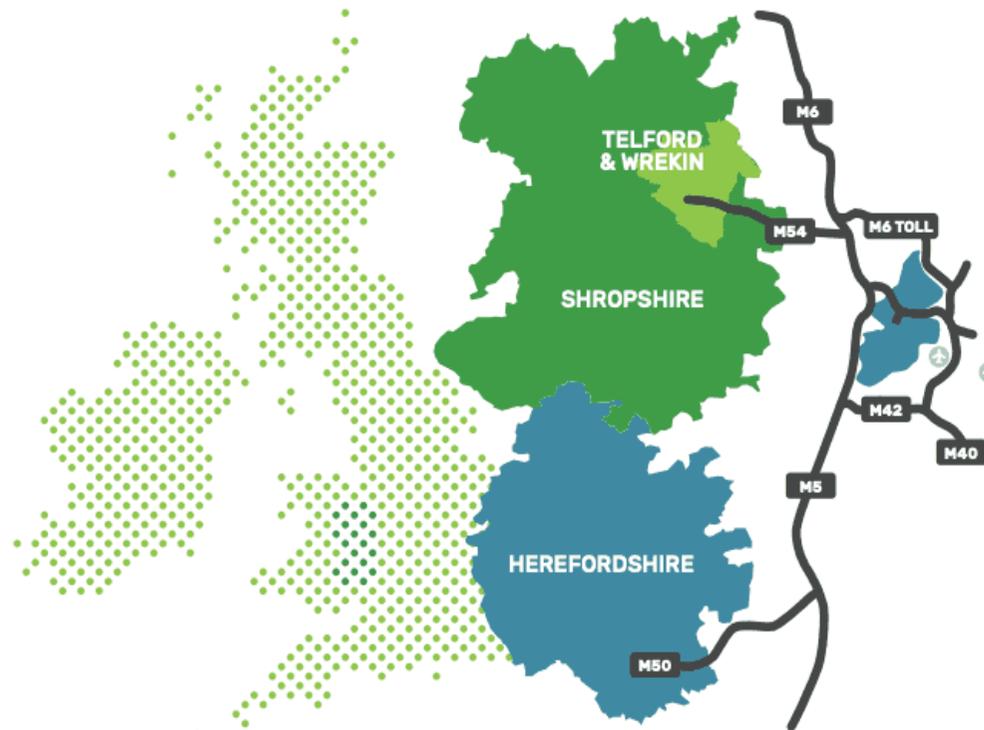


The Marches Local Enterprise Partnership Delivery Plan 2021/22



DELIVERY PLAN 2021/22

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European Union
European Structural
and Investment Funds

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1.0 Introduction

This document sets out key priorities for The Marches Local Enterprise Partnership (LEP) Ltd in financial year 2021/22. 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 of this document posted on the LEP's website www.marcheslep.org.uk and shared with stakeholders as soon as possible.

Version No.	Date Issued	Summary of Changes
1.0	6 July 2021	

2.0 Summary and Strategic Objectives

Our Vision

The LEP's Strategic Economic Plan (SEP) was formally approved in March 2019 and is available on the [LEP's website](#). The SEP sets out the LEP's agreed [vision](#) for the area and a range of partnership actions to achieve this vision.

Covid-19 – Driving Economic Recovery

Through strategic work with partners, we will continue to 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](#) sets out our understanding of how The Marches's economy functioned prior to the COVID-19 outbreak. Working with local authority partners and the three Business Boards of Herefordshire, Shropshire and Telford & Wrekin, we have used our [data and research resources](#), coupled with our local intelligence and relevant Government documents, to understand the impact of the pandemic on our different sectors and communities and have identified opportunities to drive economic recovery. This work has culminated in the production of the Marches LEP's Local Economic Recovery Plan, a live document that will evolve and be amended as further data emerges. Government funds will be required to implement many of the actions identified in the plan.

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.

Impact

We will continue to monitor the 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 [Performance Management Framework and Current Position](#).

Our achievements from the last financial year will be included in our Annual Report 2020/21 due to be launched in September 2021 and which will provide an overview of the LEP's activity in the year across our 2,300 square mile geography.

Planning for the Future

During 2021/22, it is critical that we continue working with Government to establish the LEP's future strategic priorities. The matters below will inform the LEP's purpose going forward and determine the resource requirements necessary for the LEP to continue to drive economic growth across Herefordshire, Shropshire and Telford & Wrekin.

Core Funding 2021/22

As per July 2021, LEP core funding for financial year 2021/22 has yet to be received putting the LEP's current work stream at some considerable risk.

LEPs' Review

The LEPs' review was commissioned in mid-April by The Secretaries of State for the Ministry of Housing, Communities & Local Government (MHCLG) and the Department for Business, Energy & Industrial Strategy (BEIS), with the purpose to shape the future role of LEPs. Initial proposals (not yet agreed by Ministers) are that LEPs will fulfil the following roles going forward:

- To provide strategic place-based economic expertise and insight to central and local Government and helping secure long term inclusive growth at local level as part of the Plan for Growth.
- To identify key local sectors and industries, and to design and deliver interventions to make them more competitive, making the most of local opportunities.
- To deliver a programme of joined-up, expert and tailored business advice and support for local businesses through the Growth Hubs, ensuring they can play their full part in the Plan for Growth.

Ministers are expected to set out their initial proposals in the Summer, with final outcomes finalised in the Autumn.

Levelling Up Agenda

Three new funding pots to support economic growth and "Levelling Up" of the UK economy were announced in the Budget, on 3 March 2021, helping support recovery and building opportunity, with funding weighted towards places where community assets can make the most difference.

For England, these new funds replace the Local Growth Fund (LGF) and Getting Building Fund (GBF) which have been managed by LEPs over the past eight years. The three new funds are:

- The *Levelling Up Fund*, which brings together MHCLG, the Department for Transport and Treasury to invest £4.8 billion in infrastructure projects that improve everyday life and support town centre and high street regeneration, local transport and cultural and heritage assets.
- The *UK Community Renewal Fund*, which in financial year 2021/22 is to provide £220 million additional funding to help places across the UK to prepare for the introduction of the UK Shared Prosperity Fund (UKSPF), the proposed successor of the EU Structural Investment Funds.

- The Community Ownership Fund, which is to provide £150 million to help ensuring that communities across the UK can support and continue benefiting from local facilities, community assets and amenities most important to them such as pubs, sports clubs, theatres and post office buildings.

These three funds apply to the whole of the UK and are to be managed by Local Authorities. A Levelling Up White Paper is expected to be published later this year, articulating how new policy interventions will improve opportunity and boost livelihoods across the country as it recovers from the pandemic.

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3.0 Strategic Activity

PRIORITY ACTIONS	TARGET DATE
Strategies and Partnership	
To await outcome of the LEPs' review and confirmation of how we can continue fulfilling a strategic role in support of our local business and skills.	Q3
To seek Government funds to implement actions identified in the Local Economic Recovery Plan.	Q4
To await the Levelling Up White Paper and confirmation of how can consolidate and enhance our role in driving local sustainable growth.	Q4
To continue articulating 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 (WM) and East Midlands (ME9) LEP Chairs and CEOs; 	Ongoing
<ul style="list-style-type: none"> • the West Midlands Combined Authority (WMCA), as an observer on their 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, digital and energy priorities and to outline ideas for cross border projects ahead of the next Comprehensive Spending Review; and 	Ongoing
<ul style="list-style-type: none"> • the LEP Network, to support their work with Government on LEPs' Review, share best practice and amplify local messages into national Government and across Government departments. 	Ongoing
Business and Community	
To showcase the work of the LEP and the launch the LEP Annual Report 2021, through public engagement and thought leadership.	Q3
To continue working with the three Business Boards, Federation of Small Businesses, Chambers of Commerce, National Farmers' Union and other membership organisations to share business intelligence and drive economic recovery.	Ongoing
To continue liaising with the area's MPs, seeking their support to highlight how the LEP can add value to national initiatives, raise awareness of particular local economic issues and opportunities and increase the profile of the Marches across government departments.	Ongoing
With the exemption of confidential Board meetings, to continue holding public LEP Board meetings, enabling members of the public to attend by registering in advance of the meetings.	Ongoing
To attend Scrutiny sessions with 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.	Q4

PR, Marketing and Communications	
To carry out a tender for the procurement of PR and Marketing services for the LEP, Marches Growth Hub (MGH) and Hereford Enterprise Zone (HEZ).	Q1
To produce an updated communication plan for 2021/22, outlining a co-ordinated approach across the LEP, MGH and HEZ.	Q2
LEP, MGH and HEZ to continue maintaining and developing their presence across a range of social media platforms to support business engagement and raise awareness of key initiatives.	Ongoing
To produce and distribute an electronic six-weekly newsletter (joint LEP/MGH where appropriate).	Ongoing

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4.0 Governance

The LEP operates as Company Limited by Guarantee (CLG) (Company No. 11822614) and its Board is the LEP's ultimate decision-making authority. Details of the LEP's governance structure can be found on our website at <https://www.marcheslep.org.uk/about/governance/>.

PRIORITY ACTIONS	TARGET DATE
To appoint a new CEO.	Q2
To induct the new CEO.	Q2
To execute the LEP's Diversity Implementation plan to ensure diversity and equality measures are embedded in the LEP's business planning and day-to-day operations and have a positive impact on the communities, workforce and businesses across The Marches.	Q4
To review and update Articles of Association and LEP Board's Terms of Reference (TORs).	Q4
To review and update Accountability and Assurance Framework, including policies.	Q4
To sign off audited LEP's accounts 2020/21 at Board AGM and submit audited accounts to Companies House.	Q3
To attend quarterly service review meetings with Shropshire Council to ensure services provided by the Council under the Service Level Agreement, i.e. HR, legal, accountable body, procurement, finance and IT, meet agreed terms and LEP's business needs.	Ongoing
To conduct an annual review of LEP Board Membership, gender representation and composition.	Q4
To arrange training for Board Members, including diversity and inclusion.	Q3

5.0 Delivery

5.1 Local Growth Fund (Growth Deal)

The LEP has successfully achieved its obligations with Government in ensuring the £105m Local Growth Fund (LGF) grant was spent by 31 March 2021. The programme is expected to deliver the following key outputs in 2021/22.

Outputs	Pre 2019	Actual 2019-20	Actual 2020-21	Current Forecast 2021-22	Current Forecast 2022-25	Current Forecast 2025-32	Total Forecast
Jobs created / safeguarded	2,430	779	364	2,921	7,860	800	15,153
Housing Units Completed	1,697	1,839	1,217	1,583	3,139	1,278	10,753
Length of newly built road (km)	0		0.20	1.83	1.27	0	3.30
Additional Employment Land (ha)	33.52	10	0	11	20	12	87
Commercial Floor Space (sqm)	0	280	7,014	22,306	32,000	0	61,600
Students Enrolled	0	0	0	473	936	0	1,409
GVA (£)	£ -		£ -	£ 24,240,000.00	£ 38,174,904.00	£ -	£ 62,414,904.00
Homes with access to new/improved fibre optic provision	63,582	1,012	3,373	TBC	TBC	0	67,967
Apprenticeships	530	481	667	TBC	TBC	0	1,678
Number of New Learners Assisted	2,859	4,563	4,244	TBC	TBC	0	11,666
Local Authority Funding	£ -	£ 14,110,402.00	£ 9,733,750.70	£ 34,304,347.68	£ 6,609,462.00	£ -	£ 64,757,962.38
Public Sector Match	£ 12,576,805.63	£ 4,682,567.00	£ 455,646.19	£ 19,763,481.81	£ 1,312,187.00	£ -	£ 38,790,687.63
Private Sector Match	£ -	£ 549,400.00	£ 660,798.35	£ 16,052,884.65	£ 504,443.00	£ -	£ 17,767,526.00

5.2 Getting Building Fund

2021/22 is the final year of expenditure in relation to the £14m Getting Building Fund (GBF) programme, focusing on maximising economic impact through the achievement of outputs and the spend profile.

The programme is expected to deliver the following key outputs:

Outputs	Actual Achieved in 2020-21	Current Forecast in 2021-22	Current Forecast 2022-25	Current Forecast 2025 - 32	Total Forecast
Jobs created	0	43	760	0	803
Jobs Safeguarded	0	10	0	0	10
Construction Jobs	0	100	190	0	290
Housing Units Completed /unlocked	0	11	1,595	0	1,606
Commercial Space Unlocked	0	0	44,765	0	44,765
Businesses Assisted	0	0	250	0	250
New Retrofits	0	68	0	0	68
Number of New Learners Assisted	0	35	295	0	330
New Learning Space unlocked	0	2,700	0	0	2,700
GVA (£)	£ -	£ -	£ -	£ -	£ -
Local Authority/Public Sector Match	£ -	£ 12,536,805.00	£ 2,686,455.00	£ -	£ 15,223,260.00
Private Sector Match	£ -	£ 480,000.00	£ 7,810,000.00	£ -	£ 8,290,000.00

Programme Expenditure

Project Name	2020/21		2021/22		Project Total
	Original 2020/21 Profile	Final 2020/21 Outturn	Updated Forecast	Actual	
Integrated Construction Wetlands	£ 500,000.00	£ -	£ 1,000,000.00	£ -	£ 1,000,000.00
Pride Hill Remodelling	£ 2,917,000.00	£ 3,525,802.81	£ 1,494,197.19	£ -	£ 5,020,000.00
Tackling Fuel Poverty Through Zero Carbon Innovation	£ 600,000.00	£ 509,839.44	£ 490,160.56	£ -	£ 1,000,000.00
Hereford City Centre Improvements	£ 1,505,744.00	£ 1,549,956.66	£ 1,450,043.34	£ -	£ 3,000,000.00
NMITE - Skylon Park Campus Development	£ 1,000,000.00	£ 800,000.00	£ 800,000.00	£ -	£ 1,600,000.00
Stronger Communities - New College, Wellington and surrounding sites	£ 1,190,000.00	£ 1,190,000.00	£ 1,190,000.00	£ -	£ 2,380,000.00
Total	£ 7,712,744.00	£ 7,575,598.91	£ 6,424,401.09	£ -	£ 14,000,000.00

5.3 Infrastructure and Place

PRIORITY ACTIONS	TARGET DATE
To manage the £105m Local Growth Fund programme. This includes monitoring the achievement of contracted deliverables (outputs and match funding) and reporting to Government.	Ongoing
To manage the £14m Getting Building Fund programme. This includes ensuring the expenditure profiles are met, monitoring the achievement of contracted deliverables (outputs & match funding) and reporting to Government on a quarterly basis through the Delta portal.	Ongoing
To develop a Project Call and associated processes/procedures.	Q2
To deliver the Telford Land Deal work programme, including the flagship NI Park development.	Q4
LEP to continue being represented on both Telford and Hereford Stronger Towns Fund Boards.	Ongoing
To continue collaboration with The Marches Nature Partnership to respond to national policy development, to shape future rural support programmes and to consider economic opportunities related to the transition to net zero.	Q4
To understand the findings of the review into the “Green Book: Central Government Guidance on Appraisal and Evaluation” and how this will help the LEP advocate for the Marches and its specific social and economic features, ensuring that our rural areas receive an equitable and proportionate share of future funding.	Q3
To continue working with partners to understand Building Digital UK (BDUK) procurement, outcomes of 5G pilot and associated opportunities for The Marches area.	Q4
To work with Transport Officers Group (TOG) members to support Midlands Connect’s response to the Union Connectivity Review and the development of Building Back Better (Midlands Connect Budget Submission).	Q4
Energy	
To prioritise the delivery and implementation of key energy projects in The Marches, including the promotion of new national and regional schemes and identification of potential future funding opportunities.	Q4
To nominate an Energy Champion to sit on the LEP Board to help progress the delivery of The Marches LEP Energy Strategy.	Q1
To continue working with the Midlands Energy Hub to address the capacity gap within local authorities, improve the regional and national communication channels, deliver energy infrastructure projects across the Midlands and support local authorities’ commitment to zero-carbon and a green recovery.	Q4
Marches Investment Fund (MIF)	
To continue monitoring of existing contracts, Dicentra and Harper Adams University.	Q4
With partners, to bring forward new projects funded under MIF.	Ongoing
To undertake a review of remaining funds, assessing how they can be utilised.	Q3
Hereford Enterprise Zone (HEZ)	
To progress infrastructure works to make plots of land development ready (12 acres minimum)	Q4

Progress and complete sales of plots of land (12 acres minimum)	Q4
Manage the opening of the Shell Store and secure the first set of tenants (minimum of 10 by year end)	Q4
Support the Cyber Quarter partners in opening up and securing the first group of tenants (minimum of 6 by year end)	Q4

5.4 Business Support

PRIORITY ACTIONS	TARGET DATE
To support businesses in achieving their recovery and growth ambitions, the LEP will continue the implementation of its Access to Finance Strategy and contribute to the strategic delivery of the Midlands Engine Investment Fund.	Q4
Marches Growth Hub (MGH)	
To deliver MGH services through effective partnership working to support the: <ul style="list-style-type: none"> • Effective implementation of the core contract (funded by £462k from BEIS plus local authority contributions); • Delivery of additional support services associated with the West Midlands Cluster, including EU Transition support and the new WMCA Made Smarter West Midlands Adoption Programme; • Delivery of the second year of the Peer Networks programme following procurement of a provider; and • Awareness raising of support offered through www.marchesgrowthhub.co.uk, the three physical hubs and through referrals to partners. 	Q4 Q4 Q4 Q4
To work with The Marches Business Support Steering Group to consider the implications of the LEPs' Review, the BEIS Business Support Reform project, the National Growth Hub Evaluation project and replacement funds for the impending end of EU funded business support services.	Q4
Department for International Trade (DIT) projects	
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.	Q4
To promote and encourage the take up for export and international trade services through locally based teams, regional and national support.	Q4

5.5 Skills and Employment

PRIORITY ACTIONS	TARGET DATE
To promote partners' involvement in the Government's Kickstart Scheme to highlight local placement opportunities for young unemployed people.	Ongoing
<p>The Skills Advisory Panel SAP (supported by its sub-groups) to continue to drive the skills and employment agenda across The Marches:</p> <ul style="list-style-type: none"> SAP funding to be sought from Department for Education (DfE) to continue the production of high quality local-level skills analysis, maintain relationships to deliver the local skills agenda and provide oversight of the implementation of the Local Skills Report Action Plan. New SAP Chair to be appointed and SAP membership reviewed in line with the SAP Terms of Reference. Work with the SAP to consider the implications of the LEP Review, Skills Bill and replacement funds for the impending end of EU-funded skills and labour market support services. Funding to be used to refresh Local Skills Reports by 28 January 2022 to meet DfE requirements. 	<p>Q2</p> <p>Q4</p> <p>Q4</p> <p>Q3</p> <p>Q4</p>
To 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.	Q4
To deliver the Careers and Enterprise Company (CEC) contract in line with contract extension to August 2022 including the delivery of the implementation plan overseen by the Careers Hub Steering Group.	Q4

5.6 European Structural and Investment Funds (ESIF)

PRIORITY ACTIONS	TARGET DATE
<ul style="list-style-type: none"> To review the future for The Marches ESIF Committee as the ESIF programme comes to an end. 	Q2
<ul style="list-style-type: none"> To ensure Government recognises the LEP' achievements in delivering the ESIF programme in respect of the development of the proposed UK Shared Prosperity Fund. 	Q2
<ul style="list-style-type: none"> To understand the role and focus of successor funds and position The Marches to benefit from these. 	Q3