EMBRACING GROWTH DEAL NEGOTIATIONS FOR 2015-2021
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Technical Supporting Documents available on the LEP website: www.westofenglandlep.co.uk/strategicplan
1 Outline Business Cases for the Local Growth Fund current 2 year programme
2 LEP Sector Prospectus
3 Equality Impact Assessment
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 or 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’s 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
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 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

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.

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
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 gathering, and sense-checking with hundreds of LEP participants, at our conference and at meetings with stakeholders. We received over 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 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.

http://www.westofenglandlep.co.uk/about-us/economic-intelligence/evidence-for-sep

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

ONLINE RESPONSE CATEGORY

TOTAL CONSULTATION RESPONSES

http://www.westofenglandlep.co.uk/about-us/economic-intelligence/evidence-for-sep

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

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Centre for Cities ‘Accounting for Tax Contributions at sub-national level’ 2013, Published on the LEP Website
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 demonstrates value for money. We have a track record of delivering. As demonstrated by our ability to deliver significant major transport investment of over £162 million 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, benefitting 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.

West of England Map

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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 S.Bristol and N.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.

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 £205m 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 £365m 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.

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 in addition some £1.9bn 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 complimentary 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 Area 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.
1.6 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.

This is combined with £500m through our Economic Development Fund, and £35m 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 given the scale. 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/Severnside (£35m).

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

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 comorrenous 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.
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 providers 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 including the North Somerset Enterprise and Technical College will provide accessible support to the skills requirement as well as acting as a catalyst to business development within the 2J1 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 (24,980) 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 Junction 21 Enterprise Area which along with the other four Enterprise Zones 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.

![Cross Boundary Working with LEPs](image-url)
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 £10bn* 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 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 Aerospace and Advanced Engineering, High Tech, Creative & Digital Media, Low Carbon and Professional and Business 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 supply these sectors to ensure we remain globally competitive.

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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.

We are a centre for arts and cultural attractions, to a 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 airshoes. 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.

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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 a small city really differentiate us; it’s why talent gravitates to us, it’s why a small city gravitates to us, it’s why a small city region punches above its weight, it’s why talent gravitates to us. Bristol punches above its weight because of its culture. Bristol is the culture capital of the South West.

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. Including flood defences, cleansing air and water of pollution, crop pollination, carbon sequestration, climate regulation, noise mitigation, supporting biodiversity through habitat provision, as well as supporting human health and well-being. Foundation work under the heading of ‘Pathways to Prosperity’ has examined the direct vulnerabilities of the West of England and its transition to a low carbon economy. Further work around wider resilience themes; peak oil, food systems planning is also underway.

* 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 to a large and growing cluster of leading environment organisations such as the Soil Association, the International Consultancies, and sectors based here. Including international consultancies, and many leading environmental NGOs such as the Soil Association, the Sustainable Food Trust, Sustrans, the Environment Agency national headquarters, and Defra’s national biodiversity and conservation teams. Some of the UK’s leading recovery facilities are clustered at Avonmouth/ Severnside, 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: Thatchers Cider; and Butcombe micro-breweries. We have a concentration of SME businesses that use locally sourced produce, and social enterprises focused 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 under-representation of key groups in all aspects of life. 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 tota, 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 for the labour market.

Analysis of start-up data, shows uneven distribution 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 WoE. 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 2011/12 totalled some £395.7 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 fiared 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

- **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 WofE 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 63.0%, 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 sought out of 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, child of UWE.
  - Bristol & Bath Science Park, recognised as asset of ‘national importance’ and home to the National Composites Centre.

- **Challenges**
  - 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.

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*Department of Work and Pensions (DWP) data (Jobseekers 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 commercialization 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.
- 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.
- 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.
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 Manufacturing 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 drivers of productivity: place & infrastructure; skills development; inward investment; and SME business support. We expect other sectors of the economy to benefit from multiplier effects, as we flourish in doing what we do best. 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

Fig 8
Our economic strategy

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.
### 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.

In Employment 2012

<table>
<thead>
<tr>
<th>Sector</th>
<th>GVA (£m)</th>
<th>GVA per FTE % Change 1998-2010</th>
<th>Employment Quotient (EQ) 2012</th>
<th>EQ exc London</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adv Engineering &amp; Aerospace</td>
<td>23,400</td>
<td>£1,039.8</td>
<td>68.1%</td>
<td>1.4</td>
<td>1.3</td>
</tr>
<tr>
<td>Professional Services</td>
<td>52,700</td>
<td>£4,020</td>
<td>70.9%</td>
<td>1.1</td>
<td>1.5</td>
</tr>
<tr>
<td>Creative Industries</td>
<td>15,900</td>
<td>£658.5</td>
<td>89.7%</td>
<td>1.1</td>
<td>1.1</td>
</tr>
<tr>
<td>High Tech</td>
<td>16,400</td>
<td>£1,039.8</td>
<td>13.3%</td>
<td>1.1</td>
<td>1.0</td>
</tr>
<tr>
<td>Low Carbon</td>
<td>5,900</td>
<td>£333</td>
<td>13.3%</td>
<td>0.9</td>
<td>1.0</td>
</tr>
<tr>
<td>Construction</td>
<td>24,700</td>
<td>£1,444</td>
<td>72.9%</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Retail</td>
<td>82,900</td>
<td>£2,381.3</td>
<td>51.8%</td>
<td>1.0</td>
<td>0.9</td>
</tr>
<tr>
<td>Retail</td>
<td>55,900</td>
<td>£1,303</td>
<td>59.2%</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Wholesale</td>
<td>2700</td>
<td>£1,078</td>
<td>44.1%</td>
<td>0.8</td>
<td>0.8</td>
</tr>
</tbody>
</table>

### FIG 9 WEST OF ENGLAND EVIDENCE TO INFORM PRIORITY SECTORS

<table>
<thead>
<tr>
<th>Sector</th>
<th>GVA (£m)</th>
<th>GVA per FTE % Change 1998-2010</th>
<th>Employment Quotient (EQ) 2012</th>
<th>EQ exc London</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Economy</td>
<td>111,200</td>
<td>£2,174</td>
<td>43.9%</td>
<td>1.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Visitor Economy exc</td>
<td>109,500</td>
<td>£2,124</td>
<td>43.6%</td>
<td>1.0</td>
<td>1.0</td>
</tr>
</tbody>
</table>

### 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.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Initial Effects</th>
<th>Total Impact of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>GVA (£m)</td>
<td>Rank</td>
<td>GVA / FTE £000s Rank</td>
</tr>
<tr>
<td>Adv Engineering &amp; Aerospace</td>
<td>6.0</td>
<td>5</td>
</tr>
<tr>
<td>Creative Industries</td>
<td>6.6</td>
<td>4</td>
</tr>
<tr>
<td>Construction</td>
<td>5.0</td>
<td>6</td>
</tr>
<tr>
<td>Professional Services</td>
<td>7.0</td>
<td>3</td>
</tr>
<tr>
<td>High Tech</td>
<td>8.4</td>
<td>2</td>
</tr>
<tr>
<td>Low Carbon</td>
<td>10.5</td>
<td>1</td>
</tr>
<tr>
<td>Retail</td>
<td>3.0</td>
<td>8</td>
</tr>
<tr>
<td>Tourism</td>
<td>3.1</td>
<td>7</td>
</tr>
</tbody>
</table>

*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 Creative sub 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 ECONOMIC STRATEGY

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

AVONMOUTH/SEVERN SIDE ENTERPRISE AREA
- Distribution and manufacturing focus
- 18,000 hectare site
- 6,000–14,000 jobs in the next 10-12 years
- Internationally significant scale

J21 ENTERPRISE AREA
- Hub for Business, Legal and Professional Services, and research and development in food technology
- 9,000 jobs
- 6,000 new homes

BRISTOL TEMPLE QUARTER ENTERPRISE ZONE
- Creative, technology, communications, financial and professional services and software companies focus
- 17,000 jobs
- Major transformational agenda including new station at Temple Meads and a 12,000 seat arena

FILTON ENTERPRISE AREA
- Aerospace and advance engineering focus
- 100 hectare of developable employment land
- 7,000 to 12,000 jobs in the next 10-12 years
- Home to key companies such as Airbus, Rolls Royce and GKN

J21 ENTERPRISE AREA
- Future technology centre, Key supplier of services to Hinkley Point
- £375 million of GVA uplift
- £1,343 million Gross Development Value

EMERSONS GREEN ENTERPRISE AREA
- Technology focus
- 45 hectare site
- 4,000 – 7,000 new jobs
- Includes Science Park and National Composites Centre

BATH CITY RIVERSIDE ENTERPRISE AREA
- Creative, microelectronics and high value engineering focus
- 98 hectare site
- 9,000 jobs

SOUTH BRISTOL
- 10,400 jobs
- Manufacturing and Construction

SOUTH GLOUCESTERSHIRE
- Further 20 hectares nearby earmarked for development
- 90,000 sqm within five years, 180,000 sqm within ten years

BRISTOL AND NORTH EAST SOMERSET
- 3,600 new homes
- In a World Heritage City
- £400 million of GVA uplift

EMERSONS GREEN ENTERPRISE AREA
- Technology focus
- 45 hectare site
- 4,000 – 7,000 new jobs
- Includes Science Park and National Composites Centre

BATH CITY RIVERSIDE ENTERPRISE AREA
- Creative, microelectronics and high value engineering focus
- 98 hectare site
- 9,000 jobs

SOUTH BRISTOL
- 10,400 jobs
- Manufacturing and Construction
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 £127m and are listed at Appendix 4. Investment in our 1-2 year programme of interventions is expected to deliver 25,591 net jobs by 2021. 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 £1.5bn 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 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 cross 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). Stage 1 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 8.

FIG 13
STRATEGIC ECONOMIC PLAN ALIGNMENT WITH OTHER PROGRAMMES

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.

3 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 the sector encourage clustering and allow room for growth
7. WEAF 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 Composite Centre; the National Composites Centre; Bristol and Bath Science Park, and the new University Technical College, Bristol Engineering and Technology Academy

West of England wide interventions:
Virtual Growth Hub (O)
Composite Bridge Construction (P)

Longer term project ideas in the pipeline:
Invest Bristol and Bath – trade promotion.

Key companies include:
Airbus, GKN Aerospace, Rolls Royce, BAE Systems, Honeywell, WEAF, GE Oil, Safran and Claverham Ltd.

**WEAF set up**
National Composites Centre opens
Claverham UTC Aerospace Systems formed
Bristol Engineering and Technology Academy opens
Airbus open new engineering HQ at Filton

**2010**
**2011**
**2012**
**2013**
**2014**
**2015**
**2016**
**2017**
**2018**
**2019**
**2020**
**2021**

Bloodhound SSC work begins
Bristol and Bath Science Park opens
Bristol and Bath Science Park host National Manufacturing Summit
GKN Aerospace win two awards for innovative wing design

Advanced Technology Centre (N)
Virtual Growth Hub (O)
Composite bridge construction (P)
National Composites Centre growth (Q)
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

MKETO and Hewlett Packard based here

Robotics Lab Institute of Technology (A)
Centre of Power and Energy (B)
Terabit West broadband (C)
Science Park Grow on Space (D)

INMOS and
Bristol
Bristol Robotics Lab
Bristol
Science City
UKESF
Engine Shed

Food and drink enterprise centre (F)

SEiTquared partnership – award winning business acceleration service
Bristol and Bath Science Park (BBSP) and Engine Shed – allowing strong interaction with entrepreneurs, advisors, investors, suppliers, business leaders and local universities
Science City – Bristol is one of only 6 in the UK
Future Technology Centre – FE to meet Hinkley Power Station demand

SEiTquared business accelerator opens
Bristol and Bath Science Park opens
National Composites Centre opens
WE high tech cluster map launched

Longer term project ideas in the pipeline:

Key companies include:
LOW CARBON SECTOR – ASSETS, OPPORTUNITIES AND INTERVENTIONS

WHY IS THE SECTOR IMPORTANT TO US?
- 5,900 jobs*
- £333m GVA
- Bristol awarded European Green Capital 2015
- Worth £12.5bn nationally

MARKET FAILURE
- Has come from untested technology and difficulties with obtaining relevant permissions to build, e.g. Crown Estate.

OPPORTUNITIES AND SYNERGIES WITH OTHER SECTORS
- Enterprise Zone – decarbonising at the heart of all developments here.
- Avonmouth / Severnside Enterprise Area opportunities – waste processing plants for combined heat capturing and power (all Enterprise Areas and Zone will consider); recycling materials recovery links to circular economy agenda
- Installation of solar projects in commercial and domestic settings (an ambitious target of 1GW of solar PV capacity by 2020)
- Resilience – e.g. to climate change, making it a better place to live, work and play through robust emergency planning, infrastructure, protecting vulnerable people and addressing threats to energy security, food systems, public health and economy

ASSETS
- The Severn has the potential to contribute some 5% of the UK’s energy, and has significant export market potential
- Fits with the advanced engineering clusters such as National Composites Centre and the Bristol and Bath Science Park located here to develop the required technology
- Makes use of our unique geographical position. The advantage over other areas is the proximity of large population areas i.e. energy consumers close to the generation site

2008 UK Climate Change Act signed
Bristol secures ELENA funding to develop green services company
Sustainable & renewable partnerships formed
Green deal commitments signed in City Deal
Bristol awarded European Green Capital

2008/2009
2010/2011
2012/2013
2014/2015
2016/2017
2018/2019
2020/2021

Longer term project ideas in the pipeline:

* based on SIC code definitions of waste and water management due to the emerging nature of the sector. Numbers will be higher.
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. Cross sector collaborations – fusion of Creative and Technology (Createch) drives growth as demonstrated in Brighton

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

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

4. Three industry membership organisations – Bristol Media, Creative Bath and the West of England Design Forum

5. Cross sector collaborations – fusion of Creative and Technology (Createch) drives growth as demonstrated in Brighton

6. 2 Two of the UK’s leading cultural/creative cities, 12 mins apart by train, linking Enterprise Zone and Enterprise Area

ASSETS

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

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

3. Leading digital/mobile/advertising creative service sector

4. Focus on a London-Manchester-Bristol ‘golden triangle’ by BBC, Creative England and Creative Skillset

5. (Including unique skills MoU with LEP, unique BBC-Bristol partnership)

West of England wide interventions: Cultural Infrastructure Programme (T)

Bristol’s Createch City (S)

Engine Shed Phase 2 (R)

Craneworks (U)

Bath Innovation Campus & Quay (V)

Engine Shed Phase 2 (R)

Cultural Infrastructure Programme (T)

Bristol’s Createch City (S)

Craneworks (U)

Bath Innovation Campus & Quay (V)

Longer term project ideas in the pipeline:

Shoot West: Film-making proposition, Curzon Creative Media incubator, Bath City Riverside Enterprise Area Business Support, Growing Our Workforce: Skills for the WE Creative Sector.

Key companies include:

Future are UK’s biggest iPad publisher

Key dates:
- 2010 Pervasive Media Studio opens
- 2011 BBC-Bristol Partnership signed
- 2012 mShed Museum in Bristol opens
- 2013 BBC relocates food and farming teams to Bristol
- 2014 Aardman’s 6th Oscar nomination
- 2015 Yogscast hits 1bn YouTube views
- 2016 Mubaloo voted app developer of the year 2012
- 2017 BBC relocates food and farming teams to Bristol
- 2018 Aardman’s 6th Oscar nomination
- 2019 Future are UK’s biggest iPad publisher
- 2020 Engine Shed Phase 2 (R)
- 2021 Bristol’s Createch City (S)

West of England wide interventions: Cultural Infrastructure Programme (T)
### Drivers of Productivity (Levers of Growth) Interventions

**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

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

### 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

<table>
<thead>
<tr>
<th>Business Support</th>
<th>Place and Infrastructure</th>
<th>Place and Infrastructure</th>
<th>Inward Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>W</td>
<td>W</td>
<td>AE</td>
<td>Ahmed</td>
</tr>
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<table>
<thead>
<tr>
<th>Strong impact</th>
<th>Moderate impact</th>
<th>Some impact</th>
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<tr>
<td>Business Support</td>
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<td>AE</td>
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<tr>
<td>AH</td>
<td>AH</td>
<td>AE</td>
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</tbody>
</table>

**Professional Services**

**Construction & Development**

**Distribution**

**Retail**

**Rural**

**Social Enterprise**

**Tourism**

**Health**

**Education**

---

![West of England Wide Interventions Map](image)
### Current Two Year Programme

**Yr 15/16 – Yr 16/17**

For full 6 year programme see Appendix 1.

#### EXPENDITURE OVER YR 15/16

<table>
<thead>
<tr>
<th>Proposed Schemes</th>
<th>Capital</th>
<th>Revenue</th>
<th>Total</th>
<th>Capital</th>
<th>Revenue</th>
<th>Total</th>
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<tbody>
<tr>
<td>High Tech Industries</td>
<td>£750,000</td>
<td>£750,000</td>
<td>£1,500,000</td>
<td>£750,000</td>
<td>£1,500,000</td>
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<tr>
<td>N. Bristol Robotics Laboratory (Institute of Technology)</td>
<td>£2,000,000</td>
<td>£2,000,000</td>
<td>£4,000,000</td>
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<td>T. Centre for Power &amp; Energy</td>
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<td>£6,750,000</td>
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<tr>
<td>C. Terabit West (Broadband)</td>
<td>£3,000,000</td>
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<td>£3,000,000</td>
<td>£3,000,000</td>
<td>0</td>
<td>£3,000,000</td>
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<tr>
<td>D. Bristol &amp; Bath Science Park</td>
<td>£1,000,000</td>
<td>£1,000,000</td>
<td>£2,000,000</td>
<td>£1,000,000</td>
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<tr>
<td>E. Quantum Technologies</td>
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<td>£500,000</td>
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<tr>
<td>F. 32/42 Clifton Drinks Enterprise Centre</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>£14,000,000</td>
<td>£1,350,000</td>
<td>£15,350,000</td>
<td>£14,000,000</td>
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#### EXPENDITURE OVER YR 16/17

<table>
<thead>
<tr>
<th>Proposed Schemes</th>
<th>Capital</th>
<th>Revenue</th>
<th>Total</th>
<th>Capital</th>
<th>Revenue</th>
<th>Total</th>
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<td>Low Carbon</td>
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<td>£580,000</td>
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<td>H. Innovation in Composites for Marine Energy</td>
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<td>£21,000,000</td>
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<td>£21,000,000</td>
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<td>J. Payment for Ecosystem Services Support</td>
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<td>K. Well Cared Economy Business Support Services</td>
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<td>L. Increasing Business Resource Efficiency across WfE</td>
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<tr>
<td>M. Bristol Change Total Energy Test Bed (Bristol)</td>
<td>£330,000,000</td>
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<td>0</td>
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<tr>
<td><strong>Subtotal</strong></td>
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<td>£1,700,000</td>
<td>£16,504,000</td>
<td>£14,804,000</td>
<td>£1,700,000</td>
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#### INTERVENTION COST

<table>
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<tr>
<th></th>
<th>Yr 15/16</th>
<th>Yr 16/17</th>
<th>Total</th>
<th>Yr 15/16</th>
<th>Yr 16/17</th>
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</tr>
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<tbody>
<tr>
<td>Bristol Growth Fund</td>
<td>£29,038,500</td>
<td>£11,238,400</td>
<td>£40,276,900</td>
<td>£26,648,000</td>
<td>£7,705,000</td>
<td>£34,353,000</td>
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<tr>
<td><strong>Total Cross-Sectional Interventions Cost</strong></td>
<td>£29,038,500</td>
<td>£11,238,400</td>
<td>£40,276,900</td>
<td>£26,648,000</td>
<td>£7,705,000</td>
<td>£34,353,000</td>
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#### TOTAL PROGRAMME OVERALL COST

<table>
<thead>
<tr>
<th></th>
<th>Yr 15/16</th>
<th>Yr 16/17</th>
<th>Total</th>
<th>Yr 15/16</th>
<th>Yr 16/17</th>
<th>Total</th>
<th>Yr 15/16</th>
<th>Yr 16/17</th>
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<tbody>
<tr>
<td>Bristol Growth Fund</td>
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<td>£16,783,400</td>
<td>£89,795,900</td>
<td>£71,752,000</td>
<td>£5,350,000</td>
<td>£77,102,000</td>
<td>£144,764,500</td>
<td>£22,133,400</td>
<td>£166,897,900</td>
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#### TOTAL PROGRAMME OUTPUT OVER PLAN PERIOD 2015-2021

<table>
<thead>
<tr>
<th></th>
<th>Direct Jobs Created 32,576</th>
<th>Indirect Jobs Created 18,992</th>
<th><strong>Total Jobs Created</strong> 51,568</th>
<th><strong>SVA Return</strong> 1,214,145,000</th>
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</thead>
<tbody>
<tr>
<td><strong>All Sectors</strong></td>
<td>£7,074,000</td>
<td>£1,132,000</td>
<td>£8,206,000</td>
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#### MATCH FUNDING OVER YR 15/16 & YR 16/17

<table>
<thead>
<tr>
<th></th>
<th>Public</th>
<th>Total</th>
<th>Yrs of Spend</th>
<th>Direct Jobs Created</th>
<th>SVA Return</th>
<th>Sector Return on Investment</th>
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</thead>
<tbody>
<tr>
<td>Bristol Growth Fund</td>
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<td>£1,400,000</td>
<td>3</td>
<td>500</td>
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<tr>
<td><strong>Total</strong></td>
<td>£1,400,000</td>
<td>£1,400,000</td>
<td>3</td>
<td>600</td>
<td>£92,900,000</td>
<td>£3.64</td>
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</table>

#### Outputs Over Plan Period 2015-2021

<table>
<thead>
<tr>
<th></th>
<th>Yr 15/16</th>
<th>Yr 16/17</th>
<th>Total</th>
<th>Yr 15/16</th>
<th>Yr 16/17</th>
<th>Total</th>
<th>Yr 15/16</th>
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<th>Total</th>
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<th>Yr 16/17</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Bristol Growth Fund</td>
<td>£2,000,000</td>
<td>£1,000,000</td>
<td>£3,000,000</td>
<td>£2,000,000</td>
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</tbody>
</table>

#### Total Jobs Created Over Plan Period 2015-2021 taking into account drawdown of investment. See Appendix 3 for breakdown of calculation.
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.

- **RATIONALS FOR INTERVENTION**: Fragmentation and lack of specialist facilities & support
- **FR tst tures**
  - LEVERS OF GROWTH
  - FREEDOMS & FLEXIBILITIES SOUGHT
  - **OWNER**
    - **Prof. Martin Boddy**
    - **University of West of England**
- **DESCRIPTION**
  - Resourcing nationally significant centres of excellence
  - Building upon 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 Catalyst at the BRL, UWE.
  - **BUSINESS AND INNOVATION HUBS**

B. Bristol 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, the shortfall in high technology & r&d broadband infrastructure and collaborative robotics and technology.

- **RATIONALS FOR INTERVENTION**: Need to adopt ultra-low carbon economy
- **FR ts tures**
  - LEVERS OF GROWTH
  - FREEDOMS & FLEXIBILITIES SOUGHT
  - **OWNER**
    - **Prof. Gary Hawley**
    - **University of Bath**
- **DESCRIPTION**
  - Resourcing nationally significant centres of excellence
  - Building and Innovation Hubs
  - **BUSINESS AND INNOVATION HUBS**

C. Terabit West (Broadband)
Broadband infrastructure R&I test bed to support the extension of Gigabit Bristol across the West of England.

- **RATIONALS FOR INTERVENTION**: Need to carry out sufficient R&D due to lack of investment
- **FR ts tures**
  - LEVERS OF GROWTH
  - FREEDOMS & FLEXIBILITIES SOUGHT
  - **OWNER**
    - **James Lancaster**
    - **University of Bristol**
- **DESCRIPTION**
  - National assets for local growth
  - Business and Innovation Hubs
  - **BUSINESS AND INNOVATION HUBS**

D. Bristol & Bath Science Park Grow on Centre
Expansion of Bristol & Bath Science Park, providing grow-on space including hybrid workshops, wet and dry labs and collaborative spaces.

- **RATIONALS FOR INTERVENTION**: Development halted during recession, too high risk for private sector in the current market
- **FR ts tures**
  - LEVERS OF GROWTH
  - FREEDOMS & FLEXIBILITIES SOUGHT
  - **OWNER**
    - **Bonnie Dean**
    - **Bristol & Bath Science Park**
- **DESCRIPTION**
  - Resourcing nationally significant centres of excellence
  - Innovation Hubs
  - **BUSINESS AND INNOVATION HUBS**

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.

- **RATIONALS FOR INTERVENTION**: High barriers to market entry, lack of technology and skills to build devices
- **FR ts tures**
  - LEVERS OF GROWTH
  - FREEDOMS & FLEXIBILITIES SOUGHT
  - **OWNER**
    - **Mustafa Rampuri**
    - **University of Bristol**
- **DESCRIPTION**
  - Businesses in this sector currently procure for innovation research and technology support outside the West of England.
  - No high tech industries in Weston-super-Mare.
  - **BUSINESS AND INNOVATION HUBS**

F. Food & Drink Enterprise Centre
A Centre of Excellence for Food and Drink industries within the Junction 21 Enterprise Area to establish new on-site expertise ranging from biotechnology to engineering, to chemistry to design that is able to excel in food research, production, manufacturing and resource efficiency.

- **RATIONALS FOR INTERVENTION**: Provision of new test centre to provide development testing and accreditation for new tidal blade models and dynamic testing capability
- **FR ts tures**
  - LEVERS OF GROWTH
  - FREEDOMS & FLEXIBILITIES SOUGHT
  - **OWNER**
    - **Karuna Tharmananthar**
    - **North Somerset Council**
- **DESCRIPTION**
  - National assets for local growth
  - Business and Innovation Hubs
  - **BUSINESS AND INNOVATION HUBS**

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 West of England.

- **RATIONALS FOR INTERVENTION**: Lack of installation of solar PV’s onto new build homes and currently not offered as an optional extra.
- **FR ts tures**
  - LEVERS OF GROWTH
  - FREEDOMS & FLEXIBILITIES SOUGHT
  - **OWNER**
    - **James Lancaster**
    - **University of Bristol**
- **DESCRIPTION**
  - Solar Region
  - Innovation in composites for manufacturing
  - **BUSINESS AND INNOVATION HUBS**

H. Innovation in composites for manufacturing
A new innovation and support facility that will deliver collaborative innovations across a number of sectors from aerospace to automotive, automotive to railways and railways to marine.

- **RATIONALS FOR INTERVENTION**: Lack of installation of solar PV’s onto new build homes and currently not offered as an optional extra.
- **FR ts tures**
  - LEVERS OF GROWTH
  - FREEDOMS & FLEXIBILITIES SOUGHT
  - **OWNER**
    - **Johnny Gowdy**
    - **Regen SW**
- **DESCRIPTION**
  - Solar Region
  - Innovation in composites for manufacturing
  - **BUSINESS AND INNOVATION HUBS**

I. Retrofitting existing housing and businesses
A strategic strategy for intervention through a number of mechanisms that either stimulate and support retrofitting demand from householders and businesses, or enable local support chain development creating low carbon business growth in the West of England.

- **RATIONALS FOR INTERVENTION**: Whole house retrofitting not being taken up as there is a need for cheap and easy finance to enable householders and businesses to cover the costs of the works not covered by existing Government schemes.
- **FR ts tures**
  - LEVERS OF GROWTH
  - FREEDOMS & FLEXIBILITIES SOUGHT
  - **OWNER**
    - **David Tretheeway**
    - **Bath and North East Somerset Council**
- **DESCRIPTION**
  - Solar Region
  - Innovation in composites for manufacturing
  - **BUSINESS AND INNOVATION HUBS**
J. Payment for Ecosystem Services Support
Unsustainable depletions of natural capital necessitate mechanisms at local level (for homes and businesses) to facilitate payment for ecosystem services. New market, payback periods and benefits not yet recognised.

K. Wes Circular Economy Business Support Services
Failure to price environmental costs of resource future pricing. No service based business models.

L. Increasing Business Resource Efficiency across Wes
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.

M. Bristol Channel Tidal Energy Test Bed
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.

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, e.g. 3D printing. With partners including GKN Aerospace, Rolls-Royce, Airbus, WEAF, S.Glos Council.

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 business in company direct action support.

P. Composite Bridge Construction
Potential exploitation 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.

Q. National Composites Centre
Lack of R&D investment & failure to exploit emerging markets.

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<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>RATIONALE FOR INTERVENTION</th>
<th>LEVERS OF GROWTH</th>
<th>FIGURES</th>
<th>FREEDOMS &amp; FLEXIBILITIES SOUGHT</th>
<th>OWNER</th>
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<tbody>
<tr>
<td>R. Engine Shed Phase 2</td>
<td>No private sector provision of these types of services and facilities exist in the WOE area with the specialist support offered.</td>
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<td>Resourcing nationally significant centres of excellence</td>
<td>Dr. Neil Bradshaw, University of Bristol</td>
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<td>Business and Innovation Hubs</td>
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<td>National assets for local growth</td>
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<td></td>
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<td></td>
<td>Full transfer of all HCA assets in the Temple Quarter Enterprise Zone to the established development vehicle for the Zone.</td>
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<tr>
<td>S. Bristol’s CreaTech City</td>
<td>The market is not able to produce an effective centre, diverse workforce, pathways to sustainable careers &amp; fast increase in digital content with a centralist approach owned by a single company.</td>
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<td>Business and Innovation Hubs</td>
<td>Paul Appleby, Bristol Media</td>
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<tr>
<td>T. Cultural Infrastructure Programme</td>
<td>‘Not for profit’ sector and relies upon capital fundraising to invest in cultural buildings and equipment. WOE region historically under-invested compared to other English core city regions.</td>
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<td>Business and Innovation Hubs</td>
<td>Dick Penny, Watershed</td>
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<tr>
<td>U. Craneworks</td>
<td>Fragmented High Tech and Creative &amp; Digital sectors. Shortage of available land for office development and high land costs.</td>
<td></td>
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<td>Business and Innovation Hubs</td>
<td>Doug Laughead, Craneworks</td>
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<tr>
<td>V. Bath Innovation</td>
<td>No new Grade A office accommodation provided by the private sector in Bath for the past 20 years despite evidenced demand. Development has a negative land market value.</td>
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<td>Resourcing nationally significant centres of excellence</td>
<td>John Wilkinson, BANES Council</td>
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<td>Business and Innovation Hubs</td>
<td>Simon Bond, University of Bath</td>
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<tr>
<td>W. WOE Growth Hub &amp; Fund</td>
<td>SAME 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.</td>
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<td>Business and Innovation Hubs</td>
<td>Nick Wilton, SME Group</td>
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<tr>
<td>X. INET Innovation networks</td>
<td>Promotional and growth of SMEs across the WOE area including access to advice on workforce skills development and enhancement, new product and process development and enhancement, access to specialist technologies and marketing.</td>
<td></td>
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<td>Business and Innovation Hubs</td>
<td>Phil Smith, Business West</td>
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<tr>
<td>Y. Package of Minor Transport Schemes</td>
<td>Capital interventions built around the Joint Local Transport Plan including new and improved highway infrastructure, more efficient network management (Urban Traffic Management &amp; Control systems, etc.), road safety schemes and measures to reduce congestion/improve accessibility.</td>
<td></td>
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<td>Business and Innovation Hubs</td>
<td>Peter Mann, Bristol City Council (BCC)</td>
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<tr>
<td>Z. Local Pinch Points</td>
<td>This Intervention will provide a fund for 2-3 mid-sized transport capital improvement schemes per year (typically £1m–£4m per scheme) focused on congestion reduction initiatives building upon the Pinch Point Programme approach successfully tested by Government and applied locally.</td>
<td></td>
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<td>Business and Innovation Hubs</td>
<td>Alistair Cox, Bristol City Council</td>
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<tr>
<td>AA. Sustainable Transport Package</td>
<td>A package 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.</td>
<td></td>
<td></td>
<td>Business and Innovation Hubs</td>
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</tbody>
</table>
CONGESTION AND OTHER TRANSPORT PRESSURES ON GROWTH

### DESCRIPTION

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, (£4.9m pre-commitment through devolved major schemes allocation)

### RATIONALE FOR INTERVENTION

- 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.

### LEVERS OF GROWTH

- **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.

### LEVERS & FLEXIBILITIES SOUGHT

- 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.

### FREEDOMS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### OWNER

- Colin Medus
  - North Somerset Council

### FIGURES

- £8.5m
- £2.00
- £0
- £0

### LEVERS & FLEXIBILITIES

- **Private sector leverage**
  - £0

### OWNER

- North Somerset Council

### LEVERS OF GROWTH

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### LEVERS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### FREEDOMS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### OWNER

- Janet King
  - South Gloucestershire Council

### FIGURES

- £5.22m
- £0
- £0
- £0

### LEVERS & FLEXIBILITIES

- **Private sector leverage**
  - £0

### OWNER

- South Gloucestershire Council

### LEVERS OF GROWTH

- **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.
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### LEVERS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### FREEDOMS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### OWNER

- Jennifer Brake
  - South Gloucestershire Council

### FIGURES

- £16.5m
- £4.26
- £0
- £0

### LEVERS & FLEXIBILITIES

- **Private sector leverage**
  - £0

### OWNER

- South Gloucestershire Council

### LEVERS OF GROWTH

- **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.
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### LEVERS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### FREEDOMS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### OWNER

- Steve Evans
  - South Gloucestershire Council

### FIGURES

- £3.15m
- £0
- £0
- £0

### LEVERS & FLEXIBILITIES

- **Private sector leverage**
  - £4.26

### OWNER

- South Gloucestershire Council

### LEVERS OF GROWTH

- **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.

### LEVERS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### FREEDOMS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### OWNER

- Matt Cross
  - Bristol & Bath

### FIGURES

- £6.7m
- £4.64
- £0
- £0

### LEVERS & FLEXIBILITIES

- **Private sector leverage**
  - £0

### OWNER

- Bristol & Bath

### LEVERS OF GROWTH

- **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.
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### LEVERS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### FREEDOMS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### OWNER

- Janet King
  - South Gloucestershire Council

### FIGURES

- £15.8m
- £2.50
- £0
- £0

### LEVERS & FLEXIBILITIES

- **Private sector leverage**
  - £0

### OWNER

- South Gloucestershire Council

### LEVERS OF GROWTH

- **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.
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### LEVERS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### FREEDOMS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### OWNER

- Jennifer Brake
  - South Gloucestershire Council

### FIGURES

- £13.6m
- £2.50
- £0
- £0

### LEVERS & FLEXIBILITIES

- **Private sector leverage**
  - £0

### OWNER

- South Gloucestershire Council

### LEVERS OF GROWTH

- **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.
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### LEVERS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### FREEDOMS & FLEXIBILITIES SOUGHT

- Local growth fund deal negotiations

### OWNER

- 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 15,500 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 firing 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 of 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 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 (Aero), 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 / Crankworks).

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 (ESCs) 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 Organisation 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 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’)

- 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 bureaucratic 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-2015, 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.

*http://www.london.gov.uk/priorities/business-economy/championing-london/london-finance-commission

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LOCAL GROWTH FUND DEAL NEGOTIATIONS
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 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 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 straight-jacket 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:

- Reform the way that the HCA operates in the West of England, which is not currently accelerating housing and economic/regeneration project delivery (and in some cases could well be slowing it), by committing the HCA to a partnership approach to delivering the SEP.

- 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 oblige 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.
### HOW THE INTERVENTIONS BRING THE VISION ALIVE

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<th>PLACE AND INFRASTRUCTURE</th>
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- **Strong impact**
- **Moderate impact**
- **Some impact**

**PLACE AND INFRASTRUCTURE**

- Rural Economy
- Built Environment and Infrastructure
- Environmental Protection, Enhancement and Resilience
- Accessibility & Connectivity

**PEOPLE AND SKILLS**

- Community and Social Inclusion
- Quality of Life, Wellbeing and Culture
- Education, Skills & Knowledge

**INWARD INVESTMENT**

- Foreign Investment
- Investment and Promotion

**SME BUSINESS SUPPORT**

- Expert advice
- Access to finance
FIG 14
SECTORAL CLUSTERS OF ACTIVITY
5 USING OUR LEVERS OF GROWTH

5.1 PEOPLE- KNOWLEDGE ECONOMY, SKILLS AND SOCIAL INCLUSION

SUMMARY: BUILDING GROWTH THROUGH SKILLS

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 will do through the Growth Deal 2015/16:
• FE Skills Capital projects £4.9m leveraging in £53.7m of match funding
• Skills & social inclusion activities £2.6m

What we will do through other mechanisms:
ESF 2015-2020 £29m for the following activities:
• Social inclusion particularly focussed in S.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 achieved by:
• effective input of business and education
• capital funding
• a clear focus
• a clear set of activities to be implemented and results achieved.

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.

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.
5.1.1 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 24,225 students, employed 10,412 staff and had a combined turnover of £962.5m.

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 LEPS own priority sectors. These provide the basis for potential collaborative and applied research work.

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.

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 300,000 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 studies at a College and 44% of those achieving a Level 5 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.

- Creative and digital media
- Games and mobile systems
- 3D manufacturing
- Asset pricing and risk management
- Healthcare and assisted living technologies-life sciences
- Optical and wireless networks
- Quantum technologies and engineering
- High performance computing and big data
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 Creating a more responsive skills infrastructure

Better education could add £8trn to the UK’s 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, LSAN 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 engagement 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 WOE 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 forthcoming 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 WOE 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 WOE LEP Skills Team and a verification of investment decisions by a panel of business representatives from the WOE LEP 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.


Providers in the West of England have also supplied the WOE 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 specialism.

Our local schools produce over 6,000 year 11 graduates annually and the five FE Colleges together educate 83,000 students at any time.

Our ambition that every young person (5-24 years) in the West of England is able to participate in the Employability Chartermark scheme at least once during their education. 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.

• High quality IAG, current labour market information and global and cultural awareness.

• Work placements, internships and work experience.

• Promoting priority sectors as employment choices.

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 Professionals – 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 establishments to establish a site where businesses can ‘pledge’ to contribute to the IAG delivery.

To do this we will:

• Look at the amount of work that is being done to inform pupils about the career 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.
Commission activity under ESF 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. Including literacy and numeracy focused individual needs and helping with access to work experience to prepare for the world of work, including Traineeships and Apprenticeships.
- Supporting the development of alternative pathways to employment through actions that will encourage participation by those without academic qualifications, with self-taught skills or on the job learning etc. These could be linked with Universal Credit and encourage a learn and earn model.
- Promoting entrepreneurship, social enterprises and the move into self employment.

**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 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, with numbers increasing dramatically in those aged 18-24. Low skilled jobs still exist in substantial numbers, albeit offering low pay and generally poor conditions. The real issue is that there are no jobs for low skilled people, amongst 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 of the country. Often unqualified individuals cannot compete successfully because they face other disadvantages (such as ill health or caring responsibilities) that place them at the end of the labour market queue. We will commission through ESF:

- Activity support for the removal of particular local barriers to work, including basic skills (literacy & numeracy) and life skills, access to flexible and affordable childcare, learning difficulties and disabilities, access to transport, debt, digital exclusion and English for Speakers of Other Languages (ESOL) to enable workless people to move into training and/or compete in the local labour market.
- 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.

**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 ESF 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 new 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 linked with Universal Credit and encourage a learn and earn model.
- Promoting entrepreneurship, social enterprises and the move into self employment.
- Creating opportunities for NEETs to access good quality, relevant and suitable training and education to ensure local people can access good quality, relevant and impartial advice.

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

Our recent establishment of Sector Skills Advisers 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 with employers, particularly around emerging technologies. Through ESF funded activity we plan to:

- Expand the Skills Advisers 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 SMEs.
- 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 of partnerships and employer ownership of skills critical to delivering our vision, 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.

**f) Enterprise Zone and Enterprise Areas Pre-Retention training (19+)**

We will work to ensure local residents benefit from employment opportunities within all our EZ/EA's focusing around pre-employment training. Businesses will be involved in developing the programme to ensure relevance, linked to business recruitment activity and offering guaranteed interviews. Delivering the skills base required by new employment opportunities. In addition to working with the existing employers 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.
5.2 PLACE AND INFRASTRUCTURE

SUMMARY: BUILDING GROWTH THROUGH SKILLS

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 EZs / 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 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:

- £244m existing Major Transport schemes (£136m from DfT and £108m 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 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 Midsomer and priority growth locations.

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.

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.

The timing 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.
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 business growth can be delivered across the region 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 infrastructure. Our plan is designed to attract inward investment, support local and strategic development, and deliver our priority locations.

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 S.Bristol as a regeneration area.
• City Deal commitment and pooled funding arrangements - Economic Development Fund comprising pooled business rates, revolving infrastructure fund, growing and co-ordinated delivery.
• Defra Agencies on Floodling solutions at our Enterprise Zone and Areas and
• HCA on affordable housing and enabling infrastructure.

Priority investment maps

The scale of the challenge we face to realise our ambitions is significant and cannot be delivered by the LEP alone. It will require significant collaboration between government, infrastructure and 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 drive growth.

5.2.3 Allotment with key delivery agencies investment plans.

Key delivery agency investment plans include improvements to roads 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 project 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/Severside 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 area.
• Defra Agencies on Floodling solutions at our Enterprise Zone and Areas and
• HCA on affordable housing and enabling infrastructure.

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.

5.2.4 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).
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 Housing, 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 meet the increasing affordable housing needs. The current development programme across 6 of the largest housing associations is some £594.1 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 supported 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 (JLTP). With its 15 years, 2011 to 2026, the JLTP has five goals:

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

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

5.2.6 Major Schemes (2014 to 2017)

Key is our £240m + programme of five major transport schemes which offer strategic fit with our EZ and EA spatial strategies.

- 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 Enterprise Area and its 9,000 new jobs, with schemes for cars, motorcycles, bus and rail passengers, cyclists and pedestrians. Construction complete 2014.
- MetroBus – £200m investment in three rapid transit routes (Ashston Vale to Bristol City Centre, North Fringe to Henleaze 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 also 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 (Kynsham and Oldfield Park) and on the line to Weston-super-Mare (Bedminster and Parson Street) and the reopened Portishead Line (Pit and Portishead). Opening 2019.
- MetroWest Phase 2 – half hourly train services to Tate 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 – Salford, Ashton Gate and Consarn (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 (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 2026.

We need new rolling stock to deliver MetroWest. The perfect opportunity is presented by the cascade of the Class 165 ‘Thames Turbo’ trains following modernisation 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 service to all local West of England stations.

Electrication (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 (IET) 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 USING OUR LEVERS OF GROWTH

5.2.8 Public transport, cycling and walking (2011 to 2026)

Our ILTP3 strategy for supporting economic growth is to provide an affordable, low carbon, accessible, integrated, healthy, safe and resilient public 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 ILTP3 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 £25m 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 ongoing 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 wastes 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.

5.2.14 Energy Infrastructure

We have significant existing and proposed national energy infrastructure projects including Seabank gas fired power stations, the Hinkley C grid connections project and the proposed Oldbury Nuclear Power Station.

We also have significant potential for the development of on and offshore renewable energy to provide clean low carbon energy for the future and are committed to playing our part in delivering the UK target for 15% of total energy consumed to be generated from renewable sources by 2020 through both on and offshore developments. Developing our renewable energy potential represents a large-scale distributed infrastructure challenge and we will need to make sure that we have sufficient energy generation 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 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 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.
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 £45m, 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 uncertain 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 unexploited 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/risks
- 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. Account management will also be driven by the most appropriate partner.

### 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 in the early stages of possibility, alongside the new 12,000 person Arena near to 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.

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1. **Existing activity** – 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.

2. **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.

3. **Existing opportunities** – The European Capital of Culture 2015 will benefit the low carbon sector in the Bristol 2015 Expo within but national funding is sought to support. Private sector funding highlighted in this plan with account leaders maintaining local account management that deepens relations between local authorities and local businesses to foster growth.

4. **Challenges/risks** – funding beyond 2015 remains a doubt, in an environment where domestic and international competition is plaguing 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.

5. **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.
5 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.

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 SEPs 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 Innovation Quay, Advanced Technology Centre.

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 traineeships 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 900 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 USING OUR LEVERS OF GROWTH

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 which 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 £1m 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 by the West of England.

• 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 competitive 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-ERDF 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 will 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.
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:

- 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 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.

  • 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 boundary initiatives (e.g. major schemes programme, Regional Growth Fund etc) and of providing a system which is both robust and efficient. The single accountable body will exploit the flexibilities of these funds, and other funding streams, such as the City Deal Economic Development Fund, will be brought within this arrangement where this is practical and adds value.

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 Environment Agency, Environment Agency, Highways Agency, Network Rail, English Heritage, Homes and Communities Agency, Housing Associations, Using technical assistance in delivery and implementation of programme. 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 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.

**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 £65.7m.

• West of England Growth Fund – LEP business support fund of £25m.

• Our City Deal initiative shows our 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.

• Joint delivery team arrangements for cross boundary schemes/studies.

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, EXPERIENCE, TRACK RECORD AND CAPACITY

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

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

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

LEP Board
New proposals
Approval (depending on scale/programme)

West of England Investment Board
‘One Front Door’

RIF Investment Award Panel

SEP/EU SIF/EDF/New Initiatives
UA Chief Executives with Business Representatives + S151 Representative (Accountable Body) + required stakeholders for EU SIF

Business case for approval

Project and Programme Boards and Delivery Teams

Skills Investment & Promotion Transport Boards UA/WoE Delivery Teams Etc

New proposals

New 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 indicative interventions. This will have two facets:

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

<table>
<thead>
<tr>
<th>RISK REGISTER NAME: SEP programme level risk register</th>
<th>CURRENT RISK SCORE</th>
<th>STRATEGY TO MANAGE RISK</th>
</tr>
</thead>
<tbody>
<tr>
<td>RISK REGISTER OWNER: Chair of the Investment Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NR</td>
<td>DESCRIPTION</td>
<td>RISK OWNER</td>
</tr>
<tr>
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</tr>
<tr>
<td>R01</td>
<td>Risk that the process for proceedable interventions does not identify those options that offer the best value for money, jobs or return on GVA.</td>
<td>Chair of the Investment Board</td>
</tr>
<tr>
<td>R02</td>
<td>Risk of lack of ownership from local partners around the prioritisation process, governance and delivery arrangements.</td>
<td>Chair of the Investment Board</td>
</tr>
<tr>
<td>R03</td>
<td>Risk that detailed business cases result in prioritised interventions producing insufficient GVA, jobs or value for money to deliver SEP objectives.</td>
<td>Chair of the Investment Board</td>
</tr>
<tr>
<td>R04</td>
<td>Risk that programme level outputs are not achieved resulting in reputational risk with government.</td>
<td>Chair of the Investment Board</td>
</tr>
<tr>
<td>R05</td>
<td>Risk that programme intervention delivery team resources are not sufficient to deliver the programme resulting in delays and reputational risk.</td>
<td>Chair of the Investment Board</td>
</tr>
<tr>
<td>R06</td>
<td>Risk of time slippage on delivery of programme interventions resulting in delays and reputational risk.</td>
<td>Chair of the Investment Board</td>
</tr>
<tr>
<td>R07</td>
<td>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.</td>
<td>Chair of the Investment Board</td>
</tr>
<tr>
<td>R08</td>
<td>Risk of government reducing the size of the Fund following the first year review of programme intervention delivery.</td>
<td>Accountable Body</td>
</tr>
<tr>
<td>R09</td>
<td>Risk of political or policy change resulting in reduction or termination of Fund arrangements.</td>
<td>Accountable Body</td>
</tr>
<tr>
<td>R10</td>
<td>Risk that governance arrangements are not sufficiently robust to manage programme change.</td>
<td>Joint Leaders Committee</td>
</tr>
</tbody>
</table>

**Development of detailed and robust business cases utilising a consistent approach to data management.**

**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.**

**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).**

**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).**

**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.**

**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).**

**Ensure successful 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.**

**Implementation of robust processes for scheme prioritisation, financial phasing and delivery monitoring.**

**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.**
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:

<table>
<thead>
<tr>
<th>Intervention / Existing project</th>
<th>Ref</th>
<th>Key milestones and delivery timeline</th>
<th>Slippage (narrative)</th>
<th>Programme SRO</th>
<th>Risks/issues Delivery arrangements</th>
<th>Costs (£)</th>
<th>Funding Sources</th>
<th>Funding Type</th>
<th>Spend (£)</th>
<th>Variance (£)</th>
<th>High-Level Success measures</th>
</tr>
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<tbody>
<tr>
<td><strong>MAJOR TRANSPORT SCHEMES</strong></td>
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<tr>
<td>Metrobus Ashton Vale to Bristol City Centre</td>
<td></td>
<td>31/03/2014: Complete Procurement 05/05/2014: Submit Full Approval application to DfT 09/05/2014: Work Starts on Site 18/04/2016</td>
<td>Peter Mann</td>
<td>Transport and Works Act Order delay; Delays programme and increases cost</td>
<td>BCC lead authority Programme Assurance Board Joint Transport Body</td>
<td>£46,729,656</td>
<td>Local Authority contribution; DfT prep funding; Third party contribution</td>
<td>£74m</td>
<td>1,200</td>
<td></td>
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<tr>
<td>Metrobus South Bristol Link</td>
<td></td>
<td>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</td>
<td>Karuna Thormananthar</td>
<td>Delay in determination of planning application and Compulsory Purchase Orders.</td>
<td>NSC lead authority Programme Assurance Board SRO and project team Joint Transport Board</td>
<td>£42,653,000</td>
<td>Local Authority contribution; DfT prep funding; Third party contribution</td>
<td>£199m</td>
<td>3,100</td>
<td></td>
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<tr>
<td>Metrobus North Fringe to Hengrove</td>
<td></td>
<td>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</td>
<td>Richard Gillingham</td>
<td>Delay in determination of planning application and Compulsory Purchase Orders.</td>
<td>SCG lead authority Programme Assurance Board SRO and project team Joint Transport Board</td>
<td>£92,945,000</td>
<td>Local Authority contribution; DfT prep funding; Third party contribution</td>
<td>£145m</td>
<td>2,250</td>
<td></td>
<td></td>
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<tr>
<td>MetroWest Phase 1</td>
<td></td>
<td>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</td>
<td>Alistair Cox</td>
<td>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</td>
<td>Joint Project Board Joint Transport Board</td>
<td>£55,388,000</td>
<td>Local Authority contribution; DfT funding</td>
<td>£153m (Includes new stations package)</td>
<td>2,550* (Includes new stations package)</td>
<td></td>
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<tr>
<td>Intervention / Existing project</td>
<td>Ref</td>
<td>Key milestones and delivery timeline</td>
<td>Slippage (narrative)</td>
<td>Programme SRO</td>
<td>Risks/Issues</td>
<td>Delivery arrangements</td>
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<tr>
<td>MetroWest Phase 2</td>
<td></td>
<td>Dec 2014: Submission of Preliminary Outline Business Case to LTB</td>
<td>Alistair Cox</td>
<td>Joint Project Board</td>
<td>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.</td>
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<tr>
<td></td>
<td></td>
<td>June 2016: Outline Business Case Approval</td>
<td></td>
<td>Joint Transport Board</td>
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<td>Sep 2019: Secure statutory powers</td>
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<td>Apr 2020: Construction Start</td>
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<td>Apr 2021: Construction completion</td>
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<td>May 2021: Operation</td>
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### ECONOMIC DEVELOPMENT FUND

<table>
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<tr>
<th>Arena</th>
<th>March – November 2014 procurement of Arena operator, September 2013 - January 2015 procurement design team, February - July 2015 design and planning, January 2016 start on site, Complete June 2017</th>
<th>Design development, Site acquisition, planning process, site access</th>
<th>BCC lead authority, Wiltshire Investment Board</th>
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<tbody>
<tr>
<td>Central BRS &amp; TQEZ Flood Defence</td>
<td>Feasibility Study Complete</td>
<td></td>
<td>BCC lead authority, Wiltshire Investment Board</td>
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<tr>
<td>North South Link/ Cross Airfield</td>
<td>Detailed design/procurement 2015/16 Start on site April 2016 Complete March 2017</td>
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<td>NSC lead authority, Wiltshire Investment Board</td>
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<tr>
<td>Enterprise Technical College</td>
<td>Start on Site Summer 2014 Complete August 2015</td>
<td></td>
<td>NSC lead authority, Wiltshire Investment Board</td>
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<tr>
<td>Metrobus Extension to Cribbs Causeway</td>
<td>Submit Planning application October 2012, CPO January 2016 – January 2018, Start work on site April 2018 complete March 2019</td>
<td></td>
<td>SGC lead authority, Wiltshire Investment Board</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Costs (£)</th>
<th>Funding Sources</th>
<th>Funding Type</th>
<th>Spend (£)</th>
<th>Variance (£)</th>
<th>High-Level Success measures</th>
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<tbody>
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<td>Potential EDF</td>
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</tr>
<tr>
<td>Intervention / Existing project</td>
<td>Ref</td>
<td>Key milestones and delivery timeline</td>
<td>Programme SRO</td>
<td>Risks/Issues</td>
<td>Delivery arrangements</td>
</tr>
<tr>
<td>----------------------------------</td>
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<tr>
<td>M32 Junction 1</td>
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<td>Design work complete</td>
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</tr>
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<td></td>
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<td>Well Investment</td>
</tr>
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<td>Avonmouth/ Severnside Flood</td>
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<td>Feasibility Study Complete</td>
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</tr>
<tr>
<td>Mitigation</td>
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<td>Well Investment</td>
</tr>
<tr>
<td>Avonmouth/ Severnside Ecology</td>
<td></td>
<td>Feasibility Study Complete</td>
<td></td>
<td></td>
<td>SGC lead authority</td>
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<td>Well Investment</td>
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**REVERSING INFRASTRUCTURE FUND**

<table>
<thead>
<tr>
<th>Project</th>
<th>Ref</th>
<th>Key milestones and delivery timeline</th>
<th>Programme SRO</th>
<th>Risks/Issues</th>
<th>Delivery arrangements</th>
</tr>
</thead>
<tbody>
<tr>
<td>BWR Destructor Bridge</td>
<td>GOL</td>
<td>Start on site delayed due to issues over Air Rights to Q2 2014 (April) so practical completion now estimated Oct 2014</td>
<td></td>
<td></td>
<td>Delays over Air rights, Land acquisition issues</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>BANES lead authority</td>
</tr>
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<td></td>
<td></td>
<td>Well Investment Board</td>
</tr>
<tr>
<td>Bath Flood Alleviation Scheme</td>
<td>Grant</td>
<td>Amended scheme. Full EIA required. Planning application rose May 2014 Completion now Q2 2015/16</td>
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<td>Amended scheme</td>
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<tr>
<td>(Phase 1)</td>
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<td></td>
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</tr>
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<td>(GOL)</td>
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<td>Assessment/</td>
</tr>
<tr>
<td></td>
<td>signed</td>
<td>Grant, signed 18 June 2013, Planning application Oct 2013 Start on site March 2014 complete March 2015</td>
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<td>Heritage impact</td>
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<td></td>
<td>18 June</td>
<td></td>
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<td>BANES /EA</td>
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<tr>
<td></td>
<td>Complete</td>
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<td>BWR – Gas Towers</td>
<td>Start</td>
<td>Procurement delayed on demolition so start on site now April 2014 but completion programme not affected,</td>
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<td>BANES lead authority</td>
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<td>Towers</td>
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<td>September 2013 complete 31</td>
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<td>Gainsborough Square</td>
<td>Contractor</td>
<td>Delayed start due to redesign for lockleaze forum start now Spring 2014</td>
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<td>September 2013 complete February 2014</td>
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**Costs (£)**

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<th>Costs (£)</th>
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<th>Funding Type</th>
<th>Spend (£)</th>
<th>Variance (£)</th>
<th>High-Level Success measures</th>
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<tr>
<td>£5,100,000</td>
<td>RIF (RGF round 2)</td>
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<tr>
<td>£4,100,000</td>
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<td>£5,268,000</td>
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<td>£750,000</td>
<td>RIF (Growing Places)</td>
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## Delivery Plan

### Intervention / Existing project

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

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<th>Ref</th>
<th>Funding Sources</th>
<th>Funding Type</th>
<th>Spend (£)</th>
<th>Variance (£)</th>
<th>High-Level Success measures</th>
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</thead>
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<td>TQEZ Temple Circus &amp; Infrastructure Projects</td>
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<td>RGF (RGF round 2)</td>
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<td>Dolphin Square</td>
<td>£540,000</td>
<td>RGF (RGF round 2)</td>
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<td>Weston Village Flood</td>
<td>£6,810,000</td>
<td>RGF (RGF round 2)</td>
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<td>J21 Outbound Capacity</td>
<td>£372,626</td>
<td>RGF (RGF round 2)</td>
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<td>A38 Road Junction Improvements</td>
<td>£3,859,493</td>
<td>RGF (Growing Places)</td>
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<td>ASKS OF GOVERNMENT</td>
<td>£25,000,000</td>
<td>RGF (RGF round 2)</td>
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</table>
8 EVALUATION PLAN

8.1 MONITORING OF THE STRATEGIC ECONOMIC PLAN PROGRAMME AND INTERVENTIONS

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

- Bristol Robotics Lab (Institute of Technology)
- WoE Centre of Power & Energy
- Terabit West (Broadband)
- Bristol & Bath Science Park Grow on Centre
- Quantum Technologies
- Solar Region
- Innovation in composites for marine energy
- Retrofitting existing housing and businesses
- Payment for Ecosystem Services support
- Woe Circular Economy Business Support Services
- Increasing Business Resource Efficiency
- Bristol Channel tidal energy test bed (Feasability Study)
<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Increased jobs and GVA</td>
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<tr>
<td>Increased productivity per capita</td>
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</tr>
<tr>
<td>Distribution of jobs by sector</td>
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<tr>
<td>Share of employment in the knowledge economy</td>
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</tr>
<tr>
<td>Reduced unemployment</td>
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</tr>
<tr>
<td>Inward foreign investment</td>
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<tr>
<td>Direct private investment in the area</td>
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<tr>
<td>Business Start Ups</td>
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<td>Number of SMEs</td>
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<td>Enterprise survival rate</td>
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</tr>
<tr>
<td>Patents per capita</td>
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</tr>
<tr>
<td>R&amp;D university investment</td>
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<tr>
<td>Population with HE qualifications</td>
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<tr>
<td>Population with level 2 or above</td>
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<td>IMD score</td>
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<tr>
<td>Annual supply of new homes</td>
<td></td>
</tr>
<tr>
<td>Accessibility by public transport</td>
<td></td>
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<tr>
<td>Road traffic speeds</td>
<td></td>
</tr>
<tr>
<td>Broadband coverage</td>
<td></td>
</tr>
<tr>
<td>Environmental resilience</td>
<td></td>
</tr>
<tr>
<td>Reduced CO₂ emissions</td>
<td></td>
</tr>
<tr>
<td>Environmental and community improvement</td>
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</tr>
</tbody>
</table>

- **Advanced Technology Centre**
- **21 Food & Drink Enterprise Centre**
- **Virtual growth hub**
- **Composites bridge construction**
- **National Composites Centre**
- **Engine Shed Phase 2**
- **Bristol’s Creative City**
- **Cultural Infrastructure Programme**
- **Craneworks**
- **Bath Innovation**
- **WoE Growth Hub and Fund**
- **iNET innovation networks**
- **Package of Minor Transport Schemes**
- **Local Pinch Points**
- **MetroWest Phase 1**
- **MetroWest Phase 2**
- **Engineering Design & Realisation Fund**
- **Research Park**
- **Superfast Broadband**
- **Blue Economy Strategy**
- **Engage**
- **Transport for the South West**
- **Package of Transport Schemes**
- **Skills & Social Inclusion**
- **Skills Capital**
- **WoE Inward Investment Programme**
- **Skills Capital**
- **WoE Inward Investment Programme**
- **FeValuation Plan**
### PROGRAMME LEVEL EVALUATION

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

<table>
<thead>
<tr>
<th>Intervention Name</th>
<th>Intervention Reference</th>
<th>Cluster Name (where applicable)</th>
</tr>
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<tr>
<td>[Lever of Growth]</td>
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<tr>
<td>[Priority Sector]</td>
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</table>
**APPENDICES**

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Description</th>
<th>Page</th>
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<tr>
<td>Appendix 1</td>
<td>Six Year Plan for the Local Growth Fund.</td>
<td>115</td>
</tr>
<tr>
<td>Appendix 2</td>
<td>FE Capital Projects - a breakdown of individual proposals</td>
<td>116</td>
</tr>
<tr>
<td>Appendix 3</td>
<td>Deadweight and displacement calculations</td>
<td>118</td>
</tr>
<tr>
<td>Appendix 4</td>
<td>Pipeline of interventions for the Local Growth Fund 3-6 year programme</td>
<td>120</td>
</tr>
<tr>
<td>Appendix 5</td>
<td>The Process to Identify Interventions for the Local Growth Fund</td>
<td>124</td>
</tr>
<tr>
<td>Appendix 6</td>
<td>Shared Priority Investment Maps &amp; Key</td>
<td>126</td>
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<tr>
<td>Appendix 7</td>
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<td>138</td>
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</table>
## Programme of Expenditure for Local Growth Fund Interventions

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>17/18</td>
<td>£28,150,000</td>
<td>£16,783,400</td>
<td>£114,000,000</td>
<td>£153,983,400</td>
<td>£90,737,000</td>
<td>£63,166,400</td>
<td>£56,003,600</td>
<td>£7,692,300</td>
<td>£90,737,000</td>
<td>£64,490,000</td>
<td>£26,247,000</td>
<td>£1,219,000</td>
<td>£1,642,000</td>
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<tr>
<td>18/19</td>
<td>£28,150,000</td>
<td>£16,783,400</td>
<td>£114,000,000</td>
<td>£153,983,400</td>
<td>£90,737,000</td>
<td>£63,166,400</td>
<td>£56,003,600</td>
<td>£7,692,300</td>
<td>£90,737,000</td>
<td>£64,490,000</td>
<td>£26,247,000</td>
<td>£1,219,000</td>
<td>£1,642,000</td>
</tr>
<tr>
<td>19/20</td>
<td>£28,150,000</td>
<td>£16,783,400</td>
<td>£114,000,000</td>
<td>£153,983,400</td>
<td>£90,737,000</td>
<td>£63,166,400</td>
<td>£56,003,600</td>
<td>£7,692,300</td>
<td>£90,737,000</td>
<td>£64,490,000</td>
<td>£26,247,000</td>
<td>£1,219,000</td>
<td>£1,642,000</td>
</tr>
</tbody>
</table>

### Cross-Sectorial Return on Investment

- **Cross-Sectorial Return on Investment:** £5,264,800
- **Cost:** £1,219,000
- **Programme Expenditure:** £1,642,000
- **Expenditure for Local Growth Fund Interventions:** £1,219,000
- **Cross-Sectorial Return on Investment:** £5,264,800
## FE Skills Capital Programme YR 15/16

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Cost</th>
<th>Skills Capital Priority</th>
<th>Intervention Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refurbishment and Modernisation of Automotive Engineering Workshops</td>
<td>£900,000</td>
<td>Employability</td>
<td>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.</td>
</tr>
<tr>
<td>Business Enterprise Training Centre</td>
<td>£720,000</td>
<td>Employability</td>
<td>The project will create a Small Business and Enterprise Centre at Norton Radstock College for SMEs in Bath.NES. This centre will help ensure that SMEs across a range of 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.</td>
</tr>
<tr>
<td>New Construction Centre for Bath and North East Somerset</td>
<td>£4,957,984</td>
<td>Low Carbon</td>
<td>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 Bath.NES alongside the other major construction projects to be delivered in the Woe.</td>
</tr>
<tr>
<td>Weston College Future Technology Centre</td>
<td>£5,009,990</td>
<td>Advanced Engineering Creative Employability Low Carbon</td>
<td>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 &amp; Digital, Advanced Engineering &amp; 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 students are both sector and technology competent.</td>
</tr>
<tr>
<td>West of England Law and Professional Services Academy</td>
<td>£4,648,068</td>
<td>Employability</td>
<td>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 West of England 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.</td>
</tr>
<tr>
<td>Advanced Engineering Centre Extension</td>
<td>£4,000,000</td>
<td>Advanced Engineering</td>
<td>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, QN and Rolls-Royce.</td>
</tr>
<tr>
<td>Advanced Construction Centre</td>
<td>£5,000,000</td>
<td>Low Carbon Employability</td>
<td>The South Bristol Sustainable Construction Centre will provide a skills training facility for the construction industry in Bristol and the Woe. 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.</td>
</tr>
</tbody>
</table>

## FE Skills Capital Programme YR 16/17

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Cost</th>
<th>Skills Capital Priority</th>
<th>Intervention Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avon Street Campus remediation works</td>
<td>£600,000</td>
<td>Remodernisation of College Estate</td>
<td>This project will address remodernisation of category CP D accommodation on the City of Bath College Avon Street Campus. The project will provide remodernisation works therefore enhancing facilities for all learners at the College.</td>
</tr>
<tr>
<td>Inclusive Vocational Training Centre</td>
<td>£792,000</td>
<td>Employability</td>
<td>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.</td>
</tr>
<tr>
<td>North Somerset Employment and Guidance Centre</td>
<td>£3,274,000</td>
<td>Employability</td>
<td>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, work experience, work placements, self-employment and training, basic skills training, ESOL, in work support, mentoring, volunteer work, 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.</td>
</tr>
<tr>
<td>South West Tourism and Hospitality Academy - Phase 1</td>
<td>£4,380,000</td>
<td>Employability</td>
<td>The South West Tourism &amp; 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.</td>
</tr>
<tr>
<td>Weston College Social Enterprise Training Centre – Phase 1</td>
<td>£3,434,000</td>
<td>Low Carbon</td>
<td>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 &amp; communication, IT, business ethos and embedding workplace Maths and English.</td>
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</tbody>
</table>
## APPENDIX 3 DEADWEIGHT AND DISPLACEMENT CALCULATIONS

### PROPOSED SCHEMES

<table>
<thead>
<tr>
<th>PROPOSED SCHEMES</th>
<th>DIRECT JOBS CREATED</th>
<th>INDIRECT JOBS CREATED</th>
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</thead>
<tbody>
<tr>
<td>A Bristol Robotics Laboratory (Institute of Technology)</td>
<td>500</td>
<td>384</td>
</tr>
<tr>
<td>B WOE Centre of Power &amp; Energy</td>
<td>650</td>
<td>499</td>
</tr>
<tr>
<td>C Territorial West (Broadband)</td>
<td>250</td>
<td>123</td>
</tr>
<tr>
<td>D Bristol &amp; Bath Science Park on Centre</td>
<td>240</td>
<td>119</td>
</tr>
<tr>
<td>E Quantum Technologies</td>
<td>100</td>
<td>77</td>
</tr>
<tr>
<td>F 321 Food &amp; Drink Enterprise Centre</td>
<td>604</td>
<td>340</td>
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<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>2434</strong></td>
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### HIGH TECH INDUSTRIES

<table>
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<tr>
<th>PROJECT TYPE</th>
<th>DEADWEIGHT &amp; DISPLACEMENT ON DIRECT JOBS</th>
<th>TOTAL JOBS (DIRECT AND INDIRECT)</th>
<th>DEADWEIGHT &amp; DISPLACEMENT ON TOTAL JOBS</th>
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<tbody>
<tr>
<td>Business</td>
<td>203</td>
<td>163</td>
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<tr>
<td>Business</td>
<td>263</td>
<td>212</td>
<td>1149</td>
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<tr>
<td>Regeneration</td>
<td>114</td>
<td>70</td>
<td>373</td>
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<tr>
<td>Business</td>
<td>63</td>
<td>51</td>
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<tr>
<td>Business</td>
<td>182</td>
<td>145</td>
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<td><strong>DEADWEIGHT &amp; DISPLACEMENT ON INDIRECT JOBS</strong></td>
<td><strong>864</strong></td>
<td><strong>674</strong></td>
<td><strong>3978</strong></td>
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### LOW CARBON

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<tr>
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<tbody>
<tr>
<td>Regeneration</td>
<td>5</td>
<td>3</td>
<td>11</td>
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<tr>
<td>Business</td>
<td>4</td>
<td>3</td>
<td>18</td>
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<tr>
<td>Regeneration</td>
<td>1263</td>
<td>774</td>
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<tr>
<td>Business</td>
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<td>Business</td>
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<tr>
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<td><strong>SUBTOTAL</strong></td>
<td><strong>1283</strong></td>
<td><strong>790</strong></td>
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### AEROSPACE & ADVANCED ENGINEERING

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<th>TOTAL JOBS (DIRECT AND INDIRECT)</th>
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<tr>
<td>N Advanced Technology Centre</td>
<td>900</td>
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<tr>
<td>Q Virtual Growth Hub</td>
<td>120</td>
<td>59</td>
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<tr>
<td>P Composite Bridge Construction</td>
<td>100</td>
<td>77</td>
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<tr>
<td>Q National Composites Centre</td>
<td>150</td>
<td>74</td>
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<td><strong>SUBTOTAL</strong></td>
<td><strong>1270</strong></td>
<td><strong>653</strong></td>
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### BUSINESS SUPPORT

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<th>DEADWEIGHT &amp; DISPLACEMENT ON TOTAL JOBS</th>
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<tr>
<td>W WOE Growth Fund and Hub</td>
<td>1050</td>
<td>518</td>
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<tr>
<td>K INET innovation networks</td>
<td>135</td>
<td>66</td>
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<td><strong>SUBTOTAL</strong></td>
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### PLACE AND INFRASTRUCTURE

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<tr>
<td>Y Package of Minor Transport Schemes</td>
<td>950</td>
<td>730</td>
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<td>Z Local Pinch Points</td>
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<td>AA Sustainable Transport Package</td>
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<td>888</td>
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<td>AB MetroWest Phase 1</td>
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<td>AC MetroWest Phase 2</td>
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<td>AD Superfast Broadband</td>
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<tr>
<td>AE Infrastructure Design &amp; Realisation Fund</td>
<td>2900</td>
<td>2230</td>
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<td><strong>SUBTOTAL</strong></td>
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<td><strong>4517</strong></td>
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### CREATIVE & DIGITAL

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<th>TOTAL JOBS (DIRECT AND INDIRECT)</th>
<th>DEADWEIGHT &amp; DISPLACEMENT ON TOTAL JOBS</th>
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</thead>
<tbody>
<tr>
<td>R Engine Shed Phase 2</td>
<td>1000</td>
<td>493</td>
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<td>S Bristol’s CreatTech City</td>
<td>230</td>
<td>113</td>
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<td>T Cultural Infrastructure Programme</td>
<td>625</td>
<td>308</td>
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<td>U crankeworks</td>
<td>287</td>
<td>151</td>
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<tr>
<td>V Bath Innovation</td>
<td>150</td>
<td>74</td>
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</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
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### SKILLS

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<th>DEADWEIGHT &amp; DISPLACEMENT ON TOTAL JOBS</th>
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<tbody>
<tr>
<td>AF FE Skills Capital</td>
<td>0</td>
<td>0</td>
<td></td>
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<tr>
<td>AG Skills &amp; Social Inclusion</td>
<td>1600</td>
<td>789</td>
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<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>17892</strong></td>
<td><strong>10891</strong></td>
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### INWARD INVESTMENT

<table>
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<tr>
<th>PROJECT TYPE</th>
<th>DEADWEIGHT &amp; DISPLACEMENT ON DIRECT JOBS</th>
<th>TOTAL JOBS (DIRECT AND INDIRECT)</th>
<th>DEADWEIGHT &amp; DISPLACEMENT ON TOTAL JOBS</th>
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<tbody>
<tr>
<td>AH WOE Inward Investment Programme</td>
<td>4900</td>
<td>2219</td>
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<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>17892</strong></td>
<td><strong>10891</strong></td>
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### TOTAL

<table>
<thead>
<tr>
<th>PROJECT TYPE</th>
<th>DEADWEIGHT &amp; DISPLACEMENT ON DIRECT JOBS</th>
<th>TOTAL JOBS (DIRECT AND INDIRECT)</th>
<th>DEADWEIGHT &amp; DISPLACEMENT ON TOTAL JOBS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>32576</strong></td>
<td><strong>18992</strong></td>
<td><strong>13872</strong></td>
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</table>

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.
<table>
<thead>
<tr>
<th>SECTOR / DRIVERS OF GROWTH</th>
<th>PROJECT TITLE</th>
<th>TOTAL EXPENDITURE FROM SEP FUNDS</th>
<th>MATCH FUNDING PUBLIC</th>
<th>PRIVATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace &amp; Advanced Engineering / Investment</td>
<td>Invest Bristol &amp; Bath – trade promotion</td>
<td>£120,000</td>
<td>£95,000</td>
<td>£25,000</td>
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<tr>
<td>Business Support</td>
<td>WoE indigenous business growth support programme</td>
<td>£75,000,000</td>
<td>£0</td>
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<tr>
<td>Business Support</td>
<td>Superfast Broadband – Business Support</td>
<td>£1,000,000</td>
<td>£500,000</td>
<td>£500,000</td>
</tr>
<tr>
<td>Business Support</td>
<td>Design for Growth Portfolio</td>
<td>£1,484,500</td>
<td>£0</td>
<td>£0</td>
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<tr>
<td>Business Support</td>
<td>WoE Knowledge Exchange Vehicle for INnovation (KEVIN)</td>
<td>£2,130,000</td>
<td>£0</td>
<td>£2,590,000</td>
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<tr>
<td>Business Support</td>
<td>Business in the Community – Marketplace Sustainability</td>
<td>£900,000</td>
<td>£450,000</td>
<td>£450,000</td>
</tr>
<tr>
<td>Construction / Skills</td>
<td>Bristol and West of England Joint Investment Initiative</td>
<td>£500,000</td>
<td>£0</td>
<td>£500,000</td>
</tr>
<tr>
<td>Creative &amp; Digital</td>
<td>Shoot West : the Film-making proposition</td>
<td>£200,000</td>
<td>£0</td>
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</tr>
<tr>
<td>Creative &amp; Digital / Business Support</td>
<td>Bath City Riverside Enterprise Area Business Support</td>
<td>£480,000</td>
<td>£140,000</td>
<td>£0</td>
</tr>
<tr>
<td>Creative &amp; Digital / Business Support</td>
<td>Curzon Creative Media incubator</td>
<td>£1,800,000</td>
<td>£900,000</td>
<td>£900,000</td>
</tr>
<tr>
<td>Creative &amp; Digital / Business Support</td>
<td>Growing Our Workforce: Skills for the West of England Creative Sector</td>
<td>£2,440,000</td>
<td>£225,000</td>
<td>£0</td>
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<tr>
<td>Distribution / Place &amp; Infrastructure</td>
<td>Avonmouth/Severnside Enterprise Area – Skills &amp; Development Prgm</td>
<td>£712,000</td>
<td>£0</td>
<td>£0</td>
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<tr>
<td>High Tech</td>
<td>Cyber Security Incubator</td>
<td>£2,500,000</td>
<td>£0</td>
<td>£2,500,000</td>
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<tr>
<td>High Tech</td>
<td>Institute for Interaction and Intelligent Technologies (13T)</td>
<td>£2,400,000</td>
<td>£0</td>
<td>£0</td>
</tr>
<tr>
<td>High Tech / Business Support</td>
<td>High Tech Innovation Network (High Tech iNet)</td>
<td>£1,000,000</td>
<td>£0</td>
<td>£750,000</td>
</tr>
<tr>
<td>High Tech / Business Support</td>
<td>Diagnostics for Growth (DIAGRO) – Clinical Research &amp; Development</td>
<td>£475,000</td>
<td>£0</td>
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<tr>
<td>High Tech / Business Support</td>
<td>Robotics and Autonomous Systems Collaboration Centre (RAS CC)</td>
<td>£19,100,000</td>
<td>£0</td>
<td>£11,000,000</td>
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<tr>
<td>Low Carbon</td>
<td>WoE Waste and Recycling Board recycling and resource efficiency Prgm</td>
<td>£10,000,000</td>
<td>£0</td>
<td>£10,000,000</td>
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<tr>
<td>Low Carbon</td>
<td>Establish a Clean tech Cluster</td>
<td>£750,000</td>
<td>£375,000</td>
<td>£375,000</td>
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<tr>
<td>Low Carbon</td>
<td>‘Warm and Well’ housing retrofit programme</td>
<td>£550,000</td>
<td>£355,000</td>
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<tr>
<td>Low Carbon</td>
<td>Electricity Led microCHP</td>
<td>£1,650,000</td>
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</table>

<table>
<thead>
<tr>
<th>SECTOR / DRIVERS OF GROWTH</th>
<th>PROJECT TITLE</th>
<th>TOTAL EXPENDITURE FROM SEP FUNDS</th>
<th>MATCH FUNDING PUBLIC</th>
<th>PRIVATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Carbon / Business Support</td>
<td>Low Carbon and Environmental Innovation (Growing Green)</td>
<td>£2,100,000</td>
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<tr>
<td>Low Carbon / Business Support</td>
<td>Low Carbon Action Groups – waste &amp; carbon reduction activities</td>
<td>£400,000</td>
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</tr>
<tr>
<td>Low Carbon / Business Support</td>
<td>Low Carbon Accelerator for CleanWeb businesses</td>
<td>£1,750,000</td>
<td>£0</td>
<td>£900,000</td>
</tr>
<tr>
<td>Low Carbon / Business Support</td>
<td>WoE Eco-Efficiency Network (WE-EEN)</td>
<td>£1,350,000</td>
<td>£0</td>
<td>£0</td>
</tr>
<tr>
<td>Low Carbon / Place &amp; Infrastructure</td>
<td>Heat Recovery from Avonmouth Low Carbon Energy Facility</td>
<td>£500,000</td>
<td>£250,000</td>
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</tr>
<tr>
<td>Place &amp; Infrastructure</td>
<td>Eco motive – Self-build programme</td>
<td>£5,060,000</td>
<td>£0</td>
<td>£369,000</td>
</tr>
<tr>
<td>Place &amp; Infrastructure</td>
<td>Stepping up for Growth – J21 Enterprise Area – infrastructure</td>
<td>£32,000,000</td>
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<tr>
<td>Retail</td>
<td>Retail Place Managers</td>
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<tr>
<td>Rural Economy</td>
<td>Wheels to Work – transport provision for young people in rural areas</td>
<td>£500,000</td>
<td>£0</td>
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<tr>
<td>Rural Economy</td>
<td>Water and Soil Project – Catchment approach</td>
<td>£1,500,000</td>
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<td>Rural Economy / Business Support</td>
<td>Rural Enterprise Hubs</td>
<td>£1,500,000</td>
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<td>Rural Economy / Business Support</td>
<td>Rural business support hub</td>
<td>£1,800,000</td>
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<td>Rural Economy / Business Support</td>
<td>Midsomer Norton Business Hub</td>
<td>£1,325,000</td>
<td>£875,000</td>
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<tr>
<td>Skills</td>
<td>Employability skills for Young People</td>
<td>£2,750,000</td>
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<td>£2,750,000</td>
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<td>Skills</td>
<td>Social Innovation Exploratory</td>
<td>£4,000,000</td>
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<tr>
<td>Skills</td>
<td>Ready for Work – Action on homelessness</td>
<td>£282,000</td>
<td>£240,000</td>
<td>£42,000</td>
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<tr>
<td>Skills</td>
<td>Business Class partnerships between schools and businesses</td>
<td>£250,000</td>
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<td>£150,000</td>
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<tr>
<td>Skills</td>
<td>Working It Out – personal development for those who are NEET</td>
<td>£699,000</td>
<td>£141,000</td>
<td>£550,000</td>
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<tr>
<td>Skills</td>
<td>Getting Out to Work programme for offenders/ ex-offenders</td>
<td>£650,000</td>
<td>£550,000</td>
<td>£0</td>
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<tr>
<td>Social Enterprise</td>
<td>Social venture incubation and skills centre</td>
<td>£750,000</td>
<td>£0</td>
<td>£750,000</td>
</tr>
<tr>
<td>SECTOR / DRIVERS OF GROWTH</td>
<td>PROJECT TITLE</td>
<td>TOTAL EXPENDITURE FROM SEP FUNDS</td>
<td>MATCH FUNDING PUBLIC</td>
<td>PRIVATE</td>
</tr>
<tr>
<td>----------------------------</td>
<td>---------------</td>
<td>---------------------------------</td>
<td>----------------------</td>
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</tr>
<tr>
<td>Social Enterprise</td>
<td>Challenge fund – grant investment and support for social enterprises</td>
<td>£750,000</td>
<td>£0</td>
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<td>Social Enterprise / Business Support</td>
<td>School for Social Entrepreneurs</td>
<td>£345,000</td>
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<td>Social Enterprise / Business Support</td>
<td>WoE Hubs Programme</td>
<td>£1,340,000</td>
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<td>Social Enterprise / Skills</td>
<td>Developing Reuse through Up-skilling Social Enterprise</td>
<td>£400,000</td>
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<tr>
<td>Tourism</td>
<td>Leveraging the visitor economy of Bristol and Bath</td>
<td>£3,000,000</td>
<td>£3,000,000</td>
<td>£9,000,000</td>
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<tr>
<td>Tourism</td>
<td>Bristol and Bath Cultural Destination Consortium</td>
<td>£1,150,000</td>
<td>£350,000</td>
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<tr>
<td></td>
<td>Employee Volunteering initiatives</td>
<td>£500,000</td>
<td>£0</td>
<td>£250,000</td>
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<td></td>
<td>Natural Health Service – realise therapeutic benefits of food growing</td>
<td>£155,000</td>
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</table>

**TOTAL PROGRAMME COST**

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<tr>
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<th>EXPENDITURE OVER YR 2017/18 – 2020-2021</th>
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<th>TOTAL</th>
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<td></td>
<td>CAPITAL</td>
<td>REVENUE</td>
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<tr>
<td></td>
<td>£74,197,500</td>
<td>£53,347,000</td>
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**TOTAL PROGRAMME MATCH FUNDING**

<table>
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<tr>
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<th>PUBLIC</th>
<th>PRIVATE</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td></td>
<td>£19,324,000</td>
<td>£42,693,000</td>
<td>£52,693,000</td>
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</table>
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 Greenbook 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
- Contributions 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.

Rationale for Public Intervention
- Schemes are compliant with Govt Greenbook:
  - 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

Scored Filter Process for Schemes

Assessment Criteria
- Rationale for Public Intervention
- Sector Group Assessment
- Strategic Fit Assessment
- Impacts & Benefits Assessment
- Match Funding Assessment
- Scalability/Flexibility Assessment
**APPENDIX 6 SHARED PRIORITIES MAP NORTH**

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

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

**Delivery Agency Interventions**
- West of England
- Homes & Community Agency
- Environment Agency, Natural England & English Heritage

**Avonmouth Severnside Enterprise Area**
- 44, 46
- 49, 50, 52
- 47

**Charlton Hayes**
- 66, 67, 68, 73, 74, 76
- 100
- 77, 78, 79, 80, 81, 82, 107, 111

**Emersons Green Enterprise Area**
- 51
- 52
- 100
- 77, 78, 79, 80, 81, 82, 107, 111

**Blackberry Hill**
- 53
- 54
- 55
- P&R

**To South Wales and Cardiff**

**To the South West**

**To the Midlands and the North**

**Severn Estuary**

**To South West M5**

**Acknowledgments**

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## APPENDIX 6 SHARED PRIORITIES MAP KEY/LIST OF SCHEMES

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>LOCATION</th>
<th>DESCRIPTION OF INTERVENTION</th>
</tr>
</thead>
</table>
| **West of England** | **Avon Servernside Enterprise Area** | 8,000-12,000 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** | 6,000 jobs, focus on science based jobs  
Site preparation/land remediation schemes 63  
Utilities/broadband schemes 64,65  
Flood mitigation scheme 57 |
| **Filton Enterprise Area** | 6,000 jobs, focus on high technology jobs  
Transport schemes 66,67,68,73,74,75  
Community/Leisure/Schools scheme 110  
Utilities/broadband schemes 77,78,79,80,81,82,107,111 |
| **J21 Enterprise Area** | 10,000 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 |

### Homes & Communities Agency

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>LOCATION</th>
<th>DESCRIPTION OF INTERVENTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bath City Riverside Enterprise Area</strong></td>
<td>88m 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.</td>
<td></td>
</tr>
<tr>
<td><strong>Blackberry Hill</strong></td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td><strong>Coldharbour Land, Stoke Gifford</strong></td>
<td>£2.38m Care &amp; Support funding to provide 81 affordable homes for older and disabled people.</td>
<td></td>
</tr>
</tbody>
</table>
| **Filton Enterprise Area** | Supporting the creation of over 4,000 jobs.  
£5m Local Infrastructure Funding to bring forward housing development at Filton Airfield and surrounding. |
<p>| <strong>Hannah Hall</strong> | Exemplar zero-carbon development, working in partnership with Barratt Homes to develop 185 new homes and 12 acres of open space. |
| <strong>J21 Enterprise Area</strong> | 72Ha employment land with planning consents and access to provide 11,000 jobs. |
| <strong>Locking Parklands</strong> | £12m investment in an exemplar mixed use development in partnership with ST Modwen for 1,500 homes and 650,000sqft employment space. Additional infrastructure funding to provide new primary school &amp; new North/South link. |
| <strong>Marksbury Road</strong> | 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. |
| <strong>Bristol Temple Quarter Enterprise Zone</strong> | £11m investment package providing new access route and 3-lane bridge to connect Diesel Depot site, supporting the development of an 31,000 seat indoor arena, 65,000sqft employment space and up to 2,600 jobs. |
| <strong>Weston Airfield Phase 1</strong> | 29.5Ha employment development, 900 homes &amp; community |</p>
<table>
<thead>
<tr>
<th>AGENCY</th>
<th>LOCATION</th>
<th>DESCRIPTION OF INTERVENTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment Agency, Natural England, English Heritage</td>
<td>Avonmouth/Severnside Enterprise Area</td>
<td>Some parts currently at tidal flood risk, with the whole area at risk in the future with climate change. Significant risk to internationally important habitat. Flood Defence and Ecology Groups established and seeking to identify the preferred strategy to enable future growth. There is potential of buried non-designated heritage assets of archaeological interest.</td>
</tr>
<tr>
<td></td>
<td>Bath City Riverside Enterprise Area</td>
<td>Ground raising of development sites could increase flooding elsewhere. 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. English Heritage is working to secure significant urban growth that compliments the international heritage status and sensivity of the World Heritage Site. 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.</td>
</tr>
<tr>
<td></td>
<td>Filton Enterprise Area</td>
<td>Generally at low flood risk, however, surface water from development could result in increased flood risk in the wider River Frome and Trym catchments. 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).</td>
</tr>
<tr>
<td>Environment Agency, Natural England, English Heritage</td>
<td>South Bristol Link MetroBus</td>
<td>Route is in Flood Zone 3 and crosses a number of water bodies, landfill sites and ecological designations. Environment Agency and Natural England officers working with consultants and informing technical assessments.</td>
</tr>
<tr>
<td></td>
<td>Bristol Temple Quarter Enterprise Zone</td>
<td>Parts of the EZ are at risk from tidal and river flooding, worsening with climate change. 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. 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. 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.</td>
</tr>
<tr>
<td>Highways Agency</td>
<td>J21 and A370</td>
<td>Improvements</td>
</tr>
<tr>
<td></td>
<td>New Junction on M49</td>
<td>Under consideration for Spending Review 2015-20</td>
</tr>
<tr>
<td></td>
<td>M5 J16 &amp; 17</td>
<td>Improvements to M5 J16 &amp; 17; Tranche 2 of Pinch Point Programme. Delivery in 2014-15</td>
</tr>
<tr>
<td></td>
<td>M4/M5</td>
<td>Managed motorway</td>
</tr>
<tr>
<td></td>
<td>M32</td>
<td>M32 bus only junction</td>
</tr>
<tr>
<td>Network Rail</td>
<td>Great Western Mainline</td>
<td>Electrification of Great Western Mainline</td>
</tr>
<tr>
<td></td>
<td>Bristol Parkway</td>
<td>Provision of fourth platform &amp; revised layout</td>
</tr>
<tr>
<td></td>
<td>Filton Bank</td>
<td>Four tracking of Filton Bank (between Dr Days Junction and Filton Abbey Wood)</td>
</tr>
<tr>
<td></td>
<td>Bristol Temple Meads Station</td>
<td>Provision of platforms in the Midland Shed to increase capacity. New western entrance and enhancements to improve passenger circulation</td>
</tr>
</tbody>
</table>
### APPENDIX 6  SHARED PRIORITIES MAP KEY/LIST OF SCHEMES

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>MAP REF</th>
<th>MAP CATEGORIES</th>
<th>DESCRIPTION OF INTERVENTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bath City Riverside Enterprise Area</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Remediation/site preparation</td>
<td>Remove Gas Towers</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Flood mitigation</td>
<td>Phase 1 Flood relief</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Transport</td>
<td>Destructor Bridge</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Transport</td>
<td>New Pedestrian bridge</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>Transport</td>
<td>North Quay – South Quay bridge</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Transport</td>
<td>Lower Bristol Road A36 Bus Lane</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>Utilities/Broadband</td>
<td>Electricity sub-station</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>Remediation/site preparation</td>
<td>Relocation of waste transfer station</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Remediation/site preparation</td>
<td>Relocation of civic recycling centre</td>
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<td>11</td>
<td></td>
<td>Remediation/site preparation</td>
<td>Relocation of coach park</td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>Remediation/site preparation</td>
<td>Diversion of Green Park Road</td>
</tr>
<tr>
<td>13</td>
<td></td>
<td>Remediation/site preparation</td>
<td>Avon Street Car Park relocation</td>
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<tr>
<td>14</td>
<td></td>
<td>Flood mitigation</td>
<td>Phase 2 flood relief</td>
</tr>
<tr>
<td>15</td>
<td></td>
<td>Transport</td>
<td>Windsor Bridge Road Improvements</td>
</tr>
<tr>
<td>16</td>
<td></td>
<td>Community/Leisure/Schools</td>
<td>Primary School</td>
</tr>
<tr>
<td>17</td>
<td></td>
<td>Community/Leisure/Schools</td>
<td>Other primary education</td>
</tr>
<tr>
<td>18</td>
<td></td>
<td>Transport</td>
<td>Highways works Bath Press site</td>
</tr>
<tr>
<td>19</td>
<td></td>
<td>Transport</td>
<td>Highways works Stable Yard</td>
</tr>
<tr>
<td>20</td>
<td></td>
<td>Transport</td>
<td>Pines Way gyratory</td>
</tr>
<tr>
<td>21</td>
<td></td>
<td>Utilities/Broadband</td>
<td>Ultra-fast Broadband</td>
</tr>
<tr>
<td>22</td>
<td></td>
<td>Community/Leisure/Schools</td>
<td>Doctors Surgery</td>
</tr>
<tr>
<td>23</td>
<td></td>
<td>Transport</td>
<td>Bath Turn-back Facility (Part of MetroWest phase 1)</td>
</tr>
<tr>
<td>24</td>
<td></td>
<td>Transport</td>
<td>Infrastructure to serve Temple Quarter Enterprise Zone</td>
</tr>
<tr>
<td>25</td>
<td></td>
<td>Community/Leisure/Schools</td>
<td>Bristol Arena</td>
</tr>
<tr>
<td>26-31</td>
<td></td>
<td>Remediation/site preparation</td>
<td>Temple Quarter Enterprise Zone Package</td>
</tr>
<tr>
<td>32</td>
<td></td>
<td>Transport</td>
<td>Temple Circus roundabout reconfiguration</td>
</tr>
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<td></td>
<td>Transport</td>
<td>Cattle Market Road Improvements and Vehicular/ Pedestrian/Cycle Bridge to Diesel Depot (HCA fully funding)</td>
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<tr>
<td>34</td>
<td></td>
<td>Transport</td>
<td>Bus Hubs</td>
</tr>
<tr>
<td>35</td>
<td></td>
<td>Transport</td>
<td>M32 Park and Ride</td>
</tr>
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<td>36</td>
<td></td>
<td>Transport</td>
<td>Car parking programme</td>
</tr>
<tr>
<td>37</td>
<td></td>
<td>Transport</td>
<td>Callington Road Link/Bath Road Improvements</td>
</tr>
<tr>
<td><strong>Avon Servernside Enterprise Area</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>43</td>
<td></td>
<td>Flood mitigation</td>
<td>Flood mitigation</td>
</tr>
<tr>
<td>44</td>
<td></td>
<td>Transport</td>
<td>M49 Intermediate Junction &amp; link road</td>
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<td>Transport</td>
<td>Local road network &amp; cycling/pedestrian improvements</td>
</tr>
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<td>46</td>
<td></td>
<td>Ecology</td>
<td>Ecology</td>
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<td></td>
<td>Transport</td>
<td>Cycling/Pedestrian improvements</td>
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<td>48</td>
<td></td>
<td>Utilities/Broadband</td>
<td>Gas pipeline</td>
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<td>Utilities/Broadband</td>
<td>Energy (Heat Grid)</td>
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<td>Transport</td>
<td>Park &amp; Share at Aust</td>
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<tr>
<td>51</td>
<td></td>
<td>Utilities/Broadband</td>
<td>Superfast Broadband</td>
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<td><strong>Emersons Green Enterprise Area</strong></td>
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<td>52</td>
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<td>Transport</td>
<td>M32 Junction 1 Improvements</td>
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<td>Remediation/site preparation</td>
<td>M4 Acoustic Fence</td>
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<td>Transport</td>
<td>Emersons Green East employment land access road</td>
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<td>Transport</td>
<td>Emersons Green to Temple Meads Rapid Transit</td>
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<td>Flood mitigation</td>
<td>EGE employment land drainage</td>
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<td>A4174 package</td>
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<td>Remediation/site preparation</td>
<td>Remediation and earthworks</td>
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<td>Utilities/Broadband</td>
<td>Superfast Broadband</td>
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<td>North Fringe Transport package East West Link A38 to Wyckbeck Rd</td>
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<td>Cribs Patchway New Neighbourhood (CPNN) A38 Corridor Highway Works</td>
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<td>MS Junctions 16 and 17 Enhancements</td>
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<td>Energy (sub station)</td>
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<td>Energy - East Works</td>
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<td>MAP CATEGORIES</td>
<td>DESCRIPTION OF INTERVENTION</td>
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<td>South Glos Rural Package</td>
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<td>Flood scheme</td>
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<td>North-South link road &amp; associated improvements</td>
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<td>Cross Airfield Link</td>
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<td>Transport</td>
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<td>Rail to Cribbs Causeway</td>
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<td>A36/A46 link</td>
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<td>New Rail Stations Package</td>
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<td>114</td>
<td>Transport</td>
<td>Mass movement by public transport</td>
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<td>Location Map Key/List of Schemes</td>
<td>115</td>
<td>Transport</td>
<td>Long Ashton Park &amp; Ride Extension</td>
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<td>116</td>
<td>Transport</td>
<td>Barrow Gurney Bypass</td>
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<td>117</td>
<td>Transport</td>
<td>Banwell Bypass</td>
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<td>118</td>
<td>Transport</td>
<td>Bristol Airport Link Road</td>
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<td>Transport</td>
<td>Second Avon Crossing</td>
</tr>
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<td>120</td>
<td>Transport</td>
<td>Whitchurch Bypass</td>
</tr>
<tr>
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<td>121</td>
<td>Transport</td>
<td>Temple Cloud/Clutton Bypass</td>
</tr>
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<td>122</td>
<td>Transport</td>
<td>Yate/Chipping Sodbury Package</td>
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<td>123</td>
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<td>South Glos Rural Package ( Thornbury)</td>
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<td>125</td>
<td>Transport</td>
<td>Nailsea &amp; Backwell Station accessible ramp to platform</td>
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<tr>
<td></td>
<td>126</td>
<td>Transport</td>
<td>Keynsham Station accessible ramp to platform</td>
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<td>127</td>
<td>Transport</td>
<td>Strategic Cycle Routes</td>
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<td>128</td>
<td>Transport</td>
<td>Congresbury Junction Improvement</td>
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<td>Transport</td>
<td>Weston-super-Mare Public Realm Improvements</td>
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<td>130</td>
<td>Transport</td>
<td>Orange Grove, Bath public transport &amp; public realm</td>
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<td>Transport</td>
<td>Radstock Town Centre Infrastructure</td>
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<td>Portway Park &amp; Ride Rail Platform</td>
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<td>Keynsham Utilities</td>
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<td>Bath City Riverside Enterprise Area</td>
<td>135</td>
<td>Transport</td>
<td>Post Bath Package expansion of Newbridge, Odd Down and Lansdown Park &amp; Ride sites</td>
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<tr>
<td>Other</td>
<td>—</td>
<td>Transport</td>
<td>Major Cycling Scheme</td>
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</table>
### APPENDIX 7 FULL BUSINESS CASE TEMPLATE

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>ASSESSMENT MEASURES &amp; LEVEL OF INFORMATION TO BE PROVIDED</th>
<th>REFERENCE BELOW INFORMATION PROVIDED FOR FULL BUSINESS CASE ASSESSMENT</th>
<th>LEP use Checklist Information Provided Adequate?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROJECT NAME:</strong></td>
<td>Details of Applicant/other partners involved (roles and contributions), economic appraisal</td>
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<td></td>
</tr>
<tr>
<td>1</td>
<td>Applicant/Delivery Organisation</td>
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<td></td>
</tr>
<tr>
<td>2</td>
<td>Description of the Project/Intervention in full</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Case for Change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Strategic Fit/Strategic Policy Context/Context within EDF</td>
<td>Project fit with EDF priorities (jobs &amp; business rate growth)</td>
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</tr>
<tr>
<td>5</td>
<td>Rationale for Public Sector Intervention</td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>Options Appraisal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Economic Appraisal (Economic justification for the project)</td>
<td>Forecast of the TOTAL costs &amp; benefits of the project over its asset life including basis and assumptions in any BCR appraisal. (If identified costs &amp; benefits cannot be quantified please provide narrative):</td>
<td></td>
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<tr>
<td>8</td>
<td>Use of Funding/Spend Profile</td>
<td>Clear explanation of the spend to be repaid via EDF/LGF/other, will pay for (specific costs), Forecast spend profile. Other funders.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Borrowing Requirements (incl for revenue services) &amp; Business Rate Retention Forecast</td>
<td>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.</td>
<td></td>
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<tr>
<td>10</td>
<td>Project Governance</td>
<td>How will the project be governed? How is the project to be delivered, by whom and identify key team members/organisation</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Cost Information</td>
<td>Breakdown of Whole Project Costs including Spend to date, Fees, Acquisition costs, enabling Works, Build, Fit Out, VAT, Contingency/Risk allowances. Where costs from – Q1/Q2/Q3/Q4?</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Programme</td>
<td>Timeline setting out in detail the programme for the whole project including all key milestones such as acquisitions, design work, procurement, enabling works, services diversions, build phase of works and clear delivery/PC date.</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Land Acquisition/Deals/legal agreements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Consents Required/Obtained for Delivery</td>
<td>Planning, EA/To, DCC/other</td>
<td></td>
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<tr>
<td>15</td>
<td>Engagement &amp; Consultation</td>
<td>Public Consultation &amp; engagement</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Risks, Constraints &amp; Dependencies</td>
<td>Copy of Risk Register for whole project or (minimum list of key risks identified and rated). Assignment of risk to owners/how being managed</td>
<td></td>
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<tr>
<td>17</td>
<td>State Aid</td>
<td>Is this an issue? Has this been checked? Confirm that state aid issues have been addressed &amp; whether a Yo aid position, or a compliant position has been established</td>
<td></td>
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<tr>
<td>18</td>
<td>Design/Specification Information</td>
<td>Identify Design team. Provide Scale Drawings (Architect, Engineer etc) project design relevant to current design stage reached. Provide Copies of all reports (feasibility studies, Ts EIA’s etc)</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Procurement</td>
<td>Procurement routes/strategies for all stages of project including design teams and Contract procurement Type of Contract to be used or envisaged to be used. Obj required? Phasing of works/delivery?</td>
<td></td>
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<tr>
<td>20</td>
<td>Divestments/Power Upgrades etc</td>
<td>Major services diversions or power upgrades to be identified</td>
<td></td>
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<tr>
<td>21</td>
<td>Considerations</td>
<td>Capex, Breeam, Green Travel etc. Identify any targets for project.</td>
<td></td>
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<tr>
<td>22</td>
<td>Evaluation</td>
<td>Provide proposal for Evaluation minimum – Yrs 1 and 6 after PC</td>
<td></td>
</tr>
</tbody>
</table>

**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 UAs 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.

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>ASSESSMENT MEASURES &amp; LEVEL OF INFORMATION TO BE PROVIDED</th>
<th>REFERENCE BELOW INFORMATION PROVIDED FOR FULL BUSINESS CASE ASSESSMENT</th>
<th>LEP use Checklist Information Provided Adequate?</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Land Acquisition/Deals/legal agreements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Consents Required/Obtained for Delivery</td>
<td>Planning, EA/To, DCC/other</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Engagement &amp; Consultation</td>
<td>Public Consultation &amp; engagement</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Risks, Constraints &amp; Dependencies</td>
<td>Copy of Risk Register for whole project or (minimum list of key risks identified and rated). Assignment of risk to owners/how being managed</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>State Aid</td>
<td>Is this an issue? Has this been checked? Confirm that state aid issues have been addressed &amp; whether a Yo aid position, or a compliant position has been established</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Design/Specification Information</td>
<td>Identify Design team. Provide Scale Drawings (Architect, Engineer etc) project design relevant to current design stage reached. Provide Copies of all reports (feasibility studies, Ts EIA’s etc)</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Procurement</td>
<td>Procurement routes/strategies for all stages of project including design teams and Contract procurement Type of Contract to be used or envisaged to be used. Obj required? Phasing of works/delivery?</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Divestments/Power Upgrades etc</td>
<td>Major services diversions or power upgrades to be identified</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Considerations</td>
<td>Capex, Breeam, Green Travel etc. Identify any targets for project.</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Evaluation</td>
<td>Provide proposal for Evaluation minimum – Yrs 1 and 6 after PC</td>
<td></td>
</tr>
</tbody>
</table>

- **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 their 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 the economic activity in any particular location
- **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 unforeseen risks should be able to delay or stop the project.
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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