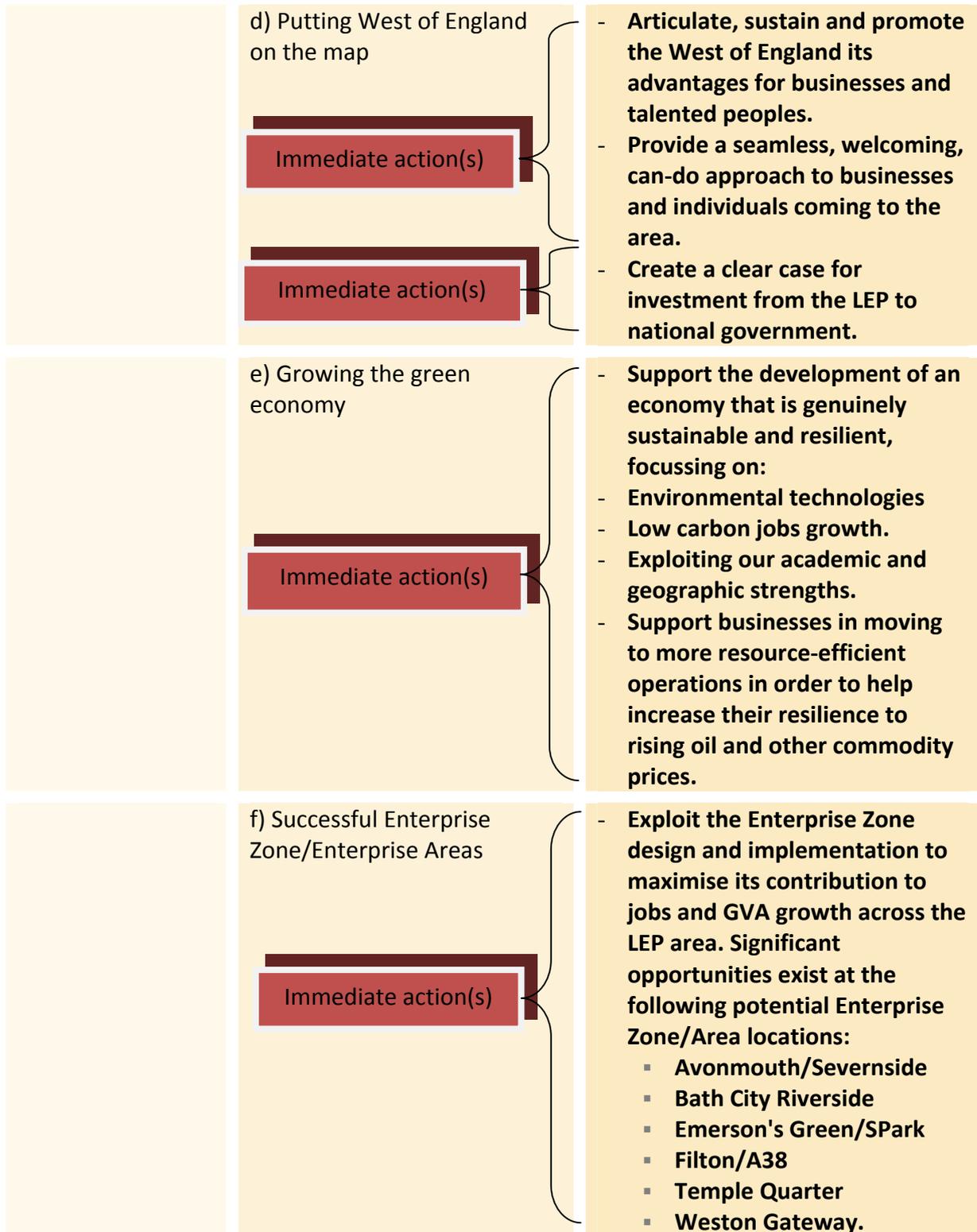
- 1.8 The West of England LEP covers a natural functional economic area that encompasses Bristol, Bath and Weston-super-Mare. Its competitive economy has proved to be resilient to the impacts of the current recession and is therefore expected to recover faster than most other areas in the UK. The competitive advantage of the West of England LEP area means that it is well placed to secure the retention of existing businesses, re-investment, and inward relocations leading to the creation of new jobs, often in innovative industries. The West of England economy is therefore forecast to grow significantly over the next 20 years.
- 1.9 However the development of the initial LEP bid and the later West of England Local Economic Assessment identified a number of barriers which the LEP needs to address in setting its key priorities. Moreover the Partnership is now operating against a backdrop of sluggish economic growth, fiscal austerity and seismic changes in the policy landscape. A whole range of reforms driven by the Coalition Government is, and will continue to have, a major impact on the way that businesses, local authorities and others can drive economic growth and create jobs. Indeed the establishment of LEPs comes as part of a package of major Government reforms, that aim to hand controls over economic development to local businesses and local authorities who know and understand their areas, and are accountable to their constituent businesses and residents.
- 1.10 The Localism Bill, likely to be made law later this year, sets the tone for what might be described as a new era for local government and local partnerships, that will have a marked impact on the tools available to the LEP to drive economic development.
- 1.11 Phase 1 of the Local Government Resource Review sets out plans to relocalise business rates, providing a potentially powerful tool for incentivising places to do more to support the local economy and reap the dividends of growth.

## Priorities and Actions

- 1.12 At its June meeting the LEP determined that if it is to be successful in achieving sustainable business growth it will need a small number of broad but clear priorities that will focus its efforts, resources and energies. Within those priorities, it further identified in September a set of specific and immediate areas for action where it can make a difference, i.e. where leadership is required; where collaborative joint action is a pre-condition of success; where that action can yield additional, genuine and positive sub-regional impact; and where the LEP has the capacity, directly or indirectly, to make things happen.

1.13 The priorities agreed at the LEP Board in June 2011 are set out below with the areas of immediate action that this business plan addresses highlighted:

Headline theme	Priorities	What the LEP can do
Effective Working	a) LEP (and Board) culture: ensuring a commitment to working in an entrepreneurial way.	<ul style="list-style-type: none"> <li>- Positive can do culture</li> <li>- Open and informed debate</li> <li>- Decisions not deferrals</li> <li>- Action and delivery</li> <li>- Collective commitment to the LEP achieving its goals.</li> <li>- Exploit the assets of all stakeholders.</li> </ul>
Tackling Barriers	b) Tackle barriers to business growth  <div style="border: 1px solid black; background-color: #c00000; color: white; padding: 2px; display: inline-block; margin-bottom: 10px;">Immediate action(s)</div>          <div style="border: 1px solid black; background-color: #c00000; color: white; padding: 2px; display: inline-block;">Immediate action(s)</div>	The LEP will identify those issues that constrain business growth and influence others' resources and plans to remove barriers such as: <ul style="list-style-type: none"> <li>- <b>Inadequate transport systems (including support for DfT Major Transport Schemes)</b></li> <li>- Business infrastructure, including, workspace, employment land, and digital communications</li> <li>- Adequate and affordable economic housing provision</li> <li>- Burdensome regulation and red tape</li> <li>- Access to finance (for SMEs)</li> <li>- <b>Skill mismatches and/or gaps in the workforce</b></li> <li>- <b>Graduate retention/utilisation.</b></li> </ul>
Exploiting Assets	c) Supporting 'anchor' businesses	Working closely with those businesses and organisations which are crucial to the future jobs growth and prosperity of WoE PLC. N.B as well as existing major businesses this would also include companies, like Horizon, which have plans to invest in the area and others which are 'outside but serving' or mutually interdependent with the area.



1.14 To support the delivery of the priorities listed above, the LEP will also need to fulfil a number of on-going, functional roles including:

- Strong Leadership

- Advocacy /lobbying
- Capturing funding and other development support
- Preparing for and responding to crises/opportunities such as public sector or large firm job losses, new major investments, etc.
- Partnering with other LEPs
- Building a regular, open dialogue with Government
- Prioritising locations and sectors for investment within the broad plan.

1.15 With a clear set of priorities agreed, the Board is responsible for overseeing their delivery. The agreed priorities will need to inform the agenda for public and private sector stakeholders and the LEP 'groups' (Sector, Business, People, and Place). Each of them will need to demonstrate how they can specifically contribute to achieving the LEP's priorities, shared agenda and challenges.

1.16 Sector groups have been given the task of identifying what their sector can do to generate economic growth and create jobs and what are the obstacles. Cross cutting groups will deal with issues across the sectors (see Resources section 3 below).

## 2. How the Immediate Actions will be Delivered

The tables below set out immediate actions and timescales in relation to each. Further report(s) will be brought back to the Board which will address the other priorities which are likely to require a longer term approach.

## Action 1 – Improving Transport Infrastructure

2.1 The West of England needs enhanced transport infrastructure and services to deliver the LEP’s key economic objectives, improve access to jobs, reduce congestion and carbon emissions, attract new business and maintain the strong performance of existing business. Key to this is the delivery of the five major transport schemes: Ashton Vale to Bristol Temple Meads rapid transit, South Bristol Link, North fringe to Hengrove Package, Bath Transportation Package and the Weston Package. They will be instrumental to the future viability and delivery of the Temple Quarter Enterprise Zone, five Enterprise Areas and priority growth locations. The West of England’s Joint Local Transport Plan takes forward more proposals to 2026 and key amongst these will be rail schemes with the ability to unlock growth. Electrification of the Great Western Mainline, the new Greater Western Franchise and the reopening of the Portishead line would all improve business performance and access to jobs.

Issue/ Action Area	Raised by Sector Groups (max 5)	Covered in Business Survey	Cross –Cutting Group Owner	Immediate Actions	Deliverables including any milestones and timescales
Tackling inadequate transport systems (including support for DfT Major Transport Schemes)	vvvvv	v	Place and Infrastructure	<p>Five major transport scheme bids submitted to the Department for Transport September 2011. Sustain strategic lobbying in their support</p> <p>Local Sustainable Transport Fund Key Component successful bid July 2011 (DfT £5m)</p> <p>Develop business case for short listed Local</p>	<ul style="list-style-type: none"> <li>– Funding decisions expected December 2011</li> <li>– Secure Full Approval from DfT for schemes June 2012– January 2014</li> <li>– Implementation commenced August 2011</li> <li>– Project completed March 2013</li> <li>– Submit business case by 20 December</li> </ul>

Sustainable Transport Fund WEST project (DfT £25m)

Input into new Greater Western Franchise before invitation to tender in May 2012 and start of new franchise in April 2013

Input into technical specification for the electrification of Great Western Main Line to Bristol and Bath

Development of LEP prioritised programme of major schemes (e.g. Greater Bristol Metro, Portishead railway line, and key road links to support the Enterprise Zone and Areas) for implementation post 2014/15.

2011

- Funding decision June 2012
- Submission to DfT November 2011
- Formal consultation on Franchise December 2011 - January 2012
- Discussions with DfT and Network Rail October – December 2011
- Respond to DfT new guidance on rail demand late 2011
- Respond to DfT consultation on process for devolution of funding in 2012
- Develop programme of schemes and technical evidence spring 2012

## Action 2 – Tackling Skill mismatches and/or gaps in the workforce

2.2 Gaps and shortages of skills are one of the most frequently reported barriers to business growth here as elsewhere. The LEP needs to ensure that the projected jobs growth is not hampered by lack of available skills and (implicitly) that we don't resolve the issues of skills shortage by simply importing what we need from elsewhere. The aspiration to develop a knowledge-based economy in particular will require a workforce with the skills to match. Specifically there is a need to address the areas of:

- Work readiness

- Apprenticeships
- Higher level skills
- Reskilling the existing workforce

2.3 The LEP needs to focus specifically on graduate unemployment, and specifically graduate utilisation with the aim of making best use of graduate skills in our local economy. The emphasis is on helping graduates into work at a level appropriate to their academic achievements, so that they are in a position to add value.

Issue/Action Area	Raised by Sector Groups (max 5)	Covered in Business Survey	Cross – Cutting Group Owner	Immediate Actions	Deliverables including any milestones and timescales
Securing tomorrow's workforce - growing the Apprenticeship market	vvvv	√	Skills	<ol style="list-style-type: none"> <li>1. Develop Single Apprenticeship offer &amp; LEP target by Nov 2011</li> <li>2. Develop new apprenticeship offers in at least two priority sectors</li> <li>3. Improve the take-up of full-cost (post-24 apprenticeships by 25%)</li> </ol>	<ol style="list-style-type: none"> <li>1. Achieve 5000 apprenticeship starts by end 2011</li> <li>2. 100 new companies April 2012</li> <li>3. Apprenticeship offer in Design developed by September 2012</li> <li>4. x number of post-24 apprenticeships by September 2012</li> </ol>
Improving the match between provision and need in key sectors				<p>Support and maintain employer/provider groups in:</p> <ul style="list-style-type: none"> <li>- Low carbon industries</li> <li>- Tourism</li> </ul> <p>Retrofitting RGF bid to be implemented over the next three years.</p>	Further three sectors to be targeted by April 2012 (advanced engineering, creative, digital connectivity)

<p>Employability: 1. Increasing the explicit emphasis on employability across FE &amp; HEI provision</p> <p>2. Increase the number and effectiveness of Structured Work Experience Placements</p> <p>3. Support business engagement in schools</p>				<p>Develop a series of facilitated Workshops to exchange good practice, develop a shared approach to employability in the curriculum.</p> <p>Develop a more flexible work experience offer for young people in full-time courses.</p> <p>Develop a single framework work-experience placement for work-ready young people to be promoted to business across the LEP area.</p>	<p>March 2012</p> <p>March 2012</p> <p>January 2012 100 work placements by July 2012</p>
<p>Improve Higher Level Skills</p> <p>Graduate retention/utilisation</p>	x	x	Skills	<p>Produce a guide for employers to recruiting graduate talent.</p> <p>Create a West of England shared recruitment service.</p> <p>Raise awareness amongst employers of the benefits of employing graduates.</p>	<p>November 2011</p> <p>Ongoing – first marketing push July 2012</p>

### Action 3 - Putting the West of England on the map: Inward Investment

2.4 This will be the subject of a separate report to the Board in January 2012 – led by Professor Joe McGeehan and Neil Fountain but some immediate possible tasks and actions are set out below.

Issue/Action Area	Raised by Sector Groups (max 5)	Covered in Business Survey	Cross – Cutting Group Owner	Immediate Actions	Deliverables including any milestones and timescales
Articulate, sustain and promote the West of England’s advantages for businesses and talented peoples.	✓✓✓✓✓	✓	Promotion, Inward Investment & Trade.	Agree a ‘single offer’ and single delivery mechanism for promotion and inward investment.	To be determined following the Board report in Jan 2012; will build on and extend the existing working relationship with UKTI.

### Action 4 - Create a clear case for investment from the LEP to national government

Issue/Action Area	Raised by Sector Groups (max 5)	Covered in Business Survey	Cross – Cutting Group Owner	Immediate Actions	Deliverables including any milestones and timescales
Co-ordinated approach to	✓✓✓✓✓		All	LEP Conference.	Nov 2011

promotion & utilising the assets of all stakeholders

All Board Members, Chief Executives and Sector Chairs to provide as a matter of routine:

- Update on past month ministerial contacts, key messages arising, what we are doing now
- Forward update on ministerial contact over the next month, and key messages for the LEP to convey.

Create forward planning for the medium to long term.

Identify key issues over the next year which will require promotional/communication/lobbying programme or effort.

MPs/MEP briefing schedule as part of the plan.

Board meeting in January 2012

Forward Plan (2012-13) for lobbying (including MP briefing schedule January 2012

Create a clear case for investment from the LEP to national govt

Case making for Green Investment Bank.

Westminster event.

12 December 2011 – Westminster briefing  
Submit Business Case April 2012  
Decision – Autumn 2012

9 November 2011

## Action 5 - Growing the green economy

2.5 The West of England is arguably already leading the way nationally in encouraging better carbon resource use and sustainability. However with the emphasis on the growth of jobs in this area as elsewhere in the plan, we need to focus on how we can influence the development of new business opportunities resulting from the two drivers of:

- Rapidly escalating energy costs and the search for lower cost energy solutions
- National (and global) policy development around climate change and global warming.

2.6 It is proposed that we build our strategy around four headings:

- Environmental technologies
- Low carbon jobs growth
- Exploiting our academic and geographic strengths
- Tackling rising energy prices and their impact on traditional business models in all sectors of the economy.

2.7 Actions are set out in the table below:

Issue/ Action Area	Raised by Sector Groups (max 5)	Covered in Business Survey	Cross –Cutting Group Owner	Immediate Actions	Deliverables including any milestones and timescales
Support the Development of the environmental technologies	x	x	SME Group	Develop a growth plan around environmental technologies for the Avonmouth Severnside enterprise area, including potential for on and offshore renewables (wind, tidal, solar), hydrogen, AD & advanced waste processing. Support and collaborate with the emerging Low carbon	Plan to Board July 2012  Ongoing; initial

sector in the LEP areas

Promotion and Inward Investment

industries sector group, Low-Carbon SW, Regen SW

Create a green West of England marketing brand as part of the wider inward investment plan building on the existing Green Capital campaign, and Bristol 20:20 but incorporating also the specific attractions of Bath and Avonmouth Severnside to environmental technology companies.  
Overview and co-ordinate support from other LEPs and partners in SW for the GIB@Bristol bid and campaign (2011-13).

presentation to Board January 2012; review September 2012.

Incorporate into West of England Offer – to LEP Board January 2012

Campaign commence November 2011

Encourage Low Carbon Agenda & Jobs Growth

v/v

Skills

Evidence Base from West of England Low Carbon initiative (funded by Total Place).  
Broker RGF and/or other funding and co-ordinate the development and delivery of low carbon skills training programmes – intermediate and higher levels - with HEIs and FE Colleges WoE wide, in partnership with LCSW and Regen SW.

Support local public private partnerships to invest in energy efficiency & micro renewables (solar pv, geothermal and district CHP).

Promote the West of England as an investment location for funds being established nationally and locally to invest in

November 2011

Implementation plan for (successful) RGF programme agreed by December 2012 – including targets and milestones 2012-14 – November 2011

New collaborative plan developed January 2012

				<p>energy efficiency and micro renewables through the Green Deal, Feed in Tariff, Total Place, SDEEMS and IYRE (SW Competitiveness ERDF programme), Temple Quarter EZ (infrastructure).</p> <p>Support local green business supply chain development and job creation through SDEEMS, IYRE and South Bristol Green Business cluster / park and other initiatives.</p>	<p>SDEEMS and IYRE due to launch in Bristol early 2012. Green Deal – from April 2012. Total Place – on-going</p> <p>South Bristol Green Business Park at Knowle West feasibility – 2012</p>
Exploit our academic and geographic strengths			Place and Infrastructure	<p>Support further collaboration of Environmental iNet with the other SW iNets, including Aerospace and Micro-electronics</p> <p>Develop Smart City Approach to Enterprise Zone and Areas – ensuring appropriate digital infrastructure and smart energy, water and transport infrastructure deployment</p> <p>Support strategy development and funding bids to develop Hydrogen projects in the West of England.</p>	<p>Protocol by April 2012</p> <p>EZ Smart Energy / Infrastructure Study – by October 2012</p> <p>Set up Hydrogen Strategy Group with support of BCC – by Dec 2011</p>
Tackle rising energy prices and their impact on traditional business models in all		√	SME Support Group	<p>Identify opportunities and resources to replicate or extend the Bristol IYRE (Business Resource Efficiency) programme into other ERDF eligible areas of WoE (2012-13) and possibly non-eligible areas.</p> <p>Assess the opportunity and resources to establish a Bristol or West of England wide Environmental Fund with ERDF - for medium to larger scale business resource efficiency and</p>	<p>By March 2012</p> <p>By March 2012</p>

sectors of the economy

investment projects (not within scope of IYRE).  
Publicise and promote the West of England Carbon Challenge and the Bristol Port and Vicinity Sustainable Resource cluster – via LCI group and LEP web site.

By September 2012

### Action 6 - Creating a successful Enterprise Zone/Enterprise Areas

2.8 Our Enterprise Zone in Temple Quarter, Bristol will support additional growth and create new businesses and new jobs by removing barriers to private sector growth through reduced burdens for business. This will be supported by five Enterprise Areas which are important employment locations identified by the LEP that will benefit from increased marketing and assistance from UKTI with inward investment and trade opportunities.

Issue/ Action Area	Raised by Sector Groups (max 5)	Covered in Business Survey	Cross –Cutting Group Owner	Immediate Actions	Deliverables including any milestones and timescales
Temple Quarter Enterprise Zone			Infrastructure & Place Group	<p><u>Temple Quarter Enterprise Zone</u> EZ visioning to underpin whole approach to EZ. HCA ‘enquiry by design’ style event to understand detailed technical issues. Translate vision into a Framework that will co ordinate investment in the Zone.</p>	<p>Oct 11  Draft by April 12</p>

				<p>Develop and implement a suite of Local Development Orders to cover the zone.</p> <p>Install EZ dedicated broadband network offering 1GB connectivity.</p> <p>Portfolio of marketing materials to be developed to support ambassadors for Bristol. Dedicated reception service within Invest in Bristol team.</p> <p>Funding for infrastructure, if RGF bid unsuccessful, to be funded through another mechanism e.g. prudential borrowing using TIF scheme principles. RGF announced Nov 10.</p> <p>Remodelling and redesign of Temple Meads Station as part of Network Rail electrification of main line and ambitions to commercialise the station. NR feasibility underway – complete March '12.</p> <p>Financial modelling.</p> <p>Appoint developers to 4 key sites.</p>	<p>Drafts by April 12</p> <p>December 12</p> <p>April 2012</p>
Filton/A38 Enterprise Area				<p><u>Filton/A38 Enterprise Area</u></p> <p>Filton Airfield engagement strategy underway to engage with local people, partners and stakeholders on policy and proposals for Filton Airfield and for developments within the wider Bristol North Fringe areas around Cribbs Causeway/Patchway and Harry Stoke/Abbeywood.</p>	<p>Oct/Nov 2011-10-21</p>

				Develop the “offer” for marketing and inward investment purposes, involving key stakeholders.	April 2012
				Create a marketing plan and portfolio of materials.	July 2012
Avonmouth / Severnside Enterprise Area				<u>Avonmouth / Severnside Enterprise Area</u> Complete the economic study and Green Book Appraisal of the area commissioned (WYG study) jointly by RDA, BCC & SGC.	Mar 2012
				Develop the “offer” for marketing and inward investment purposes, involving key stakeholders .	Sept 2012
				Put strategy in place to mitigate significant constraints - Transport - both local and strategic transport infrastructure Flood alleviation – coastal and fluvial flood defences Ecology mitigation.	Sept 2012
				Consider the range of financial mechanisms required to deliver the required infrastructure.	Ongoing
SPark Enterprise Area				<u>SPark Enterprise Area</u> Develop proposals to support and enhance the Science Park marketing strategy as part of wider LEP offer.	June 2012
Bath City Riverside Enterprise Area				<u>Bath City Riverside</u> Complete Competitive Identity project and new marketing materials.	June 2012
				Deliver flood mitigation works.	2013

				Decommissioning and decontamination of Windsor Gas Station.	2013
				Complete phase 1 of Bath Western Riverside (199 residential units).	Sept 2012
J21 Enterprise Area				<u>J21 Enterprise Area</u> Project Plan being developed in order to obtain LDO.	By Dec 2011
				Aim to have in place “super-serviced sites” including super-fast broadband. Early discussions with providers underway.	July 2011
				A strategy for delivering further Joint Marketing over and above current activities by individual landowners and developers – as part of the wider LEP offer.	July 2011
				Community Infrastructure Levy being developed.	Ongoing

### 3. Resources and Support

#### Staffing and Other Resource

- 3.1 A small office to support the operation of the LEP is currently being established. A critical function of the LEP office now and going forward will be to drive or support (as appropriate) efforts to capture additional funding resource to support the goals of the Partnership.
- 3.2 Already through the current round of Regional Growth Funding, the office will be supporting the delivery of two successful bids:
  - Revolving Growth Fund - £39m to invest upfront in infrastructure to unblock obstacles and release employment and mixed-use sites at priority growth locations across the LEP area
  - Green Skills Green Jobs - £1.26 million to support jobs growth and retraining in the area of retrofitting energy saving products to existing housing and commercial premises.
- 3.3 In addition the office has secured some modest revenue funding through the LEP Start Up fund, the LEP Capacity Fund, and the South West RIEP for initiatives such as an Enterprise Zone project manager, an enhanced website and financial modelling for the Enterprise Zone. The office will work with the unitary authorities and with business to formalise the proposition for releasing the £11.32m allocation to the West of England from the government's Growing Places fund.

#### Systems, Processes and Communications

- 3.4 The Board has created a substructure of groups and processes to assist and support its work. This is aimed at ensuring that the work of the LEP is genuinely owned by a wide constituency of partners and stakeholders. The success of the LEP depends on the willingness of the public and private sector communities to collaborate around the shared goals set out in Section 2. The speed with which this substructure has been established is testimony to the strength of the partnership which has been established. There will be a need for a mechanism for the sector groups who are critical to delivering some of the actions on behalf of the LEP, to report back on progress and implementation of those actions to the LEP Board.
- 3.5 The Board strategically directs all LEP activities and is supported by a structure of strategic and operational bodies comprising LEP governed sector groups and cross-cutting 'thematic' groups. These, in turn, are linked to unitary authority maintained joint infrastructure committees and boards (see table below).

#### Cross Cutting-Groups (Thematic)

- 3.6 There are four cross-cutting groups, the themes of which underpin the objectives of the LEP and its constituent groups. They are:
  - Skills
  - Inward Investment
  - SME Business Support
  - Infrastructure and Place.

- 3.7 Each cross-cutting group provides operational support to the LEP, monitoring and meeting the four thematic requirements of the Board and the sector groups alike.
- 3.8 Each group's membership is comprised predominantly of business members alongside UA representatives as appropriate. The SME Business Support Group, by definition, has a specific brief to engage with and serve the needs of the majority SME element within our business community. The Skills Group draws heavily on the further education colleges which are a major contributor to vocational skills training but also a formal partner with the LEP in delivering the skills and employability required by the LEP jobs growth ambitions. Both the Skills and the Infrastructure and Place Group overlap with the UAs' statutory responsibilities and in doing so have an advisory role to the Stakeholder Group as well as to the LEP Board.
- 3.9 The Infrastructure and Place Group is directly linked to the UAs' statutory infrastructure and place responsibilities and acts in an advisory capacity to the UA controlled Joint Transport Executive Committee and Planning Housing and Communities Board. The Infrastructure and Place Group's membership comprises the membership of these two bodies, alongside an equal representation of business members. The Group's primary objective is to provide a joint business and UA perspective on sub-regional statutory planning and transport matters. Although it has no power to prescribe spend in these areas, nor to make any formal decisions, it will inform the unitary authorities in exercising their statutory powers.

### Sector groups

- 3.10 The sector groups provide strategic direction specific to each key sector. They are self-serviced, self-governed and self-appointed, with each group acting as representatives to the LEP for the views of their sector as a whole. Given that participation is likely to require some time commitment, active membership will inevitably be limited; but a sector group will act as a point of reference for the LEPs work for the business community as a whole in that sector. Though they are fundamentally strategic in purpose, their autonomous nature does not preclude them adopting an operational role too. The Low Carbon Sector Group for example will also have a cross cutting thematic role. The four LEP cross-cutting themes underpin each group's agenda.
- 3.11 As with the cross-cutting groups, the sector groups relate to the Board by providing regular progress reports against their objectives, as well as having the opportunity to raise specific issues on the sector's behalf, or make specific asks of the Board. Conversely, matters addressed to the Board directly related to a specific sector will involve the relevant group's engagement.
- 3.12 As of autumn 2011 there were 11 Sector sub-groups (see table below).

### Advisory Support

- 3.13 The Stakeholder Group will consider matters arising from the Skills Group, the Infrastructure and Place Group, and the Joint UA governed Transport Committee and Planning Board, and provide advisory support to the LEP Board representatives. A Business Advisory Group will provide a similar function for the business Board members.

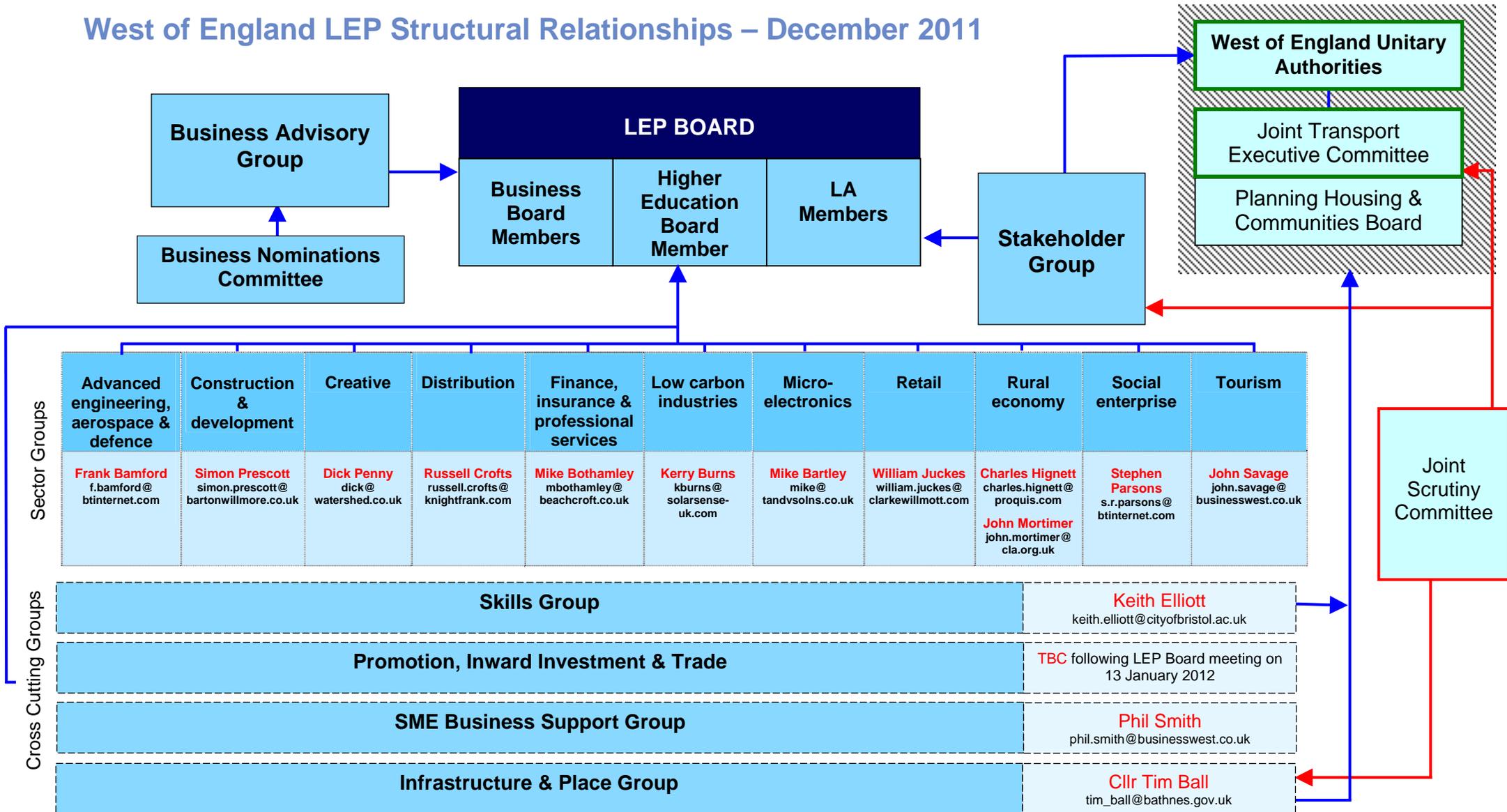
## Communication

- 3.14 The Interim Board agreed on 24 January 2011 that there should be proactive media and marketing activity across the range of LEP activities, co-ordinated with the individual private and public partners as appropriate.
- 3.15 It is anticipated that a re-launched LEP website will facilitate communications both within and between the sector and cross-cutting groups.
- 3.16 A briefing note of the Board key discussion points is circulated to business members and minutes of Board meetings are published online. Regular stakeholder events are held to engage wider audiences.

## Unitary Authority Maintained Aspects

- 3.17 These include the Joint Transport Executive Committee (with decision-making powers), and the Planning, Housing and Communities Board, which acts as an advisory body for statutory planning concerns. The individual authorities retain all planning decision making powers. The membership of both of these groups is made up of the relevant elected Executive Member for each partner authority. Business will advise the UAs on these matters through the Infrastructure and Place Group.
- 3.18 A Joint Scrutiny Committee will conduct an overview and scrutiny function on behalf of the authorities. It will consider the agendas of the Stakeholder Group, the Joint Transport Executive Committee, the Planning, Housing and Communities Board and the Infrastructure and Place Group.

# West of England LEP Structural Relationships – December 2011



\* Chairs of Sector Groups and Cross Cutting Groups shown in red

**LEGEND:**

- Advice and guidance
- Statutory decision making powers
- Scrutiny
- Operational
- ..... Strategic
- UA (Light Green Box)
- LEP (Light Blue Box)

## LEP Group Chairs

<b>Sector Group</b>	<b>Chair</b>
Advanced Engineering, Aerospace & Defence	Frank Bamford f.bamford@btinternet.com
Construction & Development	Simon Prescott simon.prescott@bartonwillmore.co.uk
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