

DELIVERY PLAN FOR  
THE HEART OF THE  
SOUTH WEST  
PRODUCTIVITY  
STRATEGY

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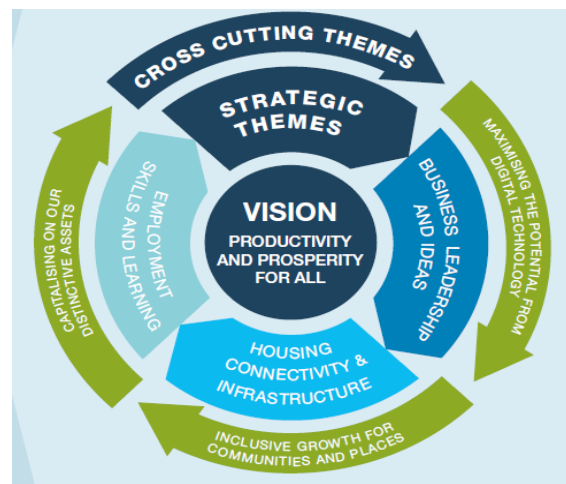
## Section One: Introduction

### Our Productivity Strategy

The Heart of the South West is an area with enormous potential and a simple **ambition to double the size of the economy over 20 years**. The area is home to almost 1.8 million people and our economy is worth close to £35 million, making the Heart of the South West the size of a major UK city. The vision is for all parts of the area to become more prosperous and for people to have a better quality of life with higher living standards. Improving productivity is key to achieving that goal and our **Productivity Strategy** was agreed in March 2018, based on a sound evidence base ([insert hyperlink to the evidence](#)) to guide our collective actions for accelerating growth.

Our evidence and analysis means the Productivity Strategy is structured around three strategic themes of Business Leadership and Ideas; Housing Connectivity and Infrastructure; and, Employment Skills and Learning.

Spanning our **rural, coastal and urban areas** the Productivity Strategy also integrates cross cutting themes to ensure that we **capitalise on our distinctive assets, maximise the potential from digital technology, and deliver inclusive growth** for people and places.

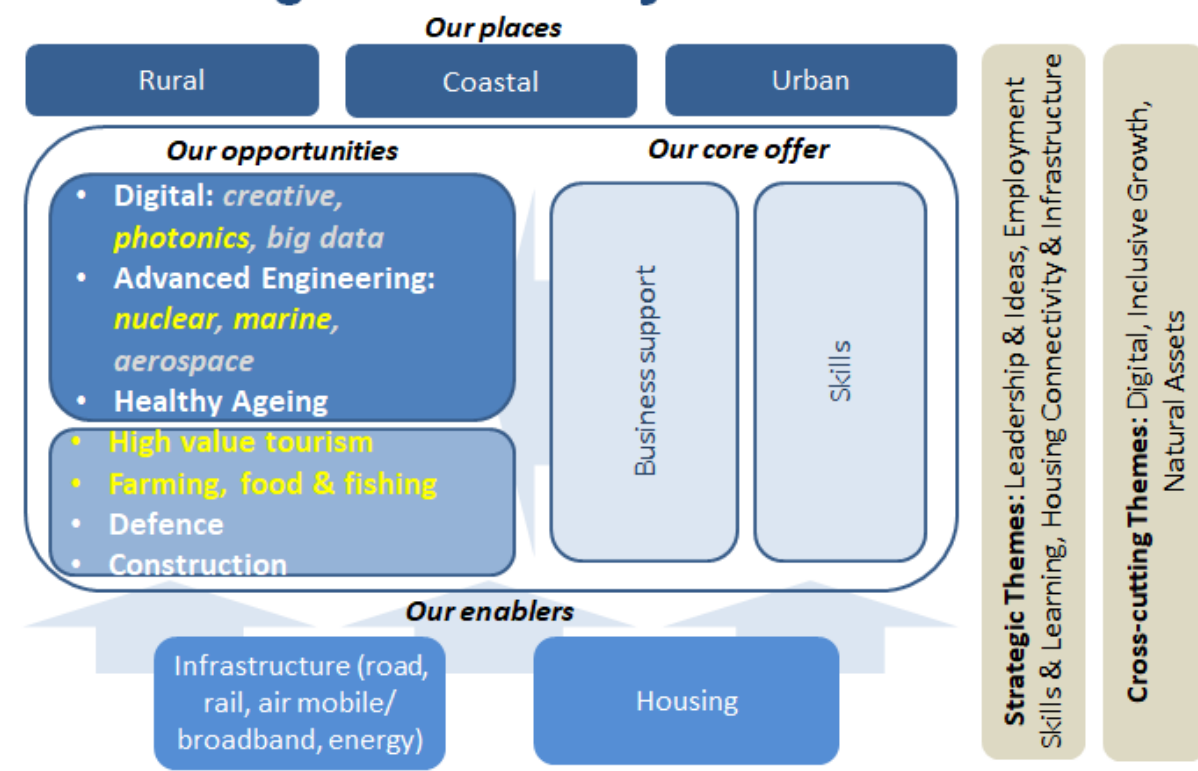


The Strategy also closely mirrors and supports the priorities identified in Government's Industrial Strategy, itself targeted at raising UK productivity levels.

### A Focus on our Opportunities

The strategic issues identified in the evidence base and the Strategy are being addressed through a focus on a series of opportunities alongside a core offer for all places and businesses. Since developing the Productivity Strategy more work has been undertaken to better understand the potential of our **transformational and bedrock opportunities where we have clearly identified comparative advantages**. Transformational opportunities are those where there is a growing or new market emerging which has the potential to make a step change in productivity, bedrock opportunities are those which are already major parts of our economy where there is significant opportunity to increase productivity. Some of these opportunities cross regional boundaries and we have been working closely with partners in neighbouring areas to develop our ideas. Work to understand the opportunities is being taken forward by a series of Task and Finish Groups containing experts in the field from a range of public, private and social purpose organisations. This work is at different stages and the first wave of developed opportunities is shown in yellow below with the others to follow across the autumn and spring.

# Delivering Productivity Growth



## Purpose of the Delivery Plan

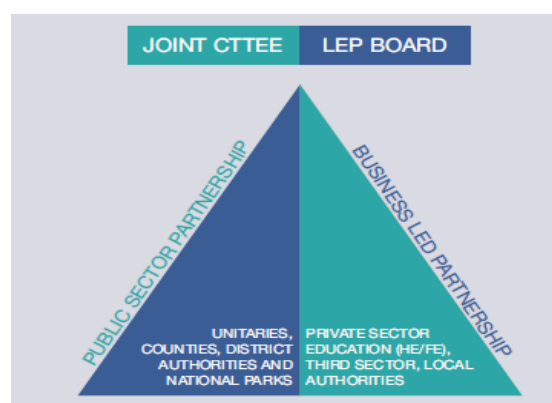
This Delivery Plan therefore sets out how the strategic challenges and opportunities of the area will be addressed and brought to life in a **common framework for action and delivery**.

It is being developed within an evolving context and **should be seen as a living document that will be regularly monitored and updated over time**. This Delivery Plan will be used as a basis for decision-making as we look to **optimise local resources and leverage external funding streams** to deliver the actions listed within this Plan. Business cases will be tested to ensure they are delivering our cross-cutting themes.

Heart of the SW has also been identified by Government as one of the first LEP areas to develop a Local Industrial Strategy. This will be developed in the coming months so the Delivery Plan will feed into this and be updated as a result.

## Governance of the Plan

The document is owned by both the Joint Committee and the Local Enterprise Partnership. The shared responsibility between all local authorities, the national parks and the business-led LEP means that we have a stronger commitment than ever before to set the strategy and deliver the priorities.



## Monitoring the Plan

Drafting note: the content for this section is being developed by our economic development officers and will be added in due course.

## Structure of the Document

The remainder of the document is structured as follows:

- **Section Two – The Core Offer and Principles for Growth**
- **Section Three - Delivering the Key Opportunities**
- **Section Four – Monitoring**

## Section Two: The Core Offer and Principles for Growth

### Introduction

Higher productivity is characterised by businesses creating more wealth, higher value jobs and contributing to better living standards. To help achieve this, the Productivity Strategy identified three strategic themes with associated aims and programmes of activity which are shown below. Although the associated programmes have and will continue to evolve over time, the principle is for our ‘core offer’ to be available for all businesses and places. The transformational and bedrock opportunities draw on and enhance this core offer; it is the foundation of our delivery.

### Business, Leadership and Ideas

Summary/Outcome	High Level Aims	Programmes
<b>Our businesses are strong and amongst the most innovative and productive in their sector</b>	<ul style="list-style-type: none"> <li>Significantly improve the productivity of existing businesses in both urban and rural areas</li> <li>Capitalise on our competitive advantages and transformational (golden) opportunities</li> <li>Attract additional, high value, businesses</li> <li>Support and encourage a more equal distribution and take-up of opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Business innovation</li> <li>Management excellence</li> <li>Exports – new markets, new opportunities</li> <li>Accessible support to start up and grow</li> <li>Attracting business investment and Foreign Direct Investment</li> </ul>

### Housing Connectivity and Infrastructure

Summary/Outcome	High Level Aims	Programmes
<b>Our businesses have the right physical environment to thrive, connectivity to markets and space to grow</b>	<ul style="list-style-type: none"> <li>Create vibrant places that are attractive to skilled people and new investment, with infrastructure to support productivity and inclusive growth</li> </ul>	<ul style="list-style-type: none"> <li>Connectivity and resilience</li> <li>Housing and land for business</li> <li>Improving digital infrastructure and opportunities</li> <li>Clean energy infrastructure</li> </ul>

### Employment Skills and Learning

Summary/Outcome	High Level Aims	Programmes
<b>Our businesses have a skilled workforce and are committed to training and developing talent to capitalise on future opportunities</b>	<ul style="list-style-type: none"> <li>Develop, attract and retain a highly skilled and adaptable workforce</li> <li>Enhance education, skills and learning opportunities to improve the economic potential of our workforce</li> </ul>	<ul style="list-style-type: none"> <li>Educating and retaining the workforce of the future</li> <li>Creating pathways to success for all</li> <li>Skills for our golden opportunities</li> <li>Supporting our workforce to succeed in a changing economy</li> </ul>

Business, Leadership and Ideas (BLI)

Core Approach – draft version – in development

Individual Outcomes:

- Business innovation that rivals some of the best areas in the UK (B1)
- All businesses have access to comprehensive support to develop outstanding leadership (B2)
- Total value of HotSW exports places the area on the top 1/3 of the UK or (B3)
- Value of HotSW exports exceeds the LEP area average within 15 years (B4)
- One of the best places in the UK to start up and grow a business (B5)
- One of the best places in the UK to locate and grow a business (B6)

Current and Future Activity	Outcome	Lead	Key Partners	Funding status	Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
Support innovation in our local markets and become a test bed for innovation	B1	Applicants	HotSW LEP, central government and key industry and academic partners	See individual projects under opportunities		ERDF funded programmes Innovate2succeed and Local Manufacturing Advisory programme supporting all businesses. Additional interventions under individual opportunities	Regional / Innovate2succeed transition region only	All		Business, leadership & ideas	
Support businesses to create and implement new ways of working and become more innovative	B1	Applicants	HotSW LEP, key industry and academic partners	ERDF Secured 2018/19			Regional / Innovate2succeed transition only	All		Business, leadership & ideas	

<b>Connect businesses with existing research and innovation capabilities</b>	B1	Applicants	HotSW LEP, key industry and academic partners	See individual projects under opportunities		This is partially being delivered through individual projects under opportunities	Regional / Innovate2su ccced transition only	All		Business, leadership & ideas	
<b>Map and proactively support clusters and networks</b>	B1	LEP, Local Authorities	HotSW LEP, Local authorities, key industry and academic partners	HotSW LEP to confirm		The LEP is supporting clusters through Nuclear coordinator and SCMC coordinator posts. LAs support individual clusters	Cross-regional	All	Ideas	Business, leadership & ideas	
<b>Support capital investment to drive innovation</b>	B1	Applicants, LEP	HotSW LEP, central government , Local Authorities and key industry and academic partners	Funding for projects agreed has been secured through ERFD and UGF – future funding tbc		UGF and ERDF have been available for capital projects that support innovation. Future funding might come from SPF.	Depends on project	All	Ideas	Business, leadership & ideas	
<b>Support social enterprises</b>	B1, B2 B5	Applicants	HotSW LEP, Local Authorities and key partners	Secured until 2020/21.		Social Enterprise Support programme, funded through ERDF.	HotSW	All		Business, leadership & ideas	
<b>Foresight Network – prepare for opportunities</b>	B1		HotSW LEP, central government and key industry and academic partners					All		Business, leadership & ideas	
<b>Innovate UK MOU – delivery plan</b>	B1	HotSW LEP and Innovate UK	HotSW LEP, central government Innovate UK and key	HotSW LEP to confirm		Develop a delivery plan with Innovate UK to create more opportunities for HotSW businesses to	Cross-regional	All		Business, leadership & ideas	



			industry and academic partners			benefit from Innovate UK support					
<b>Bespoke Management Programme</b>	B2		HotSW LEP and key partners		All businesses have access to comprehensive support to develop outstanding leadership			All		Business, leadership & ideas	
<b>Network of business champions</b>	B2		HotSW LEP and key partners		All businesses have access to comprehensive support to develop outstanding leadership			All		Business, leadership & ideas	
<b>Business-to-business mentoring</b>	B2	Business Mentors SW; Cornerstone		NA - External	All businesses have access to comprehensive support to develop outstanding leadership	Business Mentors SW - volunteer mentoring scheme; Cornerstone - mentoring scheme in Somerset	HotSW	All		Business, leadership & ideas	
<b>Export programme</b>	B3 / B4	Applicants	HotSW LEP, Government, Local Authorities and key partners	Funding secured 2018/19	Total value of HotSW exports places the area on the top 1/3 of the UK or  Value of HotSW exports exceeds the LEP area average within 15 years	Currently, ERDF funded Export for Growth programme	HotSW	All		Business, leadership & ideas	
<b>Connect businesses to new markets</b>	B3 / B4	Applicants	HotSW LEP, Government, Local	Funding secured	Total value of HotSW exports places the area	ERDF funded Local Manufacturing Advisory programme	HotSW	All		Business, leadership &	

			Authorities and key partners	2018/19	on the top 1/3 of the UK or Value of HotSW exports exceeds the LEP area average within 15 years	is supporting all businesses.				ideas	
<b>Growth Hub</b>	B5	HotSW LEP (for Service for All), DCC (for ERDF Growth Support programme)	HotSW LEP, Government, Local Authorities and key partners	Secured until 2019/2020.	One of the best places in the UK to start up and grow a business	BEIS and ERDF funded programmes. BEIS confirmed for 18/19 and 19/20. ERDF funded support will end Dec 2019. LEP funding secured until 2019/2020.	HotSW	All		Business, leadership & ideas	
<b>Start-up support</b>	B5	Applicant		Funding secured 2018/19	One of the best places in the UK to start up and grow a business	ERDF funded Start-up & Grow programme for HotSW area.  Start Up loans is a national Government funded programme	Cross-regional/Hot SW	All		Business, leadership & ideas	
<b>Business Intelligence, mapping &amp; simplification task &amp; finish group</b>	B5	HotSW LEP	HotSW LEP, Growth Hub, local authorities and key industry and academic partners	Business support mapping part of GH deliverables.	One of the best places in the UK to start up and grow a business	There are currently 74 business support schemes available in HotSW. Many schemes are only available for local areas. Establish a T&F group to map schemes and identify potential for synergies and simplification. We need to understand the current and future economic impact of our opportunities to	HotSW	All		Business, leadership & ideas	

						inform our investment framework					
<b>Support to scale-up, grow and improve productivity</b>	B5	HotSW LEP	HotSW LEP, Government, Local Authorities and key partners	Funding secured for 2019/20.	One of the best places in the UK to start up and grow a business	HotSW LEP is currently exploring options to commission a bespoke scale-up programme. Funding through LEP monies. As future funding is unclear this will require potential support in the future	HotSW	All		Business, leadership & ideas	
<b>Market the region's special benefits and unique business opportunities to attract new investment</b>	B6	HotSW LEP	HotSW LEP, Government, Local Authorities and key partners	Secured until 2020/21.	One of the best places in the UK to locate and grow a business	LEP Inward Investment Manager is working with LAs to create a supportive environment and market the region. ERDF funding to support Inward Investment has been applied for.	HotSW	All		Business, leadership & ideas	
<b>Capital investment that enables growth</b>	B6		HotSW LEP, Government, Local Authorities and key partners		One of the best places in the UK to locate and grow a business	UGF and ERDF have been available to businesses and capital projects that support businesses but future funding is unclear	HotSW	All		Business, leadership & ideas	
<b>Create a supportive environment for all sizes of businesses</b>	B6		HotSW LEP, Government, Local Authorities and key partners		One of the best places in the UK to locate and grow a business	We will develop and support interventions for all businesses such as digital utilisation support services. We will identify specific interventions for	HotSW	All		Business, leadership & ideas	

						particular areas such as the High Growth Corridor. We will improve accessibility for rural businesses.					
<b>Access to finance: signposting and investor readiness</b>	B5, B6	HotSW LEP, DCC	HotSW LEP, Government, Local Authorities and key partners	Secured until 2020/21.	One of the best places in the UK to locate and grow a business	Signposting and diagnostic are being delivered through Growth Hub and Growth Support programme.	HotSW	All		Business, leadership & ideas	

## Employment, Skills and Learning

### Core Approach

People’s skills and experience underpin the success of an area. They are a central element in the creation of local prosperity; providing the labour that fuels successful business; the talent that drives forward enterprise and innovation; and the capacity that attracts investment and competition. Ensuring that the HotSW’s workforce and residents are therefore consistently supported to meet their full economic potential is imperative, allowing us to build on opportunities as they arise, as well as address challenges to sustainable growth and create a more inclusive economy.

The HotSW benefits from a strong starting position around Skills and Employment, with almost functional full employment, and a rapidly falling level of those experiencing wider worklessness. However, the area continues to face challenges around fulfilling the potential of those in work, and as a result the wider potential of its business community / core sectors. Too many of those in the workforce still hold a basic or lower level qualification; too few talented young people and adults stay in the area, seeking employment within the HotSW’s core industries; and too many of those that do struggle with challenges around aspiration or overcoming barriers that deny them access higher value learning and work. This then has downstream challenges for business performance, community coherence, individual success, and overall economic dynamism.

To support the wider ambitions of the Productivity Strategy therefore, the HotSW will focus upon a multilateral approach to overcoming these barriers and maximising the skills / learning potential of every one of our residents. Our core approach focuses upon six core elements:

EES – P1: Educating and Retaining the Workforce of the Future

EES – P2: Apprenticeships and Traineeships

EES – P3: Employability / Creating Pathways for All

EES – P4: Technical and Occupational Skills / Skills for Our Golden Opportunities

EES – P5: Supporting the Creation and Implementation of Higher Level Skills

EES – P6: Creating the Infrastructure for Future Learning

Current Activity	Outcome	Lead	Key Partners	Funding Amount Source and Duration	Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>Enterprise Advisor Network / CIAG / Education Business Partnerships</b>	EES – P1	Various (LEP, LA, FE, HEI, CEC, Private Sector)	Various (Schools, FE, HEI, LEP, Private Sector)	~£1m per annum from various sources	Careers Information, Advice and Guidance support for young people, including one to one advice and support, industry	Full programme of activity underway across area, though offer is variable dependent on location and school. Wider elements in development or early implementation,	HotSW	All	People Places	Employment, Skills and Learning Business Leadership	Inclusive Growth

					related learning and other CIAG outcomes.	including education business partnerships.				and Ideas	
<b>European Social Fund – Support for NEETs and Young People</b>	EES – P1 EES – P2	ESFA	FE, Private Providers	£1.1m over three years	Increase in the number of young people accessing further learning, engaging in employment or undertaking an apprenticeship	Two programmes underway, led by Careers South West and SERCO. Funding due to complete in Spring 2019	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth
<b>European Social Fund – Supporting Access to Employment</b>	EES – P3	DWP	FE, Private Providers	£600,000 over three years	Decrease in the number of individuals claiming out of work or other work-related benefits, either as they are accessing employment or in further education.	Programme ongoing, led by the Big Lottery, focused on working with those furthest from the labour market and young people.	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth
<b>European Social Fund – Active Inclusion</b>	EES – P3	DWP	FE, Private Providers	£7.8m over three years	Decrease in the number of individuals claiming out of work or other work-related benefits, either as they are accessing employment or in further education	Programme ongoing, led by a mixture of private sector providers and FE partners.	HotSW	All	People Places	Employment, Skills and Learning	Inclusive Growth
<b>European Social Fund – Support for the Workforce</b>	EES – P4 EES – P2	ESFA	FE, HEI, Private Providers	£10.2m over three years	Increased number of individuals with higher level skills, specifically Level 3 and 4 across the workforce.	Programme ongoing, led by FE / HEI partners and Learn Direct. First round of contracts concluded in July 2018.	HotSW	All	People	Employment, Skills and Learning Business Leadership and Ideas	Inclusive Growth
<b>European Social Fund – Reinforcing the Capacity of Providers to respond</b>	EES – P4 EES – P5	ESFA	FE, HEI	£1.1m over three years	Increased and higher quality provision of training and learning opportunities within	Programme ongoing, led by a consortium of FE and HEI providers.	HotSW	All	People Places	Employment, Skills and Learning	Inclusive Growth

<b>to the Market</b>					core sectors						
<b>HotSW FE Capital Programme</b>	EES – P2 EES – P4 EES – P5 EES – P6	LEP	FE	~£15m over three years	Enhanced facilities within the FE estate, deepening the curriculum offer across the HotSW.	Programme close to completion, with 8 projects ongoing with FE / HEI partners.	HotSW	All	People Places	Employment, Skills and Learning	Inclusive Growth
<b>Hinkley Point Training Agency</b>	EES – P4 EES – P5	HPTA	LEP, FE, EDF Energy, Private Sector	£6.5m over two years	Increase in local labour and training opportunities linked to the development at Hinkley Point, including potential around backfill opportunities.	Programme ongoing, with intensive work in process with 5 HotSW colleges who have received core funding and Tier 1 Suppliers.	HotSW and WoE	All	People	Employment, Skills and Learning  Business Leadership and Ideas	Inclusive Growth
<b>Apprenticeship Ambassador Network / Support for Apprenticeships</b>	EES – P2	NAS / AAS	LEP, FE, Schools, HEI, Private Sector	£100,000	Increase in number of individuals taking up apprenticeships, in particular form hard to reach groups or at higher levels.	Programme ongoing, with NAS and AAS running both network processes and events in year. Further emphasis to be put on apprenticeship roll out over next twelve months, following bedding down of levy.	HotSW	All	People	Employment, Skills and Learning  Business Leadership and Ideas	Inclusive Growth
<b>Adult Education Budget</b>	EES – P3	FE, Training Providers, LAs	Community Groups, Health Partners	~£25m per annum	Increase in number of individuals holding basic skills and able to move forward into higher value education, learning or employment opportunities.	In year provision ongoing, with increased number of providers reporting smaller underspends and higher levels of delivery / achievement than in previous years. Full review of base funding currently planned for 2019/20.	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth
<b>National Adult Retraining Pilots (Careers Learning Pilots / Flexible Learning Fund)</b>	EES – P3 EES – P4	DfE, LAs, FE, Training Providers	Wider Training Providers, Private Sector	£4m in 2018/19	Increase in the number of in work individuals progressing to a higher-level qualification, with a	6 projects ongoing across the HotSW, with progress being tracked and early evaluation activity ongoing to feed into national adult retraining	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth

					focus upon Level 3 and 4.	programme in 2021						
<b>T Level Pilots / FE Reform</b>	EES – P4 EES – P5	DfE, FE	HEI, Private Sector	£500,000 in 2018/19	Increase in the number of individual progressing to a higher-level technical discipline or qualification.	First round of pilots currently concluding, with second round due to roll out in new year. 3 FE pilots in HotSW.	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth	
<b>Digital Skills Partnership</b>	EES – P2 EES – P4 EES – P5	DCMS, LEP	LAs, FE, HEI, Private Sector	£150,000 over two years	Increase in the quantum of digital skills and expertise across the economy, including at basic, technical and higher levels.	Pilot formed in mid-2018, with staffing and delivery plan currently being finalised. Program complement and next steps to be conclude in later 2018.	HotSW	All	People Ideas Business Environment	Employment, Skills and Learning Business Leadership and Ideas	Inclusive Growth Digital	

Proposed Future Activity	Outcome	Lead	Key Partners	Funding and Delivery Options	Potential Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>European Social Fund – Support for NEETs and Young People</b>	EES – P1 EES – P2	Subject to Competition	Schools, FE, HEI, LAs	£4.7m over three years	Further support for CIAG provision across the HotSW, including support for those most at risk of becoming NEET.	Call published in August 2018	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth
<b>European Social Fund – Active Inclusion</b>	EES – P3	Subject to Competition	DWP, FE, LAs, Community Groups	£1.3m over three years	Support for communities to support residents to access employment and undertake additional learning through grant support	Call published in August 2018	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth



<b>European Social Fund – Support for the Workforce</b>	EES – P4 EES – P2	Subject to Competition	Private Sector, FE	£11.6m over three years	Increase in number of individuals holding a level 3 and above qualification, with a focus on core sectors.	Call published in August 2018	HotSW	All	People Business Environment	Employment, Skills and Learning Business Leadership and Growth	Inclusive Growth Digital
<b>European Social Fund – Reinforcing the Capacity of Providers to respond to the Market</b>	EES – P4 EES – P5	Subject to Competition	FE, HEI	£1.4m over three years	Higher quality provision of training and learning opportunities within key sectors, through improved resilience in FE and HE.	Call published in August 2018	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth
<b>Careers Hub / Enhanced Careers Information, Advice and Guidance Provision</b> , aligning existing activity and rolling out a strengthened and comprehensive CIAG service.	EES – P1	LEP, CEC	Schools and other education providers, FE, HEI, Private Sector	~£500,000 per annum provided by CEC, LAs, LEP and other partners. Potential for SPF in future years.	Improved career and educational outcomes for young people within the HotSW, including increased take up of core sector opportunities.	Business Planning, with Hub Pilot approved in spring 2018. Delivery to roll out in September 2018, with current intention to build offer over 3 years. Follows on from end of current ESF activity.	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth
<b>Further input into usage of Adult Education Budget / Adult Skills Funding</b> , seeking to better align activity with sectoral and local need, and tailor provision to better meet local conditions.	EES – P3	FE, LAs, Training Providers	Community Groups, Wider Training Providers	~£20m per annum core DfE funding, matched by learners and wider partners	Enhanced and refocused adult provision for those seeking employability and other basic skills, as well as community learning opportunities.	Annual provision, with partners seeking an ability to influence the shape and type of provision commissioned.	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth
<b>Creation of a ‘Skills for Business’ Advisory Service</b> , seeking to support business to	EES – P2 EES – P4 EES – P5	LEP	LAs, Business Support Agencies,	£1m per annum. Potential for	Improved workforce planning and capacity across business community, leading	Inception stage, with early discussion ongoing about project scope and fit with Growth Hub and other	HotSW	All	People Business Environment	Employment, Skills and Learning Business	Inclusive Growth

better understand the skills landscape, assist with workforce development and			Private Sector, FE, HEI	mixture of SPF, LEP, LA and other match.	to enhanced outcomes in terms of business output and productivity.	business support products. Follows on from current ESF activity.			ent	Leadership and Ideas	
<b>Securing of an Institute of Technology</b> , providing new provision of qualifications and content to strengthen the digital and advanced engineering sectors within the area.	EES – P2 EES – P4 EES – P5 EES – P6	LEP	FE, HEI, Private Sector	£30m over three years from FE Colleges, HEI partners and DfE	Increased learners at Level 4-6 and beyond, accessing a range of bespoke technical training opportunities to meet the needs of the digital and advanced engineering disciplines.	Business Planning Stage 2, following successful approval of Stage 1 bid in May 2018.	HotSW and CloS	All	People Places Business Environment	Employment, Skills and Learning Business Leadership and Ideas	Inclusive Growth Digital
<b>Technical Skills for the Workforce</b> , a new programme of supported activity within core sectors to assist with the delivery of improved outcomes and workforce development. Programme with seek to complement emerging IoT and T Level programme.	EES – P4 EES – P5	LEP	FE, HEI, Training Providers, Private Sector	£4m per annum, with funding secured from SPF with LA, LEP, FE, HEI and Private Sector match.	Increased learners undertaking technical level and higher-level qualifications within core sectors, with downstream impacts for business productivity and output.	Inception Stage, with early discussions ongoing on SPF and other potential funding streams. Follows on from current ESF activity	HotSW	All	People Business Environment	Employment, Skills and Learning Business Leadership and Ideas	Inclusive Growth Digital
<b>Apprenticeship and Traineeship Support Programme</b> , seeking to support SME business employ an apprentice, and support individuals to understand the benefits and potential of apprenticeship opportunities.	EES – P2	LEP, NAS, FE	HEI, Private Sector, Training Providers	£3m per annum within funding to be secured from SPF, with match	Increased uptake of apprenticeships and traineeships as a route to employment and learning. Focus on higher level skills, key sector opportunities and technical occupations.	Inception Stage, with early discussions on-going on SPF and other potential funding streams. Follows on from current ESF activity	HotSW	All	People	Employment, Skills and Learning	Inclusive Growth Digital

<b>Rolling Labour Market Intelligence</b> , creating a programme of intelligence gathering to inform skills commissioning and wider activity.	EES – P1 EES – P2 EES – P4 EES – P5	LEP, Private Sector	FE, HEI, Training Providers	£100,000, the £50,000 per annum. Funded by a mixture of LA and other core funding.	Enhanced labour market intelligence to inform funding prioritisation and business planning / bidding processes.	Business Case stage, with initial specification for LMI approach currently being scoped.	HotSW	All	People Business Environment Place	Employment, Skills and Learning Business Leadership and Ideas	Inclusive Growth Digital
<b>Creation of a Skills Advisory Board for the HotSW</b> , bringing together a representative sample of employers, providers and wider skills and learning stakeholders to inform forward commissioning and fuse of relevant funding.	EES – P2 EES – P4 EES – P5 EES – P6	LEP	Private Sector, LAs, FE, HEIs, Training Providers, Wider Stakeholders	£50,000 per annum, currently funded from within core LEP funding.	Improved governance of skills and education decision making and commissioning within the HotSW	Business Case stage, with initial specification and operating model currently being scoped.	HotSW	All	People Business Environment	Employment, Skills and Learning Business Leadership and Ideas	Inclusive Growth Digital
<b>FE Capital Renewal Programme</b> , supporting the updated and renewal of core assets within the FE estate	EES – P6	LEP	FE, HEI, Private Sector	£15m over three years, subject to future funding allocations from Govt	Enhanced provision within college facilities and improved site infrastructure for learners, leading to improved / broadened outcomes	Inception, with individual institutions beginning forward planning on stock / asset replacement.	HotSW	All	People Infrastructure	Employment, Skills and Learning	Inclusive Growth
<b>Strengthening Places / HEI Specialisation Funding</b> , to support development of higher education capacity and offer through added new capital equipment facilities.	EES – P5	HEI	FE, LEP, Private Sector, Training Providers, Schools	£10m over 3 yrs, with potential for further SPF and other core funding to supplement.	Sector specific innovation and training opportunities, with focus on growth sectors and HoTSW specialisation.	Business Case stage, with multiple additional opportunities in process within HotSW HEI providers.	HotSW	All	People Ideas	Employment, Skills and Learning	Inclusive Growth

## Section Three: Delivering the Key Opportunities

### Introduction

The opportunities presented within this current draft include:

- **Nuclear** – where there are benefits from Hinkley Point C as a leading nuclear new build project with £50bn of opportunities within a 75 minute radius; and Devonport Dockyard as home to the Royal Navy’s nuclear submarine maintenance work but where intervention is needed to anchor the long term economic legacy of the cluster;
- **Marine** – in which we benefit from our position within the South Coast Marine Cluster running from Cornwall to Hampshire and accounting for £2.54bn GVA but require intervention to help develop our growth opportunities;
- **Photonics** – where we have a concentration of high value supply chains across a broad range of sectors such as marine, aerospace, defence, and space applications in which photonics plays a key role as an enabling technology but needs further support to develop a world class cluster;
- **Farming, Food and Fishing** – with an agri-food sector that is built upon a rich agricultural and horticultural heritage but where Brexit is expected to bring about significant changes; and,
- **High Value Tourism** – in which we have an unparalleled breadth and depth of tourism assets and infrastructure to suit many tastes but intervention is needed to maximise the economic contribution from this important sector and the quality of employment opportunities that are available through it.

## Advanced Engineering – Nuclear (AE –N)

### Key Opportunities

The area benefits from Hinkley Point C as a leading nuclear new build project with £50bn of opportunities within a 75 minute radius; and Devonport Dockyard as home to the Royal Navy’s nuclear submarine maintenance work. By 2030, it will be home to a world-renowned cluster of high value businesses with transferrable expertise in advanced engineering and expertise in nuclear decommissioning which will also act as a stimulant to raise productivity in complimentary sectors. Intervention is needed to anchor the long term economic legacy of the cluster in the south west; without it there is a significant risk that the supply chain jobs and businesses move elsewhere in the country. Our core approach is to:

[AE - N1] Develop a legacy of a world class engineering supply chain across civil and defence sectors

[AE –N2] Develop HOTSW as a strong location for innovation in the nuclear sector, capitalising on the opportunity of the HPC construction

[AE – N3] Develop the skills requirements for the nuclear life cycle (specifically MEH and de-commissioning) and nuclear defence (engineering), creating a world class decommissioning cluster

[AE – N4] Develop the South West as a key location for advanced engineering (nuclear) inward investment

Current Activity	Outcome	Lead	Key Partners	Funding Amount Source and Duration	Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>Supply chain project with HOTSW, WoE and Wales (funders)</b>	AE- N1	Hinkley Supply Chain Team (HSCT)	Delivery Partners – SCOC, SWMAS, Business West	£1.5M finishes 2019	Engaged with 30 Tier 1 contractors to the HPC project. 90 work packages identified and assessed. £200 Million opportunity pipeline over the next 6 months. 2000 companies matched across the region to the opportunities. Over 300 companies have started the support journey through the programme. 50 companies have received intensive support. £15 million pounds of contracts won by local firms supported through the programme.	In line with contracted KPI’s	Cross region	All	Business environment Ideas	Business, leadership & ideas	Inclusive growth
<b>Nuclear SW – Inward</b>	AE – N4	HSCT	SWMAS,	£459.6K finishes	14 landings achieved.	In line with	Cross	All	Business	Business,	Inclusive

<b>Investment Service with HOTSWS (Local Authority funders – SCC / SDC / TD / WS) and WECA (IBB)</b>			Business West, IBB and HOTSWS Local Authorities	2020 (funding secured until March 2019)	200 warm leads generated at WNE 2018	contracted KPI's	region		environment. Places	leadership & ideas	growth
<b>Development of Huntspill Enterprise Zone as an anchor point for the early phase of the clusters</b>	AE – N1	SDC	SCC, LEP, Industrial Partners	£4.2M	2Msqft of commercial space; 4.5K jobs, 180% GVA uplift. 50-150 new businesses. 50MW electricity generations	Site remediation started	Somerset	Rural	Business environment Infrastructure Places	Business, leadership & ideas	Inclusive growth
<b>Development of Somerset Energy and Innovation Centre</b>	AE – N2	SCC	SWMAS, SCOC, BW	Awaiting info from SCC	Awaiting info from SCC	Built and occupied. Funding secured for phases 2 and 3	Somerset	Rural	Business environment Infrastructure Places	Business, leadership & ideas	Inclusive growth and distinctive assets
<b>Development of SW Nuclear Hub / Nucleate Project /</b>	AE – N2	Bristol University	NSW, Plymouth, UWE, Southampton Universities	£8M (SWNH) £4M secured for Nucleate	<ul style="list-style-type: none"> <li>•Engagement with industry and the public – international speakers showcase for businesses. Co-hosting events with Nuclear Institute, IOP, IMechE and the NIA.</li> <li>•Engagement with national and regional policy</li> <li>•Working with consortia including SEIC to create a technology pipeline.</li> </ul>	Robust collaboration potential with spin-outs to HOTSWS LEP area.	Cross region	All	Business environment Ideas	Business, leadership & ideas	Distinctive assets
<b>National College for Nuclear established</b>	AE – N3	Bridgwater & Taunton College	EDF / UOB	£15 Million	Nuclear Degree, foundation Degree, L3, Degree Apprenticeships, mechanical and electrical engineering / top up courses, nuclear safety and ILM qualifications / courses developed. X students.	Facility open and providing high level technical training	Cross region	All	Infrastructure	Employment skills & learning	Distinctive assets

<b>EDF training &amp; development centre established in Cannington</b>	AE – N3	EDF				Facility open and providing corporate training. Added value to local community – STEM / Young HPC / Education Inspire Project	UK	Rural	Infrastructure Places People	Employment skills & learning	Distinctive assets
<b>Hinkley Point Training Agency established</b>	AE- N3	HPTA Board	LEP, EDF, BTC, AOC , DSTPN	£150K	<p>Total numbers trained to date: c.1800+</p> <p>Total training value to date: c. £250,000+</p> <p>Five Colleges brought together to create the specific offer for the HPC MEH phase</p> <p>Working with Unions involved on HPC to provide worker key skills learning</p> <p>Working with Somerset County Council to pilot traineeships for young people registered as SEND in Somerset. The placements will be with major contractors on the HPC project</p> <p>DWP in setting up SBWAs for unemployed.</p>	Enabling contractors and their supply chains to connect with training providers	HotSW	All	Business environment People	Employment skills & learning	Inclusive growth and distinctive assets
<b>Investment in 5FE Colleges and National College for Nuclear</b>	AE- N3	LEP / HPTA	Bicton, Yeovil, BTC, Petroc, Exteter, South Devon, EDF	£10million	Deliverables in line with HPTA.	Supporting Hinkley skills development and off-setting displacement of skilled workers	Somerset & Devon	All	Infrastructure People	Employment skills & learning	Inclusive growth

Strategic Activity	Outcome	Lead	Key Partners	Funding and Delivery Options	Potential Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>Further UK Collaboration between nuclear industry rich regions to maximise future nuclear project opportunities</b>	AE – N1	HOTSW LEP	Cumbria, New Anglia, BEIS, NIC	Utilisation of existing Govt funding streams and initiatives	Implementation of a Nuclear Place based Deal leading to specific Govt investment targeted at nuclear regions.  Continuation funding for Supply Chain activity	Some involvement with Sector Deal implantation	UK	Rural	Business Environment, People, Places, Ideas		Inclusive growth and distinctive assets
<b>Baseline Evidence (Supply Chain) Develop comprehensive metrics for calculating economic value of all tiers and flow through work. Also contract wins and SW Content</b>	AE – N1	HOTSW LEP	LEP / HSCT	Contracted obligation for HSCT?	Robust calculation of local economic benefit	Not started	SW	All	Business Environment	Business leadership and ideas	Inclusive growth
<b>Baseline Evidence (Skills) Annual nuclear workforce assessment that is analysed at SW and LEP level, to support delivery of national priorities at local level</b>	AE – N3	HOTSW LEP	HSDF People Grp / NSSG	Part of SAP requirement?	Demand/requirement for HPC, decommissioning and defence (and other appropriate key sectors)  current local and national capability  local and national skills gaps  assess where the data gaps are and model local data collection (in the absence of nationally defined criteria).	Data collected by Autumn 2018	SW / LEP	All	People	Employment, skills & learning	Inclusive growth



Priority Activity (underway or in development)	Outcome	Lead	Key Partners	Funding and Delivery Options	Potential Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>Supply Chain</b> <b>Secure continuation funding for supply chain development project</b>	AE – N1	LEP	HSCT	£0.5M per LEP for 3 year programme	Up to 20% of HPC build costs supplied from within region. Diversification of supply chain to other sectors  Viable legacy impact from winning MEH Contracts. Cross over opportunities in to SZC and BRB	Need to secure funding by end 2018	Cross region	All	Business environment Ideas	Business, leadership & ideas	Inclusive growth
<b>Understand potential of nuclear defence opportunity</b>	AE – N1	LEP	MOD	Some pump priming / facilitation	% of £XB of contracts won locally – realising the £15Bn opportunity	Very initial scoping undertaken	HOTSW	All	Business environment Ideas	Business, leadership & ideas	Inclusive growth and distinctive assets
<b>Understand potential of decommissioning opportunity</b>	AE – N1	LEP	SWMAS	Some pump priming / facilitation	% of £XB of contracts won locally – realising the £15Bn opportunity	Very initial scoping undertaken	HOTSW	All	Business environment Ideas	Business, leadership & ideas	Inclusive growth and distinctive assets
<b>Skills</b> <b>Support delivery of filling critical skills gaps for HPC and other advanced engineering / manufacturing sectors – specifically MEH</b>	AE- N3	HSDF / LEP	LEP / NSSG	ESF calls (Shaping Future Skills Provision) and Skills in Employment	Defined top up training modules/accredited training requirements for transfer between trades/job roles. Raised awareness of these requirements with providers.  Meeting labour demands by enabling accelerated opportunities for mobility/transfer in the nuclear sector from other sectors.	Develop HSDF delivery plan and align to current initiatives. Bids facilitated via HPTA	HotSW	All	Business environment People	Employment skills & learning	Inclusive growth and distinctive assets

					Managing the impact of demobilisation by creating opportunities to transfer from HPC to other major infrastructure projects/sectors.						
<b>Develop HPTA into a robust skills co-ordination provision for large infrastructure projects</b>	AE- N3	LEP / HSDF / NSSG	Industrial Partners / Developers	Funding identified by December 2018	Quality provision provided locally when required, providing greater opportunities for sustainable construction careers and up-skilling.	Learning and growing from existing HPTA 5 co-ordination	HotSW	All	Business environment People	Employment skills & learning	Inclusive growth and distinctive assets
<b>Support delivery of National Nuclear Skills Strategy at local level through development of local skills delivery programme</b>	AE- N3	LEP / HSDF / NSSG	NSW Stakeholders	Pump priming / capacity building	Greater influence to Government re skills for nuclear opportunities and challenges. Improved co-ordination with other regions – specifically joining up with Nuclear Sector 'Place Proposition'	Develop HSDF delivery plan and align to current NSSG priorities and identify local delivery options by Autumn 2018	HotSW / Nuclear regions	All	Business environment People	Employment skills & learning	Inclusive growth and distinctive assets
<b>Secure Institute of Technology bid (cross-opportunity)</b>	AE – N3	UoE	UoE, B&T College, Exeter College, Plymouth College, Cornwall College	£15m required	Supply of Level 4 and Level skilled labour with specific focus on digital, engineering and manufacturing	Submitted June 2018, decision expected by Autumn 2018	Cross region?	All	People	Employment skills & learning	Inclusive growth
<b>Innovation Secure funding for Somerset Energy Innovation Centre Expansion</b>	AE – N2	SCC / LEP	University of Bristol / SWMAS / Business West	£5.4M	Research and development space created for SME's at TRL 7-9 readiness. For NNB and de-commissioning, and transferability into other sectors	SIPF EOI submitted – July 2018	Somerset	Rural	Business environment Infrastructure Places	Business, leadership & ideas	Inclusive growth and distinctive assets
<b>Develop business innovation programme,</b>	AE – N2	LEP / SCC	University of Bristol / NSW	£1M	£10m GVA generated and 150 high level jobs in 5	Develop programme by Spring 2019	HotSW/ SW	All	Business environment	Business, leadership &	Inclusive growth

<b>capitalising on SEIC</b>			Stakeholders  Bath University (Supply Chain Lab)		years  30+ products launched into the nuclear sector  200 businesses supported including referrals across the programme  25 companies with IP developed  60 R&D collaborations	dependent on funding bid outcome	Region		Ideas	ideas	
<b>Infrastructure</b>  Realising the potential to stimulate the rebirth of advanced manufacturing and supply chain production in the UK for products.	AE-N2 / AE – N4	LEP / LA's	Industry	EM's	Investment in key road schemes and employment land sites to allow for indigenous expansion, diversification into other complimentary technology sectors (i.e. automotive) and encourage niche FDI where there are supply chain gaps	Scope infrastructure for Clean Energy Infrastructure Investment Plan	HotSW	All	Business environment  Ideas	Business, leadership & ideas	Inclusive growth
<b>Export</b>  Establish export programme to connect to overseas markets	AE – N1	NSW / LEP	DIT	Pump priming / capacity for audit of activity and follow-up marketing material	Nuclear Export proposition understood and promoted to targeted overseas markets	Develop proposition by first Quarter 2019	HotSW / SW Region	All	Business environment  Ideas	Business, leadership & ideas	Inclusive growth
<b>Inward Investment</b>  Continue to market NSW nuclear proposition, specifically to encourage FDI for overseas companies to partner with UK companies; or where there are niche capability gaps.  Develop propositions	AE-N4	NSW / LEP	DIT	Deliver a programme to support innovation in the supply chain (digital / tech)  Deliver a programme that maximises	New marketing campaign delivered with specific nuclear sectors targeted new nuclear / decommissioning / AMR's  Add value to EZ proposition, specifically on transferability of technologies and tech cluster for advanced manufacturing into clean	Develop campaign for NDA event (November 2018)  Develop campaign for MIPIM 2019 (?)	HotSW / SW Region	All	Business environment  Ideas	Business, leadership & ideas	Inclusive growth

<p><b>based on technologies that cut across multi-sectors / commercial opportunities</b></p>				<p>our key commercial assets</p>	<p>energy growth . Encourage technology clustering to enable transferability across sectors such as automotive</p>	<p>Creating a national proposition for FDI post Brexit that builds on locality capacity and capability, piggy backs on nuclear investment, and attracts high value brands in mutually supportive commercial sectors</p>					
<p><b>Future Opportunities (as identified by FNC)</b> <b>Re-use of nuclear licensed sites</b> <b>Nuclear Health Medicine Market</b> <b>Fusion Supply Chain</b></p>	<p>AE – N1 AE – N4</p>	<p>NSW / LEP</p>	<p>Various Partners to be identified</p>		<p>Plan a programme of proactive involvement to promote the re-use of SW nuclear sites for future nuclear projects such as SMR's and AMR's  Undertake a study to understand scope  Deliver a programme to support SW Companies sell their capability into the fusion programme in the UK and overseas</p>	<p>Watching brief</p>	<p>HotSW / SW Region</p>	<p>Rural</p>	<p>Business environment Ideas</p>	<p>Business, leadership &amp; ideas</p>	<p>Inclusive growth</p>

## Advanced Engineering – Marine (AE-M)

### Core Approach

The South Coast Marine Cluster runs from Cornwall to Hampshire and accounts for £2.54bn GVA, or 8% of the UK total and more than any other recognised UK cluster. Its 8,000 businesses employ 105,000 or 5% of the working age population. Whilst there are concentrations of activity around port towns and cities, many of these businesses are spread across inland areas and are engaged in numerous non-marine supply chains. Our industry is built on a combination of our excellent natural resources, the largest concentration of ports and harbours in the UK as well as a world class research base. We produce more marine and maritime related research than any other region in the world, with 32 world class research and development organisations, the south coast has un-rivalled research and testing capacity which combine to create an excellent test bed for innovation. In HOTSW, we have continuing investments in the Marine Industries Production Campus at South Yard.

The OECD predicts that globally the Ocean Economy is expected to double in size by 2030. At a national level, the UK foresight report highlights the importance of emerging sectors many of which have a major presence in the South Coast Marine Cluster. Based on our review of emerging growth opportunities mapped against our local strengths with input from business and research partners, the South Coast Marine Cluster have concluded that there are three key complementary strategic growth opportunities:

1. High Value Marine Manufacturing
2. Marine Renewables
3. Marine Autonomy

There is a strong correlation/overlap between the underpinning competencies and infrastructure required for our specialisms and those recommended to develop other market opportunities including: Nuclear, Defence, Opto-electronics and Aerospace. These include:

[AE-M1] Cross-sector collaboration and supply chain development

[AE-M2] Commercial access to sites and infrastructure

[AE-M3] Skills and innovation

Current Activity	Outcome	Lead	Key Partners	Funding Amount Source and Duration	Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>Oceansgate Marine Enterprise Zone Phase 1</b>	AE – M2	PCC	HotSW LEP,	Growth Deal 2 £1.5m Growing Places Fund Loan £5m PCC Grant	177 jobs 2600m2 of floorspace	Building complete in May 2018. Eight out of 26 units let	National and international	Urban Coastal	Ideas: Artificial Intelligence, Future	Business environment Infrastructure	Distinctive Assets

				£1.2m					mobility, Clean Growth	Places	
<b>Oceansgate Marine Enterprise Zone Phase 2</b>	AE – M2	PCC	DCLG ref ERDF	PCC £6.1m Loan ERDF £2.2m (tbc) MHCLG £5m grant	196 jobs 2900m2 floorspace	Construction commences March 2019  Building complete May 2020	Urban, coastal		Place Artificial Intelligence, Future mobility, Clean Growth	Business environment Infrastructur e Places	Distinctive Assets
<b>Oceansgate Marine Enterprise Zone Phase 3</b>	AE – M2	PCC	MoD	DIO Loan £1m	600 jobs 3 dry docks 4 jetties A range of industrial buildings	£16m funding needs to be found before enclaving and remediation works can take place.	National and International	Urban and Coastal	Place: Artificial Intelligence, Future mobility, Clean Growth	Business environment Infrastructur e Places	Distinctive Assets
<b>Marine Business Technology Centre</b>	AE – M3	PCC	Plymouth & Exeter Unis, PML, Marine Biological Association	£2.7M, 3 years	97 Businesses assisted	Live	Cross Region	All	Ideas: Artificial Intelligence, Future mobility, Clean Growth	Ideas	Distinctive Assets
<b>‘In sea’ test range initiated</b>	AE – M3	Public private partnership	PCC, PML, Plymouth University, MBA, Thales, Msubs, Sonardyne Plus wider	Various public and private sources including in kind match.  Additional funding sought through	Pipeline of product testing including Thales autonomous minesweeper, Autonaut, and Valeport sensors.	Facilities and support already in place.  The formal recognition of a body of water near Plymouth and accessibility of a wider suite of	Coastal	All	Ideas/Infrast ructure  Artificial Intelligence, Future mobility, Clean	Ideas	Distinctive Assets

			South Coast Cluster Partners	Strength in Places bid		facilities is being developed.			Growth		
<b>South Coast Marine Cluster</b>	AE-M1	HOTSW LEP	LEPS, HEIs, LAs, Business, National and International	£100k PA, contributed by LEPs, LAs and HEIs	Create and guide delivery of sector growth strategy (LIS) Facilitate regional collaboration e.g. test range and £30M SIP bid. Promote and communicate sector needs to UK Gov.	Strategy and regional governance in place. Established brand, collateral and senior stakeholder relationships. Additional resource required: to expand sector promotion and national influence.	Cornwall, HOTSW, Dorset, Solent and Hampshire	All	All Artificial Intelligence, Future mobility, Clean Growth	All	Distinctive Assets

Proposed Future Activity	Outcome	Lead	Key Partners	Funding and Delivery Options	Potential Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>Focused Innovation Support</b>	AE-M3	Plymouth Uni	Several regional HEIs and SCMC	£30m Strength in Places Fund bid (EOI submitted)	8% productivity gain to supported businesses equal to £71 million GVA PA	Bid submitted, 2 <sup>nd</sup> stage announced Oct 2018	Cross region	All	Ideas Clean growth	Business leadership and ideas	Distinctive assets
<b>Brokerage to and investment in test facilities – including further development of</b>	AE-M2 AE-M3	SCMC	HEIs, Business and MOD	Coordination: £500,000 Assets £1,500	Increased investment in R&D in region	Business case and coordination to be scoped.	Cross region	All	Ideas Future of	Business leadership and ideas	Distinctive assets

<b>in Sea Test Range</b>				(covered in SIP bid)		£5.27M covered in Strength in Places bid including capital for new investments			mobility AI and Data Economy		
<b>Broadband at sea and for coastal industrial sites</b>	AE-M2 AE-M3	SCMC	Connecting Devon and Somerset, DCMS	Unknown	At sea: Enables innovation via internet of things at sea with numerous applications e.g. safety, logistics, autonomy etc.  On land: industrial productivity uplift	At sea – ISCF bid submitted for pilot.  Connecting Devon and Somerset current programme.	Cross region	Coastal	Future mobility  AI and Data Economy	Business leadership and ideas	Distinctive assets
<b>Cross-sector supply chain development</b>	AE-M1	LEP & SCMC		£2M	Increased innovation, supply of skills, trade via access to new markets	Business case development  £2M covered in SIP bid	Cross region	All	Business environment	Business leadership and ideas	Distinctive assets
<b>Combined international marketing support</b>	AE-M1	LEP and SCMC	DIT	Circa £75,000 PA	Collateral, combined promotion programme, internationalised key opportunities.	Business case development	Cross region	All	Business environment	Business leadership and ideas	Distinctive assets
<b>Support to protect and develop potential marine sites</b>	AE-M2	PCC	HEIs	TBC	Increased place offer to residents and visitors	In negotiation with UK Gov	Oceansgate	Urban	Business environment Places	Infrastructure	Distinctive assets
<b>Support to create Geospatial Digital Hub</b>	AE-M3	TDBC	Geospatial Commission	£6M. £4.25M Geospatial	Estimated at £40-45 million	Business case development	Cross regional or	All	Ideas AI and Data	Business leadership	Distinctive assets



			UKHO, SCC, TDBC	Commission, £1.75M LEP/LAs	GVA over 10 years		HOTSW?		Economy	and ideas	Digital technology
<b>Skills – Enhanced upskilling and reskilling opportunities in technical disciplines, developing clear pathways to the sector and with supporting training / learning delivered through the emerging Institute of Technology and wider provider partners.</b>	AE-M3	LEP & SCMC	HEIs, FE, SCMC Business Leadership Groups	ESF / SPF / ASB	<p>Defined top up training modules/accredited training requirements for transfer between trades/job roles.</p> <p>Raised awareness of requirements with providers</p> <p>Development of core capacity within the sector .</p> <p>Meeting labour demands by enabling accelerated opportunities for mobility/transfer to marine from other sectors.</p>	Business case development	Cross region	All	People	Employment, Skills and Learning	<p>Inclusive Growth</p> <p>Capitalising on our Distinctive Assets</p>
<b>Skills – Development / enhanced roll out of a Marine Industries specific Career, Information, Advice and Guidance (‘CIAG’) offer, building on existing resources developed by</b>	AE-M3	LEP & SCMC	Maritime UK, MOD	CEC, LEP / LA Match/ Private Sector Funding	<p>Increased supply of skills to key sectors</p> <p>Increased engagement and uptake of marine roles by</p>	Careers Hub approved and in development process, with resources currently being mobilised.	Cross Region	All	People	Employment, Skills and Learning	<p>Inclusive Growth</p> <p>Capitalising on our Distinctive Assets</p>

<b>Maritime UK, and integrated within the emerging Careers Hub within the HotSW</b>					Young People						
<b>Skills – Development of higher level apprenticeship pathways within the marine sector, working with relevant HEI and FE partners.</b>	A3-M3	LEP & SCMC	HEI, FE, Business Leadership Groups	ESF / SPF / HEIFC / Private Sector Match	Increased number of graduates within STEM and other disciplines  Increased uptake of higher level occupations within Marine Sector.	Early business planning activity ongoing with university and FE partners. Links to higher level apprenticeship capacity development across Advanced Engineering sectors.	Cross Region	All	People	Employment, Skills and Learning	Inclusive Growth  Capitalising on our Distinctive Assets
<b>Skills – Pathway development for sector specialists to become trainers, leading to a broader and more robust curriculum offer.</b>	A3-M3	LEP / Providers	HEI, FE, Business Leadership Groups	ESF / SPF / FE Base Funding / Private Sector Match	Enhanced trainer capacity and industry specialisation within provider network.  Tailored training provision for marine sector.	Early business planning activity ongoing with university and FE partners. Links to similar capacity development across Advanced Engineering sectors	Cross Region	All	People	Employment, Skills and Learning	Inclusive Growth  Capitalising on our Distinctive Assets
<b>Skills – Promotion of Marine Industry opportunities to adults working within wider industry, with retraining then supported by the emerging Adult Retraining Scheme and other core funding.</b>	A3-M3	LEP & SCMC	FE / DfE / ESFA / Business Leadership Groups	HEI / FE / DfE / ESFA / Private Sector Match	Upskilling of in work adults  Increased wage and progression  Enhanced skills and capacity within the Marine sector	Inception / Wider Pilot Activity	Cross Region	All	People	Employment, Skills and Learning	Inclusive Growth  Capitalising on our Distinctive Assets

<b>Skills - Leadership and Management skills development promoted and supported across the sector and its supply chain.</b>	A3-M3	LEP & SCMC	HEIs, FE, SCMC Business Leadership Groups	ESF / SPF / ESFA / Growth Hub	Enhanced business leadership and development  Peer to peer sharing of best practise and holistic enhancement of the South West sector in terms of business approach and methodology.	Inception / Part of wider business growth approach	Cross Region	All	People	Employment, Skills and Learning  Business Leadership	Inclusive Growth  Capitalising on our Distinctive Assets
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## Digital – Photonics (D –P)

### Key Opportunities

Photonics is a £12.9Bn industry nationally, comprising of over 1,500 businesses directly employing around 65,000 people and projected to grow around 8-10% per year. Across the HotSW there is a strong and established cluster of 174 companies, employing 3,125 highly skilled people contributing over £516M per year (increasing to £918M to encompass the whole South West region) equating to 7% of total UK photonics output. The cluster boasts a broad range of capabilities across the value chain including; photonics component design, microelectronics, fibre optics, lasers, thin film and optical coatings, LED lighting, sensors & imaging and PIC packaging, and is a key enabling technology for:

- UK Big Data sector valued at £27Bn
- UK Aerospace sector valued at £32Bn
- UK Defence sector valued at £23Bn
- UK Space sector valued at £14Bn
- UK Security and Resilience valued at £13Bn
- UK Civil Nuclear industry valued at £6.4Bn
- UK automation/ robotic industry valued at £218M

In summary the key outcomes are:

- D – P1: Develop a world class cluster in HotSW at the forefront of cutting edge innovation in R&D activity in the hi-tech sector – capitalising on the opportunities in 5G, Big Data, and autonomous vehicles
- D – P2: Provide skills and training for a highly skilled workforce to meet industry requirements across the photonics value chain
- D – P3: Grow and develop the supply chain and capabilities within the HotSW cluster in order to grow and retain the local value chain
- D – P 4: Promote and market the world leading capabilities and expertise within the HotSW photonics cluster

Current Activity	Outcome	Lead	Key Partners	Funding Amount Source and Duration	Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
Torbay Hi-tech Forum	D – P1	TDA	LEP/ SDC/ UKRI/ local universities	Ongoing TDA in-kind contribution	Collaboration and sector sounding board.	Established and growing	South Devon	All	Business environment	Business, leadership & ideas	Inclusive growth

					Combined industry voice to Government, driving sector growth, working with HE/FE to develop future workforce, development of pan European and wider sector cluster relationships				Ideas		
<b>Development of Electronics and Photonics Innovation Centre (EPIC)</b>	D – P1	TC	TDA/ LEP/ MHCLG/ BEIS	£8M – TC, GD2, CCF, ERDF	Employment space, high skilled jobs, new products to market	Under construction – due to open April 2019	HotSW	All	Business environment Infrastructure People	Employment skills & learning	Inclusive growth
<b>Hi-Tech Apprenticeship Framework/ Standard</b>	D – P2	SDC	N/A	N/A	Hi-Tech apprenticeships [including Higher at Level 4]	On-going engagement and provision	HotSW	All	Business environment People	Employment skills & learning	Inclusive growth and distinctive assets
<b>South Devon College Hi-Tech and Digital Centre</b>	D – P2	SDC	TC, HEFC, LEP, ERDF	£17M, SDC, TC, HEFC, LEP, ERDF	Under construction, due to be operational September 2019	Supporting Hi-Tech and Digital skills development and work readiness	South Devon	All	Infrastructure People	Employment skills & learning	Inclusive growth
<b>Secure foundation degree awarding powers [FDAP] in hi-tech and digital subjects</b>	D – P2	SDC	Employers	£200K	Development of existing Hi-Tech & Digital HNC/ FD programmes to meet the changing needs of learners and employers	On-going. Aim; Foundation Degree awarding status by 2019	National	All	People Infrastructure	Employment skills & learning	Inclusive growth

<b>Supply Chain Mapping</b>	D – P3	LEP	TDA	£3K	Business intelligence and map of the local photonics supply chain	Concluded	HotSW	All	Business environment	Business, leadership & ideas	Inclusive growth
<b>High Potential Opportunities deep dive</b>	D – P4	DfIT	HotSW LEP/ TDA	N/A	HPO marketing opportunity and raising profile of HotSW to define a clear sector investment proposition to target FDI	Early stages	International	All	Infrastructure	Business, leadership & ideas	Inclusive growth

Current Activity	Outcome	Lead	Key Partners	Funding and Delivery Options	Potential Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>Development of an integrated photonics design facility</b>	D – P1	University of Bristol	TDA/ CSAC/ University of Southampton/ LEP	£?? – Strength in Places Fund Establish Network	Development of new technology, partnership working,	TBC	National	All	Business envionred Ideas	Business, leadership & ideas	Inclusive growth
<b>Development of White Rock Business Park as a Technology Park with Enterprise Zone status to support inward investment and the expansion of the hi-tech cluster</b>	D – P1	TDA/ LEP	LEP/ TC/ SDC/ DfIT	£5M – enabling and infrastructure works	Employment space, creation of highly skilled job creation	TBC	Torbay	Coastal	Business Infrastructure Places	Business, leadership & ideas	Inclusive growth
<b>Secure funding to expand the expansion of</b>	D – P1	TC	TDA/ LEP	£2M required – SPF/ Strength in	SMEs created, Highly skilled jobs created,	Identify funding options Autumn 2018	Torbay	Coastal	Business environment	Business, leadership &	Inclusive growth and distinctive

<b>equipment and facilities in EPIC</b>				Places	new technology developed				Infrastructure Places	ideas	assets
<b>Secure Higher Education status and degree awarding powers [BDAP] in Hi-Tech &amp; Digital degree subjects, including accommodation strategy</b>	D – P2	SDC	LEP/ DfE	£111M	Higher skills levels and qualified entrants to local labour market/ research partnerships and programmes	On-going, degree awarding status by 2020	National	All	People Infrastructure	Employment skills & learning	Inclusive growth
<b>Develop a Hi-Tech &amp; Digital degree programme</b>	D – P2	SDC	TDA/ Employers	£250K	Upskilling workforce, raising productivity	On-going, degree awarding status by 2020	National	All	People	Employment skills & learning	Inclusive growth
<b>Develop business accelerator programme</b>	D – P3	TDA	LEP/ SWAIN	£1M required	Creation of new hi-tech businesses and growth of cluster	Develop programme by Winter 2018/ 19 - dependent on scope for collaboration	HotSW	All	Business environment Ideas	Business, leadership & ideas	Inclusive growth
<b>Lead Generation Programme</b>	D – P4	LEP	TDA/ DfIT	£150K	Inward investment/ FDI's	TBC	HotSW	All	Business environment Ideas	Business, leadership & ideas	Inclusive growth
<b>Hi-tech soft landings package</b>	D – P4	LEP	TDA	£250K	Inward investment/ FDI's	TBC	HotSW	All	Business environment Ideas	Business, leadership & ideas	Inclusive growth

Bedrock – Farming, Food and Fishing (B-FFF)

Key Opportunities

The Heart of the SW has a strong agri-food sector built upon a rich agricultural and horticultural heritage. This has supported a significant and increasing number of artisan food and drink producers as well as larger internationally recognised names. We produce everything including milk, cheese, fish, shellfish, meat, fruit and vegetables, wines and beers, spirits, but the dairy and fisheries subsectors are particularly significant. As well as producers, we have nationally significant R&D assets including several land based colleges, Bridgwater Agri-tech Centre, Rothamstead Research, the Food Security and Land Research Alliance, the Agri-Epi Centre, the Royal Bath and West of England Society’s rural Enterprise Centre and Food Enterprise Zone. By 2025, the agricultural technology sector is expected to be worth more than £136bn globally, a key market opportunity for our emerging agri-tech cluster. Across the whole South West region, agriculture and food and drink manufacturing account for £2.9bn GVA<sup>1</sup> (11% of England’s agri-food GVA), and 332,416 jobs<sup>2</sup>. **Insert figures for sectoral productivity if they can be obtained.** However, farm incomes in the South West were 20% lower than the England average and income from farming decreased by 32% between 2012 and 2016, a faster rate of decline than seen nationally (30%).

Brexit is expected to bring about significant changes, providing a once in a lifetime opportunity for fundamental reform of direct support arrangements as well as a move towards payments for public goods (such as environment and health). The SW Rural Productivity Commission report highlighted the need for LEPs to help farmers and their supply chains to prepare for these changes by improving performance now and so we are working with our partner LEPs (C&IOS, Dorset and SWLEP) to achieve a ‘Rural Deal’ with Government, which includes proposals to improve productivity of the sector. Our collective aim is to build on our existing strengths to develop a world leading, internationally recognised proposition that is known for its high quality, healthy, competitive and sustainably produced products. Our core approach is to:

- [B - FFF 1] Reach new markets – exporting/import substitution
- [B – FFF 2] Improve SME performance – addressing the long tail of productivity
- [B – FFF 3] Capitalise on innovation and automation
- [B – FFF 4] Address workforce skills
- [B – FFF 5] Develop natural capital markets

Current Activity	Outcome	Lead	Key Partners	Funding Amount Source and Duration	Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
RDPE Growth Programme – Food Processing	B-FFF1 B-FFF2	Rural Payments Agency	Applicants	TBC	Projects that create or expand food	Closed to new applicants May 2018	HOTSW	Rural	Business Environment	Business, leadership & Ideas	Distinctive Assets Inclusive

<sup>1</sup> ONS, Regional GVA (note, it is not possible to disaggregate sectoral GVA at LEP level)

<sup>2</sup> BRES plus DEFRA agricultural statistics



	B-FFF3				processing businesses leading to growth and productivity gains				Infrastructure		Growth
<b>RDPE Growth Programme- Business Development</b>	B-FFF1 B-FFF2 B-FFF3	Rural Payments Agency	Applicants (SMEs)	TBC	Projects to help rural businesses grow and create more jobs	Closed to new applicants May 2018	HOTSW	Rural	Business Environment	Business, Leadership & Ideas	Inclusive Growth
<b>LEADER – Grants scheme (including farm productivity and support for micro and small enterprises and farm diversification)</b>	B-FFF1 B-FFF2 B-FFF3	8 Local Action groups	Local Action Groups	£12m across all LEADER priorities	Projects to promote business growth and job creation in rural communities	Largely closed to new applicants	8 LEADER Scheme areas	Rural	Business Environment	Business, Leadership & Ideas	Inclusive Growth Distinctive Assets

Proposed Future Activity	Outcome	Lead	Key Partners	Funding and Delivery Options	Potential Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>SW Exporting Supply Chain Service</b>	B-FFF1	TBC	LEPs, Taste of the West, DIT and other commercial partners	Partner contributions matched through 'Rural Deal'	Increase in exporting	Business case development	Cross-region	Primarily rural, but not exclusively	Business Environment	Business, Leadership & Ideas	Distinctive Assets
<b>Develop and Pilot Agri-food and drink Business Advice Pilots</b>	B-FFF2	TBC	LEPs, NFU, National Parks, Food and Drink groups	Partner contributions matched through 'Rural Deal'	Productivity improved in x businesses Regional evidence about what works and why	Business case development	Cross-region	Primary rural, but not exclusively	Business Environment	Business, Leadership & Ideas	Distinctive Assets Digital Technology

<b>Transforming Food Production – Industrial Strategy Challenge fund bid (Dairy productivity)</b>	B-FFF3	TBC	LEPs, R&D assets	Innovate UK: Industrial Strategy Challenge Fund	To be developed	Business case development	Cross-region	Rural	Ideas	Business, Leadership & Ideas	Distinctive Assets Digital Technology
<b>Food SW – Strength in Places Fund bid</b>	B-FFF3	Business West	R&D institutions, local authorities, regional stakeholders and businesses	Innovate UK: Strength in Places fund	Drive productivity of whole food supply chain	EOI submitted	Cross-region	All	Ideas	Business, Leadership & Ideas	Distinctive Assets
<b>A Virtual Food and Drink Skills Academy</b>	B – FFF4	Petroc College	LEPS, Education providers and businesses	Partner contributions matched through ‘Rural Deal’	To be developed	Business case development	Cross-region	Rural	People	Employment, Skills and Learning	Inclusive Growth Digital Technology
<b>Enhancing Natural Capital – Environmental Land Management Trials</b>	B-FFF5	TBC	TBC	DEFRA	Pilot approaches tested across the region	Proposals submitted to DEFRA	TBC	Rural	Business Environment Places	Housing, Connectivity & Infrastructure	Distinctive Assets

## Bedrock – High Value Tourism (B–HVT)

### Key Opportunities

The Heart of the South West has an unparalleled breadth and depth of tourism assets and infrastructure to suit many tastes. We have outstanding natural capital covering national parks, AONBs and award winning beaches and coasts. We have cultural treasures and events including stately homes, museums and festivals as well as opportunities for celebration including the Mayflower 400 celebrations in 2020. Our cities, towns, coasts and rural areas all play a part on our tourism economy.

The tourism sector accounts for 92,000 jobs and x% of our GVA and its strong multiplier effects to other sectors mean that its economic importance shouldn't be underrated, especially in more rural and peripheral areas, where it represents a greater proportion of employment. However, productivity is lower than average providing considerable scope for improvement. At the same time the digital age is having a disruptive effect on the sector with new business models and modes of engagement challenging the traditional paradigms. We must respond to these challenges to maintain and extend our market share into new high value opportunities. Intervention is therefore needed to maximise the economic contribution from this important sector and the quality of employment opportunities available through it. This challenge was highlighted in the SW Rural Productivity Commission work and so we are working with our partner LEPs (C&IOS, Dorset and SWLEP) to achieve a 'Rural Deal' with Government, which includes proposals to improve productivity of the sector. Our collective aim is to become an exemplar of high value, sustainable, tourism 365 days/year. Underpinning the process is a commitment amongst partners to use collective resources more effectively by reducing duplication and sharing best practice, whilst capitalising on individual identities.

Our core approach is to:

[B - HVT 1] Extend the season to reach new markets at home and abroad

[B – HVT 2] Drive improved business performance

[B – HVT 3] Retain greater expenditure in the local economy

[B – HVT 4] Improve the skills of SMEs and workforce

Current Activity	Outcome	Lead	Key Partners	Funding Amount Source and Duration	Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>RDPE Growth Programme – Rural Tourism Infrastructure</b>	B-HVT-1 B-HVT-2	Rural Payments Agency	Applicants	TBC	Projects that encourage more tourists to come, stay for longer and spend more money in rural areas	Closed to new applicants May 2018	HOTSW	Rural	Business Environment Infrastructure	Housing, Connectivity & Infrastructure	Distinctive Assets

<b>RDPE Growth Programme- Business Development</b>	B-HVT-2	Rural Payments Agency	Applicants (SMEs)	TBC	Projects to help rural businesses grow and create more jobs	Closed to new applicants May 2018	HOTSW	Rural	Business Environment	Business, Leadership & Ideas	Inclusive Growth
<b>LEADER – Grants scheme (including rural tourism)</b>	B-HVT-1 B-HVT-2 B-HVT-3	8 Local Action groups	Local Action Groups	£12m across all LEADER priorities	Projects to promote business growth and job creation in rural communities	Largely closed to new applicants	8 LEADER Scheme areas	Rural	Business Environment	Business, Leadership & Ideas	Inclusive Growth Distinctive Assets

Proposed Future Activity	Outcome	Lead	Key Partners	Funding and Delivery Options	Potential Deliverables	Current Status	Coverage	Urban Rural Coastal	Industrial Strategy Theme	Productivity Strategy Theme	Cross Cutting Theme
<b>i-Intel – Tourism Intelligence for the 21<sup>st</sup> Century</b>	B-HVT-1 B-HVT-3	TBC	SW LEPS, DMOs and designated landscapes	Partner contributions matched through 'Rural Deal'	Research report highlighting high value market segments and Smart intelligence system	Business case development	Cross-region	All	Business environment	Business, Leadership & Ideas	Distinctive Assets Digital Technology
<b>Create a Tourism Zone along the length of the SW Coast Path</b>	B-HVT-1 B-HVT-3	TBC	SWLEPs, SWCP, National Trust, DEFRA and DCMS	Revenue funding initially to develop and test concept and implementation plan with partners	1) Feasibility study 2) Phased implementation plan	Business case development	Cross-region	Coastal/Rural	Business Environment	Business, Leadership & Ideas Housing, Connectivity & Infrastructure	Distinctive Assets
<b>i-Heritage Cluster</b>	B-HVT-3 B-HVT-1	University of Exeter	Regional universities, commercial & heritage partners	£xx delivery funding required. Could come through rural deal or TBC	TBC	Business case development	Cross-region	All	Ideas Grand Challenges: AI and Data Economy	Business, Leadership & Ideas	Distinctive Assets Digital Technology

<b>Digital Business Benchmarking Tool</b>	B-HVT-2	TBC	Commercial accountancy and social media partners. LEPs and DMOs	Partner contributions matched through 'Rural Deal'	A digital business benchmarking tool including social media and financial elements	Business case development	Cross-region	All	Business Environment Ideas Grand Challenges: AI and Data Economy	Business, Leadership & Ideas	Distinctive Assets Digital Technology
<b>Virtual skills Academy</b>	B-HVT-4	TBC	SWLEPs, ESBs, education providers and tourism businesses	TBC		Business case development	Cross-region	All	People	Employment Skills and Learning	Inclusive Growth Digital Technology