Summary of Draft Local Industrial Strategy Consultation Feedback

Introduction

Following extensive engagement with Gloucestershire businesses and our partners in the public sector, and supported by both an evidence base of nearly 300 submissions and the findings of our recent Youth Survey of over 5,000 young people in the county, the draft Local Industrial Strategy for Gloucestershire was launched at our Annual Review event on 19th September 2019.

The strategy identifies Gloucestershire's strengths, opportunities and challenges and aligns with the Government's national Industrial Strategy, which focuses on:

Five foundations of productivity
- *Ideas*
- *People*
- *Infrastructure*
- *Business environment*
- *Places*

Four grand challenges:
- *Artificial Intelligence and data*
- *Ageing society*
- *Clean growth*
- *Future of mobility*

At our Annual Review we announced a period of consultation in order to seek feedback from stakeholders.

This paper provides:

1. a summary of the responses received;
2. an overview of feedback by organisation type;
3. the common themes;
4. any significantly conflicting views;
5. recommended revisions to LIS;
6. next steps.

Appendix 1 provides summarised feedback by organisation.

1. A summary of the responses received

At our Annual Review back in September 2019 we opened up the conversation about the LIS more widely to help us develop our ideas further and asked key stakeholders to engage with us and get involved by telling us what they thought of our first draft.

In response we have received feedback from a significant number of diverse and wide ranging organisations from across the county:

- some have provided very detailed feedback, in particular our local authority colleagues, whilst others have made brief and specific points by email, phone call, or in a meeting.
- some have provided direct responses to the questions we asked in the consultation process whilst others have provided more unstructured responses.
- some have participated in group discussions with feedback sent to us by the group lead.
- some local business membership organisations have responded on behalf of their members, for example Business West and local entrepreneur networks.
- all of our Business Sector Groups have held meetings specifically to discuss the draft LIS, and the key points recorded.

Respondents by Category

Public Sector, Academic & Voluntary Organisations	Number	
BEIS/MHCLG Cities and Local Growth Unit (CLGU)	1	
Local authorities - county, city, borough, district, or town councils	13	
Other public sector organisations and key stakeholders	27	
Academic establishments	7	
Voluntary, community and not-for-profit organisations	11	
TOTAL	**59**	

Gloucestershire Business Community	Number	(Participating businesses)
Local businesses	18	
LEP Business Sector Groups	10	(139)
Business Membership Organisations	4	
TOTAL	**32**	

TOTAL NUMBER OF DIRECT RESPONSES: 91

We are grateful to everyone who provided a direct response to our request for feedback, including:

- our LEP Business Sector Groups for their lively discussions and, in some cases, additional written contributions.
- business membership groups and others who responded on behalf of their members and/or other organisations.

The overall reaction to our proposals has been very positive and encouraging, especially for the inclusion of the views of young people via the Youth Survey, with constructive and helpful feedback from the vast majority who responded to the consultation.

2. Overview of feedback by organisation type

Government

Key BEIS officials took part in our Challenge Panel which helped to shape the LIS and has discussed the draft. The Cities and Local Growth Unit provided informal feedback on the draft in October, prior to the announcement of the General Election. In the short-term Purdah prevents any public comment by Government.

Local Authorities

There is a broad consensus of support from Local Authorities in the county with many positive comments and suggestions for improvement. Some concern is expressed that the focus on attracting and retaining young talent by definition excludes many residents of the county, and that there is insufficient mention of how we will develop and support talent of all ages.

Local businesses, Business Membership Organisations and GFirst Business Sector Groups

Again there is broad consensus of support for the direction of travel outlined in the LIS with only one respondent expressing strong opposing views. In addition to the point referenced above by Local Authorities the availability of suitable development land, the need for affordable housing, an improved county-wide transport system, and the need to support businesses in our existing key sectors are highlighted by many as requiring greater prominence in the LIS, with a particularly strong response by the GFirst Advanced Engineering and Manufacturing Group on this latter point.

Other public sector organisations and key stakeholders

The diverse group of organisations here is mirrored in the wide range of opinions and views expressed in their feedback, which, nonetheless, is broadly supportive of the overall ambitions of the LIS. Generally speaking the feedback encourages greater attention for each organisations' own area of special interest with, for example, CPRE, National Trust, Cotswold Conservation Board, Transition Stroud, and Gloucestershire LNP all suggesting the LIS should go further with its Green ambitions.

Academic establishments

There is again a high level of support for the overall ambition and general direction of the LIS with positive opinion expressed around the magnet county theme and the focus on Cyber, Green, and Agri-tech. Beyond this a broad range of helpful observations and suggestions have been provided with no discernable themes emerging.

Voluntary, community and not-for profit organisations

There is again broad support for the general direction in which the LIS proposes to take Gloucestershire, with particularly strong support for greater reference to inclusivity. Feedback here is wide ranging and reflects the organisations who responded.

The common themes

The following common themes emerge from the consultation feedback:

1. whilst there is generally strong support for Cyber and Green as key areas with future growth potential there is frequent reference to the need to continue to support the county's existing businesses especially those within our key sectors.

2. whilst there is generally strong support for the 'magnet county' concept, and of the need to attract and retain young talent there is strong reference to the need to recognise, support, and exploit the skills and experience of existing talent within the county – of whatever age.

3. a number of respondents feel that the LIS does not go far enough in embedding an inclusive growth approach throughout the strategy.

4. productivity needs to be more explicitly stated throughout the strategy.

5. affordable housing and effective county-wide public transport are seen by many as crucial elements to both the magnet county and inclusion aspirations.

6. Growth Hubs were generally seen in a favourable light with several suggestions for how their role could be further developed in the future.

3. Any significantly conflicting views

There are no areas of significantly conflicting feedback, however the following opposing views are worthy of note:

- some consider that Agri-tech lacks sufficient growth potential to warrant its high profile within the LIS; others feel that Agri-tech is of such importance that it warrants its own section within the LIS alongside Cyber and Green.

- some regard the county's aspirations within Green as conflicting with elements of the growth ambitions of the LIS, for example:
  o growth plans at Gloucestershire Airport.
  o an aerospace industry as a key pillar of the county's economic future.

- some consider the LIS to be too narrow in its focus on a handful of key themes with many important issues missing. Others consider the LIS should focus on even fewer key themes to the exclusion of all others.

4. Recommended revisions to LIS

We recommend that revisions to the LIS should focus on:

1. articulating link between gaps in the local labour market and the need to attract and retain young talent.

2. re-drafting the Foundation chapters with greater reference to how they support the Green and Cyber-tech priorities.

3. articulating how actions, with SMART outcomes, improve productivity, with clear linkage to evidence.

4. building more around development and support for talent of all ages e.g. lifelong learning; link with flexible working, health and wellbeing, and inclusive growth.

5. including stronger reference to how the LIS will support successful business sectors.

6. better articulating the linkages between the various priorities, for example:

   - the influence of cyber-tech/digital across all our traditional sectors, and its role in agri-tech;
   - the need for innovation across sectors to address the climate change imperative.

7. making factual and technical corrections.

8. making appropriate and relevant changes proposed in the consultation feedback.

We recommend that the Board gives delegated authority to the LEP Executive team to work with Government to co-author a final version of the LIS, for final sign-off by the LEP Board in due course.

5. Next steps

- Executive team to complete recommended revisions to the draft LIS.

- (Provisional) Submit revised draft LIS to Government by 31 January 2020.

- (Provisional) Executive team to co-author final LIS with Government by end of March 2020.

Appendix 1

Draft Local Industrial Strategy
Summarised feedback by stakeholder organisation

Local Authorities

Gloucestershire County Council (GCC)

The Draft Gloucestershire Local Industrial Strategy (LIS) has been well received by GCC and, in general, Members are pleased to see how GCC's own Strategic Plans and Policies are embedded into the LIS. Extensive feedback, together with a paper of suggested technical amendments, has been provided by GCC. Key comments include:

- GCC has identified innovative and groundbreaking evidence of "green" local businesses, particularly in construction, to support claims within the LIS, and suggests some of this is evidence be used as case studies within the LIS.
- it is vital that all Gloucestershire residents are supported in the aims and ambitions of the Gloucestershire LIS and as stated in the National Industrial Strategy.
- GCC recommends that 'due regard' considerations are given greater attention in the LIS consistent with the objectives/duties of the Equalities Act 2010.
- there are significant public sector and health and social care sector recruitment and retention challenges in the county which the draft LIS does not address.
- apprenticeships need to be highlighted further as both a challenge and an opportunity as they represent very effective ways of improving local employers' capacity and productivity.
- the LIS should acknowledge that the geographical position of Gloucestershire between Bristol and Birmingham, which impacts on the net loss of young people to those and other areas.
- we should clearly define what is meant by 'young people' and 'flexible working'.
- more recognition is needed of the diversity in the workforce and the potential of all workers, at a range of levels/abilities, especially young people and the 'pool of overlooked'.
- focuses on cyber, but other sectors with significant cohorts of employees also have workforce development needs and/or are struggling to attract/retain staff e.g. care sector and NHS. There is scope to reference innovative good practice on this, such as the Proud to Care initiative.
- we should reference travel to work challenges and the need to influence transport providers.

Joint Core Strategy (JCS)

The three JCS local authorities together feel that the LIS broadly reflects the JCS aspirations. They have each submitted their own responses to the consultation with further detailed feedback.

Gloucester City Council

The LIS has the overwhelming support of the City Council and the direction it sets for the growth and development of the county's economy. Key comments include:

- need to invest in heritage construction skills.
- regeneration is not only about town and city centres.
- limited availability of affordable land to enable business investment and growth.
- need to support the future of manufacturing and engineering.
- reskilling of older workers and how employers/training providers support them.
- a proposal for targeted work with students and children from lower income families to tackle social mobility.
- need to reference the important role that charities, community and social enterprises play in the design and delivery of services.

Cheltenham Borough Council (CBC)

Prior to submitting their response, CBC consulted with the following organisations some of whom have submitted their own separate response:

- Cheltenham Development Task Force
- Cheltenham Business Improvement District
- Cheltenham Festivals
- Cheltenham Chamber of Commerce
- Cheltenham Culture Board

CBC is pleased to see that most of the comments it presented during the call for evidence have been picked up. Key comments include:

- suggest that the LIS team look to other successful urban areas to reflect on lessons learnt and apply this to business and sector specific case studies.
- great to see cyber-tech so prominent, plus focus on climate change and young people.
- contains too many wants/needs and consequently loses focus on its priorities.
- would benefit from having a tighter focus on a handful of key issues such as attracting/retaining young people and inclusive growth.
- retail, culture and creative industries are missing, in terms of adding vibrancy to local areas and offering career choices.
- need a clearer ambition around what Gloucestershire can offer/achieve on a national and world stage.
- magnet county could be seen as inward looking.
- recognition of levels of deprivation is important; there are still have some significant deprivation issues against which the LIS could play a pivotal role.
- need to capture experience and life skills that can support working age population, recognising the skills of our ageing population, and articulate inclusive growth that benefits <u>all</u> our people.

Tewkesbury Borough Council (TBC)

TBC consider the LIS to set out clear aspirations for the county and how we will achieve future productivity and prosperity. Key comments include:

- need a greater reflection on the amount of population growth that Gloucestershire will be having and describe how the LIS can meet this.
- need greater emphasis on social mobility and how it can be tackled to raise productivity and prosperity.
- High Streets and market towns do not appear much within the LIS.
- tourism is a key theme but is tucked away at the back of the LIS.
- high-tech engineering needs greater prominence and should be recognised alongside Cyber and Green.
- our success in innovation as a county could be celebrated more and highlighted throughout the LIS.
- we need to be clearer about how we will engage young people, and keep them engaged.
- little mention of the role of schools.
- high focus on the main conurbations but not on other key centres/market towns across the county.
- propose that an Advanced Engineering Hub/Central should be a centre of excellence at Tewkesbury Garden Town, with a university presence.

Cotswold District Council (CDC)

CDC suggest the LIS is a simple and easily understood document. Key comments include:

- specifying a time-period for the strategy to aid measuring success against what it wants to achieve within that period.
- include specific targets to achieve and be measured against and detail about how those targets will be delivered.
- identify the potential that 'non-younger' people offer.
- consider figures produced by DEFRA on CO2 emissions by sector to be more specific and explain how the LIS will support getting to carbon neutral.
- very little strategy for retail/the high street/town centres.
- clarify how an aspiration to have the aerospace industry as a key pillar of the county's economic future will link with the zero-carbon target.

Forest of Dean District Council (FODDC)

FODDC consider a number of the themes emerging resonate well with their emerging corporate priorities. Key comments include:
- whilst the Forest of Dean is a largely rural area and a fantastic environment for people and wildlife, it is and must remain economically active and vibrant.
- inclusive growth should be embedded as a thread throughout the LIS and identified as a priority in its own right.

- need to acknowledge the untapped potential of the older workforce and position them as an asset and as potential beneficiaries of a more flexible working environment that enables them to work longer and contribute to local productivity.
- should recognise the need for a better overall network of public transport provision, and improved infrastructure to allow access to wider opportunities in the county and Wales.
- improved telecommunications infrastructure and access to it is a high priority to boost productivity in this rural district.
- the supply of affordable housing is a potential barrier to becoming a magnet county.
- flexible working will require flexible transport and good digital connectivity.

Stroud District Council (SDC)

SDC consider the draft LIS identifies some of the key challenges facing the county. Key comments include:

- need a strategy to address unsustainable commuting patterns which have economic, social and environmental impacts.
- need to have complementary strategies for growing the economy locally to reflect the different needs, skills and opportunities within each part of the county.
- more needed about how the LIS can support and develop sectors such as manufacturing services for advanced engineering, construction, health and social work, education and tourism.
- the focus on young people may miss opportunities around an ageing population.
- need to make decisions that show what the new low carbon economy looks like and how it can work.
- need to address concerns of young people regarding the lack of reliable door to door transport services.
- grid capacity must be an enabling and not restrictive element of the county's offering.
- a rail crossing over the Severn could provide a vital transport link and the physical infrastructure could combine with energy generation and power supply.
- could innovatively use the Cotswold escarpment to draw up water and release to generate hydropower according to demand.

Chipping Campden Town Council

CCTC feel the LIS is over-focused on the M4/M5 corridor and more attention should be given to the northern Cotswold edge. Key comments include:

- Campden BRI is a significant local asset.
- better local transport is needed to connect both tourists and workers to opportunities.
- rural areas need good 5G and broadband as much a urban areas.
- a coordinated tourism management initiative is needed to ensure Gloucestershire can compete with other places for overseas and domestic tourists.
- in- and out-commuting should be addressed.
- capital funding such as that provider by LEADER should be maintained.

Cirencester Town Council (CTC)

CTC consider the LIS incorporates and represents, in principle, the challenges, opportunities and priorities for raising productivity and prosperity in Gloucestershire. Key comments include:

- key focus should be on the sustainability and affordability of living.
- need a stronger connection between education, well-being and the economy, within the major urban centres and the market towns and villages across the county.
- need to reflect how economic 'growth' can be achieved whilst delivering on the climate change emergency agenda.
- need to be clearer about timescales, delivery, and measures.
- there must be a supply of housing, through innovative options to buy, affordable social-rent and capped private rents.
- need to broaden the focus on sustainable transport solutions beyond Gloucester and Cheltenham to connect rural communities with town and urban hubs.
- need to reflect the four fundamental policy priorities of the Rural Coalition:
  - a meaningful increase in the delivery of affordable housing in villages and small towns;
  - recognition of rural service delivery challenges and services to meet rural needs;
  - long-term support for social action, to help communities become more resilient;
  - business support and infrastructure which reaches rural areas, so the rural economy can grow and create quality jobs.

Stonehouse Town Council

STC support the Green aspect of the strategy. They suggest that sustainable growth entails looking at alternatives to private car transport and that a thorough review of the rail network is carried out to look at the potential for improvements.

Wotton-under-Edge Town Council

No feedback was provided on the LIS, but a request was made for funding of a Solar powered canopy over Electric Vehicle charge points in a public car park and the 8-bay electric vehicle charge points.

Gloucestershire Strategic Planning Coordinator

The Strategic Planning Coordinator considers the LIS delivers a clear and strong message on the opportunities for realising more of Gloucestershire's potential. Key comments include:

- productivity improvements are not the exclusive realm of young people.
- retaining people requires them to find what they want here rather than elsewhere.

Local businesses

Alder King

Key comments include:

- need to reference the county's diverse business sectors as well as the vitally important Cyber Security sector. A key factor in Gloucestershire's growth over a number of decades has been this diversity.
- key skills exist in a range of sectors including information technology, defence, aerospace, financial services, agri-tech, green energy and the creative sector.
- need to reflect the wider interests of the county with the ability to react to new emerging opportunities; this will provide the greatest likelihood for raising productivity and prosperity.
- need to focus on education and infrastructure.
- aim to create a county economy that offers the best opportunity for the development of people's careers.

APT Marketing & PR

APT consider the LIS to be positive and informative but not representing a fully holistic overview. Key comments include:

- the LIS does not address a divided Gloucestershire with specific profiles and issues – Cotswolds and Forest of Dean are both an individual entity in their own right, but an integral part of Gloucestershire.
- the tourism sector has the capacity to help address key issues such as employment of young people and a positive identity for the county which makes inward investment more attractive and underpins sense of place.
- there is little recognition of how the tourism zone can assist in achieving goals.
- need a better definition of tourism to recognise that there is cross sector working with arts, culture, heritage and leisure, a sense of place etc.
- underestimates the change in mindset and in strategies needed to tackle today's issues, such as growing older generation, difficulty in recruiting and retaining a younger workforce, high street changes etc.

Barnwood Group

BG believe that the LIS responds to the opportunities and challenges of the county very well. Key comments include:

- consider the shortage of land and requirement for future industrial development in more detail.

- whilst Cyber, Agri-tech, Manufacturing and Aerospace are covered really well, there are several other industries not considered and therefore opportunities may be missed.

Campden BRI

Campden BRI feel that the LIS provides a good representation of the challenges and opportunities facing the county especially with the evidence used from a large pool of young people, and consider providing an attractive, flexible, place to work to be the most important aspect to raise productivity and prosperity.

E G Carter & Co Ltd

E G Carter & Co Ltd consider the LIS responds to challenges etc. very well. Key comments include:

- productivity is the major challenge.
- ensure that more mature and established industries/sectors particularly construction are not overlooked or left behind.
- demonstrate tangible support for all sectors of education together with the ability to offer the widest range of educational opportunity without the need to leave the county.
- reinforce the values we have as a county, together with our uniqueness.

Cotswold Taste

Cotswold Taste consider the LIS draft provides an excellent starting base for developing a sound agri-food strategy; comments include reference to the government commissioned report entitled Landscape Review by Julian Glover, published in September 2019.

Kevin Cranston, Business Owner

Kevin Cranston feels that the LIS says all the right things but is uncertain that those charged with delivery will make the necessary mind shift to fulfil the promises. Key comments include:

- some aspirations seem to be contradictory e.g. a green circular economy in food and agriculture with Agri-tech.
- we can accelerate the green economy by:
    - taking and implementing radical decisions to make the county a national leader;
    - not being afraid to shoot some sacred cows such as building new roads;
    - committing serious money to cycle infrastructure to attract more cyclists;
    - creating a Green Business Hub in Stroud.

Eco Mirage UK

EMUK consider the LIS to be a very well-presented review of Gloucestershire and vision of the future.

Green Spark Marketing

GSM feel that the overall approach of the LIS is a good one. Key comments include:

- whilst natural capital is mentioned, biodiversity seems to have been left out.
- the LIS has overlooked the older generation who have a mass of experience and stability to offer.
- make it a priority to assist companies develop R&D to push the boundaries of what's possible and become leaders in innovating solutions.
- the charitable sector can contribute more in building a robust and inclusive economy in Gloucestershire and has a wealth of skills.
- develop a project called the Local Enterprise Forum to bring together entrepreneurs who have a business proposition with members of their local community who want to help them turn this idea into action.

Maybe*

Maybe* consider the draft LIS to be strong. Key comments include:

- set quantifiable targets rather than intangibles.
- be punchy on numbers, dates and targets so they can be measured and re-assessed on a regular basis.
- Place section needs to be stronger on what measurable actions will deliver and maintain the economic vibrancy for retail and tourism destinations across Gloucestershire.

The Norville Group Ltd

The NG consider the LIS to be fairly representative of the challenges, opportunities and priorities facing the county. They see job opportunities as the most important element to attract and retain young people, and investment and training as the element most likely to improve productivity and prosperity.

QuoLux

QuoLux suggest the LIS must have a focus on firms employing 10 to 1000 and deliver against five areas to support and develop:

- Greater integration of supply-chains;
- Develop the strengths of anchor institutions;
- Create a 'Centre for SMEs' in University of Gloucestershire's Business School;
- Provide funding for research in SMEs and share good practice;
- Leadership development.

Resource Harbour and Career Voyage

RHCV consider the draft LIS has done well to represent the challenges, opportunities and priorities of Gloucestershire. Key comments include:

- flexible working and raising awareness of the local employment landscape are key to attracting and retaining people in Gloucestershire.
- female role models are in short supply in Gloucestershire – we need to start promoting women in work and careers and showcasing them to everyone in the county.

Robert Hitchins Ltd

RHL considers the LIS to have identified a number of challenges to overcome including infrastructure, education and the need to improve productivity. Key comments include:

- LIS majors too much on the Cyber Central Business Park. Suggest promoting the cyber credentials of the county as part of the mix but increase the promotion of other employment options.
- the necessary land resources, technology, planning, infrastructure, education and promotion must be available to create an environment that promotes and retains a dynamic work force and improves productivity and retention of people.
- more housing is needed with a range of tenures to allow entry into the market.
- young people need to have exciting and safe leisure facilities and attractions to go to and within an urban realm that is attractive and welcoming.
- the ability to work flexibly from home, coffee shop, office etc. is now vital and fast secure and reliable Wi-Fi will be essential.

RPS Group Ltd

RPS consider the LIS to be highly ambitious and very positive in aiming to proactively encourage sustainable economic growth whilst aligning with national and local planning policy. Key comments include:

- important to develop sector specialisms that align with existing and emerging educational aspirations.
- should include co-location and complementary development on quality sites that will attract inward investment and indigenous companies looking to trade up.
- there is a lack of major employment sites of c.50 acres+ of the appropriate configuration capable of accommodating large scale users in single buildings.
- evidence of deliverability is essential to the promotion of any large-scale employment.

Salvedge Biophilic Designers

SBD consider that the draft LIS needs to urgently address the critical and serious needs of climate change and that there will be no opportunity for strategic growth if temperatures continue to rise and we can't eat, breath or water runs dry.

SD21 – Sustainable Development for the 21st Century

SD21 considers the LIS to be a very well-considered strategy. Key comments include:

- the idea of supporting both the decarbonisation of existing businesses and the creation of new sustainable ventures will work well to create a sustainable local economy.
- challenge will be to change young people's perceptions; affordable housing, the social scene, and the green proposition – are all essential elements.
- map out the skills and services that are needed to meet the challenges of the agenda so that entrepreneurs can respond to the emerging opportunities.

Watersmeet Education & Training

Watersmeet consider the LIS to have captured the key elements and is a great starting point. Key comments include:

- need to provide access to local 'hands on business advice' and continue to create local hubs.
- need to link with schools to raise aspirations, expectations and self-belief in year 10 students upwards.
- suggest a county wide project that offers opportunities and promotes and tracks young people's employability skills.
- need to develop a multi-agency approach to preparing young people for the world of work.

LEP Business Sector Groups

Advanced Engineering and Manufacturing

AEM group considers that the draft LIS draft does not represent the challenges, opportunities and priorities for raising productivity and prosperity in Gloucestershire well. Key comments include:

- the AEM sector needs to be recognised as part of the future of the county's prosperity as well as its past and present, with a specific plan for productivity growth in the sector.
- the LIS does not show the potential, benefits or necessity for productivity improvement of AEM, one of largest sectors in the county, or balance this with the emerging opportunities in new sectors.
- there is a need/opportunity to increase AEM productivity and address skills gaps.
- implications of the AEM sector not being able to embrace change in new products and more importantly current operations will:
    - be bad for the sector and the county;
    - dent the county's vision to "reduce carbon emissions to net zero by 2050;
    - adversely affect vision of a magnet county.
- believe the largest opportunity for productivity improvement comes from the established large AEM sector – to "do more with the same amount of people."
- in worst case, if focus on AEM is lost, any productivity gains from emerging sectors may simply offset shrinkage in current high levels of GVA and employment in AEM.
- <u>suggest</u> the major themes of Cyber-Tech, Green and Agri-tech, are more closely linked to AEM sector.
- Cyber-tech too closely linked to Cyber Security and threads linking cyber to Digital Technology are not obvious enough.
- extend focus to digital rather than cyber as it is a recognised driver of productivity in the AEM sector.
- suggest reference is made to essential initiatives: "Industry 4.0" and "Made Smarter" and there is scope to engage with Bristol on these.
- Cyber-tech section should include focus on Digital Skills across Design and Manufacture and not just cyber security and AI.
- Innovation Factory is a positive initiative but should not limit its focus on new sectors and new and small businesses.
- opportunity to build upon the "Innovation Factory" idea rather than an "engineering business park," highlighting the opportunity to harness digital skills, through academic and Catapult type involvement from outside of the county as well as institutions already present.

Agri-food and Rural

The agri-tech section of the LIS was based on input from this group. Key comments include:

- unfocussed – needs fewer but bolder proposals.
- some of the projects have not been thought through.
- good emphasis on future learning but also open to existing farmers to upskill.
- language, outcomes and impact can be clearer.
- there has already been positive feedback on the agri-tech Inward Investment activity – scope to build on this.
- 'wants' are not explained enough.
- the group will propose specific revisions to the agri-tech chapter.

Banking and Finance

Key comments include:

- quite focused/pointed.
- needs link to funding – SMEs want to know funding routes/support for businesses.
- productivity is really important.
- physical and digital connectivity should be a priority.
- need to link Growth Hubs with bank clients.
- need to challenge people – productivity is about working smarter not always working harder.

Business and Professional Services

BPS consider the LIS to be a really good synthesis of all the issues and what's good in the county and are glad to hear the voice of the youth. Key comments include:

- a lot of crossover, how that is eventually summarised will be very important.
- aware that some businesses feel left out.
- need to tackle well established businesses who don't need the Growth Hub.
- utilise the Growth Hub assets better – e.g. evening opening hours for networking events.

Business Membership Group

The BMG welcomes the direction the LIS is taking and strongly supports many aspects. Key comments include:

- the importance of the voice of young people.
- public transport infrastructure to connect the county is crucial, strongly welcome the rail strategy.
- need to help firms to spend more on training, and review the Apprenticeship levy.
- several members of the group strongly believe unitary local authorities would be better placed to drive the LIS forward.
- stronger links between schools and businesses are needed.
- advanced manufacturing and specialist engineering are missing from the LIS.

- strongly support the cyber opportunity – important to encourage world-class academia to support this, but it needs to be wider than cyber <u>security</u> only.
- Cyber Central will be major for Cheltenham – infrastructure is required, the railway station is poorly situated, buses services are poor, roads are in poor condition.
- housing affordability needs to be addressed, especially in Cheltenham – starter homes for young people are in very short supply. Social housing is also important.
- ongoing revenue funding for Growth Hubs is crucial – buildings are important, but the real value is in the people delivering the services to businesses.
- investment in infrastructure, including energy infrastructure, is key.

Construction & Infrastructure

C & I Group are supportive of the principles behind the LIS but believe that we must not become too focused on a single sector to the detriment of other successful components of the business community. Key comments include:

- concern about the lack of emphasis on existing successful sectors.
- some areas of the document seem 'blind' to how we need to respond to the immediate challenges that society faces, particularly tackling the climate change agenda.
- consideration should be given to a new Parkway station for the county.
- new development should prioritise cycling and walking links as well as small electric vehicles.
- consideration should be given to encourage sympathetic growth between Cheltenham and Gloucester, to create the city region.
- land beyond that identified for Cyber Central is needed to meet the wider growth agenda.
- must not lose focus upon wider connectivity – Gloucestershire depends on a range of infrastructure and collaboration links e.g. A46, Midlands Connect and Western Gateway.

Cyber-tech

Key comments include:

- the LIS definitely covers the 'what', need more clarity on the 'how'.
- keep the medium enterprises and grow them.
- develop a team of cyber experts to offer advice at Growth Hubs.
- the 'culture' needs to change on the topic of flexibility.
- need to bridge the gap between businesses and education.
- Neuro-diversity and neuro-diverse children are not mentioned enough.

Energy

The Energy Group see the LIS as very ambitious. Key comments include:

- sustainability is very poor across the county, there is very little evidence of renewable energy.

- would like to see Energy/Green with equal weight as Cyber e.g. propose an 'Eco Central' concept for the south of the county, including the proposed Eco-park and innovative cluster of businesses and education at Berkeley.
- consider radical plans for sustainability e.g. hundreds of wind turbines.
- need a conversation with the government about future grid capacity.

Joint Retail & Visitor Economy and Tourism (including additional written comments from the Gloucestershire Market Towns Forum)

Key comments include:

- seems to be focused – Cyber Central, Housing, sense of community, well thought out.
- LIS shouldn't just value Gloucester/Cheltenham/Tewkesbury as open for business.
- Forest of Dean and Cotswold appear dormant in the LIS.
- put industrial sites on edge of market towns to encourage small businesses there.
- want Cotswold to be a working environment with same potential for growth as other parts of the county.
- the importance of tourism is not reflected within the LIS – tourism and festivals are key strengths.
- agree with the proposal to go for 'Tourism Zone Status' – the group can help flesh this out, to articulate the benefits and specifics.
- linking Gloucester and Cheltenham is important, but also consider market towns across the county as growth poles and support strategies for these.
- productivity and connectivity are really important.
- need stronger links with the education sector.
- shortage of space for start-ups.
- loss of retail spaces within market towns means there will be less reason to visit.
- Growth Hubs must be more than just physical spaces – could a 'Business Improvement Coordinator(s)' work with market towns to develop improved town offers?
- what will be done to promote healthy ageing?
- be more explicit about what new jobs and growth can be achieved through a natural capital based approach.
- agri-tech is a key strength to build on.

Other Business Membership Organisations

Business West

BW believe the draft LIS is highly encouraging with its focus on several cutting-edge sectors. They support the focus on rail and the links to the proposed Western Powerhouse/Gateway.

BW are pleased that young people's opinion was surveyed in a meaningful way as they believe they were very much ignored in the 2050 project. It is important that the LIS initiative is developed to keep pace with young people's opinions, and that they continue to be involved.

Country Land and Business Association

CLA generally see the narrative of the LIS as positive and inclusive, however they consider there are other rural economic needs which it could do more to address. Key comments include:

- business support programmes need to have sufficient flexibility in eligibility and process to enable small rural enterprises to tap into financial support.
- need targeted rural funding to build on the success of LEADER, and for larger projects.
- include a programme to encourage the wider adoption of innovative agri-tech to increase agricultural productivity.
- universal 5G is needed across the whole county to unlock rural growth potential.
- rural villages need to have an appropriate share of new, particularly affordable, housing if they and their village services and employers are to survive.
- join up and integrate rural transport – bus, rail, lift sharing, community 'dial a ride', wheels to work for rural people etc.
- a supportive, responsive, dynamic and properly resourced planning regime is needed.

Federation of Small Businesses

FSB believe the LIS provides a comprehensive, wide ranging and ambitious overview of where the county is now and can be in the future, with admirable vision and commitment to the new, without neglecting the county's existing historic assets. Key comments include:

- affordable housing is key to attracting young people, together with readily available public transport and the jobs of the future e.g. cyber and advanced manufacturing.
- on top of this, the LIS's Green ambition could be the 'magic bullet' to make the county a magnet for young people, who care more about the environment perhaps than previous generations.
- welcome the focus on skills and lifelong learning – need the right mix of academic and vocational options, across sectors and throughout people's lives.

- Growth Hubs are a key asset for the county – not just the buildings, but the advice and guidance. Programmes could be more strategic, with provision for all sizes of businesses and growth plans.

Forest of Dean Entrepreneurs

FDE consider the LIS to represent the challenges, opportunities and priorities for raising productivity and prosperity in Gloucestershire quite well. Key comments include:

- the most important elements of the LIS are:
  - o developing a shared knowledge of the range of work opportunities available;
  - o access to linked training;
  - o increased availability of affordable rented housing.
- would benefit from drilling down to more detailed approaches for each of the diverse districts according to their current strengths and future opportunities.
- in terms of increasing productivity and prosperity, each district should be taken on its own merits, rather than trying to focus on what might work across the county.
- only mentions the Forest of Dean in terms of tourism whereas manufacturing is the single largest industry in terms of employment, with tourism fourth.

Other Public Sector Organisations and Key Stakeholders

Campaign to Protect Rural England

CPRE welcome the overall intention in the draft LIS. Key comments include:

- consider the four key factors to be:
  - exciting and challenging jobs;
  - a positive and innovative approach to addressing climate change;
  - the attraction of the county's natural assets;
  - the availability of affordable housing.
- recommend that Agri-tech is given greater prominence by having a chapter to itself rather than be buried in Innovation, as it is particularly relevant to Gloucestershire and provides one of the routes to innovative approaches to addressing climate change.

Cheltenham Culture Board

Prior to submitting their response Cheltenham Culture Board consulted with the following organisations some of whom have submitted their own separate response:
- Cheltenham Festivals.
- Cheltenham Borough Council.
- The Cheltenham Trust.
- The Everyman Theatre.
- Marketing Cheltenham.
- The Design Workshop.
- Gloucestershire County Council.

Key comments include:

- the LIS notes that culture and the creative industries are 'most resistant to automation' yet does not position the latter within the action plan.
- there is evidence that by involving young people in the creation of plans rather than devising solutions to the issues felt to exist for them, a stronger feeling of ownership is cultivated.
- there feels a lack of recognition of the current creative industry and cultural landscape of Gloucestershire in its current form, and its future ambition.
- with cultural strategies playing a pivotal role in placemaking initiatives, the creative and cultural industries should be positioned far stronger in the Places section.

Cheltenham Development Task Force

Cheltenham DTF welcome the seemingly OECD asset-based analysis, and the need to build upon local strengths in cyber. Key comments include:

- the strategy seems light on existing advanced manufacturing which is so prevalent across the county.
- insufficient attention to sustainable development and sustainable transport solutions.
- climate change/green should be a 'golden thread' throughout the document.
- need for stronger linkages between education (at all levels) and employers.
- need a higher education institute in the county with a focus upon STEM.
- county wide public transport is needed for people particularly in rural areas.

Cotswolds Conservation Board

The Board supports a number of the aspirations set out in the LIS; however they consider that some aspirations pose a significant risk of having a significant adverse effect on the AONBs and their settings. Key comments include recommendations that the LIS should:

- Explicitly recognise:
  - the extent to which Gloucestershire overlaps with AONBs, and their settings.
  - the statutory purpose of AONB and the statutory 'duty of regard'.
  - the natural beauty of the AONBs as key assets that make Gloucestershire such a desirable place to live and work.
- Identify measures that can contribute both to the economic and social well-being of the county and to conserving and enhancing the natural beauty of the AONBs.
- Ensure that development in the AONBs and their settings is compatible with the AONB Management Plans and other AONB guidance.
- Identify mechanisms for securing funding that contributes to the purpose of conserving and enhancing the natural beauty of the AONBs.

Gloucestershire Health and Wellbeing Board

GHWB welcome the references throughout the LIS to the health and wellbeing of the population and its impact on Gloucestershire's productivity and prosperity. Key comments include:

- strongly support the ambition to adopt an 'active-by-design-first', although this could go further to include active design as well as wider health impacts/benefits.
- affordable housing is a challenge for people of all ages.
- embed inclusive growth as a thread throughout the document, rather than as a 'bolt on'.
- LIS could make direct reference to the position of Gloucestershire and districts in the national social mobility index, in order to strengthen the case for addressing social mobility.
- disappointed that the ageing population is positioned as a negative factor/driver of change and should instead of acknowledging the untapped potential of the older workforce and position them as an asset.
- make reference to the recently published Government document Healthy Ageing Consensus Statement: https://www.gov.uk/government/publications/healthy-ageing-consensus-statement which sets out an ambition to make England the best place in the

world to grow old including, but not limited to, access to high quality work and volunteering.

GCHQ

GCHQ are happy to acknowledge that they have been part of the LIS consultation process but prefer that their feedback is not shared with a wider audience.

Gloucester City Homes

GCH is supportive of the ambitions and visions of the LIS but they want to see something on the importance of providing safe, quality affordable housing.

Key comment is that to stop the drain of young people the housing crisis across the county needs to be addressed – this should be reflected in the LIS as a key plank in supporting the vision.

Gloucestershire Homes and Community Partnership

Key comment is that the LIS should refer to more housing, particularly good quality affordable housing across the county to ensure we retain our younger talent to deliver the core objectives of the strategy.

Gloucestershire Local Nature Partnership

Prior to submitting their response, GLNP consulted with the following organisations some of whom have submitted their own separate response:

- Gloucestershire Wildlife Trust
- Environment Agency
- Stonehouse Town Council
- Campaign to Protect Rural England
- Gloucestershire University
- National Trust
- Farming and Wildlife Advisory Group
- Natural England
- Royal Agricultural University

GLNP is impressed by the extent to which the Natural Environment and the 'Green' agenda have been incorporated and prioritised in the Local Industrial Strategy. Key comments include:

- better representation of how natural solutions increase resilience of the economy to the impacts of climate change will make the case for a natural capital approach to growth more robust.

- the LIS could better represent the links between natural capital and health and wellbeing, and the resultant positive impacts on productivity.
- the LIS could widen the focus of the agri-tech section to demonstrate support for 'farming with nature' for the delivery of the ecosystem service benefits vital to a thriving economy.
- recommend the appointment of a strategic coordinator for the delivery of natural capital solutions to climate change, and for related benefits.
- the Building with Nature standard and Natural Capital Baseline Map, both developed by the LNP, can guide investment decision-making at the LEP.

Historic England

HE is pleased to see recognition in the LIS of the role that heritage and culture can play in building and sustaining a healthy and productive community and that plans have already captured high street heritage activity as part of a wider set of actions to address the impact of the changing role of city and town.

National Trust

NT consider the LIS to be forward thinking in its acknowledgement of key issues for the county, especially the opportunities special to Gloucestershire around the green agenda and the need to keep and attract younger workers, which they are pleased to see included and support. Key comments include:

- the green agenda is the most important and the one to deliver increased productivity and prosperity.
- NT acknowledge the value and importance of Growth Hubs and feel the LIS should ensure these are coordinated within all sections of the LIS, ensuring the green and tourism agendas of the rural areas are supported as much as urban, industrial and infrastructure.
- the plan falls just short of joining the dots that farming as the key deliverer of our ecosystem services and a main point of difference as a county in terms of the green agenda.
- the agri-tech section could be clearer around the need to provide agri-tech solutions in order to provide improvements in land management for nature, health, soil condition and carbon storage, not just about increasing productivity in isolation. NT has a large land ownership in the county that could trial and support in this area.
- in the Green section an issue with grid capacity is noted which is a blocker to the wider take-up of green energy production through the county. This should be a specific action noted in the plan to chase improvements to grid capacity.
- it is noted that the public transport is insufficient, yet it is not mentioned in the green section in terms of actions.

Office of the Police and Crime Commissioner for Gloucestershire

The OPCC really welcome the need to make Gloucestershire more of a magnet county that keeps and attracts the workers of the future; like many Gloucestershire organisations OPCC see the same challenges in terms of work force in attracting and retaining people.

Having a well-motivated, industrious population with access to better employment opportunities will improve societal outcomes and is likely to reduce crime and the fear of crime in the long run. The strategy is ambitious and will undoubtedly build on how the local area looks and feels, with sustainable growth allowing better investment.

Transition Stroud

TS welcome the strong emphasis in the draft LIS on the aspiration that Gloucestershire should become the greenest place to live and work in England. Key comments include:

- the LIS should acknowledge and manage the tension between achieving the green aspiration, and a continued focus on growth and productivity.
- growth should be encouraged and enabled in those activities that contribute directly to ways of achieving decarbonisation, the circular economy, sustainable agriculture and the regeneration of natural capital.
- for any economic activities that jeopardise the achievement of these over-arching priorities, the focus and emphasis cannot be on growth and productivity, but on transformation, and if they cannot be transformed then such activities should not be encouraged or enabled.
- workforces and communities associated with activities in transition or decline should be supported.
- prioritise practical initiatives that enable and support the transformation to a zero carbon, circular and sustainable economy.
- develop a Stroud Growth Hub to prioritise activities that enable existing and new businesses to contribute substantively to achieving decarbonisation, the circular economy, sustainable agriculture and the regeneration of natural capital.

Two Rivers Housing Association

Key comments include:

- Two Rivers welcome the LIS draft's emphasis on sustainable housing and achieving net zero carbon.
- Two Rivers plan to explore how carbon neutral homes can be practically achieved through the retro-fit of energy efficient solutions to existing housing stock.

GFirst LEP Vision Group

The Vision Group are pleased to see many of their initial ideas within the draft LIS which represents huge steps forwards for the county, especially the Green focus. Key comments include:

- add a greater sense of mission and values.
- add more about delivery, including more flagship project ideas.
- emphasise the need to attract world-class higher education to the county.
- improve the offer for those who take a less academic route.
- bring together the housing issues and include a vision for local housing market.
- reflect imminent shifts in agriculture as well as the effects of climate change.
- not to forget the 'middle industrial sector' (e.g. construction and manufacturing).
- refresh the county's tourism offer.

Academic Establishments

Cirencester College

CC feel the tone and overall ambition is excellent. The idea of the magnet county and the focus upon young people is very welcome. Key comments include:

- agri-tech is too narrow; also question how realistic it is; better to subsume into STEM.
- transport and housing are key barriers.
- rural public transport needs addressing otherwise we are not being inclusive.
- future proofing the Growth Hub is key but this needs to link to skills.
- tourism unclear – is this just Gloucester or something combining its historic built environment with the Cotswolds and Forest of Dean?
- more skilled STEM students leave the county at 18 than leave at 21/22.
- need to foster a climate of creativity and innovation to help develop those new ideas and opportunities.
- much of the strategy focuses on Gloucester/Cheltenham; this should not detract from growing opportunities in the market towns and rural communities around the county.

Hartpury University and Hartpury College

Hartpury appreciate the desire to create a unique LIS and the focus on Cyber. Key comments include:

- focus on Cyber should be backed up by emphasising the need to develop digital and STEM skills and capabilities within the county.
- agri-tech developments at the primary producer level offer enormous productivity gains throughout the food chain if directed in an innovative way.
- job opportunities and the wider environment will attract young people; if we are defining young people as aged 16-24 years then we need the inward investment to create the jobs, and the skilled young people to attract the investment.
- the wider environment which attracts young people is both green and social; our history gives us a head start with the former, the latter will be an area we have to catch up on.
- need to attract, develop and support companies using digital technology to improve their performance; integrate them in an environmentally sustainable way.
- should be wary of meaningless claims such as 'reduce carbon emissions to net zero by 2050 with aspirations to go further faster'.
- Growth Hubs may not be the right model for working with major companies – perhaps we need to continue with them for start-ups and SMEs but think of a different model for larger businesses.
- concern that talking the county down in terms of the number of qualified young people and their retention in the county could, in such a public document, and based on questionable evidence, make Gloucestershire less attractive in the eyes of investors.

Royal Agricultural University

RAU consider this to be an excellent and impressive draft LIS which reflects local priorities coherently and distinctively within government's LIS framework. Key comments include:

- include specific reference to rural within the innovation summary to be more distinctive.
- include extra narrative early in the report with a diagram showing how Green, Rural, Innovation, Business Environment and Place fit together, and what is distinctive to Gloucestershire.
- develop the idea that the rural economy be seen as a **strategic asset** due to the wealth of natural capital, (Green) and a hothouse for start-ups/innovation – more than urban.
- developing this asset means investing in rural infrastructure and social capital that makes rural places livable while retaining their character.
- importance of various priorities like advanced agri-tech, pioneering transport solutions that work in rural areas, rural connectivity etc.
- key point is that previous recent investment in hard infrastructure has established cutting-edge facilities including Tech to Plate and Farm491. Priority now is to invest in the **soft infrastructure** that links these facilities and others, creating a cluster that is more than the sum of its parts, and an internationally significant powerhouse for innovation.

South Gloucestershire and Stroud College

SGS is supportive of the draft LIS. Key comments include:

- the LIS should balance Cyber Central with a similar Eco Central designation for the site in Berkeley thus reinforcing Gloucestershire as the greenest county.
- ensure opportunities are provided to re-engage those excluded from education within Gloucestershire.
- recommend a commitment is made that the county is not only the greenest but should also lead on the education, training and research of low carbon energy generation and storage.
- bridge the current and future skills gaps of employers by attracting the Universities outside the county to deliver their specialisms in Gloucestershire to augment existing provision.
- support priority areas through specialist Hubs alongside the Cyber Central and potential Eco Central areas, with an option to employ 'roaming' specialists in Cyber and sustainable technology to provide support Hubs as required.

Gradsouthwest Limited

GSW feel that the LIS looks good, particularly the focus on green and cyber. Considers graduate attraction and retention as key.

Enterprise Advisor for Tewkesbury Comprehensive and Alderman Knights School

The respondent considers that, whilst the overall report is positive, it is disappointing that Diversity, Equality & Inclusion does not have its own chapter; recommends the LIS is changed accordingly and provide detailed reasons to support the proposition.

University of Gloucestershire

UoG welcome several aspects of the document and fully supports much of what is presented in the draft LIS, particularly the drive to attract young people to the county. Key comments include:

- over emphasis on distinctive aspects of Gloucestershire, to the detriment of wider economic opportunities for growth and positive development.
- needs to distinguish more clearly between:
  - those things that are interesting about the county;
  - those things which may well attract talented young people to the county; and
  - those things which have the potential to drive significant economic growth.
- could broaden the scope to digital innovation and make more explicit links to advanced manufacturing which will have a greater capacity for growth.
- has nothing to say about the need to support growth, productivity, innovation and enterprise within the critical engineering and manufacturing sector.
- figures presented show agri-tech represents only 15% of the Gloucestershire labour force, the LIS should say more about why this should be a priority area.
- recommend greater consideration of the potential 21st century changes to employment, such as improving diversity and work life balance, in the LIS.
- incorporate aspects of the digital economy, together with wider technological developments, Artificial Intelligence and Cyber, to more accurately reflect our industrial strengths and have great potential to drive major local economic growth.
- identify a role for the Growth Hub in the development of a service that supports employers in: rethinking their approach to talent hiring and development, and raising productivity through digitally enabled innovation.
- need to sell to young people the potential for a whole career in Gloucestershire, not just a first job – but the housing needs to be in place for this.
- happy to work with other institutions, but keen to ensure investment in higher education doesn't leave the county.

Voluntary, Community and Not-For-Profit Organisations

Active Gloucestershire

AG feel that the LIS reads as a high quality, coherent plan. Key comments include:

- need a little more structure to the narrative, with a summary diagram at the beginning.
- a punchier definition of what becoming a magnet county means is needed.
- links to Place within Green e.g. active design/cycling should be referenced.
- inclusive growth should say what is going to be done other than through the Health and Wellbeing Board – feels like there is no real commitment to it.
- people are trying to change the narrative in our county to a more positive one to older people – this does not come across in this document.

Age UK Gloucestershire

Whilst Age UK understand the ambition to attract more young people to the county, they are disappointed that, in their view, the tone and content of the draft LIS ignores the interests and contributions of older residents.

AUKG strongly advocates that the LIS also talk about and consider the potential and opportunities of older people – arguing that harnessing what we already have should have parity to seeking to attract what we do not.

AUKG offer several practical ways in which they believe they can provide support.

Cotswold Canals Trust

CCT feel that the LIS considers the key issues well and represents the challenges, opportunities and priorities for raising productivity and prosperity. Key comments include:

- there is no mention of role of Cotswold Canals as a green asset, ecological corridor, long distance path and waterway.
- consider affordable housing, jobs and transport routes (traditional and alternative, including cycle routes) as the most important elements.
- regard connectivity and access to work, leisure and housing as key to raising productivity and prosperity.
- believe Growth Hubs should be locally placed for ease of access and consider opening weekends and evenings for sole traders.

Creative Sustainability CIC

Consider the most important element of the LIS to be:

- retaining young people in the region.
- improved health and wellbeing through sustainable and green growth.
- improved employment opportunities by supporting our young people.
- improved sustainable forms of transport infrastructure.
- the greenest place to live and work in England.

Key comments include making Growth Hubs inclusive, co-planned and participatory and based on community-led, asset-based principles.

Gloucestershire STEM Network

Strongly backs the priority given to flexible working and would like to see the LIS go further in supporting community groups and local networks that connect and inspire people, helping them to progress their STEM career and learning journey.

Gloucestershire Rural Community Council

GRCC welcomes the ambition and opportunities within the LIS, and the inclusion of young people's voice in the development of the draft. Key comments include:

- mention alongside agri-tech the other rural economic contribution such as non agri-tech SMEs.
- the current draft lacks a section on how Gloucestershire will respond to the climate emergency challenge.
- a mass-transit transport solution for Cheltenham and Gloucester must not be at the expense of investment in rural transport solutions for the remaining 95% of the county.
- a rural transport structure is important to allow young people to prosper from the county's growth and, equally so, for the 20% (and increasing) over 65s in the county who require an effective transport system to maintain independent and healthy living.
- should aim to create equality of opportunity across the whole of the county.

The Honourable Company of Gloucestershire

The HCG is very supportive of the LIS, its intent, the voice of young people, and much of the detail. As points of emphasis, key comments include:

- include other aspects of digital technology and AI within 'cyber-tech' to support the digital revolution. Coordinate other aspects of the LIS e.g. infrastructure and education to support the development of this, whilst ensuring diversity of the county's offer by supporting other industries and services such as green technology and agri-tech – all underpinned by digital infrastructure.
- a strong and connected education sector is key – greater coordination is needed between all stages of education.
- support for specific centres of excellence in cyber and digital.
- we have the opportunity to be at the forefront of innovative work practices, support and services for older people.

- transport connectivity between urban centres should not be at the expense of rural connectivity and links to major centres outside the county.
- support for coordinated effort on tourism e.g. achieving tourism zone status.
- agree Gloucestershire's sense of place can be enhanced by 2025 Gloucester bid for City of Culture – cultural diversity in the county can be improved.
- ensure cross-border collaborations e.g. Western Gateway have sufficient prominence.
- constraints on affordable housing and commercial development could act as a brake on implementation of the LIS.
- the A417 'Missing Link' project creates a new 'corridor' through the county.

Inclusion Gloucestershire

IG feel that the LIS represents some but not all areas of society. Key comments include:

- LIS talks about inclusivity in terms of age and wealth and not about the challenges, opportunities and priorities for disabled people.
- need to add inclusion into the language of productivity and prosperity.
- need to be pioneering in inclusive, green transport for the county by:
  - making all transport accessible;
  - redesigning transport solutions to enable disabled people to get to work;
  - creating cycle links accessible for three-wheel bikes and wheelchairs.
- need to engage with the county's disabled people and champion inclusion.

New Ventures Trust

NVT considers the LIS to set out the issues very clearly and comprehensively and shows the many exciting possibilities for future development. Key comments include:

- vital that young people have access to local labour market information to make informed choices.
- it is not clear from the LIS how young people will have access to the ideas and plans set out in the strategy.
- suggest Growth Hubs be used for more face to face meetings between young people and local practitioners, professionals, self-employed people, business owners and entrepreneurs.
- transport is an issue for helping young people.
- if more young people were encouraged to make their lives in the county, there would be more scope for flexible working with a major knock-on benefit for the 50-64 age group.

Woodland Trust

WT strongly welcome that the LIS embeds a natural capital approach that commits to specific actions and sector-specific responses. Key comments include:

- consider how businesses can be better supported to manage the natural capital they rely on, thus becoming more resilient while unlocking new investment mechanisms.
- natural capital being a consideration across all Growth Hubs to ensure that environmental challenges and opportunities are integrated rather than siloed.