

The UK Industrial Strategy

**Sustainability West Midlands consultation
response**

Author: Sustainability West Midlands

Version: Final

Date: April 2017

Report information

Title: *The UK Industrial Strategy: Sustainability West Midlands consultation response*

Version: Final

Client: Sustainability West Midlands

Funders: Sustainability West Midlands

Project Manager: Dr Simon Slater, SWM

Project Contributors: Anna Bright, SWM and SWM team and members

Disclaimer: This report represents the independent advice commissioned by Sustainability West Midlands, and not necessarily that of the funders.

Copyright: This report may be freely distributed and used for public benefit and non-commercial use. If information is used from this report it must reference the source which is *“The UK Industrial Strategy: Sustainability West Midlands consultation response”*, Sustainability West Midlands, April 2017.

About Sustainability West Midlands

We are the sustainability adviser for the leaders of the West Midlands. We are also the regional sustainability champion body for the West Midlands, designated by government. We are a not-for-profit company that works with our members in the business, public and voluntary sectors. Our Board is private sector led and has cross-sector representation; they are supported by our team of staff and associates.

Our vision is that by 2020 businesses and communities are thriving in a West Midlands that is environmentally sustainable and socially just.

Our role is to act as a catalyst for change through our advice to leaders, to develop practical solutions with our members and share success through our communications.

www.sustainabilitywestmidlands.org.uk
Registered company No.04390508

Contents

1	Introduction.....	3
2	Our policy experience.....	3
3	Summary response.....	3
4	Detailed responses.....	7
	ANNEX 1: Detailed Responses to Consultation Questions	9
	ANNEX 2: High level sustainability review of the UK Industrial Strategy	29

1 Introduction

The purpose of this report is to provide a summary of our key policy responses to the UK Industrial Strategy consultation for Government and our members and networks working within this developing policy arena.

2 Our policy experience

We are the sustainability adviser for the leaders of the West Midlands. We are also the regional sustainability champion body for the West Midlands, designated by government. We are a not-for-profit company that works with our members in the business, public and voluntary sectors. Our Board is private sector led and has cross-sector representation; they are supported by our team of staff and associates.

We have drawn on our following policy experience to respond to this consultation:

- Government independent regional sustainability champion for the West Midlands since 2002, now the only outside London.
- Running a range of annual good practice networks and events sharing solutions and reaching over 10,000 individuals within the business, public and voluntary sector.
- Futures and sustainability reviews for Government, business and public sector, and producing the UK's only annual independent regional sustainability roadmap progress report.
- Developed the UK's first low carbon regional economic development strategy with Advantage West Midlands in 2007.
- Produced the UK's first joint Local Enterprise Partnership (LEP) low carbon investment prospectus, and national benchmark of LEP sustainability good practice.
- Supported by the UK Government to promote UK expertise in low carbon economic policy and business opportunities in Europe, China, and Japan.
- Sustainability advisor and delivery partner for the West Midlands Combined Authority.

We have also conducted a high-level sustainability review of the UK industrial strategy against our West Midlands 2020 sustainability roadmap priorities. The results are in Annex 2 and have informed our summary and detailed response.

3 Summary response

The overall aim to have a UK industrial strategy is to be welcomed. The proposed strategy is building on existing national and international good practice and there have been a variety of engagement events within our region and across the country.

We look forward to working with the Government and our local partners to help deliver many aspects of the strategy.

Our key overall comments on the focus and direction of the strategy are below.

1. Refine the overall objective of the strategy so rather than economic growth being a goal, instead it is supporting overall wider social and environmental goals.

For example, update the current objective to “The objective of our modern industrial strategy is to improve living and environmental standards across the whole country by increasing productivity and economic growth.”

To have the headline indicator of success for the strategy to include the existing productivity GVA measures, but to add carbon reduction and the health inequality gap between the worst and best areas indicators and targets.

For example, in the West Midlands we have had a long history of developing measures to indicate how economic growth was supporting wider social and environmental goals. This began in 2007 with carbon reduction being added as a key goal alongside the productivity goal of ‘connecting to success’ the UK’s first low carbon regional economic strategy. Then in 2010 an additional social measure was added which was the health inequality gap between the worst and best areas. We have regularly provided annual independent monitoring of these indicators for our regional policy makers and stakeholders.

In 2016, these 3 indicators and aims formed part of the 7 overall aims and objectives of the West Midlands Combined Authority Single Economic Plan.

Another lesson is to have a clear long-term target with milestones. For example, innovators working within the low carbon energy space have stated that having the Climate Change Act long-term goal and subsequent milestones has helped to clearly define the nature and scale of the problem to solve. By having similar longer term targets and milestones for productivity and health inequality the UK industrial strategy could also provide a similar useful framework for innovators and businesses working within those areas.

2. To assess investment and impact to deliver the UK industrial strategy against the three key headline indicators of productivity GVA measures, carbon reduction and the health inequality gap between the worst and best areas.

Our experience on advising on policy and business strategy, is that the direction and aims of a strategy are a good start, but the real test is how this connects with delivery. By ensuring the myriad of activity to support the delivery of the UK industrial strategy clearly links to policy, programme and project level assessment and delivery is a powerful way of achieving the culture change, coordination, and shared direction the strategy is seeking. The WMCA is at the early stages of this with its own Performance Management Framework for a diverse range of activity.

3. Strengthen the understanding of the future challenges the UK industrial strategy will need to respond to.

The strategy is very good at setting out the rationale for the strategy, and past performance, but it is weaker in setting out the longer-term drivers of uncertainty that the UK and many

of our trading partners will face beyond Brexit. For example, demographic change here in the UK and abroad, climate change, and technological advances.

For example, we have worked with Forum for the Future, Foresight, and the Government Office for Science and Technology over many years in developing, updating and applying ‘futures toolkits’ to help our local businesses and policy makers consider longer term risk and opportunities and develop their resilience. The Government has excellent resources and networks in this area which need to be applied and communicated as part of this strategy.

4. Strengthen the role of resource efficiency and the circular economy within the strategy

Whilst there is one reference to resource efficiency and waste minimization, there is limited focus on the circular economy which is a huge area of opportunity and competitive advantage when moving to a low carbon economy. Also with the pressure of climate change and uncertainty over ‘Brexit’ many companies will be looking to shorten their supply and disposal chains.

5. Strengthen the role of the Environmental Goods and Services sector within the strategy as an underlying ‘enabler’

This is a difficult sector as it is very diverse and the definition keeps changing. It has very strong sub-brands such as energy and waste. This sector also has two distinct roles, like digital – a growth sector but more importantly a key enabler for all business to improve their productivity. In the case of the environmental goods and services sector this is through resource efficiency, new products and services, and resilience and risk management.

6. Include the role of environmental infrastructure within the strategy

The Defra 25-year environmental plan is mentioned; however, the role of environmental infrastructure needs to be included within the infrastructure pillar, and a clear commitment provided that infrastructure plans will need to include how they will enhance ‘natural capital’ and the local economic, social and environmental benefits it will provide.

7. Create a clear national plan and framework for economic development devolution for all parts of England

In the other devolved nations in the UK, and administrations such as London, there has been ongoing efforts to streamline, merge and simplify the local delivery of economic development. In the rest of England, the opposite appears to be true. The advent of ‘Metro-Mayors’ is a welcome initiative, but the powers and funding on offer all vary. The grouping of LEPs into super regions appear to be driven by ad-hoc opportunity rather than overall plan. The terms like the ‘Northern Powerhouse’ and ‘Midlands Engine’ are often divisive. Whilst encouraging competition, as a nation we should be looking to increase our productivity and efficiency, and not working against each other at a regional basis.

To give an example of this complexity in the West Midlands, local partners are often expected to participate with their LEP, the West Midlands Combined Authority, and the Midlands Engine – all of these initiatives have overlapping boundaries, roles, and governance. This not only causes confusion for local stakeholders, but also investors and businesses seeking assurances they are engaging with the right decision makers.

Setting out a clear national plan and framework for economic development devolution for all parts of England would help address many of these issues. Even if it took time for different geographic areas to build capacity to take on new roles and functions, there would be clear agreed goal for them to work towards.

8. There needs to be a clear ‘rebalancing’ economic fund or criteria within existing funds to replace ERDF

The current proposed funding around innovation and productivity is welcomed. However, after the current ERDF funding round it is not clear on whether there will be a specific ‘rebalancing’ economic development fund. Ideally there should be two approaches – a specific targeted fund to help address specific issues in ‘lagging’ regions, and a commitment to ‘weight’ or have key criteria within other mainstream funds to favour key regions and areas of ‘market failure’. The result would be a more complete annual picture of where overall Government funding was going and how effective it was at ‘sharing growth’.

9. ‘Metro-Mayors’ to have similar access to Ministerial Forum on Economic Growth as devolved nations and continue to drive civil service relocation outside London.

The strategy proposes access to a Ministerial Economic Growth Forum to the devolved nations in the UK, this should be extended to directly elected ‘Metro-Mayors’ of the city regions in England and responsible for key parts of our economic geography.

There has been a long history of proposed relocation of civil service functions from London to dispersed locations across the UK, with limited implementation. This time it should be linked with a strategy that will help build capacity of the newly devolved city-regions as well as providing well paid and skilled jobs in the public sector outside London.

10. The role of independent sustainability bodies promoting clusters and networks to drive productivity.

The strategy does acknowledge the role of clusters and networks linked to specific spatial areas to drive productivity. Our work on low carbon clusters in the UK and within Europe have identified the need for a mixture of clear leadership and support from an anchor body – whether it be a large company on a business park, or a local authority, and then a range of other factors including how to grow and maintain cross-sector networks that help ideas, skills, and resources to be found or exchanged quickly.

We believe that one of the key contributions independent regional sustainability champion bodies can make is to help drive active cross-sector networks which results in innovation

and productivity gains. For example, in the West Midlands SWM has been able to provide certainty and leadership during a period of great change, working with a range of partners to secure funding and delivered programmes resulting in energy and cost savings and productivity gains for local businesses, councils and community groups. We have also continued to grow our networks and encourage good practice to rapidly transfer across sectors such as health, universities, businesses, communities and councils which reaches over 10,000 individuals. This activity helps attract investment into the region. Our independence also helps when we are giving our view to inward investors about local strengths and networks whether as part of a trade delegation or hosting one.

It would be relatively straightforward to re-establish a national network to help support the UK industrial strategy by putting out a call for independent local bodies to put forward proposals to deliver a range of key functions for the locality and the Government over a 3-year period. In terms of funding this could be repackaging a range of existing or new services expected by Central Government with the bonus of this funding helping to build capacity and networks that will benefit the UK. Services could include the delivery or coordination of local low carbon business and cross-sector good practice networks, future proofing/climate resilience, and the promotion and support for low carbon innovation funding.

4 Detailed responses

As requested we have provided a response to the detailed consultation questions against the areas and questions we believe have the biggest impact against our vision and [West Midlands roadmap for a sustainable future in 2020](#), or where we have particular insights from our work over the last 15 years.

Other recommendations include:

- **Established systems to help prepare and plan for the future**
- **The power of economic devolution to innovate**
- **Include demand side management within the infrastructure schemes**
- **Treat the energy efficiency of existing houses and commercial buildings as an infrastructure scheme**
- **Relook at how flood defence schemes are funded**
- **Include cycling and walking infrastructure investment within the strategy**
- **Reintroduce some form of regional planning**
- **Grow local green business club networks**

- **Set out role of social enterprise and not-for-private profit sector within strategy**
- **Use future challenges to drive innovation within procurement and supply chains**
- **Extend social value act to include weighting for geographical areas of high unemployment**
- **Identify key product areas within public procurement that can support other sectors such as energy, waste, and skills and implement through a series of model policies.**
- **Change the role of large public sector organisations ‘head of procurement to head of supply chain’**
- **Align our Inward Investment strategy with regional strengths such as low carbon energy.**
- **Continue to provide longer-term certainty around our carbon reduction and energy plans to help develop the solutions that will provide our long-term cost effective, low carbon, clean air and secure energy supply.**
- **Continue to use market mechanisms to create and drive low carbon energy markets until they are operating without the need for subsidy.**
- **Accelerate the growth of local energy networks by devolving the work of the Heat network unit**
- **Support the creation of independent regional energy partnerships – such as Energy Capital in the West Midlands**
- **Continuous drive on energy and resource efficiency linked to productivity gains, mainstreamed in business support, local business good practice clubs, and requirements for Government supported business quality marks and procurement.**
- **Explore potential geographical basis for some ‘sector deals’ e.g. energy sector within the West Midlands**

Our detailed responses and recommendations to the consultation can be found in Annex1.

5 For further information

To discuss any of these responses or recommendations further please contact Sustainability West Midlands at enquiries@swm.org.uk or contact Dr Simon Slater, Associate Director of Policy and Partnerships at s.slater@swm.org.uk

ANNEX 1: Detailed Responses to Consultation Questions

No.	Consultation Question	Response
Overall approach of strategy		
1	Does this document identify the right areas of focus: extending our strengths; closing the gaps; and making the UK one of the most competitive places to start or grow a business?	<p>The overall aim to have a UK industrial strategy is to be welcomed. The proposed strategy is building on existing national and international good practice and there have been a variety of engagement events within our region and across the country.</p> <p>We look forward to working with the Government and our local partners to help deliver many aspects of the strategy.</p> <p>Our key overall comments on the focus and direction of the strategy are below.</p> <p><i>Refine the overall objective of the strategy so rather than economic growth being a goal, instead it is supporting overall wider social and environmental goals.</i></p> <p>For example, update the current objective to “The objective of our modern industrial strategy is to improve living and <i>environmental</i> standards across the whole country by increasing productivity and economic growth.”</p> <p><i>To have the headline indicator of success for the strategy to include the existing productivity GVA measures, but to add carbon reduction and the health inequality gap between the worst and best areas indicators and targets.</i></p> <p>For example, in the West Midlands we have had a long history of developing measures to indicate how economic growth was supporting wider social and environmental goals. This began in 2007 with carbon reduction being added as a key goal alongside the productivity goal of ‘connecting to success’ the UK’s first low carbon regional economic strategy. Then in 2010 an additional social measure was added which was the health inequality gap between the worst and best areas. We have regularly provided annual independent monitoring of these indicators for our regional policy makers and stakeholders.</p>

No.	Consultation Question	Response
		<p>In 2016, these 3 indicators and aims formed part of the 7 overall aims and objectives of the West Midlands Combined Authority Single Economic Plan.</p> <p>Another lesson is to have a clear long-term target with milestones. For example, innovators working within the low carbon energy space have stated that having the Climate Change Act long-term goal and subsequent milestones has helped to clearly define the nature and scale of the problem to solve. By having similar longer term targets and milestones for productivity and health inequality the UK industrial strategy could also provide a similar useful framework for innovators and businesses working within those areas.</p> <p><i>To assess investment and impact to deliver the UK industrial strategy against the three key headline indicators of productivity GVA measures, carbon reduction and the health inequality gap between the worst and best areas.</i></p> <p>Our experience on advising on policy and business strategy, is that the direction and aims of a strategy are a good start, but the real test is how this connects with delivery. By ensuring the myriad of activity to support the delivery of the UK industrial strategy clearly links to policy, programme and project level assessment and delivery is a powerful way of achieving the culture change, coordination, and shared direction the strategy is seeking. The WMCA is at the early stages of this with its own Performance Management Framework for a diverse range of activity.</p> <p><i>Strengthen the understanding of the future challenges the UK industrial strategy will need to respond to.</i></p> <p>The strategy is very good at setting out the rationale for the strategy, and past performance, but it is weaker in setting out the longer-term drivers of uncertainty that the UK and many of our trading partners will face beyond Brexit. For example, demographic change here in the UK and abroad, climate change, and technological advances.</p> <p>For example, we have worked with Forum for the Future, Foresight, and the Government Office for Science and Technology over many years in developing, updating and applying ‘futures toolkits’ to help our local businesses and policy makers</p>

No.	Consultation Question	Response
		<p>consider longer term risk and opportunities and develop their resilience. The Government has excellent resources and networks in this area which need to be applied and communicated as part of this strategy.</p> <p>Useful documents</p> <p>Evidence of success – lessons from developing the UK’s first regional low carbon economic strategy</p> <p>http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/Evidence_of_success_Low_carbon_economic_strategy.pdf</p> <p>Annual West Midlands monitoring report 2016</p> <p>http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/SWM-2020-Roadmap-Monitoring-Report-2016-Final.pdf</p> <p>Update for WMCA Board July 2016 on integrating sustainability within their economic strategy</p> <p>http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/SWM-WMCA-update-8-7-16-external.pdf</p> <p>Latest West Midlands Futures Toolkit</p> <p>http://www.sustainabilitywestmidlands.org.uk/resources/8476/</p>
2.	<p>Are the 10 pillars suggested the right ones to tackle low productivity and unbalanced growth? If not, which areas are missing?</p>	<p>The overall pillars are a good mixture of ‘enabling’ actions such as research and skills, geographic delivery and ‘market focus’ such as sectors. However, there are number of areas that are missing.</p> <p><i>Strengthen the understanding of the future challenges the UK industrial strategy will need to respond to.</i></p> <p>As previously discussed – see answer above to question 2.</p>

No.	Consultation Question	Response
		<p><i>Strengthen the role of resource efficiency and the circular economy within the strategy</i></p> <p>Whilst there is one reference to resource efficiency and waste minimization, there is limited focus on the circular economy which is a huge area of opportunity and competitive advantage when moving to a low carbon economy. Also with the pressure of climate change and uncertainty over ‘Brexit’ many companies will be looking to shorten their supply and disposal chains.</p> <p>Strengthen the role of the Environmental Goods and Services sector within the strategy as an underlying ‘enabler’</p> <p>This is a difficult sector as it is very diverse and the definition keeps changing. It has very strong sub-brands such as energy and waste. This sector also has two distinct roles, like digital – a growth sector but more importantly a key enabler for all business to improve their productivity. In the case of the environmental goods and services sector this is through resource efficiency, new products and services, and resilience and risk management.</p> <p>Include the role of environmental infrastructure within the strategy</p> <p>The Defra 25-year environmental plan is mentioned; however, the role of environmental infrastructure needs to be included within the infrastructure pillar, and a clear commitment provided that infrastructure plans will need to include how they will enhance ‘natural capital’ and the local economic, social and environmental benefits it will provide.</p> <p>Additional useful documents</p> <p>Role of Green Infrastructure in the West Midlands and LEPs and Local Nature Partnerships</p> <p>http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/SWM-Community-Green-Infrastructure-Report-sept13-FINAL.pdf</p>

No.	Consultation Question	Response
3	<p>Are the right central government and local institutions in place to deliver an effective industrial strategy? If not, how should they be reformed? Are the types of measures to strengthen local institutions set out here the right ones?</p>	<p>There needs to be a stronger acknowledgement of the lessons from the past on devolved economic policy and the current challenges</p> <p>In most of the strategy there is a good summary or analysis of the problems and previous policy approaches. However, the geographical approach is the weakest. The sections acknowledge that the UK is very centralised and there are economic disparities and a list of new initiatives, however there is no real reflection on learning from the considerable initiatives in the past, such as regional development agencies, assemblies, government offices, and regional ministers.</p> <p>We hope this is an oversight rather than ideology, as for a period in the recent past, we as an independent organisation were able to mention regional policy when most of our public-sector partners were instructed not to. This period was unhelpful as it did not allow an open and pragmatic assessment of the strengths and weaknesses of the previous economic development system to inform the new one.</p> <p>The reality is that the change from the old ‘RDA’ system to the new ‘LEP’ system coincided with a dramatic reduction of capacity, staffing, and funding for economic development across England, outside London. The new under-funded LEPs have taken a considerable time and effort from local partners to begin to re-build local capacity for delivery and influence. They are heavily reliant on their local authority partners who have been having to reduce their own budgets and operating costs.</p> <p>The lessons from the previous round of regional policy must be learnt – without a strong and clear national approach and framework – the full benefits of devolved power from the centre whether regionalism or localism won’t be realized.</p> <p>Currently there is confusion around the current approach of ‘bottom up and top down’ with little resources, and within this the potential of existing local interests crowding out new emerging markets.</p> <p>Create a clear national plan and framework for economic development devolution for all parts of England</p> <p>In the other devolved nations in the UK, and administrations such as London, there has been ongoing efforts to streamline, merge and simplify the local delivery of economic development. In the rest of England, the opposite appears to be true. The</p>

No.	Consultation Question	Response
		<p>advent of ‘Metro-Mayors’ is a welcome initiative, but the powers and funding on offer all vary. The grouping of LEPs into super regions appear to be driven by ad-hoc opportunity rather than overall plan. The terms like the ‘Northern Powerhouse’ and ‘Midlands Engine’ are often divisive. Whilst encouraging competition, as a nation we should be looking to increase our productivity and efficiency, and not working against each other at a regional basis.</p> <p>To give an example of this complexity in the West Midlands, local partners are often expected to participate with their LEP, the West Midlands Combined Authority, and the Midlands Engine – all of these initiatives have overlapping boundaries, roles, and governance. This not only causes confusion for local stakeholders, but also investors and businesses seeking assurances they are engaging with the right decision makers.</p> <p>Setting out a clear national plan and framework for economic development devolution for all parts of England would help address many of these issues. Even if it took time for different geographic areas to build capacity to take on new roles and functions, there would be clear agreed goal for them to work towards.</p> <p>There needs to be a clear ‘rebalancing’ economic fund or criteria within existing funds to replace ERDF</p> <p>The current proposed funding around innovation and productivity is welcomed. However, after the current ERDF funding round it is not clear on whether there will be a specific ‘rebalancing’ economic development fund. Ideally there should be two approaches – a specific targeted fund to help address specific issues in ‘lagging’ regions, and a commitment to ‘weight’ or have key criteria within other mainstream funds to favour key regions and areas of ‘market failure’. The result would be a more complete annual picture of where overall Government funding was going and how effective it was at ‘sharing growth’.</p> <p>‘Metro-Mayors’ to have similar access to Ministerial Forum on Economic Growth as devolved nations</p> <p>The strategy proposes access to a Ministerial Economic Growth Forum to the devolved nations in the UK, this should be extended to directly elected ‘Metro-Mayors’ of the city regions in England and responsible for key parts of our economic geography.</p>

No.	Consultation Question	Response
		<p>Drive relocation of civil service to help support regional devolution, build local capacity, and create well paid and skilled jobs across England</p> <p>There has been a long history of proposed relocation of civil service functions from London to dispersed locations across the UK, with limited implementation. This time it should be linked with a strategy that will help build capacity of the newly devolved city-regions as well as providing well paid and skilled jobs in the public sector outside London.</p> <p>The role of independent sustainability bodies promoting clusters and networks to drive productivity.</p> <p>The strategy does acknowledge the role of clusters and networks linked to specific spatial areas to drive productivity. Our work on low carbon clusters in the UK and within Europe have identified the need for a mixture of clear leadership and support from an anchor body – whether it be a large company on a business park, or a local authority, and then a range of other factors including how to grow and maintain cross-sector networks that help ideas, skills, and resources to be found or exchanged quickly.</p> <p>We believe that one of the key contributions independent regional sustainability champion bodies can make is to help drive active cross-sector networks which results in innovation and productivity gains. For example, in the West Midlands SWM has been able to provide certainty and leadership during a period of great change, working with a range of partners to secure funding and delivered programmes resulting in energy and cost savings and productivity gains for local businesses, councils and community groups. We have also continued to grow our networks and encourage good practice to rapidly transfer across sectors such as health, universities, businesses, communities and councils which reaches over 10,000 individuals. This activity helps attract investment into the region. Our independence also helps when we are giving our view to inward investors about local strengths and networks whether as part of a trade delegation or hosting one.</p> <p>It would be relatively straightforward to re-establish a national network to help support the UK industrial strategy by putting out a call for independent local bodies to put forward proposals to deliver a range of key functions for the locality and the Government over a 3-year period. In terms of funding this could be repackaging a range of existing or new services expected by Central Government with the bonus of this funding helping to build capacity and networks that will benefit the UK.</p>

No.	Consultation Question	Response
		<p>Services could include the delivery or coordination of local low carbon business and cross-sector good practice networks, future proofing/climate resilience, and the promotion and support for low carbon innovation funding</p> <p>Additional useful documents</p> <p>Regions to be Cheerful? Review of sustainable economic development in the English regions 2003-2011</p> <p>http://www.sustainabilitywestmidlands.org.uk/resources/review-of-sustainability-and-the-english-regions-2003-2011/</p> <p>Low carbon clusters and networks research</p> <p>http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/City_Region_Low_Carbon_Economy_Case_Studies-Feb17-20101.pdf</p> <p>http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/Final-Insight04_Proof4-for-promotion.pdf</p>
4.	<p>Are there important lessons we can learn from the industrial policies of other countries which are not reflected in these 10 pillars?</p>	<p>From our work with international partners and good practice events and exchanges we think there are a number of areas the UK strategy could benefit from.</p> <p>Established systems to help prepare and plan for the future</p> <p>Finland has a long and successful history in building the longer-term capacity of decision makers to help provide and implement industrial strategy. This includes independent support for a Parliament scrutiny committee for longer term impact. The resulting plans have resulted in a turnaround over time of key issues such as public health and the diversification of the economy into more advanced manufacturing and software.</p> <p>Wales is one of the few nations in the world to have a ‘sustainability duty’ and a commissioner for future generations, which it has used to promote longer term goals and innovation challenges for business and the public sector.</p>

No.	Consultation Question	Response
		<p>Germany has shown the value of a longer-term plan for renewable sources of energy (e.g. biogas) allowing investors more certainty on Return on Investment, and to help the transition from new technology and innovation to a commercial market ready proposition to export.</p> <p>The power of economic devolution to innovate</p> <p>In our experience, many of the inspiring successful low carbon economy policies, products and growth stories are the result of strong local leadership from European and US cities and regions that have benefited from devolved economic planning and regeneration powers.</p>
Pillar 1: Investing in science, research and innovation		
	General comments	<p>Welcomed recognised focus on the role procurement can take in stimulating innovation, the importance of investing in low carbon strengths such as cars and energy production and storage. Recognised important role of many SWM partners such as businesses, universities, and Innovate UK.</p> <p>Very little said about how these initiatives will be coordinated locally and the role of independent network bodies such as the Science City Alliance. See http://www.birminghamsciencecity.co.uk</p>
Pillar 2: Developing skills		
	General comments	<p>Recognition of importance of science and technical skills required by our businesses and to build a low carbon economy, and address local and regional disparities.</p> <p>Unclear on how some higher-level leadership skills, and ability for multi-disciplinary working required by sustainability will be addressed.</p>
Pillar 3: Upgrading Infrastructure		
	General comments	<p>Welcome recognised role for using infrastructure spending to rebalance regional and local economies and need for better local and regional coordination, also the important role of technologies such broadband and autonomous vehicles.</p> <p>No mention of flexible working, cycling and walking infrastructure contribution to resilient economic growth.</p>

No.	Consultation Question	Response
		<p>No mention of role of the environment as key infrastructure asset in terms of improving image, competitiveness, and health of area.</p> <p>No mention of the concern that flood defence spending is potentially not enough and driven by economic value of land protected, thus reinforcing regional disparities.</p> <p>No mention of the role of energy efficiency for new and existing building programmes.</p>
15	<p>Are there further actions we could take to support private investment in infrastructure?</p>	<p>As discussed in question 4 about lessons from other countries, creating a long-term stable and certain policy environment helps investors, such as energy. The UK has the advantage of the long-term policy goal set out by the Climate Change Act, but recent changes and uncertainties in energy policy on how to get there has sent mixed signals to investors and impacted on the investment in the UK market place.</p> <p>Include demand side management within the infrastructure schemes</p> <p>There could be more on other infrastructure business models that the private sector could invest in that helps deliver a return in investment from demand management schemes to improve the use of existing infrastructure, rather than having to build new schemes. For example, the demand side measures on ‘Smart’ Motorways and variable speeds pioneered in the West Midlands, the retrofit model for energy efficient commercial building ‘Energy performance contracts’ and the ‘Refit’ scheme run in London. Also, to improve water quality and reduce flooding, some water companies pay farmers and landowners to manage upland water catchments in a different way. There is also strong evidence that if properly managed, that some flexible and remote working can improve productivity and reduce transport congestion and energy use.</p> <p>Treat the energy efficiency of existing houses and commercial buildings as an infrastructure scheme</p> <p>Despite several ‘false starts’ the economic and innovation opportunities remain around upgrading our housing and building infrastructure to become more energy efficient, weather resilient, and flexible for future demographic and market requirements. Technologies and services continue to develop within this area and whether locally or from outside the UK</p>

No.	Consultation Question	Response
		<p>should be encouraged. One of our local partners SHAP continues to work with industry to develop investment ready schemes. See http://www.shap.uk.com</p> <p>Relook at how flood defence schemes are funded</p> <p>There could be more done to recycling the increase of land value benefiting from new flood defence schemes into subsidising schemes in poorer areas or providing a mechanism to attract private investment in certain high value areas.</p> <p>Include cycling and walking infrastructure investment within the strategy</p> <p>There is often a strong link between competitive places, and the quality of the urban environment, including high levels of cycling and walking. There are also other multiple benefits. The strategy should look to scale up the local infrastructure of walking and cycling around key transport nodes in cities and towns and on the rail network.</p> <p>Include the role of environmental infrastructure within the strategy</p> <p>The Defra 25-year environmental plan is mentioned; however, the role of environmental infrastructure needs to be included within the infrastructure pillar, and a clear commitment provided that infrastructure plans will need to include how they will enhance 'natural capital' and the local economic, social and environmental benefits it will provide.</p> <p>Additional useful documents</p> <p>Role of Green Infrastructure in the West Midlands and LEPs and Local Nature Partnerships</p> <p>http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/SWM-Community-Green-Infrastructure-Report-sept13-FINAL.pdf</p>
16	How can local infrastructure needs be incorporated within	Reintroduce some form of regional planning

No.	Consultation Question	Response
	national UK infrastructure policy most effectively?	The development of capacity to plan and implement national infrastructure is to be welcomed. However, to provide a link with local priorities some form of regional planning needs to be reintroduced to provide the link between local and national priorities and part of metro mayors responsibilities. For example, in the same way London has developed an infrastructure plan, the other city regions need to produce a similar plan linked to their devolved powers, including spatial planning.
Pillar 4: Supporting businesses to start and grow		
	General comments	<p>Welcomed focus on scaling up and growing existing businesses.</p> <p>Not clear on how the role of social enterprise and not-for-profit companies and charities fit within the strategy in terms of 'start up' and 'growing'.</p> <p>Not clear on how the proposed links to executive pay and long term growth will consider social and environmental indicators?</p>
22	What are the barriers faced by those businesses that have the potential to scale-up and achieve greater growth, and how can we address these barriers? Where are there outstanding examples of business networks for fast growing firms which we could learn from or spread?	<p>SWM has benefitted from focused business support programmes with a mixture of peer support and outside expertise, such as the Aston University and Goldman Sachs 10,000 Small Business Programme.</p> <p>Grow local green business club networks We also develop, coordinate, and support a range of local green business clubs which encourage a high degree of business to business support which help businesses to grow. See http://www.sustainabilitywestmidlands.org.uk/networks/cross-sector-green-business-clubs-network/</p> <p>Set out role of social enterprise and not-for-private profit sector within strategy Although the aims of this sector are different, the reality is they operate in a very similar way as many businesses in terms of having to win and retain customers, develop surplus, employ staff, and develop supply chains. It would be helpful if their role was recognised within the mainstream business support strategy.</p>
Pillar 5: Improving Procurement		

No.	Consultation Question	Response
	General comments	<p>Welcomed strong recognition of the role of public and private sector procurement and supply chains in driving innovation and addressing regional disparities.</p> <p>However, it is unclear on how procurement can also be used to support other sectors by driving energy, waste, and environmental standards.</p>
23	Are there further steps that the government can take to support innovation through public procurement?	<p>Use future challenges to drive innovation within procurement and supply chains</p> <p>Our partner Birmingham Science City is submitting more detailed local examples around this question. In our experience by using ‘future tools’ to set out a near market challenge, linked to research support, and a limited guarantee market for the initial product, helps to drive innovation. This approach by Birmingham City Council for a procurement challenge for recycled paper of a set quality and price over 20 years ago, helped create the market place and products we use today. Our other larger business members often set supply chain challenges to get a group of their suppliers to work together on a solution.</p>
24	What further steps can be taken to use public procurement to drive the industrial strategy in areas where government is the main client, such as healthcare and defence? Do we have the right institutions and policies in place in these sectors to exploit government’s purchasing power to drive economic growth?	<p>Extend social value act to include weighting for geographical areas of high unemployment</p> <p>Relook at social value for national public sector and private sector suppliers to score higher in competitive bidding if providing jobs/work in key geographical areas around the UK of high unemployment.</p> <p>Identify key product areas within public procurement that can support other sectors such as energy, waste, and skills and implement through a series of model policies.</p> <p>In our experience the best way to deliver results through procurement is to be as targeted as possible by identifying the potential of category areas, whether additional criteria will deliver added value and impact, and then support via model policies and scoring criteria. Local successful examples of this approach in the West Midlands includes skills, vehicles, buildings and ICT.</p> <p>Change the role of large public sector organisations ‘head of procurement to head of supply chain’</p>

No.	Consultation Question	Response
		<p>There needs to be cultural change within the public sector to continue to strive for long-term value and competition, but also to build longer-term relationships with suppliers to help them work together on key issues and challenges. This is happening within some public-sector organisations, but it isn't yet common practice, and public sector cuts is putting more pressure on these roles. Successful large companies often manage to get the balance of driving productivity and competition whilst growing longer-term relationships with the supply chain. Our suggested name change for public sector procurement specialists will not solve all their challenges, but it is an important signal about the cultural change required.</p> <p>Additional useful documents</p> <p>Clauses around construction for local training and skills http://www.sustainabilitywestmidlands.org.uk/resources/summary-guide-to-the-west-midlands-procurement-framework-for-jobs-and-skills/</p> <p>Low carbon buildings, vehicles, ICT, catering http://www.sustainabilitywestmidlands.org.uk/resources/west-midlands-low-carbon-and-emissions-vehicles-procurement-guidance/</p> <p>http://www.sustainabilitywestmidlands.org.uk/resources/low-carbon-procurement-guides/</p>
Pillar 6: Encouraging trade and inward investment		
	General comments	<p>Welcome a more joined up approach for inward investment and regional regeneration investment opportunities, and the type of impact required.</p> <p>Strong emphasis on defence, but little on energy and other low carbon strengths.</p>
26	What can we learn from other countries to improve our support for inward investment and how we measure its success? Should we put more emphasis on	<p>Align our Inward Investment strategy with regional strengths such as low carbon energy.</p> <p>This is already occurring within the West Midlands. SWM worked with the Foreign Office and BEIS to represent the Midlands Engine with the Government and Northern Powerhouse, on a trade mission to Japan. However, the links with regional strengths and our national inward investment strategy could be strengthened.</p>

No.	Consultation Question	Response
	measuring the impact of Foreign Direct Investment (FDI) on growth?	We could anchor foreign investment more through providing strong local networks with other companies, links with universities, and innovative local policy and procurement to reward local employment and research, and provide access to new local markets and places to test out new products. Also by providing independent expert sector and networking bodies within the regions this can help inward investment teams. For example, SWM often works with inward investment teams to provide our independent view for potential low carbon investors on local opportunities, strength of local networks, and relevant contacts and barriers to help provide an informed picture of the local market conditions.
Pillar 7: Delivering affordable energy and clean growth		
	General comments	<p>Recognises key role of UK low carbon energy sector to export to global market and the importance of longer term certainty created by Climate Change Act, the need for an emissions reduction plan, and role of promoting local expertise in cars, energy networks and storage.</p> <p>Some mention of role and potential of energy and resource efficiency, but little detail.</p>
27	What are the most important steps the government should take to limit energy costs over the long-term?	<p>Continue to provide longer-term certainty around our carbon reduction and energy plans to help develop the solutions that will provide our long-term cost effective, low carbon, clean air and secure energy supply.</p> <p>We would argue that it isn't just about energy costs being 'affordable' in the short-term, but a longer-term approach. Especially as initial investment in sometimes costly technologies may be required to secure our future energy supply without reliance on fossil fuels.</p> <p>There is no mention of air quality in this strategy and the steps that industry will need to take to address this issue, and minimise the significant impacts on health and environment.</p> <p>It will be important to address the impact that Brexit may have on environmental legislation which has been a driving force in the development of many clean energy technologies. Will the UK provide a similar legislation framework to drive energy progress and innovation?</p> <p>There needs to be a continued commitment to longer term carbon budget and targets set by Climate Act and then follow through for investors by providing certainty around a pipeline of solutions to decarbonize electricity, use heat, generate locally, and reduce demand.</p>

No.	Consultation Question	Response
28	<p>How can we move towards a position in which energy is supplied by competitive markets without the requirement for on-going subsidy?</p>	<p>Continue to use market mechanisms to create and drive low carbon energy markets until they are operating without the need for subsidy.</p> <p>The UK is already seeing rapidly falling costs of solar, wind, and storage technology through a range of regulation and policy initiatives. Although in some cases the speed of the phase out of some schemes, such as the solar feed in tariff, have been problematic, in others such as off-shore wind the scale of the market and innovation has rapidly led to a reduction in subsidy.</p> <p>Other countries, such as Japan, or other sectors in the UK, such as automotive, appear to have a better track record of encouraging joint Government and industry investment in the testing and development of new technologies, then the phased roll-out to help create a functioning market. Initiatives such as the Energy Systems Catapult will begin to help this model, but more needs to be done to accelerate this model and process.</p> <p>Accelerate the growth of local energy networks by devolving the work of the Heat network unit</p> <p>The introduction of stronger local suppliers, through the expansion of local energy networks around clusters of high energy using companies and users, should be accelerated. For example, SWM has successfully supported a number of partners to identify, secure, procure and implement Combined Heat and Power networks.</p> <p>To accelerate the uptake of these networks further, some form of devolution of some of the resources and functions of the BEIS Heat network unit would be welcomed to city-regions to help drive the pipeline of local projects and partners.</p> <p>Useful additional information SWM support programme and procurement guide on local energy networks and case studies</p> <p>http://www.sustainabilitywestmidlands.org.uk/our-projects/low-carbon-energy-networks-support-programme/</p> <p>http://www.sustainabilitywestmidlands.org.uk/resources/implementation-steps-to-large-scale-district-heating/</p>

No.	Consultation Question	Response
29	<p>How can government, business and researchers work together to develop the competitive opportunities from innovation in energy and our existing industrial strengths?</p>	<p>Support the creation of independent regional energy partnerships – such as Energy Capital in the West Midlands</p> <p>There has been a long history of regional energy offices and strategies. However, as they have often never been independent partnerships they have been short-lived initiatives dependent on the survival of the host organisation or a funding stream. The Government should encourage the creation of local energy partnerships and networks centred around the new city-regions to help promote, test and driver energy solutions with local businesses, councils, communities and universities. The Government could then coordinate this network to ensure rapid sharing of good practice and skills.</p> <p>SWM and other partners in the West Midlands have recently launched such a local initiative which could act as a model for others, called Energy Capital.</p> <p><i>Additional useful documents</i></p> <p>Energy Capital</p> <p>http://www.energycapital.org.uk</p>
30	<p>How can government support businesses in realising cost savings through greater resource and energy efficiency?</p>	<p>Continuous drive on energy and resource efficiency linked to productivity gains, mainstreamed in business support, local business good practice clubs, and requirements for Government supported business quality marks and procurement.</p> <p>There is a long history of energy and resource efficiency drive productivity gains and innovation in UK business and organisations. The problem remains in how to keep the momentum and pressure on promoting good practice. One of the ways of achieving this is to build into mainstream business support programmes putting the emphasis on the productivity gains first and the environmental benefits as secondary. We find local business clubs and networks, awards and site visits as a highly effective way to drive good practice. For example, SWM partners such Ricoh and Denso often help to provide site visits and presentations to local business clubs or supply chain events. While the Government can also drive the update through the appropriate requirement of energy and resource efficiency systems, standards and improvements through any award schemes, quality management marks they support or through public sector procurement criteria.</p> <p>Additional useful information</p>

No.	Consultation Question	Response
		<p>SWM Energy, resources and business club good practice networks</p> <p>http://www.sustainabilitywestmidlands.org.uk/networks/west-midlands-public-sector-sustainability-energy-network/</p> <p>http://www.sustainabilitywestmidlands.org.uk/networks/cross-sector-green-business-clubs-network/</p>
Pillar 8: Cultivating world-leading sectors		
	General comments	<p>Recognition of role of Government in helping established sectors with strong leadership share investment and support for research e.g. low carbon vehicles and aerospace, and potential for future ‘sector deals’.</p> <p>However little recognition of how Government will encourage and seek voices of new businesses and sectors, or the previously failed attempts in the energy and building sector through agreed then changed standards and legislation and support.</p>
31	<p>How can the government and industry help sectors come together to identify the opportunities for a ‘sector deal’ to address - especially where industries are fragmented or not well defined?</p>	<p>Explore potential geographical basis for some ‘sector deals’ e.g. energy sector within the West Midlands</p> <p>In terms of providing a voice for fragmented sectors with growth potential, it is worth exploring to see if a geographical cluster or network of that sector could provide the starting point for the leadership required, rather than gathering a dispersed sector nationally. The West Midlands could provide that opportunity with the emerging Energy Capital initiative and the desire to test new regulatory policy measures locally in ‘Energy Innovation Zones’.</p> <p>There are also lessons from the West Midlands waste infrastructure strategy approach. This include a diverse sector steering group with an independent chair person, then a work programme to open up the local waste and resource reuse market to new players through the creation of award winning open source waste data tools and grants to help smaller companies innovate and get into the local market or supply chain.</p> <p><i>Additional useful documents</i></p> <p>Energy Systems Capital http://www.energycapital.org.uk</p>

No.	Consultation Question	Response
		<p>West Midlands Waste Infrastructure Plan</p> <p>http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/AWM-Landfill-Diversion-vFinal.pdf</p>
Pillar 9: Driving growth across the whole country		
	General comments	<p>Recognition of a national strategy to tackle regional disparities in the UK.</p> <p>Not clear why devolved nations have access to a Ministerial Forum, but not English city-regions.</p> <p>No replacement suggested for EU development funds that were focused on rebalancing.</p> <p>No recognition that the lack of regional strategic planning, and the role of overlapping and competing initiatives such as, LEPs, metro-mayors, Northern Powerhouse and Midlands Engine needs to be addressed.</p>
34	Do you agree the principles set out in this section are the right ones? If not what is missing?	Our answers to this are set out in question 4 on the general approach of the strategy
Pillar 10: Driving growth across the whole country		
	General comments	<p>Recognition of stability, consistency, long-term, local networks and clusters, and devolution in other successful countries industrial strategies.</p> <p>Relocation of Government offices to support local economic growth. However previous attempts over the decades have met with resistance from London.</p> <p>Desire to use combined authorities to have more control over transport, skills and economic development, but it is not clear how rural areas or those not covered by these authorities will be helped.</p>

No.	Consultation Question	Response
36	Recognising the need for local initiative and leadership, how should we best work with local areas to create and strengthen key local institutions?	Our answers to this are set out in question 4 on the general approach of the strategy

ANNEX 2: High level sustainability review of the UK Industrial Strategy

UK Industrial Strategy Consultation (Jan 2017)	West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes +, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities							Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities	
	Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills	Procurement - Public sector sustainable procurement to stimulate innovation and save costs	Waste - Infrastructure for diverting commercial and industrial waste from landfill	Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency	Transport - Improved low carbon transport choices – flexible working, cycling, walking	Energy - Decentralised energy networks focused on regeneration areas	Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces	Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic	
Pillar 1: Investing in science, research and innovation	?	+++			+	+++			<p>Recognised focus on the role procurement can take in stimulating innovation. Importance of investing in low carbon strengths such as cars and energy production and storage.</p> <p>Recognition of important role of many SWM partners such as businesses, universities, and Innovate UK.</p>

UK Industrial Strategy Consultation (Jan 2017)	West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes +, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities							Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities	
	Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills	Procurement - Public sector sustainable procurement to stimulate innovation and save costs	Waste - Infrastructure for diverting commercial and industrial waste from landfill	Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency	Transport - Improved low carbon transport choices – flexible working, cycling, walking	Energy - Decentralised energy networks focused on regeneration areas	Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces	Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic	
Pillar 2: Developing skills	+++							?	Very little said about how these initiatives will be coordinated locally and the role of independent network bodies such as the Science City Alliance. Recognition of importance of science and technical skills required by our businesses and to build a low carbon economy, and address local and regional disparities. Unclear on how some higher-level leadership skills, and ability for multi-disciplinary working required by sustainability will be addressed.

UK Industrial Strategy Consultation (Jan 2017)	West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes +, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities							Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities	
Pillar 3: Upgrading infrastructure	Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills	Procurement - Public sector sustainable procurement to stimulate innovation and save costs	Waste - Infrastructure for diverting commercial and industrial waste from landfill	Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency	Transport - Improved low carbon transport choices – flexible working, cycling, walking	Energy - Decentralised energy networks focused on regeneration areas	Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces	Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic	Recognised role for using infrastructure spending to rebalance regional and local economies and need for better local and regional coordination. Role of broadband and autonomous vehicles. No mention of flexible working, cycling and walking infrastructure contribution to resilient economic growth. No mention of role of the environment as key infrastructure asset in terms of improving image,
				..?	+..?		..?		

UK Industrial Strategy Consultation (Jan 2017)	West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes +, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities							Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities	
	Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills	Procurement - Public sector sustainable procurement to stimulate innovation and save costs	Waste - Infrastructure for diverting commercial and industrial waste from landfill	Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency	Transport - Improved low carbon transport choices – flexible working, cycling, walking	Energy - Decentralised energy networks focused on regeneration areas	Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces	Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic	competitiveness, and health of area. Or concern that flood defence spending is potentially not enough and driven by economic value of land protected, thus reinforcing regional disparities. Or the role of energy efficiency for new and existing building programmes.
Pillar 4: Supporting businesses to start and grow	?						?	Not clear on how the role of social enterprise and not-for-profit companies and charities fit within the strategy in terms of 'start up' and 'growing'.	

UK Industrial Strategy Consultation (Jan 2017)	West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes +, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities								Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities
	Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills	Procurement - Public sector sustainable procurement to stimulate innovation and save costs	Waste - Infrastructure for diverting commercial and industrial waste from landfill	Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency	Transport - Improved low carbon transport choices – flexible working, cycling, walking	Energy - Decentralised energy networks focused on regeneration areas	Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces	Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic	
									Not clear on how the proposed links to executive pay and long term growth will consider social and environmental indicators?
Pillar 5: Improving procurement	?	+++	?	?		?	?	?	Strong recognition of the role of public and private sector procurement and supply chains in driving innovation and addressing regional disparities. However, it is unclear on how procurement can also be used to support other sectors by driving energy, waste, and environmental standards.
Pillar 6: Encouraging trade and inward investment	?								Recognize a more joined up approach for inward investment and regional regeneration investment

UK Industrial Strategy Consultation (Jan 2017)	West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes +, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities							Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities	
	Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills	Procurement - Public sector sustainable procurement to stimulate innovation and save costs	Waste - Infrastructure for diverting commercial and industrial waste from landfill	Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency	Transport - Improved low carbon transport choices – flexible working, cycling, walking	Energy - Decentralised energy networks focused on regeneration areas	Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces	Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic	
									opportunities, and the type of impact required. Strong emphasis on defence, but little on energy and other low carbon strengths.
Pillar 7: Delivering affordable energy and clean growth	+++		+	+		+++			Recognises key role of UK low carbon energy sector to export to global market and the importance of longer term certainty created by Climate Change Act, the need for an emissions reduction plan, and role of promoting local expertise in cars, energy networks and storage. Some mention of role and potential of energy and

UK Industrial Strategy Consultation (Jan 2017)	West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes +, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities							Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities	
	Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills	Procurement - Public sector sustainable procurement to stimulate innovation and save costs	Waste - Infrastructure for diverting commercial and industrial waste from landfill	Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency	Transport - Improved low carbon transport choices – flexible working, cycling, walking	Energy - Decentralised energy networks focused on regeneration areas	Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces	Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic	
									resource efficiency, but little detail.
Pillar 8: Cultivating world-leading sectors	+?			?		?		?	Recognition of role of Government in helping established sectors with strong leadership share investment and support for research e.g. low carbon vehicles and aerospace, and potential for future 'sector deals' However little recognition where of how Government will encourage and seek voices of new businesses and sectors, or the failed attempts in the energy and building sector through agreed then changed standards and legislation and support.

<p>UK Industrial Strategy Consultation (Jan 2017)</p>	<p>West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes</p> <p>+, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities</p>							<p>Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities</p>	
<p>Pillar 9: Driving growth across the whole country</p>	<p>Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills</p>	<p>Procurement - Public sector sustainable procurement to stimulate innovation and save costs</p>	<p>Waste - Infrastructure for diverting commercial and industrial waste from landfill</p>	<p>Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency</p>	<p>Transport - Improved low carbon transport choices – flexible working, cycling, walking</p>	<p>Energy - Decentralised energy networks focused on regeneration areas</p>	<p>Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces</p>	<p>Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic</p>	<p>Recognition of a national strategy to tackle regional disparities in the UK.</p> <p>Not clear why devolved nations have access to a Ministerial Forum, but not English city-regions.</p> <p>No replacement suggested for EU development funds that were focused on rebalancing.</p> <p>No recognition that the lack of regional strategic planning, and the role of overlapping and competing initiatives such as, LEPs, metro-mayors, Northern Powerhouse and Midlands Engine needs to be addressed.</p>

<p>UK Industrial Strategy Consultation (Jan 2017)</p>	<p>West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes</p> <p>+, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities</p>							<p>Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities</p>	
<p>Pillar 10: Creating the right institutions to bring together sectors and places</p>	<p>Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills</p>	<p>Procurement - Public sector sustainable procurement to stimulate innovation and save costs</p>	<p>Waste - Infrastructure for diverting commercial and industrial waste from landfill</p>	<p>Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency</p>	<p>Transport - Improved low carbon transport choices – flexible working, cycling, walking</p>	<p>Energy - Decentralised energy networks focused on regeneration areas</p>	<p>Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces</p>	<p>Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic</p>	<p>Recognition of stability, consistency, long-term, local networks and clusters, and devolution in other successful countries industrial strategies.</p> <p>Relocation of Government offices to support local economic growth. However previous attempts over the decades have met with resistance from London.</p> <p>Desire to use combined authorities to have more control over transport, skills and economic development, but it is not clear how rural areas or those not covered by</p>

<p>UK Industrial Strategy Consultation (Jan 2017)</p>	<p>West Midlands Roadmap to a Sustainable Future in 2020 - Sustainability Priorities Sub-regional, cross-sector and boundary activity that will deliver the most effective contribution to productivity, carbon reduction, and health inequality outcomes</p> <p>+, ++, +++ = <i>Indicative</i> potential positive contribution of the powers and activities of the WMCA to the Sustainability Priorities</p>							<p>Overall comment on potential contribution of the powers and activities of the UK Industrial Strategy to the WM Sustainability Priorities</p>	
	<p>Jobs - Development and coordination of initiatives to stimulate low carbon jobs and skills</p>	<p>Procurement - Public sector sustainable procurement to stimulate innovation and save costs</p>	<p>Waste - Infrastructure for diverting commercial and industrial waste from landfill</p>	<p>Buildings - Retrofitting existing housing stock and buildings to improve energy efficiency</p>	<p>Transport - Improved low carbon transport choices – flexible working, cycling, walking</p>	<p>Energy - Decentralised energy networks focused on regeneration areas</p>	<p>Environment - Environmental infrastructure to enhance water supply, flood defences and green spaces</p>	<p>Leadership and perception change – civic and corporate leaders showing that work and lifestyle changes are desirable and realistic</p>	
									<p>these authorities will be helped.</p>