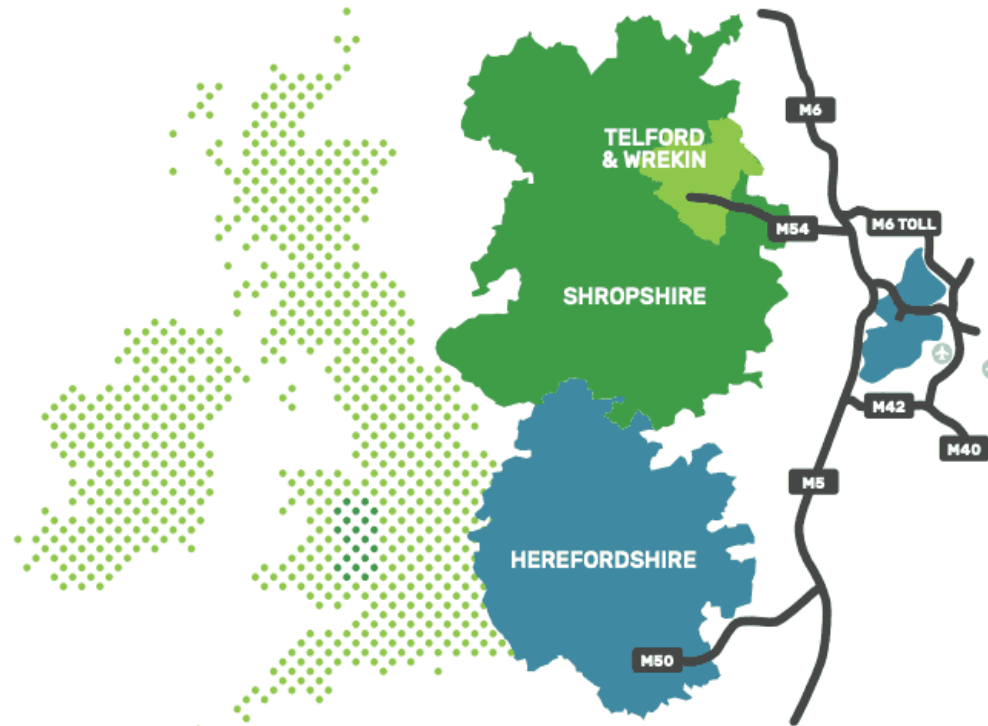


The Marches Local Enterprise Partnership Delivery Plan 2020/2021



2020/21 DELIVERY PLAN

The Marches Local Enterprise Partnership Delivery Plan 2020/2021



European Union
European Structural
and Investment Funds

The Marches Local Enterprise Partnership Delivery Plan 2020/2021



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1.0 Introduction

This document sets out key priorities for the Marches Local Enterprise Partnership (LEP) Ltd in 2020/21. It is a dynamic document and will be subject to change, as the LEP seizes opportunities and responds to recent challenges which have significantly impacted on our economy.

If significant changes are made to these priorities, these will be reflected in an updated version posted on the Marches LEP's web site www.marcheslep.org.uk and shared with stakeholders as soon as possible.

| Version No. | Date Issued | Summary of Changes |
|--------------------|--------------------|---|
| Draft 1 | 10/09/20 | Draft for review, comment and approval by MHCLG and LEP Board |
| | | |
| | | |
| | | |

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2.0 Summary and Strategic Objectives

Our Vision

The Marches LEP's Strategic Economic Plan (SEP) was formally approved in March 2019 and may be found [here](#). This clearly sets out our agreed [vision](#) for the area and a range of partnership actions in order to achieve this vision.

Covid-19 – Driving Economic Recovery

Through strategic work with partners we will drive economic recovery across the Marches, recognising the significant impact that the pandemic has had on our economy and communities.

The SEP's evidence base ([here](#)) sets out our understanding of how our economy functioned prior to the COVID-19 outbreak. Working with partners, we will use our [data and research resources](#) coupled with our local intelligence to understand the impact of the pandemic on different sectors and communities and identify opportunities to drive economic recovery. In line with the government's aspirations to support levelling up and net zero, we will continue to promote our area's strengths, protect our high-quality natural environment and support sustainable growth that provides economic opportunities for our businesses and residents. Our draft Marches Local Industrial Strategy (LIS) ([here](#)) will be repurposed as a Local Economic Recovery Plan, subject to resources, and we will work with government departments so that it may be formally approved and move into implementation.

Impact

We will continue to monitor the Marches LEP's suite of Key Performance Indicators (KPIs). These support the LEP in making informed decisions on interventions which will drive economic growth across the Marches, in understanding our economic challenges and in assessing our impact. Our current economic position may be found at this link [Performance Management Framework and Current Position](#). Our achievements from 2019/20 will be included in our new Annual Report which will provide an overview of LEP activity across our 2,300 square mile geography.

Planning for the Future

During 2020/21, it is critical that we work with government to establish the Marches LEP's future strategic priorities. The Comprehensive Spending Review and the English Devolution and Local Recovery White Paper are both anticipated in Autumn 2020. These and the clarification of successor funding to the Local Growth Fund and to European Structural Investment Funds will define the LEP's purpose and

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determine the resource requirements necessary for the Marches LEP to continue to drive economic growth across Herefordshire, Shropshire and Telford & Wrekin.

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3.0 Strategic Activity

| PRIORITY ACTIONS | TARGET DATE |
|--|-------------|
| <ul style="list-style-type: none"> To guide strategic thinking in local recovery, we will seek resources to repurpose our Local Industrial Strategy as a Local Economic Recovery Plan. | Q4 |
| <ul style="list-style-type: none"> We await the English Devolution and Local Recovery White Paper and confirmation of how we can consolidate and enhance our role in driving local sustainable growth. | Q4 |
| <ul style="list-style-type: none"> We will continue to articulate the needs of the Marches through work with local, regional and national partners – this will include engagement with: <ul style="list-style-type: none"> the West Midlands LEP CEOs and West Midlands Chairs and with the CEOs and Chairs from the East Midlands LEPs - ME9 | Ongoing |
| <ul style="list-style-type: none"> the West Midlands Combined Authority (WMCA) as an observer on the WMCA Board | Ongoing |
| <ul style="list-style-type: none"> the wider membership of Midlands Engine, particularly to support our data and intelligence capabilities and Midlands Connect to promote investment in our transport infrastructure | Ongoing |
| <ul style="list-style-type: none"> Welsh partners through the Growing Mid Wales Partnership to deliver our joint transport and digital and energy priorities and with the Welsh Government and the Office of the Secretary of State for Wales in developing a proposed cross-border Marches Growth Deal | Q4 |
| <ul style="list-style-type: none"> the LEP Network to share best practice and to amplify local messages into national government and across government departments. | Ongoing |

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| | |
|--|---|
| <ul style="list-style-type: none"> • We will continue our business and community consultation: <ul style="list-style-type: none"> • Public engagement and thought leadership through a Business Week held in October 2020 to showcase the work of the LEP and launch the LEP 2020 Virtual Annual Report • Work with the three business boards, FSB, Chambers of Commerce, NFU and other membership organisations to share business intelligence and drive economic recovery • Liaison with the area's MPs will continue. We will seek their support to highlight how the Marches LEP can add value to national initiatives, to raise awareness of particular local economic issues and opportunities and increase the profile of the Marches across government departments • Marches LEP Board meetings will continue to be held virtually and a process will be developed to enable members of the public to observe proceedings by registering in advance of the meetings • The membership and terms of reference of the three Business Boards will be reviewed and a procurement exercise held to identify appropriate secretariat and governance support (funded by the LEP until September 2021 in the first instance) • The LEP will attend Scrutiny sessions held by each of the three Local Authorities as requested in order to highlight the work of the LEP and demonstrate how it is adding value to local placemaking priorities. | <p>Q3</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q2</p> <p>Q3</p> <p>Q4</p> |
| <ul style="list-style-type: none"> • Marketing and Communications <ul style="list-style-type: none"> • Be Bold Media Ltd will produce an updated communications plan for 2020/21 by the end of June 2020 outlining a co-ordinated approach across the Marches LEP, Marches Growth Hub and Hereford Enterprise Zone • The LEP, Marches Growth Hub and Hereford Enterprise Zone will maintain and develop its presence across a range of social media platforms to support business engagement and raise awareness of key initiatives. • A six-weekly newsletter (joint LEP/Marches Growth Hub where appropriate) will be distributed electronically. • A procurement exercise will be run to identify a provider to redevelop the Marches LEP and Hereford Enterprise Zone websites to improve ease of navigation and user experience. • New LEP and EZ websites to be tested and operational by Spring 2021 • During 2020/21 an external procurement exercise to secure marketing and communications support for 2021/22 will be carried out, dependent on the confirmation of continuing LEP funds. | <p>Q1</p> <p>Q4</p> <p>Ongoing</p> <p>Q2</p> <p>Q4</p> <p>Q4</p> |

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4.0 Governance

The Marches LEP operates as Company Limited by Guarantee (CLG) (Company No 11822614) and the LEP Board is the LEP's ultimate decision-making authority. Details of the LEP's governance structure can be found [here](#).

| PRIORITY ACTIONS | TARGET DATE |
|---|--------------------|
| Appointment of an Interim to support the work on the implications of becoming a Company Ltd by Guarantee | Q2 |
| Recruitment and appointment of Director of Corporate services to lead on governance | Q2 |
| Induction of Director of Corporate services | Q3 |
| Review and update Articles of Association and LEP Board Terms of Reference (TOR) | Q4 |
| Update Accountability and Assurance Framework | Q4 |
| Sign off audited CLG accounts at Board AGM and submission of audited accounts to Companies House | Q3 |
| New Service Level Agreement with Shropshire Council agreed and signed by the two parties which will outline the role of the accountable body and the services the Council will provide for the LEP i.e. legal, HR, procurement, finance and IT support for the LEP Secretariat and the costs. | Q4 |
| Annual Review of LEP Board Membership | Q4 |
| Training for Board Members on diversity and inclusion | Q4 |

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5.0 Delivery

5.1 Local Growth Fund (Growth Deal)

2020/21 is the final year of the current Local Growth Fund (LGF) programme and efforts will focus on maximising economic impact through the achievement of outputs and the spend profile. By the end of the year, the programme will have seen investments of over £105m, with more than £37m invested in 2020/21.

The programme is expected to deliver the following key outputs in 2020/21

| Outputs | Actual achieved Pre 2019 | Actual Achieved in 2019-20 | Current Forecast 2020-21 | Current Forecast 2021-25 | Total Forecast |
|---|--------------------------|----------------------------|--------------------------|--------------------------|-----------------|
| Jobs created / safeguarded | 2,430 | 779 | 1,931 | 9,179 | 14,318 |
| Housing Units Completed | 1,697 | 1,839 | 1,419 | 4,520 | 9,475 |
| Length of newly built road (km) | 1 | 0 | 1 | 1 | 3 |
| Additional Employment Land (ha) | 34 | 10 | 10 | 21 | 75 |
| Commercial Floor Space (sqm) | 0 | 280 | 19,320 | 42,000 | 61,600 |
| Students Enrolled | 0 | 0 | 100 | 120 | 220 |
| GVA (£) | £ - | £ - | £ 12,120,000 | £ 50,294,904 | £ 62,414,904.00 |
| Homes with access to new/improved fibre optic provision | 61,151 | 2,431 | 857 | | 64,439 |
| Apprenticeships | 259 | 164 | 300 | TBC | 723 |
| Local Authority/Public Sector Match | £ 12,576,807.00 | £ 18,792,969.00 | £ 33,765,115.36 | £ 29,452,614.00 | £ 94,587,505.36 |
| Private Sector Match | £ - | £ 549,400.00 | £ 18,940,996.00 | £ - | £ 19,490,396.00 |

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Programme Implementation

| | Project Name | 2020 - 2021 Profile | TOTAL |
|---|---|------------------------|-----------------|
| Infrastructure | | | |
| 1 | South Wye Transport Package | £ - | £ 3,843,609.36 |
| 1 | Telford Growth Package | £ - | £ 13,900,000.00 |
| 1 | Hereford City Centre Transport Package | £ - | £ 16,000,000.00 |
| 1 | Telford Eastern Gateway | £ - | £ 3,600,000.00 |
| 1 | Telford Bus Station | £ - | £ 1,300,000.00 |
| 1 | SITP | -£ 750,284.00 | £ 6,000,000.00 |
| 1 | OLR | £ 1,159,448.00 | £ 4,200,000.00 |
| Skills Capital | | | |
| 1 | GD 1 skills project | £ - | £ 3,245,498.00 |
| Broadband | | | |
| 2 | Connecting Shropshire | £ 1,026,171.00 | £ 5,022,000.00 |
| 2 | Superfast Telford | £ - | £ 1,004,000.00 |
| 2 | Fastershire | £ - | £ 1,673,988.75 |
| Skills - Investing In Our Future Workforce | | | |
| 3 | Marches Skills Capital - Shrewsbury Colleges Group | £ - | £ 209,078.99 |
| 3 | Marches Skills Capital - North Shropshire College | £ - | £ 423,832.53 |
| 3 | Marches Skills Capital – Telford College | £ - | £ 508,545.94 |
| 3 | Marches Skills Capital – Derwen College | £ - | £ 313,500.74 |
| 3 | Marches Skills Capital – Shrewsbury Colleges Group, Advanced Manufacturing Engineering and Automotive Expansion Project | £ 200,000.00 | £ 200,000.00 |
| 3 | Marches Skills Capital – Herefordshire, Ludlow & North Shropshire College: Energy Training Centre | £ 70,000.00 | £ 70,000.00 |

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| continued | Project Name | 2020 – 2021 Profile | TOTAL |
|----------------------|--------------------------------------|------------------------|-------------------------|
| Growth Deal 3 | | | |
| 3 | NMiTE | £ 6,128,871.32 | £ 8,400,000.00 |
| 3 | Flaxmill | £ 1,531,174.18 | £ 2,000,000.00 |
| 3 | Hereford Centre for Cyber Security | £ 2,095,315.93 | £ 3,000,000.00 |
| 3 | Newport Innovation & Enterprise Park | £ 2,633,432.96 | £ 7,400,000.00 |
| New Projects | | | |
| 3 | Tannery | £ 2,064,133.20 | £ 2,064,133.20 |
| 3 | HEZ | £ 5,432,000.00 | £ 5,432,000.00 |
| 3 | Allied Health | £ 3,500,000.00 | £ 3,500,000.00 |
| 3 | Oswestry | £ 5,000,000.00 | £ 5,000,000.00 |
| 3 | Stronger Regeneration Communities | £ 7,000,000.00 | £ 7,000,000.00 |
| 3 | Capitalisation (PM Costs) | £ 300,000.00 | £ 300,000.00 |
| Total | | £ 37,390,262.59 | £ 105,610,187.51 |

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5.2 Getting Building Fund

In addition to the LGF, the Marches LEP will work with partners to bring forward 'shovel ready' capital projects to support economic stimulus through the Government's Getting Building Fund.

The programme is expected to deliver the following key outputs:

| Outputs | Forecast |
|---------------------------------|----------|
| Direct Jobs Created | 800 |
| Construction Jobs Created | 290 |
| Jobs Safeguarded | 10 |
| Houses Unlocked | 1,600 |
| Commercial Space Unlocked (sqm) | 44,760 |
| New Learning Space Unlocked | 2,700 |
| New Learners Assisted | 330 |
| Businesses Assisted | 250 |
| New Retrofits | 60 |

Programme Implementation

| | Project Name | 2020 - 2021 Profile | 2021 - 2022 | TOTAL |
|-----------------------|--|------------------------|----------------|----------------|
| Infrastructure | | | | |
| 1 | Integrated Construction Wetlands | £ 600,000.00 | £ 400,000.00 | £ 1,000,000.00 |
| 1 | Pride Hill Remodelling | £ 3,012,000.00 | £ 2,008,000.00 | £ 5,020,000.00 |
| 1 | Tackling Fuel Poverty Through Zero Carbon Innovation | £ 600,000.00 | £ 400,000.00 | £ 1,000,000.00 |
| 1 | Hereford City Centre Improvements | £ 1,800,000.00 | £ 1,200,000.00 | £ 3,000,000.00 |

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| | | | | | | | |
|---|--|---|--------------|---|------------|---|--------------|
| 1 | New Model Institute for Engineering and Technology (NMI TE) Skylon Park Campus Development | £ | 1,000,000.00 | £ | 600,000.00 | £ | 1,600,000.00 |
| 1 | Stronger Communities - New College, Wellington and surrounding sites | £ | 1,430,000.00 | £ | 950,000.00 | £ | 2,380,000.00 |

| | | | | | | | |
|--------------|--|--|--|--|--|----------|----------------------|
| Total | | | | | | £ | 14,000,000.00 |
|--------------|--|--|--|--|--|----------|----------------------|

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5.3 Infrastructure and Place

| PRIORITY ACTIONS | TARGET DATE |
|---|-------------|
| Implementation of the Marches LEP Transport Officers Group (TOG) Annual Work Plan | Q4 |
| Implementation of the Marches LEP Energy Strategy Action Plan and consideration of future funding opportunities | Q4 |
| Implementation of Digital Connectivity (5G/Broadband) projects including participation in the West Mercia Rural 5G project | Q4 |
| Marches Investment Fund <ul style="list-style-type: none"> • Monitoring of existing contracts including Dicentra, Harper Adams University, Shell Store Incubation Centre and the Strategic Tourism and Business initiatives. • Work with partners to bring forward new projects funded under MIF • Commission a review of remaining funds and how they can best be used | Q4 |
| Hereford Enterprise Zone <ul style="list-style-type: none"> • Implementation of Hereford Enterprise Zone work plan including: <ul style="list-style-type: none"> ○ selling or developing a further 10 acres, triggering 15,000 sqm of workspace development, with 10 more businesses moving onto the Zone. ○ the completion of the Shell Store Incubation Centre and the Cyber Quarter ○ planning and implementation of infrastructure to open up the remaining large parcel of land at the North Magazine for investors will also be a major feature for 2020/21 | Q4 |
| Delivery of Telford Land Deal work programme including the flagship NI Park development. | Q4 |
| Support and strategically influence the Towns Fund programmes for Telford and Hereford through partnership working | Q4 |

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5.4 Business Support

| PRIORITY ACTIONS | TARGET DATE |
|--|---|
| <p>Delivery of Marches Growth Hub (MGH) services through effective partnership working to support the:</p> <ul style="list-style-type: none"> • Effective implementation of the core contract (funded by £205k from BEIS plus local authority contributions) • Successful application for additional BEIS funding to support economic recovery through enhanced adviser support and account management services • Delivery of additional support services associated with the West Midlands Cluster, including any potential EU Exit support • Delivery of £681k ERDF grant funding to support small businesses and businesses in both the visitor and wider economy sector in line with government announcements • Delivery of the proposed Peer 2 Peer Network programme announced by BEIS <p>Redesign of the Marches Growth Hub website www.marchesgrowthhub.co.uk to enhance client experience and improve the updating of information on the site</p> | <p>Q4</p> <p>Q4</p> <p>Q4</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> |
| <p>To support businesses in achieving their recovery and growth ambitions, the Marches LEP will continue the implementation of its Access to Finance Strategy and contribute to the strategic delivery of the Midlands Engine Investment Fund.</p> | <p>Q4</p> |
| <p>Delivery of Department for International Trade (DIT) projects</p> <ul style="list-style-type: none"> • Working with local authority partners to deliver the Key Account Management programme to support the consolidation and expansion of locally based foreign-owned companies and attracting new inward investment • Promoting and encouraging the take up for export and international trade services through enhanced locally based teams and national support. • Supporting the development of the new Investment and Export Strategies expected in Autumn 2020 | <p>Q4</p> <p>Q4</p> <p>Q4</p> |

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5.5 Skills and Employment

| PRIORITY ACTIONS | TARGET DATE |
|---|---|
| <p>The Skills Advisory Panel (SAP) (supported by its sub-groups) will continue to drive the skills and employment agenda across the Marches.</p> <ul style="list-style-type: none"> • It will continue to influence skills development programmes and curriculum design in line with identified and evidenced local needs. • SAP funding will be sought to undertake data and intelligence work to prioritise and drive actions to support our economic recovery. • The Marches LEP Skills Plan will be updated by March 2021 to meet Department for Education (DFE) requirements • SAP Chair term and membership to be reviewed and reconfirmed in line with the SAP terms of reference. • It will oversee the promotion of national skills initiatives, including those in response to economic and employment challenges, through effective liaison with DFE, including the Education and Skills Funding Agency, Department for Digital, Culture, Media & Sport and Department of Work & Pensions. | <p>Q4</p> <p>Q4</p> <p>Q1</p> <p>Q4</p> <p>Q3</p> <p>Q4</p> |
| <ul style="list-style-type: none"> • Delivery of the Careers and Enterprise Company (CEC) contract in line with contract extension. • Additional funding will be sought from the CEC to enable the development of a: <ul style="list-style-type: none"> ○ Careers Hub with additional resources to increase schools and business engagement activities ○ Cornerstone Employer network to strengthen the private sector leadership of the CEC project and to act as a sub-group to the SAP. | <p>Q4</p> <p>Q2</p> |

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5.6 European Structural and Investment Funds (ESIF)

| PRIORITY ACTIONS | TARGET DATE |
|--|----------------|
| <ul style="list-style-type: none">• Identify opportunities to shape the use of remaining funds to meet local objectives.• Maximise the take up of current ERDF and ESF projects and support project promoters in the achievement of outputs and local economic impact.• Understand the role and focus of successor funds and position the Marches to benefit from these. | Q4 Q4 Q4 |