

# DELIVERY PLAN 2019/20



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## FOREWORD

I am delighted to present the Leicester & Leicestershire Enterprise Partnership's (LLEP's) Delivery Plan for 2019/20 which sets out our priorities for this year. This is an exciting time for LLEP partners to build on our successes last year. We have strengthened our Local Assurance Framework (LAF) and responded to the recommendations from the Government's Strengthening LEPs review.

Over the past 12 months the LLEP, working with its partners, has achieved significant success in boosting our economy. For the third year running we achieved the full spend of our Local Growth Fund (LGF) Programme. The LGF has enabled us to support a total of 20 projects with the £126m funding programme. We also managed the £3.2m from the local authorities pooled business rates to support 22 projects that levered £18.3m match funding.

We continued to support the delivery of our two enterprise zones; Loughborough and Leicester Science and Innovation Enterprise Zone and MIRA Technology Park. MIRA Technology Park continues to be an international success having created 509 high-tech jobs and attracted 24 companies on site to date.

The Leicester Business Festival took place from 29 October to 9 November in 2018. The festival comprised of 119 events and attracted 7238 attendees, with a total reach of 12,960,120 people across a range of media channels generating a circulation of 38,778,777; promoting Leicester and Leicestershire as a thriving hub for business.

The LLEP Business Gateway support service has been strengthened with key programmes of support to local businesses. Since its inception the Growth Hub penetration has exceeded 4,702 businesses.

Our Enterprise Adviser Network programme has been recognised as a national exemplar and continues to strengthen links between schools, colleges and businesses including launching a Careers Hub and delivering a third Career Speed Networking event which was attended by over 270 students and 143 businesses.

We have also committed £101m of our £119m European Structural and Investment Funds (ESIF) allocation to support businesses, invest in innovation, low carbon projects and support skills and employment initiatives.

This year will be a critical year for the LLEP as we continue to manage our major funding programmes and prepare our Local Industrial Strategy. We will continue to develop strong relationships with the Midlands Engine and national government to support the delivery of the national Industrial Strategy. Our key priorities this year will be:

- ❖ Delivery of the LGF, GPF, Business Rates Pool and ESIF programmes
- ❖ Develop and launch our Local Industrial Strategy
- ❖ Delivery of the MIRA Technology Park and Loughborough and Leicester Science and Innovation Enterprise Zones
- ❖ Deliver our Business Gateway and Enterprise Adviser Network projects

I would like to thank all our partners for supporting our achievements in 2018/19 and I very much look forward to working with you to help us successfully deliver our plan for 2019/20.



**Mandip Rai,**  
**Chief Executive Officer**

## 1. ABOUT LLEP

The Leicester & Leicestershire Enterprise Partnership (LLEP) brings together the public, private and voluntary sectors that have an interest in and ability to drive economic growth in Leicester and Leicestershire. The LLEP is a company limited by guarantee with a board of 15 directors from the private, public, higher and further education and voluntary and community sectors.

The LLEP is an incorporated company with Leicester City Council as its Accountable Body. The Council holds resources on behalf of the partnership and employs the LLEP staff. During 2018 we reviewed our Local Assurance Framework (LAF) with the support of our Accountable Body to ensure we have open, transparent and accountable processes in place for allocating and managing LLEP funds.

### ROLE OF LLEP

The LLEP's role is to lead the development and implementation of a Strategic Economic Plan (SEP) for Leicester & Leicestershire. The LLEP's core functions are:

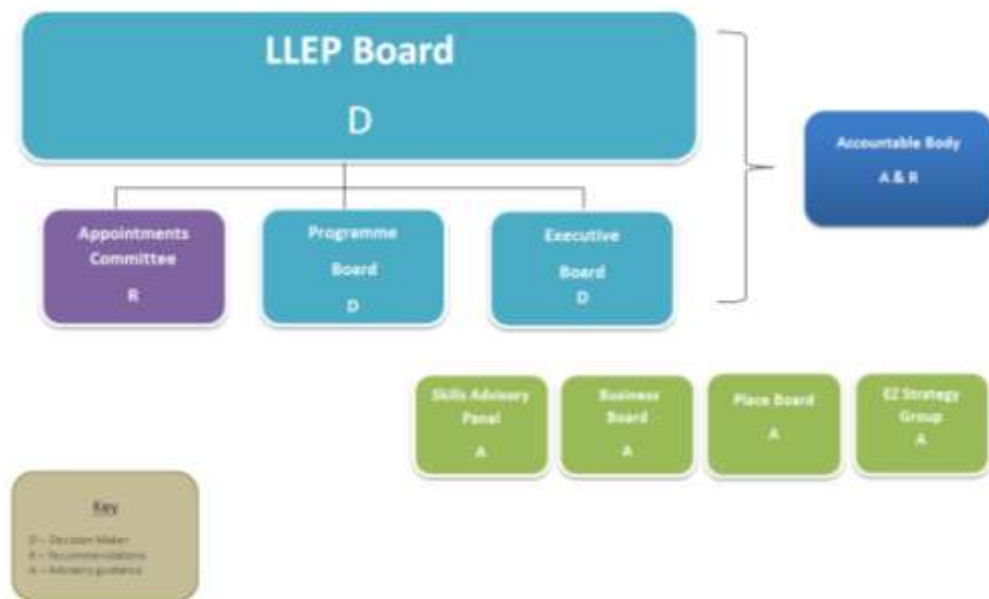
**Engagement:** To engage local and national partners and stakeholders in the development and implementation of our SEP

**Influence:** To influence national and local government and partners to align policy and resources to deliver the vision and objectives in the SEP

**Funding Programme Delivery:** To effectively invest LLEP funds and achieve value for money and maximum impact on economic growth

### GOVERNANCE AND DECISION MAKING

The LLEP governance structure currently consists of interfacing strategic and operational groups all of which inform and influence our decision making.



## STRATEGIC

**LLEP Board:** Provides strategic leadership, oversight, challenge and develops and reviews the Strategic Economic Plan (SEP)

**Skills Advisory Panel, Place and Business Boards:** Advise the Board of strategic priorities

**Enterprise Zone Investment Board:** Advises the Board of strategic priorities for the delivery of the LLEP's two Enterprise Zones

## OPERATIONAL

**LLEP Executive:** Implements the Boards' priorities and actions and guides the LLEP's operational activity

**Programme Board:** Manages the LLEP's funding programmes and the Local Assurance Framework (LAF)

**Appointment committee:** Manages the recruitment, induction, succession planning and training of board members, as well as the performance management of the Chief Executive Officer on behalf of the board

## 2. STRATEGIC VISION AND OBJECTIVES

The LLEP's strategic vision and objectives are set out in our current Strategic Economic Plan (SEP) 2014-2020. A long-term Local Industrial Strategy (LIS) will be prepared and agreed with the Government by the end of 2019. The LLEP's current vision in the SEP is:

***'To create a vibrant, attractive and distinctive place with highly skilled people making Leicester and Leicestershire the destination of choice for successful businesses'***

The LLEP's objectives in our current SEP are to:

- ❖ Invest in infrastructure to unlock key development sites and improve connectivity
- ❖ Provide effective support for SMEs and to accelerate growth of our priority sectors
- ❖ Ensure that local people are equipped with the relevant skills that businesses need

The Leicester and Leicestershire local authorities and LLEP have developed a long-term (up to 2050) Strategic Growth Plan (SGP) for the LLEP area. The relationship between SGP and LIS is critical. The SGP will set out the long-term vision for Leicester and Leicestershire and provide a spatial framework for the LIS.

Following the Government's announcement that Leicester and Leicestershire had been included as one of six Wave Two LEP areas invited to prepare a Local Industrial Strategy (LIS), we have been actively working to develop a LIS for agreement with government by the end of 2019. To prepare a robust evidence base for our Local Industrial Strategy, we have:

- Undertaken an initial review of relevant primary and secondary information sources at a national, regional and local level.
- Issued and analysed a public Call for Evidence to enable stakeholders to submit relevant information that they believe should be taken into account when determining future economic priorities for the area.
- Commissioned a detailed review of the Leicester and Leicestershire economy based around the five Foundations of Productivity and four Grand Challenges.

We will complete the evidence base and determine the LIS priorities during the Spring and the full document will be written and consulted during the Summer. The final draft will be submitted to government for agreement in October with a view to publishing the final LIS by the end of 2019.

## 3. PERFORMANCE MANAGEMENT

Being able to measure economic impact and value for money are key elements for managing the LLEP's performance. The LLEP will use a performance framework as a means to secure coherent performance management. The framework will be further developed alongside our LIS and bring together a suite of indicators including macro-economic data to help the LLEP monitor local economic conditions to inform future commissioning priorities and manage current programme performance.

Performance reporting to the LLEP board and Programme board is a key element in effective governance. The main body providing over-sight to the existing LLEP Programmes is the Programme Board. The performance reporting model is based on four core principles:

- **Developing the Performance Framework** – ensuring the appropriateness of performance information in board reports is linked to the LLEP’s strategic objectives.
- **Reporting Performance Information** - ensuring the quality of data and information in board reports and the way it is presented provides insight to inform decisions.
- **Using the Framework** - board members are able to make decisions based on economic impact and value for money information based on information proportionate to the investment activities considered.
- **Integration of financial and performance information** - ensuring information on resources is presented alongside outputs to enable an analysis of costs and outcomes.

## LEVELS OF PERFORMANCE REPORTING

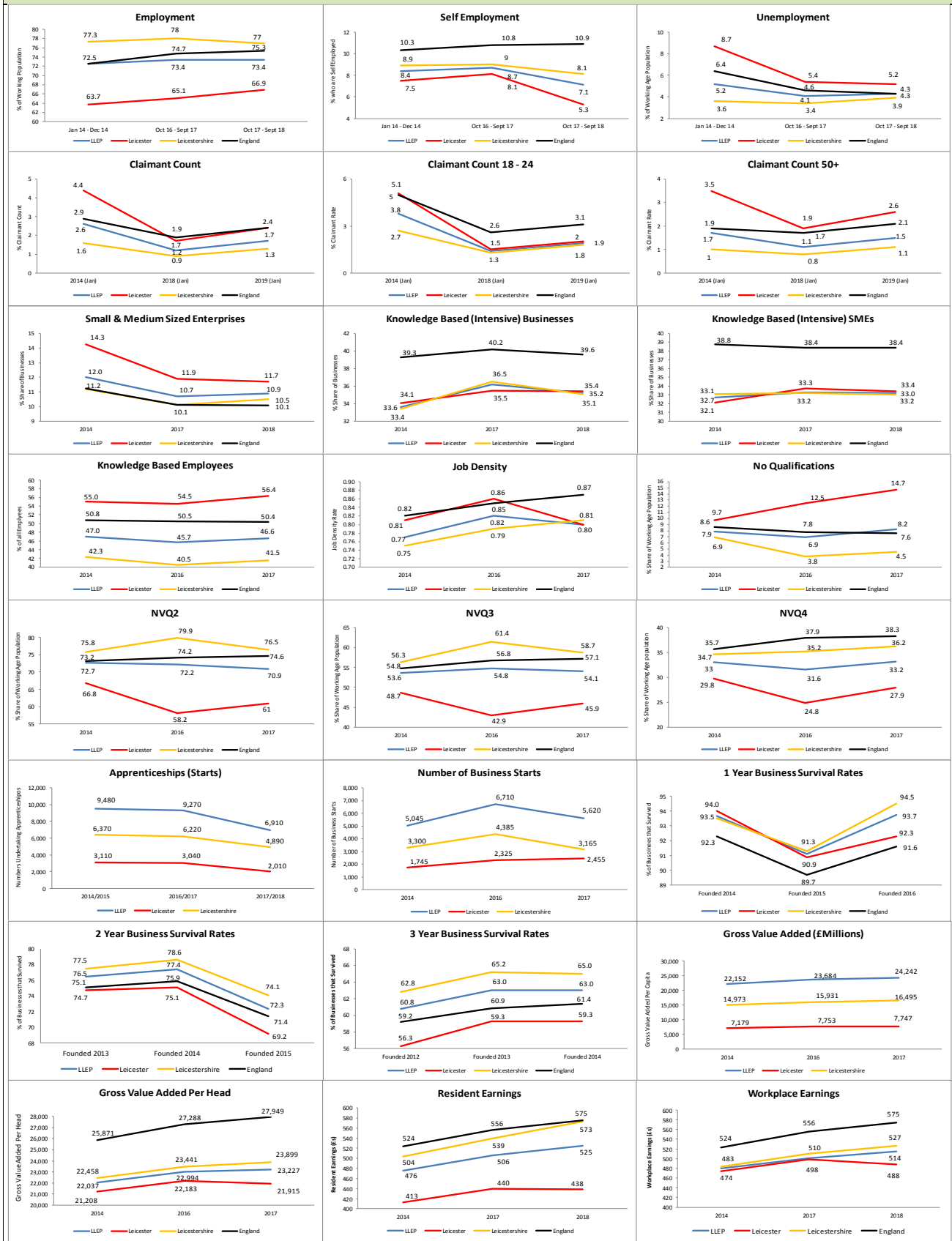
It is important to recognise the two levels of performance reporting. Firstly, at a macro level - the LLEP Board will be presented with information about how the economy is performing. This will help the Board to set its strategic objectives, agree the outcomes it wishes to achieve and make informed investment decisions. This information will be presented to the Boards annually, biannually and quarterly depending on the availability of the datasets.

Secondly, at a programme level – this level of performance will be reported quarterly to the Programme Board and will provide information on the performance of the funding programmes that the LLEP directly controls including the Local Growth Fund (LGF), Growing Places Fund (GPF), Business Gateway, Enterprise Zones and Enterprise Adviser Network (EAN) programme.



# MACRO LEVEL PERFORMANCE INDICATORS

## LLEP Indicator Set - March 2019





## PROGRAMME LEVEL INDICATORS

One of the key aspects of managing our programmes is monitoring the impact that they are having on the local economy. Due to the nature of the projects we are funding, many of the impacts are long term and monitoring will continue beyond the life of the programme. The specific benefits that we expect to see in 2019/20 are listed below. These are from a combination of the BRP, EZ, GPF and LGF programmes.

Key Performance Indicator	Achieved to Date	2019/20 Target
Area of site reclaimed, (re)developed or assembled (ha)	3.40	66.00
Commercial floor space constructed (m <sup>2</sup> )	281,547	6117
Floor space Developed (m <sup>2</sup> )	304,007	73,897
Houses built	1,535	652
Jobs Created	3,582	1596
Length of Footway Improved (km)	0.14	0.5
Length of new cycle ways (km)	33.6	2.3
Length of newly built roads (km)	0.44	0.10
Length of resurfaced roads (km)	4.11	0.50
New Learners	2,889	2,769

## 4. PRIORITIES FOR 2019/20

This year is going to be a critical year for the LLEP as we will continue to deliver our major funding programmes, develop our Local Industrial Strategy (LIS), support the delivery of the two Enterprise Zones, commit our remaining ESIF allocation, and deliver our Business Gateway Growth Hub and Enterprise Advisor Network projects. We will actively support the implementation of the Midlands Engine Vision for Growth and national Industrial Strategy and continue to develop strong relationships with local and national stakeholders and partners.

### 4.1 PROGRAMME DELIVERY

#### LOCAL GROWTH FUND (LGF) PROGRAMME

One of our key priorities for 2019/20 is to deliver our fifth year's LGF Programme allocation of £12.93m. From the 20 funded LGF Projects, a total of 14 projects have completed their funding with 7 of them having moved in to the evaluation stage; all projects are still subject to regular monitoring. Work will continue to fund the projects listed below in 2019/20.

Project Name	2019/20 Allocation £m
Developing Commercial Workspace - Pioneer Park	0.9
Leicester North West Major Transport Scheme (A50 / A6)	2.2
Leicester Strategic Flood Risk Management	0.70
M1 J23 and A512 Improvements	5.0
National Space Centre: Vision 2025	0.42
Space Park Leicester	3.71

In 2019/20 we will conduct our second LGF evaluation, this time to look at the impact of the programme so far and ensure that the Growth Deal is on track to deliver its planned outputs and outcomes. Regular monitoring will continue to focus on project progress, spend and risks and capturing project outcomes and impacts to demonstrate progress towards the programme objectives. The key benefits from the programme that we expect to be delivered in 2019/20 are listed below.

Key Performance Indicator	Actual achieved to date	Target for 2019/20
Jobs created	1387	826
Houses built	1212	652
Area of site reclaimed, (re)developed or assembled (ha)	1.7	10
Commercial floor space constructed (m <sup>2</sup> )	270,309	5,422
New Learners	1140	2,689
Length of Footway Improved (km)	0.14	0.5
Length of newly built roads (km)	0.44	0.1
Length of resurfaced roads (km)	4.11	0.5



## ENTERPRISE ZONES

We will continue to support the development and delivery of MIRA Technology Park Enterprise Zone and the Loughborough and Leicester Science and Innovation Enterprise Zone. Working closely with our public sector partners we will facilitate investment into the sites to drive forward their development and undertake activities to support the marketing and inward investment programmes of the sites.

Building on the success of the MIRA Technology Institute, we will identify the labour market needs of businesses in the key sectors for the Loughborough and Leicester EZ to highlight the current and future skills requirements and work with local providers to ensure the local provision addresses any gaps.

In addition we will work with partners to strengthen the capture of performance data to monitor the impact of our interventions, and highlight opportunities for further activities to facilitate the continued development of the EZs.

Key Performance Indicator	Actual achieved to date	Target for 2019/20
Floor space Developed (m <sup>2</sup> )	16,849	33,890
Floor space Refurbished (m <sup>2</sup> )	22,578	11,550
Jobs Created	509	716
New Business onsite	24	36

## GROWING PLACES FUND (GPF) PROGRAMME

Growing Places Fund (GPF) is a revolving loan scheme for infrastructure projects which are currently stalled, or for development proposals which can be accelerated with an injection of a short term loans. To date we have awarded 10 loans totalling £13.5 and through successfully managing the repayments we are able to offer loans of up to £10.8m in 2019.

Key Performance Indicator	Actual achieved to date
Jobs Created	1,650
New Homes Built	371
Commercial Floor space	11,238m <sup>2</sup>

## BUSINESS RATES POOL PROGRAMME

In 2015 the nine local authorities in Leicester and Leicestershire agreed to form a business rates pool which would allow the local area to retain the growth in business rates across the LLEP area. This created funding, administered by the LLEP, to support the delivery of priority projects and functions to deliver against the priorities of the prevailing economic strategy; driving productivity and growth of the Leicester and Leicestershire economy.

The 2015/16 rates pool funding of £2m supported 26 projects from a variety of organisations, addressing the demand for development /feasibility and operational revenue projects. This delivered a wide variety of outputs and leveraged over £4.74m of investment from other sources both local and national.

The 2016/17 business rates pool funding is £4.4m. Following the recent approval process some £3.3m of local authority led projects has been approved to support 22 projects leveraging in £18.3m; this leaves an uncommitted balance which will be added to the next allocation round.

The 2017/18 balance has been received at just over £6m, and the 2018/19 sum is expected to be upwards of £7m.

The LLEP administers this fund on behalf of the Business Rates Pool.

Key Performance Indicator	Actual achieved to date	Target for 2019/20
Number of enterprises receiving non-financial support	617	36
Number of New Businesses Created	36	24

Jobs created	36	54
Area of site reclaimed, (re)developed or assembled (ha)	0	23
Commercial floor space constructed Gross (m <sup>2</sup> )	0	695
Feasibility and Enablement	9	22



## BUSINESS GATEWAY

We will continue to build on our strong network of business support providers to coordinate and simplify access to the local business support landscape for SMEs in Leicester and Leicestershire. This local ecosystem allows for information sharing, coordination and collaboration to address market failure and gaps in provision thereby ensuring that we are able to meet the needs of those businesses wishing to grow.

We will continue to provide economic intelligence to inform future investment strategy within the developing agendas of devolution, the Midlands Engine and Local Industrial Strategy.

Over the four years that the growth hub has been operating we have developed a deep understanding of the stratified needs of Leicestershire businesses, enabling us to undertake pro-active targeting of support to those businesses that would most benefit from it. We will continue to work hard to develop our brand and increase our profile and market penetration so that more businesses can benefit from the different types of support that is available to them.

Following the successful delivery of the ERDF Business Gateway project (completed December 2018) we are working with partners to secure further ERDF funding that will enable us to develop the service by expanding both the partnership for delivery and the offer available to the businesses within the LLEP area. If secured, this funding will enable the growth hub to directly provide a dedicated support service for scale up businesses and provide investment readiness support. It will also, for the first time, mean that the growth hub will provide grants for those businesses wishing to grow and increase their competitiveness.

To further improve our service to business we will also be launching a new Business Gateway website.

Key Performance Indicator	Actual achieved to date	Target for 2019/20
Business penetration	4702	6360
High intensity support	1119	1230
Overall Customer satisfaction rate	86.5%	90%

## CAREERS HUB AND ENTERPRISE ADVISER NETWORK (EAN)

The Government's Careers Strategy sets out a range of requirements for secondary schools and colleges including every school and college should be meeting the Gatsby Benchmarks<sup>1</sup> for Good Careers Guidance by the end of 2020. Table 1 shows the KPIs for the Enterprise Adviser Network and the Careers Hub against these Benchmarks.

The Enterprise Adviser Network (EAN), bridges the gap between education and employers by pairing individual Enterprise Advisers (senior post holders from business) with a school or college to help build a strategic employer engagement plan with a focus on benchmarks five and six (encounters with workplaces and encounters with employers).

The Careers Hub is an extension of the support already provided through the EAN. Hub Schools will work towards achievement of all eight Gatsby Benchmarks for good career guidance, whereas schools belonging to the EAN focus on benchmarks five and six (encounters with workplaces and encounters with employers) only.

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<sup>1</sup> <http://www.goodcareerguidance.org.uk/the-benchmarks>

Key performance indicators (KPIs) for the Careers Hub and the EAN are agreed with the Careers and Enterprise Company and the Department for Education over an academic year. Therefore, programme KPIs cover:

Year 1 – September to August 2019 (2018-19)

Year 2 – September to August 2020 (2019-20)

In addition to these KPIs for 2018/19 priorities for the team include:

- Delivering the 2019 Career Speed Networking Event (November 2019)
- Collaborating with skills colleagues on an annual CPD event
- Recruiting five Cornerstone employers to work strategically with building individual and collective commitments into a LLEP area plan that determines activity in response to local school and college needs.
- Managing and allocating the Careers Hub 'Flexible Fund' to accelerate achievement of the benchmarks

### Key Performance Indicators for Schools and Colleges in the Enterprise Adviser Network (excluding those in the Careers Hub)

#### 1. Schools and colleges matched to an EA

Actual achieved to date	Target for 2018-19 September to August 2019	Target for 2019-20 September to August 2020
75% schools and colleges in the network of matched to an EA	At least 66 schools and colleges in the network of matched to an EA.	74 mainstream schools and colleges offered access to the network and an EA match.
Awaiting data	70% or higher EA satisfaction (CEC annual survey)	70% or higher EA satisfaction (CEC annual survey)
93% School and College satisfaction	70% or higher School and College satisfaction (CEC annual survey)	70% or higher School and College satisfaction (CEC annual survey)

#### 2. Gatsby Benchmark 5 Encounters with Employers and Employees

34% of matched institutions fully achieve the benchmark	50% of matched institutions fully achieve the benchmark	Schools/colleges in Network 2 years: 70% of matched institutions fully achieve the benchmark
34% reduction of matched institutions scoring in the 0-25% achievement category for this benchmark	50% reduction of matched institutions scoring in the 0-25% achievement category for this benchmark	Schools/colleges in the Network for less than 1 year: 60% achieved No schools/colleges scoring in the 0-25% category for this benchmark

#### 3. Gatsby Benchmark 6 Experiences of workplaces

39% of matched institutions fully achieve the benchmark	45% of matched institutions fully achieve the benchmark	55% of matched institutions fully achieve the benchmark
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14% of matched institutions partially achieve the benchmark	A further 35% of matched institutions partially achieve the benchmark	A further 40% of matched institutions partially achieve the benchmark
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## Key Performance Indicators for Schools and Colleges within the Careers Hub

### 1. Gatsby Benchmark 5 Encounters with Employers and Employees

Actual achieved to date	Target for 2018-19 September to August 2019	Target for 2019-20 September to August 2020
45%* fully meeting benchmark	60% (12) of Hub institutions fully achieve the benchmark	90% of Hub institutions fully achieve the benchmark
Awaiting data	50% reduction of Hub institutions scoring in the 0-25% achievement category for this benchmark	No Hub schools/colleges scoring in the 0-25% category for this benchmark

### 2. Gatsby Benchmark 6 Experiences of workplaces

50%	50% of Hub institutions fully achieve the benchmark	60% of Hub institutions fully achieve the benchmark
Awaiting data	A further 35% of Hub institutions partially achieve the benchmark	A further 35% of Hub institutions partially achieve the benchmark

### 3. All Gatsby Benchmarks

5.9% avg. number of BMs achieved. No institution fully meeting all 8 BMs	At least an average of 4 benchmarks fully achieved across all Hub schools and colleges	Across all hub schools - At least an average of 6 achieved and lead schools fully achieve all 8.
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## 4.2 STRATEGY

### **STRATEGY DEVELOPMENT AND IMPLEMENTATION**

#### **LOCAL INDUSTRIAL STRATEGY**

In July 2018, the LLEP was one of only six Wave 2 Local Enterprise Partnerships (LEPs) invited by the Government to prepare a Local Industrial Strategy (LIS).

Our LIS will be long-term, based on clear evidence and aligned to the national Industrial Strategy. It will identify local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness. Our LIS will also guide the use of local funding streams as well as any future spending from national schemes.

To prepare our LIS, we have already undertaken a review of relevant national, regional and local information sources and issued a public Call for Evidence to enable all stakeholders to submit information that they think should be taken into consideration.

To create a robust and open evidence base to underpin our LIS, we have also commissioned Oxford Economics to undertake an overarching review of the Leicester and Leicestershire economy. This will be based around the five Foundations of Productivity and four Grand Challenges included within the national Industrial Strategy. This review will present a series of conclusions that can be used to prepare a series of emerging economic priorities for the local area.

Following the completion of our Economic Review in May 2019, we will undertake further consultation with government and local stakeholders on our emerging priorities in order to prepare and approve our Local Industrial Strategy by the end of 2019.



Milestone	Date
Complete Leicester and Leicestershire Economic Review	May 2019
Complete first draft Local Industrial Strategy	August 2019
Complete final draft Local Industrial Strategy	October 2019
Obtain approval of Local Industrial Strategy	December 2019

## SKILLS ADVISORY PANEL

Within the Industrial Strategy, the Government announced its intention to introduce new Skills Advisory Panels (SAPs) within LEP and Mayoral Combined Authority areas.

SAPs will provide a strong leadership role on skills in the local area by engaging employers and providers and providing skills advice. They will develop a clear understanding of current and future local skills needs, the local labour market and current skills and employment support provision. They will also develop a clear approach to addressing skills and employment challenges within the local area.

During 2019-20, we will transform our existing People Board into the new Skills Advisory Panel for Leicester and Leicestershire with the aim of developing a new local Skills Strategy that will underpin the People section within our LIS.

Milestone	Date
Covert LLEP People Board into Skills Advisory Panel	April 2019
Complete initial analysis of data requirements as part of Local Industrial Strategy Economic Review	May 2019
Develop standardised data framework	September 2019
Develop Local Skills Strategy utilising Skills Advisory Panel data	March 2020

## CAREERS STRATEGY

In December 2017, the Government published a Careers Strategy as part of its plan to make Britain fairer, improve social mobility and offer opportunity to everyone. One of the key messages within the Strategy is that experiencing meaningful encounters with employers significantly impacts on a young person's career prospects, resulting in:

- Increased confidence in progression towards ultimate career goals.
- Reduced likelihood of being not in education, employment or training (NEET).
- Likelihood of higher earnings.

During 2019-20, we will establish a cross-educational working group with the aim of increasing the number of SME employers offering work placements or employer encounters. This will help to ensure that:

- Every young person has meaningful encounters during their school lifetime.
- Industrial Placements of between 45 and 60 days are provided for T Levels.
- Increased numbers of undergraduate and graduate placements and internships are provided.
- Work placements are provided for groups through other funded programmes (e.g. ex-offenders, NEETs and young people).

Milestone	Date
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Develop a business-friendly set of localised resources that can be used by organisations across Leicester and Leicestershire	June 2019
Launch the resources at the annual Employability and Skills Summit	July 2019



## **ENERGY INFRASTRUCTURE STRATEGY**

National research has shown that future energy provision will be very different due to decreasing dependency on fossil fuels, increased use of renewable energy and concerns about energy security and affordability. To prepare for this change, the Government has asked all LEPs to develop a local Energy Infrastructure Strategy to set out a clear vision of a low carbon future for the area up to 2050 and provide a strategic roadmap for delivering that vision.

Our Energy Infrastructure Strategy was developed in partnership with the public and private sectors and was published November 2018. The Strategy has identified three key themes aligned to the Clean Growth Strategy where there is the potential for Leicester and Leicestershire to benefit from the transition to a low carbon economy. These are:

- Improving the energy efficiency of our homes and businesses and supporting clean growth.
- Accelerating the shift to low carbon transport.
- Delivering clean, smart and flexible power.

During 2019-20 we will develop an Action Plan to take forward the eight key project opportunities identified within the Strategy. We will also continue to work with the Midlands Energy Hub to drive forward the low carbon agenda across the region.

## **STRATEGIC GROWTH PLAN**

The Strategic Growth Plan is an overarching plan that sets out the aspirations for delivering growth (housing, infrastructure and economic) in Leicester and Leicestershire in the period up to 2050. It has been prepared jointly by the nine Leicester and Leicestershire local authorities and the LLEP and will enable partners to consider the longer-term needs of area beyond the conventional timeframes of Local Plans.

During 2019-20, we will continue to support the further development and implementation of the Strategic Growth Plan. This will include attendance at the Strategic Planning Group and Members' Advisory Group as well as supporting the local authorities to deliver the objectives set out within the Plan.

## ECONOMIC RESEARCH

### LEICESTER AND LEICESTERSHIRE BUSINESS SURVEY

The Leicester and Leicestershire Business Survey is a valuable evidence base that provides a snapshot of the local business landscape. The Survey, undertaken on a biennial basis, provides a robust source of intelligence which helps to inform the LLEP's strategic thinking. Some of the key topics covered by the Survey include:

- Business Concerns
- Exports
- General Business Conditions and Business Optimism
- Business Growth
- Performance (including Sales Turnover, Profit Performance)
- Recruitment and Recruitment Difficulties
- Skills
- Training

During 2019-20, we will refresh our Business Survey in partnership with the City and County Councils with the aim of publishing our findings early in 2020.

Milestones have taken account for the revised withdrawal date for leaving the European Union on 31/10/2019

<b>Milestone</b>	<b>Date</b>
Complete Business Survey procurement	July 2019
Start Business Survey fieldwork	November 2019
Complete Business Survey fieldwork	December 2019
Complete Business Survey report	January 2020
Publish Business Survey findings	January/February 2020

### ANNUAL ECONOMIC PROFILES

To provide up-to-date economic information for our partners, during 2019-20 we will refresh our Annual Economic Profiles of the LLEP area. Our Profiles provide a snapshot of different aspects of the local economy by compiling data from national data sources and are available at LEP, city, county and district levels.

### LABOUR MARKET DASHBOARDS

In addition to our Annual Economic Profiles, during 2019-20 we will also produce monthly Labour Market Dashboards. These will provide key labour market information on topics such as employment, unemployment and claimant rates again at LEP, city, county and district levels.

## **LABOUR MARKET INFORMATION**

One of the key economic challenges across the LLEP area is the current mismatch between jobs, aspirations and skills. Many people are unaware of the vast array of potential careers paths that are open to them or have misconceptions about certain sectors.

To provide accurate and accessible information on key sectors and careers opportunities, we previously produced a young person's labour market guide for students, parents and teachers. During 2019-20 we will refresh this guide to provide the latest up-to-date information on apprenticeships, our Enterprise Zones, the changing world of work and preparing applications. In January 2019, we also produced an adult labour market guide to support adults into work. This guide will also be updated in 2020.

To enhance our labour market resource offer, in 2019-20 we will also produce new district level labour market information snapshots showing key skills in demand, most advertised vacancies, specialist skills required by employers and the qualifications most requested by employers.

## FUNDING

### PROJECT PIPELINE

Our Project Pipeline provides a single entry point for all organisations seeking funding support from the LLEP for economic development projects. To register an interest, applicants can complete and submit a simple, two-page online Expression of Interest form at any time, accompanied by a standard Logic Model that explores and demonstrates the rationale for the proposal.

To maintain an up-to-date pipeline of project proposals, during 2019-20 we will continue to review our project pipeline once a quarter. We will assess any Expressions of Interest submitted to us against our strategic priorities and identify whether suitable funding route exists to support them. Should a funding stream be identified, we will invite appropriate proposals to complete and submit a full business case for appraisal and due diligence. The business case and due diligence report will then be considered by the Programme Board. Major transport projects in excess of £5m would need to be approved by the Local Transport Body (LTB) who would recommend to the Programme Board projects that they want to progress. Where the funding requested exceeds the maximum delegated authority given to the Programme Board the final funding decision will rest with the LLEP Board.

### EUROPEAN STRUCTURAL AND INVESTMENT FUNDS

European Structural and Investment Funds (ESIF) are the European Union's main source of funding for supporting growth and jobs across EU member states. ESIF is composed of three main programmes that combined provide around £6 billion of support over the 2014 to 2020 period.

Like all LEPs, we have been provided with a notional allocation of around £112 million of European Regional Development Fund (ERDF), European Social Fund (ESF) and European Agricultural Fund for Rural Development (EAFRD). During 2019-20 we will work to commit all of our remaining funding and commission activities that support businesses and individuals across Leicester and Leicestershire. We will also work with the ERDF and ESF Managing Authorities to take advantage of any under-commitments in other LEP areas and draw down additional funding into Leicester and Leicestershire.

Through our ERDF and ESF Technical Assistance projects, we will continue to develop and promote new call specifications and encourage and support the submission of high quality applications to the ESIF programme. We will also work with ERDF and ESF project providers to coordinate the delivery of local European funded activity through the organisation of quarterly provider forums.



## **UK SHARED PROSPERITY FUND**

Within the national Industrial Strategy, the Government announced that following the UK's departure from the European Union it would launch a new UK Shared Prosperity Fund to ensure that local areas continued to receive flexible funding for their local needs.

It is expected that the Government will consult on the design and priorities for the new fund during 2019. Following the release of the UK Shared Prosperity Fund consultation document, we will prepare a partnership response taking into account the views of our key stakeholders to ensure that Leicester and Leicestershire receives its fair share of funding. This new funding stream must be both flexible and responsive to changing local economic needs.

## **FUTURE HIGH STREETS FUND**

In December 2018, the Government announced the creation of a new £675 million Future High Street Fund to make town centres fit for the future, improve transport and access, and convert retail units into new homes. Phase 1 applications from local authorities closed on 22 March 2019 with an announcement on places moving forward to Phase 2 expected during the summer of 2019.

To help regenerate our town centres, we will support the Leicester and Leicestershire local authorities in applying to the Future High Street Fund. This will deliver against the commitment set out within our Local Industrial Strategy Prospectus to invest in our towns, making them attractive to investors, businesses and visitors.

## **TRANSFORMING CITIES FUND**

In March 2018, the Government announced the creation of new £1.7 billion Transforming Cities Fund to address weaknesses in city transport systems to increase access to jobs and improve local prosperity. Following the submission of applications, Leicester City was shortlisted as one of ten city regions to work with the Department for Transport to co-develop a strong package of proposals.

Within the Spring Statement 2019, it was announced that Leicester would receive £7.8 million of funding through the Transforming Cities Fund. During 2019-20, we will support Leicester City Council to develop and implement their proposals.

## **MIDLANDS ENGINE FUNDING**

The Midlands Engine is a coalition of councils, Combined Authorities, LEPs, universities and businesses actively working with government to build a collective identity and present the Midlands as a competitive and attractive region for investors. To support growth within the region, the Midlands Engine currently offers two main sources of support. These are the Midlands Engine Strategy Priority Development Fund (SPDF), which provides funding to help kick-start strategic priority projects for development and initial delivery by providing seed funding, and the Midlands Engine Investment Fund (MEIF), which provides a range of financial support to help SMEs secure the funding they need for growth and development.

To support local organisations and businesses access support from the Midlands Engine, we will help to promote both the SPDF and MEIF to potential applicants and encourage and support them to access these two important regional funding streams.

## PARTNERSHIP SUPPORT

### MANUFACTURING ZONES

In January 2019, two sites within the LLEP area were awarded Manufacturing Zone status as part of a new East Midlands pilot to reduce planning restrictions, provide certainty for business investment, and boost local productivity and growth. These included Space Park Leicester, where the provision of £50,000 will support the design of a low-cost access to space facility, and Melton Mowbray, where three locations have been identified as suitable locations for a distinctive food and drink focused Manufacturing Zone.

To support the development of these two new Manufacturing Zones, during 2019-20 we will work collaboratively with both the University of Leicester and Melton Borough Council to help realise their proposals.

### LEICESTER BUSINESS FESTIVAL 2019

The Leicester Business Festival (LBF) is an annual, two-week festival incorporating hundreds of free business events run by local organisations across Leicester and Leicestershire. The Festival is now in its fifth year and will take place from 28 October to 8 November 2019.

During 2019, we will continue to support the delivery of LBF by providing financial sponsorship via the Business Gateway and by organising, hosting and promoting events. This will include our fourth annual Careers Speed Networking event held at Leicester Racecourse.



## **MIDLANDS ENGINE (ME)**

The LLEP will continue to play a key role in the Midlands Engine partnership through representation on the Executive Board, Operations Board and the theme groups. We will support the development of the evidence base for the Midlands economy by the ME Observatory and ensure the LLEP influences the revised Midlands Engine Vision for Growth.

We will ensure that our LIS complements and supports the delivery of the regional ME strategy. We will continue to develop and submit strategic projects for inclusion in ME submissions to government for key fiscal announcements.

## **MIDLANDS CONNECT**

Midlands Connect is a regional partnership that explores, develops and recommends transport projects that will provide the greatest possible economic and social benefits for the Midlands and wider UK. In 2017, the partnership published a landmark 25 year strategy setting out a rolling programme of strategic road and rail improvements.

During 2019-20, we will work with Midlands Connect and other transport partners to take forward key Leicester and Leicestershire transport projects included within the Midlands Connect Strategy.

## **HIGH SPEED 2**

The delivery of High Speed 2 (HS2) will have a transformational impact on the East Midlands economy, including the provision of new economic opportunities for people who live and work in Leicester and Leicestershire.

Through membership of the HS2 Skills and Supply Chain Board, we will contribute to the development of five key areas of activity. These are:

- Inspiring young people.
- Building further education capacity.
- Harnessing the power of our universities.
- Support for individuals.
- Ensuring our businesses are HS2 ready.

During 2019-20, we will work with partners to ensure an inclusive approach to growth, promoting joined-up information flow and planning in the skills system to bring the demand and supply sides together in a coherent way.





## 4.3 COMMUNICATIONS AND ENGAGEMENT

Communication is a critical element that runs through the heart of all of our work. Hand in hand with engagement, which it is inextricably linked with, communication is critical to the successful delivery of our Strategic Economic Plan, Local Industrial Strategy and Delivery Plan.

Our communication is a tool with which we can:

- Exercise our influence on others.
- Bring changes in attitudes or thought processes.
- Motivate people to take action.
- Establish and maintain relationships

It is vital that we maintain a positive and regular flow of communication both internally and externally. This allows us to be more open and transparent, which is important to build trust in our brands, services and our ability to deliver.

We employ an audience-led approach to our communication in order to understand their needs and ensure our communications are suitable, timely, relevant and meaningful and enables us to target the right people.

We have a broad range of stakeholders which vary in their impact, significance, interest, longevity and relevance in relation to the LLEP's objectives. Largely, but not exclusively, these are categorised as follows:

- **Business (local and national)** - business leaders, representative groups (Chamber of Commerce, Confederation of British Industry, Institute of Directors, Federation of Small Businesses, Leicestershire Asian Business Association, EEF Manufacturers' Association), priority Sectors, SMEs, large businesses, national investors, employers.
- **Local Government and agencies**- Leicestershire County Council, Leicester City Council, District Councils, neighbouring local authorities, Regulatory bodies, Local service providers
- **Education/Training** - Schools, Colleges, Universities and private training providers
- **Government/ National audience** - MPs, Government Ministers, Government Departments, Key Agencies (Education and Skills Funding Agency, Homes England, Job Centre Plus, Innovate UK, Department of International Trade, Sport England, Visit England); LEP Network, other LEPs, Local Government Association, Midlands Engine, Midlands Connect
- **Voluntary and Community Sector** - VCS organisations, Social Enterprises, Community Groups

Stakeholder engagement is critical to the successful delivery of our Strategic Economic Plan (SEP), Local Industrial Strategy (LIS) and Delivery Plan and is embedded within the culture and core functions of the LLEP.

We engage with a broad spectrum of stakeholders at a strategic and operational level that reflect the social, economic and political fabric of Leicester and Leicestershire. We recognise that the LLEP area is diverse with a multitude of stakeholders with an interest in our future economic prosperity and, therefore, we will engage accordingly.

The LLEP's stakeholder engagement process will be tailored to the particular needs of the project, stakeholders and the situation.

[A copy of our Communications Strategy 2019-20 can be viewed on the website](#)

Our Communication Strategy sets out how we will manage communications and highlights the standard of service our partners can expect. We will also use this to raise the profile of four key areas of LLEP activity:

- Raising the profile of the LLEP nationally
- Maximising the strengths and networks of our board members through lobbying
- Sharing best practice and policy development
- Developing a robust engagement strategy for our Local Industrial Strategy, Enterprise Zones, ESIF Programme, Enterprise Adviser Network, Skills activity and increasing the profile of the Business Gateway Growth Hub brand.

We prefer to measure engagement in addition to reach. It's a more tangible way of assessing whether people are consuming our content.

Key Performance Indicator	Actual achieved to date	Target for 2019/20
<b>SOCIAL MEDIA</b>		
<b>Instagram</b>		
Followers	714 followers as at Jan 2019	<ul style="list-style-type: none"> <li>• 1,000 by July 2019</li> <li>• 1400 by March 2020</li> </ul>
Engagement	7 days – 79 engagement on 3 posts – 10% - good	<ul style="list-style-type: none"> <li>• Avg of 7-10% engagement per month</li> </ul>
<b>Twitter</b>		
Followers	5043 followers as at Jan 2019 Avg Jan 18-Jan 19 is 43 followers/month	<ul style="list-style-type: none"> <li>• 50 new Twitter followers per month</li> <li>• 5743 by March 2020</li> </ul>
Retweets	163	<ul style="list-style-type: none"> <li>• + 10% Retweets 179 Avg/month</li> </ul>
Link Clicks	168	<ul style="list-style-type: none"> <li>• + 10% Clicks 185 Avg/month</li> </ul>
Likes	252	<ul style="list-style-type: none"> <li>• +10% Likes 277 Avg/month</li> </ul>
Mentions	148	<ul style="list-style-type: none"> <li>• +10% Mentions 163 Avg/month</li> </ul>
Impressions	83,220	<ul style="list-style-type: none"> <li>• + 10% Impressions 91,542 Avg/month</li> </ul>
<b>LinkedIn</b>		
Visitor Page Views	Jan 18 -Jan 19 514 Avg 2.84/day	<ul style="list-style-type: none"> <li>• +10% 95 page visitors per month</li> </ul>

Unique Visitors	260 Avg 1.44/day	<ul style="list-style-type: none"> <li>+10% 48 unique visitors/month</li> </ul>
Senior/Managers/Directors	211	<ul style="list-style-type: none"> <li>+10% 232</li> </ul>
<b>DIGITAL COMMS</b>		
<b>Newsletters</b>	Consented to receive	
LLEP Weekly News Roundup	104	<ul style="list-style-type: none"> <li>+25% 130</li> </ul>
LLEP Newsletter	1844	<ul style="list-style-type: none"> <li>+25% 2305</li> </ul>
Specific Area of Interest	539	<ul style="list-style-type: none"> <li>+25% 674</li> </ul>
<b>Website</b>	Jan-Dec 2018	
Number of visitors	41,228	<ul style="list-style-type: none"> <li>+10% 45,341</li> </ul>
No of new users	40,036	<ul style="list-style-type: none"> <li>+10% 44,043</li> </ul>
Bounce Rate	60.47%	<ul style="list-style-type: none"> <li>Reduce to 55% or less</li> </ul>
Engagement	0-10 seconds	<ul style="list-style-type: none"> <li>Reduce short sessions by 10%</li> </ul>
YouTube Channel	40,581 sessions	<ul style="list-style-type: none"> <li>Increase longer sessions by 10%</li> </ul>
No of views – all 51 videos	43,909 page views	
	11-30 seconds	<ul style="list-style-type: none"> <li>Increase subscribers to 100</li> </ul>
	4,094 sessions	
	10,940 page views	<ul style="list-style-type: none"> <li>Increase views by 10% to 4806</li> </ul>
	13 subscribers	
	4369 views	

**MEDIA/EDITORIAL – ONLINE/OFFLINE**

<b>Press/Media</b> Coverage – media mentions	2018 590 mentions	<ul style="list-style-type: none"> <li>Increase mentions by 10% to 650</li> </ul>
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We will continue to organise our own LLEP events and attend partner and third party events throughout the year. LLEP events will include dates held during Leicester Business Festival, Local Industrial Strategy engagement and consultation events and a range of project/programme events for the Enterprise Adviser Network, Skills Team, ESIF and Business Gateway.

<b>Key Performance Indicator</b>	<b>Actual achieved to date</b>	<b>Target for 2019/20</b>
<b>EVENTS</b>		
Event Engagement		Aim for attendance of min 60% of registered delegates attend
Feedback forms		90% Excellent and Good satisfaction rate

## 5. FINANCIAL PLAN

The LLEP has been working closely with the Accountable Body to establish the core financial parameters on which to fund LLEP operations. This has involved reviewing the strategic and operational budget of the LLEP and bringing the LLEP more in line with City Council financial reporting systems. This year we will prepare a two year plan for 2019 to 2021. The key financial principles for LLEP guiding its work are:

- To ensure that the revenue budget for the LLEP is appropriate and relevant to operations
- To operate as far as possible a zero deficit budget and ensure that the LLEP maximises its income opportunities and also streamlines its expenditure commitments
- To minimise project claims on core budgets, this means that all new projects should factor in all management costs effectively to minimise any risk to the LLEP operational budget being diverted to support projects
- To apply a management fee across all new capital and revenue income streams to support the operational budget.

This will be reviewed annually by the LLEP Executive with final LLEP Board approvals.

LLEP Budget 2019/20	
	£000's
Income	
<b>Grants</b>	700
<b>Local Authority Contributions</b>	250
<b>National and Local Programme Income</b>	945
<b>Fees, interest and other income</b>	505
<b>Total Income</b>	<b>2,400</b>
Expenditure	
<b>Staffing</b>	946
<b>Running costs</b>	479
<b>Accountable Body costs</b>	135
<b>Programme Delivery</b>	743
<b>Total Expenditure</b>	<b>2,303</b>

## \* NOTES

### INCOME

Grants consists of LLEP Core funding and additional funds to cover the LEP review implementation and Industrial Strategy.

National and Local Programme income is made up of funding relating to Careers and Enterprise Company, Enterprise Zone, European Structural and Investment Funds for Technical Assistance and Business Gateway.

Fees, Interest and other income consists of interest gained on LLEP monies held by the accountable body and 2.5% management charge on programmes such as Local Growth Fund and Pooled Business Rates.

### EXPENDITURE

Staffing consists of non-project LLEP staff and those who are matched part-time on projects.

Accountable Body costs are those costs incurred for use of services including legal, finance HR, accommodation and democratic support.

Programme delivery relates to costs incurred for the staff and operating costs of all LLEP programmes e.g. Business Rates Pool, Careers and Enterprise Company, Enterprise Zone, European Structural and Investment Funds for Technical Assistance and Business Gateway