

Minutes of Leader Decision Making Session held on 6 September 2010

Present: Councillor Alan Farnell (Decision maker)

Officers: David Hill, Economic Strategy Advisor
Janet Purcell, Executive and Member Support Manager

1. General

(1) Members Declarations of Personal and Prejudicial Interests

(2)

Councillor Alan Farnell declared an interest in item 3 as the Council's representative on CSWP Ltd.

(2) Minutes of the meeting held on 30 July 2010

Resolved

That the minutes of the meeting held on 30 July 2010 be agreed as a correct record.

2. Response to Regional Growth Fund Consultation

Councillor Alan Farnell, Leader of the Council, considered a report of the Strategic Director of Environment and Economy that set out a proposed response to the Government consultation on the design, use and allocation of the new £1bn Regional Growth Fund. It was noted that the proposed response is supportive of the Regional Growth Fund but recommends that it operates on an indicative grant basis, awarded to LEPs based on a coherent package of activities, and that local areas should have the freedom to develop and bring forward activities that best meet the needs and opportunities of the particular local areas.

Resolved

That the Warwickshire County Council response to the Regional Growth Fund consultation document be approved as set out in Appendix A to these minutes.

3. Proposal for a Coventry & Warwickshire Local Enterprise Partnership

Councillor Alan Farnell considered a report of the Strategic Director of Environment and Economy that set out a proposal for a Coventry and Warwickshire Local Enterprise Partnership. Councillor Farnell advised that the CSWP had approved the proposal at their meeting the previous week. Councillor Farnell agreed that the proposal should be agreed (as amended and appended to these minutes).

Resolved

That the proposal for a Coventry and Warwickshire Local Enterprise Partnership be approved as set out in Appendix B to these minutes.

4. Any other items of business

None

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Leader

The meeting rose at 10.05 am

Minutes of the Leader Decision Making Session - 6 September 2010 – Appendix A

Response to Regional Growth Fund Consultation

Warwickshire County Council response to Regional Growth Fund Consultation

Q1: Are there benefits to be had from allocating different elements of the fund in different ways?

No. We believe that there would actually be dis-benefits in allocating the funding at source in different ways as it would complicate the programme, add additional bureaucracy, and set artificial constraints on the use of the funding at the local area.

We believe that the best and most efficient way to allocate the funding would be on an indicative grant basis to Local Enterprise Partnerships, based on some form on transparent funding formula. It would then be up to the individual local partnership to identify different elements or uses for the fund at the local level. This would help ensure that the fund was sufficiently flexible to meet the different economic issues and challenges around the country, would strengthen the emerging plans for LEPs around the country, and enable the better alignment and leverage of other funding streams in the local area to maximise investment and impact.

The funding allocation should be indicative, and areas should be required to submit a clear package of proposals that will be undertaken, and the outcomes and impacts that this will deliver. We do not believe that a simple block allocation of funding would be appropriate – experience from other programmes that have done this (for example, Neighbourhood Renewal Funding) have shown that this can lead to additional bureaucracy (e.g. the need to establish programme management arrangements); delay through local debates, discussions and lobbying; and a collection of small and diffuse projects that have limited overall impact. The Fund is currently only for two years, so unnecessary delays to making real progress on the ground with businesses should be avoided where possible. The need for a focussed package of activity based around clearly defined outcomes (see response to Question 2 below) would help overcome these issues. The package proposal from LEPs should be able to incorporate a mix of revenue and capital elements as appropriate to the local area.

To ensure that Local Enterprise Partnerships are effective and provide strategic oversight across a functional economic area, we strongly believe that all bids for Regional Growth Funding should come via these Partnerships. This will provide an early test for the LEPs' strength and clarity of vision, leadership and support. The proposals developed by the LEPs should obviously be done in an inclusive manner, ensuring the views and ideas of the private sector, community & voluntary sector and the public sector are sought and taken into account.

The preference for a grant-based approach to LEPs clearly raises another question – what formula should be used to determine levels of funding for each LEP area? This is a significant issue, and would be worthy of a consultation in its own right. However, to ensure simplicity, we would recommend a standard resident or business population calculation, possibly with some additional weighting based around the dependence of LEP areas to public sector employment. We do not think that funding allocations based around, or weighted by, indices of deprivation or below average GVA per head figures would be appropriate as this might skew resources to economic areas that have historically under-performed. We need to ensure that the private economy is supported to grow, and this growth may well be stronger in better performing areas. It is of course crucial that those living in under-performing areas are able to access and benefit from this growth – and this should be a key outcome for proposals – but the funding should not

be artificially geographically restricted which may limit the opportunities for sustainable private sector growth.

Q2: What type of activities, that promote the objectives outlined, should the fund support and how should the fund be best designed to facilitate this?

We believe that different areas will want to, and need to, support different activities depending on their particular local economic issues, challenges and opportunities. We would therefore not want to see the Regional Growth Fund to be overly prescriptive as to what can and cannot be funded. Instead, we would favour a clear set of expected outcomes/impacts that the Government wishes to “buy” through the Fund, providing clarity and guidance on what local areas should be focussing on. We would envisage that these outcomes might include:-

- Growth in number of private sector jobs
- Growth in number of private sector businesses (including social enterprises)
- Growth in “green economy” jobs (although definition would be required as to what this includes)
- Growth in “green economy” businesses (again, definition needed)
- Increase in economic output (GVA)
- Increased productivity
- Increased levels of exporting activity

As a principle, we believe that the Regional Growth Fund should be focussed on stimulating and supporting the growth of the private sector economy, rather than addressing the problems arising out of a lack of growth. In other words, we feel that activities focussed around supporting business growth (e.g. start-up activity, stimulating innovation, increasing exports, growing key sectors, unlocking barriers to growth) should be the primary focus of this scheme.

Q3: Do you think that these are the right criteria for assessing bids to the Regional Growth Fund?

We generally agree with the criteria set out in the consultation document. We particularly support the focus on stimulating private sector growth (and a preference for longer-term impacts); the need to fit with the economic priorities of the area (and therefore the importance of Local Enterprise Partnerships in the process); the need for “transformational projects” (although recognising that in many cases a clear, strategic and coherent package of smaller projects can collectively deliver such transformational change); and addressing identified market failure.

Whilst we support the principle of ensuring private sector financial support/leverage, the difficulties of doing this should not be under-estimated. We would therefore recommend that there is not any strict % intervention rate (unless dictated by State Aid rules) for private sector input, and that this leverage can be in the form of “in-kind” contributions. We would also like the concept of private sector leverage to include future, indirect private sector investment that results in the longer-term as a clear consequence of supported interventions.

Again, we support the concept of “green economic growth”, but feel that this criteria needs to be better defined. For instance, what can be regarded as “green economic growth”, do all interventions have to meet certain standards, etc.

Q4: Do you think we should operate a two-stage bidding process?

Whilst we broadly agree with the concept of a two-stage bid (as long as the first stage is genuinely an initial overview of proposals to gauge whether they are fit for purpose/have potential), we do not think that it would be appropriate for this initial round of the Regional

Growth Fund. Given the timescales for submission (end of December), a two-stage process might cause unnecessary delays and distractions. Based on our recommended approach of a strategic package of proposals from Local Enterprise Partnerships, we do not believe that an outline stage would offer significant added value.

However, if the Regional Growth Fund were to become a longer-term means of funding activity that promotes growth, we can see the benefit of a two-stage process in the future.

Q5: Should the Regional Growth Fund become a long-term means of funding activity that promotes growth?

We would support the concept of the Regional Growth Fund becoming a long-term means of funding activity if it:-

- Combined various different funding streams into, to avoid the need multiple applications and piecing together a financial package
- Was long-term in its allocation of funding (i.e. gave commitments of funding for, say, a 5 year period)
- That funding was allocated to LEP areas on grant basis using a transparent formula; and
- It is based on the concept of Strategic Packages of Activities, where local areas develop a coherent plan of interventions over the time period (say five years) and are then given freedom to bring individual projects forward as necessary and appropriate

Coventry and Warwickshire Local Enterprise Partnership



Rt Hon Dr V Cable MP
Rt Hon Mr E Pickles MP

Dear Secretaries of State,

Re: A Proposition for a Coventry and Warwickshire Local Enterprise Partnership

Business and Civic leaders in Coventry & Warwickshire wish to submit this outline proposal for the formation of a Local Enterprise Partnership across Coventry and Warwickshire.

The Coventry and Warwickshire Local Enterprise Partnership (CW LEP) will build on its' strong foundations to deliver a step change in how the private sector and public sector 'work together' to transform and grow the locality for the benefit of local enterprise and residents.

Our vision as partners is simple but ambitious:

To make our area (Coventry and Warwickshire) a World Class economy in which to do business; a place to: lead a great life, excel at learning, visit and return to - all supported by exceptional private, public and voluntary services.

Any area can claim its aspiration is to be World Class; but our area already has the foundations in place; we have some of the greatest world class, but quintessentially British, brands:

- Jaguar (stylish and dynamic cars known around the world and leaders in low carbon vehicles)
- Our universities: University of Warwick and Coventry University
- Shakespeare and Stratford Upon Avon; Warwick Castle (most photographed Castle in the world); Coventry Cathedral (international icon for peace and reconciliation)
- Rugby (the worldwide sport originated here)

In addition our robust local economy comprises some of the world's most thriving business sectors with some of the most successful UK companies headquartered here:

- Severn Trent
- National Grid
- Lloyds Pharmacy
- Codemasters
- Peugeot
- eon
- Holland & Barrett
- NFU Mutual

Coventry and Warwickshire has a strong and diverse business base with a history of creating wealth for the UK through innovation, design and invention; combined with the technical skills to deliver new products and services to market. Our local automotive and precision engineering heritage coupled with excellence in vehicle design is being applied to new low carbon vehicles; and our history in power production is being taken forward by Rugby's new Power Academy.

The locality's leading Information Technology base has supported the creation of the Serious Games Institute at Coventry University and the Digital Lab at the University of Warwick. These assets will keep us at the forefront of these evolving technologies, resulting in commercialisation of cutting edge research to deliver a dynamic and resilient economy.

Where many others have talked about partnership working, we have a track record of doing it and delivering results; we now need and want to do more. We are not just accepting your invitation to set out our proposition; this has whetted our appetite because we can see that this will be a great opportunity to make our ambition real. Give us the tools and we will deliver!

In support of our vision, our proposition to you as Secretaries of State covers:

- **Outline Proposition**
- **Economic & Geographic Context**
- **Activities**
- **Resourcing Opportunities**
- How we'd like to do it – with your help – **Flexibilities Needed from Government**
- **Intended Governance arrangements**
- **Track record**

Before we set out our proposition, let's talk about values - how we see the world and how we act together. As local business (including social enterprises, cooperatives and mutuals) and civic leaders we share a common understanding that the political and economic landscape has changed dramatically and that, ultimately, we determine our own success or failure.

We know that the world has got tougher; we know that unless we work together our ambition will remain unfulfilled. We know that more of the same is not enough and we will have to think and work differently. We will therefore:

- assume local responsibility and accountability for creating and driving a 'demand-led' enterprise economy
- seek the devolution of national public services and budgets
- redesign and re-configure them with local complementary services, and then deliver exceptional services
- encourage and empower individuals to take responsibility and shape their own futures

CW LEP will be forged by strong and visionary leadership from the private sector representing true and effective business engagement alongside Coventry City and the councils in Warwickshire.

Whilst much has been achieved in progressing our aspirations of modernising and diversifying our economy, we have more to do to further our ambitions. Consequently, we will immediately focus on ensuring greater future resilience. Our key priorities will be:-

- Removing barriers and facilitating the **growth** of our business base.

- Stimulating new and sustainable **jobs** and ensuring our residents are fully equipped with the skills and attitudes to exploit these opportunities.
- Strengthening and supporting **innovation**.
- Securing **economic diversity** by making the sub-national economy more balanced and resilient.

To achieve these priorities we will, within twelve months, take control of our destiny by:

- Establishing a Business Leaders Council, led by Coventry and Warwickshire Chamber of Commerce and the Federation of Small Businesses, working with other business representative groups, providing a strong backbone of private sector engagement to our LEP.
- Establishing a private sector led 'Innovation Council', alongside the two excellent local Universities (University of Warwick, Coventry University) to exploit the practical application of our significant innovation assets.
- Identifying and understanding specific barriers to growth for enterprise.
- Developing a compelling inward investment offer with effective "after care" to ensure we maximise the impact of these investments.
- Stimulating and supporting the ongoing creation of new business starts, including social enterprises and new models for public sector delivery.
- Helping to grow the existing business base, with a particular focus on improving export performance.
- Further developing and nurturing an entrepreneurial, 'be inventive' economy.
- Creating and delivering consensus around a small number of large scale transformational priority projects.
- Developing a clear statement of skills priorities.
- Developing and implementing a tourism strategy with local focus and a much strengthened sub-regional approach that will elevate this key economic sector and ensure the maximum economic impact of world-class assets.
- Focusing the support around the identified sub-national specialist and aspirational 'growth sectors' – as identified in recent research (http://www.cswp.org.uk/upload/CSW_Sectoral_Growth_Analysis_FINAL_Aug2010.pdf)
- Working with national Government in their thinking and policy around innovation, business support, international trade & inward investment to ensure local delivery of services which meet local needs and demand.

By creating the conditions for growth, there will be a compelling offer for businesses to want to locate, and individuals to reside, study and work here.

Our LEP will immediately be a strong and influential body which compels (as a statutory consultee) those with statutory powers (around housing, planning, and transport) to understand the needs of business when making decisions which affect enterprise.

We recognise there will be merit in Local Enterprise Partnerships "coming together" - working on issues that transcend LEP boundaries and in matters of shared importance, not least in areas such as infrastructure and transport.

A Shadow Board will be established by 1st October 2010 with a fully functioning CW LEP Board by 1st April 2011.

Please find attached a short document further outlining the Coventry and Warwickshire Local Enterprise Partnership proposition. The partners intend to

move forward on the basis of this proposal, but will of course welcome positive support from HM Government in the areas outlined in section 5.

Yours sincerely,



Professor Madeleine Atkins
Vice Chancellor, Coventry
University



Professor Nigel Thrift
Vice Chancellor, University of
Warwick



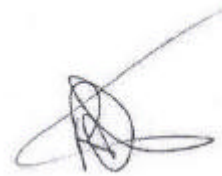
Councillor John Mutton
Leader, Coventry City Council



Councillor Alan Farnell
Leader, Warwickshire County
Council



Louise Bennett OBE
Chief Executive, Coventry and
Warwickshire Chamber of
Commerce



Bruce Undy
Federation of Small Businesses



Dr Brian Woods-Scawen
Chairman, CSWP Ltd

Coventry and Warwickshire Local Enterprise Partnership



1 OUTLINE PROPOSITION

- 1.1 The Coventry and Warwickshire Local Enterprise Partnership (CW LEP) proposition provides a unique opportunity for local business and civic leaders to develop strong local leadership and to assume local responsibility and accountability for creating and driving a 'demand-led' enterprise economy.
- 1.2 This is fully in-line with the 'Big Society', where people and communities take responsibility for their own futures and determine what is best for them.

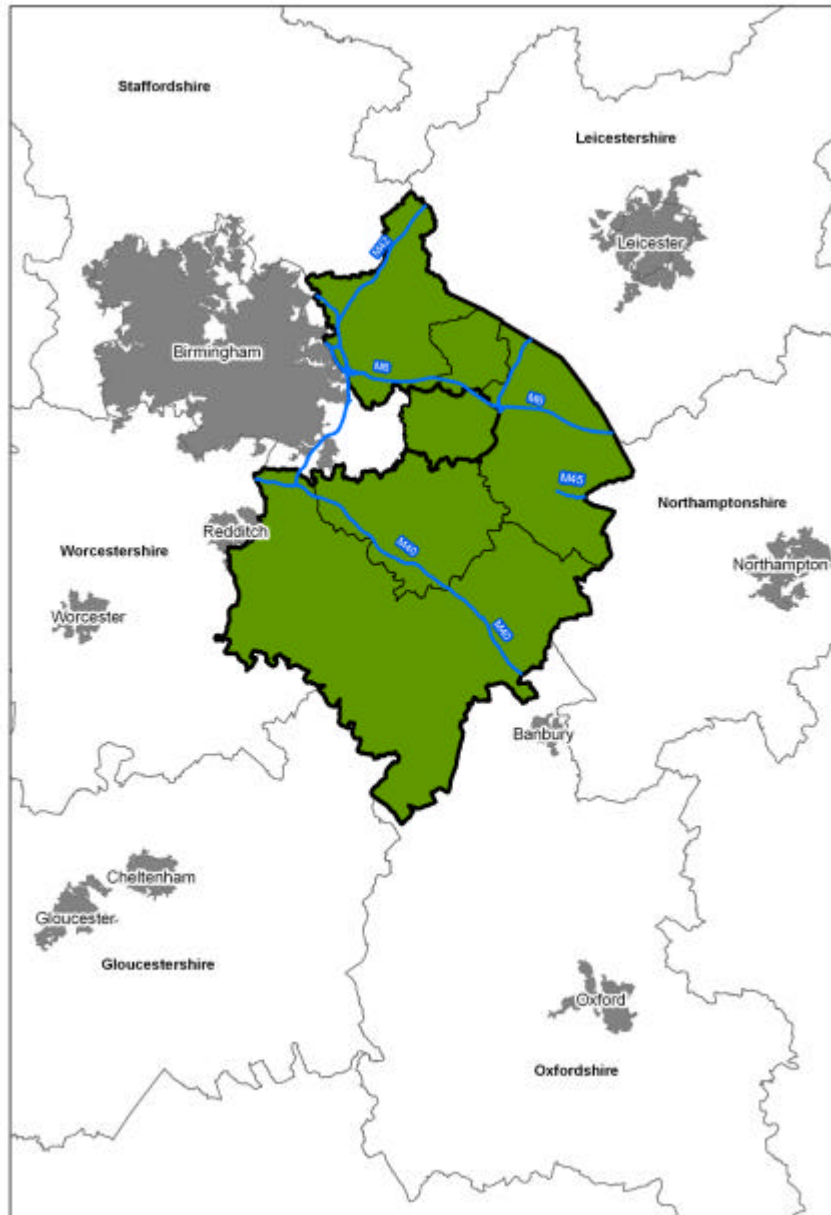
The CW LEP:

- Will develop a strong and robust partnership with the ability – and focus - to create the conditions for businesses to grow and prosper and to deal with actual or potential barriers to growth. Thereby, improving the performance of the locality in terms of competitiveness, wealth creation and jobs.
- Recognises that the economy, although already relatively strong, can do better and be more resilient and more sustainable given the right package of leadership, authority and public/private sector investment.
- Will have the flexibility and vision to work co-operatively and collaboratively with neighbouring LEPs on issues and strategies that are relevant. Conversations are already occurring between business organisations and local authorities beyond Coventry and Warwickshire such as the wider Midlands including Leicestershire, Northamptonshire, Worcestershire, Oxfordshire, Birmingham and Solihull. The CW LEP acknowledges that the private sector does not recognise 'administrative boundaries' and it is committed to the concept of porous boundaries working with other LEPs and national agencies in a commonsense way relative to the bigger issues that need to be faced collectively.
- Will actively develop local priorities and cross boundary working and work in a way that is business focused, making the best use of the resources available and avoiding duplication of effort.

- 1.3 The public and private sector partners have built on their longstanding history of joint working to develop this proposition.
- 1.4 Led by Coventry and Warwickshire Chamber of Commerce, there has been early and direct engagement with the private sector regarding the creation, economic geography, role and governance of a Local Enterprise Partnership. This important support and engagement will sit behind the high level leadership on the CW LEP. The Chamber, working alongside the Federation of Small Business and other representative organisations, and directly with businesses, will develop a wider Business Leaders Council. This Council will afford much wider private sector engagement from businesses of all sizes, all sectors and of a good geographical spread and provide some democratic legitimacy to the 'business leaders' who join the Board.
- 1.5 Coventry and Warwickshire have a long track record of working in partnership with Solihull and this will continue. However for the purposes of this LEP proposal, Solihull will not be a formal partner. Analysis of functioning economic geography shows that Solihull has stronger connections in terms of commuting flows, housing markets, retail and leisure activities with the wider Birmingham conurbation and this is understood and accepted. The CSW Leaders Board (comprising the political leaders of all 8 local authorities in Coventry, Solihull and Warwickshire that was set up in 2009 to drive efficient co-operative service delivery across authorities) will nominate 'Civic Leaders' to the CW LEP Board.
- 1.6 **The CW LEP will establish its' Shadow Board by 1st October 2010 and have a fully functioning CW LEP Board by 1st April 2011.**
- 1.7 **ECONOMIC and GEOGRAPHIC CONTEXT OF THE CW LEP**
- 2.1 The Coventry & Warwickshire sub-region forms a strong functional economic area, with a high degree of self-containment in terms of commuting, housing market areas and retail & leisure activity; and has close, common and complementary economic similarities across its geography. It contains one of the 12 largest cities in Britain. The strong economic geography is supported by a detailed research paper that has been developed on the functional economic geography of the locality, as part of work being undertaken for a local economic assessment: http://www.cswp.org.uk/upload/Functional_Economic_Geography_Paper_FINAL.pdf
- 2.2 The Coventry & Warwickshire sub-region has a relatively prosperous economy. Economic output (Gross Value Added) has grown on average by 5.25% p.a. (1998-2007), compared to 5.59% for England and the West Midlands average of just 4.57%. Some parts of the sub-region have seen above national average growth. Employment rates remain relatively high, skill levels of the resident population are above average on most counts and we have a strong record in business start-up activity. There are good concentrations of knowledge intensive services and growth sectors.
- 2.3 The Coventry and Warwickshire area is a unique economic area. Historically based on mining and manufacturing industries, the area developed a strong reputation for automotive design, engineering and production. While elements of this still remain, economic restructuring has meant that this sector has declined in size and importance. The high quality of life and proximity to the wider South East has led to a rapid

expansion of more knowledge intensive industries such as specialist business services, computer software and games, and wider creative industries. This restructuring has not happened by accident, and has been pro-actively supported and facilitated by local partners working together over many years.

- 2.4 While the Coventry and Warwickshire economy has performed well in recent years – and particularly in relation to the wider West Midlands economy which we hitherto have been grouped under – we still under-perform compared to the more prosperous parts of England. Furthermore, the sub-regional economy is one of significant disparities with highly prosperous areas combined with patches of concentrated deprivation and disadvantage. This represents both a key concern for local partners, and a significant opportunity to further grow and improve our local economy. A key priority for all partners is to raise ambition and aspiration within our more deprived areas, stimulating a demand for knowledge and skills and developing a higher calibre labour market to drive growth and economic inclusion in the future.
- 2.5 The locality has clearly not been immune to the recession, but partners have worked closely together to minimise the impacts wherever possible and continue to make positive economic change. An example of this has been the 'Ericsson Partnership' established in 2009 to mitigate the worst effects of the company's decision to scale back its operations in Coventry; that followed an earlier partnership approach to dealing with the closure of Peugeot assembly operations in Coventry and Warwickshire. There is a strong private sector economy, and there are early signs that the recovery has already taken a strong hold in the area. Analysis suggests that the sub-region is well placed to see growth quicker and stronger than many parts of the country – helping the national economy to drive forward.
- 2.6 The locality stands at the cross-roads of the manufacturing Midlands and the more service-sector economy of the South East. Combined with local significant innovation assets, there is a real opportunity to develop and exploit opportunities around the practical application of ideas and research to provide new products and services. Our recent local economic strategy highlights our desire to see the area as *"a centre for applied learning, where aspirational people create innovative products and services that fuel the sub-region's welfare"*. Our ambition is that the sub-national economy becomes a key driver for the nation's overall competitiveness, and that we become recognised internationally as a strong, resilient, sustainable and competitive economic area.



3. ACTIVITIES OF THE CWLEP

- 3.1 The CW LEP will develop targets based on **GVA growth, private sector jobs growth, stimulating and supporting innovation and economic diversity/sustainability.**
- 3.2 In Coventry and Warwickshire, the local authorities have a long-standing reputation for working effectively and extensively with the private sector, notably with and through the local Chamber of Commerce, but also with other business representative organisations and directly with businesses. An example of this is the strong public and private partnership which led to the decision of Severn Trent to locate its Headquarters in Coventry bringing 1,700 jobs into the heart of the sub-region with a £60m total investment including £7m of public sector funding. This is only a recent example of such partnerships with the private sector in projects that seek

effective, flexible and intelligent ways of working in partnership, in order to spot and exploit new opportunities.

3.3 The University of Warwick and Coventry University together with their commercial affiliates will play a pivotal role in realising our ambitions to stimulate innovation in the area, not just as providers of innovation skills and knowledge. Between them our universities have been driving forces behind the creation and support of many businesses over the last 10 years and play a vital role in their Knowledge Transfer activities. Many companies are inward investors, attracted in no small part by the excellent international reputations of our academic institutions.

3.4 Coventry and Warwickshire has recently developed an *Economic Strategy* for its' locality which can be found at;
http://www.cswp.org.uk/upload/CSWP_Brochure_May_2010c.pdf

This important piece of work establishes a foundation for a 'demand-led' integrated policy approach to developing the economy and sets out the following 'Priority Actions':

- **Stimulating Innovation in the Sub-Region**
- **Reducing Carbon Emissions**
- **Co-ordinated Service for Business**
- **Raising Aspiration**
- **Addressing the Employment Gap**
- **Future Skills**
- **Improving the Connectivity of the Sub-Region**
- **Tackling Worklessness**
- **Coventry City Centre**

3.5 The further remit and role of the CW LEP will be determined over the course of the next few weeks as more detailed discussions with partners take place and further consensus emerges. The activity will be led by the agreed Priority Actions above and there is firm ambition that we will find new and innovative ways to tackle them.

3.6 Scope of activity for the CW LEP:

- **Provide strong, clear and visionary leadership** for the future growth and development of the sub-regional economy.
- **Identify key priorities** and ensure all partner activity and resources are focussed towards achieving these.
- **Identify and address barriers** to the growth of the sub-regional economy and correct local market failures.
- **Provide a "whole-life" approach** to business engagement and support – from business start-up, survival and expansion.
- **Help drive up productivity** in the sub-regional economy and increase exporting.

- **Co-ordinate and focus funding** opportunities (including the Regional Growth Fund and residual arrangements with respect to EU Structural Funding).
- **Custodian** of key sub-regional assets inherited from Advantage West Midlands e.g. Ansty Park, where currently just over 10% of the planned 1.4 million ft² Research and Development Park has been completed, with the world class Manufacturing Technology Centre recently started on site. The CW LEP will ensure that activity proceeds with pace to maximise and exploit new private sector jobs and GVA growth. Other assets will be sought from local public sector bodies. This would bring an additional benefit in engaging 'business leaders' in real and tangible involvement immediately and help to cement the Partnership.
- **Access to finance** – Improve businesses access to finance to support business growth and survival. Creating innovative public, private partnerships which are outside the traditional lending frameworks of high street banking to meet the needs of new business starts and SMEs which demand risk finance.
- **Inward investment** - Attract businesses to locate in the LEP area and support and retain existing investment working with UKTI at national level (locally delivered – under the UKTI brand - via the Chamber of Commerce).
- **Superfast broadband facilities** need to be made available for the whole of the LEP area. In partnership with the private sector, Coventry City Council are already exploring how their £11.5m recent investment in a high-capacity Fibre Optic Wide Area Network could be used as the "backbone" of a facility available for the whole LEP area especially in the rural areas.
- **Sector leadership** – Develop sectors that increase the sub-region's competitiveness and build on our comparative advantages.
- **Understand the drivers and dynamics of worklessness** in the sub-region, and work with new framework providers for the new Welfare to Work programme to ensure economic inclusion.
- **Development of a market led "Skills System"**, with clear and two-way communications between the stakeholders (private, public, individual) and a clear statement of skills priorities for the sub-region to inform business investment in skills, residents choices about training options, the type and nature of training being offered by providers, and the allocation of skills funding from all relevant parties. Place emphasis on leadership management, innovation and high level skills as directed by an employer led skills group.
- **Guide, inform, monitor and hold accountable** all those who undertake activities and interventions that impact on the sub-regional economy:
 - CW LEP will be the voice of the economy with strong business engagement. This clear business focus will be used to help guide, shape and inform the wider issues in the sub-region that are critical to creating the right conditions for growth and will strongly influence local authority decisions in areas such as:-
 - **Planning**
 - **Transport** – develop a coordinated approach to transport both within and across boundaries of the LEP area
 - **Housing**
 - **Minimising Bureaucracy**
 - **Education & Skills**

4. **RESOURCING OPPORTUNITIES**

4.1 In order for the CW LEP to be effective and respected, resources and efficiencies will be sought from a number of different places:

- Ensuring that private and public sector resources are brought together in innovative ways. Also utilising public sector funds, where possible, as leverage to accessing new resources including private sector resource and Central Government funds.
- Aligning individual local Government departmental budgets in support of our priorities, and exploring opportunities for the locality to take control of some elements (e.g. Welfare to Work – localised Job Centre Plus and housing investment – Homes and Communities Agency).
- Utilising residual resources from the dissolution of Advantage West Midlands to the advantage of Coventry and Warwickshire, the regional and national economies.
- Pooling public sector resources to deliver a sub-regional approach to development and infrastructure provision.
- Encouraging private sector inward and indigenous companies to invest in the local area.
- Utilising locally generated statutory business rates (even 1% of the current £317m raised in total in Coventry and Warwickshire would generate over £3m for resourcing many of our priority actions) for the benefit of the local economy, and exploring the potential for Tax Increment Financing.
- Establish an asset backed vehicle (ABV) or other mechanisms to help stimulate and sustain economic growth by using public sector assets more productively to bring development sites to market.

5 **FLEXIBILITIES NEEDED FROM GOVERNMENT**

5.1 For the CW LEP to be truly effective and have the ability to make a rapid and significant impact, it will need:

- Government departments to work with CW LEP to align their investment in the Coventry & Warwickshire area with overall LEP-led strategies and priorities, through Joint Investment Plans and other mechanisms.
- Government to ensure that the CW LEP can help shape and inform the delivery of services by third-party organisations (e.g. the new single Work Programme), and that CW LEP can hold these organisations to account for their activity in our area. In the longer term, we would look to explore the opportunities for the sub-region to take control of some current central functions (e.g. Jobcentre Plus / welfare to work functions).
- Government to transfer the ownership of key sub-regional assets (in particular Ansty Park and Browns Lane) that currently reside with AWM to the appropriate Local Authority in the CW sub-region so that the CW LEP can exploit its potential in terms of job creation and GVA growth and not lose momentum during this period of organisational change.
- Government to agree that CW LEP have devolved commissioning responsibility and resources for enterprise support, inward investment and access to finance.
- Government to agree that the CW LEP can determine their own enterprise zones or other locally determined initiatives.

- Government not to artificially constrain the CW LEP from working on a cross-boundary basis – necessity and pragmatism dictates that the CW LEP is able to work with whoever it decides and in arrangements that are fit for the particular purpose or objective in mind.

6. **GOVERNANCE OF THE LEP**

- 6.1 Business and Civic Leaders wish to work within, and beyond, the 'spirit' of the recent joint letter from the Secretary of State for Business, Innovation and Skills and the Secretary of State for Communities and Local Government.
- 6.2 Local Authority Leaders and Business Leaders will work together with equal representation on the CW LEP Board with a Business Chairperson.
- 6.3 The CW LEP will be non bureaucratic and light touch.
- 6.4 The formation of a wider Business Leaders Council will afford much wider private sector engagement from businesses of all sizes, all sectors and of a good geographical spread.
- 6.5 The CSW Leaders Board will nominate the 'Civic Leaders' for the CW LEP Board.

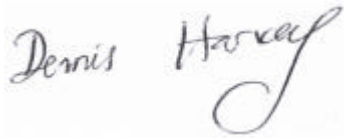
7. **TRACK RECORD**

- 7.1 It is important that this outline proposition concludes with a reminder of a strong track record of partnership working and a 'can do' attitude in the locality.
- 7.2 Coventry & Warwickshire has an excellent track record of economic reinvention coupled with collaboration and partnership working. Since the decline of the manufacturing industry starting in the 1970s the economy has been transformed to one which is resilient, dynamic and capable of withstanding economic shocks. It is now one recognised for its strengths, in amongst others, ICT, Creative Industries and Automotive Design & Development. This transformation needs to continue to rebalance our economy further towards the private sector through strong Private Sector leadership.
- 7.3 The creation over 15 years ago of the Coventry, Solihull and Warwickshire Partnership (CSWP), a public/private sector economic partnership provides a solid foundation and culture of partnership that gives us the spring board for CW LEP to be established and will enable us to hit the ground running. Given the ambitions of our sub-region and the experience, skills and understanding that have been built up across the partners the result will be the enhanced delivery of results and outcomes for the businesses, communities and people of Coventry and Warwickshire.

8. **CONCLUSION**

- 8.1 With the full support of Business Leaders and Civic Leaders, this outline Local Enterprise Proposition is submitted in anticipation that it will open up further dialogue, gain support and be eventually approved.

Leaders signatures in support of the Coventry & Warwickshire LEP



**Councillor Dennis Harvey
Leader, Nuneaton and Bedworth Borough Council**



**Councillor Craig Humphrey
Leader, Rugby Borough Council**



**Councillor Alan Farnell
Warwickshire County Council**



**Councillor John Mutton
Leader, Coventry City Council**



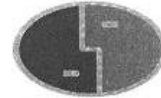
**Councillor Stephen Gray
Stratford-upon-Avon District Council**



**Councillor Michael Doody
Warwick District Council**



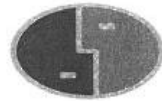
**Councillor Colin Hayfield
North Warwickshire Borough Council**



THE CHAMBER

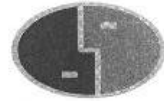
**Engaging in - and Supporting - the Coventry and Warwickshire
Local Enterprise Partnership**

FirstName	LastName	CompanyName	Sign in
Nick	Abell	Wright Hassall LLP	<i>Nick Abell</i>
Julian	Atkins	Coventry Building Society	<i>Julian Atkins</i>
X Nigel	Bellamy	Hi-Vision Systems Ltd	<i>Nigel Bellamy</i>
Dr Makhloof	Benatmane	Converteam Ltd	<i>Dr Makhloof</i>
Clive	Benfield	KB Benfield Group Holdings Ltd	<i>Clive Benfield</i>
Philip	Bicknell	National Farmers Union - Head Office	<i>Philip Bicknell</i>
Lee	Bolam	Drivelease	<i>Lee Bolam</i>
Geoff	Brooke-Taylor	Alsters Kelley Solicitors	<i>Geoff Brooke-Taylor</i>
Myles	Bremner	Garden Organic	<i>Myles Bremner</i>
X Paul	Brooksbank	Yorkshire Bank	<i>Paul Brooksbank</i>
Peter	Burns MBE	Peter Burns	<i>Peter Burns</i>
David	Burton	Sherbourne Solutions Limited	<i>David Burton</i>
Sally	Carrick	Carrick Travel Ltd	<i>Sally Carrick</i>
Ian	Charnock	Avon Timber Merchants Ltd	<i>Ian Charnock</i>
Larry	Coltman	Coltman Warner Cranston LLP	<i>Larry Coltman</i>
Ian	Cooper	Stour United Business	<i>Ian Cooper</i>
Philip	Costigan	Band Hatton LLP	<i>Philip Costigan</i>
Geoffrey	Cox	Dafferns LLP	<i>Geoffrey Cox</i>
Phil	Cox	Covrad Heat Transfer Ltd	<i>Phil Cox</i>
Debbie	Davies	Coventry Newspapers Ltd	<i>Debbie Davies</i>
Paula	Deas	Coventry City Council - Regeneration Services	<i>Paula Deas</i>
Peter	Deeley	Deeley Group Ltd	<i>Peter Deeley</i>
Adam	Dent	Advent Communications Ltd	<i>Adam Dent</i>
Roger	Dowthwaite	CSWP Connexions	<i>Roger Dowthwaite</i>
X Jan	Dunseith	Rugby Tourism	<i>Jan Dunseith</i>
Chris	Elliott	Warwick District Council	<i>Chris Elliott</i>
X Paul	Gailey	Pace Systems International Ltd	<i>Paul Gailey</i>
Sandra	Garlick	De Marco Hunter Solicitors	<i>Sandra Garlick</i>
Bill	Gillespie	Modec Ltd	<i>Bill Gillespie</i>
X John	Grace	Mission Foods Europe	<i>John Grace</i>
Judy	Groves	SCH Group	<i>Judy Groves</i>
X Derek	Harris	Harris Sign Group Ltd	<i>Derek Harris</i>



**Engaging in - and Supporting - the Coventry and Warwickshire
Local Enterprise Partnership**

Lee	Hart	Ramada Hotel and Suites Coventry City Centre	
Michael L	Harwood	Michael Harwood & Co	
Jane	Hemingway	Coombe Abbey Hotel	
Julian	Hetherington	Jaguar Cars Ltd	
John	Hill	Converteam Ltd	
David	Himmons	Smart Roof Ltd	
Laura	Hinson	Premier Inn	
Tim J	Holmes	Parenthesis Design & Marketing Communications Ltd	
Jenny	Hooper	Independent Freight Solutions Ltd	
X Roger	Hunt	Tappex Thread Inserts Ltd	
Steve	Jackson	Fozmula Ltd	
Tony	Jones	Filton Ltd	
Alison	Jones	Lloyds Pharmacy Ltd	
Darren	Jones	KM & T Limited	
Larry	Joyce	Mills Forgings Ltd	
Clare	Kerrins	Premier Inn	
Kelvin	Kirby	Technology Associates International Ltd	
Nick	Lakey	HSBC Bank Plc - Corporation Street branch	
Simon	Leech	Perry Appleton Group	
Roger	Lewis	Peugeot Citroen Automobiles UK Ltd	
Steve	Lloyd	RASE	
X Robert	Louden	The Camping & Caravanning Club	
Sally	Lucas	CWT Chamber Training	
Tony	Merrygold	Shakespeare Country Tourism Ltd	
Tony	Mitchell	Cranfield Business Recovery	
David	Moore	Travel Management Group Plc	
Isabella	Moore	Comtec Translations Ltd	
David	Morgan	E.ON UK Plc	
Karen	Morrall	bit 10 Limited	
Tom G	Ogilvie	Brett Martin Daylight Systems	
X Kate	Ollis	Brethertons LLP	
Steve	Orriss	The National B2B Centre Ltd	
John	Payne	Payne Associates	
X James	Pennington	The National B2B Centre Ltd	



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Local Enterprise Partnership

Simon	Poole	AJA Architects LLP	<i>[Signature]</i>
Jaimie	Powell	Sainsbury Supermarket Ltd	<i>[Signature]</i>
Ash	Rishiraj	Luckmans Duckett Parker Limited	<i>[Signature]</i>
Anna	Rose	Rugby Borough Council	<i>[Signature]</i>
Andrew	Rowson	Towequipe Ltd	<i>[Signature]</i>
<input checked="" type="checkbox"/> John	Ruddick	Brindley Twist Tafft & James	<i>[Signature]</i>
John	Russell	Manganese Bronze Holdings PLC	<i>[Signature]</i>
Barry	Sankey	Wright Hassall LLP	<i>[Signature]</i>
<input checked="" type="checkbox"/> Tynan	Scope	Premier Club	
Stefan	Sick	Holland & Barrett Retail Ltd	<i>[Signature]</i>
<input checked="" type="checkbox"/> Ian	Smith	RASE	
Billy	Tank	Indigo Retail Technology Ltd	<i>[Signature]</i>
Tom	Taylor	Agriculture & Horticulture Development Board	<i>[Signature]</i>
Bryan	Toye	Toye Kenning & Spencer Ltd	<i>[Signature]</i>
Jef	Tuyn	RASE	<i>[Signature]</i>
Bruce	Undy	Federation of Small Businesses	<i>[Signature]</i>
Dhiran	Vagdia	Vagdia and Holmes Architects	<i>[Signature]</i>
Olivier	Valton	Dassault Systemes UK Ltd	<i>[Signature]</i>
Louise	Wall	Warwickshire County Council	<i>[Signature]</i>
Dean	Walton	Alumet Systems (UK) Ltd	<i>[Signature]</i>
<input checked="" type="checkbox"/> Julie	Weatherhead	Stratford Business Services	
James	Wycherley	Barclays Bank Plc	<i>[Signature]</i>
<input checked="" type="checkbox"/> Tony	Yates	Premier Inn	
Elizabeth	Young	Brethertons LLP	<i>[Signature]</i>
CRAIG	COOKSLEY	Birmingham Post	<i>[Signature]</i>
PAUL	HUNT	J & P HUNT	<i>[Signature]</i>
ELAINE	LEWIS	Midland Heart	<i>[Signature]</i>