

# Developing a Local Inclusive Industrial Strategy

## Draft prospectus for discussion

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LEP Board Away Day, September 2018

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# Executive Summary

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# E.1 Executive Summary

Our vision is: *“Leeds City Region will be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone”.*

Developing our Local, Inclusive Industrial Strategy will be critical to achieving this vision, helping initiate a new and exciting period of successful and inclusive growth for the City Region.

The Government launched its **Industrial Strategy** in November 2017, with the aim of increasing productivity and growth across the UK. The Industrial Strategy is focused on **five foundations** (*ideas, people, place, infrastructure, business environment*) and **four grand challenges** (*Clean Energy, Ageing Society, Artificial Intelligence, and the Future of Mobility*) which are set to transform industries and societies around the world. Local Enterprise Partnerships have been given the task of producing Local Industrial Strategies aligned to the national framework and building upon a robust evidence base.

The LEP Board (November 2017 and January 2018) and Combined Authority (February 2018) supported an approach to replace the Strategic Economic Plan and broaden the city region’s policy range by working towards the development of a new, agile, long-term strategic framework. It was also agreed that work would begin on the development of the Local Inclusive Industrial Strategy (LIIS) which will sit at the heart of this new framework aimed at driving growth, boosting productivity and earning power for a post-2030 economy. The development of a LIIS for the City Region provides an opportunity **to improve the productivity of the economy and deliver economic inclusion** so benefits are felt by all, and firms become more competitive for a new international trading environment.

To inform discussions at the 2018 LEP Board Away Day and the future development of the LIIS, the following document sets out:

- the City Region’s key strengths, assets and growth opportunities;
- **our focus on tackling four inconvenient truths**, identified by the LEP Board as the key challenges facing Leeds City Region that must be addressed in order to ensure the City Region can maximise its potential; and
- a summary of emerging priorities and proposals that could form the focus of our LIIS in order to transform the Leeds City Region economy and deliver our ambitions and those of the national Industrial Strategy and the Northern Powerhouse.

The information presented in this draft document builds on the evidence presented at last year’s LEP Board Away Day and has been informed by discussions with the LEP Board and Advisory Panels over the last 12 months.

# E.1 Executive Summary

**Sitting at the heart of our strategic framework, the LIIS will play to our strengths, helping to deliver the UK Industrial Strategy.**

Building on our collective strengths and our range of specialisms, and by bringing businesses, local authorities, universities, education providers and other partners together, our LIIS will play a key role in:

- keeping the City Region and UK at the forefront of scientific research, innovation and new technologies;
- investing in infrastructure to transform the places where people want to live and work and businesses want to invest; and
- nurturing future talent, addressing skills shortages and providing the technical skills that will drive our economy.

Spanning areas such as innovation, enterprise, skills and employment, trade and investment, digital, and investment in strategic infrastructure such as housing and transport, we are developing proposals with our partners that will enable us to make real progress towards achieving the City Region's vision. This will encapsulate the national priorities, including:

## IDEAS

Our world class university and research base alongside our globally competitive tech-based sectors are a critical and unique asset in this regard. We will continue to build on our strong foundations to accelerate progress in this area.

## PEOPLE

We will continue to deliver a strategic and co-ordinated approach bringing together the work of our partners to provide tailored local solutions based on the needs, assets and opportunities of particular places and communities.

## BUSINESS ENVIRONMENT

We will drive-up productivity, growth and employment through an environment that enables businesses to start-up, innovate, trade and invest. This will be key to making the City Region an even more productive place.

## INFRASTRUCTURE

Infrastructure is key to improving productivity. Prioritising a holistic approach to policy making, we will ensure that our infrastructure enables people from all backgrounds to benefit from economic growth.

## PLACE

The opportunity to leverage the assets of each city and town to attract people and investment and to drive growth is huge. When aligned to wider policy objectives the impacts are amplified further.

As shown on the following slide our sector and tech strengths can contribute towards meeting the national Industrial Strategy Grand Challenges.

# E.2 Executive Summary

The Leeds City region is a truly diverse economy at the heart of the Northern Powerhouse, with recognised world leading capabilities. The size of our economy, its wide variety of economic and cultural assets and its many strengths remain a great platform on which we can build future prosperity.

## Key sector and tech strengths

The City Region is home to a distinct **'healthcare ecosystem'** and is a powerhouse in terms of its contribution to the UK healthcare sector, with world leading companies, clinical expertise and research and development capacity across its universities, hospitals, healthcare and medical device manufacturing sectors.

**Globally, med-tech is a key growth sector which is set to be worth £500bn in the next five years.** With a world-leading concentration of excellence in medical technologies, alongside broader healthcare industries and recognised strengths in digital health innovation, the City Region is well positioned to significantly grow this sector and secure a greater market share.

With a wealth of **FinTech firms** and the largest centre for banking services in the UK outside London, the City Region is perfectly positioned to become the Northern UK's Fintech Centre, contributing to the sector's estimated annual revenue of £20 billion.

The City Region has a thriving food and drink manufacturing sector, linked to great local agricultural produce and world-class agri-tech facilities. The City Region's manufacturing history is combined with its agricultural tradition in some of the country's largest and most respected food and drink companies.

**Manufacturing** contributes over £6.7 trillion to the global economy. In the City Region it is worth £8.5 billion and the UK's biggest manufacturing base. With distinct advantages in market size, workforce skills and supply chains, we are well placed to address challenges for the future of manufacturing and provide the perfect location for companies looking to grow, innovate and improve efficiency.

We are home to a **network of unique digital assets, capacity and capability and a critical mass of systems, physical infrastructure and skills that are enabling growth across all sectors.** If harnessed, these have the potential to set the City Region apart from other places, not just in the UK but globally.

With a significant and growing business base, and eight internationally recognised centres of **low carbon and clean-technology expertise**, the City Region is positioning itself as one of the UK's foremost sources of national energy production, evolving from a traditional fossil fuel industry to a major producer of clean energy.

# E.3 Executive Summary

## Our emerging ideas

Work has commenced to identify a number of priorities and 'big ideas' that could form the core building blocks and focus of the Leeds City Region LIIIS:

- Transformative private sector leadership to tackle the productivity gap;
- The Leeds City Region Transformed by Digital Technology; and
- Maximising the impact of HS2 and Northern Powerhouse Rail through the development of inclusive growth corridors in the Leeds City Region.

These initiatives will be delivered through a range of partners, utilising local and national funding, including future funding sources such as the UK Shared Prosperity Fund.

## What success will look like

***A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE***

**AMBITION... BY 2036...**

- To have a £100bn plus economy and become a positive, above average contributor to the UK economy;
- To close the productivity gap;
- To reduce the proportion of jobs that pay less than the real Living Wage;
- To reduce the employment rate gap for all disadvantaged groups; and
- To deliver new, good quality affordable homes in the City Region.

We will design and deliver projects and support our partners to deliver activity which contributes towards meeting these overarching aims and objectives for Leeds City Region.

**Next Steps:** The Government has stated that it will sign off all Local Industrial Strategies by early 2020, prioritising areas with the potential to drive wider regional growth and focusing on clusters of expertise and centres of economic activity.

We will work with local stakeholders including universities, healthcare providers, Government Departments, and business leaders to support and develop emerging opportunities including where there are synergies between the challenges and mission opportunities. In the meantime we would like to hear about how it should be implemented in practice, and anything else which may be required to help the City Region become a more productive, prosperous and inclusive place.

# 1. Background and context

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# 1.1 Background

Our vision is: *“Leeds City Region will be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone”*.

Developing our Local, Inclusive Industrial Strategy will be critical to achieving this vision, helping initiate a new and exciting period of successful and inclusive growth for the City Region.

Government launched its **Industrial Strategy** in November 2017, with the aim of increasing growth and productivity across the UK. The Strategy is focused on **five foundations of productivity** (ideas, people, place, infrastructure, business environment) and **four grand challenges** (Clean Energy, Ageing Society, Artificial Intelligence, and Future of Mobility).

In early 2018, the LEP Board and Combined Authority agreed that work would begin on the development of a Local, Inclusive Industrial Strategy for Leeds City Region. A Local, Inclusive Industrial Strategy provides an opportunity **to improve the productivity of the economy and deliver economic inclusion** so benefits are felt by all, and firms become more competitive for a new international trading environment.

**Our strategy is clear:** to build and deliver an ambitious programme for long-term growth that will respond to global challenges, to unlock our immense potential and become the growth engine for the North and the UK economy. Sitting at the heart of our new, long-term strategic framework, our emerging Local, Inclusive Industrial Strategy will focus on bold steps aimed at driving inclusive growth, boosting productivity and earning power for a post-2030 economy.

**This Prospectus sets out our key strengths, growth opportunities and challenges, outlining our emerging priorities to transform the Leeds City Region economy** and deliver our ambitions and those of the national Industrial Strategy and the Northern Powerhouse.

## WHAT ARE LOCAL INDUSTRIAL STRATEGIES?

Long-term, evidence based plans aligned to the national Industrial Strategy that will:

- strengthen local economic growth and reduce disparities by boosting productivity, earning power and competitiveness;
- identify local strengths and challenges, future opportunities and the actions required to improve skills, increase innovation and enhance infrastructure and business growth;
- guide the use of local funding streams as well as funding devolved to local areas, which could include the future UK Shared Prosperity Fund.

The Government intends to agree Local Industrial Strategies for all areas by early 2020.

# 1.2 Our approach and strategic framework

Work is on-going to replace the Strategic Economic Plan (SEP) with a new agile, long-term framework aimed at driving growth and delivering prosperity throughout the economy. Building on the SEP, it will provide the strategic framework for investment, including for the Local, Inclusive Industrial Strategy and the future UK Shared Prosperity Fund, Industrial Strategy Challenge Fund, Sector Deals, Strength in Places Fund, etc. The new framework is presented on the next slide, with its core principles including:

- a focus on **tackling the key challenges** agreed by the LEP Board in September 2017:
  1. the City Region's **productivity gap with peers is too large and growing**;
  2. **Investment, particularly private investment, in research and development is too low**;
  3. **living standards in the City Region have stalled**; and
  4. **stubborn deprivation persists**
- based on robust evidence, demonstrating a clear understanding of the key strengths, assets and challenges in Leeds City Region;
- to reflect the City Region's expanded policy remit, e.g. culture, and potentially new aspects of tackling disadvantage in health, early years and education;
- to ensure all Combined Authority and LEP strategies are aligned with a clear focus on tackling the above challenges and delivering inclusive growth outcomes;
- to maximise our strategic assets and strengths e.g. our concentration of science, research and innovation assets; our globally-competitive manufacturing sector and vibrant digital-tech sectors, including medical technologies; and
- to place the City Region on the front-foot with an ambitious policy platform that improves competitiveness and ensures the benefits are shared fairly.

## CORE PRINCIPLES OF OUR APPROACH:

Open and collaborative policy making.

Foster, in partnership, an inclusive, place-based strategy where all communities contribute to, and benefit from, growth.

Boosting earnings, testing local solutions with HMG to help tackle the productivity challenge.

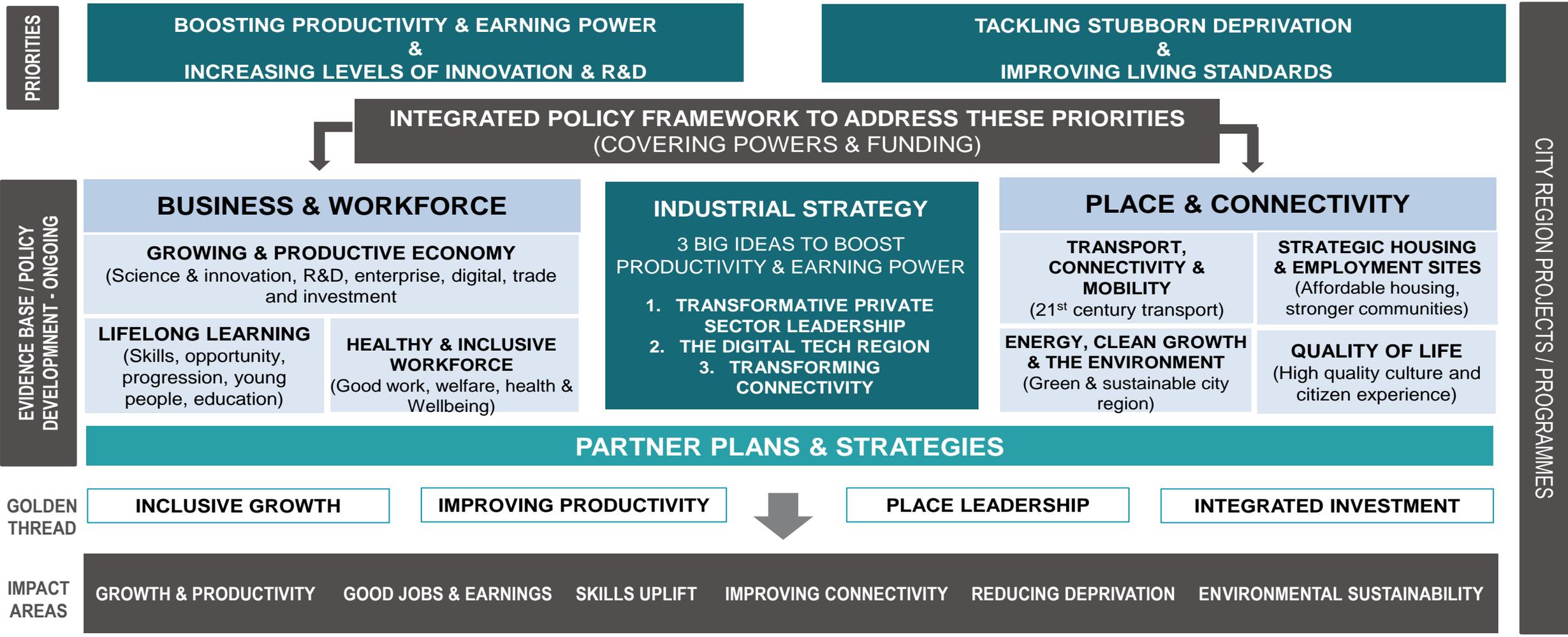
Accelerating infrastructure delivery and embedding resilience.

# 1.3 A strategic framework for shaping our priorities

## VISION

“TO BE A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE”

*[range of expressions of this vision will be developed so that it speaks to our different audience in a language and format they understand]*



# 2. A City Region well positioned to meet our ambition and national priorities

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# 2.1 About us

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The Leeds City region is a truly diverse economy, at the heart of the Northern Powerhouse, with recognised world leading capabilities.

## The facts

### Northern capital

- £66.5 billion economy – the biggest contributor to the Northern Powerhouse
- Over 126,000 businesses

### Innovation capital

- World class universities delivering leading research
- Leading innovation clusters including Medtech and Advanced Manufacturing

### Human capital

- 1.387 million workforce – largest and fastest growing in the North

### Transport capital

- At the centre of the UK, within one hour's drive of 7 million people



# 2.2 Our track record

Our £1billion-plus Growth Deal with Government is now halfway into delivery, and its impact is being felt across the region in the shape of new, world-class college facilities, homes, commercial developments and transport infrastructure, and – crucially – more skilled jobs created and safeguarded for local people.

The Growth Deal was secured in 2014. It was – and indeed still is – the largest Growth Deal of any local enterprise partnership area in the country.

The Deal provides around £690 million of devolved Government investment, made up of £516 million local growth funding plus £173.5 million Department for Transport funding to improve transport in Leeds.

Unlike anywhere else in the country at that time, the City Region also secured a further £420 million to establish an overall £1 billion West Yorkshire-plus Transport Fund to improve road, rail and other transport links across the region over a 20-year period.

Three years since we received our first tranche of funding, investment has now been approved by the West Yorkshire Combined Authority for over 100 significant Growth Deal projects.

## DELIVERING POSITIVE OUTCOMES AND ECONOMIC IMPACT ACROSS THE CITY REGION

In **BRADFORD**, our Growth Deal is supporting the creation of the New Bolton Woods urban village between Bradford and Shipley, which will ultimately bring 1,000 new homes to the area.

In **CALDERDALE**, Transport Fund investment is helping to reduce road congestion on the A629 between Halifax and Huddersfield, supporting the council's transformation of the town centre, and helping to protect homes and businesses in the Calder Valley from flooding.

**KIRKLEES** has seen major Growth Deal investment in innovative new facilities for skills development and business growth including the newly launched Springfield Centre in Dewsbury, the Huddersfield Innovation and Incubation Project at Huddersfield University and the Process Manufacturing Centre at Kirklees College.

**LEEDS** has benefitted from investment in new college facilities including a new campus for Leeds College of Building on the city's South Bank, Leeds City College's hugely impressive Printworks campus. At the University of Leeds, the Nexus innovation and incubation centre is set to open in September, 2018.

In **WAKEFIELD**, the Wakefield Eastern Relief Road – the first of our Transport Fund schemes to be completed in June last year – is helping to ease congestion on a key commuter route in the city and has also opened up land to build 2,500 houses.

Commuters in **YORK** will soon see reduced congestion on the York Outer Ring Road when a major package of Transport Fund investment is completed.

Hard-to-insulate homes in **HARROGATE** will benefit from improved energy efficiency measures – which include insulation for attics and hard-to-treat cavity walls – making them cheaper to heat as well as healthier to live in and better for the environment.

Growth deal investment in **SELBY** College helped to refurbish existing facilities and extend the Aspiration Building by almost 500 square metres.

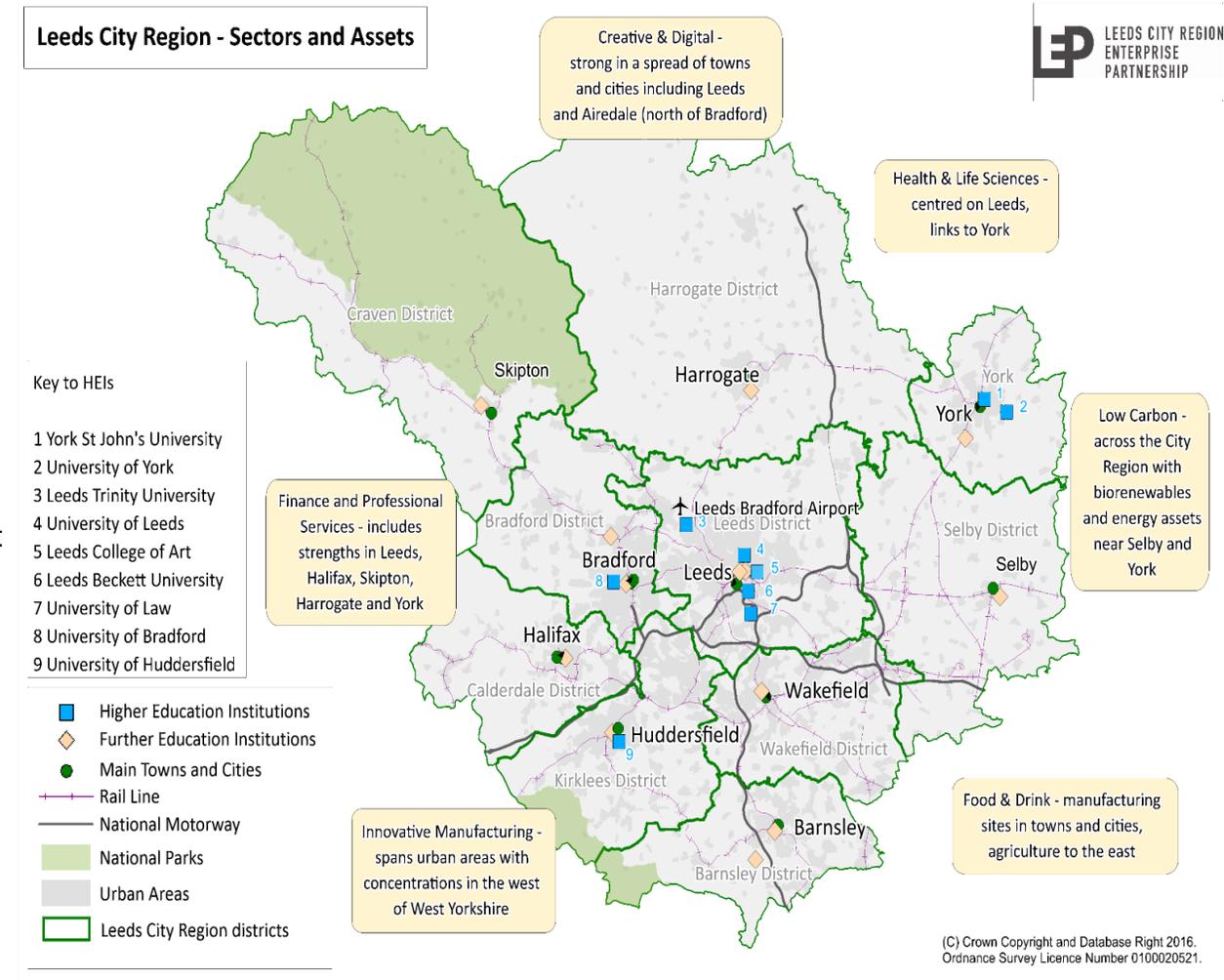
**CRAVEN** will benefit from flood resilience packages to support other government investment, and improve flood protection for businesses and communities.

The old market site in the heart of **BARNSELY** will receive funding as part of a wider programme to deliver a high quality town centre.

# 2.3 An economy with many strengths and great assets

The size of our economy, its wide variety of economic and cultural assets and its many strengths remain a great platform on which we can build future prosperity.

- **Largest economy outside of London and the South East:** accounting for over 4% of national output.
- **Resilient:** The structure of the economy (*a broad business base and relatively large proportion of SMEs*) means that it should be more resilient to any potential downturn in any single industry.
- **Exporting strengths in Chemicals** worth £1.5bn representing 27% of the UK total.
- **Strong clusters & sectors:** largest manufacturing workforce of any LEP, largest centre of financial and strong digital sector growth (including med-tech/fin-tech).
- **Increasing numbers of people in employment:** with the creative & digital and food and drink sectors outpacing national growth.
- **Home to world-leading university research:** City Region universities are in the top five of the research rankings for six key technology areas: big data, robotics, advanced materials, agri-science, regenerative medicine and satellites.
- **A competitive business location at the heart of the UK.**



The following slides summarise our key strengths & assets set against the five foundations and four grand challenges of the national Industrial Strategy.

# 2.4 The City Region has the foundations for growth (1)

## IDEAS

Successful regions around the world are characterised by high rates of **innovation** across small and large firms, public institutions and individuals. Rates of R&D and innovation in Leeds City Region are improving, but not fast enough to close the gap with national averages.

We will continue to build on our strong foundations to accelerate progress in this area. Our world class university and research base alongside globally competitive tech-based sectors are a critical and unique asset. They have a substantial track record in proactively engaging with and supporting businesses to innovate, start-up and grow; and are critical to the City Region's investment offer. This includes helping access funds, such as the Industrial Strategy Challenge Fund.

## PEOPLE

With a workforce of 1.3m, growing numbers of people with qualifications at all levels; improvements to GCSE pass rates, success in reducing NEETs, a high concentration of universities, and high performing colleges, the City Region is well placed to increase skill levels and employability significantly. This will support us to meet future job demands and enable people from all communities to secure more and better jobs.

Through initiatives such as the Skills Service we will continue to deliver a strategic and co-ordinated approach that brings together the work of wide ranging partners across the City Region to provide tailored local solutions based on the needs, assets and opportunities of particular places. This will include schemes to build employability skills that support business productivity and innovation and those that support access to jobs and progression.

## BUSINESS ENVIRONMENT

The City Region is a great place to invest and do business. It continues to be a priority for the City Region to provide the right environment and business support that allows businesses to unlock their economic potential.

Building on the success of our Growth Service, our aim is to drive-up productivity, growth and employment through an environment that enables businesses to start-up, innovate, trade and invest. This will be key to making the City Region an even more productive place that can compete internationally.

The LEP will work with, and through partners to ensure that all interventions are directly targeted to local need as articulated by business, effectively coordinated so as to avoid complication and confusion, and streamlined with national priorities.

# 2.5 The City Region has the foundations for growth (2)

## INFRASTRUCTURE

Leeds City Region is located at the heart of the UK, with an extensive road and rail network, offering businesses easy access to markets and to labour with competitive costs. The City Region has witnessed important improvements to strategic infrastructure in recent years, but more needs to be done to meet our growth ambitions:

**Strategic housing and employment sites, including Enterprise Zones** in the Aire Valley, along the M62 and in York Central (managed by York, North Yorkshire & East Riding LEP) that will be developed as the location for many thousands of high quality jobs.

**The West Yorkshire plus Transport Fund** that will deliver significant enhancements to the City Region's road, rail and bus networks over the next decade, alongside the major improvements that are already in the pipeline to invest in the motorway network and to increase rail capacity and speed through the electrification programme and new franchises, and also the long term opportunities presented by **HS2 and Northern Powerhouse fast rail**. We are investing in future mobility and setting out our vision in our emerging Future of Mobility Strategy.

**Investment in strategic flood resilience programmes and high quality green infrastructure**, integral to improving the economy and safeguarding businesses, jobs and homes.

A **strong digital infrastructure**, ranging from the Super Connected Cities of Bradford, Leeds and York, to Leeds as the home of the only internet exchange outside London, to the Digital Health Enterprise Zone in Bradford.

## PLACE

Attractive, vibrant city and town centres and rural areas are important for making the region a great place where people want to live and work, and where businesses want to invest.

The City Region is a diverse and polycentric economy, made up of major cities, towns and countryside, each with distinctive assets, economic roles and priorities.

The opportunity to leverage the assets of each city and town – across urban and rural areas - in order to attract people and investment and to drive growth is huge. When aligned to wider policy objectives, for example on flood mitigation, clean energy, health and wellbeing, and economic inclusion, the impacts are amplified further.

The City Region is equally diverse in relation to the differing levels of economic and social prosperity within its boundaries. Whilst it is home to some of the most prosperous neighbourhoods in the UK, too many neighbourhoods are amongst the poorest and have not benefited from growth.

This pattern of growth sees parts of our City Region still working hard to restructure their economies and business base, reinvigorate their population centres and address long standing issues on skills, deprivation and health for example.

# 2.6 Meeting national Grand Challenges

Artificial intelligence

Clean growth

The future of mobility

Ageing society

Working with scientific leaders, the Industrial Strategy's four Grand Challenges are aligned to developments in technology, set to transform industries and societies around the world.

The Grand Challenges will take a mission-based approach where the UK has existing strengths. Each of the Grand Challenges will be supported by funding from the Industrial Strategy Challenge Fund and matched by commercial investment. Leading figures from industry and academia will be invited to act as expert advisors, led by a 'Business Champion'.

We will review and assess the City Region's existing infrastructure and expertise aligned to the Grand Challenges and explore potential opportunities for intervention. We will work with local stakeholders including universities, healthcare providers, Government Departments, and business leaders to support and develop opportunities including where there are synergies between the challenges.

The Grand Challenges provide a lens by which to view City Region activity, as well to explore local, regional, and national opportunities for collaboration. The Grand Challenges run through a number of themes of activity in the City Region delivered through the LIIS and Policy Framework.

As will be shown in the following slides, the City Region is home to numerous growth sectors, technology and digital assets which position us strongly to work with government and the private sector to contribute effectively to the Grand Challenges.

# 2.6.1 Health & life sciences

**The City Region is home to a distinct healthcare ecosystem** and is a powerhouse in terms of its contribution to the UK healthcare sector, with world leading companies, clinical expertise and research and development capacity across its universities, hospitals, healthcare and medical device manufacturing sectors.

Our strengths and assets:

- **Host to some of the leading medical device manufacturing and digital health companies in the UK**, including the Global Development and Technology Centre for DePuy Synthes - a Johnson & Johnson company, RSL Steeper, Brandon Medical, TPP and EMIS.
- **World-leading concentration of excellence in research and innovation** in the universities of Leeds, Bradford, Huddersfield, Leeds Beckett and York.
- **Host to four out of five NHS headquarters**, 13 clinical commissioning groups and 12 NHS trusts, and home to NHS Digital.
- **Engagement between companies and the science base is seen as a real strength in the region**, there is a need to sustain regional science capacity and capability through centres of research excellence.
- **Forefront of global R&D in health & innovation.** Attracted over £100 million medical technology research funding, accounting for more than 8% of all EPSRC medtech funding, with major national medtech research and innovation centres.

In **digital health** our vision is already crystallising. Alongside significant HEI assets such as the Digital Health Enterprise Zone (DHEZ) at the University of Bradford, the City Region is home to the two market leading primary healthcare health IT systems (EMIS and TPP), the largest healthcare data platform in the world (NHS Spine) and the NHS Health and Social Care Information Centre (HSCIC).

The Leeds City Region is therefore well placed to contribute to **the AI and data economy and ageing society grand challenges.**

## Medical Technologies

**Globally, med-tech is a key growth sector which is set to be worth £500bn in the next five years.** With a world-leading concentration of excellence in medical technologies, alongside broader healthcare industries and recognised strengths in digital health innovation, the City Region is well positioned to significantly grow this sector and secure a greater market share.

To meet this ambition, investment in public and private sector R&D, including in the region's world-class research is a priority. This will help position the City Region and UK economy strongly for the future, whilst helping meet local and national priorities, including improving growth and productivity levels, and delivering a range of wider social benefits, including reducing healthcare costs and improving patient outcomes.

# 2.6.2 Advanced manufacturing & engineering

Manufacturing contributes over £6.7 trillion to the global economy. In the City Region it is worth £8.5 billion and the UK's biggest manufacturing base.

Our strengths and assets:

- **The City Region is at the heart of the UK's advanced manufacturing and engineering activity.** Business concentrations span high-tech areas such as precision engineering, electrical equipment and chemicals, as well as strengths in textiles, furniture and printing.
- **Delivering high quality bespoke engineering solutions** to a diverse range of growth sectors and technical competences including, robotics, precision engineering, metrology, clean energy, digital manufacturing and smart materials.
- **Speed and efficiency.** Manufacturing supply chains with cost effective routes to national and international markets.
- **Strength in research, innovation and Centres of Excellence across nine universities,** including the Automotive Research Centre and Advanced Materials Centre (Bradford), Centre for Precision Engineering, and 3M Buckley Innovation Centre (Huddersfield), Institute for Design, Robotics & Optimisation and Centre for Technical Textiles (Leeds) and Centre for Complex Systems Analysis and Green Chemistry Centre (York), the Virtuosity Centre at the University of Leeds.

**With distinct advantages in market size, workforce skills and supply chains, we are best placed to address challenges for the future of manufacturing and provide the perfect location for companies looking to grow, innovate and improve efficiency.**

With these strengths the City Region working with our partners we are well placed to contribute to the four **Grand Challenges.**

## 2.6.3 Innovation and digital tech will be key to our success

**Digital technologies** are changing the fundamental nature of how businesses, government and citizens interact, do business, live and play. We need to ensure that new digital technologies are used as enabling tools, bringing business, the public sector and people along together with a shared vision. It is one of the greatest sources of disruption that businesses and organisations can apply to drive innovation in the way they work and in the products and services they deliver, with the outcome being higher efficiency, productivity and growth.

More of our firms and public institutions will quickly exploit new ideas, opportunities and technologies to find solutions and achieve growth, efficiency and productivity.

Similarly, the **character, ideas, abilities and ambitions of our people** will be central to a culture that builds on the City Region's traditions and which is inventive, outward looking, collaborative, open to new ideas and laced with grit and determination.

Our diverse and polycentric economy, made up of major cities, towns and countryside, gives us the distinctive assets and opportunities we need to do this.

The City Region economy is well placed to capitalise on this for a number of reasons.

We are home to a **network of unique digital assets, capacity and capability and a critical mass of systems, physical infrastructure and skills that are enabling growth across all sectors**. If harnessed, these have the potential to set the City Region apart from other places, not just in the UK but globally.

Collaboration platforms such as IX Leeds, one of only three internet exchanges in the UK and the only one outside London; and the Leeds node of the Open Data Institute which is one of 22 nodes across 15 countries, are providing individuals, businesses and public sector organisations with opportunities to collaborate for mutual benefit.

Digital sectors in the UK contributed £118 billion to the economy in 2015: over 7% of the UK's gross value added (GVA), and exports of digital goods and services now amount to over £50 billion. Tech City UK estimates that the digital sectors are creating jobs 2.8 times faster than the rest of the economy.

However, this is not just about the digital sector – those businesses whose core business is in digital technologies. This Digital transformation can make every business in every sector more productive, wherever they are located. And this transformation is changing the skills required to not only operate in highly skilled digital jobs, but also to function and participate at a basic level in society. And none of this would be possible without the fundamental underpinning digital infrastructure architecture which allows all of these connections to be made. **Our emerging Digital Framework aims to harness these distinct assets and opportunities to help position the City Region as a global digital centre.**

# 2.6.4 Significant and growing strengths and expertise in tech

## CLEAN TECH

Global investment in renewable energy now outstrips that on fossil fuel power and the demand for low-carbon goods and services is growing.

The scale of opportunities to create new products and drive business growth in this field is expanding and could potentially grow by 11% per year between 2018 and 2030 – 4 times faster than the rest of the economy. Our energy generation sector and wider innovation ecosystem is critical to the whole UK and is a focus for national innovation and investment.

With a significant and growing business base, and eight internationally recognised centres of low carbon and clean-technology expertise, the City Region is positioning itself as one of the UK's foremost sources of national energy production, evolving from a traditional fossil fuel industry to a major producer of clean energy.

The region also hosts major manufacturers in the energy equipment supply chain, with particular strengths in electric motors, domestic appliances, engines & turbines and cooling and ventilation.

## FINANCIAL TECH

With a wealth of *FinTech* firms and the largest centre for banking services and in the UK outside of London, the City Region is perfectly positioned to become the Northern UK's Fintech Centre, contributing to the sector's estimated annual revenue of £20 billion.

FinTech assets include:

- leading companies such as BJSS, Nostrum Group, TSYS, Eclipse;
- Dotforge, the first FinTech Accelerator outside of London;
- Collaborative ecosystem with a cluster of innovative digital and creative companies;
- talent pipeline, including the highest concentration of STEM graduates outside of London; and
- respected providers of IT software, apps and project management training.

**AGRI-TECH:** The City Region has a thriving food & drink manufacturing sector, linked to great local agricultural produce and world-class agri-tech facilities. The City Region's manufacturing history is combined with its agricultural tradition in some the country's largest and most respected food and drink companies, including Northern Foods and Arla (largest creamery in Europe). There are excellent opportunities in the agri-tech and bio-economy sectors, linked to major R&D assets and business growth at Sand Hutton and Heslington East.

# 2.7 Areas that are critical to future performance

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The headline analysis of the City Region's economy shows an area with enormous potential but one that needs to address key challenges associated with productivity, innovation, exporting, skills, and connectivity if it is to realise that potential and stay both competitive and resilient in the face of changing global and national economic circumstances.

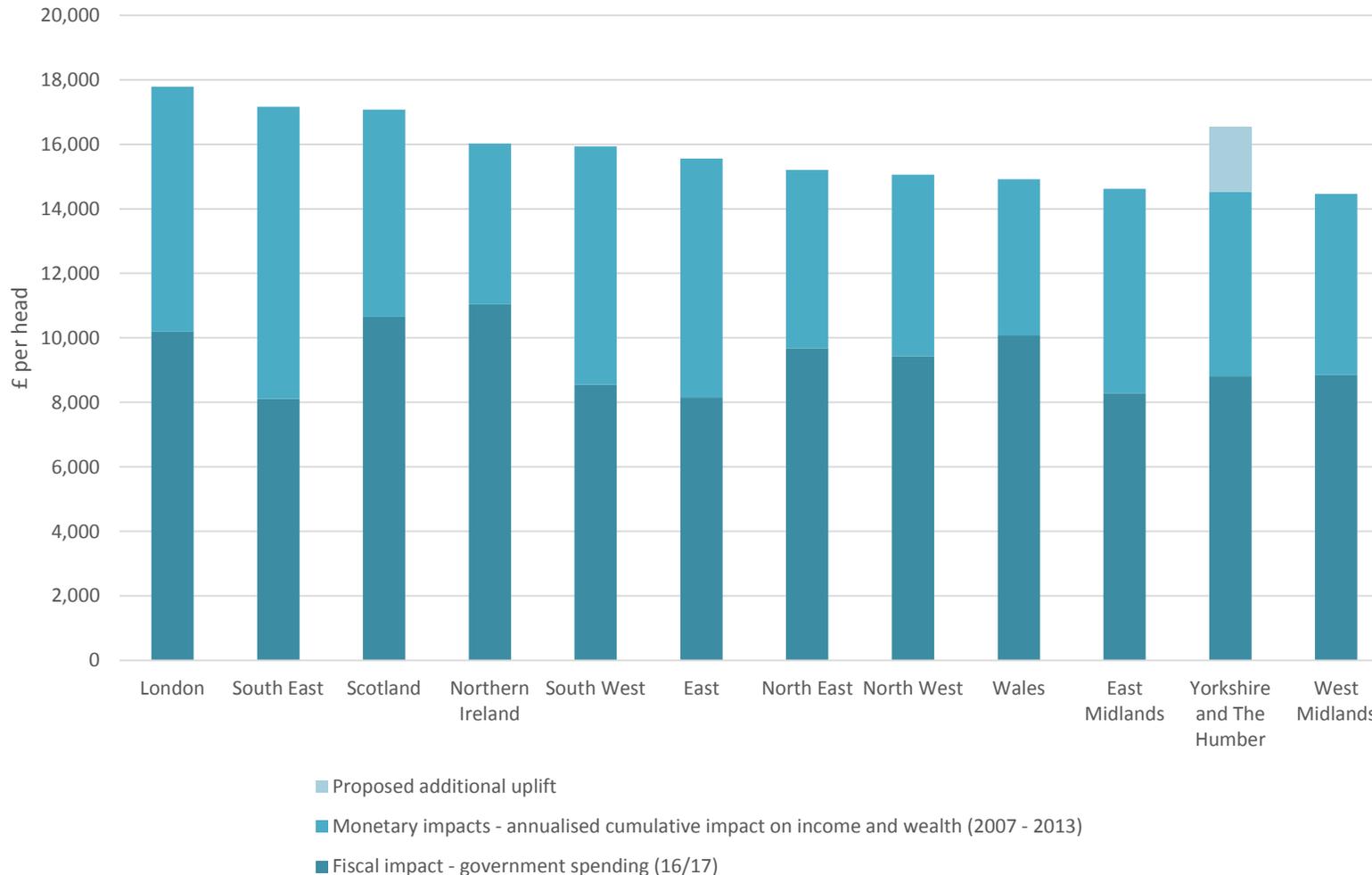
Key areas that are critical to future performance include:

- **Addressing the issues that are restricting our businesses from being more productive and achieving their growth ambitions:** labour market and skills; low carbon, energy and climate change adaptation (e.g. flood risk); and infrastructure – spanning transport, digital, housing, employment sites and key centres, and green infrastructure;
- **To innovate, compete and deliver benefits across business and society, our economy needs to:** create more middle income jobs; ensure that lower level jobs offer reasonable incomes and progression opportunities; and ensure that skills and potential are fully tapped and lead to reduce in-work poverty;
- **Employment creation and wage levels:** Job growth has been concentrated in posts characterised by high or low incomes, whereas the number of jobs offering middle incomes has declined;
- **Underperforming sectors:** some of our local industry sectors underperform on productivity; we need to raise mediocre and poorly performing firms closer to the level of our leading firms within each sector; and
- **Addressing the considerable variations that exist and persist across our districts and communities:** access to well-paid and fulfilling jobs for more people and reduced inequalities and poverty, as well as to long-term business success, increasing profitability and environmental sustainability.

**Our emerging LIIS and its long-term strategic propositions will be key to maximising opportunities and ensuring that we tackle the challenges we face so that our full economic potential is realised.**

# 2.8 Rebalancing the effects of fiscal and monetary policy choices

Annual impact of fiscal and monetary policy choices



Leeds City Region faces a number of structural weaknesses, including:

- Poor education attainment
- Low levels of skills, career progression and work progression
- Poor transport, digital and community infrastructure
- Very little research and development investment.

These challenges are often the result of decades of economic change and insufficient investment in effective solutions. Although projects are underway that seek to address these challenges, the level of investment does not equate to genuinely rebalancing the UK economy.

# 3. A local, inclusive industrial strategy for Leeds City Region: *emerging ideas*

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# 3.1 Bold, long-term proposals with the intent of driving structural economic change in the Leeds City Region

## Our LIIS will play to our strengths, helping to deliver the UK Industrial Strategy.

Building on our collective strengths and our range of specialisms, and by bringing businesses, local authorities, universities, education providers and other partners together, our LIIS aims to:

- keep the City Region and UK at the forefront of scientific research, innovation and new technologies;
- invest in infrastructure to transform the places where people want to live and work and businesses want to invest; and
- nurture future talent, address skills shortages and provide the technical skills that will drive our economy.

Spanning areas such as innovation, enterprise, skills and employment, trade and investment, digital, and investment in strategic infrastructure such as housing and transport we are developing proposals with our partners that will enable us to make real progress towards achieving the City Region's vision, whilst meeting national priorities. For example, key themes embedded within our emerging proposals include:

### Investment in 21<sup>st</sup> Century Infrastructure

- Delivering the Leeds City Region Connectivity and Future Mobility Strategy
- Developing sustainable solutions to future transport needs
- Enhancing digital connectivity for businesses and communities

### Boosting Productivity

- Helping businesses to adopt digital practices
- Diffusion of learning and best practice across our networks
- Supporting clusters of excellence

### Stimulating Innovation

- Supporting the City Region's world class innovation assets and leading universities
- Working in partnership with expert partners
- Working with partners to maximise opportunities from Clean Tech, Med Tech and Advanced Manufacturing

### Progression, including High Level Skills

- Helping to create an environment to attract and retain the best graduates
- Upskilling and reskilling workers to take advantage of digital opportunities

## 3.2 Tackling the productivity challenge

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Work has commenced to identify a number of priorities and ‘big ideas’ that could form the core building blocks and focus of our local industrial strategy:

- **Transformative private sector leadership to tackle the productivity gap;**
- **The Leeds City Region Transformed by Digital Technology; and**
- **Maximising the impact of HS2 and Northern Powerhouse Rail through the development of inclusive growth corridors**

These initiatives will be delivered with a range of partners, including and going well beyond the LEP and Combined Authority, and utilising local and national funding (this will include future funding sources such as the UK Shared Prosperity Fund).

A key priority for our approach in developing these ideas and proposals is to draw on emerging guidance and best practice including evaluation evidence. We have engaged a range of local stakeholders and national experts including the What Works Centre for Local Economic Growth, Centre for Cities, Yorkshire Universities and the Centre for Urban and Regional Development at Newcastle University to support our thinking.

Our collaborative approach will continue as we develop the proposals further. Building on extensive consultation undertaken for the SEP, we continue to work with business, local stakeholders and national experts.

The big ideas are summarised in the slides that follow.

The aim is to boost earnings and living standards through sustainable and more productive businesses, with people connected in a more inclusive labour market.

This will include raising productivity in low-pay sectors, supporting growing businesses and sectors to reduce poverty, connecting economic development, and maximising the potential of anchor institutions.

# 3.3 Emerging proposals (1)

## Transformative private sector leadership

- Deliver the city region’s digital framework and the Med-Tech Science and Innovation Audit as a proof-of-concept to drive growth where the city region has a global frontier leadership.
- Exploring the potential of digital supply chains to increase productivity.
- Looking at how innovation/investor readiness support and other sources of public investment could further encourage businesses to access existing funding for innovation in particular, and ways to promote further business collaboration on R&D investment.
- Ensure inward investment activity drives up productivity – including how firms locating or re-locating to the region from abroad drive increased social value across local supply chains.
- Deliver more inclusive labour markets that offer more flexible work and better progression, especially in low paid roles.
- An ambitious retraining programme, where people are no worse off by developing new skills the economy needs.



# 3.3.1 Developing dynamic clusters through Strength in Places

Academic and business partners from across the City Region are leading the development of proposals to support innovation-led regional growth by driving clusters of businesses that have the potential to innovate or adopt new technologies.

These proposals, summarised below, will be key to meeting our strategic priorities.

- **MEDTECH:** Led by the University of Leeds and building on the Leeds City Region Science and Innovation Audit, this proposal will set out the City Region's ambition to grow and strengthen the existing Medtech cluster.
- **TEXTILES:** Led by the University of Huddersfield and building on an existing cluster around West Yorkshire, the proposal will focus around the legacy textiles industry and opportunities to grow the sector through tech improvements.
- **BIOTECH:** Led by the bio renewables centre in York, the application will be focused upon building the bio-economy across the Leeds City Region, York North Yorkshire East Riding and Humber LEP areas.
- **HYDROGEN:** The Welding Institute (TWI) are leading a bid around hydrogen energy with Tees Valley LEP. The University of Leeds are collaborating with Institute towards a 'hydrogen valley' concept.
- **GLASS FUTURES:** To create a globally unique pool of expertise in glass technology across the Northern Powerhouse.
- **CLEAN GROWTH INVESTMENT ACCELERATOR:** This project will develop an innovative financing platform to unlock large-scale investments in clean growth within the Leeds City Region.
- Delivering value from **CHEMISTRY AND MATERIALS** across the Northern Powerhouse Region: the project will establish an integrated science and technology innovation network to maximise the economic impact.

# 3.4 Emerging proposals (2)

## A City Region Transformed by Digital Technology

Work to develop a Digital Framework is now being progressed alongside work to develop the LIIS. The Framework, once established, will contribute significantly to the narrative and objectives of the digital & tech focused LIIS.

There are five strands (or outcomes) to the emerging LCR Digital Framework (which are all very much interconnected):

1. **Digital for all businesses:** all our businesses will be equipped to exploit new digital technologies and take advantage of opportunities for business through data;
2. **Digital skills for all:** giving everyone the opportunity to develop the digital skills they need to flourish in the new digital economy;
3. **A digital sector to enable the rest:** become the leading digital services City Region and the best place to start and grow a digital technology business;
4. **World class digital infrastructure:** ensure everyone can access a fast, reliable and resilient network; and
5. **Tech for good:** creating the culture to embrace new technologies and use data to solve our biggest problems and create new economic opportunities.



# 3.4.1 Examples of actions being developed and tested

## DIGITAL SERVICE SECTOR TO ENABLE THE REST

- Explore opportunities to establish a private sector led Digital body
- Provide the conditions for digital tech companies to thrive & flourish (finance, business support and skills/access to talent)
- Develop a marketing campaign that specifically raises the profile and visibility of the digital tech sector
- Develop a soft landing package for scale up tech firms new to the City Region

## WORLD CLASS DIGITAL INFRASTRUCTURE

- Invest in world-class connectivity through fibre, mobile, wireless and new technologies, to homes, businesses, social housing, public spaces and public transport where market failure prevails (BDUK, etc.). Work in collaboration with Network rail, Police and NHS
- Support the development of world class 'connectivity' assets e.g. data centres, internet exchanges, IoT networks.

## DIGITAL FOR ALL BUSINESSES

- Explore sector deal around Industrial Digitalisation, focused around med-tech and textiles
- Working closely with the Digital Catapult, Innovate UK and the High Value Manufacturing Catapult explore the recommendations emerging from 'The future of UK Manufacturing report' particularly around 'objective brokerage'

## TECH FOR GOOD

- Securing buy in and cultural shift from public sector partners to embrace smart region approaches
- Seeking funding and resources to develop bottom-up, scalable smart city solutions around energy and transport
- Work with partners to encourage a smarter City Region, including ODI North and Data Mill North

## DIGITAL SKILLS

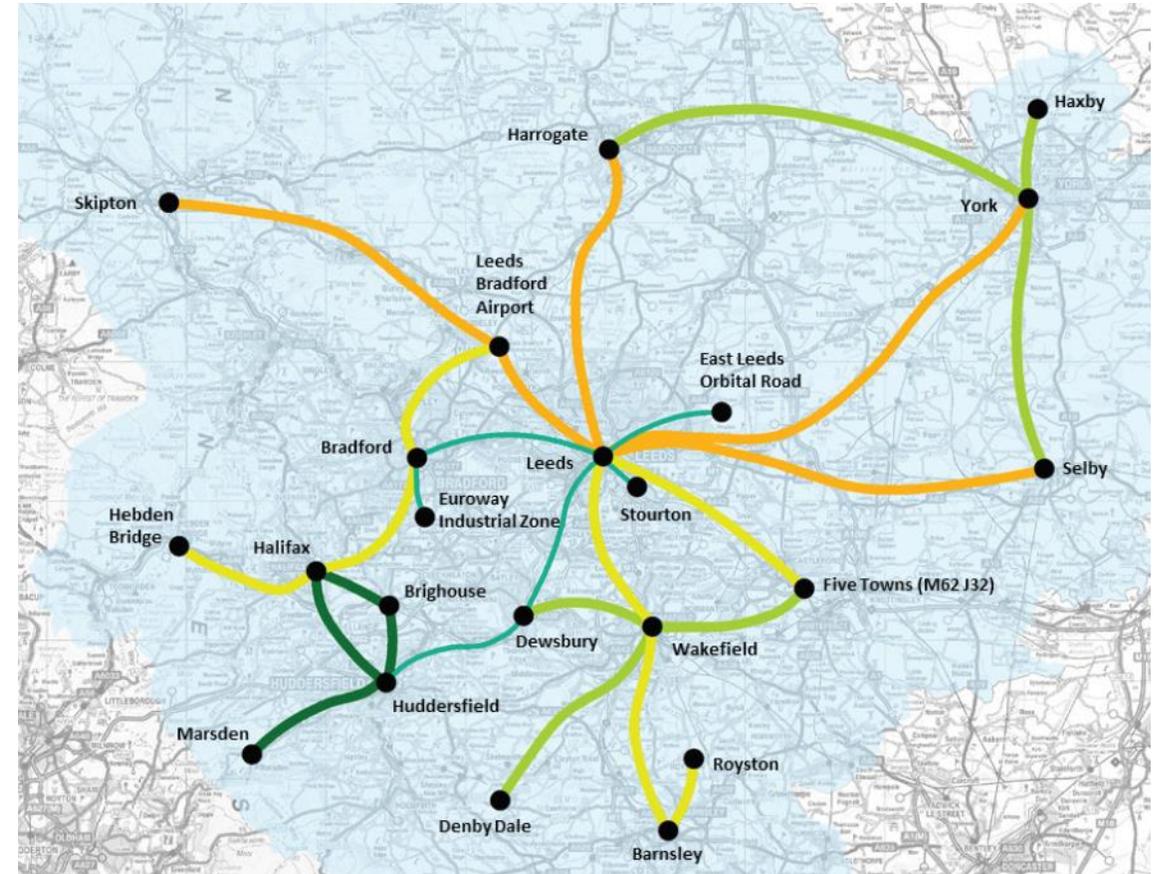
- Work with partners (e.g. Barclays Digital Eagles) and existing initiatives to support citizens with Digital skills
- Promote digital apprenticeships and degree apprenticeships
- Work closely with schools, FE, HEI (training providers) and employers to ensure we develop talent with the skills businesses need both now and in the future

# 3.5 Emerging proposals (3)

## Transformational Connectivity: maximising the impact of HS2 and Northern Powerhouse Rail.

A series of inclusive growth corridor plans are being developed with district partners to help connect communities, including some of the most deprived areas of City Region, to major planned infrastructure projects.

- The development of corridor plans are one of the key strands of the Leeds City Region Connectivity Strategy. A range of connectivity options for the proposed corridor areas are in the process of being scoped through an options assessment which includes consideration of objectives including:
  - Promoting accessibility to the most deprived areas and communities;
  - Improving accessibility to areas of employment; and
  - Promoting options that align with planned commercial, industrial and housing growth.
- The resulting corridor plans will reflect a range of policy activity to drive inclusive growth, building on a comprehensive review of evidence to understand the needs of deprived communities. The plans will bring together transport and economic development policies to tackle long-standing issues.
- The Transforming Cities Fund – transforming mobility for future generations, will support delivery of the plans.

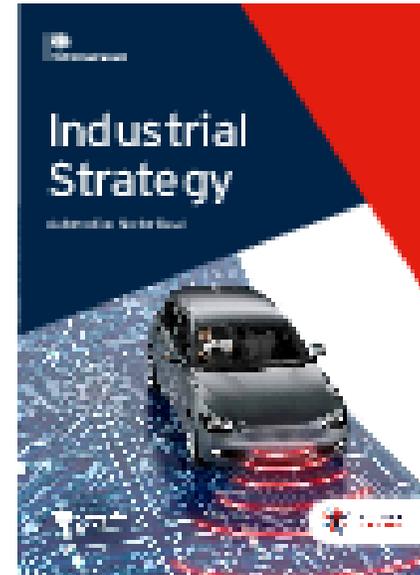


# 3.5.1 Transforming mobility for future generations

Rapid technological advances are enabling an unprecedented pace of change that will impact our cities, our environment and our society. A great deal of work is being undertaken to further understand where transport is heading (both in the UK and globally) recognising that these technological ‘disruptions’ provide both opportunities and challenges to cities and city regions.

**The future of mobility concepts being developed through our Transforming Cities Fund proposals and Future Mobility Strategy will support the Grand Challenges:**

- **Dynamic Transport:** A ‘passenger service innovation fund’ for West Yorkshire to implement demand responsive transport solutions by 2022 - this is supported by key bus operators.
- **Mobility As a Service:** A single ‘all mode’ ticketing and information app for the region. For bus, rail, cycling and car clubs, this would integrate all transport ticketing, journey planning and payment options for the region.
- **Improving access to transport for all members of society:** A ‘Door-to-Door digital transport hub’, operating across the region to help ensure that existing spare capacity in public transport services is best matched to currently unmet trip requests.
- **Research and Development:** Work with leading research institutions, such as the University of Leeds Virtuocity programme, to look at the impact of autonomous vehicles on our city centres.
- **E-Bike Transformation at our Gateways:** Delivery of a programme of urban realm infrastructure improvements, including docking stations for a first phase of E-bikes initially focused at each gateway.



Source: Automotive sector deal

# 4. What will success look like?

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# 4.1 Our LIIS is key to meeting our long-term ambitions

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## **Our LIIS will be a key mechanism for:**

- Driving up productivity, growth and employment through an environment that enables businesses to start-up, innovate, trade and invest;
- Increasing skill levels and employability significantly to meet future job demands;
- enabling people from all communities to secure more and better jobs, in turn significantly improving earnings and living standards;
- Radically increasing innovation, in particular through private sector investment in R&D;
- Positioning the City Region as a global digital centre;
- Achieving a transformational move to innovative, clean energy technology across all aspects of the economy; and
- Building a 21<sup>st</sup> century physical and digital infrastructure that supports the City Region to grow and compete globally, including delivering our target of 10,000 – 13,000 new homes per annum.

# 4.2 An emerging impact framework

## VISION

A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE

### AMBITION.....BY 2036.....

- To have a £100bn plus economy, becoming a positive, above average contributor to the UK economy;
- To close the productivity gap with x (appropriate exemplar);
- To reduce the proportion of jobs that pay less than the real living wage by x
- To hit the 2.3% for private sector investment in innovation;
- To reduce the employment rate gap for all disadvantaged groups by x (including all disabled groups);
- To deliver 10,000 to 13,000 new homes per annum of which x will be affordable

PERFORMANCE FRAMEWORK & KEY METRICS  
(BASELINE/INTERIMS & LONG TERM TARGETS BEING DEVELOPED)

BUSINESS & WORKFORCE		PLACE		TRANSPORT & CONNECTIVITY	
IMPACT AREA	METRIC	IMPACT AREA	METRIC	IMPACT AREA	METRIC
<b>GROWTH &amp; PRODUCTIVITY</b>	<ul style="list-style-type: none"> <li>Economic output (£ billion per year)</li> <li>Output per head (£ per hour worked)</li> <li>Business birth, death and net rates</li> <li>Exports as a % of GVA</li> </ul>	<b>COMMUNITIES</b>	<ul style="list-style-type: none"> <li>Absolute low income – children living in households with income below 60% of medium income</li> <li>Residents satisfaction with their local area - % of people either satisfied/dissatisfied with their neighbourhood</li> <li>Quality of life/place – Halifax quality of life survey</li> </ul>	<b>TRANSPORT</b>	<ul style="list-style-type: none"> <li>Satisfaction with transport infrastructure National Highways &amp; Transport Survey</li> <li>Satisfaction with public transport (WYCA customer survey)</li> <li>Widening labour markets (deprived communities) – access to urban centres/employment within 20/40 mins using public transport/cycling, etc.</li> <li>Mode share (Key route network speeds/Traffic volumes, Km of new cycle facilities)</li> <li>% of smartcard/m-ticket transactions</li> </ul>
<b>INNOVATION</b>	<ul style="list-style-type: none"> <li>R&amp;D expenditure (public/private)</li> <li>Investments by British private sector equity &amp; venture capital association members</li> <li>% of firms engaged in product &amp; process innovation (UK Innovation Survey)</li> </ul>	<b>ENERGY &amp; ENVIRONMENTAL SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>CO2 emissions per capita</li> <li>Air quality (% deaths attributed to air pollution)</li> <li>% of households in fuel poverty</li> <li>Area of land experiencing a reduction in flooding likelihood (hectares – EA stats)</li> </ul>	<b>BROADBAND</b>	<ul style="list-style-type: none"> <li>Business premises with superfast broadband service made available</li> <li>Households with superfast broadband service made available</li> <li>Download speeds</li> <li>Take-up</li> </ul>
<b>GOOD JOBS AND EARNINGS</b>	<ul style="list-style-type: none"> <li>Employment rate (% of working population)</li> <li>Economic inactivity rates (% of working age population)</li> <li>20% earn less than (£ per week) / real living wage</li> <li>Weekly median wages (£)</li> </ul>	<b>SITE DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>Area of developed land (hectares)</li> <li>Housing units completed by tenure/affordability</li> <li>House price/land value/rental effects</li> <li>Commercial floor space constructed/refurbished</li> </ul>		
<b>SKILLS &amp; TALENT</b>	<ul style="list-style-type: none"> <li>% of working age population with NVQ Level 4 qualification</li> <li>% of working age population with no qualifications</li> </ul>				

# 4.3 What will our ambition for inclusive growth look like across our region?

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Our vision for **Inclusive Growth** is an ambition for both the right quantity *and* quality of growth. It is about creating a strong, productive and resilient economy where a radical uplift in business competitiveness, productivity and profits go *hand in hand* with access to good jobs that pay higher wages, and where all residents have access to opportunity and enjoy improved quality of life.

The value of this is clear - people are better off, the local economy is boosted, the environment is improved, society is fairer and government is able to spend less on welfare and public services. This will underpin everything we do and be used as a principle against which we will test and measure success.

**FOR PEOPLE:** The benefits of growth do not automatically trickle down to all, so we will adopt an approach that will proactively prioritise options to extend job and income opportunities to *all* communities. Many more jobs will be ‘good’ jobs, defined by decent income, fair terms and appropriate flexibility and security, where effort is recognised and people have the opportunity to learn, contribute, progress and work in a safe and healthy environment.

This new norm, coupled with higher productivity, will raise pay and incomes over time, helping to reduce in-work poverty. Graduates and other young people will not need to leave to find work which befits their skills. More people in good jobs will have benefits for health, just as improved health will widen the labour pool and enhance productivity.

## OUTCOMES WILL INCLUDE:

- People, including those facing challenges and disadvantage accessing jobs and progressing to higher earnings
- Focus on quality jobs to underpin productivity improvements and higher wages

# 4.3.1 What will our ambition for inclusive growth look like?

**FOR BUSINESS:** this will equate to **heightened productivity** and increasing numbers of businesses that make ‘inclusive growth’ an intrinsic part of their long-term corporate strategy and the route to delivering value for shareholders. Their outlook will span both local supply chains and international markets, embodying an open and collaborative culture.

They will strive to offer ‘good’ jobs that, along with investment in the skills they need at all levels, will enable them to attract and retain the talented people they need to grow and to move into higher value product and service markets. This will be challenging in some sectors (e.g. retail, catering and care) but we will work together to help businesses find practical, realistic solutions that help move them along a path towards good growth.

**FOR THE ENVIRONMENT:** We will apply a **low carbon and sustainable** approach in everything we do. As a leader in low carbon, we will exploit new economic opportunities with potentially huge global market opportunities. Our businesses will be highly efficient in their use of energy and resources, allowing them to de-couple growth from carbon emissions and pollution. Poor air quality and fuel poverty will be a thing of the past – homes will be well-insulated, while efficient energy generation, usage and smart networks will ensure everyone is actively in control of their energy consumption. We will not just have maintained and enhanced our already beautiful landscape, but will have found innovative new ways to work with it, for example through investments in new or enhanced natural assets that promote flood alleviation.

## OUTCOMES WILL INCLUDE:

- Greater productivity, innovation, enterprise and best use of tech to improve earnings
- Business access to widest possible labour pool
- Focus on the quality of jobs, progression and business practices

## OUTCOMES WILL INCLUDE:

- Enhanced productivity via energy solutions, smart cities
- Energy solutions that benefit disadvantaged communities
- Improved air quality

## 4.3.2 What will our ambition for inclusive growth look like?

**FOR PLACES:** *High quality and connected places* are intrinsic to inclusive growth. Our distinctive variety of places will offer outstanding quality of life through their unique business, physical and environmental assets, as well as their diversity of culture and heritage.

Vibrant, regenerated town and city centres will be people friendly, no longer dominated by the car and with clean air and the highest quality green infrastructure and public realm. This will sit alongside a rural hinterland that plays its full and highly significant role in the City Region economy. There will be enough of the right-sized, high quality, carbon neutral homes in the right places to give residents a choice of where they want to live in safe communities at a price they can afford.

Places will be connected by high quality *transport and wider infrastructure* that serves the needs of people and businesses. Movement between towns and cities will be easy and fast, based on a single 'metro style' public transport system that connects residents to jobs and companies to their markets with ease and reliability.

HS2 and a fast east-west rail connection across the North of England, plus improved access to Leeds-Bradford and Manchester International Airports, will ensure excellent physical links to the rest of the UK and the world. Schools and colleges, green infrastructure, flood prevention and management measures and digital connectivity will likewise be comparable to the best in the world and will give the City Region a global reputation that readily attracts skilled people and investment.

### OUTCOMES WILL INCLUDE:

- The right scale, location and quality of transport, housing and digital infrastructure to enable access to opportunity for everyone
- Infrastructure investment/services aligned to policy in business growth, skills and energy
- Future proofed green and transport infrastructure solutions
- Disadvantaged communities able to access jobs in investment schemes

# 5. Next steps

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# 5.1 Next steps

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The Government has stated that it will sign off all Local Industrial Strategies by early 2020, prioritising areas with the potential to drive wider regional growth and focusing on clusters of expertise and centres of economic activity.

We believe that we meet these criteria and that we are ready to begin discussions with the Government about the development of LIIS for the Leeds City Region.

This document summarises our key strengths and assets and planned approach to developing an ambitious LIIS, building on what our region has achieved together over recent years. We have set out our initial thinking, based on our engagement so far, and we would welcome further views on it.

We look forward to working with Government and our partners on the development of a LIIS that will deliver long-term solutions to the opportunities and challenges facing the City Region, the North, and the national economy. A successful and vibrant City Region economy is key to delivering national Industrial Strategy and the ambitions of the Northern Powerhouse.

In the meantime we would like to hear about how it should be implemented in practice, and anything else which may be required to help the City Region become a more productive, prosperous and inclusive place.

## How to contribute?

- By email.....
- By social media.....
- In writing.....