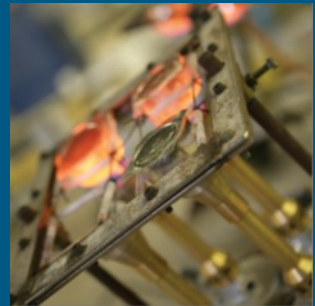
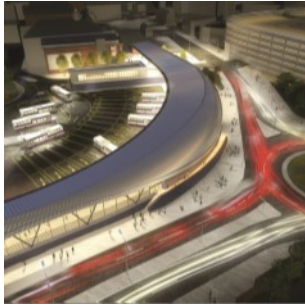


# Stoke-on-Trent & Staffordshire

Enterprise Partnership



## SSLEP Delivery Plan

### April 2019 – March 2020

May 2019

**Document:** SSLEP Delivery Plan 2019 - 2020

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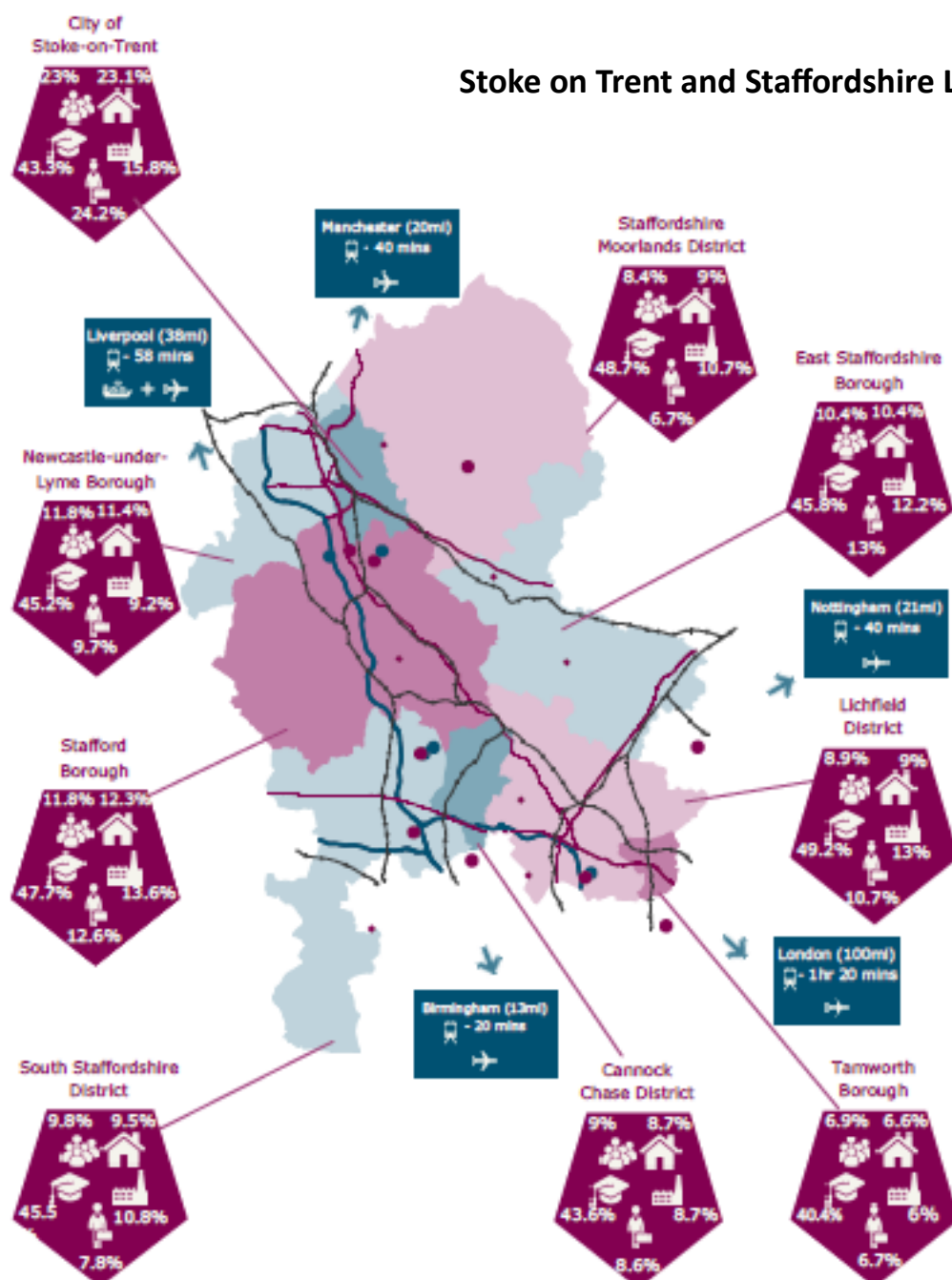
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# A View of Our LEP

## Stoke on Trent and Staffordshire LEP



## **1. Executive Summary**

Over the past seven years, SSLEP has firmly established itself as the key business-led organisation working with Government and Stoke-on-Trent and Staffordshire businesses to drive investment in our economy for the benefit of those who live and work here.

In the period up to 2021, investment in excess of £343million will flow into our area through our Growth Deals and City Deal between the LEP and Government. The Government's LEP funding of £123m is proving effective in leveraging more than £220m in co-investment in the local economy from our partners, including business, local authorities, FE and HE.

The Stoke-on-Trent and Staffordshire economy has experienced strong growth over the past seven years (18% increase in GVA), complemented by strong employment growth, with our area having a higher rate of growth than nationally.

Our ambition, set out in our Strategic Economic Plan (2014) has been to grow our economy by 50% and generate 50,000 new jobs over a 10-year period. Our SEP jobs target has already been beaten, due in part to the economic upturn since 2011, and our area is at or near full employment. Our key aim now, set out in our SEP refresh (2018), is to increase productivity and support the creation of more high-value, high-wage job opportunities, while improving our skills base and ensuring local people can seize these opportunities, to reach our GVA target.

### **Delivery**

Our core advanced manufacturing sectors perform well and we are further developing our unique specialisms in Energy Innovation, through geothermal and renewable district heat networks, Auto-Aero engineering such as specialist electrical vehicle components, and Applied Materials through the development of ceramic sintering techniques, among others.

We continue to champion two successful Enterprise Zones, Ceramic Valley and i54, which are enabling us to provide a blend of geographical and sectoral offers and reinvest business rates to unlock growth. i54 is largely occupied and we are currently working on an delivering an extension. Over the past year there has been substantial progress in a number of areas in the CVEZ. 790 jobs have now been delivered. Sites which were once dormant are now being brought forward by the private sector. The CVEZ is beginning to move the property market in North Staffordshire with stronger rents being achieved and investment generated.

Delivery is continuing at pace with nine projects starting and five completing this year.

### **Strategy**

We are currently developing our Local Industrial Strategy (LIS), a co-designed, co-investment strategy with Government that will set out our unique opportunities to raise business productivity across our area. We are working with our partners and stakeholders to produce a full draft consultation document by December, with our final strategy in place by March

2020. We are also developing a new strategic communications plan to build on existing business engagement and raise SSLEP's profile.

## Governance

We are implementing the government's LEP Review. Having established our company limited by guarantee by 1 April 2019, we will review our resources, staffing & board structure, our sub-groups and delegations, ensuring our LEP is '*future fit*' to deliver effective support through our SEP and LIS, achieving productivity growth and higher value jobs for our communities.

## Summary of our commitments for 2019/20:

In 2019/20 the LEP will:
<b>Delivery</b>
<ul style="list-style-type: none"> <li>▪ Invest £14.6.64m in business growth through our Growth Deal</li> <li>▪ Realise private sector leverage of £44.7m against project delivery</li> <li>• Commence delivery of six new infrastructure projects</li> <li>• Four projects completed</li> <li>• 1,200 businesses supported</li> <li>• 1,585 jobs created by businesses supported</li> <li>▪ 240 houses built</li> <li>▪ 1,063 new learners supported</li> <li>▪ Ensure adherence to Branding and Communications guidelines for all projects, by end June 2019.</li> </ul>
<b>Strategy</b>
<ul style="list-style-type: none"> <li>▪ Work effectively with partners, businesses and wider stakeholders to develop a strong draft Local Industrial Strategy by December 2019 and a full Strategy by March 2020.</li> <li>▪ Develop a Communications Plan by September 2019 with the aim of: <ul style="list-style-type: none"> <li>- Improving coordinated engagement with the business community, using the detailed engagement with businesses on the development of the Local Industrial Strategy to trial new approaches</li> <li>- Raising SSLEP profile further with Government Ministers, officials and MPs, ensuring SSLEP priorities are well understood and opportunities to gain support are maximised.</li> </ul> </li> </ul>

<b>Governance</b>
<ul style="list-style-type: none"><li>▪ Revise the LEP Operating Model to ensure compliance with the new National Local Growth Assurance Framework (January 2019) by April 2019</li><li>▪ Review LEP Resources, Staffing Structure &amp; Board Membership, ensuring that the secretariat function and Board representation is future fit to deliver the Strategic Economic Plan and Local Industrial Strategy by end of September 2019.</li><li>▪ Review Sub Groups, ensuring effective private sector leadership by December 2019</li><li>▪ Advertise for &amp; recruit a new LEP Board Chair by November 2019, enabling strong approach to succession planning. The current Chair will retire in March 2020.</li></ul>

## 2 Our Strategic Priorities

Our Strategic Economic Plan was written in 2014 (SEP 2014), at a time when the local and national economies were still feeling the effects of the economic downturn and unemployment in our area remained very high. It set an ambitious strategy for the transformation of the emerging Core City of Stoke-on-Trent and the Connected County of Staffordshire into a growing economic powerhouse. Our Investment Programmes (detailed in sections 3 and 4) aim to deliver this Strategy, the Vision and Priorities which are set out below:

### 2.1 Our Vision

*“An economic powerhouse driven by the transformation of Stoke-on-Trent into a truly competitive and inspiring Core City and enabling the growth of a thriving economy throughout the connected county of Staffordshire where everyone has the opportunity to access a better job.”*

### 2.2 Our 50:50:10 Ambition

**Our stated aim is to grow the economy by 50% and generate 50,000 new jobs in the next 10 years.**

### 2.3 Objectives

To achieve our ambitions, our SEP is built around five interlocking objectives, which tie into the foundations of the Industrial Strategy:

#### **1 Stoke-on-Trent as a Core City and 2 A Connected County**

To be the one of the strongest performing economies in the UK. As a truly Connected County, and through the continuing transformation of Stoke-on-Trent into a competitive and inspiring Core City, our ambitious plans will harness the rapid economic growth of the Midlands Engine and, in particular, the continued growth of nearby conurbations including Manchester and Birmingham.

#### **3 Competitive Urban Centres**

To support our ambitious plans for growth, we will create the right mix of places that are attractive as destinations to live, work and visit, underpinned by the right infrastructure.

#### **4 Sector Growth**

Our traditional industries will be transformed through innovation and we will ensure strong growth in new higher-value sectors.



## 5 Skilled Workforce

Our future economy will be underpinned by an outstanding skills system that focuses on the skills pathway of individuals as they go through life, enabling them to make informed choices about the best route for learning, career development, re-skilling and upskilling.

### 2.4 Current Economic Context

Since we produced SEP 2014, the economy of Stoke-on-Trent and Staffordshire has changed significantly. Since then we have been successful in generating jobs, increasing earnings and reducing unemployment to the point where we have been close to or at full employment for some time.

However, while productivity has been increasing in terms of overall levels of Gross Value Added (GVA), relative levels of GVA continue to lag behind other parts of the country<sup>1</sup> and improving this situation is a key aim. A vibrant and diverse economy, offering high-value, high-wage job opportunities, not only provides a more dynamic business environment, but also puts more money in the pockets of our residents.

SEP 2014 outlined our ambition to grow our economy by 50% and generate 50,000 new jobs over a 10-year period. The strong growth in the number of jobs in the area means that the 50,000 new jobs target has already been achieved (as of October 2018). However, generating jobs to enable the previously large unemployed cohort of our residents to get work has meant that the types of jobs created have not yet enabled us to achieve our aim of growing our economy by 50%.

In our revised [Strategic Economic Plan](#) (April 2018), we recognise that increasing productivity and supporting the creation of a greater proportion of high-value, high-wage job opportunities, while ensuring our residents can take advantage of these opportunities, will be vital to the continued development of our economy. Our previous ambition of 50:50:10 therefore remains a challenging target that we will continue to work towards.

We are confident that our priorities will enable us to achieve this ambition and, together with our targeted Local Industrial Strategy, will go a long way to delivering the Government's Industrial Strategy in Stoke-on-Trent and Staffordshire.

### 2.5 Our Key Sectors

Our Vision, Ambition and Objectives set out how we will develop our economy and will have a direct impact on the future industries and jobs created in Stoke-on-Trent and Staffordshire. We already have a strong set of businesses with growth potential in key

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<sup>1</sup> GVA per hour worked was £26.83 (Staffordshire) and £25.27 (Stoke-on-Trent) in 2016. These equate to 82.5% and 81% of the national average respectively.

sectors, which sit centre-stage in our plans. Our growth agenda is based on recognised strengths in key aspects of advanced manufacturing, while the diverse nature of our economy means we also have a number of other sector strengths which we will fully exploit.

Our priority advanced manufacturing sectors are:

- **Energy:** building on the long-standing presence of firms including ABB, Siemens Wind Power, General Electric and the sustainable energy programme centred around our City Deal, including Europe's first at-scale Smart Energy Network Demonstrator and Stoke-on-Trent's District Heat Network.
- **Auto-Aero:** capitalising on the supply-chain opportunities emerging from global businesses such as JCB, Michelin, Jaguar Land Rover, Moog and Zytex in our area.
- **Medical Technologies:** in which Keele University and its Science and Innovation Park are internationally recognised leaders.
- **Agri-Tech:** drawing on our agricultural sector and Harper Adams University on our border to capitalise on an increased global focus on food security and the agri-plant capacity at JCB.
- **Applied Materials:** building upon our recognised heritage in metals and ceramics across Stoke-on-Trent and Staffordshire to exploit opportunities in applied uses for polymers, ceramics, glasses and composites.

Our growth ambitions and targeted sectors will all benefit from a **strong digital economy**, which is increasingly embedded in other sectors of the economy. The accelerated adoption of digital technology across our advanced manufacturing sectors will aid the development of our key sectors. We have seen strong growth locally in this sector in recent years, particularly around key employment sites such as Stone Business Park, Stafford Technology Park, Wall Island (Lichfield South) and Dunston Business Village. Continued growth in this sector will create high-value, high-wage jobs in the local area and support existing companies in Stoke-on-Trent and Staffordshire to take full advantage of digital technologies. Beyond general broadband access, speed and capacity of networks are key challenges as technology and applications develop. The roll-out of technologies such as 5G will be critical for the area.

Our key sectors each have recognised growth potential and can draw upon knowledge assets to sustain their competitiveness. In addition, they align with our emerging Local Industrial Strategy, which seeks to develop a strong focus on advanced manufacturing sectors, supported by the development of a more technical skills system. Alongside this focus, we will continue our commitment to supporting our diverse economy and business growth by strengthening our other key sectors including:

- **The Visitor Economy:** The leisure industry is worth an estimated £1.6 billion to the local economy and includes the UK's top short break destination, Alton Towers Resort. This is one of our biggest private sector employers and offers a wide variety

of long-term careers as well as fixed-term and summer jobs. Drayton Manor provides a further anchor destination which attracts day and overnight visitors to our area and, combined with the National Memorial Arboretum, Cannock Chase, the National Forest, and the Peak District contributes to the visitor appeal and branding of the area. Stoke-on-Trent's tourism offer, including the Potteries Museum and Art Gallery, and the world-wide reputation and heritage of the ceramics industry is also a strong attractor.

- **Business/Professional Services:** National companies including Capita, Knights LLP and Bet365 are located in our area and offer potential for growth. Supporting such growth will ensure that services-based businesses continue to develop and grow their workforce. Proposals for Stoke-on-Trent (which include a new central business district with a strong professional services offer), will draw in a growing base of professionals looking to support our indigenous businesses and capitalise on our excellent connectivity with Liverpool, Manchester, Birmingham and London.
- **Construction:** Housing investment and delivery is vital to the economic prosperity of Stoke-on-Trent and Staffordshire and supporting investment and infrastructure, including HS2, is critical to our long-term economic growth. We should ensure our workforce can take advantage of the opportunities presented by this investment. This includes HS2-sensitive sectors (such as accommodation, real estate, architectural and engineering), predicted to grow as the investment in the new line occurs. We also recognise and support modern methods of construction and improved skills development to enhance productivity and deliverability.

While not highlighted as a key sector in its own right, **creative industries** form a significant part of other of our key sectors and the local economy as a whole and this has strengthened considerably in recent years. The ceramics industry (part of the applied materials sector) has been experiencing contraction in its traditional sectoral base (Dudson, Wedgewood) and strong growth in new technological applications. In addition, a considerable number of jobs in the digital sector are within computer programming and software development industries. Our area is also now home to growing companies in the film and media industries, thanks in part to the area's proximity to the cluster at Salford (including the BBC) and the skills of graduates from Staffordshire University.

There is a major opportunity to further develop creative industries across our key sectors, as the cultural offer and economy in Stoke-on-Trent and Staffordshire grows through initiatives such as the Factory business support programme, Platform – Moving Image Cluster, projects and events such as the British Ceramics Biennial, Spode Acava Studios, Creative People and Places, The Homecoming in Newcastle-under-Lyme and the legacy of work to support Stoke-on-Trent's bid for UK City of Culture in 2021.

## 2.6 Our achievements so far

Over the past seven years, SSLEP has firmly established itself as the key business-led organisation working with Government and Stoke-on-Trent and Staffordshire businesses to drive investment in our economy for the benefit of those who live and work here.

In the period up to 2021, investment in excess of £343million will flow into our area through our Growth Deals and City Deal between the LEP and Government. The Government's LEP funding of £123m is proving effective in leveraging more than £220m in co-investment in the local economy from our partners, including business, local authorities, FE and HE.

We secured over £121m from the Government's **Local Growth Fund** through the last three Growth Deals to support economic growth in the area. We have been successful in attracting **European programme investment** into the Stoke-on-Trent and Staffordshire economy. Through the 2014-20 European Structural and Investment Funds (ESIF) we have been allocated €96.5m from the European Regional Development Fund (ERDF), €64.4m from the European Social Fund (ESF) and €3.9m from the European Agricultural Fund for Rural Development (EAFRD).

Investment of £11.5m has been secured through the **Growing Places Fund**, which is currently being used to fund nine active projects in Stoke-on-Trent and Staffordshire.

The Stoke-on-Trent and Staffordshire **City Deal** was successful in attracting £30.9m of funding. Two key components of the City Deal are to establish the UK's first low-carbon heat network system in Stoke-on-Trent and to develop the Smart Energy Network Demonstrator. Progress on the district heat network is ahead of schedule, with the first 2km of pipes laid in the University Quarter and the first customer connections being put in place during 2019. Construction of the smart energy network's control centre completes in June 2019 and 16 R&D projects have been launched so far this year with local SMEs. The two schemes aim to create up to 2,000 jobs, 3,900 apprenticeships and 1,100 traineeships while removing 49,000 tonnes of CO<sub>2</sub> per annum over the next 10 years.

The **Advanced Manufacturing & Engineering (AME) Hub**, a network of colleges, private training providers and sector bodies under the umbrella of the Stoke-on-Trent and Staffordshire Local Enterprise Partnership, has been successful in providing a world-class vocational training environment for the manufacturing and engineering sector. Developed across seven facilities as a Hub and six Spokes model, each spoke has a lead specialism, with world-class equipment, training the new and existing workforce to the latest industry standards through high quality, high-level training programmes to support growth in the AME sector.

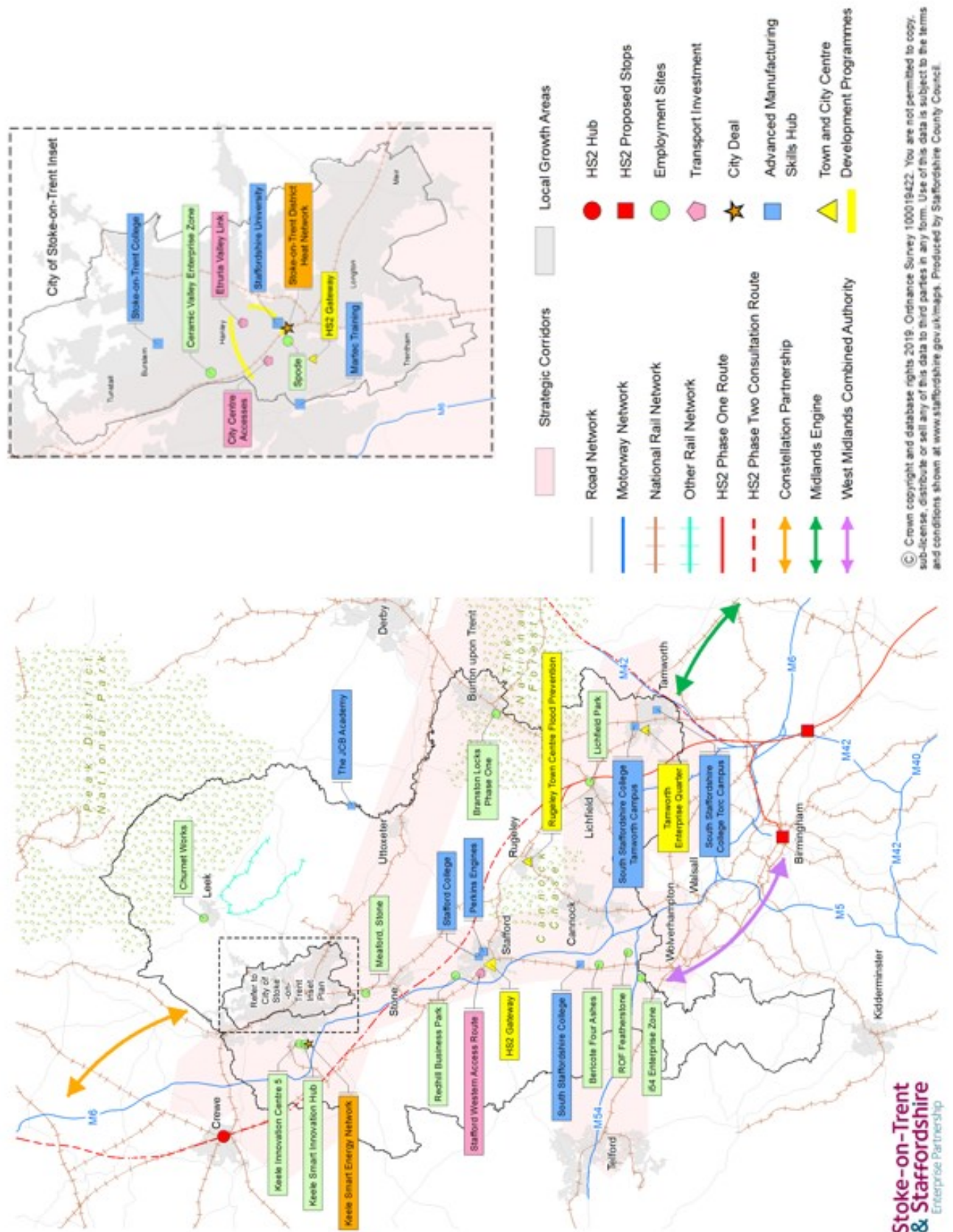
A cost benefit analysis (New Economy Manchester Cost Benefit Tool) using learner growth figures for the AME Hub phase 2, identified that over the next 15 years the projects will collectively provide an economic benefit of £44m and a fiscal benefit of £13m. The analysis reflects that the £6.9m SSLEP grant was practicably repaid after 2 years.

To date, LEP investment and influence has directly resulted in the creation of 6,461 jobs. Over 2,800 new businesses have been created.

Our **Regional Growth Fund** (£32.9m) has secured the expansion of local companies including Maier UK and Orbital and is delivering beyond its target 356 jobs. To date over 430 jobs have been created or safeguarded.

### 3 Local Growth Fund

#### 3.1 Where we invest



## 3.2 What we are achieving

	To date	Forecast totals by end 19/20	Forecast totals by end 20/21	Forecast totals by end 21/22+
<b>Housing</b>				
Houses completed	157	310	960	5150
<b>Jobs</b>				
Jobs created	732	2327	4785	11,598
<b>Skills</b>				
No. of new learners assisted	1462	1462		
<b>Investment</b>				
<i>figures as at March 2019</i>				
LGF	£74.43m	£14.64m	£6.84m	
Non-LGF	£33m	£44.7m	£78.2m	

### SSLEP Growth Deal Project Outcomes Dashboard - 30/04/19





### **3.3 Current LGF projects status**

- **Bericote Four Ashes**

Local Growth Fund Investment = £2.86m (Project Promoter Staffordshire County Council)

**What is it?**

Infrastructure works to provide access to, and open up the Bericote Four Ashes business park, adjacent to the A449 and Stafford to Birmingham link of the West Coast Mainline, and north of the existing Four Ashes employment area.

**What will it deliver?**

- 1,080 jobs and improved highways infrastructure by 2021
- create the conditions for growth of development of 21 ha. of land

**2019/20 Outlook:**

- 37,000 sq. ft Gateway Building occupied by end user
- 450,000 sq. ft Pannatoni building occupied by end users
- 1,000 jobs on site

- **Branston Locks, Burton (Phase 1)**

Local Growth Fund Investment = £5.09m (Staffordshire County Council)

**What is it?**

Infrastructure works to provide site access road (new access road from the Branston Interchange including a new canal bridge) opening up the first phases of the employment site, housing site and local centre, and linking back to Branston Road

**What will it deliver?**

- Creation of 3,800 jobs
- Delivery of approximately 1 million square feet of high quality commercial floorspace
- Provision of 2,500 new houses

**2019/20 Outlook:**

- Housing completions of initial parcel of 70 units and housing entering market
- Housing completions on site for further 201 housing units (Taylor Wimpey)
- Further certainty over the status of the proposed housing accessed from Shobnall Road
- Commitment to initial employment development on site (speculative or design and build)

- **Churnet Works small business units**



Local Growth Fund Investment = £0.50m (Staffordshire Moorlands District Council)

**What is it?**

Development of 1,003sqm of Commercial Floor Space to provide 8 business units

**What will it deliver?**

- When fully let, 20 jobs should be created

**2019/20 Outlook:**

- Full planning permission secured
- New developer secured to progress the project

- **Stoke City Centre Access**

Local Growth Fund Investment = £6.41m (Stoke on Trent City Council)

**What is it?**

A programme of access improvements to the Stoke-on-Trent City Centre between the strategic road network (A500/A50) and mainline railway station and the City Centre aligning with SEP/EUSIF objectives relating to the rapid growth of Stoke-on-Trent as a Core City.

Remodel the main gateway to the City Centre so that it can better meet the needs of all users, including vehicles, pedestrians and customers. Reduce congestion at key pinch points to stimulate economic activity and attract investment

**What will it deliver?**

- Reduce the existing significant congestion problems at key locations, resulting in journey time savings and hence, economic benefits.
- Improve connectivity and accessibility to the City Centre will result in regeneration and wider economic benefits
- Similarly, the public realm improvements at the gateways to the City will improve the attractiveness of the City Centre and deliver further economic benefits

**2019/20 Outlook:**

- Station Quarter Phase 2 – improvements to footpaths completed.
- Planning Approval lodged for Marina Way, Highway technical Approval granted, detail design and land acquisition (if required) ongoing.
- Impact of Marina Way design solution on the Potteries Way/ Etruria Road junction design finalised.
- Station Rd / Leek Rd Junction – Design ongoing, and subject to land acquisition, a start on site during financial year 2019 /2020.
- Boughey Rd / Leek Rd - Subject to Land acquisition, design and procurement ongoing, with a start on site during financial year 2019 /2020

- **Etruria Valley**

Local Growth Fund Investment = £8.20m (Stoke on Trent City Council)

**What is it?**

The Etruria Valley Infrastructure Scheme will deliver a major new gateway from the A500 into the City Centre and improve the highway in the Etruria Valley area, improving traffic flows, reducing congestion, and providing enhanced connectivity to the City Centre, thereby bringing economic and employment growth and environmental improvements

**What will it deliver?**

- Up to 2,200 jobs, by improved highways infrastructure kick starting development of enterprise area, with typical transport benefits (reduced journey times, etc.) by 2021

**2019/20 Outlook:**

- Target date for completion of land agreements June 2019
- Submission of Final Transport Business Case to DfT – September 2019
- DfT Final Approval Autumn 2019
- Start of Works – Autumn 2019

- **Keele Science & Innovation Park Smart Innovation Hub**

Local Growth Fund Investment = £1.00m (Keele University)

**What is it?**

The creation of a purpose-built BREEAM excellent smart innovation facility in Keele University's Science and Innovation Park, to provide (a) incubation and grow-on space for innovation-led SMEs; (b) a Hub for business-university interactions and open innovation, and (c) a home for Keele Management School in the heart SSLEP's innovation-led business community

**What will it deliver?**

- Redress the low level of start-up and growth rates of high-tech, high-value start-ups and established businesses by developing the unique leadership and management skills required to start, grow and sustain high-tech, high growth businesses, based on innovative product and service development, underpinned by R&D.
- Redress exceptionally low levels of GVA by creating more jobs with higher GVA
- Redress the lack of both private and public sector investment in research and development by stimulating businesses investment in R&D to bring it closer to the LEP average

**2019/20 Outlook:**

- Practical completion achieved.
- Building handover completed.
- Marketing and letting of the facility significantly progressed.
- Building operational.
- Initial 60 jobs created

- **Local Sustainable Transport Package (LSTP)**

Local Growth Fund Investment = £7.76m (Stoke on Trent City Council (£3.30m) & Staffordshire County Council (£4.46m))

**What is it?**

Package of measures to improve/encourage sustainable travel across Staffordshire and Stoke-on-Trent

The schemes within the package to be delivered through a combination of growth deal funds and local contributions

**What will it deliver?**

- The chosen schemes within the package are those that closely relate to city/town centre regeneration proposals and provide the greatest opportunity to encourage travel by sustainable transport to existing and future jobs.

**2019/20 Outlook:**

Staffordshire:

- The majority of schemes within the County Council's Integrated Transport 2018/19 programme, relevant to delivering the LSTP business cases, are expected to be near completion.
- Completion of Lordship Lane Ph 1 & 2
- Completion of Dropped Disabled Crossings (Ph1 &2)
- Design complete and work commenced for Weston Sprink Footway / Cycleway

- **Meaford Major Employment Site**

Local Growth Fund Investment = £4.20m (Staffordshire County Council)

**What is it?**

Infrastructure works to provide access to business park, working with private sector developer

**What will it deliver?**

- New roundabout junction to A34
- Improvements to approx. 400m of Meaford Road and new roundabout access to business park, including 350m carriageway to first development plot

#### **2019/20 Outlook:**

- End user operational in Unit 3 (first speculative unit) – Unit 3 now Let to Arctrend
- Construction of Units 4 and 5 under way
- Reserved matters planning applications for further speculative and design and build units submitted by St. Modwen properties
- Meaford Energy Ltd. Confirming position for progressing detailed works packages and discharge of planning requirements for the delivery of Gas Power Station project
- 500 jobs created

- **Skills Capital Equipment Fund**

Local Growth Fund Investment = £2.38m (Staffordshire County Council)

#### **What is it?**

The LEP funding will be used to create a £5m skills equipment fund (SEF) to allow local employers and training institutions to submit bids to secure funding to purchase state of the art equipment and fund minor adaptations to accommodate the equipment, to enable the delivery of high quality and high level training programmes to support the growth in Stoke-on-Trent and Staffordshire's priority economic sectors.

The investment will enable local employers and training institutions to more readily respond to local training needs that support the need for equipment to up skill and reskill people in the LEP priority sectors

#### **What will it deliver?**

SEF will enable the delivery of the following key activities:

- The expansion of a work-based talent pool of skills across the priority sectors by facilitating increased demand in apprenticeships and traineeship opportunities following the introduction of the Apprenticeship Levy
- Support the upskilling of the existing workforce particularly at levels 3 & 4.
- Upskilling and retraining the unemployed and NEET young people to meet current opportunities in the priority sectors
- Responsive provision by developing a network of local providers and employers able to respond to employer training needs through the use of specialist industry-standard equipment

#### **2019/20 Outlook:**

- All 7 projects fully operational: S-o-T College, NSCG (Round 1), Staffordshire University, Perkins Engines Ltd, Stoke College, NSCG (Round 2), South Staffordshire College.
- Total £2.5m private leverage invested

## • **Spode Church Street Phase 2**

Local Growth Fund Investment = £0.50m (Stoke on Trent City Council)

### **What is it?**

The works involve the renovation and conversion of predominantly Grade II listed buildings which are currently in a poor state of repair. Under the terms of an Agreement for Lease with ACAVA, SOTCC will undertake renovation works to the exterior of the buildings and services and ACAVA will convert the interior of the buildings into artists' studios which will then be licensed to individual ACAVA members

### **What will it deliver?**

- renovation/conversion of listed buildings – circa 9,154 ft.<sup>2</sup> (exact area subject to survey)
- number of studios to be created – 12
- number of jobs created/protected – 32

### **2019/20 Outlook:**

- Construction start, September 2019
- Practical completion of shell works, March 2020.

## • **Stafford Western Access Route (SWAR)**

Local Growth Fund Investment = £15.50m (Staffordshire County Council)

### **What is it?**

Construction of the 1.2km Stafford Western Access Route (SWAR), which will run through the west side of Stafford town centre.

### **What will it deliver?**

- Enables growth of the town centre and delivery of housing and employment development, including land at Doxey Road. Up to 2,350 houses, 100 jobs
- enhances connectivity to the town centres, and housing and employment sites
- improves access between residential areas and the urban centre
- a more attractive and accessible environment will support growth in the business / professional service and retail sector

### **2019/20 Outlook:**

- Construction of new facility for Saint Gobain at Redhill completed

- Advanced Works package completed Spring 2019
- Main construction start date by July 2019
- 270 homes built
- **Tamworth Enterprise Quarter**

Local Growth Fund Investment = £2.90m (Tamworth Borough Council)

#### **What is it?**

Tamworth Enterprise Quarter is a programme consisting of the following components:

- Refurbishment and enlargement of the Assembly Rooms, a key cultural venue
- Conversion of the Philip Dix Centre to a Business and Enterprise Centre
- Redevelopment of the Carnegie Centre as a restaurant
- Enhancements to the Public Realm/Tamworth Library

#### **What will it deliver?**

These assets did not support any private sector jobs and, in the case of the Assembly Rooms, its operation was commercially unsustainable. However, this investment could revitalise each of the above and, collectively, they offer the prospect of playing a major role in the re-inventing of Tamworth. Public sector investment and, specifically LGF money is critical to making this happen.

The project will deliver:

- 39 FTE construction jobs (gross)
- £1.4 million of construction-related Gross Value Added
- 98 ongoing jobs (gross)
- £13.4 million of Town Centre GVA economic value

#### **2019/20 Outlook:**

- Assembly Rooms: Construction complete / Opening Ceremony in Autumn / All operational elements successfully established
- Business Enterprise Centre: Another successful year with 100% occupancy of offices and Additional Services on target
- Carnegie Centre refurbishment complete, let and ready for business
- Public Realm & Library: Construction works completed by August 2019
- 61 jobs created

## **New Schemes for 2019/20**

- **Blythe Park Extension Infrastructure Project**

#### **What is it?**

Infrastructure works required to unlock commercial land and second phase housing development

**What will it deliver?**

- 168 Houses
- 415 jobs

**2019/20 Outlook:**

- Highways infrastructure complete
- Commencement of phase 2 construction on site.

**• Stafford Gateway Strategic Land Acquisition****What is it?**

Land acquisition to provide 2<sup>nd</sup> access to housing development enabling additional housing to be built

**What will it deliver?**

- 48 Houses

**2019/20 Outlook:**

- Site acquisition, clearance and highway works completed

**• Stoke on Trent Railway Station Power Upgrade****What is it?**

The installation of new power supply lines, to enable the private sector to enhance and develop the station facilities at Stoke station, to include student accommodation

**What will it deliver?**

- 12 jobs
- 21 Housing units

**2019/20 Outlook:**

- Work commencing, and completing by 2020.

**• Victoria Ground (Phase 2)****What is it?**

Funding to deal with contaminated land and complete the Civil Engineering remediation, to allow the completion of 63 homes and two football pitches for the Minster School

**What will it deliver?**

- 63 Houses
- 40 jobs

**2019/20 Outlook:**

- Remediation, infrastructure and river diversion completed. Housing under construction

- **City East Link Road**

**What is it?**

Formerly known as Hanley – Bentilee Link, this is a transport scheme located to the south and east of the centre of Stoke-on-Trent providing a new link to re-route traffic flows from the existing highway corridors facilitating improved journey times and reliability, provide new sustainable transport infrastructure and an enabler to unlock a major home development site

**What will it deliver?**

- 440 jobs
- 1,850 Houses
- 2km highway

**2019/20 Outlook:**

- Full business case to be presented c. June 2019



## 4 Other Funding or Growth Programmes

### 4.1 Ceramic Valley Enterprise Zone

#### What is it?

CVEZ has an ambition to provide growth opportunities for modern industries that will provide high quality jobs for local people. The CVEZ is expected to facilitate the growth from traditional industries to cutting-edge globally competitive sectors. Industries expected to deliver that growth are: technical ceramics, traditional ceramics, engineering, sustainable energy, technical and high-end manufacturing.

CVEZ is a three-mile long corridor within which are six largely cleared individual sites with over 140 hectares of net developable land, all benefiting from Assisted Area status. The CVEZ programme of activity involves public and private sector investment to open up these sites. The sites within the CVEZ comprise (from North to South):

**Tunstall Arrow:** An 8.8 Ha brownfield site owned by Network Space, entirely clear and investment-ready;

**Chatterley Valley East:** An 18.2 Ha site owned mainly by RJC Regeneration and Churchill. An entirely clear brownfield site except for the Genesis Enterprise Centre, which has ambitious expansion plans;

**Chatterley Valley West:** A 38 Ha site owned by Harworth Estates, situated in Newcastle-under-Lyme Borough.;

**Highgate/Ravensdale:** A 38.3 Ha brownfield site owned by Land Recovery and CW Clowes Developments, largely clear but requiring some additional remediation and access works;

**Etruria Valley:** A 31.3 Ha brownfield site largely owned by Stoke-on-Trent Regeneration Ltd. (a joint venture between St Modwen and Stoke-on-Trent City Council). The site is clear and has early phases nearing completion. This is the SSLEP's no.1 priority employment site, and is currently benefiting from investment in significant road infrastructure largely as a result of the SSLEP Growth Deal;

**Cliffe Vale:** A 6.2 Ha brownfield site largely owned by Stoke-on-Trent City Council, which is mostly clear

#### Latest update:

- There has been significant progress on Tunstall Arrow South which was completed at the end of September 2018. Construction is ongoing on Highgate Ravensdale, Tile Mountain Phase 2 is under construction and the second terrace of 5 units on the Trade Park is complete
- 790 jobs have been created to date

### **What will it deliver?**

By 2020 it is estimated the CVEZ will deliver:

- A net land value uplift equivalent to £39.3 million;
- 140 Ha of brownfield land reclaimed
- 308,000 sqm of additional employment floorspace.
- Approximately 6,700 jobs on-site

### **2019/20 Outlook**

- Etruria Valley, Phase 3 build out to commence (84,000 sq ft total)
- Chatterley Valley West, earthworks & infrastructure start on site
- Chatterley Valley East, RJC Regeneration start on site (15 adaptable modular units)
- Ceramic Park Sites feasibility & marketing work completion

## **4.2 i54 South Staffordshire Enterprise Zone**

### **What is it?**

A highly successful example of partnership working by SSLEP, Black Country LEP, Staffordshire County Council, Wolverhampton City Council and South Staffordshire Council. More than 2,700 people are already employed by multi-national companies JLR, Moog, ISP, Eurofins, ERA and Tentec at this 239-acre business park adjacent to the M54.

### **What will it deliver?**

- At full capacity the current site is predicted to have 4,600 jobs.
- It will have attracted over £1.1 billion of private investment. This represents a 1:9 public / private sector investment ratio.

### **2019/20 Outlook**

- Work starts on a 100-acre western extension in 2020.
- A further 1,700 jobs estimated to be created.
- When completed i54 will generate £3m annually in business rates.

## **4.3 City Deals**

### **• Stoke-on-Trent District Heat Network**

City Deal Investment = £19.75m (Stoke on Trent City Council)

### **What is it?**

A pioneering programme to bring a network of sustainable, low carbon and low cost heat energy to Stoke-on-Trent.

In 2015, the LEP was successful in securing £19.75m of funding to help to deliver the infrastructure for a low carbon District Heat Network (DHN). A DHN is a system of underground pipes that will deliver heat via hot water between an energy centre and the buildings connected to the network. The scheme will harness heat from low carbon sources such as deep geothermal energy, Energy from Waste (EfW) which will be transferred through a system of heat exchangers into the network. The heat energy from the hot water circulating in the network will be delivered to customers through heat exchangers in their premises.

Initially the heat energy will be supplied to larger commercial and public sector premises over time the aim is to connect to a wider variety of premises including blocks of flats and clusters of houses across the city.

Benefits to customers will include:

- No need for traditional boiler(s).
- More efficient energy supply in a directly useable form.
- Reduction on carbon tax.
- Minimal maintenance of the system once installed.
- No risk of carbon monoxide.

#### **What will it deliver??**

- Economic benefits, Social Benefits and Environmental Benefits
- Total scheme benefits of £76.1m with up to 229 direct jobs.
- 550 indirect safeguarded and created jobs valued at a further £63.5m. 10% cost saving for domestic heat customers
- 400 houses and 578 flats taken out of fuel poverty. Up to 12,526 tonnes of CO<sup>2</sup> per annum saved valued at £2.7m p.a.

#### **Latest Update:**

- The construction of the DHN started ahead of schedule in autumn 2017 with the first section of approximately 2km of pipes is now installed in the University Quarter of the city.
- Tests on completion of the 1<sup>st</sup> phase of the network (known as the Priority Works) were being carried out in March 2019, with final evaluation and handover of the Priority Works during April 2019
- This first section should be operational from this autumn and following successful rigorous testing will allow for the first customer to be connected. Temporary heating and pumping equipment will be installed at the site of the energy centre (Squires View) which will be delivered and operational before the end of the year. The emphasis of works in this area will switch to local supply pipes and customer connections while planned delivery of the balance of the

main will continue working outwards from this first phase. Full network construction works are scheduled to complete around 2021

### **2019/20 Outlook**

- 1st customer connected and supplied with heat.
- Temporary Heat Solution in place at Squires View site
- Detailed Design for Area 2 to be in development
- Installation of Phase 2 of the network in progress

### **• Keele Smart Energy Network (City Deal)**

City Deal Investment = £5.00m (Keele University)

#### **What is it?**

The University of Keele is the largest campus university in the UK, serviced by its own private utility network to support a wide range of business, academic, residential and leisure users. This mix of uses, ownership of a private network, an established range of renewable energy sources and the scale of the campus, allied to the university's expertise in sustainability and green technologies, offers a unique opportunity to develop an at-scale demonstrator for smart energy technologies.

The Smart Energy Network Demonstrator (SEND) will be the first of its kind in the UK and will provide a wide range of UK-based organisations with the ability to test and evaluate new technologies (as well as processes and business models) in a live, single-owner environment, by connecting the technologies to a smart energy network and assessing their performance in a range of energy demand scenarios. This will ultimately play a key role in enabling these developers to take their technologies along the Technology Readiness Level (TRL) scale through to full commercialisation and sale in global markets.

Evidence from a recent market assessment for SEND also highlights an appetite among distributed network operators, aggregators and electricity suppliers to work together on the site in order to develop and test software, processes and to understand product roll-out.

#### **What will it deliver?**

- 440 jobs by 2021 (120 construction, 20 permanent, 300 indirect)
- 8,731 tonnes CO<sup>2</sup> saved

#### **Latest Update:**

- Construction work has commenced on the Horwood Energy Centre, due for completion June 2019. The Centre will house the SEND Control Room and the Digital Twin, this will allow for research and development of innovative products and/or

services to be tested on the twin with real time information and data without any disruption to the network.

- 16 Research Development and Innovation projects have been formed with Stoke-on-Trent and Staffordshire SMEs; 15 now have graduate researchers appointed and working on new product/process/service development; the remaining one project led by the University of Wolverhampton is currently interviewing for the position
- The Supply Chain Development Programme has delivered business/innovation support to 66 SMEs within the SSLEP area, with a strong pipeline for the following months
- **2019/20 Outlook**
  - Horwood Energy Centre 'opened' with early stage capacity function of SEND.
  - SCADA and DEMS successful integration.
  - Initial cohort of 3-month projects to have been recruited for with a start date in place for the graduate researcher to begin.
  - In total 140 Stoke on Trent and Staffordshire SMEs will have received support under the supply chain programme

## **4.4 ESIF**

### **(European Structural & Investment Fund)**

The SSLEP ESIF Programme consists of predominantly European Regional Development Fund and European Social Fund monies. The ESIF funding programme totals £155.2m (at current exchange rates).

Progress in allocating the LEP's ESIF funds has been good - see table below. Our ERDF funding targets Innovation, ICT & Broadband, Business Support, Low Carbon, Flood Risk, and Environment, with ERDF contributing up to 60% of the eligible project costs.

The ESIF Programme has committed **75%** of its total funding to date. A cumulative total of £116.25m in ERDF and ESF funding has been committed to approved projects, the vast majority of which are currently in their delivery phase. A number of projects have recently undergone an extension taking their delivery up to late 2020 /early 2021.

ERDF Theme	Project In Delivery or Delivered	Funding Allocated (£M)	Remaining Funding (£M)
Innovation	Medical Research Development Centre (Phase 1)	18.86	6.31
	Staffordshire Business Innovation & Incubation Support		
	Keele Research & Innovation Gateway		
	Medical research Development Centre (Phase 2)		
	Keele - Science & Innovation Park Smart Innovation Hub		
	Innovative Product Support Services		
	Smart Factory Hub (SmartFub)		
	European Bioenergy Research Institute		
	The Smart Concept Fund		
Broadband Connectivity		0	0.48
Business Support	Institute for Entrepreneurship, Innovation & Leadership (be inspired Staffordshire University)	39.82	6.12
	Mentoring Growth Service		
	Stoke-on-Trent and Staffordshire Growth Hub		
	Staffordsheer Excellence		
	Stoke on Trent and Staffordshire Grants For Growth		
	Rural Enterprise Programme		
	Manufacturing Growth Programme		
	Midlands Engine Investment Fund		
	Better off In Business		
	Business Growth Programme		
	SME International Growth Project		
Low Carbon	Smart Energy Network Demonstrator	12.32	2.69
	Low Carbon Business Evolution Programme		
Climate Change and Flood Defence	<i>Recent transfer of ERDF funding from Lincolnshire LEP ready for final call</i>	0	1
Environment and Biodiversity	Sunrise	2.11	1.14
<b>TOTAL</b>		<b>73.12</b>	<b>17.73</b>

A further £17.73m of ERDF funding remains to be allocated to projects. An open call will be held in June 2019 to allocate the SSLEP's remaining funding. The Staffordshire Technical Assistance team are promoting this call opportunity and working with partners to develop a pipeline of suitable projects to take advantage of the remaining ERDF.

At the start of the ESF Programme SSLEP decided to work with the three opt-in partners of the Education & Skills Funding Agency, Big Lottery and the Department of Work and Pensions who would each identify match funding from their budgets. We are currently looking to extend a number of these opt-in programmes and, along with a number of

smaller local projects such as Skills Hub & Higher Skills, this should ensure the remaining ESF allocation and is fully committed before the end of 2019.

ESF Theme	Projects in Delivery	Funding Allocation (£M)	Funding Remaining (£M)
Employability for Harder to Reach Groups	Big Lottery Building Better Opportunities Opt - in	11	
Progression from Worklessness	Department of Work and Pensions Opt - in Programme	7.18	
Skills and Workforce Training	Education and Skills Funding Agency Opt - in Programme	26.65	
	Skills Hub		
	Higher Skills		
<b>TOTAL</b>		<b>57.83</b>	<b>9.79</b>

### Key issues and challenges for 2019/20

Although grant commitments are comparatively high, actual spend claimed is the critical factor. As at October 2018, of the £73.12M ERDF committed to projects, only £40.46M had been claimed. Continued monitoring and management by the LEP ESIF Committee will be necessary to ensure contracted schemes/projects and programmes remain on schedule.

The ERDF Programme has been active for a number of years across the Stoke-on-Trent and Staffordshire LEP area, leading to a wide range of projects being developed and delivered. However it has to be acknowledged that the presence of an existing suite of projects along with the need to identify yet further match funding makes it increasingly difficult to ensure that the full value of the LEP's allocation is utilised.

With ESF future issues will be around the availability of match funding for projects outside of the opt-in providers. In addition, the managing authority is addressing shortfalls in the appraisals and approvals process which has resulted in delays in projects going live.

## 4.5 Growth Hub



The Stoke-on-Trent & Staffordshire Growth Hub provides 'first stop shop' access to business support to help all businesses based, or seeking to be based, in the LEP area. The Staffordshire Business Helpline was set up by the LEP in 2012 and incorporated into the Growth Hub when it was established in 2014. The Business Helpline is currently operated by the Staffordshire Chambers of Commerce and is well established, receiving calls at a rate of 350 to 400 a month. The number is widely promoted. This service is not sponsored by any particular organisation and is therefore impartial and provides signposting and support in an unbiased supportive professional manner.

When a business has multiple business needs, it is referred to a Growth Hub advisor who will visit the business and carry out a business diagnostic tool designed to highlight business need. They will then make referrals to business support organisations for assistance. In February 2017 the Growth Hub appointed a specialist Finance and High Growth Advisor who can provide a higher level of service than the generic advisors. When identified by a Growth Hub Advisor that the company has high growth potential, it is referred directly to the specialist advisor.

In April 2019, the Hub employed two more specialist Advisors in Marketing and Human Resources, evidenced as areas of business need in Staffordshire. The Hub also refers businesses to the Business Growth Managers based at Stoke-on-Trent City Council who specialise in corporate intelligence and digital marketing and work with businesses across the LEP area to develop them in those areas.



## **Deliverables in 2019/20**

The Growth Hub is committed to delivering the KPIs for 2019/20

KPI 1. Number of businesses receiving light touch triage – 1,200

KPI 2. Number of businesses receiving medium touch support (3hr) – 250

KPI 3. Number of businesses receiving high intensity support (12 hr) – 50

KPI 4. Number of businesses referred to a mentoring or growth programme – 200

KPI 5. Number of businesses referred to a skills, training or apprentice scheme – 200

KPI 6. Number of businesses referred to a finance and/or funding programme – 300

KPI 7. Number of businesses referred to the Investment Readiness Scheme – 30

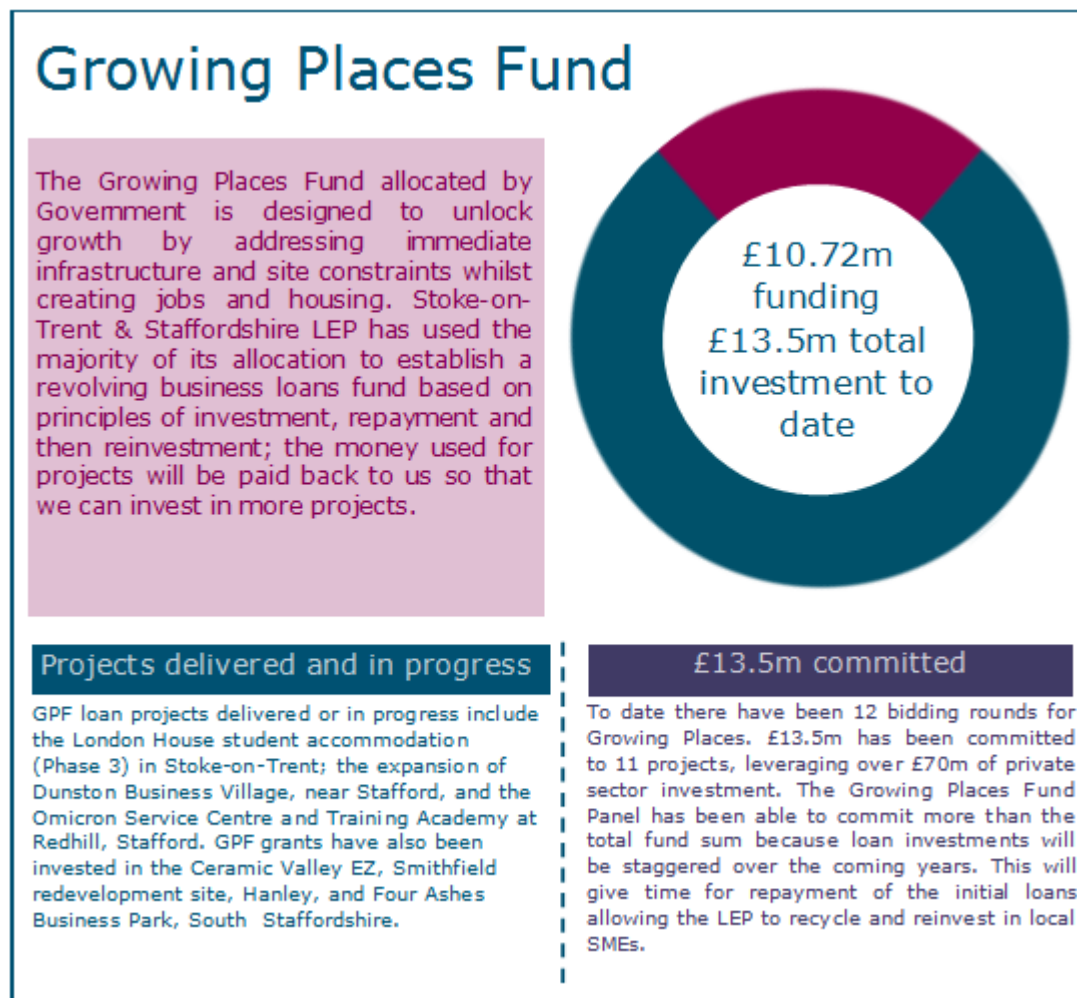
KPI 8. Number of businesses receiving a small business growth grant - 30

Regular monitoring takes place of the business support landscape to ensure there are no gaps in service and that there are options for businesses, particularly in finance. Potential partners are invited to Growth Hub Knowledge sessions where they 'pitch' their service and are questioned by the Growth Hub managers and advisors. If it is established that they meet the criteria of free at source support and are willing to work in partnership with the Growth Hub and its partners they will be invited to join the Enterprise Round Table and appropriate referrals will be sent to them. Follow up on referrals made is carried out on a quarterly basis to ensure businesses are receiving the support they have been referred for.

The Growth Hub does not directly provide support to pre-start or 'new' start-ups and has always referred or signposted them to delivery partners who specialise in this area. The National Business Support Helpline number is given to all pre-starts who ring the Helpline and this number has been placed on the Growth Hub website to steer people away from the Growth Hub Helpline number.

The Growth Hub will continue to concentrate on existing SMEs in Staffordshire, particularly on those who demonstrate ambitions to grow, diversify and develop, or are from a LEP priority sector. These businesses are prioritised for Diagnostics by the Hub Advisors and referrals are made to programmes such as Let's Do Mentoring, the Manufacturing Growth Programme, the Department of International Trade and the wide support available through the Universities. The Growth Hub also provides a small capital grant of up to £10k for businesses who meet the eligibility criteria and are ambitious to grow. In conjunction with the Growth Hub, partner organisations provide a variety of workshops and business networking meetings which businesses can be signposted to.

## 4.6 Growing Places Fund



### Deliverables in 2019/20

Around £1 million is due to be repaid to the fund in 2019/20 from loans which have reached their two-year repayment period. Call 13 will be opened in the first quarter of 2019, with a fund value of approximately £1.3 million. The fund has received a lot of exposure over the past 12 months, raising its profile via the Growth Hub and other partners. There is therefore already a pipeline of projects exceeding the fund value waiting to apply to the GPF panel when the call opens. In order to protect the deliverability of the fund the GPF panel, endorsed by the LEP, will be imposing a 1% administration fee for applicants securing GPF loans from Call 13 onwards. This revenue will be used to fund the future monitoring and assessment of the scheme

## 5 Strategic Activity

In pursuing its economic growth priorities, SSLEP has a strong track record of working with a wide range of strategic partners, organisations and businesses to develop our priorities, streamline our business support services and ensure the best outcomes for the Stoke-on-Trent and Staffordshire area. SSLEP works through a number of collaborative initiatives in pursuing this:

Since their inception the Chairs of the **six West Midlands LEPs** (Stoke-on-Trent & Staffordshire, Black Country, Greater Birmingham & Solihull, The Marches, Worcestershire, and Coventry & Warwickshire) have met formally and quarterly to plan and progress shared opportunities and joint working. Their secretariats also meet quarterly, supporting and progressing their shared work programme. This forum, chaired by the Black Country Chairman, enables formal and coordinated responses to government consultations collaborative approaches to transport, access to finance and business supply chain services.

SSLEP works closely with regional partners as part of the **Midlands Engine & Midlands Connect** to promote the region as a distinctive investment location. The Midlands Engine provides 9 LEPs, 20 Universities (Including Keele and Staffordshire), 18 Local Authorities (including Stoke-on-Trent City Council and Staffordshire County Council) and other national and regional stakeholders with opportunity to achieve greater economic growth and productivity and to use the Midlands Engine brand to promote itself to investors and trade partners through events like MIPIM. The County Council Leader currently represents SSLEP on the Midlands Engine Executive Board and the SSLEP Chairman represents SSLEP on the ME International Trade & Investment Group and they both sit on the Midlands Connect Strategic Board. SSLEP has taken a lead on the promotion of the Advanced Ceramic Materials Sector for the Midlands Engine with a focus upon realising collective ambitions for a National Advanced Sintering Centre.

SSLEP is part of the **Constellation Partnership** which is working to realise a coherent investment market, through the investment in High Speed Rail 2 connectivity. The partners, who include the Cheshire & Warrington LEP, 7 local authorities and wider stakeholders are focused upon delivering a 10-year plan sets out the ambition to deliver on 100,000 new homes and 120,000 jobs by 2040.

SSLEP has come together with three LEPs (Cheshire & Warrington, The Marches, and Worcestershire), Harper Adams, Keele and Chester Universities and South Staffordshire, Reaseheath and Pershore Colleges to research shared opportunities within agricultural and engineering technologies for the food and drink sectors. This led to the formation of the **Agri-Tech West** partnership which focuses upon supporting SMEs within food and drink production and processing supply chain to increase productivity and improve sustainability

through innovation and investment. Further details are available on the website at <https://www.agritechwest.com/>

SSLEP prioritises business engagement through a range of face-to-face meetings and through a structured programme using print and social media, to identify its priorities and agree details of how delivery might be best achieved for the wider business base. LEP Board Directors work closely with the **Staffordshire Chamber of Commerce** and other key business networks, through a set of regular '**Network of Networks**' meetings and other engagement events to discuss current business issues and opportunities. SSLEP is currently developing its Local Industrial Strategy, the programme for which is centred upon working with Stoke-on-Trent and Staffordshire businesses to develop a focused set of investment propositions to drive productivity and economic growth over the next 10-15 years.

Business engagement also includes our **Annual Conference**, typically attended by more than 200 delegates and featuring high-level business and Ministerial speakers, plus regular business consultations and focus groups, selected on sectoral or geographical grounds.

During 2019, we will develop our Local Industrial Strategy working with partners, wider businesses and stakeholders. This Strategy, co-designed with government, will set out our focussed approach to boosting productivity growth across Stoke and Staffordshire, creating higher skilled jobs for our skilled, flexible workforce and improving ambitions and prospects of our local communities. We have identified our consultancy partner, Metro Dynamics, who are working with us to develop a strong consultation draft by December 2019, with the full Strategy completed by March 2020.

### **Deliverables in 2019/20**

In 2019/20, SSLEP will:

- Develop a new Communications Plan by September 2019 with the aim of:
  - Improving coordinated engagement with the business community, using the detailed engagement with businesses on the development of the Local Industrial Strategy to trial new approaches
  - Raising SSLEP profile further with Government Ministers, officials and MPs, ensuring SSLEP priorities are well understood and opportunities to gain support are maximised.
- Work effectively with partners, businesses and wider stakeholders to develop a strong draft Local Industrial Strategy by December 2019 and a full Strategy by March 2020.

## 6 Governance and Structures

### LEP Review Work Programme

We will work continually to improve our governance & operating structures, to ensure the work of the partnership is clear, accessible and transparent for our business community and other interested stakeholders. We are currently implementing the LEP Review, the 2019/20 programme deliverables for which is below:

Area of Work:	Timeframe:
<b>Move to Constituted Body</b> Special Board agreeing Articles of Association Company Registration Deadline	<b>2 January – 1 April 2019</b>  7 March  1 April
<b>Resources &amp; Staffing Review</b> Review of budget & future fit LEP team LEP staffing structure discussion paper to Board LEP team structure & resources to board for agreement Advertising of Posts	<b>1 April – 30 September 2019</b>  April  14 May  20 June  Wk commencing 24 June
<b>LEP Board Review</b> Development of Board Director Recruitment & Induction Packs ( <i>Some work with LEP Network</i> ) Future Fit board discussion paper to Board Formation of Nominations Committee & Advertising of Director Vacancies Board Member Induction Sessions & Strategic Planning Day with new LEP Director	<b>1 May – 30 September 2019</b>  May – July  20 June  Wk commencing 1 July  September - October
<b>Search, Recruitment &amp; Induction of New LEP Chair</b> Development of Recruitment & Induction Pack Advertising of Post	<b>November – 31 March 2020</b>  November  25 November

### LEP Assurance Framework

Our Constitution, which sets out LEP governance and procedural arrangements, has been updated in line with our new company Articles of Association agreed by the Board on 7<sup>th</sup>

March 2019. The Constitution has been brought together with other LEP policy documents to provide a single Assurance Framework, in line with good practice and for ease of access by government departments and other interested parties. It can be found on the LEP website at: <https://www.stokestaffslep.org.uk/app/uploads/2019/03/SSLEP-Assurance-Framework-v4.0.pdf>

**Deliverables in 2019/20:**

The Assurance Framework is a living document, updated as required by the Company Board and government policy changes. It will be brought to Board for consideration biannually, as a minimum. In 2019/20, key updates will reflect the staff restructure, board member recruitment and LEP Sub Group review.