

## LLEP INVESTMENT PANEL

3.00pm – 5.00pm , Thursday 21<sup>st</sup> January 2021

### MS Teams Call



### AGENDA

TIME		ITEM	REPORT	DECISION / INFORMATION	LEAD
15.00	1.	Welcome and Apologies			Chair
	2.	Declarations of Interest			All
15.05	3.	Minutes and Actions of the Previous Meeting	Paper A	Decision	Chair
15.10	4.	Historical Business Rates Enterprise Zone investment Hinckley and Bosworth Council – MIRA EZ	Paper B	Decision	Helen Miller – colleagues from District councils will join
15.30	5.	Growing Places Fund – Broadnook Garden Village	Paper C (Copy to follow)	Decision	Andy Rose
15.50	6	Growing Place Fund – Haywood Estate	Verbal Update	Information	Andy Rose
16.10	7.	Economic Recovery Investment Digital Poverty Place Marketing	Paper D	Decision	Fiona Baker Mandip Rai/Mark Oakley
16.25	8.	Programme Monitoring Local Growth Fund quarterly return Enterprise Advisor network	Paper E Paper F	Decision Information	Cathy Martin Gerarde Manley
16.50	9.	AOB			All
	10.	Date of Future meetings 11 <sup>th</sup> March 2021 20 <sup>th</sup> May 2021 22 <sup>nd</sup> July 2021 16 <sup>th</sup> September 2021 18 <sup>th</sup> November 2021			



**NB: In line with our Local Assurance Framework (LAF) these minutes are published as a draft record until formal ratification at the subsequent meeting.**



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## LLEP INVESTMENT PANEL

### Minutes of the Meeting

3 November 2020

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#### Attendance and Apologies:

<b>Members</b>		<b>Representing</b>	
Andy Reed OBE	<b>AR</b>	LLEP Board of Directors	Chair
Emma Anderson	<b>EA</b>	LLEP Board of Directors	
Sonia Baigent	<b>SB</b>	LLEP Board of Directors	
Ajmer Kaur Mahal	<b>AKM</b>	LLEP Board of Directors	
Dr Nik Kotecha OBE	<b>NK</b>	LLEP Board of Directors	
Neil McGhee	<b>NM</b>	LLEP Board of Directors	
Cllr Terry Richardson	<b>TR</b>	LLEP Board of Directors	
<b>Officers</b>			
Fiona Baker	<b>FB</b>	LLEP	
Cathy Martin	<b>CM</b>	LLEP	
Stuart McAvoy	<b>SM</b>	Leicester City Council – Accountable Body	
Helen Miller	<b>HM</b>	LLEP	
Mark Noble	<b>MN</b>	Leicester City Council – Accountable Body	
Mandip Rai	<b>MR</b>	LLEP Chief Executive	
<b>Advisors</b>			
Jaqueline Moody	<b>JM</b>	Cities and Local Growth Unit (CLGU)	
Peter Sutton	<b>PS</b>	Cities and Local Growth Unit (CLGU)	
<b>Also present</b>			
David Hankin	<b>DH</b>	Charnwood Borough Council	(for item 4.3)
Gavin Fletcher	<b>GF</b>	Nottingham City Council	(for item 5)
Stephen Meynell	<b>SMe</b>	Hinckley & Bosworth Borough Council	(for item 4.4)

**Minute****Action**

<b>Minute</b>		<b>Action</b>
<p><b>1.</b></p> <p>1.1</p> <p>1.2</p>	<p><b>Welcome and Apologies</b></p> <p>AR welcomed those present to the meeting.</p> <p>There were no apologies for absence.</p>	
<p><b>2.</b></p> <p>2.1</p> <p>2.2</p>	<p><b>Declarations of Interest</b></p> <p>NM and NK each declared an interest in item 4, "Historical Business Rates Enterprise Zone investment – Charnwood Borough Council – Restocking the Business Base", as members of Loughborough Town Board.</p> <p>AR also declared an interest in item 4, "Historical Business Rates Enterprise Zone investment – Charnwood Borough Council – Restocking the Business Base", as a Non-Executive Director of Incus Performance, which was based at The Attic, at the LUSEP site.</p>	
<p><b>3.</b></p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p>	<p><b>Minutes and Actions of the Previous Meeting</b></p> <p>MR gave an update on progress with the actions agreed at the meeting of the Panel held on 8 September 2020.</p> <p>Further to paragraph 4.5(a), "Terms of Reference", and paragraph 7.13 of minute 7, "Project Change Request – National Space Centre: Vision 2025", it was suggested that it would be useful for the Panel to receive guidance from the Board of Directors on how risk averse the Panel's assessment of investments should be. Risk sharing was important, as the LLEP should not be expected to take on the whole risk of projects being supported with public funds.</p> <p>Further to minute 6, "Dates of Panel Meetings 2020 – 2021", it was noted that the Board of Directors would be discussing the LLEP Forward Plan at its meeting on 1 December 2020. The dates of meetings for this Panel therefore would be reviewed when the Plan had been agreed. (See also minute 8, "Dates of Panel Meetings 2021", below.)</p> <p>The Panel recognised that its scheduled meetings currently did not fit well with some deadlines for other work, but suggested that the use of written procedures to take decisions should be avoided if possible, to enable full discussion on the matter(s) being considered to be held. If necessary, a special meeting of the Panel could be called to consider urgent matters.</p> <p>It was AGREED that:</p> <ol style="list-style-type: none"> <li>1. Guidance be sought from the Board of Directors on how robust and/or risk averse this Panel should be in its recommendations regarding projects under consideration;</li> <li>2. The Board of Directors be recommended to seek risk sharing on</li> </ol>	<p><b>HM/MR</b></p> <p><b>HM/MR</b></p>

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	<p>projects, with project promoters sharing risk with the LLEP, this being prudent use of public money;</p> <p>3. The use of written procedures for decision-making by this Panel be avoided where possible, with special meetings of the Panel being called instead as appropriate; and</p> <p>4. The Minutes of the meeting of the LLEP Investment Panel held on 8 September 2020 be confirmed as a correct record.</p>	<b>All to note</b>
<p><b>4.</b></p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.3.1</p> <p>4.3.2</p> <p>4.3.3</p> <p>4.3.4</p> <p>4.3.5</p>	<p><b>Historical Business Rates Enterprise Zone investment</b></p> <p>MR reported that, during the negotiation with the Billing Authorities on the legal agreement, a discussion had been held about the use of the historical business rates to aid Covid-19 recovery work, with both billing authorities wishing to retain 50% of the 85% of the LLEP allocated rate element. This was taken to the Board of Directors and once agreed both billing authorities were invited to apply for this funding.</p> <p>Leicester City Council also had been invited to apply, but as no historical business rates existed in relation to the Waterside development, no business case had been submitted.</p> <p><u>Charnwood Borough Council – Restocking the Business Base</u></p> <p>The position regarding state aid remained to be clarified. A written response on this had been received from the Accountable Body’s lawyer, but it had not been possible to assess this yet or discuss it with the applicant.</p> <p>Slightly less funding was available than anticipated, so Charnwood Borough Council would have to reduce the cost of its proposal by reframing the project.</p> <p>It was queried whether Charnwood Borough Council would be giving priority to certain types of applications for funding and suggested that the Council could be encouraged to consider the fit of the proposed programme with both existing and new and emerging sectors. DH advised that participants would firstly be sought from people being made redundant from jobs in the Enterprise Zone and then from a wider area. The number of potential redundancies as a result of the current Covid-19 pandemic was not known yet, but this project would enable a structure to be in place to capture the talent pool if it became available.</p> <p>In response to a question from the Panel about how this project would be promoted across the LLEP area, DH advised that a marketing strategy was being developed.</p> <p>HM also advised that the LLEP Executive already had recommended that uptake of the offer be monitored to ensure that the target market was being</p>	

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**Action**

	<p>reached and that non-graduates were not being unintentionally excluded. The Council also had been advised that the LLEP would like to see some commitment to the medium-term scenario in relation to jobs generation as part of the overall outcomes. DH confirmed that the admission criteria were very broad but could be re-examined to ensure that no-one was being excluded.</p>	
4.3.6	<p>Panel members also suggested that it would be beneficial for participants if part of the course being offered by Charnwood Borough Council could focus on the management of risk as a key skill.</p>	
4.3.7	<p>The Panel further suggested that some learners from the course could be asked to make presentations to this Panel on what they had learned and how their businesses were developing as a result. This could contribute to evaluation of the programme on completion, with consideration given to how successes could be used to inform future projects.</p>	
4.3.8	<p>Lessons learned from the project also would be an important part of its evaluation and future consideration of whether the project could, or should, be replicated.</p>	
4.3.9	<p>The importance of course participants becoming part of the local business network was stressed, it being noted that improved co-ordination of start-up businesses was part of the general Covid recovery work being planned, to ensure that they continued to receive support as they developed.</p>	
4.3.10	<p>Some concern was raised that provision should be made to replace any businesses that failed while participating in the project. DH explained that it was anticipated that, as people would join the programme in cohorts, any vacancies within a cohort could be filled as needed and, if necessary, newly joined participants would complete the course with the cohort following theirs.</p>	
4.3.11	<p>In response to a question about the cost of office space, HM explained that, as the University had higher overheads, the cost of office space at LUSEP could look higher than for other locations. However, the costs for this project were in line with usual costs.</p>	
4.3.12	<p>It was recognised that using university facilities could be intimidating for some people. However, the Council was in the process of acquiring premises in the town centre through the Town Deal programme for use for this project, which it was hoped would be less intimidating.</p>	
4.3.13	<p>DH reported that some of the support received from partners in this project would be "in kind". For example, Charnwood Borough Council would be supporting the project through the provision of the premises referred to above.</p>	

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4.3.14 On behalf of the Panel, AR thanked DH for attending the meeting.

4.3.15 It was AGREED that:

1. Analysis of the recently received response on state aid from the Accountable Body's lawyer be included in the next report on this proposal; and

**HM**

2. The Board of Directors be recommended to approve investment in this programme, subject to satisfactory information being received regarding state aid compliance, close monitoring of the offer by Charnwood Borough Council and delivery partner, and the matters discussed above.

**HM**

4.4 Hinckley and Bosworth Council – MIRA EZ

4.4.1 It was noted that Hinckley and Bosworth Borough Council had not yet signed the agreement for the MIRA Enterprise Zone. The Panel was assured that no funding would be passed to the project sponsors until all contracts and agreements were in place.

4.4.2 HM confirmed that work would continue on developing the business case for this project, particularly in relation to causal links between interventions and jobs and the position in relation to state aid and business grants. Value for money assessments could not be undertaken until this information was available.

4.4.3 SME advised the Panel that the number of projects had reduced from 14 to nine, some having been combined with others and some having been removed from the programme. Discussions with various partners on the remaining projects were continuing in order to address the current gaps in the business case.

4.4.4 Although the Panel recognised that the three main themes of careers, skills and employment and business support in the form of a "soft landing" project underpinned the programme, it was suggested that further work was needed to clarify what the desired outcomes from this programme were and how the projects within it were related. This in turn would clarify what the LLEP was being asked to fund. However, the Panel welcomed the potential for the scheme to be complementary to that proposed by Charnwood Borough Council in minute 4.3 above.

4.4.5 On behalf of the Panel, AR thanked SME for attending the meeting.

4.4.6 It was AGREED that:

1. Progress with the development of the MIRA Enterprise Zone be noted and welcomed; and

**HM**

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	<p>2. In principle support be given to the areas of intervention identified for the MIRA Enterprise Zone, but that further work is needed on the submission before it can be recommended to the Board of Directors for approval.</p>	
<p><b>5.</b></p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p> <p>5.7</p> <p>5.8</p>	<p><b>EZ investment pipeline - MIRA Low Carbon Innovation Hub</b></p> <p>HM reminded the Panel that this project had been developed late in the summer of 2020 from work with the MIRA Steering Group, as a number of occupants of MIRA premises wished to use low carbon facilities. It also would help MIRA attract a new type of occupant.</p> <p>There were ambitions for the development of other sites in the region, such as the former power station at Ratcliffe, or the HS2 development in Toton, but they did not have options for the development of low carbon and/or hydrogen models. The proposal for the MIRA Low Carbon Hub was part of a medium – longer term ambition to join up different capabilities across the area.</p> <p>Information on state aid was awaited from the applicant but was expected shortly. When received, the Accountable Body’s lawyer would assess it.</p> <p>The Panel questioned how it was decided to use external appraisers for projects such as this. Decisions on whether to seek external appraisal currently were taken on the basis of the cost of doing so in relation to the cost of the scheme being appraised, but the Board of Directors could be asked to consider setting formal criteria for the use of external assessment of schemes above a certain value.</p> <p>The Panel requested information on how close MIRA was to signing heads of terms with the tenant. The appraisal report indicated that this was to be undertaken shortly, but no timescale was included.</p> <p>Some concern was expressed by the Panel that MIRA had been late filing its most recent accounts and some indication of the reasons for this was requested.</p> <p>HM advised that monitoring arrangements for the funding were not yet agreed, as no contracts were in place for any Enterprise Zone investments. However, it was anticipated that reports on these investments would be made quarterly for each project, in line with other programme monitoring and reporting on the general development within the Enterprise Zones.</p> <p>In response to a question from EA, HM advised that there were not usually financial security issues with any grants made by the LLEP, as investments were made in projects that would provide a business rates uplift. MR advised that any financial risk from a project rested with the investing authority and this was set out in the legal agreements for each project. The</p>	

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<p>5.9</p> <p>5.10</p> <p>5.11</p>	<p>host authority had the first opportunity to fund a project and if this was not taken the project was offered to other authorities for funding. Repayment was by rates growth, the method of calculation being set out in legislation.</p> <p>In this case, it was unlikely that confirmation that it would underwrite this project would be received from Hinckley and Bosworth Borough Council before the meeting of the Board of Directors on 1 December 2020. This Panel therefore was asked to consider giving in principle approval.</p> <p>On behalf of the Panel, AR thanked GF for attending the meeting.</p> <p>It was AGREED that:</p> <ol style="list-style-type: none"> <li>1. The Board of Directors to be asked to consider setting criteria for triggering the use of external analysts to undertake project appraisals;</li> <li>2. HORIBA MIRA be asked to address the issues outlined above regarding signing the heads of terms with the tenant and the delay in filing its most recent accounts; and</li> <li>3. The Board of Directors be recommended to support this project in principle, with final approval to be considered when satisfactory information has been received regarding state aid compliance, business rates projections and the issues set out in 2. above.</li> </ol>	<p></p> <p></p> <p><b>HM</b></p> <p><b>HM</b></p> <p><b>HM</b></p>
<p><i>NK left the meeting at this point</i></p>		
<p><b>6.</b></p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p><b>Economic Recovery Investment</b></p> <p>MR reminded the Panel that £1.6million of the Growing Places Fund was available for economic recovery investment in response to the Covid-19 pandemic. Themes for this investment had been suggested at the meeting of the Board of Directors held on 6 October 2020, (minute 7, "Investment Panel / Economic Recovery Plan", referred).</p> <p>Business cases for the areas identified were being developed, but the criteria for funding could still be redrawn. However, the grants available for economic recovery investment were comparatively small, so it would be useful if themes and categories were not too restrictive.</p> <p>The Panel suggested that business grants should be reserved for businesses that had not received any previous financial support in response to the Covid-19 pandemic. These businesses often were important to local economies, including helping provide NEET support, but were finding it hard to find support under government schemes.</p> <p>The Panel stressed the need to ensure that rural schemes were included in the funding, as well as those that were urban based, as a lot of the county</p>	<p></p> <p></p> <p></p> <p></p> <p></p>

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	was rural. This could be important if funding for rural schemes was not available from elsewhere.	
6.5	It was suggested that a focus could be given to Looked After Children under the NEET theme, but FB advised that it was felt that this was not necessary, as partners such as schools, headteachers and social services would be aware of which young people were most likely to be NEET and so could best target this work. However, it was noted that the Kickstart enhancement could be delayed by the current "lockdown" restrictions in response to the Covid-19 pandemic.	
6.6	Clarification was sought of the support requested for the MIT/REAP scheme, as different figures appeared to be included in the business case. HM confirmed that the total investment applied for was £100,000.	
6.7	The Panel noted that the paragraph in the "Preparing for zero carbon" element of the Economic Recovery Plan on whether intervention would be targeted referred to two specific projects. The Panel suggested that this reference be removed, to allow flexibility in the future for this funding.	
6.8	<p>It was AGREED that:</p> <ol style="list-style-type: none"> <li data-bbox="272 1014 1201 1126">1. Funding for Business Grant investment be reserved for businesses that have not received any previous financial support in response to the Covid-19 pandemic;</li> <li data-bbox="272 1171 1201 1328">2. The wording of the paragraph in the "Preparing for zero carbon" element of the Economic Recovery Plan on whether intervention will be targeted be amended to remove reference to the two specific projects, to allow flexibility in future activity; and</li> <li data-bbox="272 1350 1201 1429">3. NM liaise with HM on possible typographical errors in the business plans.</li> </ol>	<p data-bbox="1310 1014 1409 1048"><b>HM/FB</b></p> <p data-bbox="1310 1171 1409 1205"><b>HM/FB</b></p> <p data-bbox="1334 1350 1385 1384"><b>NM</b></p>
<i>SB, AKM and TR left the meeting at this point</i>		
<b>7.</b>	<b>Programme Monitoring</b>	
7.1	<u>Local Growth Fund Update Q2 2020/21</u>	
7.1.1	CM introduced the report, noting that the current positive position for the LGF.	
7.1.2	CM reminded the Panel that a Project Change Request for the National Space Centre: Vision 2025 had been supported at the last meeting of the Panel, (minute 7, "Project Change Request – National Space Centre: Vision 2025", 8 September 2020 referred), and agreed by the Board of Directors, (minute 7, "Investment Panel / Economic Recovery Plan", 6 October 2020 referred).	

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7.1.3	It was noted that some delays had been experienced with the Leicester Strategic Flood Risk Management project, but assurances had been received that the approved funding would be spent.	
7.1.4	Attention was drawn to the RAG rating for each project. From this, it was noted that the Leicester Strategic Flood Risk Management and the National Space Centre: Vision 2025 projects had been rated as Amber/Green for Quarter 2, due to the short time available in which to claim their remaining funding. The former was considered to be the project most at risk of slippage, as the work was being undertaken on the flood plain, so was at risk from adverse weather conditions.	
7.1.5	Some concern was expressed that the deliverable quantities of housing and jobs in relation to the M1/J23 and A512 Improvements appeared to be low. CM advised that there had been a delay in signing the contract for this work, but a lot of what would be delivered through this project would be infrastructure.	
7.1.6	The Panel noted that some bodies made repeat requests for funding and suggested that their previous performance on projects should to be taken into consideration when assessing new applications for support.	
7.1.7	It was AGREED that applicants' previous performance on projects be taken into consideration when assessing new applications for support from the Local Growth Fund.	<b>CM</b>
7.2	<u>Enterprise Zone</u>	
7.2.1	Deferred for consideration at the adjourned meeting (see item 9 below)	
7.3	<u>Growth Hub</u>	
7.3.1	Deferred for consideration at the adjourned meeting (see item 9 below)	
7.4	<u>Enterprise Advisor Network</u>	
7.4.1	Deferred for consideration at the adjourned meeting (see item 9 below)	
7.5	<u>GPF</u>	
7.5.1	Deferred for consideration at the adjourned meeting (see item 9 below)	
7.6	<u>General</u>	
7.6.1	It was AGREED that consideration of how much information should be provided for monitoring purposes, and in how much detail, be deferred to the adjourned meeting (see item 9 below).	<b>HM/CM</b>

**Minute**

**Action**

<p><b>8.</b></p>	<p><b>Dates of Panel Meetings 2021</b></p> <p>It was AGREED that dates of Panel meetings in 2021 be reviewed when the Board of Directors has agreed the LLEP Forward Plan. (See also minute 3.3, "Minutes and Actions of the previous Meeting", above.)</p>	<p><b>HM/Democratic Support</b></p>
<p><b>9.</b></p>	<p><b>Adjournment of Meeting</b></p> <p>Although the meeting remained quorate, due to the number of members of the Panel who had had to leave the meeting, the meeting adjourned at 5.49 pm. A future date and time to review the final agenda items is to be agreed.</p>	<p><b>All to note</b></p> <p><b>HM/Democratic Support</b></p>

DRAFT

**NB: In line with our Local Assurance Framework (LAF) these minutes are published as a draft record until formal ratification at the subsequent meeting.**



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## LLEP INVESTMENT PANEL

### Minutes of the Meeting

**19 November 2020  
(Adjourned from 3 November 2020)**

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#### Attendance and Apologies:

<b>Members</b>		<b>Representing</b>	
<b>Andy Reed OBE</b>	<b>AR</b>	LLEP Board of Directors	Chair
<b>Emma Anderson</b>	<b>EA</b>	LLEP Board of Directors	
<b>Ajmer Kaur Mahal</b>	<b>AKM</b>	LLEP Board of Directors	
<b>Neil McGhee</b>	<b>NM</b>	LLEP Board of Directors	
<b>Cllr Terry Richardson</b>	<b>TR</b>	LLEP Board of Directors	
<b>Officers</b>			
<b>Stuart McAvoy</b>	<b>SM</b>	Leicester City Council – Accountable Body	
<b>Helen Miller</b>	<b>HM</b>	LLEP	
<b>Mandip Rai</b>	<b>MR</b>	LLEP Chief Executive	
<b>Advisors</b>			
<b>Jaqueline Moody</b>	<b>JM</b>	Cities and Local Growth Unit (CLGU)	

**Minute****Action**

<b>10.</b>	<b>Welcome and Apologies</b>	
10.1	AR welcomed those present to the meeting.	
10.2	Apologies were received from Dr Nik Kotecha and Sonia Baigent.	
<b>11.</b>	<b>Programme Monitoring</b>	
11.1	<u>Programme Monitoring Presentation</u>	
11.1.1	HM introduced the presentation, noting that it had been deferred from the previous meeting.	
11.1.2	HM noted that the information presented in the report was for the review period until the end of September 2020.	
11.1.3	HM noted that one of the aims of the presentation was to hear from Board Members what they considered the most appropriate level of detail in terms of reporting.	
11.1.4	HM noted that the programme dashboards presented were derived from the Delivery Plan. HM suggested that detailed queries on different areas of the programmes and services were considered best dealt with by inviting the relevant lead LLEP officer to attend Investment Panel meetings as appropriate. It was agreed that the Chair of the Investment Panel would consider this with the Head of Programmes to agree a timetable.	
11.2	<u>Enterprise Adviser Network</u>	
11.2.1	HM noted that the reason why most benchmarks were amber in the RAG status was because there had not previously been a full complement of staff for delivering the EAN. It was further noted that the team was now at full capacity and therefore looking to cover 100% of LLEP schools.	
11.2.2	HM noted that when schools closed in March a number of planned EAN events were cancelled and no delivery was possible. It was further noted that since schools reopened in September, many Careers leads were looking at prioritising other elements of delivery, further explaining why the RAG status was mainly amber.	
11.2.3	It was suggested that with regards to benchmark 5, the most important thing wasn't how many encounters had happened but what the results of encounters were. HM advised that the benchmarks were based on Gatsby indicators, derived from the National Careers Service who determined that these indicators were effective in supporting employability opportunities of young people. HM suggested that Gerarde Manley could attend the next meeting to give a deep dive on the work of the EAN beyond KPIs.	

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11.2.4	It was asked why EAN delivery did not continue virtually when schools were meeting virtually. HM responded that there was a real mix of approaches and some schools did continue to meet virtually, delivery continued but this was not possible for all schools. EAN continued delivery through other ways during lockdown such as the Careers in a Box initiative.	
11.2.5	It was AGREED that: 1. Gerarde Manley be invited the next Investment Panel meeting to give a deep dive on the EAN.	<b>HM</b>
11.3	<u>Business Gateway (Growth Hub)</u>	
11.3.1	HM noted that the KPI results were positive but that a number of other contractual commitments were not reflected in the KPIs and that the dashboard could reflect more of the granularity of the work of the Growth Hub.	
11.3.2	It was asked if there could be more clarity and contextualisation of the KPIs presented on the dashboard with regards to timings and other factors. HM clarified the meanings of the KPIs presented and other granularity not shown in the dashboard. NM offered to discuss what he would like to see with HM at a later date.	
11.3.3	HM noted that it had been a reactive year, causing an increased demand in front line inquiries and penetration, exceeding targets.	
11.3.4	It was asked what the relevance of the KPIs were to the Investment Panel. HM noted that they would allow Members of the Panel to make more informed decisions at the Board level	
11.3.5	It was AGREED that: 1. The Business Gateway (Growth Hub) dashboard provide more context to KPIs and present more granular detail.	<b>HM/NM</b>
11.4	<u>Enterprise Zones</u>	
11.4.1	HM noted that the dashboard presented bore no relation to investment proposals and instead showed culminative data from the four Enterprise sites, based on each site's implementation plan and achievements relating to other types of investment.	
11.4.2	HM noted that progress with the zones had been slow, with some sites arguing that a lack of investment had delayed what was anticipated to be delivered. It was further noted that due to an agreement with Charnwood, progress could be made with regards to the Leicester and Loughborough Enterprise Zone project investment and that it was hoped an agreement would soon be reached with Hinckley and Bosworth.	

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11.4.3	HM noted that due to the data that gets reported by the site coordinators taking a long time to collect, the data on the dashboard shown was from Quarter 1, but that a Quarter 2 picture would be available imminently.	
11.4.4	HM noted that the Steering Groups were monitoring the progress of the Enterprise Zones themselves on a quarterly basis.	
11.5	<u>Growing Places Fund</u>	
11.5.1	HM noted that the Growing Places fund did not have the same KPIs as the other dashboard presented as it was more focused on what the agreed investments would deliver in a given period.	
11.5.2	HM noted that the two live investments were the Haywards and Gresham investments and that the Gresham investment was progressing well.	
11.6	<u>General</u>	
11.6.1	There was discussion around the level of detail needed in reporting on the programmes. It was suggested that different levels of detail in reporting were appropriate for different programmes.	
11.6.2	Issues with previous investments were noted and it was suggested that that a focus of the reporting should be what the options are if milestones aren't reached. It was also suggested that what was possible with certain investments should be made clear at Board meetings.	
11.6.3	It was suggested that with regards to deep dives, AR and HM could coordinate and decide when to do a deep dive on a given subject.	
11.6.4	HM suggested that in order to minimise queries and to expedite the decisions of the Investment Panel, future project sponsors should be invited to attend Investment Panel meetings. The Investment Panel agreed to this suggestion.	
11.6.5	It was AGREED that: <ul style="list-style-type: none"> <li>1. Deep dives be arranged for certain subjects at future Investment Panel meetings.</li> <li>2. Applicants be invited the future Investment Panel meetings to give feedback and answer questions.</li> </ul>	<b>HM/AR</b>
12.	<b>Written Processes</b>	
12.1	HM noted that there was a very tight window for queries raised at the Investment Panel about specific projects to be answered before the report on the Investment Panel was brought to the Board meeting. It was agreed by the Panel Members that the Chair of the Investment Panel be delegated	

**Minute****Action**

	to approve responses to any minor queries/points of clarification that had been raised regarding investment proposals. The Chair would engage other Panel Members in any major queries and/or where there was any uncertainty about the response.	
12.2	It was AGREED that: <ol style="list-style-type: none"><li>Members of the Investment Panel have the opportunity to see and feedback from responses to queries raised at Investment Panel before Board meetings.</li></ol>	<b>HM/AR</b>
13.	<b>Minutes of the Previous Meeting</b>	
13.1	It was noted that there was a repeated sentence in section 4.4.1.	
13.2	It was AGREED that: <ol style="list-style-type: none"><li>The repeated sentence be corrected before the next meeting.</li></ol>	<b>Democratic Support</b>
14.	<b>Close of Meeting</b>	
14.1	The meeting closed at 4.58pm.	



**NOT FOR PUBLICATION**

**By virtue of paragraph 3 as defined at Annex 7 of the  
Local Assurance Framework**



**LLEP INVESTMENT PANEL**

**21<sup>st</sup> January 2020**

**Decision Report**

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**ENTERPRISE ZONE HISTORICAL BUSINESS RATE INVESTMENT – HINCKLEY AND  
BOSWORTH COUNCIL MIRA ENTERPRISE ZONE**

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**1. PURPOSE OF REPORT**

1.1 The purpose of this report is to:

- i. present the revised business case submitted by Hinckley and Bosworth Borough Council (HBBC) for the use of historical EZ business rates to support Covid-19 recovery and the MIRA Technology Park (MTP) Enterprise Zone (EZ);
- ii. present the outcome of the appraisal of the revised project business case; and
- iii. seek the panel's comments on the revised business case and outcome of the appraisal of the project business case; and
- iv. seek the panel's agreement to recommend the project for LLEP board approval, subject to the Accountable Body being satisfied with respect of the subsidy rules (replacement to State Aid) and resolving the outstanding issues outlined in Section 5.

**2. RECOMMENDATION**

2.1 The LLEP Investment Panel is recommended to:

- i. note the revised business case submitted by Hinckley and Bosworth Borough Council (HBBC) for the use of historical EZ business rates to support Covid-19 recovery and the MIRA Technology Park (MTP) Enterprise Zone (EZ);
- ii. note the outcome of the re-appraisal of the revised project business case; and
- iii. comment on the revised business case and outcome of the appraisal of the revised business case;
- iv. agree to recommend the project for LLEP board approval, subject to the subject to the Accountable Body being satisfied with respect of the subsidy rules (replacement to State Aid) and resolving the outstanding issues outlined in Section 5.

## PAPER B

### 3. BACKGROUND INFORMATION

3.1 There are two Enterprise Zones (EZ) in the LLEP area:

**MIRA Technology Park (MTP) EZ** - a single site located in Hinckley & Bosworth, which has been operational since 1<sup>st</sup> April 2013 and the extension since 1<sup>st</sup> April 2016. Hinckley & Bosworth Borough Council (HBBC) is the billing authority.

**Loughborough and Leicester Science and Innovation EZ** - three sites located within Leicester and Charnwood which has been operational since 1<sup>st</sup> April 2017. Leicester City Council and Charnwood Borough Council (CBC) are the billing authorities.

3.2 National EZ policy allows for local retention of 100% of the business rates uplift generated at an EZ site, accrued over a baseline, over a 25-year period. The principles for the retention and investment of the retained business rates will be set out in the Business Rates Legal Agreements between each of the EZ billing authorities (Leicester City Council, Charnwood Borough Council and Hinckley & Bosworth Borough Council), the LLEP and Leicester City Council as its Accountable Body. The agreement with CBC is complete.

3.3 In February 2019 Board agreed that initially 85% of the rates (the total uplift minus the billing authority retention) would be utilised to repay any forward funding by local authority partners for EZ projects.

3.4 Directors will recall that as part of the EZ Business Rates legal agreement negotiations it was proposed, and subsequently agreed by the LLEP Board, that 50% of the rates collected between 2017 and 2020 should be ring-fenced for activities to aid Covid-19 recovery for businesses on and connected to the EZ through programmes of support.

3.5 Appendix 1 outlines the potential sums involved. After the deduction of the proportion to be retained by the billing authority and the debt owed from historic business rates by HBBC, the accumulated EZ business rates collected from the MTP EZ amounted to £591,822. Applying the 50% split results in a fund of £295,911 for interventions to aid Covid-19 recovery for qualifying businesses and individuals.

3.6 The LLEP Board proposed that the billing authorities prepare business cases for the use of the funding through the EZ Steering Groups for subsequent presentation to the LLEP Board for agreement. The MTP EZ Steering Group met on 23<sup>rd</sup> July when a framework for the use of this fund was presented by HBBC and the council subsequently took the outline of investment activity to their Cabinet for approval in September 2020.

3.7 The original business case was subject to a light touch review by the MTP EZ steering group in early October and a number of investment areas have since been amended as a result of the high level feedback. The Investment Panel first considered the business case in November 2020, at which point the LLEP team advised that there was a need

## **PAPER B**

for additional work. This view was reinforced by the Investment Panel and HBBC have been working to further develop the business case in response to the issues raised.

### **4. HINCKLEY AND BOSWORTH BOROUGH COUNCIL – MIRA EZ BUSINESS CASE**

- 4.1 HBBC working in partnership with MTI and wider stakeholder groups such as the its Local Employment and Skills Group, has identified a programme of activity to support the recovery of the MTP EZ and neighbouring areas from the effects of the Covid-19 pandemic through employment and skills initiatives and specific EZ delivery projects.
- 4.2 The intervention is prompted by the unprecedented shock to the economy caused by the outbreak of Covid-19. Smaller companies in particular are expected to be most vulnerable to the economic impact of the crisis; small and medium sized enterprises (SMEs) comprise the greater part of businesses across LLEP region in general.
- 4.3 The business case provides for the delivery of a programme of 6 interventions which is a change from the previous 9 that were proposed. There are two key strands; the first is business support which comprises a grant fund and inward investment marketing support. The second is employability which comprises; interventions and support for the unemployed; activities that engage with young people in schools; and the recruitment of an officer to deliver the programme. A copy of the revised business case is attached as Appendix 2. The overall programme aims to:
- Support retention and creation of jobs and businesses.
  - Provide opportunities for young people disproportionately affected by coronavirus.
  - Support a reduction in level of NEET within the locality
- 4.4 The full programme has been costed at £395,000. With potential match being provided by private sector match against the grant programme.

### **5. OUTCOME OF PROJECT BUSINESS CASE RE-APPRAISAL**

5.1 Since the original business case was presented to the panel in November, the applicant has received written feedback from the LLEP team on a numerous of occasions. Many of the comments have been addressed, particularly in relation to the employability strand but there are some concerns relating to the business support strand as outlined below.

#### **5.2 Business Support - Grant Support**

- Requires further evidence of demand and additionality/duplication of other grant programmes. The original business case proposed this as a soft landing grant scheme for which there is no other type of support in the area, therefore would have been deemed as additional.
- Applicant needs to provide specific criteria and process flow and decision making arrangements for the Grants,

## **PAPER B**

- The applicant also needs to ensure that the support is compliant with the new subsidy arrangements.
- The revised business case states that this support is for existing and new businesses with a rationale that the businesses at MIRA are not aware of other similar grant schemes. However, there are currently ERDF and central government grant schemes that are available to existing businesses in MIRA provided they meet the criteria. The LLEP Growth Hub grant is another example of where this support currently exists.

### **5.3 Business Support – Inward Investment Marketing**

- This element of the business case does not provide a breakdown on the cost assumptions. In addition, there is no evidence that there has been a significant impact on the inward investment pipeline. There is also a potential state aid concern in providing funding directly to MIRA and the applicant has yet to demonstrate state aid compliance /fit with the new subsidy arrangements.

### **5.4 Contingency Budget – 5%**

- This appeared in the revised business case and whilst it is accepted that this is a small amount of funding, it is irregular in a revenue project and one of this size. The applicant has been advised that this should be allocated to one of the strands of activity as it is not normal practise to include contingencies to revenue projects.

### **5.5 Business Rate Legal Agreement**

- The Business Rate legal agreement will need to be signed before any funding is committed to this business case.

5.6 The Investment Panel is advised to agree to recommend the project for LLEP board approval at its meeting on 11 February, subject to the outstanding issues above being resolved. It is recommended that a deadline of 29th January is set and the decision as to whether the outstanding issues have been addressed either via a quick meeting of the investment panel week commencing 1<sup>st</sup> February or via delegation to the Investment Panel chair in consultation with the LLEP Team.

## **6. Comments of the Accountable Body**

- 6.1 The report concerns use of business rates collected from the MIRA EZ between 2017/18 and 2019/20, and currently held by Hinckley and Bosworth Borough Council.
- 6.2 A balance of £295,911 business rates is due to the LLEP to support investment in the zone.
- 6.3 The granting of the monies would have been subject to a State Aid assessment had it progressed in 2020, however as of the 1 January 2021, for all unapproved 'aid' the new subsidy regime applies, which is governed by a number of individual trade agreements.

## **PAPER B**

HBBC have been asked to submit their position and advice on whether this constitutes a permitted subsidy under the new rules. Until such time as this is adequately considered the entering in to of any grant agreement, or approval of the expenditure proposed, cannot be progressed.

Emma Jackman, Head of Law (Commercial, Property and Planning)

### **List of Appendices:**

Appendix 1: - EZ Business Rates 2017-20 investment calculations MIRA

Appendix 2: HBBC -MIRA EZ Business Case

### **For further information please contact**

Helen Miller

Head of Programmes

Tel: 0116 4542911

Email [Helen.Miller@llep.org.uk](mailto:Helen.Miller@llep.org.uk)



<b>HBBC Rates</b>				<b>Appendix C</b>	
	<b>Source</b>	<b>Source Date</b>	<b>MIRA</b>		
			<b>Rates Growth</b>	<b>Qualifying Relief</b>	<b>Total</b>
			£	£	£
2017/18	NNDR3	29/01/19	261,268	256,992	518,260
2018/19	NNDR3	06/02/20	80,136	224,049	304,185
2019/20	NNDR3	Unpublished	206,948	178,649	385,597
<b>TOTAL</b>					<b>1,208,042</b>
<b>Of which:</b>					
Local 15% Retention					181,206
Debt repayment to LCC (sum owed as at end 16/17)					435,013
Covid recovery					295,911
LLEP investment					295,911
					<b>1,208,042</b>



## ENTERPRISE ZONE -BUSINESS CASE -COVID RECOVERY

Basic Information		
Project Name	MIRA Technology Park Enterprise Zone	
Promoting Organisation	Hinckley and Bosworth Borough Council	
Primary Contact Name and contact details	Stephen Meynell, Planning Manager (Major Projects) Hinckley and Bosworth Borough Council, Hinckley Hub, Rugby Road, Leics LE10 0FR  Email: <a href="mailto:Stephen.meynell@hinckley-bosworth.gov.uk">Stephen.meynell@hinckley-bosworth.gov.uk</a> Phone 01455 255775	
Location of Project(s)	Horiba MIRA Watling Street (A5) Nuneaton Warwickshire	
Project Postcode <small>It is acknowledged that projects will span large distances and may not have one postcode. If this is the case please type the most relevant post code</small>	CV10 0TU	

Project Overview		
Provide a brief overview of the project/programme of support	A programme of projects to support the recovery of the MIRA Enterprise Zone and neighbouring areas from the effects of the Covid-19 pandemic through employment and skills initiatives and specific Enterprise Zone delivery projects	

<p>Please explain the need for funding and how this contributes to economic recovery.</p>	<p>The Covid-19 pandemic has, provided a major shock - not only to the world and national economies, but locally. Whilst the situation is volatile and continues to evolve in terms of unemployment there is already disruption to the economy. This is evident in Leicester and Leicestershire where the number of claimants rose from 15,145 (2.3%) to 27,700 (4.1%) from March to April this year. Specifically for the borough the details show an increase on monthly JSA claimants</p> <p>Hinckley &amp; Bosworth Job Seekers Allowance Claimants</p> <table border="1" data-bbox="400 517 1254 622"> <thead> <tr> <th>March 2020</th> <th>April 2020</th> <th>May 2020</th> <th>June 2020</th> <th>July 2020</th> <th>October 2020</th> </tr> </thead> <tbody> <tr> <td>145</td> <td>293</td> <td>360</td> <td>385</td> <td>410</td> <td>498</td> </tr> </tbody> </table> <p>Hinckley and Bosworth - People on Universal Credit</p> <table border="1" data-bbox="400 757 1273 862"> <thead> <tr> <th>July 19</th> <th>Apr 20</th> <th>May 20</th> <th>June 20</th> <th>July 20</th> <th>October 2020</th> <th>Change on year</th> </tr> </thead> <tbody> <tr> <td>3440</td> <td>5764</td> <td>6579</td> <td>6620</td> <td>6688</td> <td>6727</td> <td>94.4%</td> </tr> </tbody> </table> <p>Claimant numbers continued to rise in April and May and had levelled out at about 5.3% by July. Historically there is a lag in figures and detail at the lower levels such as for the EZ area is not available.</p> <p>The MIRA EZ has not been immune from the effects of the pandemic having lost 58 jobs (to Q3 2020) and so the Council will work with partners to target the following key priorities to support the growth of the Enterprise Zone and neighbouring areas. These are set out under our Economic Regeneration key strategy aims and particularly pick up on recovery work around the impacts of the Covid-19 pandemic by:</p> <ul style="list-style-type: none"> <li>• Growth Hubs and Government Agencies.</li> <li>• Delivery of better business for all one stop shop advice and guidance on regularity services for businesses in and connected to the EZ.</li> </ul> <p>The MIRA EZ provides an opportunity to help sustain and grow the productivity of the area with its global reach and opportunities in attracting inward investment.</p> <p>This is acknowledged in the People Employment and Skills section of the draft Covid-19 Economic Recovery Action Plan (Version 1) of the LEP as a longer term action to 'Create new high value employment opportunities at the two Leicester and Leicestershire Enterprise Zones in advanced engineering, life sciences, space technologies, digital and low carbon' against an objective of 'Prevention of long-term unemployment among adults and the consequent impact on individuals and communities. Get people losing jobs back into work quickly'.</p> <p>Also in the Business Environment and Business Support section of the draft Covid-19 Economic Recovery Action Plan of the LEP there is reference to the high technology cluster in advanced engineering such as for autonomous vehicles. A longer term</p>	March 2020	April 2020	May 2020	June 2020	July 2020	October 2020	145	293	360	385	410	498	July 19	Apr 20	May 20	June 20	July 20	October 2020	Change on year	3440	5764	6579	6620	6688	6727	94.4%
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3440	5764	6579	6620	6688	6727	94.4%																					

	<p>action against the objective of to ‘Increase the level of foreign direct investment in Leicester and Leicestershire’ is to ‘Increase targeted foreign direct investment in high value-added sectors, with respect to the two Leicester and Leicestershire Enterprise Zones ...’</p> <p>In the Ideas, Innovation and Entrepreneurship section of the draft Covid-19 Economic Recovery Action Plan of the LEP against the objective ‘To ensure a continued focus on innovation to provide the necessary climate for businesses to recover post-Covid and thrive in future’ a medium term action is to further develop/enhance clusters centred on the Leicester and Leicestershire Enterprise Zone sites, Space and Life Sciences and Sport and enable clusters to engage with each other to enable new ideas / innovation at the interface between clusters / technologies. Adoption of the ‘beacons and bootstraps’ approach to enable transference of technologies into the manufacturing base’ Elements of the programme intend to support businesses and individuals who work within MIRA aswell as training new individuals at MTI to develop skills to work there too.</p> <p>The LLEP also acknowledges that Enterprise Zones offer a route to economic growth and job creation in high technology sectors and so a programme of interventions can ensure that the skills infrastructure can respond to their skills requirements, ensuring that routes to relevant higher-level technical qualifications are readily available and understood.</p> <p>The Council therefore intends to utilise its Local Employment and Skills Group and MIRA EZ Steering Group as the two key partnerships which engage with a wide range of stakeholders, including the LLEP, to coordinate and influence its investment and support proposals identified under the key investment themes.</p>	
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Funding Requested	£295,000	
<b>Key dates</b> Earliest possible start date for the project ( eg on site) post approval, funding contract and procurement		
Project Start Date	After LLEP approval - January 2021	
Project End Date	31 December 2023	
Provide a brief commentary to demonstrate that the project will be commenced by the stated date.	The programme includes 6 elements some that can be commenced once formal approval is given from the LLEP Board and others that will take place over the following years up to December 2023.	

Project Milestones/Activities				
Please outline each of the key milestones/activities to deliver this project. Please note this project plan should start and end with the dates provided above. (Please add more boxes for each key milestone/activity).				
Description	Start Date (Tasks only)	End Date (Tasks and Milestones)	Key Task/Milestone?	Link to LIS themes and comments

<p><b>BUSINESS SUPPORT THEME</b>  <b>Financial Support</b>  A package of small capital grants linked specifically to mitigation of the negative impact of COVID on the EZ through supporting investment. These grants will be targeted at attracting companies of any size to set up and grow at the EZ, creating employment and other EZ related economic benefits. Flexibility will be needed to tailor the grants to specific EZ businesses to facilitate them setting up at the EZ and also for existing businesses to expand. They will include:</p> <ul style="list-style-type: none"> <li>- Facility set up and fit out expenditure</li> <li>- Capital costs towards equipment</li> <li>- Training and development of staff. They would be available as a grant up to a maximum of £10K matched on a 50/50 basis. Available by an open call to recent or new tenants to submit an expression of interest EOI which will then be reviewed and followed by a formal</li> </ul>	<p>January 2021</p>	<p>Finalise criteria and produce application form</p> <p>Use the EZ steering group as the grants panel to sign off grants will enable grants to be determined quickly and with appropriate scrutiny..</p> <p>To be completed by 31 December 2023 (or sooner if funding package is exhausted)</p>	<p>Tied into the supply chain to MIRA and the EZ.</p> <p>Milestone :Level of matched funding achieved</p> <p>Milestone: Companies attracted to MIRA.</p> <p><b>EOI scenario for COVID Recovery</b>  Who is the fund applicable to?</p> <ul style="list-style-type: none"> <li>• New companies joining the technology park</li> <li>• Expanding companies</li> <li>• Companies expanding their capabilities into the development of low carbon technologies</li> </ul> <p>What is it for?</p> <ul style="list-style-type: none"> <li>• Facility set up and fitout costs, capital costs towards equipment and training/development of staff</li> </ul> <p>What is the Intervention rate?</p> <ul style="list-style-type: none"> <li>• 50% on matched basis up to a maximum of £10k</li> </ul> <p>When is it available?</p> <ul style="list-style-type: none"> <li>• From early 2021 until fund runs out</li> </ul> <p><u>Example of a successful funding scenario –</u></p> <ol style="list-style-type: none"> <li>1. Company A has recently become a MIRA Technology Park tenant, the company is developing systems related to electric vehicles. As part of their activities they will be testing their systems on a customer’s electric vehicle. To support this, they need to invest in capital items for the development, in this scenario they need to purchase and install an electric vehicle charger in their facility. The charger and installation have a cost of £20,000.</li> </ol>	<p>Business Environment and Business Support</p> <p>The automotive industry has experienced severe interruption and the grants are aimed at helping the businesses to respond to change and increase productivity to meet ongoing innovation.</p> <p>At this volume it is considered that it would be classed as de minimis state aid with the obligation on the grant recipient to sign off compliance</p>
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<p>application. The funds allocated on a successful submission (as determined by the steering group). Reviewed on a case by case basis against the growth potential of the company applying for it</p> <p><b>Total available fund £200,000 with £100,000 available as grant funding on 50:50 matched basis.</b></p>			<ol style="list-style-type: none"> <li>2. Company A would then complete an expression of interest form (or similar) outlining the required capital costs, justification, how it will help their development and indications of jobs creation with projected success and growth.</li> <li>3. The request is then reviewed by the steering group who will act as the sign-off party. They will also periodically request and review a simple reporting mechanism on ongoing company growth.</li> <li>4. Funding is awarded</li> </ol> <p><u>Outline Principles</u></p> <ul style="list-style-type: none"> <li>• <u>The grants are awarded on a 50%/ 50% match funded basis so the level of intervention is high enough to encourage participation</u></li> <li>• Quick process so the fund can be applied for, and awarded with a short turn around</li> <li>• Decision on awarding funding made by the EZ steering group locally</li> <li>• Deminimis State Aid declaration completed with EOI</li> <li>• Have the full 3 years to allocate the funds but expect this to happen much sooner</li> </ul>	
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<p><b>BUSINESS SUPPORT THEME</b>  <b>Investor Marketing</b>                  Support the development of bespoke investor marketing material for the area in particular opportunities at MIRA Enterprise Zone through provision of a marketing fund.</p> <ul style="list-style-type: none"> <li>• Focused on this being used for digital promotion including LinkedIn promotion and the generation of new assets around bespoke facility development at the front of site</li> <li>• FDI is a major source of tenant companies for the EZ. To maximise visibility to these markets MIRA leverage regional activities such as the Midlands Engine. To enable MIRA to do this effectively they have to generate specific marketing collateral.</li> <li>• New assets to promote the technology Park as the leading Automotive focused enterprise zone e.g. masterplans, CGI's and newsletters etc.</li> </ul> <p>To draw down the funds MIRA will</p>	<p>March 2021</p>	<p>To be completed by 31 March 2021</p>	<p>Number of enquiries and number of website hits will be used a measure of the effectiveness of the marketing intervention.</p> <p>As a baseline of 22 proposals were made in 2020. The project is to increase the number of enquiries and thus the number of investments in the site.</p>	<p>Business Environment and Business Support / Place.</p> <p>It will be used for digital promotion to start to rebuild a dilapidated international pipeline. Funding to be used to help fund intervening period until full LLEP funding is available.</p> <p>It is complementary to the proposals for marketing in the LLEP pipeline</p>
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N 2020

<p>provide a costed marketing plan. It should be noted that the marketing funding requested here has been considered alongside the marketing funding that forms part of the EZ Growth Rates grant already known to LLEP. Both requests are complimentary with no overlap or duplication. Total available fund contribution <b>£41,000</b></p>				
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<p><b>EMPLOYMENT SUPPORT THEME</b>  <b>Positive well being</b>          Bounce Back – programme of support for newly unemployed and those made unemployed at MIRA to boost their confidence and link with work coaches to bridge identified gaps. This type of support has been discussed at the local Employment &amp; Skills Operational Task Group and is included in their Action Plan .          The need stems from discussions with reps from Higher Education, DWP and HBBC Officers.          It is felt that health and well being advice is even more of an essential requirement due to Covid.</p> <p>This is evidenced through cross referencing the Economic Dashboard and Universal Credit documents which are shared at Task Group meetings. We recognise the increase in Universal Credit claims. 2,500 of these claimants are in the intensive work category. Approximately 22% are 18-24 year olds and these are being</p>	<p>January 2021</p>	<p>To be completed by March 2023</p>	<p>Target 100 with an average of 3 engagements with clients</p> <p>Interventions will be tailored to an individual’s requirements and recognise that no two individuals are exactly the same. Although there may be many similarities regards personal circumstances our approach will be bespoke, making the ‘client’ feel valued. This approach is based on best practice from other types of targeted projects currently being implemented locally. We aim to increase clients feeling of ‘self worth’ and how good they are and how employable they are. Arming clients with tools and coping mechanisms allowing them to re-enter the local jobs market. An example which we have tested is the Art of Being Brilliant package. This session provided an opportunity to reflect on those things that one can have some control over, and particularly in relation to my outlook/approach, and how negative thinking can become the norm. Feedback from an independent source: ‘The key message seemed to be that happiness is a choice. He suggested being grateful for something specific every morning when you get out of bed and that if you choose to be happy, it doesn’t take long to become a habit.</p> <p>VFM will be a corner stone of the project, aligning this offer alongside DWP support programmes, enables resources to be utilised and targeted accordingly, enabling both efficiencies as well as tailored support and better outcomes for individuals, and businesses</p>	<p>People, Employment and Skills          Delivered following the procurement of a local delivery partner’. Linked to local Voluntary sector to assist in delivery. Whilst some clients may have access to DWP Work Coaches the newly unemployed may not. These work coaches will have a set of core skills. The project offers additionality in the form of health improvement specialists, which will compliment these Coaches. The new national JETS programme <a href="https://www.gov.uk/government/news/nation-s-job-hunt-jets-off">https://www.gov.uk/government/news/nation-s-job-hunt-jets-off</a> is welcomed, however it does not detail or mention the need to address support for individuals around health &amp; wellbeing interventions. The JETS programme is available for those people up to 13 weeks unemployed Bounce Back would seek to address those that have been unemployed longer</p>
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<p>supported by work coaches. This new offer will complement existing support packages.</p> <p>Work Coaches will be a position to target recently unemployed who were previously working within the MIRA site and those who become unemployed at the site.</p> <p>The project will be coordinated by Local Authority Officers and will be supported from an array of trusted stakeholders, such as DWP, VSC, Private and health professionals.</p> <p>DWP will be able to identify clients . Through research via colleagues on the local Employment &amp; Skills Network it was recognised there was an opportunity to develop a support package based on wellbeing and in particular the importance of mental positivity. It is well documented that Covid has had a dramatic impact on not only the unemployment figures but also how the newly unemployed are feeling. This Bounce Back project aims to get</p>				<p>too who might not have health conditions but need motivation and inspiration. Work and health Programme meets the need for those longer term unemployed who have a health condition but mental health is clearly suffering for a lot of people regardless of age without the need for a medical diagnosis. Our project closes this gap. Referrals will come from predominately via DWP, however we are very much open to the self referral concept as this demonstrates a strong desire level</p>
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N 2020

<p>targeted people back into local employment ASAP via a series of bespoke well being measures.</p> <p>Costs based on an average cost of £75 per engagement and an average of 100 engagements per year (ie 33 people with 3 engagements each) so three years at £7500pa</p> <p><b>Total cost £22,500</b></p>				
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<p><b>CAREER AND EMPLOYABILITY THEME</b></p> <p><b>Career development</b></p> <ul style="list-style-type: none"> <li>• regular local career networking events and Teen Tech events, building on the success of events convened in 2018/19 at the MIRA Technology Institute (MTI).</li> <li>• Primary and Secondary Engineering Programmes and the Leaders Programme</li> </ul> <p>Cost of 1 TeenTech event per year total £6500</p> <p>Cost of 2 speed networking events per year - just facility costs and hospitality approx. £3500 based on £1750 per event</p> <p>2 TeenTech events. 5 Speed networking events plus funding to web enable events Cost £25,000</p> <p>Engineering and leaders programme for two years Early Years Engineer – 10 early years settings - £3000 Primary engineers – 10 primary schools - £8500 4 secondary schools - £4000 Leaders award - £10,000</p>	<p>As soon as social distancing and other issues related to the pandemic allow</p>	<p>Work with MTI Liaise with schools</p> <p>To be completed by 31 December 2023</p>	<p>Number of events – propose 3 teen tech and 6 speed networking over the 3 years</p> <p>Number of schools involved Propose 16 schools per teen tech with speed networking 10 local schools.</p> <p>Number of pupils attending events Propose 160 per teen tech 30/40 for Engineering speed networking 120 for all careers speed networking</p> <p>Total of 320 students per year 960 before 31 December 2023</p> <p>Monitor against number of events and attendee numbers</p> <p>Attached as an appendix is a review of the comments from teachers and students following the Careers Speed Networking Event - 18 June 2019</p>	<p>People, Employment and Skills</p> <p>Similar events held in the past have received positive feedback opening the eyes to local students on the opportunities available locally.</p> <p>Opening the eyes of younger students to the opportunities that automotive and engineering can be a local career choice By using companies on the MIRA Technology Park to help host the events be them virtual or in person then with TeenTech supporting the event it will be a demonstration of MIRA companies, It will show the types of jobs available on site and in the speed networking using engineers working on site to highlight the jobs available on site. This highlights to the local school children in secondary schools who are focusing on choosing a career, what local jobs are available to them. Note TeenTech are currently reviewing how the event can</p>
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<p>Full package cost is therefore £51000  <b>Total cost of all events £76,000</b></p>				<p>be taken online. – this would reduce the costs as facility costs are removed but administration would need to be added to support the organisation of the event.</p> <p>The ground breaking work MIRA Technology Institute, has done with local schools in terms of careers in engineering can continue through the Engineering and leaders programme . The educational approach is to inspire children, pupils and teachers through continued professional development, whole class project work, competitions and exhibitions</p> <p>MTI has already hosted such events but on a small scale. This funding support can make them regular events and cover all the local schools.  <a href="https://miratechnologyinstitute.co.uk/speed-networking-event-to-showcase-engineering-careers/">https://miratechnologyinstitute.co.uk/speed-networking-event-to-showcase-engineering-careers/</a>          Costs based on similar previous events.          There would also be the ability to run as virtual events delivered direct to classrooms. This would need</p>
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				appropriate software and expertise to run for both companies and attendees.
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<p><b>What's on offer theme</b> Starting January 2021 the <b>Support Officer</b> post that will:-</p> <p>Manage the programme of projects providing regular reports and returns on the individual elements and programme as a whole.</p> <p>Engage with Hinckley and Bosworth residents who are unemployed or economically inactive through Assertive Outreach in the rural and Market town areas of the Borough, with the aim of securing employment, training and job search opportunities for individuals.</p> <p>Develop a structured pathway to the holistic offering available through the MEZP, together with eligibility, registration and monitoring processes, whilst minimizing red tape and compliance.</p> <p>Provide in-depth keywork support for individuals to receive 1 to 1 support through the journey into employment, training or job search.</p> <p>Identify “skills transfer” and “expectation management” needs and provide liaison with the DWP and wider VCS on support delivery.</p> <p>Promote all elements of the HBBC MIRA Enterprise Zone together with the wider offering available from national, regional or local service providers.</p> <p>Assist local large employers to develop “Direct Local Employment” schemes through Assertive Outreach and awareness campaigns. (Possibility includes guaranteed interviews / work experience / employer monitoring etc)</p> <p>1 x 0.4 FTE post for 2 years 6 months Dependent on grade - <b>£32,000 - £40,000 including oncosts</b></p>	<p>To be completed by June 2023</p>		<p>People, Employment and Skills</p> <p>The post will act as a dedicated resource bringing forward the programme of projects that relate to the MIRA Enterprise Zone. The dedicated role is required as existing staff resources within HBBC do not have excess capacity to provide the level of support needed to run the programme of projects. This is a role where the postholder requires specific project management skills The postholder will be able to tap into the expertise within HBBC and the LLEP as well as acting as a single point of contact.</p> <p>It is based on a 2 day week for 30 months. The job is indicatively shown as a Scale 5/6 (HBBC Spinal CP 14-27) but would need to go through a job evaluation process.</p>
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<p><b>Theme(s) To be decided on basis of the intervention</b></p> <p><b>Contingency Fund</b></p> <p>A fund set at 5% to act as a contingency against future as yet unspecified intervention(s) that will become necessary over the three year period of the project. This will allow the project to adapt to the pressures that become available</p> <p><b>£15,000</b> equivalent to 5%</p>	<p>To be completed by 31 December 2023</p>	<p>Measured against appropriate benchmarks</p>	<p>Will be drawn down to fund future intervention(s)</p>
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**Strategic Case**  
 The objective is to provide detailed evidence to demonstrate that the project has a clear rationale, it will deliver economic growth benefits resulting from further investment, it is affordable with a clear funding strategy and delivery issues are understood.

<p><b>Problems, Barriers to Growth and Rationale for Intervention</b></p>		

<p>Explain the aim and objectives of the project.</p>	<p>The project is a programme of actions that aim to support the businesses and individuals of the MIRA Enterprise Zone recover from the effects of the Covid- 19 pandemic through employment and skills initiatives and specific Enterprise Zone delivery projects.</p> <p>This will be by the attraction and retention of jobs through a grant package and the retention and creation of jobs through various initiatives and the upskilling of individuals. Every effort will be made to retain the existing businesses and the jobs they provide. Jobs will be regularly tracked and reported to LLEP so any change will be evident. COVID grant interventions will be used if a tenant company has valid issues that could be mitigated to help them retain jobs.</p> <p>The individual elements are tied into the key themes identified in the SEP</p> <p><b>Local Investment in People</b></p> <ul style="list-style-type: none"> <li>• To support delivery of the Employment Strategy for the EZ and local businesses.</li> <li>• Development and roll-out of regular local career networking events and Teen Tech events, building on the success of events convened in 2018/19 at the Mira Technology Institute (MTI).</li> <li>• Development and delivery of Primary and Secondary Engineering Programmes, building on the success of the Primary Engineers Programme rolled out in 2018/19.</li> <li>• Development of further school engagement events to promote opportunities and pathways to engineering careers on the EZ. Initially these may be delivered remotely</li> <li>• Delivery of the Hinckley &amp; Bosworth Employment and Skills Action Plan to boost careers in high tech engineering and support services to service the EZ.</li> </ul> <p><b>Local Investment in Business</b></p> <ul style="list-style-type: none"> <li>• Support inward investment from overseas and elsewhere in the UK with grants and business rate discounts.</li> <li>• Support development of bespoke investor marketing material for the area.</li> <li>• Provision of advice and guidance and relevant sign-posting to local Growth Hubs and Government Agencies.</li> </ul> <p>The project will provide</p> <ul style="list-style-type: none"> <li>• Financial support to companies arriving and expanding onsite.</li> <li>• Opportunities for people to upskill to meet new needs and skills for businesses through work preparedness and career development eg various events, teen tech, speed networking primary engineering through the various training programmes and presentations</li> <li>• It will also allow MIRA to meet changing timescales and requirements from customers and the need to make sure</li> </ul>	
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	<p>colleagues are multi-skilled to meet demand through the various training programmes</p> <ul style="list-style-type: none"><li>• The ability to support new emerging skills needs within advanced engineering automotive industry, through training</li><li>• Provision of digital promotion to support marketing of MIRA through the information theme</li><li>• A dedicated support officer to bring forward the programme</li></ul>	
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<p>Explain the underlying barriers to economic growth that the substantive project will address.</p>	<p>The Covid-19 pandemic has and continues to cause the failure of businesses resulting in unemployment and a significant economic shock to the area. A significant number of businesses in the borough are connected with the motor industry and in particular a number of these companies are based at the Enterprise Zone. The pandemic has caused significant harm to these businesses as demonstrated by the loss of jobs at Triumph which, as well as its headquarters based in Hinckley, has a presence at the EZ. Specifically at MIRA Technology Park there have been 58 jobs lost due to COVID (to end Q3 2020) leaving a total of 1084 employed as at end of Q3 2020</p> <p>16,800 jobs have been furloughed in the borough, the second largest number for the Leicestershire districts and when the furlough scheme ends in October this is likely to a further adverse effect on the local economy. This includes staff being furloughed in certain businesses on MIRA and MTI. The area has already seen a large increase in Job Seeker Allowance and Universal Credit claimants,</p> <p>The ability to support those businesses and employees at MIRA EZ financially and through training and upskilling and their supply chain is the key objective of the project. The various strands of the programme aim to cover gaps identified by MIRA, MTI, DWP and HBBC.</p> <p>The Experian UK Local Market Forecast Quarterly forecast September 2020 indicates that unemployment rates are projected to rise to a peak in 2021 with the unemployment rate projected at 8.1 in 2021 for Hinckley and Bosworth and not predicted to return to 2019 levels until 2025. As shown in the chart below.</p> <table border="1" data-bbox="400 1227 1268 1402"> <thead> <tr> <th>Unemployment rate</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Hinckley and Bosworth</td> <td>3.5</td> <td>6.3</td> <td>8.1</td> <td>6.5</td> <td>4.5</td> <td>3.8</td> <td>3.5</td> </tr> </tbody> </table> <p>The Experian UK Local Market Forecast Quarterly forecast September 2020 indicates manufacturing is predicted to loose thousands of jobs, manufacturing is a key sector in Hinckley and Bosworth (no stats at a local level, page 7)</p> <p>The Experian UK Local Market Forecast Quarterly forecast September 2020 indicates Gross Value Added (GVA) across the LLEP is now expected to return to above 2019 levels in 2024, with Hinckley and Bosworth experiencing a 1.33% increase from 2,292 in 2019 to 2,322 in 2025.</p> <p>The Leicester and Leicestershire Business Survey outlines it is likely that by the end of 2020 one in eight businesses will have made staff redundant. (no district level data presented yet).</p>	Unemployment rate	2019	2020	2021	2022	2023	2024	2025	Hinckley and Bosworth	3.5	6.3	8.1	6.5	4.5	3.8	3.5	<p>9</p>
Unemployment rate	2019	2020	2021	2022	2023	2024	2025											
Hinckley and Bosworth	3.5	6.3	8.1	6.5	4.5	3.8	3.5											
<p><b>Strategic Fit with Local Priorities</b></p>																		

<p>Will the intervention support policies in the Strategic Economic Plan, Sector Growth Plans or other Local Plans?</p>	<p>The programme supports the priorities identified in the approved LLEP COVID-19 Economic Recovery Plan aligns to the EZ Business Case in terms of:</p> <p><b>Key themes:</b></p> <ul style="list-style-type: none"> <li>• Business recovery</li> <li>• People, employment and skills</li> <li>• Green recovery</li> <li>• Innovation, science and technology</li> </ul> <p><b>LLEP COVID-19 Economic Recovery Plan Priority Actions</b></p> <p><b><u>People, Employment and Skills</u></b></p> <p>2. Deliver additional targeted support to those young people most at risk of becoming NEET.</p> <p><b>EZ Business Case Projects that Align with this Priority Action</b></p> <ul style="list-style-type: none"> <li>• Provide funding to support work placements.</li> </ul> <p>9. Deliver effective careers, employment and retraining advice through DWP, NCS and other partners. Consider if there is a need to further supplement this activity at a local level. Reduce the flow of low skilled, poorly qualified individuals into adulthood and ensure that good quality, relevant careers support is available to all age groups, including those over fifty.</p> <p><b>EZ Business Case Projects that Align with this Priority Action</b></p> <ul style="list-style-type: none"> <li>• To provide regular local career networking events and Teen Tech events, building on the success of events convened in 2018/19 at the MIRA Technology Institute</li> <li>• To enable Primary and Secondary Engineering Programmes and the Leaders Programme</li> </ul> <p>10. Enable continued delivery of support interventions for those furthest from the labour market in both urban and rural settings.</p> <p><b>EZ Business Case Projects that Align with this Priority Action</b></p> <ul style="list-style-type: none"> <li>• Bounce Back – programme of support for newly unemployed to boost confidence and link with DWP work coaches to bridge identified gaps.</li> <li>• Provide funding to support work placements.</li> </ul> <p><b>LLEP COVID-19 Economic Recovery Plan Priority Actions</b></p> <p><b><u>Business Support</u></b></p> <p>4. Utilise discretionary funding to extend availability of Business Grants to a greater number of SMEs and particularly those who have been unable to access any other form of financial support during the crisis.</p> <p><b>EZ Business Case Projects that Align with this Priority Action</b></p>	
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	<p>A package of small capital grants linked specifically to the automotive industry</p> <p>6. Utilising established channels, further invest in place marketing, with outputs which play to the strengths of the area, mitigating against any residual negative image resulting from Covid-19 and connecting and communicating effectively to new markets and visitors alike.</p> <p><b>EZ Business Case Projects that Align with this Priority Action</b> Support the development of bespoke investor marketing material for the area in particular opportunities at MIRA Enterprise Zone through provision of a marketing fund.</p> <p>9. Develop a comprehensive roadmap leading to a zero-carbon economy for Leicester and Leicestershire to include investment opportunities, jobs and skills requirements and identifying pathways to training and careers.</p> <p><b>EZ Business Case Projects that Align with this Priority Action</b></p> <ul style="list-style-type: none"> <li>• A package of small capital grants linked specifically to the automotive industry</li> </ul> <p><b><u>Innovation</u></b></p> <p>6. Engage with local and regional low/zero carbon innovation programmes to ensure matches with local business and clusters.</p> <p><b>EZ Business Case Projects that Align with this Priority Action</b></p> <ul style="list-style-type: none"> <li>• A package of small capital grants linked specifically to the automotive industry that are targeted toward the development of low carbon/ green technologies</li> </ul> <p><b>LLEP COVID-19 Economic Recovery Plan Priority Actions</b></p> <p><b><u>Green Recovery</u></b></p> <p>3. Set out the investment requirements for our local zero carbon development needs and work with partners to match the associated training and skills routes and business opportunities</p> <p><b>EZ Business Case Projects that Align with this Priority Action</b></p> <ul style="list-style-type: none"> <li>• A package of small capital grants linked specifically to the automotive industry that are targeted toward the development of low carbon/ green technologies</li> </ul> <p>The project will support the Strategic Economic Plan by</p> <ul style="list-style-type: none"> <li>• Investing in our People to equip local people with the relevant skills that businesses need by establishing a strong pathway of seamless and intensive support for local young people and adults to help them into education, training and employment.</li> </ul>	
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	<ul style="list-style-type: none"> <li>Investing in our Place to unlock key development sites and connectivity to enable the efficient transport of people and goods and accelerate delivery at MIRA as one of four Transformational Priorities that are of national significance.</li> </ul> <p>Investing in our Businesses by providing a comprehensive business support service for our SMEs to accelerate growth of the LLEP's priority sectors and through investing in the businesses it will deliver the MIRA Technology Park Enterprise Zone as a world class Transport R&amp;D centre for the UK supporting the testing facilities including over 100km of test track. The career development and access to work elements will support both businesses and individual's .The intervention will also support the MIRA Skills Plan which launched back in April 2013 focuses on building and maintaining the supply of STEM-based skills that the Technology Park requires. MIRA is continuing to work together with training providers such as colleges and other partners to make sure that the local labour market has the necessary skills to meet the needs of businesses both now and in the future. It will also support delivery of elements of the Hinckley &amp; Bosworth Employment and Skills Action Plan to boost careers in high tech engineering and support services to service the EZ</p> <p style="text-align: center;">Through the Sector Growth Plan for Engineering &amp; Advanced Manufacturing MIRA is identified as 'a centre of excellence for vehicle engineering design, test and development, whose experienced engineers have significant experience of working with automotive customers from all over the world on a wide range of programmes and projects. The company's knowledge base covers passenger cars through to heavy commercial vehicles and takes into account the requirements of differing vehicle usage profiles and manufacturing capabilities, enabling them to work closely with customers to optimise the design and manufacturing cost.'</p> <p>Additionally through the Low Carbon Sector Growth Plan one of the ten project investments identified is Low Carbon Vehicles At MIRA work is taking place on Low Emissions Vehicles and Infrastructure by investment in low carbon vehicle technologies and provision of infrastructure required for vehicles deployment</p> <p>The Strategic Growth Plan - Leicester and Leicestershire 2050: Our Vision For Growth identifies the MIRA Enterprise Zone as well as the Engineering Skills Training Centre at MIRA and the Centre for Connected Autonomous Vehicles as Economic Growth Areas.</p> <p>The Hinckley &amp; Bosworth – A place of Opportunity Corporate Plan 2017-2021 under the theme of Prosperity will boost economic growth and regeneration by encouraging investment that will provide new jobs and places to live and work all over the borough.</p>	
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What is the main strategic priority that your project addresses? (please choose one)	Investing in our Place as an Enterprise Zone helping to support local business and creating jobs for local people	
<b>Previous Funding Applications</b>		
How is your project State Aid compliant? Briefly explain why your project is State Aid compliant.	<p>It is considered that this project is State Aid compliant because it is being implemented for the public good.</p> <p>All recipients of support will go through pre-payment checks that will include confirming eligibility and that by accepting payments the would-be recipients confirm they are in compliance with State Aid rules. Each potential recipient will be risk assessed.</p> <p>As it is a programme of interventions the amount to any recipient is going to be significantly less than the limit even if the temporary framework is not extended.</p> <p>If the undertaking is in difficulty within the meaning of Article 2(18) of the General Block Exemption Regulation businesses may still be entitled to de minimis aid if they have received less than €200,000 in de minimis aid in the last three years.</p>	
<p><b>Economic Case</b>  <b>Demonstrate that the project will best deliver existing and future needs, with clear outputs, outcomes and economic impacts.</b></p>		
<b>Investigation of Options</b>		
<p><b>Rationale for public sector intervention:</b> You must demonstrate that the funding requested is the minimum required in support of the project and that you have exhausted all other private sector funding opportunities.</p>	<p>As the MIRA Technology Park is a key transformational priority for the LEP the level of funding is the minimum required to provide support to the businesses and employees to deal with the effects of the Covid- 19 pandemic. By end of Q3 2020 58 jobs had already been lost at MIRA so the funding is to support those individuals and firms plus preserve and encourage firms on the technology park.</p> <p>There are currently no other private sector funding opportunities available and in particular no Section 106 funds have arisen or been applicable from local planning applications. The bespoke interventions proposed relate to identified opportunities where there is a gap due to non provision eg</p>	

<p>Demonstrate that a range of options has been considered. Why is this solution the best option? What are the impacts of doing nothing? (max 400 words)</p>	<p>Doing nothing is not considered an option because the council wishes to support the businesses within the MIRA Enterprise Zone. This is to ensure that it continues to prosper.</p> <p>The interventions particularly through careers and training projects allow the retention of jobs and individuals the opportunity to upskill and maximise their employability. In light of the 58 jobs already lost by Q3 2020 this is important. Various gaps in support and provision have been identified. For example</p> <ul style="list-style-type: none"> <li>• Lack of small capital grants on 50:50 basis up to £10,000</li> <li>• Bounce Back programme of support for newly unemployed was identified by local Employment &amp; Skills Network which recognised there was a need for a support package</li> <li>• Teen tech and primary engineer programme delivery is limited in capacity. Provision of more events will cover all the local schools.</li> </ul> <p>These interventions allow access to new roles and new skill sets. The business support theme through marketing allows the creation and uptake of new jobs by attracting companies to set up and grow at the EZ and create jobs.</p> <p>The series of interventions will support the Strategic Economic Plan of the LEP, the draft Covid-19 Economic Recovery Action Plan of the LEP, the MIRA Skills Plan the Strategic Growth Plan, the Sector Growth Plan for Engineering &amp; Advanced Manufacturing, the Hinckley &amp; Bosworth – A place of Opportunity Corporate Plan 2017-2021. This is the best option as it involves direct targeted intervention. There have already been national schemes that have supported businesses and individuals but this programme is intended to deal directly with the specific issues as and when they arise. The bespoke employment and skills support will allow this to be carried out.</p> <p>Since the beginning of the pandemic and ensuing lockdown schools were closed to most pupils and many businesses shut, which has had a very damaging effect on both educational progress and business viability. This package of projects will help to address the severe impact that COVID has had on the local area in terms of assisting business recovery and learning enhancement. A delayed approach to these interventions was considered but this was thought not to be the right approach and that businesses are keen to move from the survival approach to recovery mode. At the same time HBBC, through partnership working particularly with the MIRA Technology Institute, has done ground breaking work with local schools in terms of careers in engineering and this work needs to be taken forward again otherwise the momentum will be lost.</p>	
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<p>Demonstrate and evidence that the funding would represent value for money. (max 400 words)</p>	<p>The funding would demonstrate value for money as it will enable the MIRA EZ to continue to provide an automotive technology park with businesses engaged in research and development within the transport sector. Since the onset of Covid the site has lost 58 jobs (as at Q3 2020) The site is one of the most comprehensive proving grounds in Europe with over 100km of proving ground test track facilities and 38 major laboratory facilities, including impact simulation, noise and vibration, vehicle and component environmental facilities, along with a full scale aerodynamic wind tunnel and Advanced Emissions Test Centre. MIRA Technology Park offers a range of serviced office space, fully equipped serviced workshops, secure workshop/office units and bespoke design and build. The campus has over a quarter of a million square feet of leased space including 63 workshops and 16 office suites</p> <p>The series of interventions show value for money through</p> <ul style="list-style-type: none"> <li>• Grant package leveraging in 50% match funding See the specific calculation of GVA provided as an appendix</li> <li>• Career development theme through established approaches to events</li> <li>• Investment in digital promotion to start to rebuild the international pipeline for MIRA</li> <li>• Grants to encourage recovery and growth</li> <li>• The provision of a project support officer to support deliverability</li> </ul> <p>The MIRA Technology Park also includes ‘MIRA Technology Institute’ (MTI) – a 2,192m<sup>2</sup> hybrid building comprising classroom space and workshop/laboratory space. The MTI provides accredited training at all levels, with input from transport sector technology experts, and the use of specialised facilities in a world-class commercial engineering environment. Projects associated with MTI will demonstrate great value for money because the ‘State of the Art’ facility offers an inspiring environment for the education based projects that this business case presents. Indeed events that have been held at this location before the pandemic have been very well received by both students and teachers.</p>	
<p>Is the project scalable? If so what is the minimum amount of funding required.</p>	<p>Yes it will be reviewed throughout implementation by monitoring so individual elements can be remodelled or removed through a project change request</p>	
<p><b>Outputs, Outcomes and Impact</b></p>		
<p><b>The funding recipient will be responsible for reporting against all outputs, outcomes and impacts detailed below.</b></p>		
<p><b>Impacts</b></p>		

Please identify the impacts this project will have. Consider issues including unlocking sustainable economic growth, social inclusion, wellbeing and environmental sustainability.			
Outcome (e.g. jobs unlocked, homes unlocked)	Quantity (e.g. number of jobs, number of new homes)	Baseline value	Assessment (e.g. who will measure the outcome, when and how will it be measured)
Retention and creation of jobs and businesses,	<p><b>BUSINESS SUPPORT THEME</b>                      Financial Support                      This project will safeguard 5 jobs and create 10 Full Time Equivalent jobs within the automotive (motor vehicle) sector by the end of 2021.</p>	<p>31 businesses on MIRA in 2020 with 1084 jobs. Every effort will be made to retain the existing tenants and the jobs they provide. Jobs are tracked regularly and reported to LLEP so any change will be evident. COVID grant interventions will be used if it is felt a tenant company has valid issues that could be mitigated to help them retain jobs – however it should be appreciated, the level of grant intervention possible is unlikely to be material to a tenant company that is in trouble and needing to make redundancies</p>	<p>Monitor on 6 monthly basis over life of the interventions</p>

<p>This will provide opportunities for young people disproportionately affected by coronavirus.</p>	<p><b>CAREER AND EMPLOYABILITY THEME</b>                  Career development                  Number of events – propose 3 teen tech and 6 speed networking over the 3 years</p> <p>Number of schools involved                  Propose 16 schools per teen tech with speed networking 10 local schools.</p> <p>Number of pupils attending events Propose 160 per teen tech 30/40 for Engineering speed networking 120 for all careers speed networking</p> <p>Total of 320 students per year                  960 before 31 December 2023</p>	<p>Aim at a reduction in NEET's</p>	<p>Number of jobs protected and attendances at specific events and courses.</p>	
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<p>Inward investment particularly from grants package</p>	<p><b>BUSINESS SUPPORT THEME</b>                  Financial Support                  Through the grants package support 10 businesses. MIRA have already identified 2 new, 1 expanding and 1 recently joined businesses for such support.                   £100,000 will safeguard 5 jobs and create 10 Full Time Equivalent jobs within the automotive (motor vehicle) sector by the end of 2021</p>	<p>Current businesses</p>	<p>Monitor on 6 monthly basis over life of the interventions</p>	
<p>Increased employability of individuals through upskilling and , career development</p>	<p><b>EMPLOYMENT SUPPORT THEME</b>                  Positive well being                  Target 100 with an average of 3 engagements with clients</p>		<p>Number of individuals going through programmes and attending events and finding employment</p>	

<p>Will particular groups of people be affected by the intervention? Will the impact be positive or negative? Please explain. (Max 100 words)</p>	<p>The programme will have a positive effect on the businesses and employees at MIRA EZ plus their supply chain and associated businesses and opportunity for school leavers and apprentices. The work placements plus the various career related events and schools engagement events are aimed to open the eyes to local students on the opportunities available locally. Additionally they will have a positive impact on career choices of individuals and provide an opportunity for young people disproportionately affected by coronavirus.</p>	
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<p><b>Financial Case</b>                  Demonstrate adequate consideration of costs and funding strategy. Please provide the annual cost profile for the life of the project. You will be expected to deliver the scheme within the cost profile when agreed. Confirmation will be required that any cost overruns will be met by the project sponsor.</p>		
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<p>What is the total cost of the project (£'s)?</p>	<p>£395,000 including matched funding</p>	
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<p><b>Funding Requirements and Match Funding</b></p>		
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<p>What is the total minimum funding requirement being requested (£'s)?</p>	<p>£295,000</p>	
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<p>What is the total match funding that will be provided (£'s)?</p>	<p>£100,000 through grant package                  Other activities such as events may also attract matched funding.</p>	
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<p><b>Sources of Funding (£'s)</b>                  Please identify all the individual sources of funding for the life of the project. Sources of funding should add up to the Total Cost of the Project ( add rows as necessary)</p>					
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Funding Source	Amount (£'s)	Percentage of Budget (%)	Confirmed	Description	
LLEP/ Business rate Retention	£295,000	75.2%			
Matched funding	£100,000	24.8%			

<p><b>Capacity and Risk Management</b></p>					
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Briefly explain the most significant risks to the <b>overall delivery</b> of the project, including financial and commercial risks, and proposed mitigation (e.g. resource capacity, procurement issues, uncertainties on business cases, cost overruns. Identify proposed mitigation measures. add rows as necessary)			
Risk Identifier	Risk name	Description of risk including potential impact and mitigation	
1	Lack of business engagement due to COVID 19 restrictions	During the pandemic hold virtual events	
2.	Delays due to unforeseen circumstances	This is mitigated by the elements of the programme being stand alone and therefore only individual programmes should be affected. The ability to use a project change request to reprofile..	
3.	Lack of involvement by schools	Increase liaison with careers teachers and engage the help of head teachers who sit on the Employment & Skills Taskforce to promote to other schools. Discussion has already taken place with MTI on the design of elements of the programme	
4.	Poor uptake of grants	Increase publicity to mitigate this and intervention by direct contact. Reprofile, reallocate funds. Use of project change process to	
5.	Events cannot take place due to COVID 19	If physical events cannot be held then the continued use of remote access events and seminars will be made until vaccine/ end of the pandemic.	

6	Financial risk that costs overrun.	<p>This is mitigated by it being a programme of projects over a period of 3 years where there is the ability to alter the costs accordingly plus tight monitoring of costs to give early indication of any potential issues. A contingency of £15,000 equivalent to 5% has been set aside to <b>against future as yet unspecified interventions that will become necessary over the three year period of the project</b> This will allow the project to adapt to the pressures that become available.</p>	
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Supporting Information		
Supporting Documents – If you have a Business case already developed for other funding please include this in your response alongside any other relevant documentation	<p>Review of the comments from teachers and students following the Careers Speed Networking Event - 18 June 2019</p> <p>Calculation of GVA related to grant package</p>	

Declaration		
By submitting this form you are declaring that to the best of your knowledge, the information included within this form is accurate.		
Name	Stephen Meynell	
Date	24 December 2020	
Whilst we will treat your application with the utmost confidentiality, please be aware that we will use this information to carry out an appraisal on your project. The LLEP is a partnership and the information you provide may be shared with relevant local and national partners and third party organisations.		
Any personal data that you provide will be processed in accordance with current data protection laws. It will be used by Leicester City Council and <a href="#">our partners</a> to deliver and improve services and fulfil our contractual duties. We will not disclose any personal information to anyone else unless required or allowed to do so by law. Read more about how we use personal data in our Privacy Notice on our website: <a href="http://www.leicester.gov.uk">www.leicester.gov.uk</a>		



**LLEP INVESTMENT PANEL**  
**21<sup>st</sup> January 2021**



**Decision Report**

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**ECONOMIC RECOVERY INVESTMENT**

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**1. PURPOSE OF REPORT**

1.1 The purpose of this report is to seek approval from the Investment panel members to recommend investment in the activities outlined.

**2. RECOMMENDATION**

- 2.1 The LLEP Investment Panel is asked to
- a) recommend that the LLEP Board accepts the changed theme of the business case for the Digital Skills Delivery
  - b) recommend that the LLEP Board approves the use of funding as described in the Business Cases outlined in the appendices to the February LLEP board.
  - c) agree to recommend the increase in the GPF envelope by £85k should the investment proposal be accepted

**3. BACKGROUND INFORMATION**

3.1 The emerging Economic Recovery Plan has been agreed and adopted at the December Board meeting. The Economic Recovery Strategy is currently being commissioned.

3.2 At the meetings in August and October the Board agreed to the repurposing of £1.6m of Growing Places funding in the following areas:

- Employment and skills fund £500k - covering
  - Digital Poverty
  - NEET support
  - Kickstart enhancement – augmentation of skills
  - Access to employment rural areas (this may be covered by ESF )
- Business Grants £300k
- Place Marketing and promotion £100k
- SME Kickstart support £500k
- MIT REAP seed corn delivery £100k
- Low Carbon delivery £100k

3.3 At the December Board meeting the business cases were approved for all investment areas with the exception of Place Marketing and Promotion and the balance of £300k from the Employment and Skills Fund.

#### **4. INVESTMENT PROPOSALS**

- 4.1 Submission of a business case for Kickstart Skills Enhancement (£300k) had been deferred from the November Investment panel due to the requirement to assess levels of existing support provision available. As a result, it was established that an amount of £1,500 per person was already included within the Kickstart funding for each participant, which the employer could use to fund additional training and support for young people participating in the scheme. Given this existing level of support, at the Skills Advisory Panel meeting on 7th January 2021 (will confirm endorsement on 7th January), members agreed that the funds should be allocated to further support the digital poverty agenda through projects for direct delivery of digital skills as the amount of funding previously allocated to Digital Poverty was insufficient to allow for a substantial skills delivery project, (although it was agreed to establish a Digital Skills Partnership and conduct research into levels of digital deprivation). The Business Case for Digital Skills Delivery at to this paper, therefore replaces the previously notified Kickstart Skills Enhancement.
- 4.2 At the Investment Panel meeting on 3rd November 2020, panel members were concerned that access to skills development in rural areas could be at risk due to the threatened closure of the ESF funded WiLL project, subject to bridging funding being made available by the Big Lottery Fund. In the absence of absolute confirmation of continue funding the Investment Panel requested that this should remain in consideration. However, it has subsequently been confirmed that the WiLL project has received additional funding from the National Lottery Community and that there will not be a loss of provision in rural areas and therefore no requirement to submit a business case for the use of GPF underspend.
- 4.3 The Place Marketing and Promotion proposal was developed by the place marketing lead in Leicester City Council, a steering group comprising of senior representation from the City council (Mike Dalzell), LLEP (Mandip Rai), Leicestershire County Council (Tom Purnell and Simon Lawrence) and a District Council Chief Executive on behalf of the District and Borough councils (Edd De Coverly) advised on the development of this proposal. Board members are asked to provide comments on the proposal and note that there has been a significant increase in the original budget from £100k to £185k, there will therefore be a requirement to increase the overall envelope of GPF by £85k should this proposal be agreed.

#### **5.0 Comments of the Accountable Body**

- 5.1 Funds can be repurposed from the Growing Places Fund as set out in this report. The Accountable Body can manage the accounting implications of using GPF for revenue, rather than capital, spending

#### **List of Appendices:**

- Appendix 1: Digital Skills Delivery  
Appendix 2: Place Marketing and Promotion

**For further information please contact**

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Head of Strategy and Engagement  
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## LLEP CASE -COVID RECOVERY

Overview	
Investment area	Digital Skills for Economic Recovery
Provide a brief overview of the proposed support	<p>This proposal is designed to be complementary to the existing approved Business Case to establish a Digital Skills Partnership and conduct research into levels of digital capability and exclusion. It is intended to offer an opportunity for delivery partners to design and implement an innovative project to meet the needs of a defined cohort (e.g. young people, those furthest from the labour market or those who have been made recently redundant and are seeking work) and improve levels of digital skills (and if appropriate and there is evidence of need, access to devices and data). Proposals will need to consider existing live projects in the Leicester and Leicestershire area which are currently being delivered through other funding streams, e.g. ESF, DWP or ESFA funding and avoid duplication. The funding may, however, provide an opportunity to test and deliver a 'pilot' project which can demonstrate effective outcomes and has the potential to be scaled up subject to further funding becoming available, e.g. through the UK Shared Prosperity Fund.</p>

<p>Please explain the need for funding and how this contributes to economic recovery.</p>	<p>Digital skills will be of key importance in a post COVID era where working practices may be subject to change and where those without digital skills will be disadvantaged in terms of employment prospects. However, the level of digital skills across the population and the workforce is still below where it needs to be.</p> <p>The <u>2020 Lloyds Bank Consumer Digital Survey</u> found that:</p> <ul style="list-style-type: none"> <li>• The UK workforce is still digitally underpowered –an estimated 52% of the workforce lack digital skills in the workplace. This is particularly prevalent in manufacturing, retail and construction sectors. Those in entry level jobs are therefore most likely to be affected by the impact of COVID-19 as they are also likely to have the lowest digital skills, limiting their ability to move in the job market.</li> <li>• Equally as concerning, given the scarring effect that we know Covid-19 is predicted to have on young people, the survey also found that working 15-24-year-olds are significantly less likely to have the digital skills required in the workplace than their older counterparts who are 25-54.</li> </ul> <p>In 2016 it was estimated that within the next 10 to 20 years, 90% of jobs will <u>require some sort of digital skills</u> and in the Lloyds Bank research, 61% of highly digital citizens have used the Internet to successfully apply for a job. This highlights that the digitally excluded will be increasingly at a disadvantage in the employment market.</p> <p>In addition to the need for increased digital skills at all levels in order to effect economic recovery there is are also issues relating to the social gap in access to technology. Anecdotally, schools in the LLEP area report that many families within deprived areas rely on a single mobile phone for an internet connection, which is neither a realistic option for online learning nor a sustainable source of internet access due to limited data allowances.</p> <p><u>The Edge Foundation</u> reports that at the onset of Covid-19 it was estimated that one million children cannot access the internet, either because they have no computer or laptop, no connectivity, or both. Around 8% of 16-24-year-olds can only access digital technology through their phones, excluding them from many online learning platforms and restricting them from receiving and submitting work online.<sup>1</sup></p> <p>The <u>Centre for Economics and Business Research (CEBR)</u> has identified that the economic impact of acquiring basic digital skills can lead to increased earnings of between 3% and 10% , improved chances of finding work for someone who is unemployed and an increased likelihood that someone who is inactive will look for work.</p> <p>COVID-19 will not only accelerate the usage of societal and technological trends such as increased on-line shopping and the use of contactless technologies but will also accelerate digitisation and automation across the economy, and across sectors as diverse as logistics, insurance and agriculture. These changes will have significant implications for the need for workers to upskill and reskill and place new demands on employers and the skills system to respond to this.</p>
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This is further exacerbated by rising levels of unemployment across Leicester and Leicestershire with percentage increases across the board as shown below:

**Universal Credit Claimants Searching for Work - Young People aged 18-24**

Area	Feb-20	Nov-20	Difference	% Increase
Leicester City	1,482	3,411	1,929	130.2
Leicestershire	1,348	3,344	1,996	148.1
LLEP Area	2,830	6,755	3,925	138.7

**Universal Credit Claimants Searching for Work - People aged 50+**

Area	Feb-20	Nov-20	Difference	% Increase
Leicester City	1,558	3,398	1,840	118.1
Leicestershire	1,413	3,403	1,990	140.8
LLEP Area	2,971	6,801	3,830	128.9

**Universal Credit Claimants Searching for Work - 0-6 Months Unemployed**

Area	Feb-20	Nov-20	Difference	% Increase
Leicester City	3,220	4,581	1,361	42.3
Leicestershire	2,767	3,989	1,222	44.2
LLEP Area	5,987	8,570	2,583	43.1

Source: DWP Stat-Explore

There has also been a corresponding increase in Universal Credit Claimants NOT seeking work. This may be an indication of low levels of digital skills, as we already know that those with digital skills are more likely to be able to work from home than those without.

**Universal Credit Claimants Searching for Work - No Work Requirements**

Area	Feb-20	Nov-20	Difference	% Increase
Leicester City	4,606	6,614	2,008	43.6
Leicestershire	5,731	8,155	2,424	42.3
LLEP Area	10,337	14,769	4,432	42.9

Source: DWP Stat-Explore

Funding Requested

£300,000

**Key dates**

Earliest possible start date for the project post approval, funding contract and procurement

Proposed Start Date

April 2021

Proposed End Date

March 2022

<p>How will this intervention be delivered ? Provide a brief commentary to demonstrate that the project will be commenced by the stated date and the delivery criteria</p>	<p>This project will be delivered through a call for a single organisation, or consortium, to deliver an innovative project designed to address digital skills deficiencies and which may include access to devices and data to enable acquisition of the skills required.</p> <p>The project will address the needs of one or more of the following sections of the community most likely to experience a lack of digital skills / access to devices and connectivity:</p> <ul style="list-style-type: none"> <li>• Those furthest from the labour market</li> <li>• Young people at risk of becoming NEET</li> <li>• Households in areas of deprivation experiencing digital poverty</li> <li>• Recently redundant seeking work opportunities in alternative sectors</li> <li>• Women, BAME, people with disabilities and those with neurodiversity.</li> </ul> <p>Whilst the successful project is not expected to deliver to all of the above cohorts but will be expected to provide a clear and coherent rationale for the identification of need, and specific interventions to be delivered, together with clear and realistic milestones for outputs, outcomes and impact.</p> <p>Examples of projects might include (but are not limited to):</p> <ul style="list-style-type: none"> <li>• A 'bootcamp' to fast-track participants into jobs requiring digital skills, e.g. focussing on digital marketing</li> <li>• A pilot to assess the impact of access to devices and data on the acquisition of skills and movement to work in digitally deprived households.</li> <li>• A sector specific pilot to deliver digital skills needed to enter that sector</li> <li>• Partnering with a digital tech company which already has a digital skills offer to produce a programme to meet the needs of Leicester and Leicestershire residents</li> </ul>
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**Strategic Case**  
 The objective is to provide detailed evidence to demonstrate that the project has a clear rationale, it will deliver economic growth benefits resulting from further investment, it is affordable with a clear funding strategy and delivery issues are understood.

**Problems, Barriers to Growth and Rationale for Intervention**

<p>How is the project State Aid compliant? Briefly explain why support is State Aid compliant.</p>	<p>The project is state aid compliant in that the procurement of delivery will comply with Leicester City Council procurement processes and procedures, therefore three of the four State Aid Tests (Selective Advantage, Distorting Competition and Affecting Trade between member states) will not apply.</p>
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**Economic Case**  
 Demonstrate that the project will best deliver existing and future needs, with clear outputs, outcomes and economic impacts.

**Investigation of Options**

<p><b>Rationale for public sector intervention:</b> You must demonstrate that the funding requested is the minimum required in support of the project and that you have exhausted all other private sector funding opportunities.</p>	<p>The need to address digital skills has been identified by a range of stakeholders including the Skills Advisory Panel, Smart Leicester and the Work and Skills Forum. The funding is deemed as the minimum to cover the costs of a single pilot programme within the LLEP area.</p> <p>Private sector funding is not considered to be an option due to the current economic crisis. However, we would expect applicants to consider how the funding could be maximised through utilising existing funding streams for the delivery of digital skills and qualifications, e.g. Adult Skills Budget, Adult and Community Education etc.</p>		
<p>Demonstrate that a range of options has been considered. Why is this solution the best option? What are the impacts of doing nothing?</p>	<ol style="list-style-type: none"> <li>1. A tender will shortly be released by DfE for a second wave of 'digital boot camps' and there will be one in each region and there is an option to wait for this to be announced. However, there is no guarantee that the successful bidder will operate in Leicester and Leicestershire.</li> <li>2. There are a number of national programmes being rolled out including the JETs scheme, digital boot camps, SWAPs and RESTART which will include an element of digital skills, in addition to a potential IoT for Leicester and Leicestershire. However, this project offers an opportunity to develop an innovative and targeted approach best fitting the needs of our area.</li> <li>3. The impact of doing nothing is that we will not have addressed the needs of individuals within our community, limiting their chances of gaining employment and restricting the economic recovery of the area as a whole.</li> </ol>		
<p>Demonstrate and evidence that the funding would represent value for money. (max 400 words)</p>	<p>This funding represents value for money in that it has the potential to both deliver digital skills and provide a blueprint for an approach which might be replicated subject to the availability of further funding and demonstration of success. .</p>		
<p>Is the project scalable? If so, what is the minimum amount of funding required.</p>	<p>The project has the potential to be scalable if successful, subject to further funding being available.</p>		
<p><b>Outputs, Outcomes and Impact</b></p>			
<p><b>The funding recipient will be responsible for reporting against all outputs, outcomes and impacts detailed below.</b></p>			
<p><b>Impacts</b> Please identify the impacts this project will have. Consider issues including unlocking sustainable economic growth, social inclusion, wellbeing and environmental sustainability.</p>			
<p>Outputs and outcomes</p>	<p>Quantity (e.g. number of jobs, number of new homes)</p>	<p>Baseline value</p>	<p>Assessment (e.g. who will measure the outcome, when and how will it be measured)</p>

Number of participants / households engaged	Minimum of 120 participants with no upper limit on the number of participants. It is expected that unit costs will vary depending on whether the programme includes access to devices. The upper limit is likely to be circa 220 participants.		Measured by provider reported to LLEP via Verto / 1/4ly update reports
Number of participants / households completing programme	80% of starts expected to complete the programme		Measured by provider reported to LLEP via Verto / 1/4ly update reports submitted with claims
Number of participants securing employment	50% of completions secure employment		Measured by provider reported to LLEP via Verto / 1/4ly update reports submitted with claims
Number of participants accessing further training, e.g. apprenticeships, traineeships	25% of completions access further training		Measured by provider reported to LLEP via Verto / 1/4ly update reports submitted with claims
Number of participants achieving qualifications	30% of participants achieve qualifications		Measured by provider reported to LLEP via Verto / 1/4ly update reports submitted with claim
Production of case studies	10 case studies completed		Frequency TBC
Programme evaluation and impact report	Quarterly update reports and final evaluation reports		Measured by provider reported to LLEP via Verto / 1/4ly update reports plus final evaluation report.
<p>Please outline whether the intervention will be targeted</p> <p>Who will be affected by the intervention? Will the impact be positive or negative? Please explain. (Max 100 words)</p>	<p>The interventions described will enable effective targeting of future resources to beneficiaries across the age spectrum in need of support. This is likely to be at a number of levels (although a single project is likely to focus on a specific level):</p> <ul style="list-style-type: none"> <li>• Access to data and devices</li> <li>• Essential Digital Skills: delivery of basic skills in ICT to both residents and employees.</li> <li>• Activity to support wider digital skills required in the workplace, (e.g. social media marketing, working with spreadsheets or creating presentations).</li> <li>• Digital skills for digital jobs: supporting more people into the digital / tech sectors and. Examples of digital roles include data analyst, programmer, cyber security specialist, web developer, software developer, digital marketer.</li> </ul>		

<p>Please identify how the intervention supports sustainable economic growth, social inclusion, wellbeing and environmental sustainability.</p>	<p>This project's outcomes will support inclusive economic growth in a number of ways:</p> <ul style="list-style-type: none"> <li>• Delivery of digital skills and access to digital devices and data to enable access to a wider range of jobs.</li> <li>• Addressing digital exclusion in both young people and adults, thereby providing a route to employment, and access to services, including NHS and health, increasing wellbeing and providing access to social inclusion as well as prevention of financial loss due to digital exclusion.</li> <li>• Overall, this project will be a contributory factor in the area's economic recovery, enabling a cohort of residents to better operate in the 'new normal' age of digitalisation.</li> </ul>
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<p>Please explain any criteria that should be considered as part of this intervention</p>	<p>Potential applicants will need to demonstrate a track record of delivery and have the resource and capability to initiate delivery at the earliest opportunity.</p> <p>Consideration will need to be given to how the intervention will be delivered, in the context of extended periods of lockdown which prohibit face to face tuition.</p> <p>Applicants will need to ensure that the scope of the project does not displace or duplicate existing activity funded through alternative funding streams, but that where appropriate, other funding streams can be used to maximise project impact.</p>
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**Financial Case**  
**Demonstrate adequate consideration of costs and funding strategy. Please provide the annual cost profile for the life of the project. You will be expected to deliver the scheme within the cost profile when agreed. Confirmation will be required that any cost overruns will be met by the project sponsor.**

<p>What is the total cost of the project/support (£'s)?</p>	<p>£300K</p>
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**Funding Requirements and Match Funding**

<p>What is the total minimum funding requirement being requested (£'s)?</p>	<p>£300K Delivery and management costs</p>
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<p>What is the total match funding that will be provided (£'s)?</p>	<p>N/A</p>
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**Capacity and Risk Management**  
 Briefly explain the most significant risks to the **overall delivery** of the project, including financial and commercial risks, and proposed mitigation (e.g. resource capacity, procurement issues, uncertainties on business cases, cost overruns. Identify proposed mitigation measures. add rows as necessary)

Risk Identifier	Risk name	Description of risk including potential impact and mitigation
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1	Lack of interest in delivering the programme	Impact: insufficient capacity to deliver on this agenda in LLEP area Informal discussions with a range of providers have established that there is an existing level of interest in such a project. Awareness raising among local partners and key stakeholders following release of tender.
2	Insufficient take up of the programme	Impact: levels of digital skills remain low Mitigation: applicants to specify how they will attract participants onto the programme
3	High drop-off rate on programme	Impact: participants are not engaged and remain disenfranchised by lack of digital skills Mitigation: Ensure positive destinations and employer engagements are available from the start of the programme.
4	Lack of employer participation	Impact: programme does not have external input and becomes a more traditional tutor-led programme/less industry insight, Mitigation: Early engagement piece with employers for stronger buy-in and introduction of a pledge to support.
6	Overlap or duplication with other government / local provider schemes	Impact: Confusion on the difference between this project and existing projects Mitigation: Scoping exercise by prime contractor on local / national programmes and clear messaging on this programme.
7	Ability to delivery due to COVID restrictions	Impact: Programme does not get delivered or halted Mitigation: Government guidelines to be followed

**Supporting Information**

Supporting Documents – If you have a Business case already developed for other funding please include this in your response alongside any other relevant documentation

## PROJECT PIPELINE BUSINESS CASE

Basic Information	
Project Name	Place Marketing Accelerator Project
Promoting Organisation	Place Marketing Team
Legal Entity Status	Local Authority
Registration Number	
Primary Contact Name	Mark Oakley
Contact Phone Number	07849 079482
E-mail Address	<a href="mailto:Mark.oakley@leicester.gov.uk">Mark.oakley@leicester.gov.uk</a>
Location of Project(s)	Leicester and Leicestershire
Project Postcode It is acknowledged that projects will span large distances and may not have one postcode. If this is the case please type the most relevant post code	LE1 1SB
Local Authority Area	All LLEP area
Registered Legal Address	City Hall, Leicester

Project Overview	
Provide a short summary of the project (max 50 words)	To boost and accelerate showcasing of Leicester and Leicestershire as a great place for visiting, investing and living by developing digital and video content and pro-active marketing, that add value to the Place Marketing work that is already being done, to improve the image of Leicester and Leicestershire, building on our unique strengths to grow key business sectors.

Provide a brief overview of the project (max 500 words)

The LLEP Covid-19 Economic Recovery Action Plan outlines the importance of “Place” in post pandemic recovery and promoting our sub-region as an attractive place to invest, visit, live and study. More specifically promoting “place” has been identified as key to the regeneration of the tourism sector, one of the hardest hit in the pandemic. The drive to retain existing businesses and attract investment in key economic growth sectors in 2021/22 will remain a key LLEP priority in a tightened and challenging market. Promotion of Leicester and Leicestershire as a top location to live will build on this key messaging and support our shared growth ambition by helping to attract the right talent pool.

This project will deliver digital and video place marketing content that will be used in targeted marketing campaigns during 2021 that raise the positive profile and knowledge of Leicester and Leicestershire from a visitor, investor and live perspective, as well as reinforcing localised tourism and investment that retains people and business in the area.

We will:-

# Boost visitors by significantly enhancing the content and marketing reach of the new sub-regional tourism campaign, Uncover the Story, due to be launched in spring 2021. Raising the profile of Leicester and Leicestershire as a compelling tourist destination.

# Attract business investment and job creation by raising the positive profile of the sub region’s investment strengths and USPs in key growth sectors, including Aerospace and Space, Sport and Life Sciences (Med Tech/Rehabilitation) and Professional & Financial Services, together with raising the profile of the Food & Drink Manufacturing Zone and proposed Freeport, subject to confirmation in Spring 2021.

# Enhance the tourism and investment messaging – great things to experience, see and do and places for business and jobs - with other factors that influence the relocation decision, including housing, schooling and education, accessibility and feel of place.

Digital and video content will be developed that is capable of use by a wide range of stakeholders, from sub-regional and county to city and district level, to amplify the positive messaging about Leicester and Leicestershire and the fabulous place that we live, work, study and invest in.

In relation to the inward investment intervention, we have focused on our distinctive, positive economic characteristics and USPs that best help promote a positive impression of Leicester and Leicestershire as a place for business in a post Covid/Brexit environment. We are recognised by the Department for International Trade as a key UK area with specialisms in the sectors of Space and Life Sciences (Rehabilitation) where we have Space Park/Pioneer Park and our Life Sciences Opportunity Zone to better capitalise on, together with promoting our specialisms in Health and Sport. Professional and Financial Services continue to play an important economic role with strong quality jobs growth across the area; often providing accessible

	<p>jobs for younger generations and graduates who are keen to start their career. This sector adds real value to town and city vibrancy as office-based workers will spend in our retail, restaurants and other leisure destinations. We need to balance the impact of increased remote working. Our Food and Drink Manufacturing Zone and the potential Freeport are two key distinctive “USPs” that can be better showcased during 2021 to attract investment in the growing Food and Drink Manufacturing, Advanced Manufacturing and Advanced Logistics industries, and supply chain businesses.</p> <p>To inform and support development of this work, we will create an overarching and agreed identity and “destination” for Space Park and Pioneer Park, working alongside key stakeholders, that will inform approaches to marketing as a distinctive destination for high value added business investment. This need has been identified through the work of the Enterprise Zone steering group to help maximise benefits from the investment opportunities in a more cohesive way.</p> <p>There is a similarity between visitor, investment and live target audiences in that we will be seeking to improve their knowledge, understanding and impressions of Leicester and Leicestershire. Positive digital and video content demonstrating the fantastic destinations to “Uncover” as part of the Tourism Growth Plan’s “Uncover The Story” campaign in say Melton for tourists to visit, may equally be valuable in helping attract a key growth sector business that is thinking about relocating and wanting a place that is somewhere that they can encourage senior management to consider relocating to. The digital and video content will be developed with these key audiences in mind.</p> <p>The Place Marketing Team has been working very hard over the past year to boost its online presence and improve the communication channels to best showcase the area, working alongside key stakeholders including DIT, Visit Britain, Visit England, Midlands Engine, LLEP, County, City and Districts Council, Universities, the Tourism Advisory Board, Team Leicester and individual businesses.</p> <p>Covid has impacted heavily on the way people do business, with even more reliance on the internet to assist with decision-making, whether that is places to visit for a weekend, and spend, or shortlisting potential investment locations for a business. This project will significantly boost the digital and video content that is currently available regarding Leicester and Leicestershire to better support that decision-making process. At present there is extremely limited recent video content readily available to use to support this work due to limited resources. The Visit Leicester and Invest in Leicester websites that showcase Leicester and Leicestershire from a place marketing perspective do not currently have any short video content to showcase the area. This project will develop and market digital and video assets, working alongside key business and industry leaders to convey the messaging – business to business.</p>
<p>Is this a new project?</p>	<p>Yes</p>

March 2019

If this is not a new project, please explain the need for funding	N/A
Funding Requested	£185,000
<b>Key dates</b> Earliest possible start date for the project work post approval, funding contract and procurement	
Project Start Date	February 2021
Project End Date	March 2022
Provide a brief commentary to demonstrate that the project will be commenced by the stated date. (Max 100 words)	<p>A Project Task and Finish Group has been established to oversee the project involving the LLEP, City, County and District Councils representative</p> <p>Preparatory work has already commenced regarding the development of both the Uncover The Story tourism product and Inward Investment sector/USP promotion.</p> <p>A draft tender brief has been developed, together with identification of qualified providers who specialise in the development of quality digital and video content and marketing.</p> <p>A consultancy tender brief has been drafted by Space Park/Pioneer Park Enterprise Zone steering group.</p> <p>A draft Job Description and Person Specification has been developed for a 1 year dedicated Communications and Marketing Officer as additional project capacity, to be managed by the Place Marketing Manager at Leicester City Council. This post may provide the opportunity for a secondment.</p>

<b>Project Milestones/Activities</b>			
<b>Please outline each of the key milestones/activities to deliver this project. Please note this project plan should start and end with the dates provided above. (Please add more boxes for each key milestone/activity).</b>			
Description	Start Date (Tasks only)	End Date (Tasks and Milestones)	Key Task/Milestone?
Tenders live	Jan/Feb 2021	Feb 2021	Key Task
Appointment of contractors:- * Digital and video content development and marketing * Pioneer Park/Space Park branding development		Mar/April 2021	Milestone
Appointment of Communications and Marketing Officer	Mar/April 2021	April 2021	Key Task
Development of digital and video content	March 2021	August 2021	Key Task
Marketing Campaign – Tourism launch, phased implementation of Story deliver	March 2021	March 2022	Key Task

March 2019

Marketing Campaign – Investment – phased implementation of key sector/USP roll out	May 2021	March 2022	Key Task
Marketing Campaign – Live – phased implementation	November 2021	March 2022	Key Task
Review on impact traction on website and social media – adjustment consideration	Quarterly reporting		Milestone
Completion of contract		March 2022	

**Strategic Case**

The objective is to provide detailed evidence to demonstrate that the project has a clear rationale, it will deliver economic growth benefits resulting from further investment, it is affordable with a clear funding strategy and delivery issues are understood.

**Problems, Barriers to Growth and Rationale for Intervention**

<p>Explain the aim of the project. (Max 200 words)</p>	<p>The aim of the project is to raise the profile of Leicester and Leicestershire for tourism, inward investment and as a place to live, to boost our profile during the vital pandemic recovery period and to overcome possible negative impressions caused during the pandemic.</p> <p>The project’s focus will cover three overarching strands, where the development of digital assets and advertising campaigns will help inform, explain and promote our region’s profile:</p> <p># Boosting visitors by enhancing the impact of the new sub-regional tourism campaign, Uncover the Story, due to be launched in spring 2021. Raising the profile of Leicester and Leicestershire as a compelling tourist destination.</p> <p># Attracting business investment and job creation by raising the positive profile of the sub region’s investment strengths and USPs in key growth sectors, including Aerospace and Space, Sport and Life Sciences (Med Tech/Rehabilitation) and Professional &amp; Financial Services, together with raising the profile of the Food &amp; Drink Manufacturing Zone and proposed Freeport, subject to confirmation in Spring 2021.</p> <p># Enhance the tourism and investment messaging – great things to experience, see and do and places for business and jobs - with other factors that influence the relocation decision, including housing, schooling and education, accessibility (physical and financial) and lifestyle.</p> <p>By working with the Leicester and Leicestershire business community and key stakeholders we will develop compelling propositions to attract visitors and investors. “Uncover The Story” stories will be developed to excite and entice interest in visiting the destination as a quality experience. The Investment messaging will be developed to showcase our strengths by engaging with business leaders who are passionate about Leicester and Leicestershire, keen to promote the value of being located here as Ambassadors, and where possible with strong industry connections and Peer to Peer networks.</p> <p>The “Live” dynamic will build on this with evidenced data around quality of living environment – education, homes and place; and key lifestyle factors.</p> <p>This project is part of a package of measures delivered by the Place Marketing team that will further improve the impression of Leicester and Leicestershire to attract more visitors and investors. It will complement and enhance the existing Place Marketing budget that includes £7.5k in 2020/21 for initial development work of the Uncover The Story tourism campaign brand with limited promotion, work to showcase and further develop the inward investment offer.</p> <p>It is proposed that project spend will be allocated as approximately:-</p> <ul style="list-style-type: none"> <li>• Tourism, Uncover The Story - £50k</li> <li>• Inward Investment, including Space Park/Pioneer Park consultancy - £70k</li> </ul>
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	<ul style="list-style-type: none"> <li>• Live - £25k</li> <li>• Additional staffing capacity, including on-costs - £40k</li> </ul> <p>It is noted that work delivered as part of the tourism and investment strands will be used to support the “live” element.</p>
<p>Explain the underlying barriers to economic growth that the substantive project will address. (Max 200 words)</p>	<p>Awareness and knowledge of opportunity is vital to secure tourism, business growth and inward investment to support economic prosperity.</p> <p>Covid has impacted heavily on the way people do business, with even more reliance on the internet to assist with decision-making. By developing our digital and video assets and promoting them alongside key stakeholders we will enhance the impression of the area from a visitor and investor perspective.</p> <p>The Leicester &amp; Leicestershire Tourism Growth Plan 2020-2025 identified a widespread recognition that there is low awareness and knowledge of what makes our area distinctive and special and research demonstrated that, to external audiences, there is no consistent narrative about the area to suggest a strong sense of place. The “Uncover the Story” campaign brand was developed as a private/public partnership solution to control the destination messaging, establish an identity in a fiercely competitive marketplace and grow the area’s share of the visitor market.</p> <p>The impact of the Covid-19 pandemic is unprecedented giving rise to high levels of business and investment uncertainty. This, teamed with uncertainty around Brexit impact and global economic volatility, makes an environment where it is more challenging to secure new business investment. While the LLEP’s Economic Recovery Plan highlights the importance of addressing the most adversely affected parts of the economy it also stresses the importance of building on the strengths of the area to aid recovery. This project will develop and promote our economic strengths in sectors/USPs that will drive Leicester and Leicestershire’s productivity and help create new jobs by getting on the radar of business location decision makers. It will support existing and new businesses to grow by improving access to a skilled local talent pool.</p>

<p>Explain the impact of not addressing these barriers. (Max 200 words)</p>	<p>See above.</p> <p>Competition in 2021 for both visitors and investors will be fierce as destinations continue to seek to recover their economies and grow back stronger, where able. The visitor economy has been hit hardest and without support to attract visitors there is a risk that the decay worsens as less people visit and spend and business viability issues do not improve in time.</p> <p>A major barrier to the successful place marketing of Leicester and Leicestershire is resources available. Successful Place Marketing, whether for tourism or inward investment purposes, is hugely dependent on excellent profile and the communication of compelling messages through great content. In addressing this fundamental aspect we will be able to enhance our planned activities to counteract the barriers we are currently facing and supporting economic recovery and growth longer term.</p>
<p>Explain what will happen if this funding request is not approved (Max 200 words)</p>	<p>If not approved, the visitor and investment product offer will continue to be developed by the Place Marketing team using limited staffing resources but slower and without the much-needed professional expertise for digital and video content development (which cannot be done in-house) and targeted advertising campaigns.</p> <p>The impact of the work of Leicester and Leicestershire’s Place Marketing team will be less cohesive and less effective. We will continue to maintain our existing websites, both visitor and investment, but not be in a position to significantly accelerate our visitor and investment profile and visibility quickly using digital and video format. Planned work to improve the Live profile will not be delivered due to budgets/capacity and this risk will increase over time as content becomes dated.</p> <p>We will continue to develop our social media reach through our planned organic (unpaid for) content but this is likely to be more locally focused and less targeted and effective without investment in paid-for digital advertising which allows for specific demographic and geo-targeting – for example visitors within 1 hrs drive or businesses in key growth sectors.</p>
<p><b>Rationale for public sector intervention:</b> You must demonstrate that the funding requested is the minimum required in support of the project and that you have exhausted all other private sector funding opportunities. <i>Please identify (tick) which apply and provide a brief explanation, max 100 words per item.</i></p>	
<p>Will there be a material increase in the size of the project?</p>	<p>No</p>
<p>If yes, please provide a brief explanation (Max 100 words)</p>	
<p>Will there be a material increase in the scope of the project?</p>	<p>No</p>
<p>If yes, please provide a brief explanation (Max 100 words)</p>	
<p>Will there be a material increase in the total amount spent on the project?</p>	<p>No</p>

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If yes, please provide a brief explanation (Max 100 words)	
Will there be a material increase in the speed of completion of the project?	No
If yes, please provide a brief explanation (Max 100 words)	
Will the project happen outside the LLEP area as a result of NOT receiving the funding?	No
If yes, please provide a brief explanation (Max 100 words)	
<b>Objectives of Project</b>	

<p>Describe the specific objective(s) of the project. (Max 200 words)</p>	<p>The project will promote and raise awareness of what is great, now and in the future, about Leicester and Leicestershire from a visitor, investor and live perspective.</p> <p>The impact will be measured using website and social media analytical tools that will allow an indepth analysis of the reach and engagement with our campaigns.</p> <p>Specifically, via our Invest and Visit websites we will provide data on traffic to key campaigns webpages, as well as engagement with specific business sector or tourism product areas. We will also provide data on the geographic location of web visitors, allowing us to report on the impact of area-specific campaigns on audiences.</p> <p>For the tourism intervention, the Uncover the Story campaign brand has already been established and an inventory of key stories covering City and County, developed. What is urgently needed are video and digital assets to extend awareness of the campaign across a range of digital platforms, including Trip Advisor and Visit Britain, and an effective campaign to promote widely to consumers to maximise impact of the visitor offer. Although primarily a campaign designed to support the growth of the visitor economy, the assets created can be used widely to showcase, and shape positive perceptions of our area by a range of stakeholders. These assets will also form the main driver of the online advertising campaigns. Effectiveness of the online campaigns will be tracked through our website analytics, as well as through established digital media advertising data.</p> <p>In relation to the inward investment intervention, we have focused on our distinctive, positive economic characteristics and USPs that best help promote a positive impression of Leicester and Leicestershire as a place for business in a post Covid/Brexit environment. We are recognised by the Department for International Trade as a key UK area with specialisms in the sectors of Space and Life Sciences (Rehabilitation) where we have Space Park/Pioneer Park and our Life Sciences Opportunity Zone to better capitalise on, together with promoting our specialisms in Health and Sport. Professional and Financial Services continue to play an important economic role with strong quality jobs growth across the area; often providing accessible jobs for younger generations and graduates who are keen to start their career. This sector adds real value to town and city vibrancy as office-based workers will spend in our retail, restaurants and other leisure destinations. We need to balance the impact of increased remote working. Our Food and Drink Manufacturing Zone and the potential Freeport are two key distinctive “USPs” that can be better showcased during 2021 to attract investment in the growing Food and Drink Manufacturing, Advanced Manufacturing and Advanced Logistics industries, and supply chain businesses.</p> <p>Where new digital and video content is developed by specific locations, for example MIRA or Segro Logistics Park, we will work with them to embrace and promote these within the Inward Investment website to best capture the opportunities within Leicester and Leicestershire, together with including them in the Strategic Sites map that is refreshed annually. We are aware of a proposal being developed to support MIRA’s marketing materials</p>
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	<p>and have an Inward Investment Manager, Pankaj Mistry, engaged in future discussions by way of the EZ Steering Group.</p> <p>To support the LLEP's planned recovery and economic growth we need to showcase our area as a great place to live so that our housing growth continues and people are attracted to live, work and enjoy Leicester and Leicestershire – providing the right talent to attract and support businesses to grow or invest.</p>
<p><b>Strategic Fit with Local Priorities</b></p>	
<p>Will the intervention support policies in the Strategic Economic Plan, Sector Growth Plans or other Local Plans? (Max 100 words)</p>	<p>Yes, Tourism Growth Plan and LLEP Economic Recovery Action Plan. The intervention will help:</p> <ul style="list-style-type: none"> <li>-Create a strong and visible destination for the subregion</li> <li>-Improve productivity, helping maximise our assets and encouraging tourists and inward investment into our region</li> <li>-Support the development of our strategic tourism and inward investment products</li> </ul>
<p>What is the main strategic priority that your project addresses? (please choose one)</p>	<p>Business Growth</p>
<p><b>Engagement and Consensus</b></p>	
<p>Outline support from key stakeholders for the proposed solution / your approach to seeking consensus. (Max 100 words)</p>	<p>The Place Marketing Organisation (PMO) for Leicester and Leicestershire is submitting the application and the project has been considered and supported by the Strategic Management Group – consisting of Tom Purnell and Simon Lawrence from Leicestershire County Council and Mike Dalzell from Leicester City Council.</p> <p>A Project Task and Finish Group has been established to develop and oversee the project involving the LLEP, City, County and District Council's representative – consisting of Mandip Rai, Mike Dalzell, Tom Purnell, Simon Lawrence, Edd de Coverly and Mark Oakley and Susan Littlemore as project promoters.</p>
<p><b>The Previous Funding Applications</b></p>	
<p>Have you applied for any funding for this project previously?</p>	<p>NO</p>
<p>If yes, please provide a brief explanation (Max 100 words)</p>	
<p>How is your project State Aid compliant? Briefly explain why your project is State Aid compliant. (Max 200 words)</p> <p>We strongly advise you to seek independent legal advice with regards to the issues of State Aid in relation to this application.</p>	<p>The Place Marketing team is a function delivered by Leicester City Council, on behalf of Leicester and Leicestershire Councils, working alongside the LLEP.</p> <p>As a Council, we have a formal procurement strategy that guides our tender processes and follows 2015 Public Contract Regulation rules. All work conducted by the Team is compliant with State Aid.</p>
<p><b>Economic Case</b></p>	

**Demonstrate that the project will best deliver existing and future needs, with clear outputs, outcomes and economic impacts.**

**Investigation of Options**

Demonstrate that a range of options has been considered. Why is this solution the best option? What are the impacts of doing nothing? (max 400 words)

A range of Place Marketing options have been considered to develop the proposed application. We are aware of the existing visitor destination and inward investment toolkit that is currently available to attract visitors and investors across Leicester and Leicestershire.

Uncover The Story as a marketing campaign was identified through extensive research and partnership working to develop the most effective way of showcasing Leicester and Leicestershire’s visitor destination to stand out and compete with other destinations. This project will develop much needed digital and video content which is seen as the most cost-effective way of communicating with target audiences, as opposed to advertising in direct mail, local press and magazines which are used less and less by consumers, particularly with increasing working from home and internet usage.

The targeting of inward investment digital and video content towards key identified sectors and USPs is considered the most effective way of driving productivity and jobs growth in a difficult and emerging economic market.

We can build product alignment with the new Leicester and Leicestershire Inward Investment website and brochure, launched in November 2020, to showcase what we have, and have strengths in, in a more cohesive way than at present, building on sector proposition work to include business leader endorsements of place within the fields of aerospace and space, life sciences and med tech and professional and financial services. This will develop the approach adopted following the work of Hatch Regeneris/Adam Breeze to further attract inward investment for Leicester and Leicestershire around our key sectors and USPs.

Increasingly business destinations such as Birmingham, Manchester, Leeds, Cambridge, Nottingham and Derby are using digital and video content to support and reinforce their key inward investment messaging. This work will place us on a more equal playing field strengthening our toolkit to attract investors, focusing on what our business leaders say about our place, rather than the professionals charged with selling it.

<p>Demonstrate and evidence that the funding would represent value for money. (max 400 words)</p>	<p>Value for Money is a core principle within Leicester City Council's procurement strategy where officers adhere to the 2015 Public Contract Regulation rules.</p> <p>Firstly, in terms of our budget proposal we have undertaken cost comparison audits to ensure our cost estimates are rigorous.</p> <p>We have compared against recent Leicester City Council and BID Leicester procurement exercises across both video development and advertising campaigns (detailed information is listed in the Cost Estimation &amp; Price section). We will also be working closely with the City Council's marketing team on the procurement process and have already done preparatory work to facilitate this.</p> <p>Secondly, the range and breadth of our outputs will also deliver significant value for money</p> <ul style="list-style-type: none"> <li>• 35 video and digital assets to use across our digital channels at a time when marketing surveys* are showing that video content is outperforming plain image content on digital channels - 59% (video) to 29% (plain images);</li> <li>• 40% uplift in new users of our Visit website to 400,000;</li> <li>• 100% increase in new users of our Invest website to 5,000;</li> <li>• Relaunch of our Visit Leicester YouTube channel with target to deliver a &gt;300% uplift in the views with our promotional video content</li> </ul>
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<p>Is the project scalable?</p>	<p>Yes.</p> <p>Increasing the budget would increase the marketing activity capable of being delivered and its reach.</p> <p>Reducing the budget available would reduce the amount of advertising delivered. A significant reduction would reduce the ability to contract and develop quality digital and video assets therefore jeopardising the added value of the project.</p>
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**Outputs, Outcomes and Impact**

**The funding recipient will be responsible for reporting against all outputs, outcomes and impacts detailed below.**

**Outputs and Outcomes: specific deliverables from the overall project**  
 Complete one column per output/outcome

<p>Outputs &amp; Outcomes Category (Choose either: Jobs, housing, business assists, skills, land and commercial property, transport, other, Enterprise Zone)</p>	<p>Other</p>	<p>Other</p>	<p>Other</p>	<p>Other</p>	
<p>Outputs &amp; Outcomes Sub Category</p>	<p>Place marketing – Visit website new users</p>	<p>Place Marketing - Investment website new users</p>	<p>Digital and video assets developed</p>	<p>Place Marketing Visit Leicester You Tube views</p>	
<p>Detailed description</p>	<p>New users</p>	<p>New users</p>	<p>Number of assets</p>	<p>Video views</p>	

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Baseline Value	270,524	2,484	1	292/yr	
Output or Outcome?	Outcome	Outcome	Output	Outcome	
How will the output / outcome be measured	Google Analytics	Google Analytics	Asset in place	YouTube analytics	
Measurement Source	Google Analytics	Google Analytics	Asset in place	YouTube analytics	
Who is responsible for measuring the benefit?	Place Marketing Team	Place Marketing Team	Place Marketing Team	Place Marketing Team	
Assumptions	Place Marketing will drive website traffic	Place Marketing will drive website traffic	None	Place Marketing will drive YouTube reach	
What are the risks or issues to realising the benefit	Social media and marketing does not attract visitors or investors	Social media and marketing does not attract visitors or investors	Unable to film due to lockdown	Social media and marketing do not drive users to YouTube	

**Measures**

For each of the Outputs / Outcomes identified please provide the forecast of when they will be delivered. For example, if the project outputs were 175 homes this might look like-

Period: March 2020, Units: Number, Target: 100

Period: March 2021, Units: Number, Target: 75

Period	March 2022	March 2022	March 2022	March 2022	
Units	New Visit web users	New Invest web users	Digital and video assets	Video views	
Target	400,000	5,000	35	1000	

**Additional Benefits**

Please identify which, if any, of the following social value impacts apply to your project.

Where you have identified a relevant wider impact, please provide a brief explanation (max 100 words)

Employing locally and responsibly	Yes
If yes, please provide a brief explanation (Max 100 words)	Recruitment advertisement (potential secondment opportunity)
Sourcing locally	Yes
If yes, please provide a brief explanation (Max 100 words)	Will use locally-based creative agencies where possible within the procurement strategy as there is a significant talent pool across Leicestershire.
Supporting and engaging with local communities	No
If yes, please provide a brief explanation (Max 100 words)	
Improving environmental sustainability	No

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If yes, please provide a brief explanation (Max 100 words)	
Doing business ethically	As per council Procurement Strategy.
If yes, please provide a brief explanation (Max 100 words)	

<b>Impacts</b> Please identify the impacts this project will have. Consider issues including unlocking sustainable economic growth, social inclusion, wellbeing and environmental sustainability.			
Outcome (e.g. jobs unlocked, homes unlocked)	Quantity (e.g. number of jobs, number of new homes)	Baseline value	Assessment (e.g. who will measure the outcome, when and how will it be measured)
Increasing the number of visitors to Leicester and Leicestershire	Increase by 5%	34.93bn in 2019 to be adjusted to reflect Covid	STEAM data collated annually by Place Marketing
Jobs unlocked	Increase by 10%	548 jobs in 2019/20 to be adjusted to reflect Covid	Inward Investment data collated quarterly by Place Marketing
Will particular groups of people be affected by the intervention? Will the impact be positive or negative? Please explain. (Max 100 words)	Business owners and visitors/investors, as well as land owners, developers and agents, all positively as the project supports business growth and investment. People thinking about moving home.		
How will the intervention impact on the natural and built environment? (Max 100 words)	N/A		

**Monitoring and Evaluation**

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<p>How will you evaluate the success of the project?</p>	<p>The Project will be managed by the Place Marketing Manager and reported to the Place Marketing Strategic Management Group as quarterly reporting, which will include analysis of:-</p> <ul style="list-style-type: none"> <li>- Delivery of targeted assets and their deployment as part of the Place Marketing Team tourism and inward investment campaigns.</li> <li>- Tourism businesses and destinations using Uncover The Story in their individual marketing campaigns</li> <li>- Engagement levels with online campaigns</li> <li>- Business leads generated in the targeted sectors</li> </ul> <p>Success will be achievement of the blended factors above. It is anticipated that success may be longer term due to the nature of the interventions and this will be monitored as part of the day to day work of the Place Marketing team who monitor and report on visitor numbers and business enquiries/jobs created.</p>
<p>Are the costs of monitoring and evaluation included in your project budget?</p>	<p>No</p>

<p><b>Financial Case</b>  <b>Demonstrate adequate consideration of costs and funding strategy. Please provide the annual cost profile for the life of the project. You will be expected to deliver the scheme within the cost profile when agreed. Confirmation will be required that any cost overruns will be met by the project sponsor.</b></p>	
<p>What is the total cost of the project (£'s)?</p>	<p>185,000</p>
<p>If this application is for Project Development Funding, what is the expected total cost of the substantive project (£'s)?</p>	<p>No.</p>

<p>Please explain how the costs have been estimated and price base.</p>	<p>The costs have been estimated based on:</p> <p><b>- a procurement exercise for the development and delivery of promotional videos, plus design development and delivery of accompanying digital assets. Estimate: £30,000</b></p> <p>Costing details are based on: 10 days filming; 10 days post-production; 3 days script &amp; asset copy production; 5 days design development; 5 days account management;</p> <p><i>(Note: I have checked these costings with City Marketing. We will be required to use their commissioning routes)</i></p> <p><b>-a procurement exercise for the set up and coordination of a multi-channel digital advertising campaign. Estimate: £55,000</b></p> <p>Costings are based on a spread of spend across google adwords 20%, Facebook &amp; Instagram ad campaigns 20%, digital radio/tv ad campaign 60%</p> <p><i>(Note: recent Leicester BID one-month digital advertising campaign cost £30,000 alone for a 25mile radius reach to promote their Shop Leicester campaign)</i></p> <p><b>-and a procurement exercise to develop and deliver media campaign support: Estimate: £40,000</b></p> <p>Costing are based on: development and delivery of launch campaign; development and delivery of spring / summer media campaign; targeting local, regional media synchronised across print, broadcast and online channels.</p> <p><i>(Note: Leicester City Christmas marketing agency campaign had £25,000 allocated to it for a very parred down set of activities due to covid)</i></p> <p><b>-Consultancy brief for Space Park/Pioneer Park Estimate: £20k</b> – to be market tested, but this is based on other contracting</p> <p><b>- Communications and Marketing Officer £40k</b> – Grade 7 post during 2021/22 – Salary Range £28,672-£31,346 (with on-costs - £39,502-£43,298).</p>
<p><b>Funding Requirements and Match Funding</b></p>	
<p>What is the total funding requirement being requested (£'s)?</p>	<p>185,000</p>
<p>What assumptions is this figure based upon?</p>	<p>Contract values being achieved.</p>

<p>What is the total match funding that will be provided (£'s)?</p>	<p>A dedicated management resource will be available as match funding throughout the project – involving the Place Marketing Manager and other members of the Place Marketing team as appropriate. Estimated staff match funding is expected to be in the region of £15-25k including oncosts during 2021/22.</p> <p>It is noted that due to the nature of the project, the delivery outputs will be fully integrated within the work of the Place Marketing Team and available to key stakeholders as part of the overall package of Place Marketing used to attract visitor and investors to Leicester and Leicestershire. Preparatory work around development of the Uncover The Story branding (£7.5k) has not been included as project match funding as this is already committed and spent prior to project approval.</p>
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Sources of Funding (£'s)				
Please identify all the individual sources of funding for the life of the project. Sources of funding should add up to the Total Cost of the Project				
Funding Source	Amount (£'s)	Percentage of Budget (%)	Confirmed	Description
LLEP A	185,000	90%	Application	
Leicester City Council	20,000	10%	Existing staffing resource to manage and oversee project delivery.	Officer time

Financial Profile	
For each funding source identified, please provide the amount of funding required for each financial year.	
Period - Select March as end of financial year	N/A
Description ( If not applicable enter NA)	
Planned Amount £'s (Only include VAT if not recoverable)	
Funding Source	

Business Rates Income Profile (£'s) (To be completed for Enterprise Zone funding applications only)	
Will business rates be generated as a direct result of this development?	N/A

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Amount (£'s)	
Year	
Comment	

<b>Loan Funding Repayment – To be completed by loan applicants ONLY</b>	
Payback Mechanism	N/A
Amount	
Repayment Date	
What security will you offer against the loan	
Please explain how you will manage the repayment schedule	

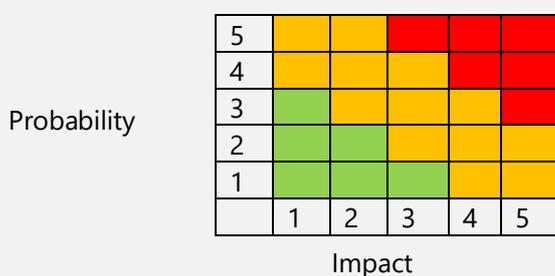
<b>Commercial and Management Case</b>	
Partnerships for Delivery Demonstrate that Project will be delivered by the stated completion date.	
Identify partners involved in the project and demonstrate shared commitment to delivery.	Lead Partner is the Place Marketing Team, employed by Leicester City Council to deliver Place Marketing across Leicester and Leicestershire
Have you spoken with the Local Authority for where your project will take place regarding this project?	Yes – City and County involved.
<b>Effective Governance</b>	
Briefly explain proposed governance structure, including reference to partners if appropriate.	The Place Marketing Strategic Management Group for Leicester and Leicestershire will be responsible for delivery, monitoring and evaluation of the project.
How will the project be managed?	The project will be managed by the Place Marketing Manager and overseen by the Director of Inward Investment and Place Marketing.

<b>Capacity and Risk Management</b>		
Briefly explain the most significant risks to the <b>overall delivery</b> of the project, including financial and commercial risks, and proposed mitigation (e.g. resource capacity, procurement issues, uncertainties on business cases, cost overruns. Identify proposed mitigation measures.)		
Risk Identifier	Risk name	Description of risk including potential impact.
1	Financial risk	There is a risk that the outsourced work is slowed or made more difficult due to the pandemic, for example, liaising with businesses to produce material. Regular project meetings will be held to effectively manage this financial risk and balance the scope of the project to reflect budget available – reducing risk of cost overrun.

2	Procurement issues	The Council has a good Procurement Policy in place which will be used to ensure smooth running of the contract. There is a risk that no business proposes a quote for the works however based on previous experience this is considered a low risk. It would however delay the project.
3	Impact risk	There is a risk that even with a high profile place marketing campaign that the economic impacts are not able to be delivered due to macro economic factors and need for post covid recovery. The outcomes of a significantly improved profiling for tourism and investment will be clearly demonstrated using digital analysis techniques.

**Probability & Impact**

Please select the point on the matrix where the probability and impact converge to indicate the risk assessment.



Risk Identifier	Risk Assessment	Mitigating Action	Risk Assessment post mitigation
1. Financial Risk	P2, I2	Regular structured contract management	P2, I1
2. Procurement issues	P1, I1	Regular structured contract management	P1, I1
3. Impact Risk	P3, I3	Regular monitoring of outcomes to shape effectiveness of marketing campaigns	P3, I1

**Dependencies**

If this project is dependent on outputs from other projects, please provide further details	No.
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**Supporting Information**

Supporting Documents	None
File name	
If 'other' please specify	
Description	

**Declaration**

March 2019

I declare that to the best of my knowledge, the information included within this form is accurate.	
Name	Mike Dalzell
Date	
Job title	Director of Tourism, Culture and Investment
Organisation	Leicester City Council
Are you authorised to submit this business case on behalf of the Promoting Organisation?	Yes
Whilst we will treat your application with the utmost confidentiality, please be aware that we will use this information to carry out an appraisal on your project. The LLEP is a partnership and the information you provide may be shared with relevant local and national partners and third party organisations.	
Any personal data that you provide will be processed in accordance with current data protection laws. It will be used by Leicester City Council and <a href="#">our partners</a> to deliver and improve services and fulfil our contractual duties. We will not disclose any personal information to anyone else unless required or allowed to do so by law. Read more about how we use personal data in our Privacy Notice on our website: <a href="http://www.leicester.gov.uk">www.leicester.gov.uk</a>	







Decision Paper

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## LOCAL GROWTH FUND UPDATE Q3 2020/21

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### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide an update on the activity concerning the LGF in Q3 of 2020/21. Furthermore, it is to present the LGF data return for Q3.

### 2. RECOMMENDATIONS

2.1 The LLEP and the Accountable Body recommend the Investment Panel to:

- a) Note the LGF 2020/21 Q3 outturn position
- b) Approve the LGF data return for Q3 2020/21

### 3. LGF Q3 FINANCIAL POSITION 2020/2021

3.1 Quarter 3 claims were received and processed at the end of December resulting in the following expenditure against forecasts:

Project	2020/21 Q3		All Years
	Forecast	Actual	Balance
Leicester North West Major Transport Scheme (A50/A6)	0.00	0.00	0.00
Leicester Strategic Flood Risk Management Strategy	489,745	312,487	-1,586,991
National Space Centre Vision 2025	154,767	180,721	-474,046
Commercial Workspace Pioneer Park	77,913	77,913	0.00
Space Park Leicester	0.00	0.00	0.00
M1 J23	0.00	0.00	0.00
<b>Total £</b>	<b>722,425</b>	<b>571,121</b>	<b>-2,061,037</b>

3.2 As can be seen in the above table, 4 out of the 6 projects due to claim their final grant in this financial year have already claimed their remaining balance leaving a programme balance of just over £2m.

3.3 To put this into context please see table below showing the whole programme spend:

## PAPER E

Project	Grant Allocated	Actual to date	Balance
Leicester North West Major Transport Scheme	£16,200,000	£16,200,000	£0
Skills Training Centre MTI	£9,500,000	£9,500,000	£0
Leicester Waterside	£20,000,000	£20,000,000	£0
Skills and Innovation Village - Leicester College	£3,270,000	£3,270,000	£0
Bridging the Gap - Great Central Railway	£1,000,000	£1,000,000	£0
Local Sustainable Transport Fund (Hinckley)	£3,640,000	£3,640,000	£0
North City Centre Access Investment Programme	£8,960,000	£8,960,000	£0
Superfast Broadband	£3,100,000	£3,100,000	£0
Leicester Strategic Flood Risk Management	£7,500,000	£5,913,009	£1,586,991
A511 Growth Corridor	£4,640,000	£4,640,000	£0
Strategic Employment Site Lubbesthorpe	£3,250,000	£3,250,000	£0
Connecting Leicester (Market and Central)	£7,200,000	£7,200,000	£0
Melton Cattle Market	£3,500,000	£3,500,000	£0
Developing Commercial Workspace - Pioneer Park	£2,614,000	£2,614,000	£0
Developing Commercial Workspace - Coalville	£2,367,494	£2,367,494	£0
Market Harborough Line Improvements	£3,000,000	£3,000,000	£0
National Space Centre Vision 2025	£1,149,712	£675,666	£474,046
National Space Park/Pioneer Park Infrastructure	£5,000,000	£5,000,000	£0
Space Park Leicester	£8,175,160	£8,175,160	£0
M1/J23 and A512 Improvements	£12,000,000	£12,000,000	£0
	<b>£126,066,366</b>	<b>£124,005,329</b>	<b>£2,061,037</b>

### 4. PROGRAMME PROGRESS

4.1 In terms of financial spend the LGF programme is well on its way to achieving full expenditure by the end of the year with c£2m left for the two remaining projects to claim. Final claims are expected mid-March for payment by year-end.

4.2 Concerns were raised in the last report regarding two of the projects left to claim: **National Space Centre** and **Leicester Strategic Flood Risk Management Strategy (River Soar)** both of which have been impacted by Covid-19.

- a) **National Space Centre** – since the PCR was approved the project has made good progress and the spend in this quarter was above forecast. Progress will continue to be monitored however currently there are no further concerns.
- b) **River Soar** – monthly meetings are being held with the project manager to keep up to date with progress. The project comprises various individual schemes and each one is talked through. The majority are either completed or near completion at the time of writing (January) with two schemes potentially at risk of winter weather conditions as mentioned in the last report. However, despite the heavy rain over the Christmas period, no issues have been reported and the weather is looking dry for the remaining period leading to

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completion. The contractor appointed to undertake these schemes is experienced in dealing with such conditions and they are registered with the Environment Agency's flood alert system so will get advance notice of any potential risks.

- 4.3 The LLEP will continue to liaise with the Accountable Body regarding the financial position and any risk in expenditure, so that any unspent funds can be managed to make them available into 2021/22.
- 4.4 While the programme funding is to be spent by year-end, monitoring will continue with regard to the claiming of match funding and outputs, which for some projects will not be achieved until 2024/25. A progress report on this will be included in Quarter 4.

### 5. LGF DATA RETURN Q3

5.1 The detail behind the Q3 Data Return (see also Appendix 1) is as follows:

a) Financial Progress (Table 1)

- i. LGF Outturn – in Q3, as per the above note, three out of the six projects have defrayed giving an outturn for the quarter of £571,121 which in total brings the cumulative spend this year to date to £15,835,680 against a forecast of £15,114,630 – therefore in a favourable position.
- ii. Non LGF Expenditure – a small amount of 'match funding' has been claimed in this period however the majority of match is expected to be claimed by the end of the financial year therefore this is not currently a concern.

b) Deliverables Progress (Table 2)

- i. Job and housing targets will mostly be the result of future impact of the funding therefore will be achieved at a later stage. Other outputs are also forecast for later in the year.

c) Contractual Commitments (Table 3)

- i. Full commitment is in place for 2020/21.

d) RAG Ratings (Table 4)

- i. Risks are measured against delivery, finance and reputation and compare the current position against that in the previous quarter;
- ii. GD09 Strategic Flood Risk Management – this project remains Amber/Green as per Quarter 2 as the project is behind on spend against forecast. The project advises that full spend will be achieved;
- iii. GD18 Building Extension: National Space Academy – this project has now been moved to Green as the PCR was approved and scheme updated accordingly.

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Table 1 Financial Progress to 31st December 2020

Financial Progress								
LGF Award	2015-16	2016-17	17-18	18-19	19-20	20-21	Total	
	£23,730,000	£31,844,736	£23,968,028	£15,694,684	£12,932,202	£17,896,716	£126,066,366	
<b>LGF Outturn</b>	<b>This Quarter</b>		<b>15-17</b>	<b>Financial Year</b>				<b>Total</b>
				<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	
Actual	£ 571,121		£ 55,574,736	£ 23,968,028	£ 15,694,683	£ 12,932,202	£ 15,835,680	£ 124,005,329
Forecast for year	£ 17,896,717		£ 55,574,736	£ 23,968,028	£ 15,694,683	£ 12,932,202	£ 17,896,717	£ 126,066,366
Progress towards forecast	3%			100%	100%	100%	88%	98%
<b>LGF Expenditure</b>								
Actual	£ 571,121		£ 55,574,736	£ 23,968,028	£ 15,694,683	£ 12,932,202	£ 15,835,680	£ 124,005,329
Forecast for year	£ 17,896,717		£ 55,574,736	£ 23,968,028	£ 15,694,683	£ 12,932,202	£ 17,896,717	£ 126,066,366
Progress towards forecast	3%			100%	100%	100%	88%	98%
<b>Non-LGF Expenditure</b>								
Actual	£ 687,540		£ 29,801,020	£ 21,804,106	£ 29,349,413	£ 12,658,479	£ 4,567,409	£ 98,180,428
Forecast for year	£ 49,035,501		£ 29,801,020	£ 21,804,106	£ 29,349,413	£ 12,658,479	£ 49,035,501	£ 142,648,520
Progress towards forecast	1%			100%	100%	100%	9%	
<b>Total LGF + non-LGF Expenditure</b>								
Actual	£ 1,258,661		£ 85,375,756	£ 45,772,134	£ 45,044,096	£ 25,590,681	£ 20,403,089	£ 222,185,757
Forecast for year	£ 66,932,218		£ 85,375,756	£ 45,772,134	£ 45,044,096	£ 25,590,681	£ 66,932,218	£ 268,714,886
Progress towards forecast	2%			+100%	+100%	+100%	+30%	83%

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**Table 2 Deliverables**

Deliverables Progress										
Housing	This Quarter		15-17	Financial Year					Total	
				17-18	18-19	19-20	20-21	21-25		
Houses Completed	0		188	652	696	128	0	-	-	1,664
Forecast for year	805		0	444	494	652	805	7,008		9,403
Progress towards forecast	0%		-	147%	141%	20%	0%	-	-	18%
<b>Jobs</b>										
Jobs Created	0		54	905	428	15	1	-	-	1,403
Apprenticeships Created*	0		0	0	0	0	0	-	-	0
Jobs including Apprenticeships	0		54	905	428	15	1			1,403
Forecast for year	1,020		15	207	1,290	826	1,020	6,252		9,610
Progress towards forecast	0%			437%	33%	2%	0%	0%	-	15%
* Apprenticeships included within jobs totals prior to 2017										
<b>Skills</b>										
Area of new or improved floorspace (m2)	0		1,922	0	2,191	0	0	-	-	4,113
Forecast for year	0		1,922	0	2,191	0	0	0		4,113
Progress towards forecast	-		100%	-	100%	-	-	-	-	100%
Number of New Learners Assisted	0		109	403	628	930	0	-	-	2,070
Forecast for year	400		105	202	442	569	400	0		1,718
Progress towards forecast	0%		104%	200%	142%	163%	0%	-	-	120%
<b>Transport</b>										
Length of Road Resurfaced	0.0		3.4	0.0	0.8	1.0	2.4	-	-	7.5
Length of Newly Built Road	0.0		0.4	0.0	0.0	0.0	1.6	-	-	2.0
Length New Cycle Ways	0.0		28.8	4.9	0.0	2.0	3.1	-	-	38.8

**Table 3 Contractual Commitments**

Contractual Commitments (manual entry)										
			15-17	17-18	18-19	19-20	20-21	Total		
Forecast			£ 55,574,736	£ 23,968,028	£ 15,694,684	£ 12,932,202	£ 17,896,716	£ 126,066,366		
Actual			£ 55,574,736	£ 23,968,028	£ 15,694,684	£ 12,932,202	£ 17,896,716	£ 126,066,366		
Variance			+0%	+0%	+0%	+0%	+0%	+0%		

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**Table 4 - RAG Ratings**

<b>Project Name</b>	<b>Previous Quarter Q2_2021</b>	<b>This Quarter Q3_2021</b>
A50/A6 Improvements	G	G
Skills Training Centre	G	G
Waterside Regeneration	G	G
Skills and Innovation Village	G	G
Bridging the Gap	G	G
Local Sustainable Transport Fund Round 2	G	G
North City Centre Access IP	G	G
Accelerated Broadband	G	G
Strategic Flood Risk Management	AG	AG
M1 j22 improvements	G	G
Lubbesthorpe	G	G
Connecting Leicester	G	G
Melton Cattle Market	G	G
Coalville Workspace Programme	G	G
Market Harborough Line Speed Improvement	G	G
Developing Commercial Workspace, Pioneer Pa	G	G
National Space Centre: Vision 2025	AG	G
National Space Park / Pioneer Park Infrastructure	G	G
Space Park Leicester	G	G
M1 J23 and A512 Improvements	G	G

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### **Summary of appendices:**

Appendix 1 - LGF Data Return Q3 2020-21

### **For further information please contact:**

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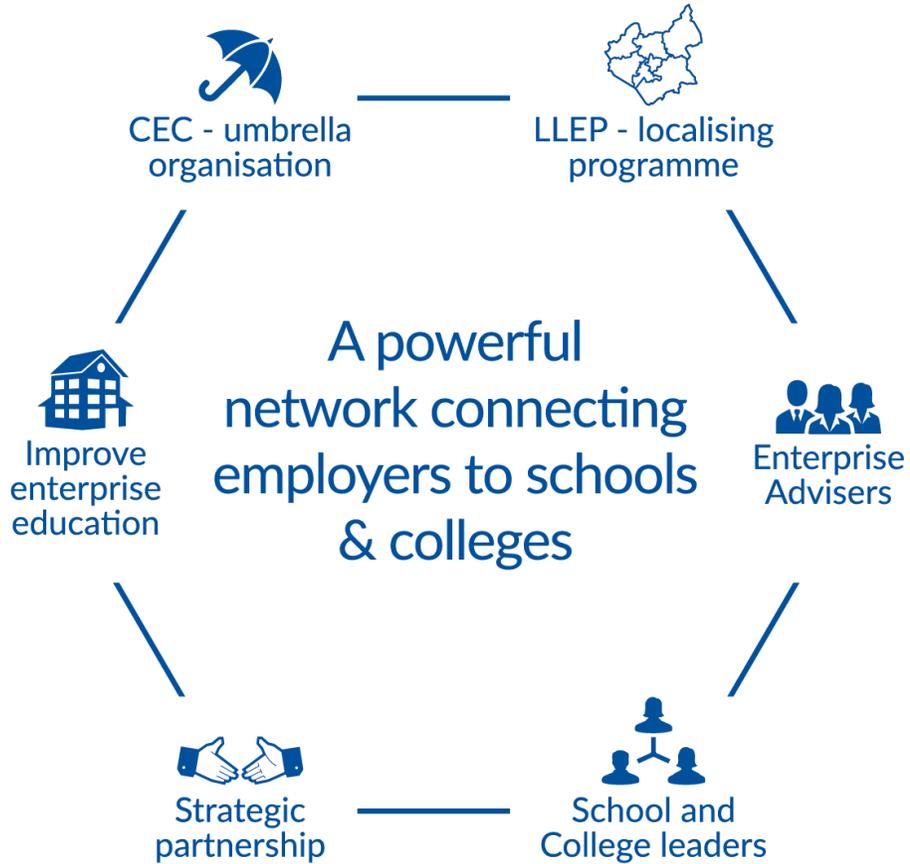


# Enterprise Adviser Network

*Gerarde Manley, Careers Hub Manager*

# Background

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## Gatsby Benchmarks for Good Career Guidance

- 1 A stable careers programme
- 2 Learning from Career and Labour Market Information
- 3 Addressing the needs of each pupil
- 4 Linking the curriculum to careers
- 5 Experiences of workplaces
- 6 Encounters with employers & employees
- 7 Encounters with Further and Higher Education
- 8 Personal guidance

# Overview

## EAN Team

1 Hub Manager  
1 Hub EC  
4.5 ECs

## Schools and Colleges



## Wave 1 Careers Hub



## Enterprise Advisers



- Historically funding has been 50% LLEP & 50% Careers and Enterprise Company
- Pooled Business Rate £100k Phase 1 (completed) and £100k Phase 2 (Current)
- CEC maximum value of match funding £172k (Sept 2020 – August 2021)
- Current LLEP and CEC funding secured to 31st August 2021
- Hub Manager is fully funded by CEC
- 1 FTE EC funded 50% by local Ofs Uni Connect (Pathways) 50% CEC
- Additional CEC Grant funding to support schools
  - Flexible Hub Fund (£1k per school)
  - Sustainability Fund (£34.9k)
  - SEND CoP (£1.5k)

# Impact of the EAN

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Key Performance Indicator	EAN			Careers Hub		
	Fully achieved to date	LLEP Average	Target 2020/21	Fully achieved to date	LLEP Average	Target 2020/21
A stable careers programme	23%	78%	n/a	50%	90%	95%
Encounters with employers and employees	46%	74%	70%	50%	83%	80%
Experiences of workplaces including partial achievement	35% Full 54% Partial 11% no activity	61%	60% Full 40% Partial	50% Full 45% Partial 10% no activity	71% Full	70% Full 30% Partial

- Impact of COVID on Benchmarks 5 and 6
- Impact of new schools as we scale up
- Increased capacity in the LLEP EAN team

# Impact of the EAN

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All schools benchmarked with a careers action plan in place

44 Qualified Leaders in our Schools and Colleges

Community of Practice across the city and county

LLEP Cornerstone Employer Network

Local LLEP EAN initiatives directly impacting on young peoples live chances

CSN  
UBYF  
World of Work  
Future Me

# Future direction / challenges

All schools are  
part of the EAN  
with a LLEP  
EC and EA

Support the  
Recovery  
Curriculum

Stimulate  
Meaningful  
(virtual)  
Encounters

Awareness of  
Local LMI and  
Growth Sectors

Collaborate on  
Digital Poverty  
Digital Divide

NEET  
Prevention / no  
child left  
behind

Embedded in  
LLEP Skills  
Strategy / SAP  
representation

Match funding

# From the network...

*Being the lead school in our thriving Leicester and Leicestershire LEP Hub has given us a platform to share more widely beyond the City of Leicester. Our partner schools, at least one from every district, have made great strides to achieving the benchmarks but more importantly in serving the students at their school with quality careers education*

**Paula Staley, Assistant Headteacher and Careers Leader – Beaumont Leys School**

*It's a great network of likeminded people and organisations that genuinely want to make a difference. We have collaborate with a number of members on wide projects that has created huge value in helping to bridge education and business. It is a great way to give something back, where you and tangibly see the impact.*

**Dan Lamoon, MD – Colab Creation and EA for South Charnwood High School**



