
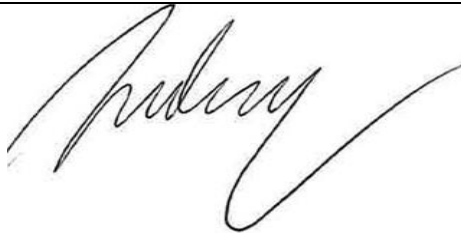




Local Action Plan

Part I: General Information

Project: Compete In		Partner Organisation: Leeds Beckett University	
Country: United Kingdom	NUTS2 region: UKE4	Other Partner Organisations involved: Wakefield Council; Leeds City Region Local Enterprise Partnership	
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Signatories: *This Local Action Plan is not contractually or legally binding, and does not constitute a financial contract. It's key objective is to shape and inform the future regional industrial strategy.*

Managing Authority Signature: Henry Rigg, Leeds City Region LEP & WYCA 	
Date:	
Project Partner Signature: Andrew Marran, Enterprise & Commercialisation Manager, Leeds Beckett University 	
Date:	

Part II: Policy Context

The Action Plan aims to impact: **INVESTMENT FOR GROWTH AND JOBS PROGRAMME**

Name of Policy Instrument addressed: Priority 1: Unlocking the Growth Potential of Businesses in Key Economic Sectors – ESIF Strategy 2014 - 2020

Leeds Beckett University is a project partner responsible alongside other stakeholders, including Wakefield Council, within the NUTS2 UKE4 area in the region for the strategic and operational planning of the policy instrument.

Leeds City Region Local Enterprise Partnership is the ultimate partnership management agency for the ESIF for the NUTS2 UKE4 region. It is a constitutive partnership composed of universities, local authority and other agencies from across the region.

The focus in this LAP will be the improvement and influence of implementation and delivery of ESIF project activity that support SME orientation to growth, innovation and internationalisation and especially by encouraging smaller (and micro-SMEs) businesses to make internationalisation a key element of their growth plans. Typically, smaller SMEs are guided and supported to grow to a larger scale before considering internationalising.

The LAP will address the Policy Instrument by implementing different strands of support aimed to encourage internationalisation activity by SMEs.

Part III: LOCAL ACTION PLAN

I. Abstract and key words

Under the ESIF priority of Unlocking the Growth Potential of Businesses in Key Economic Sectors the Leeds City Region Local Enterprise Partnership is working with partners (including Leeds Beckett University and Wakefield Council) to make the Leeds City Region a better place for enterprise at all stages of the business life cycle - from start-up to growth and innovation. Thus, the priority concentrates on tackling weaknesses in the regional economy in respect of increasing the number of new businesses formed and on enhancing SMEs' productivity, innovation effort and growth potential.

Thus the priority has a series of sub-measures or programme activities notably: Programme Activity 1.1 (business innovation) and 1.4 (business growth and enterprise hubs). These have particular relevance for Leeds Beckett University's LAP.

The focus will be influencing implementation and delivery on the development and support of SMEs to orient them to growth, innovation and internationalisation. The findings of the International Best Practice Review and the Enabling Factors Report indicate the association of and commitment to innovation and internationalisation as critical components of long-run success for SMEs seeking to grow.

Accordingly this LAP seeks to add the insights, methodological tools and approaches integral to two good practices (TRIIP from Gavle, Sweden and VIT Empreunde, Valencia, Spain) to embed a more thorough-going practice stimulating internationalisation and innovation aimed at SMEs.

II. Background of Local Action Plan and Challenges

Involvement in the Compete In project was to learn from good practices in enhancing internationalisation, both in terms of FDI and for SMEs' export performance for the Wakefield district economy. This NUTS 3 region has a wealth of locational assets (especially in terms of logistic performance) and developable spaces for inward investments which has seen some notable major successes in recent years.

However, these investments have not been in knowledge-intensive sectors or activities that match SMART specialisation priorities and value-added. There has been a recognition at the NUTS 3 and NUTS 2 level amongst policy makers that improving performance in FDI requires improvement of the regional innovation system and particularly to strengthen relationships within the region's research capacity and the business sector. This is borne out by the IBPR, EFR and emphasised in Policy Recommendations report.

Regional/City context and definition of the initial problem/policy challenge

The ESIF Strategy 2014-2020 identifies the following headline weaknesses within the NUTS 2 geography and which were to be addressed within the calls and measures supported by the Operational Programme:

- “The productivity of our businesses is too low – we do not export and innovate enough, we have low levels of inward investment, and we do not make the best use of valuable resources such as energy, waste streams and materials.”
- “We have fewer fast-growing businesses than we should have, and also a low overall business birth rate.”
- “The skill levels of our workforce are not good enough - they have been improving but not as fast as most other parts of the country.”

Weaknesses within the NUTS3 area of Wakefield in terms of enterprise performance indicators are even more pronounced; there are weaker business formation and survival rates, weaker skills and weaker performance in innovation efforts.

Wakefield's innovation gap is evidenced by a low take up of R&D credits and few links with higher education establishments. These indicate weakness in SMEs' capability to innovate and access sources of new technical knowledge. Wakefield region's SMEs tend to trade intra-regionally and have a relatively weak culture of international exporting. Trading internationally requires productivity, innovation, know-how and managerial proficiencies that are not as strong in Wakefield or the wider regional economy.

Thus the main objective for the key stakeholders and partners in the Compete IN project is to learn from other regions which have successfully developed initiatives supporting and improving SMEs' ability to internationalise.

Key Features of the TRIIP & VIT Empreende Good Practices relevant to Wakefield:

The LAP draws on the lessons from TRIIP and VIT Empreende good practices, described as follows:

VIT EMPRENDE

VIT Empreende is Valencia's network of innovative entrepreneurs that the City Council launched via Fundació Las Naves València.

- Programme of systemic action and development on broad fronts: mentoring events and networks, access to flexible capital and talent and self organised by the businesses.
- Its members have the chance to share knowledge, collaborate in R&D activities, transfer technology, go international and create synergies by networking with prominent bodies in the field of Valencian entrepreneurship.
- This best practice relates to regional and international partnerships.

- Budget: 60,000 euros annually
- Competitive talent and ease in building teams. Easy access to training for entrepreneurs. Players that participate and are willing to collaborate. Events and activities that give visibility to projects, connect entrepreneurs with the city's industry and foster networking. Mentors and leaders who share their knowledge. An emerging ecosystem with access to investment through its accelerators. An environment that generates and disseminates innovation. 500 Startups. 7 accelerators. 15 Ventures Capital. 40 co working spaces. A network of 2,500 stakeholders.

TRIPP

The TRIIP-project (The Regional Innovation Internationalization Project) targets micro-enterprises, innovators and entrepreneurs with ideas, products or services with the potential to be developed and established internationally.

- Participating companies get help to analyse their export and import venture and the project also provides network and contacts to various international markets.
- The TRIIP-project will involve at least 60 companies in the process and has the objective that 20 companies should go through the whole process. The project will also develop a model for the internationalization of micro-companies that others can use when the project is finished.
- The budget is 20 million SEK (approximately 2 million €) and is funded by the European Regional Development Fund (co-financing 50%).

Cost of participation

- There is no cost to apply and to participate in the self-evaluation process.
- For companies that get further and are accepted into the programme/qualify for support will pay a fee of 5000 SEK plus VAT (approximately 500 € plus VAT).
- This fee is considered as a financial support for the project and enables the company to
 - participate in workshops
 - travel internationally for participation in business meetings and matchmaking events
 - participate in seminars and coaching

How does it work?

An important part of the TRIIP process is delivered through workshops and seminars. Experienced coaches will lead the participants through a self-evaluation process, where the companies themselves assess their own maturity and capacity to manage an international launch.

- Activities offered by the project:
 - Business ideas and innovation development
 - Strategic market planning
 - Branding
 - Product and service packaging
 - Communication development
 - Two field trips to identified markets

Interesting issues and results of Transfer Workshops useful for LAP

The transfer of the TRIIP and VIT Emprede GPs to Wakefield will enhance the development of the methodology by making the internationalisation process an integral part for particular start-ups. The VIT Emprede mechanism could develop sectoral or thematic initiatives as part of a broader initiative to build up an internationalisation and innovation ecosystem.

In Wakefield the latter could focus on stimulating digital and creative businesses to network using the Wakefield Bondholder Scheme as facilitator and accessing space and support within the Leeds Beckett University Business Centre linking into the university graduate and undergraduate pool as a way to leverage talent into the pool of businesses.

In short, the learning and transfer process of good ideas, experiences and excellence is not just specific to or anterior of the Transfer Workshops structures.

III. Local Action Plan: objectives and stakeholders

1. Objectives

Overall priorities include:

- Enrich the local enterprise ecology by providing support such as business centres, hubs, network events, peer-to-peer support to deliver a diversified enterprise culture and ecosystem that is self-sustaining and adaptive.
- Create an environment rich in support through networks, mentoring, talent fixing and access to capital (formal and informal)

The cross-cutting themes being addressed are essentially the intersection of internationalisation and innovation performance.

At the macro level of the region the policy evidence is that:

- regions that perform well on innovation have strong exporting sectors as well as being able to successfully attract and integrate higher value-added FDI.
- SMEs will be assisted to deepen their competitive strengths by investing in internal capacity (productive capital, technical and managerial skills, innovation effort, process improvements, additional workers) and a growth oriented strategy.
- The enterprise and innovation ecosystem that surrounds the SME is of critical importance: the lessons from the specific Compete In good practices transfers and the project as a whole is of strengthening regions as part of the process of strengthening individual firms.

The target areas being addressed:

1. Local and regional delivery partners involved in supporting SMEs internationalisation and innovation efforts
2. Growth-focussed SMEs, especially smaller and micro-SMEs.
3. Working with current Leeds City Region European Structural and Investment Fund Strategy 2014–2020 projects such as Ad:Venture and Access Innovation
4. Enterprise hubs that are part of the delivery of assisting SMEs focused on growth to look to innovation as a competitive strength and to external markets as the source for increasing turnover and profitability.

2. Stakeholders

The project delivery has the sustained input and involvement of very experienced business personnel and experts. The LSG is composed of experienced entrepreneurs, exporters and innovators with a strong knowledge of Wakefield-based projects as well as broader business support agendas within the region and direct business experience in internationalisation and innovation. The experts from project partners' territories are complementing and amplifying the input of the LSG members.

- Leeds Beckett University project team
- Leeds City Region Local Enterprise Partnership
- Wakefield Council
- Wakefield College
- Local Stakeholder Group (see Appendix 1)
- Ad:Venture, Access Innovation and other ESIF supported project staff
- **Policy Advice, consultation and activity planning:** Leeds City Region Local Enterprise Partnership, Wakefield Council, Wakefield College, Department of International Trade, and the Compete In Local Stakeholder Group;

- **Multipliers, advocates, catalysts:** Leeds City Region Local Enterprise Partnership, Wakefield Council, Wakefield College, Institute of Directors, Department of International Trade, Innovate UK and the Local Stakeholder Group;
- **Quality Assurance and feedback:** Local Stakeholder Group and Compete In Project Partners and notably Gävle and Valencia colleagues.
- **Delivery Agent:** Leeds Beckett University.

In this the LCR LEP represents the most important actor, policy gate keeper and leader, who will ultimately sign off the Local Action Plan along with Leeds Beckett University. As the main partnership body for the region it is essentially the key body which all the other parties participate in and contribute to. The LCR LEP also feeds into wider regional and government consultative structures.

At an international level there will be continuing contact with colleagues from TRIIP, Gavle and VIT Emprende, Valencia to consult as operational practitioners.

Finally, the composition of the LSG includes a number of the SMEs in the local area have considerable practical experience of internationalisation and innovation. The leaders of these SMEs have provided advice and practical expertise in the LSG meetings and at the Transfer Workshops and will provide a very useful adjunct and input to the mentoring process that is a central theme of the TRIIP good practice.

IV: Local Action Plan: ACTIONS

Action 1	Identify and utilise an online platform for SME businesses to network, share information, access information to increase sales and grow through internationalisation actions.	
Description	<p>A suitable monitoring tool or platform will be identified by a LSG user group – similar to the tool outlined in the TRIIP best practice model.</p> <p>The user group will:</p> <ul style="list-style-type: none"> • Identify what helpful technology is already out there for SMEs. • Shape the adoption of the tool to overcome potential challenges of use, barriers, terminology • Raise awareness of the tool to develop regional SMEs’ best practices • Provide support and monitor impact • Produce case studies <p>Ultimately this online platform will increase SME participation rates in internationalisation. Giving businesses a tool which allows easier access to support and mentoring methodologies which already exist in our region will unlock their growth potential.</p> <p>Leeds Beckett will involve our LEP representatives by proving the relevance of an IT the policy instrument “Unlocking the Growth Potential of Businesses in Key Economic Sectors”. This relevance will positively impact the Investment for Growth and Jobs programme.</p>	
Target audience	SMEs who currently are unsure how to access advice, mentoring, business support and need to find out what opportunities are available – typically < 3 years / start-ups.	
Delivery Timeframe	Semester 7 -9 of Phase 2.	
Challenges	<p>Harnessing the large amount of information into a useable platform for our SMEs. Mitigated by pursuing a simpler solution which will meet the most pressing needs 1st.</p> <p>The idea is not to re-invent a tool, but encourage and facilitate access to existing tools, and monitor the positive impact on SMEs.</p>	
Funding	No additional external funding for this action. A combination of academic expertise, student project to implement the action and existing project resources, along with use of the local stakeholder group to implement.	
Delivery Team	LSG User group and selected local SMEs. Also identified 2 ICT experts in this field who are part of our LSG.	
Stakeholders involved	<p>Leeds Beckett project team.</p> <p>LSG</p> <p>Selected Wakefield SMEs (as part of user group)</p>	<p>LCREP representatives for consultation and advice</p> <p>EEN</p> <p>Department of International Trade</p> <p>Lean Landing</p>

What does success look like	<p>Increased participation by SMEs in accessing support and growth opportunities in Wakefield. More SMEs seeking information and mentoring for internationalisation and export. Uptake in networking events by SMEs thanks to availability of information via tool. Uptake in shared information by users. Aim for 50 businesses to access this tool, and 5 businesses to show internationalisation activity</p>
Policy Context	<p>Encouraging SMEs to make internationalisation a key element of their growth plans means exposing SMEs to the opportunities for growth, innovation and export in the Wakefield region. The set up and use of this online tool, monitoring the SMEs usage, feedback and subsequent internationalisation performance, will then be fed back to the LCRLEP in order to prove the positive impact on this policy instrument. The ultimate aim is to provide a more consistent, comprehensive online offering to SMEs and prove the expected increase in their internationalisation impact to the policy makers.</p> <p>Leeds Beckett University as an academic institution is forging a relationship with the policy makers in Leeds City Region, and specifically those at Wakefield Council. There exists significant interest in the work Leeds Beckett are doing with Wakefield Bondholders, Wakefield Council and within the University Business Centre in Wakefield. The implementation of this action, which is the creation of an online tool with the objective of sharing and promoting export and international activity by SMEs, is expected to show increased cohesion and communication between SMEs– a recognised challenge currently in the region. We aim to generate and increase uptake in networking events, shared communication, see more SMEs accessing mentoring and export advice. This will be monitored and fed back to the Leeds City Region policy-makers in order to prove the worth of an online platform and create a concrete plan for future support of this kind for SMEs in the region.</p> <p>No additional funding is required during the implementation phase of the Compete In Project. The implementation of this action will be via academic time (already planned in the phase 2 budget) and use of student projects within the Business School to deliver the online tool. Sign-up of a number of SME businesses to the project will enable them to trial this action and provide feedback.</p>
Applied learning from	<ol style="list-style-type: none"> 1) The TRIPP project uses an on line project management tool to allow each business and the overall project to monitor performance against impact. The visual tool aids commitment to projects and as motivational benefits for each participating business 2) VIT Emprende project uses an online tool for their incubator members to access information and network
Applying policy recommendations from the EFR	<ul style="list-style-type: none"> • PR10 Facilitate and sustain the development of networks of businesses and business support organisations • PR11 Enhance and develop complementary assets and ecosystems that promote added value and innovation efforts • PR13 Stimulate and support institutional engagement and network assets to sustain a culture of learning and open innovation • PR14 Promote a culture of international linkages of openness • PR15 Identify and support innovation amongst SMEs and access to higher education • PR 3 Ensure there is a resilient and modern digital and advanced ICT infrastructure : digitalisation is fundamental enabling technology for all sector and economic activities • PR7 Create mechanism for regional responses to structural challenges and sectorial changes to reshape local competitiveness • PR12 Promote high tech clustering for sectors and supply chains

Action 2	Contribute to the development of strong ecosystem for the region that enables SME to access mentoring and support	
Delivery tasks	<ul style="list-style-type: none"> • Deepen business support to Wakefield SMEs by making expert advice and mentoring available via our business centres and network • These sessions will be facilitated by our academic expert Dr Martina Topic and incorporate information seminars with external experts from regional partners, e.g. DIT, EEN, and others detailed below. • Investigate the presence of ‘export ambassadors’ – partly run by LCRLEP (Jennie Holdstock advise) – combine a mentoring and business development angle • Promote and provide export workshops via the Wakefield Business Week – sponsored by Wakefield Bondholders, aiming to attract a large number of SME interest • Promote Wakefield UBC, an existing hub which provides SMEs with incubation facilities, growth and internationalisation opportunities, and see an increase in the number of SMEs using the services it provides. • Promote existing networking and info seminars at the Wakefield UBC to disseminate mentoring, support and internationalisation opportunities to Wakefield businesses 	
Target audience	<p>Young Ad:Venture businesses</p> <p>Older, more established SMEs</p> <p>Current exporters</p> <p>SMEs at each of these stages could develop as mentors for younger businesses</p>	
Delivery Timeframe	Semester 7-9	
Funding	This action is resourced by using existing project resources, academic experts and using the local stakeholder group. We also aim to target SMEs via our own existing network of Wakefield UBC / Ad:Venture support / Wakefield Council / LSG esp Wakefield Bondholders. No additional external funding will be needed for this action.	
Delivery Team	The Wakefield UBC will develop the ecosystem approach by deepening business support to SMEs, particularly around their capacity to consume and produce innovative products and services for new markets. The input of the Wakefield Bondholder members, a group of over 200 SMEs, will influence the offering of the UBC.	
Stakeholders involved	<p>LSG</p> <p>Project team</p> <p>Young Ad:Venture businesses</p> <p>Older, more established SMEs</p>	<p>Current exporters</p> <p>Angel Investor schemes such as Northern Invest</p> <p>Mentors such as Mark Ridgway who already have a strong presence / network</p> <p>LCREP representatives for consultation and advice</p>
What does success look like	<p>Increase use of Export Ambassadors as mentors for this scheme</p> <p>More SMEs accessing help and gaining positive experience / growth / export activity as a result of this ecosystem</p> <p>Using Wakefield Business Week to encourage SMEs to access the support systems available</p>	

	<p>Using Wakefield Business Week to promote export, innovation and growth opportunities and get the internationalisation conversation flowing.</p> <p>20 businesses attend facilitated sessions, leading to 5 businesses working with Export Ambassadors</p>
Policy Context	<p>Improving the support for SMEs looking to internationalise is a key objective of the policy instrument that this action plan aims to influence. Having a small group of SMEs who access export ambassadors, monitoring their activity and reporting this to the LCRLEP will influence future strategy to offer this type of support more widely. Expert assistance and intervention can help SMEs to overcome obstacles which are inhibiting their export growth.</p> <p>One of the main identified challenges and barriers to growth in the LCREP ESIF 2014 – 2020 is: “We have too few companies that export, while those that already do so sell fewer goods than their counterparts in other parts of the country”</p> <p>This action aims to address that imbalance via the success criteria detailed above, and overcome the barrier and has the potential to directly influence this policy instrument by showing the impact of the implementation of this action to the policy-makers, who will then take these proven best practices into new projects to support SMEs in the Wakefield region (and across the Leeds City Region)</p>
Applied learning from	<ol style="list-style-type: none"> 1. The TRIPP project emphasises mentoring support as a complement to the other tools 2. The VIT Emprede project collaborates with key stakeholders (investors, local authorities, business support, universities) to provide businesses with access to information that can contribute to their growth.
Applying policy recommendations	<ul style="list-style-type: none"> • PR10 Facilitate and sustain the development of networks of businesses and business support organisations • PR11 Enhance and develop complementary assets and ecosystems that promote added value and innovation efforts • PR13 Stimulate and support institutional engagement and network assets to sustain a culture of learning and open innovation • PR14 Promote a culture of international linkages of openness • PR15 Identify and support innovation amongst SMEs and access to higher education • PR 2 Ensuring that there is a readily accessible, strong, modern and resilient infrastructure for the flow of people and goods into and out of the region • PR 9 Provide mentoring and support to SMEs that are looking to diversify market bases

Action 3	Develop a project / mechanism for linking university knowledge and talent to SME businesses	
Delivery tasks	<ul style="list-style-type: none"> • Scope and design a diagnostic to address the skilled resources SMEs need to internationalise successfully, identifying what is preventing them from accessing university knowledge and talent. • Feedback to policy makers via a report on SME business needs and requirements from this action and the impact future policy decisions could make. • Inform businesses about the funded projects available which often will enable access to skilled graduates. • Inform businesses about why university talent is relevant to their businesses • Online diagnostic to put business on the right path to talent and how to access it • Potentially identify student work placement opportunities within SMEs to improve internationalisation and link talent 	
Content of task	<p>Academic to look at the definition of the type of businesses to interview, the type of industry they work in, the size of the SME, and define the number of businesses to include in this action.</p> <p>Leeds Beckett University Business Centres are the ideal starting template due to current involvement in the project, but other universities within the region can also adopt the methodology.</p> <p>It is recognised that Leeds Beckett, offers a wealth of funded projects available to businesses at varying stages of maturity. These include: Ad:Venture, Lean Landing, KTP, BGIP, degree apprenticeships. All these, and more existing projects, have the potential to offer SMEs the skills they need.</p> <p>A potential matchmaking gateway between SMEs and available talent could use the current 'Inspiring Skills Matching' template which matches businesses with schools. Jennie Holdstock (LCR LEP) and LSG can advise</p>	
Target audience	<p>Young Ad:Venture businesses</p> <p>Older, more established SMEs</p> <p>Current exporters</p> <p>Students and Graduates</p>	
Delivery Timeframe	Semester 7-9	
Challenges	There is a perceived lack of knowledge by SMEs about the opportunities on offer. These opportunities can lead to accessing graduate talent in local businesses. The relevance of the university offer needs to be improved for SMEs, so that businesses can take advantage of the excellent offering and gateway to new opportunities.	
Funding	No external funding is needed for this action. This is a promotion of existing offering using existing project resource and local stakeholder expertise. Use existing networks to disseminate information. UBCs already established.	
Delivery Team	Wakefield University Business Centre Wakefield Council LCRLEP	Ad:Venture team Leeds Beckett University Post Award Team Wakefield Bondholders

Stakeholders involved	<p>Wakefield Bondholders LSG Young Ad:Venture businesses</p> <p>Older, more established SMEs Current exporters</p>
What does success look like	<p>Clearer picture of what SMEs requirements, gaps and future needs are.</p> <p>Information disseminated to SMEs about current opportunities and integration within Wakefield region.</p>
Policy Context	<p>Within the LCREP ESIF 2014-2020, one of the main strengths and assets within the region for wealth generation and economic growth is:</p> <p>“The City Region has one of the largest concentrations of higher education institutions in Europe (120,000 HE students in 8 institutions, where 36% of the research is world-class, and a further 10% is world-leading).”</p> <p>However it is recognised that in the Wakefield region there is a problem accessing graduate talent in local businesses. The matchmaking gateway linking SMEs with graduate talent will have positive effects on SME growth and also future internationalisation opportunities. In the Wakefield region the international connectivity and trading links can be positively impacted by links with universities in the city region – this action aims to do more with the resources we have, and show that by investing in these relationships we can ultimately impact the policy instrument.</p> <p>“Though some firms and universities in the City Region have significant links with international trading partners, the City Region economy lacks the international connectivity which is commensurate with its assets. We have not effectively managed to attract new investment to the region and our businesses do not have good enough trade links with the rest of the world” LCREP ESIF 2014 - 2020</p>
Applied learning from	<p>VIT Emprende project provide information on university projects and student and graduate opportunities for SME businesses</p>
Applying policy recommendations	<ul style="list-style-type: none"> • PR10 Facilitate and sustain the development of networks of businesses and business support organisations • PR11 Enhance and develop complementary assets and ecosystems that promote added value and innovation efforts • PR13 Stimulate and support institutional engagement and network assets to sustain a culture of learning and open innovation • PR14 Promote a culture of international linkages of openness • PR15 Identify and support innovation amongst SMEs and access to higher education • PR 2 Ensuring that there is a readily accessible, strong, modern and resilient infrastructure for the flow of people and goods into and out of the region • PR 9 Provide mentoring and support to SME that are looking to diversify market bases • PR4 Ensure there is good access to and the mobilisation of STEM skills to allow SME to develop and adopt innovations as well as attract and anchor FDI • PR5 Identify and support the development and promotion of supply chain linkages with FDI and between local technology based SMEs and the local service economy. • PR6 Ensure there is a soft landing and facilitation spaces for new businesses to the region • PR 8 Showcase quality of life and liveability strengths in the region

In summary, the LAP activities aim to strengthen the region's weak performance in internationalisation and innovation and directly influence and impact on the policy measures and sub-measures within the existing ESIF for the Leeds City Region inclusive of the Wakefield District.

Funding scheme

There are three potential sources of funding: current resources and funds, ESIF/ERDF resources and LCR LEP funding. SME contribution as per the TRIIP methodology might extend co-financing flexibilities.

Appendix 1: Local Stakeholder Group

Organisation	Sector	Forename	Surname
RCP21 CIC	Business services, BID	Mohan	de Silva
RCP21 CIC	Business services, BID	Karen	Harrison
Carmel Harrison PR	PR	Carmel	Harrison
WYCA	Business support	Jennie	Holdstock
Harris Research	Business research	John	Shutt
Spawforth Planning	Master planning	Adrian	Spawforth
Womble Bond Dickinson	Legal	Catherine	Bailey
Joseph Rhodes Ltd	Manufacturing	Mark	Ridgway
Ad:Venture	Business support	Daneile	Moore
Wakefield BID	Business improvement district	Elizabeth	Murphy
Sarcophagus	ICT, business centres	Graham	Howarth
Our Agency	PR and brand marketing	Lanie	Green
Our Agency	PR and brand marketing	Ian	Winterbottom
Leeds Beckett University	Education	Dave	Devins
Leeds Beckett University	Education	Katie	Rigarlsford
Leeds Beckett University	Education	Christine	Robinson
Leeds Beckett University	Education	Natalie	Allen
Leeds Beckett University	Education	Martina	Topic
Economic Development Associates Ltd		Mick	Mckigney
Leeds Beckett University	Education	Rosi	Newman
Leeds Beckett University	Education	Andrew	Marran

Appendix 2: Policy Recommendations

PR1. Provide a systematic and responsive service (benchmarked, monitored and performance managed) to potential investors seeking to come to the region

PR2. Ensuring that there is a readily accessible, strong, modern and resilient infrastructure for the flow of people and goods into and out of the region

PR3. Ensure there is a resilient and modern digital and advanced ICT infrastructure : digitalisation is fundamental enabling technology for all sector and economic activities

PR4. Ensure there is good access to and the mobilisation of STEM skills to allow SME to develop and adopt innovations as well as attract and anchor FDI

PR5. Identify and support the development and promotion of supply chain linkages with FDI and between local technology based SMEs and the local service economy.

PR6. Ensure there is a soft landing and facilitation spaces for new businesses to the region

PR7 Create mechanism for regional responses to structural challenges and sectorial changes to reshape local competitiveness

PR 8 Showcase quality of life and liveability strengths in the region

PR9 Provide mentoring and support to SME that are looking to diversify market bases

PR10 Facilitate and sustain the development of networks of businesses and business support organisations

PR11 Enhance and develop complementary assets and ecosystems that promote added value and innovation efforts

PR12 Promote high tech clustering for sectors and supply chains

PR13 Stimulate and support institutional engagement and network assets to sustain a culture of learning and open innovation

PR14 Promote a culture of international linkages of openness

PR15 Identify and support innovation amongst SMEs and access to higher education