Response to Call for Evidence on the Industrial Strategy

Institute of Materials, Minerals and Mining

The Institute of Materials, Minerals & Mining (IOM3) is a professional engineering, environmental and scientific institution, a registered charity and governed by a Royal Charter. IOM3 supports professionals in materials, minerals, mining and associated technical disciplines to be champions of the transition to a low-carbon, resilient and resource efficient society. With around 15,000 members, IOM3 brings together expertise across the full materials cycle. This submission is informed by consultations with our members and provides practical insights into the action needed for a successful Industrial Strategy. The key points of this response are as follows:

- The sourcing, use and management of materials is the foundation of the real economy, underpinning all growth-driving sectors. As such, industrial planning is only as strong as the UK's secure access to materials and their responsible use across our supply chains.
- To achieve the aims of the Industrial Strategy, a strategic and joined-up approach to the materials cycle is required. This may take the form of a sectoral materials plan under the Industrial Strategy, but should ultimately be complimented by a cross-Government, cross-economy national materials strategy.
- The Government should prioritise the transition to a circular economy and the decarbonisation of energy-intensive industries. Both tasks will require effective coordination of the materials cycle.
- The effective identification of priority subsectors will be vital to the success of the Industrial Strategy. This process must take an entire supply chain approach and adequately recognise the role of materials, minerals and mining as a linchpin of growth-driving sectors.
- A value chain analysis should be carried out to help identify critical material inputs to priority sectors and reveal likely overlaps and interdependencies. Some foundational sectors may warrant and require their own sector plans given their contribution to the objectives of the Strategy.
- Horizontal policies will be crucial for the growth of priority sectors and the materials supply chains that underpin them. The Government should focus on tackling skills gaps in materials, minerals and mining, building the

infrastructure needed for a circular economy and maximising the economic impact of the UK's research base.

- The Industrial Strategy Advisory Council (ISAC) will be vital to supporting the effective delivery of the Industrial Strategy. As such, it must be adequately resourced. It would be beneficial if the ISAC has the power to provide advice to Ministers that is then made public, as with the Climate Change Committee. IOM3 and similar bodies are well positioned to assist the Council in engaging with industry stakeholders.

1. What Industrial Strategy will maximise economic growth, productivity and good, high-skilled jobs across the UK, how the Government's plan measures up to this design - and how the Government should best measure progress?

A strategic approach to materials is vital to developing an Industrial Strategy capable of supporting growth, productivity and high-quality employment. The sourcing and conversion of materials forms the basis of all physical products on our markets and is the foundation of the real economy. As such, industrial planning is only as strong as the UK's reliable and secure access to materials. All eight growth-driving sectors identified by the Government rely on the effective management of materials, in particular advanced manufacturing, clean energy industries, defence, digital and technologies and life sciences.

The UK has significant strengths across the materials cycle that can be harnessed to maximise growth. These include excellent research capabilities in areas such as aerospace, biomedical application, automotive and pioneering recycling technologies. The materials innovation sector alone is worth £45 billion to the UK economy, directly employing 52,000 people and indirectly supporting an estimated 635,000 jobs[1]. Materials are also the bedrock of the UK's manufacturing industry, which contributes £220 billion in GVA every year and supports 2.6 million jobs. 85% of manufacturing activity takes place outside of London and the South East[2].

The high potential for materials to drive growth and employment is seen across a number of examples. For instance, the UK composites industry was valued at £483 million in 2023[3]. The composites supply chain in the UK comprises more than 400

[1] https://www.royce.ac.uk/content/uploads/2025/01/Royce_NMIS_booklet-digital_FINAL-SINGLE.pdf
[2] https://www.royce.ac.uk/content/uploads/2025/01/Royce_NMIS_booklet-digital_FINAL-SINGLE.pdf
[3] https://www.lucintel.com/uk-composites-market.aspx

companies, with a total employment of about 30,000 people[4]. It is a high value-added sector; wages are above the UK average and revenue per employee is £268,062[5], significantly above manufacturing sector norms. The return on investment within the composites industry is very high, with reports suggesting that for every £1 of raw materials consumed by the sector, products are produced with a value of £7[6].

Surface enhancements and protection materials are also vital to the UK economy. Surface technologies safeguard and enhance assets across energy, advanced manufacturing and life sciences, boosting productivity in these sectors as a result. Important innovation focus areas include corrosion protection, thermal barriers and coatings to extend operational lifetime in extreme environments. The global cost of corrosion is estimated to be US$2.5 trillion, which is equivalent to 3.4% of global GDP. Reducing corrosion based on existing technologies could realise between 15% and 35% savings. Through further innovation in the field, economic benefits could be even greater.

Similarly, structural materials such as steel, wood, concrete and glass are a cornerstone of the UK economy. From applications in defence, transport and aerospace to construction and energy, significant market segments rely on structural materials. Innovation in these materials can potentially increase the UK's share of growing global markets. For example, the global market value for lightweighting materials alone is estimated to be US$276.4 billion by 2030, while the green cement market value is predicted to rise to US$73.1 billion in the same time frame[7].

Capturing value added in these high growth materials sectors and ensuring reliable access to raw and manufactured materials for UK industry should be a key priority for the Industrial Strategy.

This task will require overcoming pervasive challenges in securing material resources. Recent geopolitical shifts have highlighted the vulnerability of global supply chains and the dependence of the UK on materials imports. In addition, the

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[4] https://iuk-business-connect.org.uk/wp-content/uploads/2021/07/Opportunities-in-the-UK-Composites-Industry-Lucintel-Public-Version.pdf

[5] https://www.linkedin.com/posts/composites-uk_at-the-second-day-if-the-international-composites-activity-7237430520475758592-M25H/

[6] Lucintel report "UK Composites Industry Competitiveness and Opportunities", presented to Innovate UK and HVM-C, Dec 3rd 2020

[7] https://www.royce.ac.uk/content/uploads/2024/04/Royce-National-Materials-Innovation-Strategy-April-2024.pdf

demand for many materials, including critical raw materials, is growing significantly to support the needs of modern society and the green technology transition. The concurrent challenges of surging demand and insecure supply present a significant resilience risk for the UK. In this context, the success of the Industrial Strategy depends not only on access to specific materials, but also the industrial capacity to exploit them.

These challenges require proactive Government action. A cross-Government, cross-economy materials strategy should be developed and implemented with the aim of ensuring the sustainable management of materials across the full lifecycle. Given their vital role across multiple areas, a sector plan for materials should be developed within the framework of the Industrial Strategy. In particular, the Government should strive to:

- Consider the entire materials supply chain from raw materials to end-of-first-life to maximise benefits to the UK.
- Develop a joined-up approach to materials across the UK Government.
- Lead a shift from the current approach, which assumes that materials challenges will be overcome by the end use sectors, to a more strategic and holistic view of our future needs.
- Consider and protect capabilities, supply chains and technologies of strategic importance.
- Develop the UK's materials processing industry so that it can capture as much value for its own economy as possible and compete more successfully in global markets.
- Ensure coordination and collaboration between UK industry and the UK's world-class R&D ecosystem.
- Create a regulatory and standards environment across diverse market sectors to enable the safe, secure, timely and transparent use of new materials and technologies.

3. What Industrial Strategy is required to deliver the Government's carbon reduction targets set out at COP29, de-risk the economy from geo-political threats and close regional gaps in growth?

The goals of decarbonisation, derisking supply chains and fostering regional growth underpin the success of the Industrial Strategy as a whole. Long-term economic prosperity is not possible without the transition to a low-carbon, resilient and resource efficient society. As the risks associated with climate change, resource security and international instability intensify, the strength of the UK's economy is predicated on our capacity to develop sustainable and dependable supply chains.

Fostering an economic landscape capable of supporting decarbonisation, enhanced security *and* regional development simultaneously will not be possible without the effective management of the materials cycle. Materials are the building blocks of green technology and growth-driving industries across the country and the key to economic sovereignty in an increasingly volatile global context. Government must take a strategic approach to materials supply chains, focusing in particular on advancing the shift to a circular economy and transitioning high-carbon industries.

Circular Economy:

The transition to a circular economy, where materials are kept in circulation at their highest value for as long as possible, is essential to driving economic growth, resource and energy security and environmental sustainability. Resource efficiency and circularity must therefore be embedded across the Industrial Strategy and underpin Government plans in all eight priority sectors.

The UK has access to large quantities of materials and minerals in products already in the economy. Making use of those resources can alleviate the pressure from growing demand on primary extraction, thus decreasing import dependence and reducing the environmental intensity of growth. The current macroeconomic model, however, does not promote a reduction in consumption, nor reward waste prevention sufficiently to incentivise behaviour change.

Promoting circularity therefore requires strategic Government intervention. This includes initiatives to promote the recovery, reuse and recycling of materials already in circulation, as well as whole system approaches to incentivise design for durability, longevity, repair and reuse. Some key actions that the Government should take include to:

- Ensure the Government's Industrial Strategy aligns with and reinforces its Circular Economy Strategy.

- Introduce a national mechanism to track stocks and flows of materials through the economy to support secondary markets, enabling better management and infrastructure planning.
- Develop a regulatory framework, design principles and standards that promote the transition to a more circular economy, including certification for the performance properties of recycled materials.
- Introduce fiscal mechanisms to reflect full lifecycle economic and environmental benefits such as by ensuring VAT rates on repair and refurbishment services do not act against circularity.
- Improve scrap collection through tax incentives, minimum quality standards for exports and capital allowances for processing machinery.
- Reform the legal definition and requirements associated with waste to maximise the potential of secondary raw material use.

Transitioning high-carbon industries:

To avoid environmental offshoring, and the associated loss of employment, industry and material security, it is essential that emission reduction targets and regulations are coupled with significant investment to support the transition of high-carbon industries domestically. Within the context of the Industrial Strategy, the Government should work closely with industry and professionals in high-carbon fields to identify key barriers to transitioning and the actions needed to support decarbonisation. Professional bodies such as IOM3 can play an important role in connecting industry and Government for this purpose.

Through effective cross-economy measures, the UK can strive to become a 'green-shoring' site, attracting inward investment from companies seeking to decarbonise their production and fostering sustainable economic growth. Important steps that should be considered in this regard include:

- Establishing a clear policy direction, framework and enabling environment for decarbonisation and the investment in technology and infrastructure required.
- Delivering targeted interventions, funding R&D and employing programmes to overcome the challenge of commercialising novel low-carbon, resource efficient technologies.
- Ensuring the effective implementation of the UK carbon border adjustment mechanism (CBAM) linking closely with the EU mechanism, providing a level playing field with EU competitors and avoiding trade distortions.

- Accelerating the deployment of clean energy to support electrification solutions and incentivise the rapid scaling of low-carbon infrastructure and technologies through fiscal incentives.
- Publishing a roadmap for decarbonising businesses located outside of industrial clusters including planning and permitting guidance for local authorities.

Q4. Whether the Government should prioritise economic sectors or 'grand challenges'? If sectors are the right focus, has the government prioritised the right growth-driving sectors of the economy? What is the best design of industrial strategy for these sectors? How should Government identify and invest in the sectors of the future?

Focusing on priority sectors is a good opportunity for the Government to take proactive action towards its ambitions. Moreover, the eight industries identified have clear growth potential and many are of strategic importance for the Government's goals around security, regional development and decarbonisation. However, the current approach would benefit from a greater focus and more explicit recognition of the role of materials in achieving the objectives of the Strategy. In addition, while offering a means to prioritise and focus, sectors should not be approached in isolation from each other. The Industrial Strategy should incorporate cross-sector oversight; identifying linkages between industries, building on mutual benefits and avoiding unintended consequences from individual sector plans.

Moreover, while the eight priority sectors represent an important first step for the Strategy, the Government has indicated that subsectors will be identified to facilitate targeted intervention. As such, identifying appropriate subsectors will be vital to the success of the Strategy. Sector and subsector stakeholder engagement can help ensure that the most important subsectors are found in an impartial and objective manner. IOM3, and other professional membership bodies, can aid this process by acting as trusted facilitators for multi-stakeholder discussions.

It is strategically important that the subsectors prioritised in the Industrial Strategy reflect the full supply chain and recognise the role of materials across our economy. Targeted investment to build on the UK's strengths in materials, minerals and mining industries will be crucial to supporting the growth-driving sectors, bolstering economic independence and accelerating decarbonisation. In

line with this, some critical subsectors for consideration by Government include the following:

Aerospace:

Falling under both defence and advanced manufacturing sectors, aerospace is vital to UK economic prosperity and national security. The UK has the second largest aerospace industry in the world[8], with excellent capacity for conceiving and developing complex engineering systems such as fighter jets and civil aircrafts. This industry is heavily dependent on material feedstocks and innovations in materials science. High temperature alloys, coating systems and composites for lightweight structures are all key to airframes and engine systems.

The Government should aim to build on and further develop the UK's capacity in materials science and advanced manufacturing in the aerospace industry to maximize the value captured in the UK. In addition, it is essential to strategically manage materials supply chains feeding into aerospace, including through developing and strengthening international partnerships with like-minded countries.

Biocompatible Materials:

Biocompatible materials are a vital subsector of life sciences from both an economic and a health perspective. Natural or synthetic materials are used in the formation of most commercially available medical devices, from hip replacements to dental implants. While there have been major advances in these products over recent decades, technical challenges remain and investment in innovative R&D will be vital to increasing medical performance and cost efficiency.

The global market for biocompatible materials is growing at a CAGR of 8.8% and is expected to reach US$ 436.4 million by the end of 2033, creating big economic opportunities for the UK[9]. Moreover, materials innovation to enhance soft tissue and wound repair has the potential to increase cost efficiency in healthcare delivery, with the annual cost of wound care in the UK estimated at over £8 billion per annum[10].

Energy:

[8] https://www.trade.gov/country-commercial-guides/united-kingdom-aerospace-and-defense
[9] https://www.royce.ac.uk/content/uploads/2024/04/Royce-National-Materials-Innovation-Strategy-April-2024.pdf
[10] https://bmjopen.bmj.com/content/10/12/e045253

In identifying energy subsectors, the Government must seek to maximise the UK's position with regard to growth, sustainability and security. Effective harmonisation between the Industrial Strategy and Clean Energy Mission will be crucial. Examples of important energy technology subsectors in the UK include wind power, nuclear energy, battery technology, geothermal energy and carbon capture usage and storage (CCUS).

Across all energy industries, secure access to raw and manufactured materials is a prerequisite to growth. For instance, the production of offshore wind turbines depends heavily on the use of critical materials for permanent magnets, the manufacturing of composites such as carbon fibre or glass fibre-reinforced plastics for turbine blades and the development of long-life surface coatings to minimise maintenance burdens. The UK's growing demand for offshore wind provides a business and security imperative to increase domestic production of turbines. Turbine blade manufacturing is already taking place in Hull and the Isle of Wight, contributing to local employment and economic development. Targeted support to grow and expand domestic turbine blade manufacturing under the remit of the Industrial Strategy would be beneficial.

In addition, it is vital for the UK to boost domestic production of material feedstocks for the offshore wind industry. The UK currently imports almost all high-performance composite fibres used for turbine blades, with potential risks associated with China's accelerating consumption of global composites supplies. Small scale production of carbon fibre is already taking place in Scotland, indicating the potential for the UK to reduce import dependence in this sector, while also promoting green jobs. However, the domestic industry faces significant challenges and strategic government intervention is needed to strengthen the UK's position in this market.

Materials Innovation:

Innovations in materials science boost efficiency and performance across the Industrial Strategy's priority sectors. Important areas of work include optimising and adapting material properties, expanding applications of existing materials, developing new materials to meet application challenges, and enhancing processes that produce, integrate, or use materials. The benefits of these innovations are felt throughout our economy, enhancing productivity, sustainability and cost efficiency in key industries. Examples include extending

the life of structural materials with advances in sustainable composites, increasing the efficiency of telecommunications systems through materials innovation in semiconductors and photonics, and improving the sustainability of packaging[11].

The important work of the Henry Royce Institute on the National Materials Innovation Strategy is a vital consideration for Government during the next phases of the Industrial Strategy. The sub-strategies identified hold a wealth of information about priority subsectors and opportunities for the UK.

Q5. How should the Government approach economic sectors which have not been prioritised, including the foundational industries and supply chains that the growth-driving sectors depend on?

IOM3 welcomes the acknowledgement that the successful delivery of Government objectives is underpinned by capabilities in foundational sectors and value chains. At the implementation stage, it is crucial that these industries do not become an afterthought to the eight priority sectors and are instead recognised as a linchpin of economic growth across sectors.

The foundation industries, encompassing cement, glass, ceramics, paper, metals, and bulk chemical sectors, are vital for UK manufacturing and construction. They produce over 75% of the materials we see around us, comprise over 7,000 businesses, employ more than 250,000 workers, and are worth £52 billion annually to the UK economy[12,13]. Moreover, as these materials are used in almost every industry, their indirect impact is felt throughout the entire economy.

At the same time, foundation industries tend to be energy intensive, produce large amounts of waste and are responsible for over 10% of the UK's CO_2 emissions. These sectors often face significant challenges in transitioning as they tend to be capital intensive and operate out of large legacy facilities with limited additional space. They have high process emissions, and the novel technologies required to decarbonise tend to have a difficult risk profile. Overcoming these challenges is vital to achieving sustainable and secure growth in line with the ambitions of the Industrial Strategy. Decisive action must be taken to support the

[11] https://www.royce.ac.uk/content/uploads/2025/01/Royce_NMIS_booklet-digital_FINAL-SINGLE.pdf
[12] https://www.iom3.org/resource/transforming-foundations-industries.html
[13] https://iuk.ktn-uk.org/materials/foundation-industries

foundation industries to rapidly decarbonise and move towards circularity, while remaining internationally competitive.

In addition to the traditional foundation industries, growth across all facets of the economy is underpinned by wider materials supply chains. For instance, clean energy technology relies on lithium and cobalt for batteries, composite fibres for wind turbines, rubber materials for sealing hydrogen storage and advanced material coatings for CCUS. Similarly, the defence sector requires a variety of materials and custom-made components to manufacture products and is currently heavily reliant on the import of critical raw materials. Moreover, all advanced manufacturing relies on material feedstocks, from the use of platinum in catalytic conversion processes and copper in electrical cables, to advanced functional films for structural glass.

We cannot have secure, competitive growth-driving sectors if there is not access to a secure and stable supply chain for materials, components and sub-systems. Conducting value chain analyses of growth sectors and their subsectors will help identify critical inputs and infrastructure, revealing likely overlaps and interdependencies. Some of these foundational sectors may warrant and require their own sector plans given their contribution to the objectives of the Strategy including growth, net zero, regional development and economic security and resilience. Within the framework of the Strategy, investment should be targeted towards supply chain capabilities needed for secure access to raw and manufactured materials.

Q6. What is the right balance of investment in 'horizontal' policy, such as skills, infrastructure, clean energy, and transport, and sector-specific investment?

Horizontal policy areas such as skills, infrastructure and energy are of crucial importance to the Strategy. These policies must be delivered at pace to ensure an enabling environment for growth and some may need to be targeted by sector and region.

<u>Skills:</u>

The Strategy rightly recognises the UK's existing strengths in skills and education and the importance of these assets for delivering growth. Nonetheless, serious challenges facing the industrial workforce must be addressed.

There are significant and growing skills gaps across the materials, minerals and mining industries that feed into priority sectors. Critical materials value chains,

from extraction to end-of life management, are facing severe shortages of metallurgists and a declining provision of relevant higher education courses. These skills are vital for defence, advanced manufacturing, digital technologies and clean energy industries. *The talent gap: critical skills for critical materials* report[14] highlights that an ageing critical materials workforce combined with insufficient new entrants and growing demand, means that skills gaps are likely to pose major economic and security challenges in the coming years.

Beyond critical materials, skills shortages are seen in numerous industries spanning the materials cycle. The composites sector, with a major role to play in aerospace, defence, transport and clean energy industries, is facing a shortage of skilled workers at all levels. In the nuclear industry, issues with attraction and retention of talent are causing project delays, ultimately undermining the delivery of energy security. Similarly, the construction sector, vital to delivering the infrastructure needed for growth, is facing growing pressures on workforce capacity. Finally, industrial decarbonisation projects are struggling to recruit skilled workers, with 87% of foundation industry businesses citing difficulty with sourcing the necessary technical skills[15].

Meeting the growing demand for materials through responsible and resilient supply chains will only be possible with a sufficient supply of labour. Increasing the volume of workers with access to adequate skills and training is needed both for industry to deliver their activities and for regulators to ensure these activities are carried out to a high standard. With other countries facing similar shortages, the UK will be competing in an increasingly challenging and competitive global labour market.

The Industrial Strategy, and the eight sectors it prioritises, cannot succeed without targeted action to alleviate skills shortages across the materials cycle. As such, a plan for skills and workforce development should be implemented to support the aims of the Strategy. This plan should:

[14] https://www.iom3.org/resource/iom3-submits-report-on-critical-minerals-value-chain-skills-gaps-to-uk-government.html
[15] https://www.ukri.org/what-we-do/ukri-challenge-fund/clean-growth/transforming-foundation-industries-challenge/equality-diversity-and-inclusion-in-the-foundation-industries/

- Build on the qualitative assessment of skills gaps[16] identified in *The talent gap: critical skills for critical materials* with quantitative skills forecasting for materials, minerals and mining to understand the future workforce needs.
- Working with industry and academia, take forward the actions outlined in this report to stimulate a pipeline of strategically important skills.
- Conduct a gap analysis on education and training provision and provider capacity for materials, minerals and mining needs in the UK.
- Develop a strategy and set targets to fill the gaps in line with the timing of job creation including through options such as funded apprenticeships, T-Levels or Higher Technical Qualifications.
- Plan for skills transfers for individuals moving away from jobs in industries such as oil and gas.
- Embed measures to actively advance equity, diversity and inclusion and attract individuals from underrepresented backgrounds.
- Set out a plan to work with industry and other relevant bodies to increase the visibility of careers across the materials cycle and communicate their importance to sustainable economic growth.
- Form part of a wider strategic approach to addressing UK skills shortages that coordinates relevant activity across Government departments and enables joined-up action on skills issues.

Infrastructure:

The UK has for several years been slow to make and enact decisions on energy and infrastructure projects. Such delays have often compromised the UK's competitive advantage and weakened our position in global supply chains. If the Industrial Strategy is to be successful, the infrastructure needed to support growth must be delivered strategically and rapidly. In line with this, an infrastructure plan targeted at supporting the priority sectors and supply chains that feed into them should be developed.

This plan should incorporate both the delivery of new infrastructure projects and maintaining, managing and extending the life of existing infrastructure. In line with the Government's commitment to sustainable growth, the plan should prioritise the rapid scaling of low-carbon infrastructure and technologies, including through

[16] https://www.iom3.org/resource/iom3-submits-report-on-critical-minerals-value-chain-skills-gaps-to-uk-government.html

fiscal incentives. Achieving the targets set for 2035 will also require streamlined planning and permitting processes to accelerate the delivery of key infrastructure.

Given the significance of circularity for growth, security and sustainability, rapid delivery of circular economy infrastructure should be a key policy aim of the Industrial Strategy. The UK already has strengths in materials extraction, with both industry and academia working on the reprocessing of waste to recapture high value raw materials. Nonetheless, these strengths must be built on through significant investment in facilities for recycling, repair, remanufacture and reuse. In particular, regional recycling centres focused on transforming complex engineering waste should be established. This will require support for companies to enable the dismantling, sorting, processing, and converting of recycled materials into new product forms, either directly or via intermediate products.

Research and Development:

R&D is an important cross cutting enabler for the Industrial Strategy's growth-driving sectors and the materials supply chains that underpin them. The UK has strength in science and technology with leading capability in many areas through its world-class academic base. However, the system does not come near to maximising the true potential this could have in terms of economic impact.

A key challenge is technology translation from research through to successful, mature companies. Early-stage research projects are not prioritised based on credible routes to exploitation in the UK and there is little scrutiny of end-user engagement or commercialisation plans. Moreover, more could be done to ensure that research findings in the UK translate to domestic value retention. Too often UK innovations are picked up at the early stages and commercialised overseas. Current leading UK research on batteries is an example of a sector where technology is being licenced or small startups are being acquired for low prices and the growth opportunities are offshored. These challenges are exacerbated by a lack of mid-TRL[17] funding and barriers to scaling new businesses in the UK.

A key task for a coherent and effective Industrial Strategy will be maximising the R&D potential of the UK knowledge sector and ensuring it translates through to a positive impact on our economy and society. The Government should aim to lead the G7 in R&D intensity with a rising annual public R&D budget from £22 billion by

[17] Technology readiness levels (TRLs) are a type of measurement system used to assess the maturity of a particular technology. Mid-TRL refers to a point in development where the basic technology has been validated in a laboratory or relevant environment but has not yet been completed and qualified through test and demonstration.

2026-2027. It is also essential to implement a streamlined regulatory framework that fosters innovative and collaborative approaches. The Government should proactively support scale up and commercialisation to translate the UK's world-leading fundamental science into products, services and systems.

Q10. What duties, powers and resources does the Industrial Strategy Council need to effectively oversee the Industrial Strategy?

The Industrial Strategy Advisory Council (ISAC) can play a key role in reassuring investors and innovators that there is a long-term consistent direction of travel for industrial policy in the UK. It can also provide reassurance that Government measures are soundly based in evidence from relevant stakeholders. These signals are vital to creating the investor-friendly landscape necessary to achieve sustained growth.

The success and effectiveness of the ISAC will depend on the powers and resources it is assigned. The Council must have effective means to hold Government to account on the implementation of the Industrial Strategy. As such, it would be beneficial if the ISAC has the power to request information and give advice to Ministers that is then made public, as with the Climate Change Committee. The Council must also be adequately resourced with funding, expert staff and access to good information such that they can properly guide the implementation of the Strategy.

The membership of the Council is broadly representative of the priority sectors, however greater representation of small and medium enterprises (SMEs) and industry leaders outside of London and the South East would be beneficial. Moreover, given the broad and far reaching scope of the Strategy, the Council would likely benefit from the inputs of external stakeholders to ensure the robust and comprehensive oversight of its implementation. The Council has already indicated their intention to carry out a programme of external engagement and establish small working groups to feed into cross-cutting thematic issues. Another beneficial step may be to establish focus groups for each priority sector, with representation from businesses of all sizes and from across regions. These groups could contribute to ISAC recommendations on their given sector, enabling a greater depth of work.

Professional bodies such as IOM3 can also be highly valuable in supporting engagement activities. Acting as a trusted facilitator, the Institute has the

capability to bring together professional members for informed and impartial discussions across a range of issues relevant to the Industrial Strategy – from energy, advanced manufacturing, materials and biomedical applications to the circular economy, industrial resource efficiency and materials management before, during and after their use in products.