

The LEP Network Response to the Industrial Strategy Green Paper Consultation

April 2017





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As the Government begins the complex process of leaving the European Union, business expects our economy to undergo huge changes. Some will occur directly because of the referendum result. These include new overseas trade arrangements, changes to rules governing immigration and the movement of labour, new regulatory frameworks and much of the funding system for innovation and research.

Other changes are the result of wider global drivers: automation and increased digital connectivity; concerns about the costs and perceptions of people left behind by growth; changing patterns of employment and earnings. In both scale and breadth, the changes now underway are arguably the most significant since the industrial revolution. All are occurring against the background of a sustained productivity challenge and significant variations in performance across the country.

As business leaders, our view is that all these changes offer potential opportunities as well as challenges. Helping business and people make the best of the period ahead needs an active and sustained effort by Government. We will help you, as you redefine your role in creating the conditions for businesses to start, grow and succeed. It is, therefore, timely that Government is proposing a new long term industrial strategy. We welcome that Government and local and national agencies are committing to doing better at joining up investment and policy on skills, infrastructure, innovation and financing. It is widely accepted that our economy is highly centralised, but still not widely accepted enough across Whitehall that the top down approach still taken by large parts of Government needs to change.

As partnerships of business, political, university and college leaders, Local Enterprise Partnerships (LEPs) are fully committed to helping make both the long-term interventions and immediate changes needed. LEPs are the only local organisations focused solely on growth and productivity. We bring together the right people and organisations in a 'place' to ensure that all pillars of the Strategy work together locally.

Our central aim and offer is clear, if not always easy to achieve: to ensure that all relevant local action and investment is used in a way that maximises the impact it has across the Government's strategy. We have not sought to comment on all aspects of the strategy or answer every consultation question. Our consultation response sets out how the 38 Local Enterprise Partnerships will work with Government using existing and additional resources to develop and implement a long term Industrial Strategy. We have included some case studies to illustrate the points in our response, and point you to the annex of 'LEP Factor' - showing one example from each LEP of where we are already delivering impact.

Supporting businesses to start and grow

For the economy to succeed we need the best possible conditions for businesses to flourish. This should involve action to support our globally significant sectors and established major firms, alongside making the UK the best place in the world to start and build a business. Improving rates of scale up and investment in long term growth is a national challenge that requires a combination of national policy and local action.

A LEP invested £8.3m in a funding escalator that provides non-traditional finance to high growth potential SMEs, so far creating 439 jobs and leveraging £15m of private equity.

We would like to work with Government to develop how this can best be achieved, including through the following actions:



Firstly, we should put in place more targeted peer-to-peer networks and credible brokerage support for SMEs locally, building on the success of Growth Hubs and reflecting how individuals use social media and informal connections for trusted advice. There should be a strong focus on innovation within SMEs and the leadership skills required, both in terms of improving how firms access new technological opportunities, and the ability and willingness to change processes and products to exploit new markets.

Collectively the Growth Hubs in England have engaged over 400,000 businesses, of which over 30,000 have received intensive support and advice - all with an average satisfaction rate of 93%

Government should resist any temptation to make significant changes to the business support system, given the feedback from all the places and businesses to avoid the disruption that has been experienced from the regular changes of the past.

Secondly, we have a lot of data on local business productivity and knowledge about performance and future trajectory within individual firms. There is a huge opportunity to combine this with national data and information, to equip peer-to-peer networks and advisors operating via our Growth Hubs with more active information, to help SMEs take the decisions they need to grow and improve productivity. Government and LEPs should work together with other organisations offering scale up and mentoring services to firms to develop cost effective ways of making better use of existing analytics and information.

Thirdly, we should also extend local financing and investment schemes, working with private sector equity investors, based on our detailed knowledge of existing businesses to make long term investment more readily available in those places where it is currently harder to access.

The proposed Productivity Commission must work closely with LEPs, and have a strong focus on SMEs and the provision of practical support to help entrepreneurs and businesses take the decisions needed to improve productivity within individual firms, including those only seeking modest long-term growth.

There are 48 Enterprise Zones in place across the country. The first 24 Zones that were established secured £2.7bn of private sector investment, attracted over 730 businesses and created 30,000 jobs.

LEPs will continue to work with government, local authorities, transport agencies and utility firms to identify and resolve the funding and infrastructure constraints that have the greatest impacts on local businesses' ability to grow.

Encouraging trade and investment

We know that increasing the number of firms exporting and the overall level of exports is a major priority for the UK economy, because of the potential positive impact on both productivity and overall business success. As is sustaining and improving the UK's relative success in securing foreign direct investment.

Not enough SMEs are aware of the potential for export and too few have access to the leadership and innovation skills needed to engage in new markets. LEPs can build on existing Growth Hub support and peer to peer networks to offer signposting in relation to trade opportunities.

Through forging a relationship with Chinese e-commerce giant Kaola.com, a LEP ensured businesses in the city region have access to a customer base of over 800m users.



The Government's commitment to joining up trade and investment promotion with local areas is welcome. Many places are in the process of building closer links with Department for International Trade staff locally. LEPs' detailed knowledge of the opportunities in our area, together with our relationships with local businesses and public sector partners, means we can respond quickly and flexibly to Foreign Direct Investment opportunities, targeting support to the needs of an investor, and ensuring that the investment brings the maximum wider impact to the local economy.

Selling the benefits and opportunities of the UK market for goods, services and investment has never been more important. LEPs can use our knowledge of local businesses and supply chains to help target both trade events and missions, and work with Government to identify those overseas firms who will potentially benefit from exposure to the UK market.

Our ability to work across sectors and across administrative boundaries should also be used to identify new opportunities for both trade and investment. Elsewhere in this response, we cover how LEPs involved in the Northern Powerhouse are looking in a new way across the range of energy, environmental and waste sectors, including identifying new opportunities for overseas collaboration and investment.

World leading sectors

Addressing the future needs of nationally important sectors in the round is the right thing to do. But it will be important to ensure that Sector Deals are forward looking and do not enshrine incumbency or existing large firms' views about the future direction of the sector. In many cases the innovations and approaches that will define the future of a sector will come from SMEs and disruptors in the supply chain that are not currently well known.

Past efforts to support specific sectors have also not recognised that every business that makes up a sector exists in a place, often located with supply chains that make up a local cluster. Both the large firms and supply chains that make up our major national sectors all exist in places, and are important parts of their local economy and communities. Previous policy has also often not considered how businesses across the value chain interact between different locations and clusters.

A new approach to Sector Deals must be both spatially focused and forward looking. LEPs must be involved in the development of any Sector Deals because we can make sure this happens. LEPs can bring our detailed knowledge of local businesses and the whole value chain to the table. This will help make sure that the contribution and needs of local clusters and supply chains, including SMEs, are recognised.

In many of our areas there are significant local clusters, often concentrated around research and development assets. These may not attract the attention of those interested in the biggest national sectors but are both crucial to the local economy and centres of significant innovation and value creation. We need to continue to invest and support in those clusters, particularly as opportunities to provide long term careers for local people, through the provision of the right kind of technical skills.

We recognise that the inclusion, for the first time, of the Creative Industries as a sector within the Government's industrial strategy, alongside other sectors in which governments have traditionally played an active role - this is a welcomed move by the Government. The Green Paper presents the Creative Industries with a vital opportunity, and it is incumbent on the LEPs to make the case powerfully for a Sector Deal. We are confident that the case is compelling.



LEPs are working together to lead a business partnerships in the Nuclear, Agri-Tech and Automotive industries, maximising links between different clusters and supply chain locations and creating new trade and investment opportunities by working at a national scale.

LEPs are working together collaboratively as groups, to actively invest in support for sectors and clusters that occur in more than area, often with supply chains that operate across different parts of the country. We will continue to work in this way, not constrained by organisational or administrative boundaries. We ask government to continue to build on these approaches.

Developing skills

Improving productivity and competitiveness in an age of increasing automation and technological advance means that the skills needed, by both people and businesses, will continue to change. We think that national policy on skills at all levels has long been dominated by a focus on supply side quality in schools and a confidence that, at higher levels, funding and provision should be guided by demand from students.

However, this places undue confidence in the ability of individuals, providers and business to understand and plan for the skills needs of the future. And it assumes that young people and learners can know more than is possible about a labour market that is changing rapidly.

A LEP worked with councils, businesses and local political leaders to create the first city-wide careers offer, including placing 150 businesses in schools to guide their approach to careers advice.

As a group of business led local partnerships, we are convinced that more needs to be done to help people of all ages understand the future requirements of the labour market, as well as encouraging more businesses to take a more active approach to developing the skills that they need. In our view, improving human capital utilisation is fundamentally dependent on, both improving leadership skills inside businesses, and increasing the availability of the right kinds of skills.

Solving this part of the productivity challenge requires a more active approach to helping businesses and people of all ages identify and get the skills they need for the future. This includes helping firms who are less interested in long-term growth recognise that this should not preclude investing in the skills needed to improve productivity and maintain their competitiveness.

A LEP led a joint venture with a local College to build a £2.5m Skills and Technology centre, providing state of the art workshops for engineering construction and aerospace to equip the future workforce with the skills they need.

The commitments in the Green Paper are a welcome step, in particular the focus on technical and STEM related skills. We can use our partnerships and local growth funding to help in several ways:

- Build relationships between local businesses and schools, to begin raising awareness of technical and STEM skills from as early as primary school. Government endorsement of these kinds of approaches would help increase interest from schools.
- Make capital investments in new provision, including technical institutes, working with universities, business, local authorities, and Enterprise Zones, to make sure that provision is located in the right places with the right links, that are hard wired in to local business and employment opportunities.



- Use the existing Growth Hubs and networks of Enterprise Advisors to encourage more local businesses to invest in future skills requirements and to build links with their future as well as existing labour force. This could include more active brokering of apprenticeships or placement links with new or existing colleges, schools and universities.

We also see the range of actions that are currently funded through the European Social Fund and related funding, are important in continuing to improve employability and reduce inactivity rates. As proposals for post-Brexit funding are developed, it will be important to preserve local revenue funding for these kinds of interventions. There is growing evidence that local approaches are more successful than nationally prescribed programmes. LEPs can help government as you consider what replaces the European Structural and Investment Funds.

Investing in science, research and innovation

We know improving levels of innovation and increasing the successful commercialisation of research are fundamental to driving growth and productivity.

The Government's commitment of further funding is welcome, and Local Growth Fund allocations provide further opportunities to work alongside universities to invest in local clusters and supply chains, increase late stage commercial research and experimental development.

Driving the development of a Space Technology focused Enterprise Zone, the LEP built a centre of excellence in space technology testing that now hosts world leaders in space propulsion technology and associated supply chain firms.

We agree with the eight themes suggested as potential challenge areas for the Industrial Strategy Challenge fund, whilst also suggesting that Health and Social Care could be another. To maximise the impact on late stage innovation, the Strategy Challenge fund should enable bids from universities, businesses and LEPs/local authorities to invest in innovation strengths and opportunities locally.

The new UK Research and Innovation should have a formal objective to take 'place' and its impact on 'place' and local variations in productivity into account. Greater flexibilities are needed than exist in the current system, including the ability to fund smaller chance projects than currently is possible.

The creation of the National Transport Design Centre was driven by the LEP, establishing a centre of design excellence in innovation and research that will drive significant growth in the High Value manufacturing sector.

Our experience is that increasingly micro and growing smaller businesses may miss out on opportunities to both commercialise ideas and innovations that they have and to benefit from innovations and new techniques developed elsewhere. Alongside the proposals in the Green Paper to benefit medium and small businesses, action to open up innovation and challenge funding to smaller projects would help address this.

This could be done through local or national funding streams, whilst using local networks to raise awareness amongst the smallest businesses about what is available. And we should build on existing Growth Hubs and advisor networks to strengthen signposting to new innovations and techniques.



Upgrading infrastructure

As the Green Paper sets out, the UK needs a significant upgrade to its infrastructure. Planning and investment for that infrastructure also needs to be more closely integrated with wider planning for economic growth, housing and industry. Local Strategic Economic Plans provide a good basis for prioritising infrastructure investment so that it has the maximum impact on both quality of life and growth and productivity.

Through working closely with an energy firm, a LEP was instrumental in enabling the business to engage with a wide range of regulators across different geographies, securing a 4.5km subsea pipeline and bringing jobs and investment into the wider area.

By getting the right people round the table, including Government Departments, we can help put in place long-term plans for the biggest sites - making certain the investment needed in utilities, transport and digital connectivity is delivered. Ensuring that major development and infrastructure investment opportunities happen in a timely way, and maximise their impact on the local economy, is a particularly important contribution that we can make.

LEPs know where the opportunities are for significant investment and further private sector involvement and investment in infrastructure development. This is particularly the case where large mixed use sites are involved, or new transport and ticketing schemes are being developed.

A LEP worked to redevelop the part of their city that will be transformed by HS2, helping to create 36,000 jobs, 4,000 new homes and add £1.4bn to the local economy.

Investment markets need to see a clear link to a local strategy and vision for growth and be confident in the long-term deliverability and returns. But not all places have the capacity and skills to engage effectively with large scale investors and maximise the opportunities. As business-led organisations with a clear focus on growth we can, and will, work with local authorities, universities and others to help build local proposals and secure investment.

Institutions and driving growth across the whole country

We are not formal institutions, but partnerships able to adapt and evolve in flexible ways to meet the needs of different places and local businesses. LEPs are the only organisations that have a sole focus on local growth, with all these partners involved. We know our local businesses and economies and we will combine this with our ability to get the right people and organisations together to make sure that all pillars of the Industrial Strategy are working together locally.

We work across geographic boundaries, for example on sectors and maximising the impact of major infrastructure investment. We also work across sectoral boundaries, identifying new economic opportunities and applying all the different elements of an industrial strategy to maximise the benefits.

LEPs are working together on the opportunities spanning the energy, waste and environmental technology sectors across the north of England.



We could expand our partnerships with some additional resource, to work with even more local organisations and partners. Our Growth Hubs and existing peer-to-peer networks are working well, and could be scaled quickly to implement many of the ideas in this response, providing a good return if further resource was available.

Two LEPs worked to lead the rapid establishment of an Enterprise Zone to provide a site that enabled Jaguar Land Rover to commit investment and then worked with a crucial automotive supply chain firm to support their decision to continue local and UK production.

As business leaders, we are only interested in what LEPs can achieve that will help make our economies more successful, with no desire to build large institutions with complex bureaucracy. That is why we operate very different models across the country. We have worked hard to ensure that all our decisions and investments are fully transparent, and that we share good practice and learning about what works. We are committed to meeting all expectations on public bodies and operating as cost effectively as possible.

To meet the challenges and opportunities ahead we need business, education providers, universities and political leaders to work together to set clear plans and prioritise investment and action. LEPs bring together the local leaders from all those organisations to combine their efforts. We take a pragmatic and practical approach and can work quickly to provide solutions to specific supply chain pressures or investment opportunities.

We welcome the opportunity to engage with Government to develop the Industrial Strategy and to maximising our contribution to ensuring that our businesses and economy successfully meet the opportunities and challenges ahead.

Submitted by the LEP Network, on behalf of the 38 LEPs in England
13th April 2017



Developing and Implementing a New Industrial Strategy

Summary of Local Enterprise Partnerships' offer to Government:

- To continue to bring local political, business, university and college leaders round the table to set strategic plans that make a reality of all pillars of the Industrial Strategy locally.
- Co-ordinate and influence local public and private investment, using £12bn of Local Growth Funding, and influencing other funding streams so that individual investments act across as many of the pillars as possible.
- Increasing targeted peer-to-peer networks and credible brokerage support for SMEs locally, encouraging higher levels of innovation and stronger leadership within SMEs.
- Build on existing Growth Hubs to offer signposting to wider kinds of support, including in relation to trade opportunities for example where many places are building closer links with Department for International Trade staff locally.
- Using our data and information about business and local economies to help the development of any sector deals. If we are involved we can ensure the contribution and needs of local clusters and supply chains, including SMEs, are met.
- Extend local financing and investment schemes, working with private sector equity investors, based on our detailed knowledge of existing and new businesses
- Building relationships between local businesses and schools, to begin raising awareness of technical and STEM skills from as early as primary school. Government endorsement of these kinds of approaches would help increase interest from schools.
- Make capital investments in new skills provision, including technical institutes, whilst working with universities, businesses, enterprise zones and local authorities to make sure that they are in the right locations, with the right links hard wired in to local business and employment opportunities.
- Use Growth Hubs and networks of Enterprise Advisors to encourage more local businesses to invest in future skills requirements and to build links with their future as well as existing labour force. This could include more active brokering of apprenticeships or placement links with new or existing colleges, schools and universities.
- Work with Government to ensure that investment in research and innovation, particularly late stage research and commercialisation, is effectively targeted, through enabling joint bids from businesses, councils and universities and targeting smaller projects than is currently possible.
- Working with Government agencies and local partners to ensure that major infrastructure investment is both organised and delivered effectively and has the maximum impact on the local as well as national economy, including impact on local jobs and skills.

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High Value Manufacturing City (HVM). The LEP led this development aimed at driving world-class design, manufacturing and engineering opportunities for the Black Country. HVM City will add over £1bn to the economy and create over 25,000 jobs.



Space Technology – Westcott Venture Park EZ.

Buckinghamshire

Thames Valley LOCAL ENTERPRISE PARTNERSHIP
THE ENTREPRENEURIAL HEART OF BRITAIN

This LEP-driven development has made Bucks a centre of excellence in space technology testing. The site now hosts world leaders in space propulsion technologies, including the latest from the UK Space Agency of £4m.

Omega Business Development. The LEP helped drive development of the Omega business site in Warrington, when it had stalled. Negotiation and a £3m loan helped generate 2,800 jobs. In total, nearly £210m was generated in private sector investment.



Housing and Regeneration Taskforce. The LEP led a business group to resolve the biggest constraints to growth and productivity in their region: the availability and affordability of housing and business space. This helped increase private investment in housing development.



Better Business for All. The LEP identified business regulation as a barrier to growth. It worked with local businesses and regulators to improve how services are delivered. The number of start-up food businesses seeking help has now risen by a massive 75%.



National Transport Design Centre. The LEP played a pivotal role in creating the National Transport Design Centre, a state-of-the-art international centre of design excellence for innovation and research. It will develop business growth in the UK High-Value Manufacturing sector.



Advanced Manufacturing Centres.

The LEP led an investment of £2.43m in a new advanced manufacturing centre to resolve the significant skills gaps in the region. The advanced manufacturing centres are the first of their kind in Cumbria.



BioCity Nottingham Life Sciences. The £30m BioCity Nottingham extension, opening Spring 2017, will create 50,000 sq ft for life sciences sector expansion. D2N2's £6.5m Local Growth Fund was "essential" to the project happening, says BioCity Director Toby Reid.



Orthopaedic Research Institute. The LEP worked with Bournemouth University to establish the Orthopaedic Research Institute. It attracts significant research grant funding. The ORI aims to generate up to £100m of investment into Dorset alongside 500 new jobs.



Innovation South. The LEP led a mapping out of local areas of outstanding commercial strength. This established world-leading capabilities and underpinned the LEP's investment in the 5G Innovation Centre at University of Surrey.



Berkeley Science & Technology Park. The LEP led a redevelopment of the Berkeley site as a learning campus and business incubator space. It invested £12m and leveraged private investments, including a University Technical College and nine new or growing businesses.



Curzon Investment Plan.

The LEP worked to redevelop the part of Birmingham that will be transformed by HS2. It will help create 36,000 jobs, 4,000 new homes, and add £1.4bn to the local economy.



Eastern Agri-Tech Growth Initiative. The LEP drove this initiative to focus on SMEs to help them grow and develop. One agri-chemical firm (Safapac) built a new manufacturing facility and increased their output from 80,000 litres to 2m litres in 2016.



Boole Technology Centre. The LEP led the creation of the Boole Technology Centre at the Lincoln Science and Innovation Park. It sits at the core of the science park's mission to enhance the Greater Lincolnshire economy by stimulating further business growth and innovation.



Science and Innovation Audit. GMLEP led the Science and Innovation Audit which identified the region's core strengths in health innovation and advanced materials, along with its fast growth opportunities which focused on the future potential of digital, energy, and industrial biotechnology.



Nuclear South West Partnership. The LEP is leading a cross-LEP and business partnership to maximise the development of Hinkley Point C and generate £55bn of nuclear opportunities for the area over the next decade.



Airbus STEM Education Centre. The LEP utilised the research expertise of Airbus Defence & Space, and North Hertfordshire College's educational capabilities to establish the Airbus STEM Education Centre, opened by British astronaut Tim Peake.



Tetney Pipeline.

The LEP was influential in enabling energy firm Phillips 66 to engage numerous regulatory agencies across geographical borders. The result is the 4.5km sub-sea pipeline into Tetney, bringing jobs and investment to the region.



Growth Initiatives. The LEP worked with business and local authority partners to establish a single economic strategy, underpinned by a £1bn growth programme, which will deliver over 10,000 new jobs by 2020.



KAOLA – Giving SMEs access to 800m Chinese customers. The LEP spent years building trade and investment relationships with China. Eventually forging a relationship with Chinese e-commerce giant, Kaola.com that gives businesses in the Leeds region access to a customer base of over 800m users.



Donington Park Project. The LEP played a crucial part in securing a new FIA Formula E World Championship Series global HQ at Donington Park in Leicestershire. The deal hinged on securing funding in a very short timescale, adding investment and prosperity to the area.



LCR4.0. Liverpool City Region LEP spent over 6 months collaborating with universities and organisations to analyse and assess the region's advanced manufacturing capability to enable mass local adoption of the 4th Industrial Revolution in the UK.



London Ambitions and the London Enterprise Adviser Programme. London's LEP worked closely with businesses, Mayorality and councils to create the first pan-London Careers Offer, "London Ambitions" including England's most successful Enterprise Adviser scheme, placing 150 businesses in schools to guide their careers strategies.



Great Eastern Mainline Taskforce. The LEP led the Great Eastern Mainline Taskforce to improve the region's rail network. The taskforce secured investment of £1.4bn which will deliver new trains on every route – the biggest fleet replacement since privatisation



Good Career Guidance Benchmarks. The LEP developed career 'benchmark pilots', to transform careers guidance in schools. Working with schools, the Careers and Enterprise Company and the DfE, the pilots are a catalyst for a step change for future generations.



Centre for Applied Superconductivity. The LEP led the development of investment plans and strategies to develop shared ambition, shared narrative and shared priorities, demonstrating the LEP's role in enabling multiple partners to create the conditions and collective ambition to drive growth.



McLaren Automotive. The LEP spent 18 months negotiating with local partners to secure McLaren's £50m investment in the region. Exploiting local expertise, the investment will deliver over 200 jobs for the area and increase wider FDI.



Centre of Excellence for Composites, Advanced Manufacturing and Marine (CECamm).



The LEP-funded £10.9m industry-led skills centre will develop specialised skills for 600 students annually on the Isle of Wight. CECamm will further cultivate the island's world-leading composite, advanced manufacturing and marine sectors, and support the economy of the Island.



Housing and Finance Institute (HFi). The LEP worked collaboratively with partners to accelerate housing delivery. They are the first LEP nationally to be awarded 'Housing Business Ready' status by the HFi. With 10,600 completed homes in 2015/16, an increase of 33%.

South East

Local Enterprise Partnership



Bedfordshire Skills and Technology Centre.

SEMLEP

South East Midlands
Local Enterprise Partnership

The LEP led a joint venture with Central Bedfordshire College to spearhead a £2.5m Skills and Technology Centre. It will house state-of-the-art workshops for the engineering, construction, and aerospace industries to equip the workforce of the future.

Jobs and Growth Fund – (Orbital Ltd).

Stoke-on-Trent & Staffordshire
Enterprise Partnership

The LEP is leading work with local government and business partners to identify growth opportunities across the region. Firms are now able to offer new capabilities, and strengthen their position in global export markets.

Higher Futures Programme. The LEP initiated a skills programme to secure enough highly skilled people to meet the future needs of local businesses. The result is The Higher Futures Programme, with 53 local employers already committed to the LEP's approach.



Tees Valley Business Compass. The Business Compass is the growth hub for the area that's invested over £32m using ERDF, BEIS and devolved funding. It's helping drive forward economic growth and is recognised as having one of the strongest public-private partnerships in the country.



Funding Escalator. The LEP was the first to invest Growing Places Funds (now £8.3m) into a Funding Escalator. This award-winning fund offers non-traditional finance to high-growth-potential SMEs and has so far created 439 jobs and leveraged £15m of private equity.



Advanced Manufacturing Training Hubs. The LEP worked with the business community to develop a project to encourage employers to lead the training of their workforce. Three new advanced manufacturing hubs will be created with over 2,500 apprenticeships.



Business Skills Survey. The LEP identified key trends in skills gaps and future needs of business. FE and HE colleges now use this as a benchmark to identify what the sectors need to achieve and their future skills requirements.



Worcestershire Engineering Centre of Excellence.



The LEP laid the foundations for a specialist engineering training facility. Hailed as "a great example of building on local strengths" by the Small Business Minister, it will train 200 local apprentices over the next 4 years.

York Potash Mine. It was a case of joining up the dots that helped the LEP develop the largest private sector investment in the North. The LEP led the economic consultation, influencing a complicated planning application that made the real difference.

