

# Delivery Plan

2021/22



Leicester & Leicestershire  
Enterprise Partnership



## Our Vision

Leicester and Leicestershire will become one of the most productive economies in England with healthy growth, people and businesses.



Healthy  
Growth



Healthy  
People



Healthy  
Business

## CREATING ECONOMIC PROSPERITY

## Our Mission

Leicester and Leicestershire Enterprise Partnership Limited (LLEP) is a strategic body established to drive forward regeneration and growth of the local economy.

A business led partnership, we work with local leaders of industry, educational institutions, the public sector and government to set out key investment priorities for Leicester and Leicestershire.

Our purpose is to lead and drive economic prosperity across the Leicester and Leicestershire area through strong partnerships, robust intelligence and innovation.

Together we play a central role in determining local economic priorities and undertaking activities to drive economic growth and job creation, improve infrastructure and raise workforce skills within the local area.

Together we will create a vibrant, attractive and distinctive place with highly skilled people, and make Leicester and Leicestershire the destination of choice for successful businesses.





# Our purpose and objectives

**The LLEP sits at the heart of the economic development of the area**, and over the last year has led on bringing partners together to focus on our economic recovery. Our core purpose has never been more relevant, and we will continue to focus on this relentlessly in the year ahead.

## Developing Strategy



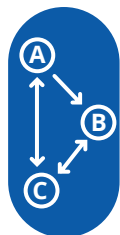
Developing an evidence-based Economic Recovery Strategy that builds on our draft Local Industrial Strategy but also identifies emerging strengths and challenges, future opportunities and actions needed to boost productivity, earning power and competitiveness following the economic shocks of Covid-19 and EU exit.

## Allocation of Funds



Identifying and developing investment opportunities; prioritising the award of funding for growth and economic recovery; and monitoring and evaluating the impacts of activities to improve productivity across the local economy.

## Co-ordination

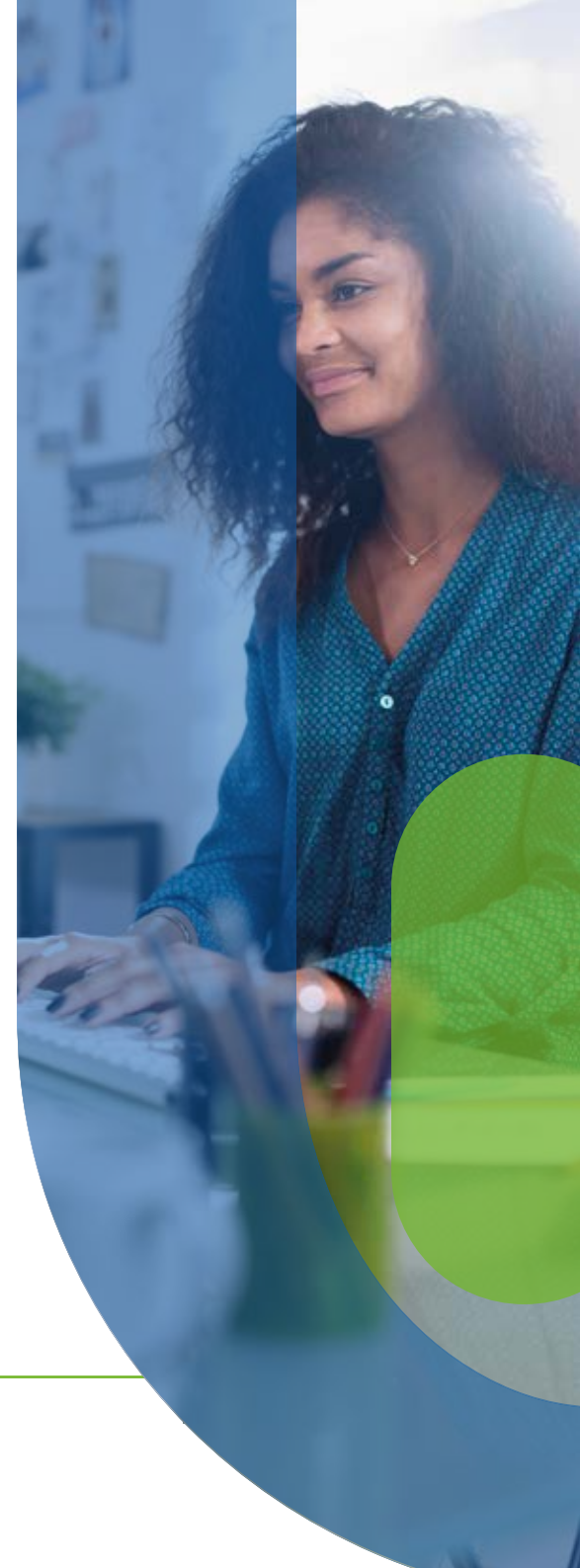


Using our convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.

## Advocacy



Collaborating with a wide range of local partners to act as an informed and independent voice for their area.



## Economic context

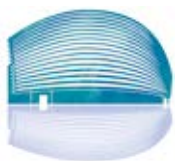
The economic shock of the continuing Covid-19 pandemic and its impact on the area's economy is not yet fully understood. Pre-Covid employment growth in the area was strong, with low levels of unemployment. During the pandemic the claimant count has risen in line with national averages, and up to a third of all eligible employees have been furloughed. The city of Leicester is predicted to be one of the places hardest hit economically by the fall-out from Covid-19 (*PWC Good Growth for Cities, Centre for Cities, Cities Outlook 2021*).

The area's position at the heart of the logistics 'golden triangle' has benefited job openings in the area despite the economic shock, boosted by the increase in cargo freight operations at East Midlands Airport. However, other sectors including creative, tourism

and hospitality have been adversely affected by the extended period of lockdown experienced by the city of Leicester.

Within our Enterprise Zones, innovative advances in earth observation, low carbon vehicles and life sciences continue to demonstrate the area's capacity for innovation. However, there continues to be issues of low productivity and low wages across the area and a lack of higher technical skills required by business.

Our Covid-19 Economic Recovery Action Plan, published in December 2020, identifies the short-term interventions which will be implemented by the LLEP and its partners over the coming year in immediate mitigation of the impact of Covid-19.



# Governance

## Our strength - strong governance and partnerships

- We have the best of public and private sector leadership
- We understand the needs of our strategic and delivery partners
- We foster open and transparent decision making and communications
- We collaborate with partners to deliver positive outcomes

Through our strong partnerships we make collective decisions to deliver our objectives and subsequent outcomes.

Our Board Members play a key role in helping us to shape the local economy by influencing local and national government, as well as providing effective governance to the partnership.

They make key investment decisions and oversee our spending and are responsible for making sure that the partnership's investments deliver value for money and achieves maximum economic impact.



## Priorities for 2021/22:

- Review Board membership of existing Governance structures  
April 21
- Support the development of new Governance – Finance & Audit Committee, Scrutiny Committee and Innovation Board  
April 21 onwards
- Refresh the Local Assurance Framework to reflect changes in governance  
April 2021
- Review our Stakeholder Engagement Plan  
June 2021
- Commence process for election/re-election of Chair of the Board  
September 2021
- Review Directors' terms  
September 2021
- Undertake a Skills Audit among Board members and utilise the findings in Board recruitment and training opportunities  
November 2021





# Strategy

## Our strength - robust Intelligence and evidence

- We have in-depth knowledge of the local economic climate
- We are embedded in local business networks and understand the needs of businesses
- Our strategies and policies are underpinned by local intelligence
- Our performance management is key to delivering our vision

## Priorities for 2021/22:

### Implementation of the Covid-19 Economic Recovery Action Plan

Throughout this year we will implement the key interventions from the short-term Covid-19 Economic Recovery Action Plan, focused on the priority themes of:

- Business
- People, employment and skills
- Innovation
- Low Carbon
- Infrastructure



In collaboration with partners and stakeholders we will use this year to put in place immediate actions to mitigate against the impact of both Covid-19 and issues arising from EU Exit.

# Strategy

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## Launch of the LLEP Economic Recovery Strategy - July 2021

The LLEP's long term Economic Recovery Strategy to 2030 will incorporate the ambitions of our draft Local Industrial Strategy but will also consider the need to respond to a changed economic landscape, and emerging local and national priorities, including zero carbon, skills for jobs and innovation.

This is a bold step, as at the time of writing we await further details on the national Economic Recovery Strategy, and yet we must be prepared and ready to both support those areas of the economy which have been disadvantaged but also seize on those opportunities which arise.

## Research

We will also prioritise three pieces of research which will support and inform our strategy:

- **A 12-month Business Tracker Survey to monitor and measure business sentiment over the year**
- **A Natural Capital Evidence Review which will assess current levels of data, identify gaps and make recommendations to how this can be used as part of policy making**
- **Sectoral Research into how the economic shock has impacted across the LLEP area's sectoral base, and how this might differ from other areas.**

Our strategies will continue to be informed by the production of robust business intelligence, including the monthly Business Intelligence Update and through the Leicester Shire and Rutland intelligence portal.



# Delivery and Investments

## Our strength - Innovative approach to delivery

- We identify the right type of investment to deliver maximum impact and value for money
- We find innovative solutions to drive economic growth and programme delivery
- We execute delivery plans that meet the expectations of funders and local needs
- We deliver the relevant impacts, outcomes and outputs

Through our Capital Programmes we will continue to invest in projects that will deliver growth and stimulate the economy, enabling the future development and growth of key strategic sites.





## Getting Building Fund (GBF)

In 2020 the Government announced a £900 million **Getting Building Fund** for investment in local, shovel-ready infrastructure projects to stimulate jobs and support economic recovery across the country, targeting areas facing the biggest economic challenges as a result of the pandemic.

The LLEP was allocated £20m for a wide-ranging package of projects that will deliver a much-needed boost to the local economy.

The funding covers the period 1 October 2020 to 31 March 2022; outputs will take longer to achieve, up to March 2025 and potentially further.



## Getting Building Fund (GBF)

- **£1.7m Granby St/St George St Regeneration Gateway**  
(Leicester City Council)

- improving the facilities for sustainable transport and providing better links across the city centre.

- **£10.5m St Margaret's Gateway**  
(Leicester City Council)

- rebuilding of St Margaret's Bus Station and refurbishment of the surrounding streets as part of a major regeneration scheme.

- **£6m SportPark Pavilion 4**  
(Loughborough University)

- constructing a 2,000m<sup>2</sup> extension to enable the growth of the successful sports cluster at Loughborough University Science & Enterprise Park (LUSEP).

- **£1.8m M1 Junction 23 & A512 Access Improvements**  
(Leicestershire County Council)

- delivering road network improvements to increase capacity and ease congestion enabling the unlocking of land for new homes and employment.



***“These exciting plans to replace St Margaret’s Bus Station with a striking, new and carbon neutral building will signal the beginning of a revival of this part of the city.”***

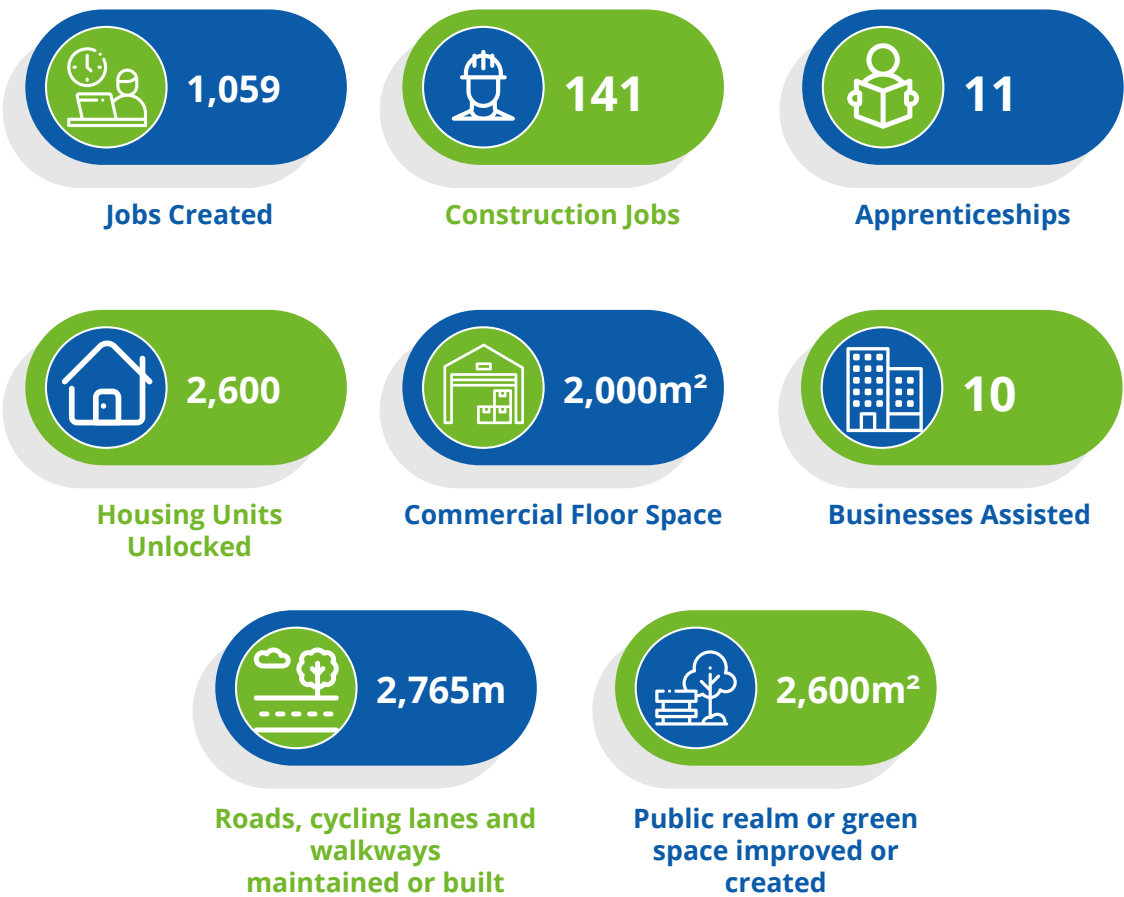
Cllr Adam Clarke,  
Deputy City Mayor for Environment  
and Transportation. 16 February 2021





# Getting Building Fund (GBF)

## Forecast Outputs:



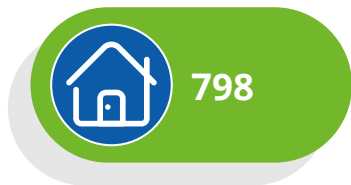
## Local Growth Fund (LGF)

While the financial element of the Local Growth Fund programme will have concluded in March 2021, projects will continue to be monitored against forecasted outputs which for some schemes will not be fully achieved until as far ahead as 2025/26.

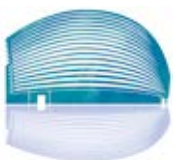
### Priority outputs for 2021/22:



**Jobs Created/  
Safeguarded**



**Housing Units**



## Growing Places Fund (GPF)

The Growing Places Fund is a revolving loan fund designed to support the provision of initial infrastructure to facilitate the acceleration of viable developments which have either stalled or would be delivered more quickly with an upfront investment.

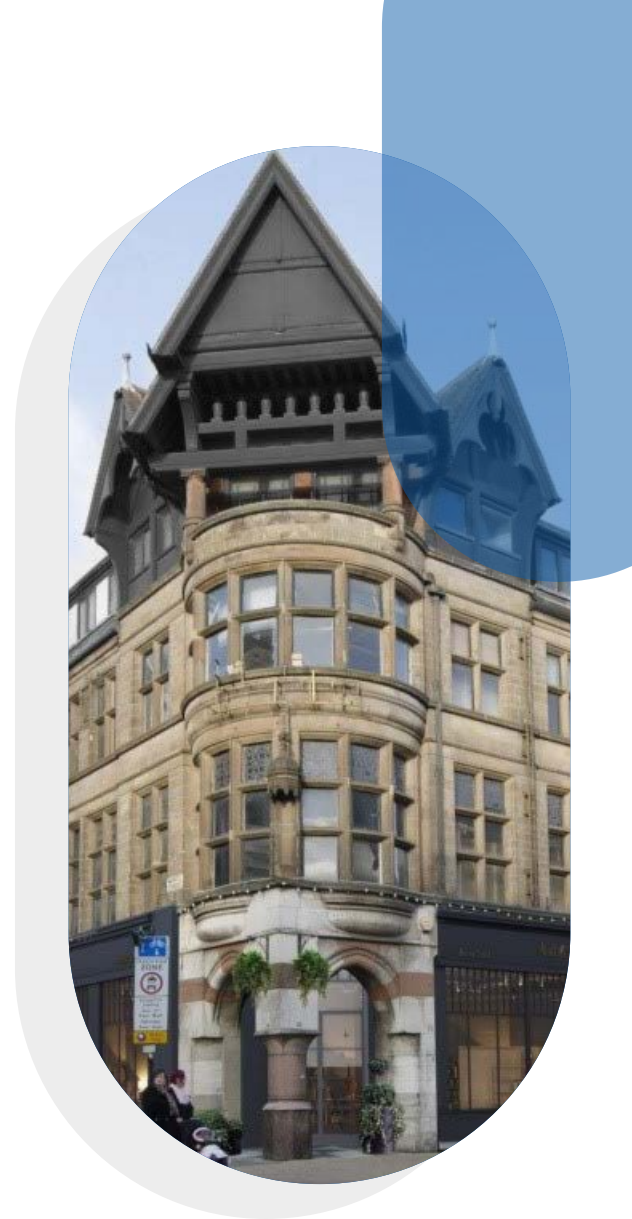
A loan of £4m is supporting the redevelopment of the former Fenwick's department store in Leicester. The loan will be used to convert the former department store into serviced apartments and co-working business space, with associated facilities and four new dynamic commercial units. The building will host nearly 1115m<sup>2</sup> of high-quality office space and be completed by August 2021.

### Growing Places Fund for 2021/22:

Towards the end of the last financial year a decision was taken by the LLEP Investment Panel and Board to 'repurpose' some of the GPF funding to aid economic recovery following the pandemic.

### The decision will see £1.6m of funding to support:

- Employment and skills fund - covering
  - Digital Poverty
  - NEET support
- Business Grants
- Place Marketing and promotion
- SME Kickstart extension
- MIT REAP seed corn delivery
- Low Carbon delivery





# Zero Carbon Agenda

The scale of the challenge, and the scale of ambition is clearly reflected in both national and regional policies and actions.

## The key priorities for the LLEP in the coming year are:

- Understanding the local picture
- Leading and enabling the economic conditions to make the most of the opportunities that zero carbon affords us
- Steering zero carbon activity, investment and equality of opportunity to include skills, businesses and communities

Our ambition is to create a supportive environment for zero carbon to be achieved in a structured way that creates local jobs, businesses and growth in the low carbon sector.

As we look at where to invest in order to kick start the economy, we will look at investments in the zero-carbon economy. Firstly, so that we can parallel our recovery with our climate emergency commitments, secondly because these investments make long-term returns and savings.



## Priorities for 2021/22:

- Zero Carbon Action Plan - agree and implement an overarching Action Plan
- Training – provide training to understand how zero carbon impacts across the LLEP's work programmes and provide place leadership
- Zero Carbon Focus Group – establish a Focus Group comprising businesses engaged in the sector who will champion the agenda and influence the design of a business support package
- Project Pipeline – work with partners to scope and develop a pipeline of potential low carbon investment projects.

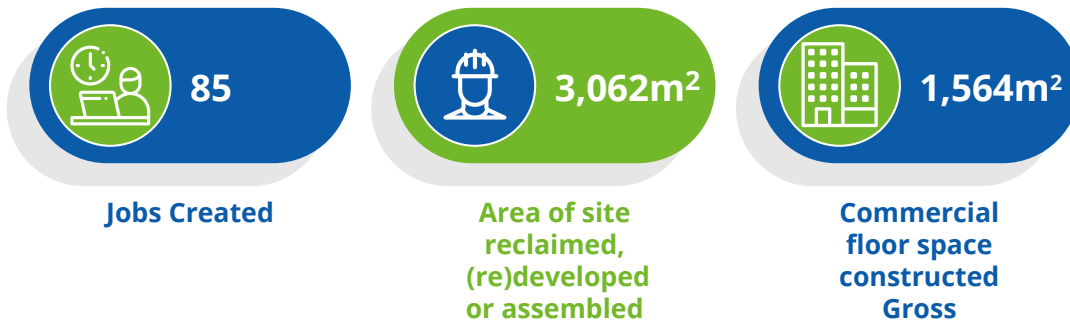


## Business Rates Pool (BRP)

This unique fund, which retains and combines the business rates growth funding from all nine local authorities, is administered by the LLEP to invest in economic development priorities, driving productivity and growth across Leicester and Leicestershire.

**£24.4m of funding** has been approved to support projects going into 2021/22.

### Forecast Outputs for 2021/22:





## Enterprise Zones

Enterprise Zones (EZs) are a fantastic opportunity for businesses. They provide significant advantages to help businesses grow and gain a competitive edge.

Our region boasts two EZs, **MIRA Technology Park** and the **Loughborough and Leicester Science and Innovation Enterprise Zone**, covering nearly 290 hectares of development land across four individual locations.

The LLEP board has agreed a pipeline of projects for investment to support the delivery and acceleration of developments on the EZ sites. The priority projects will be delivered through forward funding against future EZ business rates uplift.

### Forecast Outputs:



Floorspace developed



Jobs created



Floorspace refurbished



New business created



### Priorities for 2021/22:

- **MIRA Technology Park**

Project investment

Commencement - August 2021

- **Loughborough and Leicester Science and Innovation Enterprise Zone**

Charnwood Campus Medicinal and Synthetic Chemistry Research Centre  
Completion - November 2021

Leicester Waterside  
place marketing proposal  
Commencement - April 2021;  
Project investment  
Commencement - June 2021

Loughborough University Science and Enterprise Park  
Infrastructure investment  
Commencement - December 2021

LUSEP - Restocking the Building Base  
Project implementation and first cohort  
Underway - April 2021



## Business Gateway

2020/21 has been an incredibly tough year for many of our businesses, the number of enquiries shot up to an unprecedented level with a 500% increase on previous years. Like many others we have had to adapt our approach to include virtual one to one meetings and delivery of online workshops. With Government funding we have been able to provide grants to support businesses through these difficult times, but it is just the tip of the iceberg.

### Forecast milestones for 2021/22:



We will continue to support our businesses in whatever way possible, taking the opportunity to utilise less traditional methods to enable our audiences to access the support available.



## MIT REAP

The **Massachusetts Institute of Technology Regional Entrepreneurship Acceleration Program (MIT REAP)** provides opportunities for communities around the world to engage with the Institute in an evidence-based, practical approach to strengthening innovation-driven entrepreneurial (IDE) ecosystems.

Led by the Business Gateway, a Leicestershire team of stakeholders from business, finance, government and the three local universities worked with MIT to develop a 'Beacons and Bootstraps' strategy. The strategy is designed to deliver economic recovery and growth through Innovation and is factored into the LLEP Economic Recovery Plan.

### Priorities for 2021/22:

- Establish an Innovation Board
- Research the innovation support provision
- Launch a dedicated innovation page on the Business Gateway website





## Skills Advisory Panel (SAP)

SAPs provide a leadership role on skills in the local area by engaging employers and providers and steering area skills priorities.

### Priorities for 2021/22:

- Recruit two additional private sector members to the SAP to boost employer representation
- Oversee the skills actions in the Covid-19 Economic Recovery Action Plan Matrix
- Appoint a Digital Skills Coordinator who will create a Leicester and Leicestershire Digital Skills partnership and lead on area digital skills research
- Create an area-wide Apprenticeship Strategy
- Develop an area Local Skills Strategy
- Support the development of the Local Skills Improvement Plan
- Continue to provide real-time labour market information.



# Enterprise Advisor Network and Careers Hub

We work with Careers Leaders to develop effective employer engagement plans to support schools in their careers planning for young people and their success against the eight Gatsby Benchmarks, developed as a measure of excellent careers guidance in schools.

Enterprise Advisers (EAs) are volunteer senior business leaders who support local schools to develop and implement an effective careers strategy that puts opportunities with employers at the heart of a young person's education.

Our Cornerstone Employer Group have a collaborative focus on creating meaningful encounters for young people in schools and colleges across Leicester and Leicestershire.

## Priorities for 2021/22:



85

**Minimum number of schools and colleges to be part of the Enterprise Adviser Network**  
August 2021



100%

**Increase schools and colleges completing a Gatsby Benchmark audit from 94% to 100%**  
August 2021

EA

85

**Increase the number of Enterprise Advisers from 65 to 85**  
March 2022



10

**Grow membership of our Cornerstones employer group from 6 to 10**  
March 2022



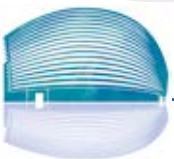
## East Midlands Freeport

Freeports are designed to attract major domestic and international investment. These hubs of enterprise will allow places to carry out business inside a country's land border but where different customs rules apply.

The government has confirmed **eight** new Freeports across England which will benefit from:

- Streamlined planning processes to aid brownfield redevelopment
- A package of tax reliefs to help drive jobs, growth, and innovation
- Simplified customs procedures and duty suspensions on goods

In partnership with neighbouring Local Enterprise Partnership D2N2, the LLEP convened a consortium to submit an East Midlands bid to Government for Freeport status.



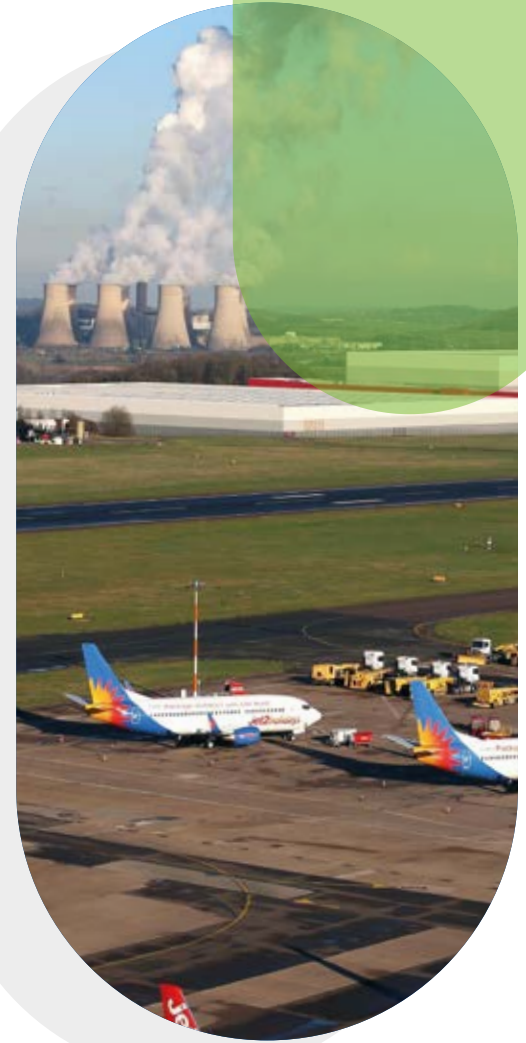
**In the Spring Budget, it was announced that our bid has been successful.**

The East Midlands Freeport proposal is based around the East Midlands Airport and Gateway Industrial Cluster (EMAGIC) in North West Leicestershire, Uniper's Ratcliffe-on-Soar power station site in Rushcliffe in Nottinghamshire and the East Midlands Intermodal Park (EMIP) in South Derbyshire.

The bid delivers a unique inland Freeport at the heart of the UK, creating close to **30,000 direct jobs** and **30,000 indirect jobs** through supply chains.

### Priorities for 2021/22:

- Support the development of the Freeport business case for submission to Government in Autumn 2021.







## Contact Details

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To receive news and information about LLEP programmes and activities visit:

[www.llep.org.uk/subscribe](http://www.llep.org.uk/subscribe)

If you require further information on anything within this publication, please email the LLEP at the address below.

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