

The background of the slide is a light blue map of a city street grid, showing a dense network of roads and blocks. The map is semi-transparent and serves as a background for the text.

Developing a Local Industrial Strategy for your place

A Metro Dynamics Product

Metro — Dynamics

Why you need a Local Industrial Strategy

The Industrial Strategy White Paper has outlined a process whereby Mayoral Combined Authority areas and LEPs will be asked by Government to prepare Local Industrial Strategies.

Local Industrial Strategies will be:

- Long-term
- Evidence based
- Aligned to the national Industrial Strategy

The first of these strategies will be agreed by March 2019 through deals with Government.

This creates an opportunity and an imperative for MCAs and LEPs. Places that want to strike good deals must be able to quickly develop the crux of a deal and engage with Government to promote this.

MCAs and LEPs that don't do this will not benefit from additional powers, funding and support to tackle important local challenges, and will likely be left to accept 'template' deals that don't really meet the needs of their places.

How Metro Dynamics can help

A successful Local Industrial Strategy requires the following ingredients:

Evidence

A robust LIS must be based on granular evidence about local business, sectoral, place and skills strengths and weaknesses.

Vision

A successful LIS will have a clear sense of what local partners are trying to achieve.

Strategy

Local partners must agree precise areas of focus that support improved outcomes. The strategy process must achieve buy-in.

Governance / Delivery

Local partners must agree how the LIS will be implemented – through effective governance, decision-making, and delivery structures.

Deal

Recognising what Government wants to achieve, and ensuring that the LIS provides a clear rationale for public investment.

A modular approach

We are market leaders in helping places develop effective strategies and deals.

We can support you in any or all of these elements to help you develop a robust LIS.

We understand that all places are starting from different points. If you already have a strong evidence base we can use that as the basis for strategy discussions.

For places that already have a Strategic Economic Plan in place, we can work with you to develop the additional elements needed to create a strong deal.

Evidence

Local Industrial Strategies must be based on robust, granular data about your business base, sectors, skill levels and gaps, and how local places operate.

Successful LISs will go beyond broad sector groupings and instead recognise the local dynamics of specific industries and occupations, and how they are affected by broader trends. In other words, a successful LIS must go beyond the status quo.

The status quo – limited data, limited insights

Broad sectors identified. Some businesses known, but incomplete. Limited insights into broader sectoral dynamics.

Inclusive growth challenges identified. We know where skills levels are weak, but not what skills businesses need.

The Result: Activity and investment loosely targeted. Limited prioritisation within broad thematic objectives.

Digging deeper – granular data for detailed insights

Specific sub-sectors identified along with key businesses. Connecting this to wider sectoral trends and drivers.

Looking at local hiring patterns and infrastructure to understand skills demand and challenges linking people to jobs.

The Result: A focussed approach based on a genuine understanding of what can make the difference locally.

Developing stronger insights

Metro Dynamics has a market leading understanding of how to use data to develop strong insights on local economic challenges and opportunities. We help you go beyond the status quo to answer the questions that are really important to developing a robust LIS.

Typical strategic processes use these types of evidence

We add a range of sources of information to increase robustness and granularity

Types of data	Examples
Publicly available / open data	ONS / Nomis data (e.g. BRES, APS, ASHE, Census, etc.), HCLG data, VOA, HMLR, etc.
Commercial data sources	Commercial data on property / firms, etc.
Spatial analysis	Mapping data at a local resolution to spot geographic patterns and relationships
Scraped data	Scraped web data on firms, job advertisements, research and patents data, etc.
Sectoral / market insights	Sectoral and market analysis to connect local strengths to global opportunities / challenges

Vision & Strategy

Effective deals are not simply marriages of convenience. Good deals recognise shared interests and objectives, and how working together can lead to outsized rewards for all.

We work with you and your partners to **develop consensus around your objectives**, using evidence to demonstrate economic and business linkages that might not be obvious to local leaders.

We are able to support discussions about approach with our **strong understanding of national and international best practice**, and facilitate discussions through **hands-on policy workshops**.

Our **experienced team** is used to working with political and administrative leaders and with business and HE/FE leaders. **We challenge places to be both ambitious and realistic** in order to achieve workable strategies that make a difference.

All of this enables us to help you develop a Local Industrial Strategy which :

- Is concise and accessible
- Has full buy-in from stakeholders and partners
- Is action-oriented: identifying actions and investments, responsibilities, timeframes and target outcomes.

Governance & Delivery

To create meaningful change, and to be a credible partner for a deal with Government, Local Industrial Strategies must help support a fundamental shift in how places work together, deliver projects, and ensure impact.

In practice, this means reviewing and refining:

- How places communicate common goals and identities, and handle areas of disagreement
- How projects are identified, prioritised and delivered.
- Funding and investment models.
- How progress towards the LIS is monitored.

We are experienced at working with places to review Governance and Delivery functions. We understand that these can be challenging conversations and are able to help groups of organisations agree a common position that can provide the basis for a deal with Government.

Developing a deal with Government

To leverage the value of the LIS, places need to develop a deal that provides an appealing investment proposition for Government.

This will involve:

- Early engagement with Government around emerging strategic priorities
- Identifying where local priorities and Government priorities coincide
- Considering how Government funding could be invested to maximum effect and developing the evidence that demonstrates this
- Working up credible local public and private sector contributions that provide the basis for a deal
- Crafting a communications message to Government and private investors that has the backing of local political, business and HE/FE leaders

Metro Dynamics have supported a number of deals between places and Government.

We understand how Government works and how to develop a deal which resonates, and which creates a win-win for local and central Government.

Find out more

About Metro Dynamics

Metro Dynamics provides strategic advice to those leading, growing or investing in local places.

We are experts in economics, finance, investment, policy, and governance.

Our approach is evidence-led, and underpinned by a deep understanding of the dynamics of places.

We are currently working with places around the country to consider how best to implement a Local Industrial Strategy, and support the growth of key sectors. From our offices in London and Manchester we operate across the UK.

To find out more about how Metro Dynamics can help you to develop a Local Industrial Strategy for your economy: **contact our team**



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