

Heart of the South West Joint Committee

Friday 25 May 2018

10.00 am The Council Chamber, County Hall, Topsham Road, Exeter EX2 4QD



To: The Members of the Heart of the South West Joint Committee

Nominated Voting: Cllr Bill Hitchins (Dartmoor NPA), Cllr John Hart (Devon CC), Cllr Paul Diviani (East Devon DC), Cllr Peter Edwards (Exeter CC), Cllr Andrea Davis (Exmoor NPA), Cllr Harvey Siggs (Mendip DC), Cllr Clive Eginton (Mid Devon DC), Cllr David Brailey (North Devon DC), Cllr Duncan McGinty (Sedgemoor DC), Cllr David Fothergill (Somerset CC), Cllr John Tucker (South Hams DC), Cllr Ric Pallister (South Somerset DC), Cllr David Thomas (Torbay C), Cllr John Williams (Taunton Deane BC), Cllr Jeremy Christophers (Teignbridge DC), Cllr Jayne Whittaker (Torrige DC), To be confirmed (Plymouth City Council), Cllr Philip Sanders (West Devon BC), Cllr Anthony Trollope-Bellew (West Somerset C).

Substitutes: Andrew Cooper (Dartmoor NPA), Cllr Stuart Barker (Devon CC), Cllr Phil Twiss (East Devon DC), Cllr Rachel Sutton (Exeter CC), Robin Milton (Exmoor NPA), Cllr Tom Killen (Mendip DC), Cllr Richard Chesterton (Mid Devon DC), Cllr Mike Edmunds (North Devon DC), Cllr Dawn Hill (Sedgemoor DC), Cllr David Hall (Somerset CC), Cllr Simon Wright (South Hams DC), Cllr Jo Roundell Greene (South Somerset DC), Cllr Alan Tyerman (Torbay C), Cllr Mark Edwards (Taunton Deane BC), Cllr Humphrey Clemens (Teignbridge DC), Cllr David Hurley (Torrige DC), To be confirmed (Plymouth CC), Cllr Lois Samuel (West Devon BC), Cllr Mandy Chilcott (West Somerset C).

Non Voting: Steve Hindley (HOTSWLEP)

Issued By Julian Gale, Strategic Manager - Governance and Risk – Date Not Specified

For further information about the meeting, please contact Julian Gale, Democratic Services, Somerset County Council or 01823 357628

Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution under Section 100A (4) of the Local Government Act 1972.

This agenda and the attached reports and background papers are available on request prior to the meeting in large print, Braille, audio tape & disc and can be translated into different languages. They can also be accessed via the council's website on

www.somerset.gov.uk/agendasandpapers



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AGENDA

Item Heart of the South West Joint Committee - 10.00 am Friday 25 May 2018

Public Guidance Notes

1 **Apologies for absence**

To be reported and recorded

2 **Appointments**

i) **Election of Chair**

To elect a Chair for the municipal year

ii) **Appointment of Vice-Chair**

To appoint a Vice-Chair for the remainder of the municipal year

3 **Declarations of Interest**

4 **Minutes of the HotSW Joint Committee (Pages 7 - 14)**

To agree the minutes of the meeting held on 23rd March 2018 as a correct record.

5 **Public Question Time**

The Chair will allow members of the public to present a petition on any matter within the Committee's remit. Questions or statements about any matter on the agenda for this meeting will be taken at the time when each matter is considered.

6 **HotSW Productivity Strategy Delivery Plan (Pages 15 - 22)**

To consider an update report on the development of the Delivery Plan focusing on outcomes and opportunities - for approval (attached as Paper 6.0) – to be presented by Chris Garcia, Chief Executive of the HotSW LEP. To include a verbal update from Karime Hassan on the Housing workstream.

7 **Peninsula Sub-national Transport Body Progress Report (Pages 23 - 28)**

To consider an update on progress with the establishment of the Peninsula Sub-national Transport Body (attached as Paper 7.0) – for information – to be presented by Pat Flaherty, Governance Lead, Leaders for the Heart of the South West

8 **HotSW Joint Committee Communications Strategy (Pages 29 - 42)**

To consider a report setting out a Communications Strategy for the partnership (paper attached – Paper 8) – for information - to be presented by Julian Gale, Strategic Manager – Partnership Governance, Somerset County Council.

9 **HotSW Joint Committee Draft Budget and Cost Sharing Agreement (Pages 43 - 50)**

Item Heart of the South West Joint Committee - 10.00 am Friday 25 May 2018

To consider a report updating the Joint Committee on its budget position for 2018/19 and presenting a draft Budget and Cost Sharing Agreement - for approval and recommendation to the constituent authorities (attached as Paper 9.0) – to be presented by Julian Gale, Strategic Manager – Partnership Governance, Somerset County Council.

10 **Great South West Update** (Pages 51 - 56)

To consider an update report on Great South West (attached as paper 10.0)
- for decision – to be presented by Chris Garcia, Chief Executive of the HotSW Local Enterprise Partnership.

11 **Brexit Resilience and Opportunities Group (BROG)**

To receive a verbal update on the work of the group from Phil Norrey, Chief Executive, Devon County Council.

12 **Date of next meeting**

To note that the next meeting of the Joint Committee meeting will be held on Friday 20th July 2018 at 10.00am – venue to be confirmed.

Work programme for this meeting to include:

- Update on discussions with the Department for Business, Energy & Industrial Strategy
- Delivery Plan update
- To agree principles for the investment framework

13 **Any other business**

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Guidance notes for the meeting

1. Inspection of Papers

Any person wishing to inspect Minutes, reports, or the background papers for any item on the Agenda should contact Julian Gale on Tel: (01823) 359500 or Email: jjgale@somerset.gov.uk They can also be accessed via the Somerset County council's website on www.somerset.gov.uk/agendasandpapers

2. Public Question Time

If you wish to speak, please contact Julian Gale - by 12 noon the (working) day before the meeting. At the Chair's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee's remit. The length of public question time will be no more than 30 minutes in total.

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been signed. However, questions or statements about any matter on the Agenda for this meeting may be taken at the time when each matter is considered.

You must direct your questions and comments through the Chair. You may not take direct part in the debate. The Chair will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chair may adjourn the meeting to allow views to be expressed more freely. If an item on the Agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will normally be limited to two minutes.

3. Exclusion of Press & Public

If when considering an item on the Agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

4. Recording of meetings.

The Committee supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public - providing this is done in a nondisruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone wishing to film part or all of the proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chairman can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public aren't filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

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Minutes of the Heart of the South West (HotSW) Joint Committee

Plymouth City Council, Council House, Plymouth PL1 2AA

10.00am, Friday 23 March 2018

Attendance

Voting Members

Cllr John Hart	Leader - Devon County Council
Cllr David Fothergill	Leader - Somerset County Council
Cllr Ian Bowyer	Leader - Plymouth City Council
Cllr David Thomas	Leader – Conservative Group, Torbay Council
Cllr Paul Diviani	Leader - East Devon District Council
Cllr Peter Edwards	Leader - Exeter City Council
Cllr Clive Eginton	Leader - Mid Devon District Council
Cllr Mike Edmunds	North Devon District Council (Substitute)
Cllr John Tucker	Leader - South Hams District Council
Cllr Jayne Whittaker	Leader - Torridge District Council
Cllr Philip Sanders	Leader - West Devon Borough Council
Cllr Ric Pallister	Leader - South Somerset District Council
Cllr John Williams	Leader - Taunton Deane Borough Council
Cllr Anthony Trollope-Bellew	Leader - West Somerset Council
Andrew Cooper	Secretary of State Appointee - Dartmoor National Park Authority
Cllr Andrea Davis	Deputy Chairman - Exmoor National Park Authority

Non-voting Members

Steve Hindley	Chairman - Heart of the South West Local Enterprise Partnership
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Officers

Keri Denton	Head of Economy, Enterprise and Skills -Devon County Council
Phill Adams	Senior Manager - Employment and Skills - Devon County Council
Sue Rose	Policy Lead - Devon County Council
Pat Flaherty	Chief Executive - Somerset County Council
Julian Gale	Strategic Manager/Partnership Governance - Somerset County Council
Mark Ford	Service Manager - Communications and Operations - Somerset County Council
Peter Stiles	Clerk to the Joint Committee - Somerset County Council
Tracey Lee	Chief Executive - Plymouth City Council

Alison Ward	Regional Portfolio Manager - Plymouth City Council
Steve Parrock	Chief Executive - Torbay Council
Richard Cohen	Deputy Chief Executive - East Devon District Council
Karime Hassan	Chief Executive - Exeter City Council
Lorraine Betts	Policy Officer - Exeter City Council
Stephen Walford	Chief Executive - Mid Devon District Council
Mike Mansell	Chief Executive - North Devon District Council
Phil Shears	Chief Executive - Teignbridge District Council
Jenny Wallace	Chief Executive - Torridge District Council
Sophie Hosking	Head of Paid Service - South Hams District and West Devon Borough Councils
Stuart Brown	Chief Executive - Mendip District Council
Doug Bamsey	Corporate Director - Sedgemoor District Council
Alex Parmley	Chief Executive - South Somerset District Council
Bruce Lang	Assistant Chief Executive and Monitoring Officer - Taunton Deane Borough and West Somerset Council
Shirlene Adam	Director of Operations - Taunton Deane Borough Council
Chris Garcia	Chief Executive - Heart of the South West Local Enterprise Partnership
Eifion Jones	Head of Strategy and Operations - Heart of the South West Local Enterprise Partnership

Apologies

Phil Norrey	Devon County Council
Mark Williams	East Devon District Council
Cllr David Brailey	North Devon District Council
Cllr Jeremy Christophers	Teignbridge District Council
Cllr Harvey Siggs	Mendip District Council
Cllr Tom Killen	Mendip District Council
Cllr Duncan McGinty	Sedgemoor District Council
Cllr Dawn Hill	Sedgemoor District Council
Alison Griffin	Sedgemoor District Council
Penny James	Taunton Deane Borough Council
Cllr Bill Hitchens	Dartmoor National Park Authority
Sarah Bryan	Exmoor National Park Authority
Kate Spencer	Corporate Support – Torbay Council

1. Appointments

1.1 Election of Chairman

On the motion of Cllr Hart, seconded by Cllr Edwards, Cllr Fothergill was elected Chairman for the remainder of the Municipal Year.

1.2 **Appointment of Vice-Chairman**

On the motion of Cllr Hart, seconded by Cllr Trollope-Bellew, Cllr Diviani was appointed Chairman for the remainder of the Municipal Year.

2. **Declarations of Interest**

2.1 Details of councillors' appointments to local authorities were displayed in the meeting room and therefore there was no need to verbally declare these as personal interests.

3. **Minutes**

3.1 The Minutes of the Shadow Joint Committee meeting held on 11 November 2017 were confirmed and signed as correct.

4. **Public Question Time**

4.1 There were no public questions.

5. **Update**

5.1 **Discussions with Department for Business, Energy and Industrial Strategy (BEIS)**

Tracey Lee, Plymouth City Council, reported on:

- a very positive meeting that had taken place in furtherance of devolution discussions with BEIS' South West England and West Midlands Cities and Local Growth Unit which was headed by Tony Bray, Area Director. Officials had praised the approach taken by the HotSW Partnership and gave encouragement to continue. BEIS officials were particularly impressed by: the unity and clarity of purpose of the Partnership; the productive relationship between the public and private sector, illustrated by close working with the HotSW Local Enterprise Partnership (LEP); the clear leadership and governance arrangements which provided reassurance of the Partnership's commitment and capacity to deliver; and the ambitious vision set out in the Productivity Strategy, building on the Partnership's strengths.

A clear message that came across from the discussions was the need for the Partnership to be flexible and willing to work collaboratively with other areas beyond the HotSW LEP boundary. Tracey Lee referred to current successful cross-LEP collaboration and an emerging consolidation around a south west peninsula grouping of the three LEPs (Cornwall and the Isles of Scilly, HotSW and Dorset) which would

provide a coherent geography, a greater critical mass and a stronger voice to Government where necessary and appropriate

- the development of a pilot Local Industrial Strategy for HotSW based on the Productivity Strategy which on completion would put the Partnership in a good position to benefit from the Government's Prosperity Fund and the proposed approach to BEIS to become an 'early adopter'
- suggested Government participation in the South West Rural Productivity Task Force focusing on rural and coastal communities which was supported by BEIS. The next step would be to approach DEFRA. It was understood that Public Works Loan Board funding might be available at discounted rates of interest for projects supported by the Task Force
- work being undertaken by south west LEPs to help roll out high speed broadband internet connectivity throughout the region.

5.2 Sub-Regional Transport Board

5.2.1 Pat Flaherty, Somerset County Council, reported on a proposal for the establishment of a sub-national transport board to facilitate joint working on strategic transport issues and act as a strong voice to Government for the south west. Discussions thereon between local authority chief executives, highway authority representatives etc had been very positive and the concept was supported by most authorities in the wider south west and BEIS. The proposal was being developed and was due to be considered by the south west leaders next month.

5.3 Housing

5.3.1 Karime Hassan, Exeter City Council, provided an update on the Housing workstream. He referred to the need, when developing the Partnership's housing 'ask', to identify barriers to delivery in urban and rural areas as well as funding opportunities. To this end he suggested that there should be an audit of the position on housing provision in each district within the Partnership followed by a housing summit to help shape the 'ask'.

5.3.2 **RESOLVED:** to support the proposed housing audit and housing summit and that a report thereon be brought to the next meeting.

5.4 South West Institute of Technology (SWIoT)

5.4.1 The Joint Committee considered a report by Phill Adams, Devon County Council on a £15.1 million joint bid by HotSW and Cornish partners to the Government's Institute of Technology competition. The report was presented by Keri Denton, Devon County Council and Phill Adams.

5.4.2 Bringing together a consortium of five of the region's colleges, both of its universities and five core business partners, the SWIoT bid sought to secure designation for a distributed IoT model to be rolled out across the HotSW Partnership area from 2019 focusing on enhancing digital and advanced engineering and manufacturing skills. The scope existed for a wider group of colleges and businesses to join the initiative at a later stage. A successful bid would enable six interlinked training centres or hubs to be developed across the peninsula, delivering a range of tailored provision to businesses and individuals within the 'golden opportunity' sectors and beyond. Co-located with the existing college and university offer, the new provision would be industry led, incorporating the latest in process and digital content, as well as drawing on the experience of key industrial partners from across the area.

5.4.3 The SWIoT bid was complementary to the ongoing focus on productivity and skills development, meeting the Partnership's emerging ambition to secure additional technical training capacity set out in the Productivity Strategy, as well as the broader ambitions of the Government's Industrial Strategy.

5.4.4 The SWIoT bid to the Government's £170m fund had been submitted on 1 March 2018, lobbying was taking place and a response was awaited. Keri Denton and Phill Adams were optimistic about the prospect of the bid being successful.

5.4.5 **RESOLVED:** to note the content and ambition of the South West Institute of Technology bid and seek to support the bid with Government Ministers and wider stakeholders/influencers as appropriate.

6. HotSW Productivity Strategy and Delivery Plan

6.1 The Joint Committee considered a report on the HotSW Productivity Strategy which had been developed over the past year through a range of engagement and consultation with partners and stakeholders through which the Partnership could achieve its aims, and the principles on which the associated Delivery Plan would be prepared. The report was presented by Tracy Lee, Plymouth City Council, as the Committee's Senior Responsible Officer.

6.2 The Productivity Strategy - which would replace the HotSW Strategic Economic Plan - set out the ambition of the Partnership to double the size of the Partnership area's economy over the next twenty years, thereby creating higher productivity and prosperity for all. The Strategy focused on creating the conditions to increase productivity and thereby drive prosperity and: identified the long-term ambition to raise productivity, the main themes and the approach; supported the devolution of greater power and autonomy for the area; and outlined how the Partnership would support the Government's Industrial Strategy.

6.3 The Productivity Strategy was not a community strategy for the HofSW area but rather an umbrella strategy which would sit over the local strategies and plans of

each organisation within the Partnership, which in turn sat above the neighbourhood plans of local communities.

6.4 The Strategy identified three strategic themes to focus Partnership activity to improve productivity which involved strengthening and developing: the leadership and ideas within businesses; the housing, connectivity and infrastructure people and businesses rely on for living, moving goods, accessing jobs and training, and exploiting new opportunities; and the ability of people to work, learn, and improve their skills in a rapidly changing global economy, and to maximise their economic potential. In addition, there were three cross-cutting themes referred to throughout the Strategy: inclusive growth for people, communities and places; capitalising on the area's distinctive assets; and maximising the potential from digital technology.

6.5 The report commented on the process of consultation, communication and engagement on the Strategy the results of which had been used to inform its development.

6.6 The next steps would involve drawing up a Delivery Plan for the Strategy alongside an Investment Framework.

6.7 Steve Hindley, HotSW LEP, reported that the LEP had endorsed the Strategy.

6.8 Joint Committee members looked forward to seeing progress on the Delivery Plan and some tangible early achievements.

6.9 **RESOLVED:**

(a) to adopt the Heart of the South West Productivity Strategy attached as Appendix 1 to the report and to authorise Tracey Lee (as Senior Responsible Officer), in consultation with the Chairman, to agree any final minor proofing changes required prior to publication

(b) to agree the principles that the Delivery Plan for the Strategy should be based on attached as Appendix 2 to the report.

7. **Statement of Strategic Intent**

7.1 The Joint Committee considered a report by the Chief Executives' Advisory Group setting out a Statement of Strategic Intent for the Committee as a policy framework document.

7.2 The report was presented by Pat Flaherty, Somerset County Council, who indicated that the Statement would ensure that the Joint Committee embraced a flexible approach to position itself to take advantage of any policy opportunities

arising from Government. The Statement complemented existing documents by describing the proposed relationship of the Joint Committee: with neighbouring local authorities; with other areas in the south west; and nationally, in order to support the delivery of the Productivity Strategy and when engaging with Government on different issues. It also set out the approach that the Joint Committee (and the LEP) would adopt in delivering the Productivity Strategy.

7.3 **RESOLVED:** to adopt the Statement of Strategic Intent to guide the Joint Committee's work moving forward.

8. Joint Committee Leadership and Management Support Arrangements

8.1 The Joint Committee considered a report presented by Julian Gale, Somerset County Council, on the leadership and management arrangements at officer level and in support of the Committee.

8.2 It was critical that the Joint Committee had adequate support to drive its business and ensure that it met its objectives. Particular attention was being given at this stage to the Delivery Plan for the Productivity Strategy and discussions with Government officials on the wider opportunities presented by devolution.

8.3 **RESOLVED:** to endorse:

(a) the leadership and management support arrangements set out in the diagram attached as Appendix 1 to the report

(b) the working arrangements of the Chief Executives' Advisory Group attached as Appendix 2 to the report

(c) the working arrangements of the Chief Executives' Delivery Board attached as Appendix 3 to the report.

9. Next Meeting

9.1 Date

9.1.1 It was noted that the next meeting of the Joint Committee would be held on Friday 25 May 2018 at 10.00am.

9.2 Venue for Future Meetings

9.2.1 Members discussed whether future meetings should, as a good democratic principle, be held at different locations within the Partnership area or at a single easily accessible venue, given concerns about travelling time.

9.2.2 After discussion, the Joint Committee supported a suggestion by the Chairman that meetings should be rotated, subject to the venues being reasonably accessible.

9.3 Work Programme for 25 May 2018 meeting

9.3.1 It was noted that this would include:

- an update on discussions with BEIS
- to agree principles for the Productivity Strategy Investment Framework
- to agree a revised budget for recommendation to the constituent authorities
- a report on housing audit/summit.

9.3.2 The Project Management Office (PMO) was asked to research the background to tourism tax options for report to the Committee. Potential for use of Second Homes Council Tax income for tourism would be reviewed under the Housing work-stream. Both items were raised by Cllr Tucker.

(Cllr Hart declared a personal interest in the item involving a Tourism Tax and stated that he would not be taking part in that part of the discussion by virtue of receiving an income from a business activity connected with the tourism industry).

(The meeting ended at 11.25am)

CHAIRMAN



HotSW Joint Committee

Meeting date – 25 May 2018

HEART OF THE SOUTH WEST PRODUCTIVITY STRATEGY DELIVERY PLAN

Lead Officer: Tracey Lee, Senior Responsible Officer, Leaders for the Heart of the South West

Author: Eifion Jones, Programme Management Office

Contact Details: 07525 806334

1. Summary

- 1.1. This report sets out the proposed approach to the Heart of the South West Productivity Strategy's Delivery Plan.

2. Recommendations

2.1. **The Joint Committee is recommended to:**

- (a) **Adopt the proposed approach to identifying and commissioning programmes of activity that will form the Delivery Plan.**
- (b) **Agree that the Delivery Plan focuses on the opportunities highlighted in the paper.**

3. Reasons for recommendations

- 3.1 To enable the Heart the South West Partnership to agree our delivery opportunities and move to detailed planning; to include identifying potential to align our local resources and identifying the potential to secure further external investment.

4. Background

- 4.1 The Productivity Strategy was approved by the LEP Board and the Joint Committee in March¹ and the focus over the coming months is to develop the Delivery Plan. At the last meeting, the Joint Committee also agreed a set of principles for the Delivery Plan. These were that the Plan should:

- Be outcomes driven

¹ The final Strategy is available on the LEP website at <https://heartofswlep.co.uk/wp-content/uploads/2018/04/HeartoftheSouthWestProductivityStrategy.pdf>

- Be programme level, not projects
- Reflect different spatial geographies
- Recognise our diversity
- Be multi-layered and multi-dimensional
- Have a “Core Offer” available in all areas
- Be based on transformational opportunities
- Demonstrate “additionality”

4.2 Whilst the Strategy and Delivery Plan are jointly owned by the Joint Committee and LEP Board, the partnership as a whole contains numerous sub-geographies which will vary depending on particular issues; for example coastal areas may work together on one priority whilst a city-region may focus on another. In line with the adopted principles, the Delivery Plan process will respect this and enable different areas to progress at different speeds as wanted by partners in those areas, meaning that programmes are tailored to specific circumstances.

4.3 The Strategy is grouped around three strategic and three cross cutting themes; the graphic below shows the three strategic themes and the high level aims and programmes within them.

BUSINESS LEADERSHIP AND IDEAS	HOUSING CONNECTIVITY AND INFRASTRUCTURE	EMPLOYMENT, SKILLS AND LEARNING
<p>Summary/Outcome</p> <p>Our businesses are strong and are amongst the most innovative and productive in their sector</p> <p>High-level Aims</p> <ul style="list-style-type: none"> • Significantly improve the productivity of existing businesses in both urban and rural areas • Capitalise on our competitive advantages and transformational (golden) opportunities • Attract additional, high value, business • Support and encourage a more equal distribution and take up of opportunities <p>Programmes</p> <ul style="list-style-type: none"> • Business innovation • Management excellence • Exports - New markets, new opportunities • Accessible support to start up and grow • Attracting business investment and Foreign Direct Investment 	<p>Summary/Outcome</p> <p>Our businesses have the right physical environment to thrive, connectivity to markets and the space to grow</p> <p>High-level Aims</p> <ul style="list-style-type: none"> • Create vibrant places that are attractive to skilled people and new investment, with infrastructure to support productivity and inclusive growth <p>Programmes</p> <ul style="list-style-type: none"> • Connectivity and resilience • Housing and land for business • Improving digital infrastructure and opportunities • Clean energy infrastructure 	<p>Summary/Outcome</p> <p>Our businesses have a skilled workforce and are committed to training and developing talent to capitalise on future opportunities</p> <p>High-level Aims</p> <ul style="list-style-type: none"> • Develop, attract and retain a highly skilled and adaptable workforce • Enhance education, skills and learning opportunities to improve the economic potential of our workforce <p>Programmes</p> <ul style="list-style-type: none"> • Educating and Retaining the Workforce of the Future • Creating Pathways to Success for All • Skills for Our Golden Opportunities • Supporting our Workforce to Succeed in a Changing Economy

4.4 The Delivery Plan will be based on these high level programmes, as identified in the Strategy. Two stages are needed to move from the programmes to delivery; the first is to develop outcomes the programmes will realise, the second to set out how the outcomes will be achieved. More detail on these stages is set out below. Whilst there is clearly already a lot of work ongoing across the Heart of the South West at different levels, the ambition in the Strategy is to refocus our efforts and ensure that we are making the most of those things that will have the greatest impact on raising

productivity and improving prosperity, whilst also satisfying our cross-cutting themes of capitalising on our distinctive assets, maximising the potential from digital technology and inclusive growth for communities and places.

4.5 The Delivery Plan will reflect the fact that activity is already underway, however as a partnership we need to focus on what we will do differently in the future to 'step up to the challenge'. This may mean exploring different ways of working locally to better align our efforts and resources within the area. This will also mean working with different partners and Government departments and ensuring we have the right funding in place for new programmes of work. Consequently much of the work we need to do is yet to be defined. Feedback from previous discussions has also highlighted the following considerations

- The Delivery Plan must be outcome focussed with clear linkages between the activity and the outcomes we are aiming to achieve, including having a good understanding of what has worked in the past
- We must recognise that there will be interdependencies between programmes of activity and build this into our model.
- Alignment with the national Industrial Strategy, (the 5 pillars and 4 grand challenges) will ensure that we are in tune with Government policy and funding opportunities as they arise. This will mean adopting a strong innovation-driven approach.

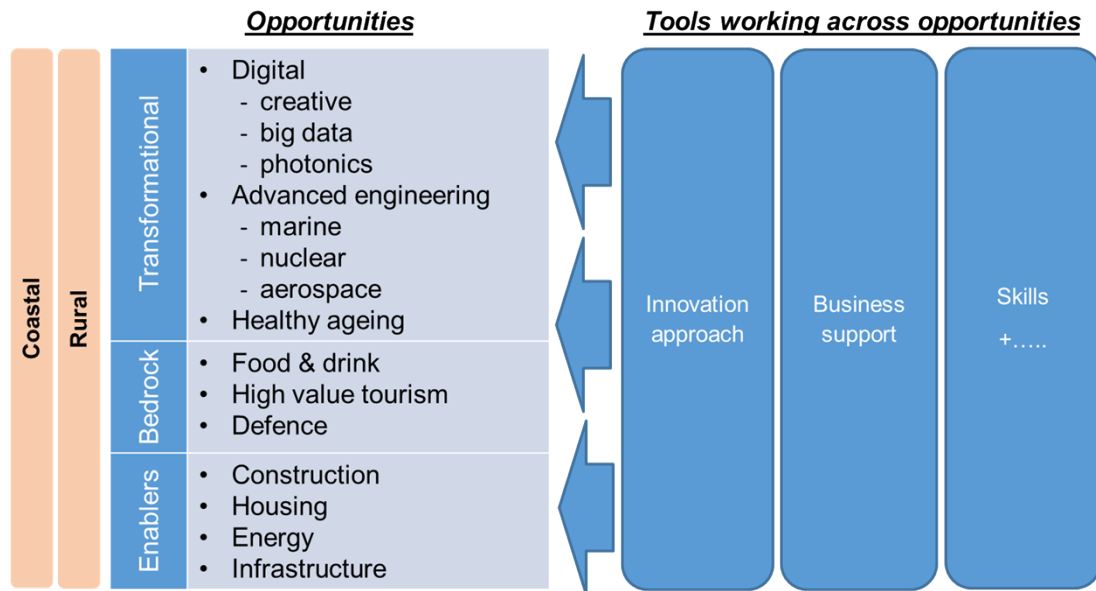
5. Outline Approach

5.1 The programmes in the table above give a starting point around which to structure the Delivery Plan, however these need to be better articulated if we want to be able to gauge our progress. Over the last six weeks, there have been a number of workshops and meetings with chief executives, senior officers and the LEP management team and Board members to develop the outcomes - statements that describe what 'good' looks like; alongside these outcomes 1-2 measures will be identified to gauge progress. For example, 'Business Innovation' may have an outcome such as 'HotSW businesses to be recognised as the most innovative in the country', measured by percentage of turnover invested in R&D. This is an example only and more work is being done to develop these.

5.2 The outcomes are the starting point. The key focus of the delivery plan will be a suite of opportunities which reflect the specific potential of the Heart of the SW area, and the activity required to realise these opportunities. Each opportunity will be judged against the outcomes to ensure they are delivering to the themes and overall ambition of the Productivity Strategy.

5.3 A potential set of HotSW opportunities is set out below. Each opportunity will form a compelling commercial proposition, a clear reason for investing in the Heart of the SW area, supported by the key investments needed to realise this. This approach is aimed both at being clear on our collective priorities across the partnership and in creating significant propositions to Government and other funders.

5.4



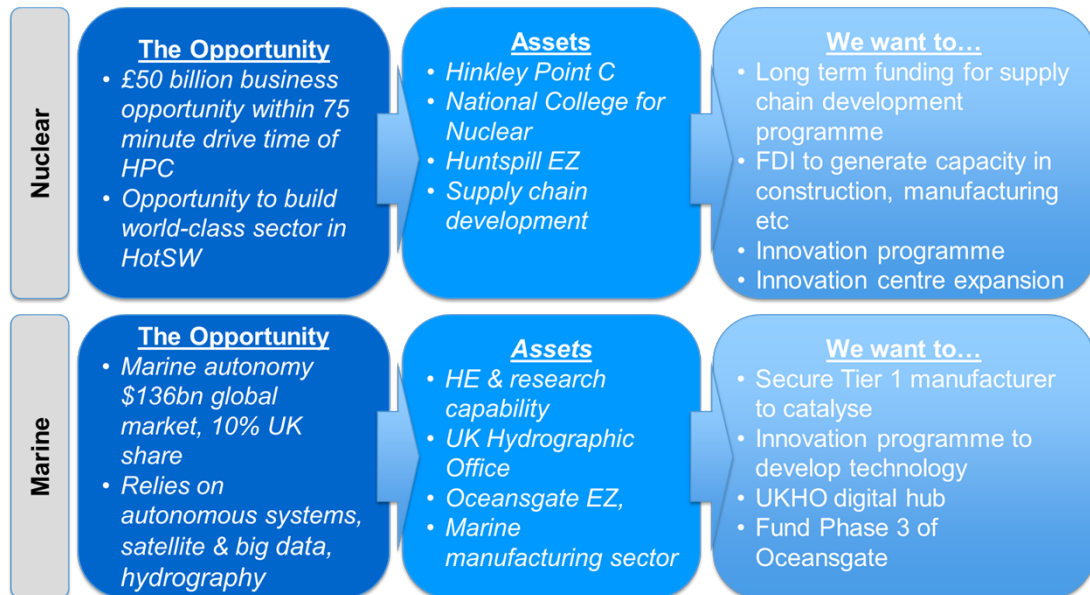
5.5 Transformational opportunities are those which have the potential to create a step change in the area’s productivity. Bedrock are parts of our economy which are highly significant but which may not offer quite the same high productivity outputs. Enablers are critical priorities within the area which need investment to ensure the other opportunities can be realised.

5.6 To ensure rural and coastal priorities are met, each opportunity will need to consider how it will deliver across these geographies but it may also be necessary to simultaneously wrap these into a coastal or a rural package if required to make our case. This is currently happening with the follow-up work to the Rural Productivity Commission where priorities in digital, food & drink and tourism are being focused on across multiple LEP areas under the rural banner.

5.7 Flexibility will be key as funding may not always neatly match our opportunities and partners or the partnership as a whole will want to develop bids for other funding that may become available for activity that was not specifically included in the delivery plan.

5.8 Some important components, such as innovation, also cut across most or all of the opportunities and a coordinated approach to this with universities, research partners, Innovate UK and the LEP will be needed. Similarly, the partnership’s approach to business support or skills may also cover multiple opportunities.

5.9 The approach ensures that the extensive assets in the area are matched to a compelling reason to invest and ensuring the partnership has a ready pipeline that can be targeted at future finding as it becomes available. For example, the Advanced Engineering proposition is proposed to include both nuclear and marine and could look as below – each opportunity is clearly quantified, the assets in the area recognised the further interventions needed set out. Note that this is an example only and will be developed further:



5.10 The full Delivery Plan will need to include milestones for the various pieces of work that fall under each opportunity and reflect the current discussions being held with Tony Bray. The Plan will also capture existing work already under way. A draft of how the plan could be laid out is shown in the Annex.

6. Next Steps

6.1 Subject to Joint Committee agreement, the Policy & Technical Support Group, working with the LEP and other key partners, will now take forward developing the opportunities which will then need to be tested and refined through engaging across the area, before bringing back to a future Joint Committee. The Policy Group is therefore a key mechanism to ensure coordination between the Joint Committee and LEP strands of work.

7. Equalities Implications

7.1 There are no equalities implications associated with this report.

8. Other Implications

8.1 Legal:

There are no specific legal implications associated with this report.

8.2 Financial:

An investment framework will flow from the identification of our opportunities and our compelling commercial propositions to Government and other funders. As stated earlier a flexible funding approach will be required to deliver our opportunities and we will need to be open to pursuing funding opportunities as they become available.

8.3 HR

No implications.

- 8.4** Risk
The key risks to the Joint Committee and the wider partnership working agenda of a failure to progress the Delivery Plan as planned would be to the delivery of our ambitions set out in the Productivity Strategy. The impact of this would be significant in our communities and for the partners associated with the Joint Committee. This damage would go beyond reputational to wider damage to the ambitions of the partners. Future levels of funding to the public sector in Devon and Somerset could be impacted as the Government and other organisations lose confidence in the ability of partners to deliver on promises.
- 8.5** Health and Well-being
No implications.
- 8.6** Health and Safety
No implications.
- 8.7** Sustainability
No implications.
- 8.8** Community Safety
No implications.
- 8.9** Privacy
No implications.
- 9. Background papers**
- 9.1. None

Annex

The matrix below shows what an opportunities-based delivery plan could look like and how the existing work is captured within this. Note that this is a draft only and is not intended to be a comprehensive plan. Subject to Joint Committee agreement of the overall approach a fuller picture will be developed in the coming weeks.

	Opportunity	Existing High-Level Activity (includes Tony Bray workstreams)			Future Activity	
Transformational	Digital - creative - big data - photonics	<ul style="list-style-type: none"> • iHeritage (UoP, UoE) • Digital infrastructure (TB) 	<ul style="list-style-type: none"> • Ideas – Innovate UK MOU (TB) • Employment & skills workstream (TB) 	<ul style="list-style-type: none"> • x-LEP rural productivity commission follow-up • Rural productivity workstrand (TB) 	<ul style="list-style-type: none"> • Coastal productivity workstrand (TB) 	<ul style="list-style-type: none"> • Develop Environmental Data Institute
	Advanced engineering - marine - nuclear - aerospace	<ul style="list-style-type: none"> • Nuclear SW & Nuclear sector deal • National College for Nuclear • South Coast Marine Cluster 				<ul style="list-style-type: none"> • Nuclear innovation programme • UKHO digital hub
	Healthy ageing	<ul style="list-style-type: none"> • Medical schools & UoP Life Sciences scoping • UoE drugs trials 				<ul style="list-style-type: none"> • Scoping research to quantify the opportunity
Bedrock	Food & drink					<ul style="list-style-type: none"> • Develop offer through rural strand • Develop offer through rural strand • Maximise defence legacy for advanced engineering sector • Construction bid to ISCF • Innovative funding mechanism to unlock housing development
	High value tourism					
	Defence					
	Construction	<ul style="list-style-type: none"> • Construction skills working group (LEP) 				
	Housing	<ul style="list-style-type: none"> • Housing workstrand (TB) 				
Enablers	Energy	<ul style="list-style-type: none"> • Energy strategy in development (LEP) 				
	Infrastructure	<ul style="list-style-type: none"> • Digital infrastructure (TB) • Growth corridor study • Sub-national transport board 	<ul style="list-style-type: none"> • Digital infrastructure investment 			

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HoftSW Joint Committee

Meeting date – 25th May 2018

PENINSULA SUB NATIONAL TRANSPORT BODY – PROGRESS REPORT

Lead Officer: Pat Flaherty, Chief Executive, Somerset County Council

Author: Julian Gale, Strategic Manager – Partnerships Governance

Contact Details: 01823 359500

1. Summary

1.1. This report builds on the verbal update given to the last Joint Committee on progress with the proposal to establish a Sub-national Transport Body (STB) for the peninsula. It presents the current position on the proposal and next steps.

1.2. The report is for information only.

2. Recommendations

2.1. **The Joint Committee is recommended to note the report.**

3. Reasons for recommendations

3.1 It is important that the Joint Committee is aware of the progress on this work which is an important element of the transport theme under the Delivery Plan. The aim of establishing the Sub-National Transport Body is to enable the transport authorities to be able to respond effectively to the Government's request for more strategic thinking about transport investment. The focus of the new partnership will be on strategic, transformational and large scale activity with the aim of enabling improvements in regional productivity and sustainable economic and housing growth.

4. Background

4.1 Nationally three STBs have been formed and are working towards becoming statutory authorities. They are: Transport for the North, Midlands Connect and England's Economic Heartland. In addition, a shadow STB has been created for South East England and work has begun on creating a STB for East Anglia. The South West remains the only part of England not covered.

A recent consultation document on defining a new tier in the major road network for England (MRN), has highlighted Government's intention to

work with STBs to agree investment priorities. Authorities in the South West have identified that a failure to put STBs in place would present a considerable risk in missing investment opportunities.

5. Proposal for a Peninsula STB

- 5.1** The emerging approach is for two STBs to be formed in the South West. One likely to be called the 'Western Gateway' covering the West of England Combined Authorities with BANES, Bristol City, Gloucestershire, North Somerset, South Gloucestershire, Wiltshire, Bournemouth, Poole and Christchurch; and one covering the Peninsula Authorities of Cornwall, Devon, Plymouth, Torbay, Somerset and potentially Dorset (after their reorganisation). Swindon appear to be aligning with England's Economic Heartland. 'Corridor Alliances' such as the A303 alliance and A38 South Bristol Link group are likely to continue as an important mechanism to promote the need for investment on corridors that straddle STB areas. There will inevitably be cross boundary interests with the Western Gateway STB and it is likely that this will be recognised through the ability for an STB to have associate membership of another within the governance arrangements. The Department for Transport seem accepting of the proposal to have two STBs covering the South West but there is a need to develop a shared narrative on the reasons as part of a formal proposal to the DfT, and Ministers.
-
- 5.2** A formal proposal is being prepared for the peninsula authorities of Cornwall, Devon, Plymouth, Torbay, Somerset and Dorset recommending the establishment of a Shadow Sub-National Transport Body at the earliest opportunity in the autumn. This will initially be an informal partnership and options for the governance and resourcing arrangements to be applied to the new body are being investigated. It is important that this joint working arrangement allows the transport authorities to engage effectively with Government on investment planning. The option to move towards establishing a statutory body status in due course remains but is not considered essential at this stage. As part of the governance arrangements it will be important to identify how the STB will relate to the Peninsula Rail Task Force and whether its creation provides the possibility to review existing governance arrangements associated with transport investment prioritisation.
-
- 5.3** The informal partnership arrangement is likely to comprise a body of elected members from each authority together with representative of those other bodies responsible for transport infrastructure in the area (Highways England and Network Rail). Homes England representation would also be considered a valuable addition to the body. Discussions will be required to establish how the body would engage with and involve Local Enterprise Partnerships and draft terms of reference assume that the LEPs covering the area would be represented in the new body. An officer group would support the body and a stakeholder group is recommended to engage with District Councils, transport operators and other key stakeholders. A proposed timeline of key activities is set out below:

Activity	Target Timescale
Propose initial governance arrangements and framework to form a shadow SW Peninsula STB.	May 2018
Prepare resource plan to support the formulation, administration of the STB and technical workstreams.	May 2018
Prepare and implement communication and engagement plan.	June 2018
Draft and agree a resolution for Transport Authorities to approve to form the new shadow body as an informal partnership.	June 2018
Agree formal statement for Transport Authorities in the South West Region to recognise and support the formulation of the two proposed STBs.	June 2018
Transport Authorities approve resolution.	July 2018
Commence preparation of a formal business case.	July 2018
First formal meeting of Shadow Peninsula STB	September 2018
Submission to Government to confirm formation of a shadow body as an informal partnership and intent to consider the merits of forming a statutory body in due course.	By October 2018 to inform Autumn Budget Statement
<p>Progress key STB activities: (Indicative activities subject to further development likely to include):</p> <ul style="list-style-type: none"> • Engagement with Government. • Establishment of technical work streams. • Preparation of evidence base for strategic transport investments. • Communication and stakeholder engagement. • Development of investment priorities and programme. • Administering governance arrangements. • Finalisation of business case for consideration of statutory STB status. 	Tailored to Government investment timetable and roll-out of the Major Road Network Proposals.

6. Consultation, communication and engagement

- 6.1** Lead members from transport authorities across the South West have been engaged in developing the approach detailed for the South West. Member briefings on progress with the peninsula body have also been sent to the members of the peninsula authorities. The next stage in the process of establishing the body is to take a formal decision proposal through the governance arrangements of the transport authorities as per the timetable outlined above.
- 6.2** As part of developing a package of support for the informal partnership, there will be a need to develop a communications strategy. It makes sense to build on the communications strategy already in place for the Joint

Committee extended to recognise and include the authorities from outside of the HotSW partnership. It will be important for the sub-national body to engage effectively with MPs and Ministers.

7. Options considered and the reasons for rejecting them

- 7.1** The 'do nothing' option was not considered for the reasons set out in the paper. The move to develop the proposal for two sub-national transport bodies for the South West was necessary because it became clear during the early discussions that it was not going to be appropriate to establish a single body covering the whole South West due to the size of the area and diversity of the economic challenges and infrastructure investment needs & solutions. The South West Peninsula makes sense as a manageable and functional economic geography within which a coherent transport strategy can be developed along with manageable and effective prioritisation of strategic transport investment. The proposal for a peninsula based body is based on a collaboration of authorities that want to work together and this is the key to its success.

8. Equalities Implications

- 8.1** Equalities implications will be considered as part of the formal decision making process to establish the body.

9. Other Implications

9.1 Legal:

As stated the intention is to establish an informal advisory body initially and the governance arrangements to be developed will need to detail the functions of the body, together with decision making and accountability provisions. Legal implications will be detailed as part of the formal decision making process to establish the body.

9.2 Financial:

At this stage the work on developing the proposal has been carried by officers on an 'in house' basis and therefore no additional costs have been incurred. This approach will continue for the time being but a full assessment of the support requirements is a priority for the authorities. There may be an opportunity in the autumn statement to obtain funding from the Government to support the establishment and administration of the partnership.

9.3 HR

As stated above the work on developing the proposal has been carried by officers on an 'in house' basis. Part of the considerations yet to be had includes decisions on how this body will be resourced and supported. The plan will include the appointment of an administering authority to support the partnership.

9.4 Risk

The risk at this stage is of not establishing this partnership. Without it there is a real risk that the area will fall behind others that have such partnerships in terms of influencing Government and accessing funding. A loss of

influence and investment would be to the wider detriment of our businesses and communities.

9.5 Health and Well-being
No direct impacts at this stage.

9.6 Health and Safety
No direct impacts at this stage.

9.7 Sustainability
No direct impacts at this stage but this will be an important consideration for the peninsula partnership once established.

9.8 Community Safety
No direct impacts at this stage.

9.9 Privacy
No direct impacts at this stage.

10. Background papers

10.1. None

Note: For sight of individual background papers please contact the report author.

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HotSW Joint Committee

Meeting date – 25th May 2018

HotSW JOINT COMMITTEE COMMUNICATIONS STRATEGY

Lead Officer: Pat Flaherty, Chief Executive, Somerset County Council

Author: Julian Gale, Strategic Manager – Partnerships Governance

Contact Details: 01823 359500

1. Summary

- 1.1. This report introduces the Communications Strategy for the Leaders and the HotSW Joint Committee as agreed by the Chief Executives' Delivery Board. The reference to 'Leaders' in the title is quite deliberate as the work of the Council Leaders and lead members goes beyond just the work of the Joint Committee. The report is for information.

2. Recommendations

- 2.1. **The Joint Committee is recommended to note the report.**

3. Reasons for recommendations

- 3.1 This report is to raise awareness of the approach agreed to communicate the work of the partnership to a wide audience.

4. Background

- 4.1 The Communications Strategy is attached as the Appendix to this report. Please note that the appendices to the Strategy will be live documents that are regularly updated and therefore haven't been attached. Overall responsibility for the Strategy rests with the Administering Authority. The Strategy has been drafted to meet the current and future needs of the Leaders and the Joint Committee. It acknowledges that since the start of the work on the devolution agenda in 2015, the focus of the Partnership's discussion has moved from achieving a devolution 'deal' to a more flexible way of working across policy agendas and boundaries in tune with and seeking to take advantage of Government policy. The Strategy is concerned predominantly with communications with key stakeholders, including the elected members, residents and the media, and ensuring that there is a degree of coordination across the 23 organisations and clarity of message. It acknowledges that engagement with the MPs and Westminster will be very important to the success of the Leaders Group and the Joint Committee, and that communications will have a role in supporting that.

The Strategy will give the Leaders a strong, coherent voice to speak to government and partners across a wide range of activity.

4.2 It is early days in terms of the work of the Joint Committee and the action plan is being populated with the work that has been undertaken so far. This includes our early engagement with the Government on aspects of the Productivity Strategy and the Delivery Plan and our initial approaches to Ministers have been fruitful in terms of being welcomed. We have received undertakings about further engagement and this work can only help the partnership achieve its ambitions. Some examples:

- (a) A joint approach on behalf of the Joint Committee and the HotSW Local Enterprise Partnership to Rt. Hon. Greg Clark stating our wish for HotSW to be an early developer of a Local Industrial Strategy
- (b) An approach on behalf of the Joint Committee to the Rt.Hon. Sir Oliver Letwin MP (Chair of the Government's Commission on barriers to house building) about the housing delivery study proposed by the Joint Committee and the links between these pieces of work
- (c) An approach on behalf of the Joint Committee to Sir John Armitt, Chair of the National Infrastructure Commission, asking for the Commission to undertake a study on the potential of the Plymouth – Torbay – Exeter growth corridor extending into Somerset.

Our engagement with Ministers and local MPs will be critical to the success of our work programmes to deliver our plans and officers are currently assessing how best to ensure that this engagement can be taken forward in Westminster as well as locally. We need to determine whether we have the capacity and expertise within the partnership to undertake this activity or whether we need to procure some external support.

4.3 In addition to Ministers and MPs, a key piece of work being undertaken is to identify key influencers across the area who may be able to help us with our ambitions.

4.4 The Strategy and the appendices will be reviewed and updated on a regular basis to assess progress and ensure that our future plans are detailed.

4.5 An essential part of the Strategy to raise awareness of the Joint Committee is the develop of a microsite for the Committee. It is hoped to go live with the microsite during June.

5. Equalities Implications

5.1 There are no equalities implications.

6. Other Implications

6.1 Legal:

There are no specific legal implications associated with this report.

9.2 Financial:

There is no specific communications budget for the Joint Committee. Lead officer support for the Strategy is provided by Somerset County Council as the Administering Authority and these costs are covered within the budget

allocation to the Administering Authority. The costs of developing the microsite will also be met within this budget allocation. Any external support procured to support the Communications Strategy will come at an additional cost and will have to be met within the overall Joint Committee budget.

9.3 HR
No implications.

9.4 Risk
The key risks to the Joint Committee and the wider partnership working agenda of an ineffective Communications Strategy would be the failure to achieve the levels of influence and engagement that we seek. This would impact on our ability to deliver our ambitions and would have the potential for reputational damage to the Joint Committee, the Leaders and the constituent authorities and partners.

9.5 Health and Well-being
No implications.

9.6 Health and Safety
No implications.

9.7 Sustainability
No implications.

9.8 Community Safety
No implications.

9.9 Privacy
No implications.

10. Background papers

10.1. None

Note: For sight of individual background papers please contact the report author.

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Leaders

for the Heart of the South West

APPENDIX

**Leaders for the Heart of the South West
& HotSW Joint Committee**

Communications Strategy

**Last update: 14 May, 2018
By Mark Ford**

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Appendix A Campaign Action Plan – under development

Appendix B Stakeholder map – under development

Appendix C Key Influencers – under development

Appendix D Communications Protocol – Under development

1. Introduction

This document sets out a Communications Strategy to support the work of the Leaders for the Heart of the South West (HotSW).

These are the representatives from 23 organisations across Devon and Somerset - including all district councils, two National Parks and three Clinical Commissioning Groups – exploring opportunities to work together to improve productivity and prosperity

1.1 Scope

Since coming together in mid-2015 for Devolution discussions, the Leaders' purpose has evolved to reflect the changing Government agenda. Their work is no longer simply about securing a 'Devolution deal'. Instead, it is focussed on improving productivity and addressing other key-regional issues, seeking additional decision-making and funding flexibilities in a more piece-meal way.

Working together, notably through the HotSW Joint Committee, the Leaders' also provide a means by which the area can have a strong, coherent voice with which to speak to Government and neighbouring areas and partners.

The Joint Committee is key to the Leaders' work, but their remit and interests are wider - for example, the establishment of a Sub-national Transport Board which would sit outside of the Joint Committee structure.

Therefore, although a substantial proportion of communications work covered in this strategy will be in support of the Joint Committee, the strategy should also be considered the framework for communications around wider work and interest of the Leaders'.

A commitment to raising the profile of the HotSW Leaders and Joint Committee in Westminster (see section 5) should be seen as central to the success of this strategy, building on the traction that the Leaders have already achieved. Communications can support this work but it will also require considerable work beyond communications.

This document will be reviewed regularly to assess progress and plan ahead. This will be led by Somerset County Council (SCC) and Devon County Council (DCC) communications leads, but delivery will be owned by all partner organisations.

The Campaign Action Plan (Section 7 and Appendix A) will be a live document managed by SCC Communications with support from DCC and the Programme Management Office (PMO).

1.2 Governance

As the administrating authority, SCC will 'own' this strategy, but it has been drafted jointly with DCC Communications and the Joint Committee's PMO.

This strategy was agreed in principle by the Chief Executive's Delivery Board on 20 April, 2018. The Action Plan will be reviewed at least monthly at PMO meetings.

Communications Teams for all 23 organisations are expected to work to previously agreed Communications Protocols which are currently being updated (Appendix D).

2. Objectives

This strategy aims to support the work of the Leaders for HotSW and the Joint Committee by meeting the following objectives:

- **Build support for the work of the HotSW Leaders in Westminster and Government departments.**
Progress has already been made to raise the profile of HotSW within Government, notably with key civil servants within BEIS. This needs to be built on, explaining the great potential of the area and the various opportunities it presents - in doing so increasing the likelihood of Government support for HotSW asks.
This work needs to start by understanding the current level of support as a baseline that progress can be measured against, with a clear view of what success would look like.
Much of this objective would be achieved through Public Affairs activity rather than communications, though communications would support the PA work.
- **Articulate clearly and concisely the HotSW Leaders' of 'asks' from central Government.**
To help create a wider understanding of what the HotSW Leaders and the Joint Committee are working to achieve.
- **Provide regular information and updates to key influencers across the HotSW.**
The better informed they are about the work of the group and committee, the more likely they are to support it and influence others to do so.
- **Raise public awareness and understanding of the work of the Leaders and the Joint Committee.**
As transparent and publically-funded bodies, the partnership wishes to keep residents informed of its work and highlight the tangible benefits it will bring.
- **Update elected members on progress, key decisions and milestones.**
The decision to join the Joint Committee was endorsed by each of the democratically elected organisations within the partnership. Their continued support is important and they need to be updated on progress.

3. Target Audiences

Appendix B - a stakeholder map – is under development. This will be completed to set out the various individuals and groups with an interest in this work and/or the ability to influence its success.

All stakeholders are important, but those with the most interest and influence will be prioritised in communications.

From these stakeholders, 'Key Influencers' (Appendix C – under development) will be identified as being critical to success. These will receive particular attention, with each assigned an 'owner' from the CEO/Leaders board who will lead on communications with them.

Below are Key Audiences for communications.

Key Audience 1: Joint Committee Leaders and CEOs

Need to be kept up to date with all significant progress. Much of this will come through the various meetings and PMO function, but there will also be developments between meetings.

Key Audience 2: Key Influencers

Individuals in positions of influence and/or leadership from various backgrounds and fields of expertise across the HotSW area.

Key Audience 3: Elected members & key staff within HotSW partner organisations.

All elected members within democratically elected organisations, whose continued support is needed. Organisations within the partnership which do not have elected members are will be expected to identify their own key staff who need to be kept up to date on progress.

Key Audience 4: Residents across Devon and Somerset

As organisations in the partnership are publically-funded bodies, residents should be updated on the work, through the media but also directly through online information, social media and, potentially, events and meetings.

4. Key Messages

Key messages aim to capture the most important information to be communicated so that it can be delivered with clarity and consistency.

They are not meant to be used verbatim, but relevant messages should be reflected in all communications. They will be updated as the campaign develops.

4.1 Primary messages

- We're committed to increasing prosperity and productivity for everyone.
- We're already delivering productivity and growth, but there are big opportunities to do even more.
- Our work will bring real benefits – better wages, jobs, stronger business and public services.
- Partnership is powerful – it has given us a unified voice and we are already having constructive discussions with Government.

4.2 Secondary messages

- The Productivity Plan is key and focusses on the big issues of housing, skills and employment, infrastructure, connectivity and business leadership.
- We're diverse but have common ambitions and priorities.
- The Government is impressed by our leadership, cohesion and ambition.
- The HotSW area has huge potential and we're ambitious about its future.
- At almost £35bn per annum, the Devon and Somerset economy is worth more than Birmingham and Merseyside.
- Improving productivity is one of the biggest economic challenges facing the country and the South West in particular.
- The Joint Committee is central to what the Leaders Group's work, but the group's interests and remit are wider.

4.3 Messages for specific areas of interest

In addition to the Primary and Secondary key messages, there are also key points to be made around priority areas of work:

- **Rural/coastal productivity:** The importance of rural productivity must be understood. Rural productivity has an impact on urban productivity, and vice versa. Exeter demonstrates the connection between rural and urban success.
- **Transport:** We are developing a Sub-National Transport Body to address the issues of capacity and resilience on our transport network.
- **Digital:** We have to keep pace with new digital technologies to meet our ambitions to be a high-tech area for business development.
- **Housing and strategic planning:** Affordability and supply need to be addressed and we are looking to work with the National Infrastructure Commission to explore links to infrastructure, housing and business development.
- **Ideas:** We are working with Innovate UK to explore our ideas for innovation in areas including data analytics, nuclear, agri-food and tourism.
- **Skills:** We will work with Government to deliver national policies in our area around skills, employment and learning, and develop programmes to help tackle social mobility and inclusive growth.

5. Approach and tactics

5.1. Concerted engagement work with MPs and, where appropriate, Ministers and other key figures in Westminster and Government departments.

The success of many aspects of the HotSW Leaders' and Joint Committee's work relies on support from Government. Significant progress has already been made within BEIS, but this needs to be expanded on and developed. The HotSW asks and ambitions are not widely known or understood and to raise their profile will require considerable work to identify key individuals and groups, committees and opportunities to influence and inform.

The communications strategy can support and play a role in this, but such work will require a commitment of time and resources beyond communications.

Consideration should be given to how this work can be resourced and organised and how communications can support this.

5.2. A concise but compelling narrative

A clear, concise and credible articulation of the HotSW Leaders' 'asks' should be a cornerstone for all communications. It should focus on tangible outcomes and make use of case studies where possible, capturing the ambitions and potential of the region, as well as what is required from Westminster to take them forward.

5.3. Framework/Partner responsibilities

This strategy provides a framework for communications, led by SCC and DCC communications.

SCC and DCC cannot, however, be responsible for all delivery. There is an expectation that individual organisations will take ownership for sharing information within their organisations and responding to local issues.

5.4. Single point of information

With 23 different organisations involved, a single point of information is needed. This is currently is being hosted on the SCC website

(<http://democracy.somerset.gov.uk/mgCommitteeDetails.aspx?ID=357>)

A simple Wordpress site will be developed to host information about the Joint Committee and relevant documents around meetings and decisions.

All the partner organisations will sign-post to this information from their own websites.

5.5. Regular updates/briefings

Regular concise and Plain English updates summarising the progress of the Group and Committee work will be prepared and circulated.

These will focus on key decisions, milestones and case studies where possible.

Responsibility for providing appropriate information lies with the individual workstreams and the PMO, with SCC Communications to edit and format as appropriate.

These will be circulated to partner Chief Executives, Leaders and Communications Leads for sharing within individual organisations, as well as with key influencers and other audiences deemed appropriate.

Details of timing format are to be confirmed.

5.6. Face-to-face meetings with key influencers

Including MPs, other key influencers (Appendix C) and BEIS officials. These will be the responsibility of Leaders, Chief Executives and members of the PMO as set out in Appendix C. SCC and DCC communications will provide support where needed.

For example, Westminster briefings for MPs from across the Devon & Somerset at key stages.

5.7. Publicity and Media Relations

The work of the Leaders' Group and Joint Committee will be publicised as appropriate.

This will be led by the SCC Communications Team, working closely with DCC communications and the PMO - but with an expectation that individual organisations will take ownership reinforce this with their own media work where appropriate.

A Communications Protocol (Appendix D) sets out how Communications Teams from all partnership organisations will work together on media relations. This has been in place for some time but will be refreshed and recirculated with this strategy when it has been agreed.

- Proactive communications

Formal PR and statements about the work of the Leaders and Committee as a whole will come from the SCC Communications Team, in liaison with the Chair of the Joint Committee, DCC and other relevant partners.

- Reactive communications

Responses to enquiries and requests for interview about the work of the Leaders and the Joint Committee as a whole will be handled by the SCC communications team, liaising with DCC colleagues where possible. Enquiries of this kind received by other organisations will be passed on to the SCC Communications Team.

However, individual councils and councillors are of course free to comment on and respond to questions regarding their involvement and work with the partnership.

5.8. Case studies

Explaining the tangible benefits of this work to the residents of the HotSW area is a priority.

Wherever possible, case studies that bring this to life should be identified by workstreams, highlighted to the SCC and DCC communications leads and used in communications as appropriate.

5.9. Channels

All relevant channels will be used, notably:

- Online content
- PR and media relations
- Face-to-face briefings
- Social media – At this stage there would be not benefit from creating a new social media presence for the Leaders and/or Joint Committee, though this will be kept under review.

However, the hashtag #HotSWLeaders can be used by all the partner organisations to help bring together comment and debate of their work and progress.

6. Campaign Action plan

All communications actions will be planned in advance where possible and captured on the Action Plan (Appendix A).

This spreadsheet records activity, timing, responsibility and sign-off.

This will be updated and maintained by Mark Ford (SCC) and Paula Miles (DCC), with input from the PMO.

7. Branding

A Leaders of the Heart of the South West brand has already been established and has the support of the Leaders for HotSW. This will be reflected in online content, publicity and any other materials produced.

This will be the overall branding for all communications about the Leaders' work and the Joint Committee, with the individual organisation involved name referenced in materials as appropriate.

8. Budget

There is no allocated budget for communications. However, the Joint Committee has funding attached and any costs associated would come from that budget,

This budget will be used to cover the costs of all Communications, including production of materials, web presence, advertising and commissioned photographs.

9. Evaluation

The following measures will be used to check our progress and highlight potential areas for improvement.

Objective	Action	Measure/target
Build support for the work of the HotSW Leaders in Westminster and Government departments.	TBC – in support of Public Affairs activity	TBC
Articulate clearly and concisely the HotSW Leaders' of 'asks' from central Government.	Produce a HotSW 'asks/opportunities' document.	Signed-off by CEx by end September.
Provide regular information and updates to key influencers across the HotSW	Create and distribute briefings	Minimum of one per quarter.
Raise public awareness and understanding of the work of the Leaders and the Joint Committee.	<ul style="list-style-type: none"> • Publicity and PR • Online presence • Social media 	<ul style="list-style-type: none"> • Web hits per month • Social media engagement • Media coverage
Ensure elected members are kept up to date with work, key decisions and milestones	Create and distribute briefings	Minimum of briefing after each JC meeting.

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Leaders

for the Heart of the South West

HoftSW Joint Committee

Meeting date – 25th May 2018

HoftSW JOINT COMMITTEE DRAFT BUDGET AND COST SHARING AGREEMENT – 2018/19

Lead Officer: Pat Flaherty, Chief Executive, Somerset County Council
Author: Julian Gale, Strategic Manager – Partnerships Governance
Contact Details: 01823 359500

1. Summary

- 1.1. This report summarises the Committee's draft Budget and Cost Sharing Agreement (B&CSA) 2018/19 for consideration. The Committee is asked to approve the Agreement and recommend it to the constituent authorities for approval. Members need to be aware that references to 'budget' in this report refer only to the Committee's operating and support budget. Considerations in relation to an *investment framework* to deliver the Committee's priorities will be a separate consideration and will be addressed in later meetings.

2. Recommendations

- 2.1. **The Joint Committee is recommended to approve the B&CSA for 2018/19 for recommendation to the constituent authorities, subject to the Section 151 Officers of those authorities signing off the Agreement as acceptable and appropriate.**

3. Reasons for recommendations

- 3.1 It is important that the Joint Committee is aware of its operating and support budget position and can be assured that the financial impact on individual authorities is made as clear as possible early in the year.
- 3.2 The draft B&CSA is a development of part of the Inter-Authority Agreement (IAA) agreed by the constituent authorities at the time the Committee was established. It is important that the Committee approves the B&CSA and recommends it to the constituent authorities for approval.

4. Background

4.1 The Joint Committee Budget

4.1.1 Pages 1 and 2 of the Appendix summarise the position on the operating and support budget of the Committee. It shows a variation of the income for 2018/19 expected at the time of the Committee's establishment. A significant part of the budget comprised the underspend carried forward from the work on devolution during the 2015 to 2018 period. At the time of the handover of the devolution budget from Plymouth City Council (who managed the devolution budget on behalf of the partnership since 2015) to Somerset County Council as the Administering Authority, the underspend was significantly higher than the £42k anticipated. This together with the contributions agreed by the constituent authorities have given the Committee a larger than anticipated budget for 2018/19.

4.1.2 In terms of anticipated spend for 2018/19 the plans outlined suggest that the Committee will be able to operate within the revised budget for 2018/19 although not all commitments have yet been identified. Therefore, at this stage it is not anticipated that there will be a need to ask the constituent authorities for additional sums beyond those already approved at the time of the Committee's establishment. Therefore, I propose to ask the constituent authorities for their agreed contributions in the immediate future. Any funds not spent in 2018/19 will be carried forward to 2019/20 to help reduce the budget requirement for that year.

4.2 B&CSA

4.2.1 At the time of the Committee's establishment the IAA made reference to the need for a B&CSA and included some headings to be included within it. Pages 3 and 4 cover the remaining detail of the Agreement. It is a relatively simple document proportionate to the small size of the budget and the limited financial risk to each constituent authority. It explains the key role played by the administering authority in managing the budget as well as the responsibilities of the constituent authorities.

4.2.2 If the Committee agrees to approve the B&CSA for recommendation to the constituent authorities then it is recommended that this is subject to the Section 151 Officers (Chief Finance Officers) being happy with the document.

8. Equalities Implications

8.1 There are no equalities implications associated with the recommendation.

9. Other Implications

9.1 Legal:

The B&CSA in addition to the IAA is part of the governance framework within which the Joint Committee is required to work and which ensures that all legal obligations are met.

- 9.2 Financial:
The report details the budget position.
- 9.3 HR
No implications.
- 9.4 Risk
As stated the CSA is proportionate to the level of risk carried by each authority.
- 9.5 Health and Well-being
No implications.
- 9.6 Health and Safety
No implications.
- 9.7 Sustainability
No implications.
- 9.8 Community Safety
No implications.
- 9.9 Privacy
No implications.
- 10. Background papers**
 - 10.1. None

Note: For sight of individual background papers please contact the report author.

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APPENDIX

Heart of the South West Joint Committee Budget and Cost Sharing Agreement

BUDGET STATEMENT

Costs

At the time the Joint Committee was established it was estimated that its operating and support **costs** for 2018/19 (and to cover the remainder of 2017/18) would be £89,000 - excluding in-kind officer support. This estimate comprised:

1. £25,000 for work the Joint Committee would wish to commission to support the delivery of its work programme
2. £24,000 for the Brexit Resilience and Opportunities Group Secretariat
3. £40,000 for the Administering Authority to undertake its duties.

Budget

At the time the Committee was established, the **budget** to meet the predicted costs of £89,000 comprised:

1. An estimated (in November 2017) carry forward of £42,000 from the devolution budget (formed from initial contributions from all of the HotSW partners in October 2015.)
2. Funding contributions of £47,000 from the constituent authorities as follows
 - County Councils - £10,500 each (22.3%)
 - Unitary Councils - £4,000 each (8.5%)
 - District Councils and National Parks £1,400 each (2.9%)

The current budget position is as follows:

18/19 Budget = <u>£113,838</u> (an increase of <u>£24,838</u> over the original <u>£89,000</u> estimate)	18/19 Expenditure - <u>£TBC</u> (estimated)
<ol style="list-style-type: none"> 1. £66,838 - devolution budget carry forward (as against the estimate of <u>£42,000</u>) – transferred from PCC to SCC 2. £47,000 - funding contributions from the constituent authorities (to be collected) 	<ol style="list-style-type: none"> 1 £40,000 max to cover administrative authority costs including: direct meeting costs (including refreshments); staffing costs directly relating to HotSW meetings; JC communications and marketing; micro-site development 2 £20,000 max for Brexit Resilience Opportunities Group (BROG) for: <ul style="list-style-type: none"> • 1 day per week officer support on a seconded basis for the BROG secretariat and associated workstreams until March 2019 • Budget flexibility to commission specific pieces of research authorised by BROG to assist and inform the Joint Committee’s Work Programme • Meeting costs for focus groups and events with businesses to promote the opportunities to be offered by the LEP and the Productivity

	Strategy Delivery Plan
	3 £TBC Procurement of support for MP/Ministerial engagement
	4 £4,000 (est) - Housing Summit costs estimate £9,500 (est) – Housing consultancy support ** Subject to confirmation

DRAFT COST SHARING AGREEMENT

As part of the new Joint Committee working arrangements, the following clause was agreed in relation to the costs of operation of the Joint Committee. This clause was in the Inter-Authority Agreement.

4.0 JC Finance

4.1 The JC's budgetary arrangements shall be detailed in a budget and cost sharing agreement to be agreed by all the Constituent Authorities annually on the recommendation of the JC and in advance of the financial year. The only exception to this will be in the JC's first year of operation when the JC shall recommend a budget and cost sharing agreement to the Constituent Authorities for approval at the first opportunity following its establishment.

4.2 The budget and cost sharing agreement shall cover:

- (j) The responsibilities of the Constituent Authorities for providing funding for the JC
- (k) The anticipated level of expenditure for the JC for the year ahead
- (l) The cost sharing mechanism to be applied to the Constituent Authorities
- (m) Details of how the budget will be set and agreed each year
- (n) Who is to be responsible for maintaining financial records on behalf of the JC (the 'accountable body');
- (o) What financial records are to be maintained;
- (p) What financial reports are to be made, to whom and when;
- (q) What arrangements and responsibilities are to be made for:
 - auditing accounts;
 - insurance including ensuring all partners have sufficient cover;
- (r) How any financial assets held by the JC on behalf of the Constituent Authorities will be redistributed to the CAs in the event of the dissolution of the JC or in the event of a CA formally withdrawing from the CA.

How is the budget set and agreed each year?

In the February preceding each financial year, in consultation with the Somerset County Council Finance Advisory Team, the SCC Strategic Manager - Partnership Governance on behalf of the PMO will detail a budget plan for the JC income and expenditure. This will establish estimated amounts for that financial year and the timing of those financial transactions. This will be submitted by the administering authority to the Joint Committee for recommendation to the Constituent Authorities (CA) for approval.

Each CA will pay their agreed contribution to the Administering Authority (AA) in a timely manner on receipt of invoice details.

Who is to be responsible for maintaining financial records on behalf of the JC?

SCC Finance Advisory Team – Ian Tier, Finance Manager.

What financial records are to be maintained?

Financial records, i.e. orders for supplies and services, payments made, invoices raised and receipts, will be kept electronically on the SCC financial system. This incorporates purchase orders, invoices, cashiers receipts and sales invoices.

What financial reports are to be made, to whom and when?

SCC Finance Advisory will present a quarterly income and expenditure report to the SCC Strategic Manager – Partnership Governance. This will be reported to the CEx Advisory Group for information. An income and expenditure report will be presented to the JC for information on at least an annual basis.

What arrangements and responsibilities are to be made for?

Auditing Accounts: The AA's accounts and audit arrangements will apply to JC business.

Insurance:

Each CA will ensure that it has sufficient insurance cover in place to provide protection for their members and officers participating in the work of the JC and in their capacity as officers or members of that authority. The AA will ensure that it has sufficient insurance cover in place to cover the AA role.

How any financial assets held by the JC on behalf of the CA will be redistributed to the CAs in the event of the dissolution of the JC or in the event of a CA formally withdrawing from the CA?

Itemised records of contributions made by each of the CAs will be kept over the life of the JC. In the event of the dissolution of the JC or in the event of a CA formally withdrawing from the CA having given the required notice, financial assets will be returned to the CA or CAs on a proportionate basis.

Julian Gale
16.5.18



HotSW Joint Committee

Meeting date – 25 May 2018

GREAT SOUTH WEST UPDATE

Lead Officer: Chris Garcia, LEP Chief Executive

Author: Chris Garcia LEP Chief Executive

Contact Details: 07817497135

1. Summary

- 1.1. This report updates the Joint Committee on the progress in establishing cross LEP area regional working through Great South West and requests support for the key agendas that Great South West should initially focus on.

2. Recommendations

- 2.1. **The Joint Committee agrees to continue to support the establishment of Great South West and confirms the key agendas it feels the region should focus on as momentum builds.**

3. Reasons for recommendations

- 3.1 The South West of England is a great place. It is poised for a step change in productivity and prosperity, taking advantage of the opportunities presented by the UK's Industrial Strategy. When productivity in the South West matches current levels in the South East, we will add over £18 billion a year to the UK economy. Local Authorities, Businesses, LEPs and Universities in the region have been coming together over the last 18 months to build the narrative and momentum for a region that is world class and of national and international significance;

- Our economy is already bigger than that of Greater Manchester and more than two and half times that of Birmingham
- We are home to the single largest infrastructure project in Europe, generating £billions of business opportunities
- We have the best natural capital in the country, attracting more visitors than anywhere outside London

The recommendation will enable the Heart the South West Partnership to promote shared objectives and progress shared opportunities through the new Great South West partnership with our neighbouring areas.

4. Background

- 4.1 The publication of the South West Growth Charter (<http://www.pennon-group.co.uk/system/files/press/south-west-growth-charter.pdf>) in 2016 by a group of businesses led by the Pennon Group was the starting point for the conversation between businesses, education establishments and LEPs to build momentum towards greater collaborative working across the South West to promote regional economic growth.
- 4.2 There have also been two South West Growth Summits to promote the journey so far to key stakeholders including MPs and central government. Sajid Javid MP encouraged progress on this work. Support for joint working also has come from South West Council members and Kate Kennally (CEX of Cornwall Council) was nominated to represent authorities in initial discussions.
- 4.3 There continues to be support and commitment from authorities, a number of businesses, LEPs and academic institutions from three LEP areas to building further momentum towards a formal recognition from Government of the “Great South West” brand. The three LEP areas are Cornwall, Dorset and Heart of the South West. The three LEPs in those areas have been working to develop the proposition and have outlined some key activities to move it forward. The Heart of the South West LEP Board in January reaffirmed our enthusiasm for the establishment of Great South West and supported:
- An early meeting of a new Steering Committee to include Local Authority and Education members
 - The appointment of a new Partnership Executive to facilitate progress (Rob Dunford from Dorset LEP is now undertaking this role on a two days a week basis)

5. Current position

- 5.1 The new Steering Committee met for the first time on Weds 16 May. Members of the committee are:

	Cornwall	Dorset	Heart of the South West	Other SW reps
LEP Chair	Mark Duddridge	Jim Stewart	Steve Hindley	Deborah Fraser (CBI)
Business Rep 1	Toby Parkin (Chamber of Commerce/ Headforwards)	Ian Girling (Chief Executive, Chamber of Commerce)	Stuart Brocklehurst (Applegate)	Ken Owen (EDF)
Business Rep 2	James Staughton (St Austell Brewery)	John Sutcliffe (Atlas Elektronik)	Karl Tucker (Yeo Valley)	TBC
Business Rep 3	Michael Beadel (Stephens Scown LLP)	Luke Rake (Principal & CEO, Kingston)	Sarah Heald (Pennon Group)	TBC

		Maurward College)		
Local Authority	Kate Kennally (Chief Executive, Cornwall Council)	Rebecca Knox (Leader, Dorset County Council) Or Gary Suttle (Leader, Purbeck District Council)	David Hall (Member, Somerset County Council) Or David Thomas (Leader Torbay Council)	TBC
Education	Mark Goodwin (Deputy Vice Chancellor, University of Exeter)	John Vinney (Vice Chancellor, Bournemouth University)	Judith Petts (Vice Chancellor, University of Plymouth)	Veronica Hope Hailey (Vice President, University of Bath)

It should be noted that Swindon & Wiltshire LEP have indicated they are considering a paper at their next board meeting discussing how they enhance their involvement in regional matters.

5.2 The committee adopted detailed terms of reference based on a vision to:

- **Promote the South West’s great opportunities** for increasing the prosperity of our businesses, our people and our communities and huge potential to contribute to the wealth of the country
- **Developing shared propositions, attracting investment** and tackling barriers to productivity by working collaboratively across our cities, towns and rural communities; making the whole of the South West a prosperous region.

Additionally the Committee’s terms of reference agreed:

- This is not about a fixed geography, it’s about working on areas of common interest across the South West with a “**coalition of the willing**” where our combined efforts can make a real difference.
- Our activities will be **driven by our opportunities** and directed by the steering committee of leaders from business, education and local authorities who believe in this vision.

5.3 Steve Hindley, HotSW LEP Chairman was elected to be the Chairman of the Committee and Jim Stewart Chairman of Dorset LEP as Deputy Chairman. It was agreed that the Steering Committee Chairman should write to the new Secretary of State for MHCLG in June to formally request ministerial support for Great South West. Further letters to follow to Ministers for DIT, DEFRA and DFT. An early priority identified was for a PR and marketing strategy o raise the profile and increase business awareness.

5.4 The following tangible actions for progressing this agenda were discussed by the Steering Committee as the initial areas of focus:

- i. Transport: The clear preference was for one Sub-National Transport Body for the SW of England (and some members flagged they would be continuing to lobby for this). However the Committee supported the work of our Local Authorities establishing a Sub-National Transport Body based around a '**coalition of the willing**' in the Great South West area - working collaboratively with other neighbouring STBs on common agendas.
- ii. Rural Productivity: The Committee supported a three tier approach to progressing the agendas of the SW Rural Productivity Commission; National – where we need all rural areas across England to lobby Govt; Regional – where there were common GSW agendas around Digital, Food and Drink and Tourism; Local – where agendas only applied to one area.
- iii. Trade & Investment: The Committee agreed a set of objectives: to engage with DiT and agree priority targets for trade activity and develop our narrative of how our area can prosper in a post Brexit economy

5.5 The Committee also agreed that it would be important to set some milestones. The initial milestone being an event for Ministers and MPs to be organised in London towards the end of September, ahead of Autumn Budget Statement.

- 5.6 Further work areas were identified to be considered, subject to resources, at the next meeting:
- Developing our knowledge base of the region’s strengths and opportunities. The Universities offered to lead on this work.
 - Innovation – an MOU has been signed with Innovate UK and once developed the MOU’s delivery plan will provide an easy route map for future investment opportunities

6. Next Steps

6.1 Subject to Joint Committee agreement, the Policy & Technical Support Group, working with the LEP and other key partners, will liaise with the GSW Partnership Executive to aid the ongoing work developing the regional opportunities.

7. Equalities Implications

7.1 There are no equalities implications associated with this report.

8. Other Implications

8.1 Legal:
There are no specific legal implications associated with this report.

8.2 Financial:

The work of great South West is currently being funded by the LEPs. As plans crystallise partners across the Business and Educational and Local Authority communities will be approached to support its work. As the detail on this emerges it will be brought to Joint Committee information at a future meeting.

8.3 HR
No implications.

8.4 Risk
The key risks to the Joint Committee and the wider partnership working agenda of a failure to progress the regional activities as planned would be to hinder the delivery of some of our ambitions set out in the Productivity Strategy where these extend across boundaries.

8.5 Health and Well-being
No implications.

8.6 Health and Safety
No implications.

8.7 Sustainability
No implications.

8.8 Community Safety
No implications.

8.9 Privacy
No implications.

9. Background papers

9.1. None

