

Appendix 1

Gloucestershire LIS Core Content: 'Seizing Opportunities' and The Five Foundations – Highlights and Potential Weaknesses

Leading Opportunity/Foundation	Highlights	GCC Officer Feedback (identifying potential weaknesses, gaps in evidence and/or additional references required)
<p><u>CYBER TECH:</u> Promoting Gloucestershire as the 'cradle' of cyber-tech innovation for the UK, complemented by strong supply chains and high calibre academia collaborations</p> <p><u>Grand Challenge alignment = AI and Data Economy</u></p>	<p>Drawing on local specialisms of cyber and digital, deliver 'Cyber Central, the UK's first fully cyber centric business park adjacent GCHQ, working with the CyNam cluster of businesses to focus on skills development and a talent pipeline, plus the establishment of a visitor centre</p> <p>Continue to invest in access to high quality digital connectivity and technical skills, incl a Digital Skills Partnership and cyber-centric Institute of Technology</p> <p>Develop cyber-tech innovation capabilities, new businesses, products and a ladder of potential investment opportunities across key sectors</p> <p>Build on regional links into 'Cyber Valley' (Worcs, Swindon and Wilts, and the Marches) and Lead on a national Cyber Sector Deal with partners</p>	<p>No additional comments received</p>
<p><u>GREEN:</u> Promoting Gloucestershire as the greenest place to live and work in England</p> <p><u>Grand Challenge alignment = Clean Growth, Future Mobility,</u></p>	<p>Recognising the County's natural assets and high-quality environment, establish Gloucestershire as the leader in sustainable growth, pushing the boundaries on green development through active planning and net gain biodiversity</p> <p>Improve the County's resilience to climate change through effective management of natural capital and pioneering environmental mapping, plus net zero carbon innovations</p> <p>Using technology to enable Gloucestershire to engage more</p>	<p>Suggested revision to affordable housing refs to acknowledge active policy initiatives to promote improved standards in new developments including the 'Building with Nature' benchmark and a greater understanding of the principles and potential for Gloucestershire of the Circular Economy (<i>wording offered</i>).</p> <p>Ambition of promoting sustainable growth and development of the Central Gloucestershire City Region imbalanced with firm commitments to protect and maintain the natural environment,</p>

<p><u>AI and Data Economy</u></p>	<p>demonstrably in the renewable/clean energy market, providing business development opportunities for accelerated retro fit and green construction, as well as cleaner transport solutions</p> <p>Pioneer smart solutions in the food and farming sector to accelerate the transition to more sustainable food systems</p>	<p>irrespective of value – may need re-wording to improve clarity.</p> <p>Greater acknowledgement needed of value of promoting growth in accessible locations with scope to better utilise existing public transport corridors.</p> <p>Is a green planning framework really necessary – can't the existing planning system deliver the green objectives ?</p>
<p><u>IDEAS:</u> Building on strong record of innovation across established/emerging sectors as a main contributor to enhancing productivity and important basis for business growth</p> <p><u>Grand Challenge alignment = AI and Data Economy</u></p>	<p>Build on proven high levels of R & D expenditure and innovation activity amongst Gloucestershire businesses to provide more holistic support for SMEs to promote growth/productivity</p> <p>Utilise the pioneering Growth Hub Network to create an Innovation Factory bringing entrepreneurs and businesses together with local innovation assets such as the RAU, Hartpury, UoG, Berkeley Science and Technology Park, Campden BRI and the Innovation Labs within libraries</p> <p>A National Innovation Centre will also feature as part of 'Cyber Central'</p> <p>Acknowledged key sector specialisms in aerospace, precision manufacturing and engineering, green/cyber tech, plus a distinctive strength in advanced agri-tech and transformative innovation promoting a healthy circular economy in food and farming through an Advanced Agri-tech Hive</p>	<p>Need for greater clarity with regard to the potential within the Agri-tech sector to accelerate transition to the Circular Economy (<i>wording offered</i>).</p> <p>Ref to scale of R & D expenditure in County, but confusing statistics on GVA and GDP – clarity needed.</p>
<p><u>PEOPLE:</u> Developing the workforce for the future and boosting earning potential</p>	<p>Desire to be a 'magnet County', attract/retain young talent and be recognised as a flexible place to work to suit people of all ages and capabilities</p> <p>Offer high quality education and training relevant for local business and encourage greater collaboration between industries</p>	<p>The draft strategy adequately represents several of the main challenges of the county's residents (ageing population, retention of our younger workforce, skills and investment) providing a structure to address the need for additional investment and growth opportunities.</p> <p>However, there are significant public sector and health and</p>

Grand Challenge alignment = AI and Data Economy and Ageing Society

to attract/ retain specialist talent and diversify their workforces

Support the Gloucestershire Employment and Skills Board in its transition into a Skills Advisory Panel (SAP) and associated initiatives to develop a Digital Skills Partnership, STEM skills campaign, Aspirations Programme and Work Charter

social care sector recruitment and retention challenges in the County which the draft LIS does not directly address and which do impact on productivity and inclusion within Gloucestershire. In addition, GCC and District Councils have identified a number of job roles where recruitment and/or retention are difficult, either because of salary and benefits competition with the private sector, or where local authorities are competing with one another to attract/retain individuals with particular skill sets.

Given the infrastructure improvements and developments highlighted in the draft LIS, the ageing population in the County and the substantial predicted growth of the health and care sector, this places increasing strain on the public sector as it seeks to support and contribute positively to these changes.

Considerable further analysis of the health and care sector in Gloucestershire has been carried out and the findings are now available.

The references to social mobility and inclusive growth are welcomed but would be better embedded in the 'people' chapter of the LIS and feedback from within GCC and a range of education and skills providers in the county, emphasises the importance of having a strong intermediate level (level 2 and level 3) curriculum offer that will enable access to qualifications for people to enter the workforce and also act as 'stepping stones' to higher level qualifications that will, potentially, have bigger impacts on productivity gains.

We therefore strongly support the idea of a digital skills partnership reporting into the Gloucestershire Employment

		<p>and Skills Board (GESB or SAP).</p> <p>Whilst referenced in the draft LIS, apprenticeships need to be highlighted further as both a challenge and an opportunity as they represent very effective ways of improving local businesses' and organisations' capacity and productivity and of tackling the threats posed by large numbers of employees in the county reaching retirement age and leaving the workforce, so generating significant replacement demand.</p> <p>The geographical position of Gloucestershire, effectively between the 'magnet' cities of Bristol and Birmingham, impacts on the net loss of young people to other areas. This needs to be acknowledged in the LIS and linked effectively to the Vision 2050 proposals around Cheltenham and Gloucester.</p> <p>Without continual investment in the skills of those entering the workforce and the upskilling/CPD of those already in the workforce, it is very unlikely that productivity and prosperity improvements will take place.</p> <p>Additionally, to raise productivity and prosperity for all people in the County it is critical that infrastructure improvements are implemented within both transport and internet connections mitigating Gloucestershire's geographical barriers. It is imperative that we increase the mobility and ability for communities and businesses to connect more easily; reducing travel, costs and increasing access to information and change.</p> <p>The strategy needs to go further on inclusion and clearly define what is meant by 'young people' as well as 'flexible working'.</p>
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<p><u>BUSINESS ENVIRONMENT:</u> Local leadership to turbo charge the business community to start, scale up, grow and adapt to thrive in a digital world</p> <p><u>Grand Challenge alignment = AI and Data Economy</u></p>	<p>Recognising the vibrant and diverse local business base and strong start up culture, future proof the Growth Hub business support offering to prepare business for ‘digitalisation, the fourth industrial revolution’ to help boost productivity</p> <p>Launch year-long ‘Productivity Challenge’ and ‘Scale-up’ business campaigns</p> <p>Promote international investment propositions for key sectors and increased export activity</p> <p>Establish an Advanced Engineering/Manufacturing Business Park to support key businesses in these sectors as well as their supply chains</p> <p>Improve access to finance for businesses, including ‘green finance’ aimed at reducing energy and waste and re-designing operational processes</p>	<p>Lack of suitable industrial/employment land on which to develop businesses has been highlighted – we are awaiting the outcome of a commission currently underway on the available industrial/employment land across the county and will feed this into the LIS evidence base once completed</p>
<p><u>INFRASTRUCTURE:</u> Green (clean) growth, modern transport choices and better digital connectivity where ever you live</p> <p><u>Grand Challenge alignment = Future Mobility and AI and Data Economy</u></p>	<p>Emerging aspiration to develop a fully connected County through innovative transport solutions and digital connectivity, including exploring the potential to bring the two objectives together through a mass transport initiative between the urban centres of Gloucester and Cheltenham</p> <p>Attract and retain young talent through the provision of more affordable housing</p> <p>Contribute to climate change/low carbon objectives/targets through the provision of more sustainable transport options, including active walking and cycling strategies/investment plans and demand responsive pilots</p> <p>Work collaboratively with local business specialisms to position the County as an incubator for EV development and smart</p>	<p>In terms of recent investments need to add reference to the North Cotswold Line Task Force activity to improve services between Moreton and Oxford/London.</p> <p>Ref to 2015 Amey Rail Strategy needs updating (<i>wording offered</i>) and later refs to rail need to acknowledge opportunities to improve connectivity between the Forest of Dean, via Lydney and the Greater Bristol area.</p> <p>Mass transport solution – suggest keep ‘method agnostic’ for time being until further options analysis undertaken.</p> <p>Various references to the local plans of the different authorities could be improved by simply referring to the ‘Statutory Development Plan’.</p>

	<p>charging technology and commercial capabilities around heat decarbonisation, retrofit and fuel poverty</p> <p>Growth plans highlighting the opportunity to reinforce the potential of a Central Gloucestershire City region</p> <p>Work with strategic transport bodies to enhance local and regional strategic road/rail connections, including the development of a Rail Investment Strategy</p> <p>Realise the commercial economic potential of Gloucestershire Airport as one of the 'greenest' in the UK, operating at the forefront of green aviation technology and supporting a cluster of high value, knowledge intensive businesses</p>	<p>Housing – opportunities to promote greater coherence in the strategy around key messages, particularly clean growth and the Circular Economy (<i>3 sections of wording offered</i>).</p> <p>Add point about a positive and supportive investment environment in which to secure the infrastructure and networks needed to deliver the Circular Economy, in particular the waste hierarchy, focused on resource efficiency, re-use, recycling and recovery.</p> <p>Review refs to M4 access via South Glos – need to adjust and recognise relationship of A417 and how will link the emerging Central Gloucestershire City Region with the M4 and Thames Valley to help reinforce investment strategy for A417.</p> <p>Refs to significance of M4 for Gloucestershire may need updating to 'Western Powerhouse'.</p> <p>Review refs to SNTBs to improve consistency.</p> <p>Need to promote strategy of building in accessible locations rather than relying on increasingly compromised transport solutions.</p> <p>Ref to a single prioritised Infrastructure Plan, however need to acknowledge that public sector partners and the LEP have already collaborated to produce a County wide 'Capital Investment Pipeline' and work is underway, in collaboration with the SNTBs, to prioritise future major strategic transport investments.</p> <p>Worth noting significance of strategic infrastructure in underpinning all other functions (Ideas, Place, Business Environment)</p>
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<p><u>PLACES</u>: Something for everyone in a vibrant, green County</p>	<p>Recognising the wealth of natural beauty, heritage/tourism assets, diversity and rich cultural base in the County, aim to achieve Tourism Zone status to increase value of tourism industry and address impacts of seasonality</p> <p>Existing growth plans highlight opportunity to create a Central Gloucestershire City Region and exemplar Garden Towns with a vibrant urban offering and well managed natural environment</p> <p>Potential of Gloucester to become established as one of the Country's leading small cities and a magnet for young people, including support for the Gloucester City of Culture Bid 2025</p> <p>Work with the Health and Wellbeing Board to tackle health inequalities and social mobility challenges through 'inclusive growth', including 'Active by Design' principles</p> <p>Explore with relevant partners the potential economic development opportunities associated with the Great Western</p>	<p>Whilst the Cotswolds AONB is correctly stated as the largest in the UK, there are two others in the County which should be acknowledged both in the text and on the maps.</p> <p>Add data regarding use of Cheltenham Rail Station for the National Hunt Festival by 65,000 people annually which equates to 130,000 actual rail journeys.</p> <p>No reference to relationship with Wales – oversight ? M4 collaboration needs to also reference emerging Western Powerhouse collaboration.</p> <p>Section on tourism assets highlights the Cotswold AONB, but should also acknowledge Wye Valley and Malvern Hills AONBs.</p> <p>Ref to status of the Forest of Dean and fact that 95% of the population 'still' live in a rural environment'. Surely, this is a choice not a disadvantage – suggest rewording.</p>

	Powerhouse	<p>Review references to ‘keeping Gloucestershire 95% building free’ being at odds with an aspirational ‘growth’ document – suggest adjustment.</p> <p>Inclusive growth – needs to be more fundamental than purely a health initiative – suggest review.</p> <p>Check coherence of this section as the aspiration for ‘Place’ is not clear. In support, would suggest moving section on inclusive growth and social mobility into ‘People’ foundation, leaving ‘Place’ to focus more directly on the role of anchor institutions as a further ‘asset’ to build upon alongside tourism, culture, City Region etc.</p>
<p><u>General Observations</u></p> <ul style="list-style-type: none"> • Evidence/understanding of the demographics of the full spectrum of the wider employment base, not just young and old workers • Maps – check rail journey times and station data; location of sub regional centres such as Birmingham, alignment of M5 routing and omission of Cardiff; add Wye Valley and Malvern AONBs; need for greater diversity in the photo images used • Proofing/qualifying of the ambitious statements in the LIS Executive Summary – able to deliver? • Executive Summary – ref to UK Commission for Employment and Skills Paper statistic not clear (p16); Health and Well Being Strategy is incorrectly referenced and should refer to the Director of Public Health Annual Report 18/19 (p17); refs to ‘health community partners’ would read better as ‘health, care and public sector partners’ 		