

Leader Decision Making Session

Agenda

Monday 6 September 2010

A Leader Decision Making Session will be held at Shire Hall, Warwick on **Monday 6 September 2010 at 10.00 am** in Committee Room 1, Shire Hall.

The agenda will be:

1. General

(1) Members' Disclosures of Personal and Prejudicial Interests.

Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.

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

2. Response to Regional Growth Fund Consultation

Report of the Strategic Director of Environment and Economy enclosed.

3. Proposal for a Coventry and Warwickshire Local Enterprise Partnership

Report of the Strategic Director of Environment and Economy not available by deadline for despatch - to follow.

4 Any other items

Any other items that the decision maker considers is urgent.

JIM GRAHAM
Chief Executive
Warwickshire County Council
July 2010

Councillor Alan Farnell (Leader of the Council and Chair of Cabinet)
cllrarnell@warwickshire.gov.uk

General Enquiries: Please contact Janet Purcell, Executive & Member Support Manager
Tel 01926 413716 or email: janetpurcell@warwickshire.gov.uk

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

Minutes of Leader Decision Making Session held on 30 July 2010

Present: Councillor Alan Farnell (Decision maker)

Other councillors: Councillor Timms

Officers: Jane Pollard, Democratic Services Manager
John Findlay, Property Support Group Manager, Resources

1 General

(1) Members Declarations of Personal and Prejudicial Interests

None.

(2) Minutes of the meeting held on 22 July 2010

Resolved

That the minutes of the meeting held on 22 July be agreed as a correct record.

2. Legionnaires Disease and Water Hygiene Policy – Appointment of Statutory Duty Holder

Councillor Alan Farnell, Leader of the Council, considered a report of the Strategic Director of Resources that explained that the County Council had recently undertaken a review of its Legionnaires Disease and Water Hygiene Policy. One of the outcomes of this review was the proposal to make formal appointments to meet the requirements of the Approved Code of Practice for the management of risk associated with legionella bacteria. These appointments include a 'Statutory Duty Holder' and a 'Responsible Person.' It was proposed that the 'Statutory Duty Holder' be the Chief Executive as he has overall responsibility for all Health and Safety matters. He would then be able to appoint an appropriate person to take the Responsible Person role.

Resolved

That the Chief Executive be appointed as the Statutory Duty Holder in relation to the control of legionella bacteria in water systems.

3. Any other items of business

None

.....
Leader

The meeting rose at 12.11p.m.

- Legal I Marriott – comments incorporated.
- Finance
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION **YES** *(If 'No' complete Suggested Next Steps)*

SUGGESTED NEXT STEPS :

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Leader Decision Making Session - 6 September 2010

Response to Regional Growth Fund Consultation

Report of the Strategic Director for Environment and Economy

Recommendation

That the Leader approves the draft Warwickshire County Council response to the Regional Growth Fund consultation document contained in **Appendix A**.

1. Background

- 1.1 The June 2010 Budget announced plans to introduce a Regional Growth Fund for England in 2011/12 and 2012/13, and on 29 June the Government announced that this would be worth £1bn in total. The overall objective of the Fund is to create the conditions for growth and enterprise by stimulating investment and creating sustainable private sector growth. There is to be particular focus on those areas of the country that are currently highly dependent on public sector employment and who therefore need to “rebalance” their local economy.
- 1.2 On 23 July, the Government launched a consultation on the design, use, allocation and future potential of the Regional Growth Fund. This consultation has been aligned with the timetable for requests for proposals for Local Enterprise Partnerships (which are seen to be fundamental to the operation of the Regional Growth Fund), and the deadline for responses is therefore 6 September 2010.

2. Summary of Response

- 2.1 Officers have developed a proposed draft response for this consultation, which is contained within **Appendix A**. The consultation seeks views on how the funding should be allocated, what kinds of activities it should seek to support, how proposals should be assessed, and the future potential of a scheme of this sort.
- 2.2 Warwickshire County Council is supportive of the Regional Growth Fund, and recommends that the scheme operates on an indicative grant basis, awarded to Local Enterprise Partnerships based on a coherent package of activities aimed at stimulating and supporting the growth of the private sector economy. It is felt that local areas should have the freedom to develop and bring forward activities

that best meet the needs and opportunities of the particular local area, and so the Regional Growth Fund should not be too constrained by a set of eligible and ineligible activity. However, the Fund should set out some clear outcomes that it is seeking to achieve (based around the growth of the private economy), and ask that local areas put forward a locally focussed package of proposals that will lead to transformational change around these outcomes.

- 2.3 Officers believe that a scheme of this sort has merit to continue in the longer-term. The amalgamation of a range of different funding streams into one single programme has significant benefits in terms of reduced bureaucracy and greater clarity on funding opportunities. We would, however, wish to see longer-term funding commitments (i.e. five years as opposed to one or two year programmes), based around locally determined strategic packages of activities.

3. Implications and Next Steps

- 3.1 We are unable to say at this stage how much the Regional Growth Fund might be worth for the Coventry and Warwickshire sub-region. However, a simple funding formula based on resident or business population would lead to an allocation of £15.5m and £16.5m respectively over the two years. This is obviously potentially substantial funding for the area.
- 3.2 The deadline for the first round of proposals for the Regional Growth Fund will be the end of December 2010 (with potentially a second round the next year). Early outline bids are likely to be required before then, suggesting that the sub-region needs to rapidly develop a clear set of activities that will meet the aims and objectives of the programme. The shadow Local Enterprise Partnership Board are likely to be fundamental in driving forward this proposal.
- 3.3 Further reports or papers on the application for Recycling Growth Funding will be developed as appropriate for future consideration.

4. Recommendation

- 4.1 It is recommended that the Leader considers and approves the draft Warwickshire County Council response to the Regional Growth Fund consultation document, contained within **Appendix A**.

PAUL GALLAND
Strategic Director for Environment and Economy
Shire Hall
Warwick

23 August 2010

Leader Decision Making Session - 6 September 2010

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

REPORT MARKED AS 'TO FOLLOW' ON AGENDA

Agenda No 3

AGENDA MANAGEMENT SHEET

Name of Committee

Leader Decision Making Session

Date of Committee

6 September 2010

Report Title

**Proposal for a Coventry & Warwickshire
Local Enterprise Partnership**

Summary

The new coalition government has announced that it intends to close Regional Development Agencies by March 2012, and in their place would like to see local groups of councils and businesses to come together to form Local Enterprise Partnerships to drive more localised approaches to economic development. Private and public sector partners across Coventry and Warwickshire have been working together to develop a proposal for a Local Enterprise Partnership for this area. A copy of the draft proposal is contained in **Appendix A**. The deadline to submit these outline proposals to Government is the 6th September.

**For further information
please contact**

David Hill
Economic Strategy Advisor
Tel. 01926 418603
davidhill@warwickshire.gov.uk

**Would the recommended
decision be contrary to the
Budget and Policy
Framework?**

Yes/No

Background Papers

None.

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees

.....

Local Member(s)

(With brief comments, if appropriate)

.....

Other Elected Members

Councillor R Sweet
Councillor J Whitehouse

Cabinet Member

(Reports to The Cabinet, to be cleared with
appropriate Cabinet Member)

Councillor A Cockburn
Councillor A Farnell

- Chief Executive
- Legal I Marriott – comments noted.
- Finance
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION **YES/NO** *(If 'No' complete Suggested Next Steps)*

SUGGESTED NEXT STEPS :

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Leader Decision Making Session – 6 September 2010

Proposal for a Coventry and Warwickshire Local Enterprise Partnership

Report of the Strategic Director for Environment and Economy

Recommendation

That the Leader considers and approves the draft proposal for a Coventry and Warwickshire Local Enterprise Partnership contained within **Appendix A**.

1. Background

- 1.1 The Government's Coalition Programme (May 2010) highlighted the intention to support the creation of Local Enterprise Partnerships (joint local authority-business bodies to promote local economic development) to replace Regional Development Agencies. The June 2010 Budget confirmed the abolition of Regional Development Agencies by March 2012. A joint letter from the Communities Secretary Eric Pickles and the Business Secretary Vince Cable (dated 29 June) to local authority leaders and business leaders invited local areas to develop proposals for these Local Enterprise Partnerships for consideration by Government. The deadline for these proposals is the 6 September 2010. (Cabinet will be requested to endorse this on 9 September).
- 1.2 The joint letter suggested some parameters for these partnerships, although there is significant freedom and flexibility for local areas to develop proposals that best meet their own specific needs and issues. The key parameters set out by the Government were that Local Enterprise Partnerships:-
- (i) Should provide the strategic leadership in their areas to set out local economic priorities.
 - (ii) Should seek to rebalance the economy towards the private sector.
 - (iii) Should create the right environment for business and growth in their areas, by tackling issues such as planning and housing, local transport and infrastructure priorities, employment and enterprise and the transition to the low carbon economy.

- (iv) Should have equal representation of business and civic leaders on the boards of these partnerships, and that a prominent business leader should chair the board.
 - (v) Should cover functional economic geographies, as it is recognised that existing local and regional boundaries often do not reflect natural economic areas.
 - (vi) should be sufficiently large enough to be strategic, and therefore likely to be made up of groupings of upper tier authorities.
- 1.3 Private and public sector partners have been working together since the receipt of this letter to develop a draft proposal for a Coventry and Warwickshire Local Enterprise Partnership. Solihull were invited to be part of this partnership, but at their Cabinet meeting on 18 August, they formally decided to enter a Local Enterprise Partnership with Birmingham, based on stronger functional economic linkages that way.
- 1.4 It is envisaged that the Coventry and Warwickshire LEP will have the flexibility and vision to work co-operatively and collaboratively with neighbouring LEP's 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 the partnership 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.

2. Key Elements of the Proposal

- 2.1 The draft proposal is contained within **Appendix A**. This consists of a covering letter setting out the vision, ambitions and priorities for the Coventry and Warwickshire LEP; and a more detailed proposition for the partnership.
- 2.2 The proposition itself highlights the strong foundations that this new Local Enterprise Partnership will be built upon and the history of joint working across the sub-region; sets out the functional economic geography that has been established through a separate piece of research; identifies the proposed scope of activity that would be covered by the CW LEP; and outlines a number of requests or "flexibilities" that the partnership would like from central Government to enable a strong and effective LEP.
- 2.3 In terms of governance, the intention is to establish a relatively small, effective and non-bureaucratic body which has balanced representation from the private and public sectors, and will be chaired by a prominent local business leader as suggested by central Government. It is expected that the "civic leaders" representation on the CW LEP Board would be nominated by the CSW Leaders Board. A business sector council will also be established to sit underneath the

LEP Board, to provide a strong and more inclusive business voice in the activity of the partnership.

3. Implications and Next Steps

- 3.1 It is probably too early to identify clear implications from the development of a Coventry and Warwickshire Local Enterprise Partnership, particularly as this is currently just an expression of interest to Government. Indeed, we are awaiting a White Paper on the future of sub-national economic development (expected early October) which will provide greater clarity on how LEPs are expected to operate, the relationship between national and local government on economic development, and the level and type of resources that might be available to support local economic growth in the future. However, the future development of a CW LEP does raise a number of questions that will need to be considered and addressed in due course:-
- (i) How will the Coventry and Warwickshire LEP be funded? Will it receive some core funding from central Government (i.e. a re-allocation of some Single Pot funding that is currently allocated to the Regional Development Agencies); will it be dependent on some on-going competitive grant funding rewards (such as the Regional Growth Fund); or will the constituent partners of a Local Enterprise Partnership (businesses and local authorities) be expected to fund the revenue costs of running and supporting a LEP?
 - (ii) Potentially dependent on the above question of funding, how much responsibility and activity will the CW LEP actually undertake? Will it be a strategic commissioning or influencing body, or will have the resources and capacity to undertake some delivery in its own right?
 - (iii) What should the future role of Warwickshire County Council be on economic development in light of a sub-regional LEP and how will the County Council define and articulate its expectations of the LEP and ensure it meets the needs of Warwickshire and the County Council. This question is linked to current options work being undertaken on budget savings in Environment and Economy Directorate. However it is suggested that the County Council will need to retain a critical mass of resources to be an effective partner and contributor to the LEP.
 - (iv) How will the CW LEP relate to other partnership structures within the county and sub-region, and what needs to change as a result of this new partnership? What will the relationship be between the LEP and the Public Service Board? How will the LEP relate to Local Strategic Partnerships? There is a question mark over the need for these existing partnership structures to maintain a focus on the economy if a LEP is created?
 - (v) What will the relationship between the LEP and the statutory functions of local authorities be? What degree of influence will the LEP have over decisions or activities relating to transport, planning, housing, trading standards, etc.?

- (vi) How will scrutiny functions of the LEP operate? What is the future role and remit of the Communities Overview and Scrutiny Committee with respect to economic development?
- 3.2 In terms of next steps, the Coventry and Warwickshire Local Enterprise Partnership proposal will be submitted (subject to approval by all partners) to Government by the deadline of 6 September. It is understood that those areas that have been successful with their proposals will be notified soon after this date, and invited to establish shadow arrangements. Local partners in the sub-region have committed themselves within the proposal to establishing a shadow CW LEP Board by 1 October, with an expectation that it will be operational by 1 April 2011.
- 3.3 In the meantime the County Council and it's partners will need to continue to address the issues and questions described in paragraph 3.1.

PAUL GALLAND
Strategic Director for Environment and Economy
Shire Hall
Warwick

23 August 2010

Leader Decision Making Session – 6 September 2010

Proposal for a Coventry and Warwickshire Local Enterprise Partnership

Coventry and Warwickshire Local Enterprise Partnership



Mr V Cable,
Mr E Pickles

Dear Secretary's 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 grow and develop 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)
- 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 | - Peugeot UK |
| - National Grid | - eon |
| - Lloyds Pharmacy | - Holland & Barrett |
| - Codemasters | - 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:

- Our **Outline Proposition**
- The **Economic context** & our **Geography**
- Its **Activities**
- **Resourcing opportunities**
- How we'd like to do it – with your help – **Flexibilities Needed from Government**
- Our intended **Governance** arrangements
- Our **track record**

Before we do that, let's talk about values - how we see the world and how we act together. As local business (including social enterprises, cooperatives and mutual's) 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 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
- Developing a clear statement of skills priorities
- Developing and implementing a single, integrated Tourist offer ensuring maximum economic impact of our world-class assets
- Focusing the support around the identified sub-national specialist and aspirational 'growth sectors' – as identified in recent research
- 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,

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.

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: -

- 1.2 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.

The CW LEP 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.

- 1.3 Have the flexibility and vision to work co-operatively and collaboratively with neighbouring LEP's 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'.
- 1.4 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.
- 1.5 The Public and private sector partners have built on their longstanding history of joint working to develop this proposition.
- 1.6 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.

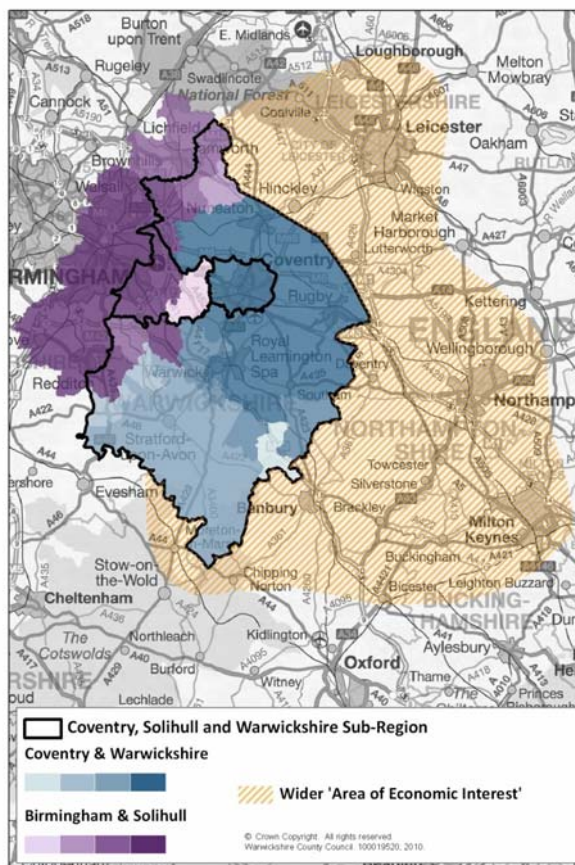
- 1.7 Coventry and Warwickshire have a long track record of working in partnership with Solihull and this will continue. However for the purposes of this LEP proposal, Solihull will not be formal partners. Analysis of functioning economic geography shows that Solihull has stronger connections in terms 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.
- 1.8 **The CW LEP will establish its' Shadow Board by 1st October 2010 and have a fully functioning CW LEP Board by 1st April 2011.**

2 ECONOMIC and GEOGRAPHIC CONTEXT OF THE CW LEP

- 2.1 The CW LEP proposition applies to a strong functional economic area, with a high degree of self-containment and close economic similarities across the geographic area. There is, an identified "core" and "wider" sub-regional area. The core area is made up of the southern part of North Warwickshire Borough, Nuneaton & Bedworth Borough, Rugby Borough, Coventry City, Warwick District and the northern part of Stratford District. This core area has a much stronger commuting links (85% of people both live and work in this area), retailing, leisure and housing market links. The wider area brings in the northern part of North Warwickshire and the southern part of Stratford District. While these areas share many similar economic characteristics of the core sub-regional area, these areas have as much connectivity outside the sub-regional area as they do inside. *This 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, and can be accessed at:*
- 2.2 The CW sub-region has a relatively prosperous economy. Economic output (GVA) 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 gaming, 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 national 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 CW LEP

- 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 Head Quarters in Coventry bringing 1,700 jobs into the heart of the sub region and a £60m total investment from £7m public sector. 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. Reference (SRES)
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**
- 3.4 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 of to tackle them.

3.5 Scope of activity for the CW LEP:

- **Provide strong, clear and visionary leadership** of 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, increased 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 AWM 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 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 £11.5 M 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 take steps to ensure economic inclusion for all
- **Development of a market led “Skills System”**, with clear and two-way communications between the key interested parties (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

3.6 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 without 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+ and housing investment – HCA).
- Utilising residual resources from the dissolution of Advantage West Midlands to the advantage of the CW economy.
- 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 business rates (even 1% of the £317million 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 CW area with overall LEP-led strategies and priorities, through Joint Investment Plans and other mechanisms.
- Government ensures 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 their 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 to agree that local authorities can be in more than one LEP and operate in different geographical linkages as appropriate.

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 Manufacturing. 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.