

# Liverpool City Region LEP

## Delivery Plan

2021/2

## Executive Summary

This is the third Delivery Plan of the Liverpool City Region Local Enterprise Partnership (LCR LEP) which builds on the successful delivery of the 2020/21 Plan. The Plan is set out in a similar structure to the previous plans as follows:

**1. Governance:**

Administration and application of the governance arrangements between the LCR LEP and the Mayoral Combined Authority (MCA) which includes extension and strengthening of LEP strategic advisory boards with significantly increased diversity and inclusion supported by detailed sector intelligence to inform strategy and policy and its translation into practical delivery that improves LCR economic performance

**2. Strategic Priorities:**

Our strategic priorities which have been developed in conjunction with the MCA, against the backdrop of recovery from the covid pandemic and building on the economic strengths and opportunities in the City Region – to make our City Region Economy Stronger, Cleaner and Fairer.

**3. Delivery:**

How the capital and revenue funds awarded to the LEP will support and enable delivery of these strategic priorities – and how the LEP is seeking to influence other resources and partners to meet the strategic priorities it has set out.

**4. Outputs and Outcomes:**

Our performance dashboard and narrative sets out the key annual targets and how we will monitor the delivery of programme expenditure, outputs and outcomes

## 1. Governance

- LCR LEP will continue to provide strategic business insight and guidance to inform the Combined Authority and other public sector partners on the most effective use of public funds to drive Liverpool City Region growth through its main and its sector sub boards;
- LCR LEP will continue to strengthen its main board and sub boards through increased diversity and inclusion and closer alignment with the MCA policy and strategic commissioning roles;
- LCR LEP will continue to have oversight and report on the outputs generated by key capital funds (e.g. Local Growth Fund and Getting Building Fund) as determined by Government;
- LCR LEP and MCA will apply the amended joint National Local Growth Assurance Framework (NLGAF), which sets out responsibilities of the respective organisations;
- LCR LEP and LCR MCA's jointly created City Region Growth Company, Growth Platform, will continue to manage delivery of business support and investment services funded through Government revenue (Growth Hub from BEIS and Exports from DIT) and commissions by the MCA to ensure the business ecosystem is clearer and simpler for businesses to navigate;
- In spite of ongoing uncertainty generated by the Government's LEP Review, partners are committed to ensuring the highly effective Partnership we have established remains independent, relevant, simple and sustainable for the long-term benefit of the City Region.

## 2. Strategic Priorities

The City Region's Strategic Priorities for 2021/2 are set out in the Liverpool City Region Corporate Plan 2021-2024 developed by the MCA with support from the LEP. This builds upon previous excellent, collaborative work on our Local Industrial Strategy which was submitted to Government in March 2020.

The strategic priorities are simple and clear:

***“A Stronger, Cleaner, Fairer City Region where no one is left behind.”***

This is built upon the following principles:

- **Stronger:** We will be recognised on the international stage as a hub of good business and innovation. We will have secured investment to continue to develop our unique specialisms and be known for our expertise in science and innovation. There will be significantly more businesses providing good quality jobs for our residents.
- **Cleaner:** We will be recognised as a pioneer in sustainable approaches to living, travel and doing business. With a relentless focus on addressing the climate emergency we will place ourselves at the forefront of the Green Industrial Revolution. We will become a UK leader in clean energy, generating power from tidal, offshore wind, and hydrogen
- **Fairer:** We will be recognised as a leader in social innovation and one of the most inclusive economies in the world. We will have taken proactive action to tackle inequality and provide more opportunities for all of our residents
- **Connected:** We will be recognised as a pioneer in sustainable approaches to living, travel and doing business. With a relentless focus on addressing the climate emergency we will place ourselves at the forefront of the Green Industrial Revolution. We will become a UK leader in clean energy, generating power from tidal, offshore wind, and hydrogen
- **Vibrant:** We will be a great place to live, visit, work and invest. We will continue to invest in our international brand and developing a world-leading cultural offer. Our City and town centres will be creatively reimagined, providing opportunities for businesses and supporting the wellbeing of all communities

## 3. Delivery

Operating within the strategic priorities set out in the Corporate Plan, the LCR LEP will use the following mechanisms to affect delivery:

- i. Insight, advice and guidance into the MCA decision making process on policy, strategy and delivery related to the use of capital and revenue funds related to business investment and growth through main LEP and Sector Boards and active engagement on MCA Investment Panels etc.

- ii. Performance Monitoring of business and investment projects funded through the MCA working closely with CA colleagues and frequent operational performance meetings.
- iii. Further development and expansion of Growth Platform as the City Region Growth Company with delivery and expansion of locally led initiatives including Investment Service, Business Growth, Export Plan and Skills for Business.
- iv. Development and implementation of new initiatives to take forward the Corporate Plan, particularly through Growth Platform and its network of partners and suppliers.
- v. Encourage and support businesses to develop investment proposals to drive growth especially in the LCR's growth sectors and aligned to the Corporate Plan.

There are a range of significant projects and initiatives that will form the basis of this delivery that will be commenced or completed in 2021/2 delivering outputs during the year directly involving the LEP and its delivery arm, Growth Platform. These outputs will be actively monitored and reported on to LEP and Growth Platform Boards. These projects and priorities are a mixture of those where we partner with Government and those funded by MCA and local partners. These projects include:

#### Business

- Establish **Liverpool City Region Freeport** as one of 8 Freeports in the UK to increase trade, investment and business growth (MHCLG)
- **Support 2800 businesses** through our Growth Hub Network (BEIS)
- Deliver 14 effective **Peer to Peer business networks** in the City Region (BEIS)
- Establish and deliver a **Liverpool City Region Export Plan** to support 100 businesses to export more (DIT)
- 200 businesses with access to finance and investment readiness support via **Finance Hub**
- **100 High Growth businesses** supported to accelerate growth

#### Investment

- 3 Major sector **investment campaigns** delivered (MCA)
- **41 Inward Investment Projects** secured through Inward Investment Service (DIT/MCA)
- **400+ jobs created** through inward investment projects (DIT/MCA)

#### Skills

- 230 businesses engaged to upskill their staff (MCA)
- 440 apprenticeships created (MCA)
- 1750 people trained (MCA)
- **Careers Hub** supporting 134 schools – all actively engaged (CEC)
- **Gatsby Benchmark** targets for schools and students met (CEC)

## 4. Outputs

The purpose of the LCR LEP, working with the CA and partners, is to deliver “A Stronger, Cleaner, Fairer City Region where no one is left behind.”

It will achieve this inclusive growth through an effective partnership between business, communities, education and public sector partners. Operational performance towards these objectives will be monitored through a performance dashboard of operational outputs delivered through our key projects.

## Introduction

LCR LEP was established in March 2012 founded on a longstanding existing economic development body called The Mersey Partnership.

With a mission to drive economic growth, the LCR LEP works with partners from the public, private and other sectors to develop a strategy for growth, oversee its implementation and where appropriate engage in delivery of business growth activities directly and with partners.

Over the last 5 years the institutional landscape has changed significantly with the establishment of a Mayoral Combined Authority (MCA), and the election of the City Region's first Metro Mayor in May 2017. In 2018, the Government completed its Ministerial Review "Strengthened Local Enterprise Partnerships" and as a result the LCR LEP's structure, governance and role was significantly reshaped to respond to this new landscape.

This culminated in the development of the LCR LEP's first Delivery Plan in 2019/20, setting out how the LCR LEP works, from its governance, influence and decision making through to its strategic priorities and delivery activity. This Delivery Plan demonstrated how LCR LEP was both fully compliant with the Ministerial Review and how it works with the MCA, Local Authorities and the private sector to deliver inclusive growth through partnership in the City Region. This was further developed in the Delivery Plan for 2020/21 in the grip of the covid pandemic, lockdown and great economic uncertainty.

That both of these plans delivered fully to their priorities and output targets, and in many cases massively exceeded them, in the face of these challenges is testimony to the robustness and agility of the LEP and its many partners, especially the MCA, to respond to economic challenges and align its resources to meet the needs of its community.

This new Delivery Plan and the underpinning Corporate Plan it will help deliver, have been prepared to help navigate the City Region's economy through the ongoing pandemic challenges through to a period of recovery and growth, building an economy that is stronger, cleaner and fairer where no one is left behind. It has been prepared, too, against a backdrop of uncertainty, generated by the Government's Review into the role of LEPs and the delay in the determination of that Review from early summer to late Autumn 2021.

Our economic partnership predates the formation of the LEP by over 20 years and will continue to bring together the interests, insight and collaboration of the wide range of private and public sector partners that make this City Region so special. We hope to do this with the full support of the Government which has contributed significantly to the positive impact of this partnership to the City Region over the last 10 years.

# 1. Governance

## Role and Structure

The LCR LEP and MCA work together to deliver the Liverpool City Region Corporate Plan for the City Region. The LCR LEP provides strategic advice and guidance on economic development priorities while the MCA brings democratic accountability and oversight for the City Region. Working together in this way gives us the insights and benefits of both the public and private sectors.

LCR LEP went through a thorough review and restructure and with effect from April 2019 assumed the legal personality of the LCR MCA to simplify investment and commissioning arrangements. These changes maintained the LCR LEP's role as the primary City Region body for promoting economic development and allow it to act in conjunction with the MCA to increase the impact of funds awarded to it and galvanize the private sector to support the priorities for growth set out in the City Region's recently published Corporate Plan. LCR LEP and MCA work to a joint NLGAF which sets out roles and responsibilities of the respective organisations.

These governance changes maintain the LEP Board's role in maintaining oversight and accountability for Local Growth Fund investment and other funds that are awarded to it. The LEP Board will not only provide strategic advice and guidance but commission intervention through the MCA to support growth with funds awarded to it such as the Growth Hub. The governance and executive arrangements provide greater alignment and investment impact whilst retaining independence. This is important as the LEP is now part of the MCA's legal personality, however these arrangements ensure it does not compromise its independence.

## The Role of LEP Boards

In addition to the main LEP Board, LCR LEP has a number of sub boards and panels in order to ensure it is fully reflecting the strength and diversity of the City Region's economy. These predominantly represent those sectors of the economy that provide the greatest opportunity to deliver sustained growth and increased productivity and contribute to the Local Industrial Strategy. These include:

- Advanced Manufacturing
- Digital & Creative
- Health & Life Science
- Clean Growth
- Built Environment
- Professional & Business Services
- Visitor Economy
- Innovation
- Enterprise/Business Growth
- Employment & Skills Board
- Careers Hub Board
- Race Equality Working Group

In addition, it has an active role in establishing the Liverpool City Region Freeport Board in conjunction with MCA and Local Authorities.

The sub boards feed directly into the main LEP Board and provide a rich source of intelligence and insight in helping the LCR LEP better inform the MCA on how funds are allocated to business growth.

Within these boards and the LEP Board, the wider public, voluntary and community-based bodies are represented and engaged. They inform the main strategies helping to ensure that programmes are inclusive and support the delivery of inclusive growth.

In terms of consultation with the business community, the LEP Board is made up of private sector representation from each of its identified growth sectors. It also engages the wider community through its Annual Conference, briefings and insight events which are open to all. To increase diversity across its business functions it supports a Race Equality Business Support Working Group and is recruiting a Chair and Board Members extensively from the City Region's Black, Asian and Minority Ethnic communities.

The LEP Board acts in an advisory capacity and is the main conduit through which the private sector helps inform policy development and decision making within the City Region. It comprises senior decision makers across the private and other sectors while the structure provides the framework to coalesce the views of industry and ensure they are represented through the Chair of the LEP Board, in his role as a member of the MCA Board.

The LEP Chair is also the MCA Portfolio Lead for Business for the Combined Authority as of May 2021 and will Chair a portfolio board of Members drawn from Local Authority Members. This strengthens the connection between business and public leadership and is expected to increase mutual understanding in this important area of economic growth.

The relationship and interaction of the LEP Board and MCA is further strengthened by the inclusion of the Metro Mayor and two of the MCA Portfolio Holders for 'Inclusive Growth and Third Sector' and 'Education, Skills, Equality and Diversity', these are all ex-officio positions.

The LCR LEP also works at regional and national level through participation in a wider variety of associations, boards and forums that work to extend best practice and act as the springboards for future collaborations and initiatives.

In addition, the LCR LEP and MCA work closely together and share expertise as appropriate. This integration recognises the strong mutual relationship established between the organisations and symbiotic nature of our respective roles.

## **Growth Platform**

LCR LEP and MCA strengthened the executive capacity and capabilities to ensure there is a clearer, simpler model in which to deliver greater growth for the City Region, through the establishment of Growth Platform as the City Region's Growth Company.

The enhanced delivery functions are on behalf of LCR LEP and MCA, providing an effective organisation to coordinate and deliver business growth and investment interventions directly and with



partners to drive prosperity for the City Region. It brings together funding from Central Government, MCA and other local partners to affect a coherent delivery structure that delivers to both national and local priorities.

Since its establishment in 2019/20 it has become a key integrator and simplifier of the business support ecosystem in Liverpool City Region and its role is clearly set out in the LCR Corporate Plan 2021-24. It reports to a Board of Directors appointed by CA and LEP and produces an annual Business Plan in agreement with the Board, monitored through a performance dashboard and quarterly reporting arrangements.

These arrangements ensure that the LCR LEP is able to put forward the insight and guidance of the private sector to the MCA in shaping city regional economic policy, strategy and delivery; whilst Growth Platform provides an enhanced, coherent and simplified business growth and investment delivery vehicle for the City Region.

Growth Platform is commissioned by the LCR LEP, by the MCA and constituent local authorities to manage, coordinate and deliver services where appropriate to do so. It also works to attract additional external funds from both the public sector and private sectors to enhance and extend the delivery of business growth and investment services, towards the core City Region objectives as set out in the Corporate Plan.



## 2. Strategic Priorities

The LCR Local Industrial Strategy, published in March 2020, set out Liverpool City Region's vision for transforming together: delivering a competitive, clean and inclusive City Region.

The **Liverpool City Region Corporate Plan 2021-24** builds upon this and sets out a plan for the next 3 years for an economy that is stronger, cleaner and fairer, where no one is left behind. It provides a framework for our investment decisions, for our conversations with government about how we work together to maximise prosperity for all people and communities – and a framework for Levelling up the Liverpool City Region economy.






The Corporate Plan, and the economic priorities it articulates, is founded on extensive engagement and a collaborative approach between the MCA and its many partners, including the LEP and Growth Platform. Underpinned by evidence, building on earlier strategies including “Building our Future” and the 2020 Local Industrial Strategy, it is focused on a number of transformational opportunities that builds on our key assets and competencies, whilst addressing the critical issues of delivering social value and sustainability which must underpin all of our work if we are to achieve the Levelling Up of our economy which is so desperately needed.

Each of these are addressed in turn within the Plan. Taken together, the realisation of our opportunities and the range of actions set out in the Corporate Plan will support the City Region in being a stronger, cleaner and fairer economy.

Whilst the LEP is committed to supporting the Corporate Plan in its entirety, it recognises that its greatest contribution is to helping make the City Region's economy stronger and more vibrant, so our Delivery Plan focusses on those strands within the context of greater fairness, connectivity and sustainability.

The Corporate Plan is summarised visually below:



 <b>FAIRER</b>	<p>We will be recognised as a leader in social innovation and one of the most inclusive economies in the world. We will have taken proactive steps to tackle inequality, remove barriers, and provide more opportunities for all of our residents.</p>
 <b>STRONGER</b>	<p>We will be recognised on the international stage as a hub of good business and innovation. We will have attracted investment to continue to develop our unique specialisms and be known for our expertise in science and innovation. There will be significantly more businesses providing good quality jobs for our residents.</p>
 <b>CLEANER</b>	<p>We will be a net-zero carbon city region, recognised as a pioneer in sustainable approaches to living, travel and doing business. With a relentless focus on addressing the climate emergency we will place ourselves at the forefront of the Green Industrial Revolution. We will become a UK leader in clean energy production, generating power from tidal, offshore wind, and hydrogen.</p>
 <b>CONNECTED</b>	<p>We will connect all our communities to opportunity, physically and digitally. Our public transport system will be reformed, fully integrated, and provide a genuine alternative to the car. We will be the most digitally connected city region in the UK.</p>
 <b>VIBRANT</b>	<p>We will be a great place to live, visit and work. We will continue to invest in our international image and developing a world-leading cultural offer. Our city and town centres will be creatively reimagined, alongside the communities who use them, providing opportunities for businesses and supporting the wellbeing of all communities</p>

The elements of the Corporate Plan where the LEP and Growth Platform will take a particularly active role in helping to deliver are set out below:

- Strengthen and develop the **business support** offer and ensure all businesses can adapt, recover and grow in post-COVID, post-Brexit world
- Embed **Community Wealth Building** and increase the social value local businesses deliver
- **Improve the attractiveness** of the City Region as a place to do business
- Attract **investment in research & development** to drive innovation & global competitiveness
- Implement the **Visitor Economy Recovery Strategy** including destination marketing plans.
- Implement the **LCR brand strategy** to strengthen LCR's profile nationally and internationally.
- New interventions to **create more green jobs** - working with the Built Environment and Clean Growth sector boards.:
- A £3.6m Race Equality programme to **tackle systemic injustice and inequality** and drive forward positive change for our Black, Asian and ethnic minority employees and residents.
- Ensure that everyone is able to access the **mental health support** they need.
- Develop and deliver a demand-led portfolio of **ambitious employment and skills projects**, informed by sector boards, to support delivery of our strategic objectives for a fairer city region.

### 3. Delivering Growth

#### Roles and Responsibilities

The MCA lead on policy and strategy development and on commissioning major capital and revenue projects, informed by the insight and guidance, and in some cases oversight of the LCR LEP.

LCR LEP focuses on providing this strategic insight through its Boards and executive and on delivery of interventions to stimulate and support investment and business growth.

From a funding perspective, investment of capital funds is determined by the MCA, with input from the LCR LEP where appropriate, particularly around business growth, investment and skills, with revenue funds awarded to the LEP by Government and commissions from the MCA (and others) under the LEP's direction, executed through Growth Platform.

What makes the LCR LEP so important to the City Region's economy, is the role it plays, through its Boards and supported by its executive, in informing not just specific funds allocated to it by Government, such as LGF - which is now fully spent – but the wide range of other funds that come under the MCA influence and direction. This role reflects the value placed on the insight of the private sector through the LCR LEP Boards in these critical areas of the economy by the MCA and its constituent LAs. It reflects the respect and trust earned by the organization over many years, enhanced in the last 9 years as a LEP. And whilst Government ponders the future of LEPs, the firmly held intention of LEP Board Members and partners is that this powerful partnership, providing insight, intelligence to inform strategy and delivery, alongside an effective business and investment delivery vehicle, will be maintained and built upon in the years to come – under the principles of relevance, independence, simplicity and sustainability.

#### LEP Delivery Mechanisms

Operating within this strategic framework, the LCR LEP will continue to focus on five key mechanisms that will form the basis for delivery in 2021/2. They incorporate the obligations it has to ensure Central Government funding is used to deliver locally informed national growth targets through investment of the SIF. At regional level, they reflect the LCR LEP's specific responsibilities for delivering regional initiatives and helping to deliver the 2021-24 Corporate Plan. The culmination being the overall contribution the LCR LEP will make to supporting the City Region's aspiration to be a stronger, cleaner and fairer economy.

1. Structured and informed insight to inform MCA decision making on the use of capital and revenue investments that contribute to Corporate Plan objectives and targets for a strengthened and more vibrant City Region.
2. Performance Monitoring of the projects funded through the SIF/LCR investment strategy for capital/infrastructure and revenue investments where the LEP has oversight responsibility.
3. Further development of Growth Platform as the City Region Growth Company with delivery and expansion of major programmes including LCR Freeport, Local Growth Hub, LCR Investment Service, LCR Export Service, Tourist Board, Careers Hub and North West Energy Hub.
4. Development of new initiatives, informed by the boards and executive, to meet strategic objectives, and where appropriate delivered directly through Growth Platform and with others/partners with additional public and private funding.

5. Encourage and support businesses and institutions more widely to develop investment proposals and projects to drive growth especially in the LCR's growth sectors to build the City Region's competitiveness, increase the commercialisation of innovation and stimulate indigenous growth and inward investment.

This has been a hugely powerful role in recent years helping to develop a valuable suite of interventions that have addressed some of the City Regions key issues and will continue to do so in 2021/2. These are summarized below:

Strategic Input	Tactical Output	Impact
LEP Board, <b>Digital &amp; Creative</b> Board, Sector Manager	Digital Infrastructure. Cluster development /business ecosystem ( <b>LCR Activate</b> , <b>Digital Summit</b> and <b>Tech Climbers</b> ). Inward Investment – CVP. Skills Action Plan.	<b>LCR Activate 150</b> companies supported, <b>73</b> jobs created, <b>£2.72m GVA</b> Numbers of companies inward investing - <b>31</b> <b>Sensor City</b> (BEIS, UoL, LJMU) £5m <b>Hartree National Centre for Digital Innovation</b> (STFC & IBM) £210m
LEP Board, <b>Health and Life Sciences</b> Board, Sector Manager	Connecting H&LS ecosystem (clinical research, health innovation, biomanufacturing) and direct business support ( <b>Health Matters</b> , <b>Health Innovation Exchange</b> and <b>Liverpool Ventures</b> ). Inward Investment – CVP and HPO (Vaccine Manufacturing) and <b>Giant Health Conference 2021</b> . Skills Action Plan.	<b>Health Innovation Exchange 80</b> companies supported, <b>23</b> jobs created, <b>£2m GVA</b> Numbers of companies inward investing - <b>17</b> <b>Sequiris £40m</b> investment <b>iiCON</b> (Strength In Places) - <b>£18.5m</b> investment (UK Govt) <b>£150m</b> private sector match
LEP Board, <b>Clean Growth</b> Board, Sector Manager	Mapping low carbon sector and connecting ecosystem, strategic lead for <b>NW Energy Hub</b> , specific workstreams relating to offshore wind, hydrogen and tidal. Direct business support via <b>Low Carbon Eco Innovatory</b> . Inward investment (including <b>COP26</b> ). Skills Action Plan.	<b>Low Carbon Eco Innovatory 164</b> companies supported, <b>10,081 tonnes</b> of greenhouse gasses saved. The <b>REECH Programme</b> (social housing) retrofitted <b>4000</b> homes, created <b>230</b> local jobs and removed <b>18000 tonnes</b> of carbon. Numbers of companies inward investing – <b>17</b> Offshore wind supply chain support programme for both Gwynt y Mor and Burbo Bank windfarms with over <b>50</b> LCR companies winning contracts. Orsted investment <b>£5.4bn</b> <b>Glass Futures £15m</b> UKRI
LEP Board, <b>Advanced Manufacturing</b> “Making It” Board, Sector Manager	Deep dive into sector ( <b>Making It</b> report), developed industrial digitisation programmes ( <b>LCR 4.0</b> , <b>LCR4 Start</b> and <b>LCR Holistic</b> ) as well as part of NW <b>Made Smarter</b> pilot. MTC <b>Digital Manufacturing Accelerator</b> and <b>Factory In a Box (FiAB)</b> . Inward investment activity ( <b>Digital Manufacturing Week 2016 – 2021</b> ), production of CVP. Skills Action Plan.	<b>LCR 4.0 - 303</b> companies supported, <b>125</b> jobs created, <b>£4.1m GVA</b> Numbers of companies inward investing - <b>46</b> <b>MTC Digital Manufacturing Accelerator £15m</b> <b>Digital Innovation Factory (UoL) £12.7m</b> <b>Materials Innovation Factory (UoL &amp; Unilever) £81m</b>

LEP Board, <b>Professional and Business Services Board</b> , Sector Manager	Mapping the PBS community and devising <b>Advice Finder</b> as well as supporting via <b>LCRIBS</b> and <b>New Markets</b> . Launch of <b>Finance Hub</b> and <b>Liverpool Ventures</b> for early stage / scale up businesses. Inward investment activity. Skills Action Plan.	<p><b>Business Growth Programme (LCRIBS) – £5.5m</b> programme. <b>935</b> business supported. <b>£60.7m</b> GVA. <b>1,273</b> jobs created.</p> <p><b>New Markets 2 – £7m</b> programme. <b>820</b> businesses supported. <b>£54m</b> GVA. <b>1136</b> jobs created.</p> <p>Numbers of companies inward investing - <b>20</b></p> <p><b>Liverpool Ventures £10m (SIF)</b></p>
LEP Board, <b>SuperPort</b> Board, Sector Manager	Infrastructure, mapping and connecting ecosystem (SuperPort panel). Warehousing and logistics demand study. Private sector input into <b>LCR Freeport</b> . Inward investment activity (including strategic partnership with <b>Mersey Maritime</b> ). Skills Action Plan (including <b>Port Academy Liverpool</b> ).	<p><b>£450m</b> investment into <b>Liverpool 2</b></p> <p>Numbers of companies inward investing – <b>36</b></p> <p><b>LCR Freeport</b> moving through Outline Business Case.</p>

## The Role of Growth Platform

Growth Platform has a pivotal role to play in effecting much of the priorities and objectives of the Corporate Plan, particularly relating to investment and business growth. This is summarised in the Corporate Plan as follows:

We also need to continue to make it easy for businesses to access support and investment, especially during the transition away from European funding streams. We will do this in close partnership with Growth Platform. Working with Growth Platform and sector boards we will continue to:

- 1 Develop the business case for the LCR Freeport, aligned to our inclusive economy, and net-zero carbon ambitions, and work with partners to provide the necessary support required for its early stages of operations.
- 2 Develop our inward investment offer to attract more businesses to the City Region.
- 3 Strengthen and develop the existing business support ecosystem and growth hub network to ensure the whole economy is supported.



This effectively “hard wires” Growth Platform and the LEP boards into the delivery of the Corporate Plan and through 2021/2 Growth Platform will focus on the following key areas of work, working in partnership with Government Departments and MCA and other local partners.

Alongside the pivotal role in helping inform policy and strategy at a high level through the LEP Boards, Growth Platform, its delivery arm, helps to integrate and make sense of the complex investment and business support landscape, bringing together into a coherent programme, the work and priorities of numerous Government Departments alongside regional and local resources and partners. This effective blending plays a vital role in simplifying the business support ecosystem.

#### Business

- Establish **Liverpool City Region Freeport** as one of 8 Freeports in the UK to increase trade, investment and business growth (MHCLG)
- **Support 2800 businesses** through our Growth Hub Network (BEIS)
- Deliver 14 effective **Peer to Peer business networks** in the City Region (BEIS)
- Establish and deliver a **Liverpool City Region Export Plan** to support 100 businesses to export more (DIT)
- 200 businesses with access to finance and investment readiness support via **Finance Hub**
- **100 High Growth businesses** supported to accelerate growth
- Deliver the LCR **Visitor Economy Recovery Strategy**

#### Investment

- 3 Major sector **investment campaigns** delivered (MCA)
- **41 Inward Investment Projects** secured through Inward Investment Service (DIT/MCA)
- **400+ jobs created** through inward investment projects (DIT/MCA)

#### Skills

- 230 businesses engaged to upskill their staff (MCA)
- 440 apprenticeships created (MCA)
- 1750 people trained (MCA)
- **Careers Hub** supporting 134 schools – all actively engaged (CEC)
- **Gatsby Benchmark** targets for schools and students met (CEC)

## 4. Outputs and Outcomes

### What will success look like (2021/24)

Our Corporate Plan sets out clearly our target outputs and outcomes over the next 3 years:

- A larger, more diverse business base
- More new businesses being created and more businesses surviving
- A greater proportion of high growth firms
- More good jobs created by our businesses, paying the Real Living Wage
- A growing social economy
- Anchor institutions spending more money locally
- Public and private sector organisations spending more money on research & development
- Projected itself on an international stage as the most values-led economy
- Increased the Liverpool City Region's share of UK FDI projects from 1.5% to 2%
- Increased the share of R&D investment towards the target of 5% of GVA by 2027

These outputs and the projects producing them will be carefully monitored and reported to the LEP Board on a regular basis through the year, through the use of a performance dashboards as set out below, culminating in an annual performance review at the end of the year.

### Performance Dashboards

All LGF Capital Funding allocated to the LCR LEP for oversight has now been committed and spent, within the agreed period and generating above target outputs. LCR LEP will continue to monitor and report on further outputs generated on an annual basis over the next 4 years.



	15-17	Financial Year					Total
		17-18	18-19	19-20	20-21	21-25	
<b>Jobs</b>							
Jobs Created	81	426	811	357	1,330	0	3,005
Apprenticeships Created*	0	1,622	1,398	1,071	670	0	4,761
Jobs including Apprenticeships	81	2,048	2,209	1,428	2,000	0	7,766
Forecast for year	81	383	902	640		3,860	6,934
Progress towards forecast		535%	245%	223%	187%	0%	112%

\* Apprenticeships included within jobs totals prior to 2017



<b>Skills</b>							
Area of new or improved floorspace (m2)	25,269	9,920	13,103	0	39,214	0	87,506
Forecast for year	25,269	9,920	11,268	4,285	36,721	0	87,463
Progress towards forecast	100%	100%	116%	0%	107%	0%	100%
Number of New Learners Assisted	885	1,064	1,942	2,163	4,815	0	10,869
Forecast for year	885	1,127	1,407	356	1,106	6,043	10,924
Progress towards forecast		94%	138%	608%	435%	0%	99%



<b>Transport</b>							
Length of Road Resurfaced	12.0	9.1	16.2	61.5	9,164.1	-	9,263
Length of Newly Built Road	0.0	3.8	0.4	12.7	2.2	-	19.1
Length New Cycle Ways	21.0	14.0	10.3	34.8	0.5	-	81

LCR LEP also monitors the performance of the revenue funds which it manages and delivers through Growth Platform from a range of sources including Growth Hub (BEIS), Inward Investment (MCA), Exports (DIT), Skills Brokerage (MCA) and Careers Hub (CEC). This is reviewed in detail at



the Growth Platform quarterly board meeting and at a summary level at the LEP Board. A copy of the Quarterly Growth Platform revenue dashboard is provided below.

Core Objective	Activity	2021-22 Target	
		Metric	Value
GROWTH	Integrate, coordinate and strengthen the LCR business support ecosystem.	420 new to Growth Platform companies engaged and supported and added to CRM	420
	Work with high growth businesses with intensive support to increase productivity, innovation and digitalisation creating sustainable jobs and increasing turnover. (Funded through ERDF/CA contract)	100 businesses engaging with the High Growth Business support programme	100
		50 intensive diagnostics delivered	50
		25 Jobs created / safeguarded	25
	Maintain Growth Hub network with business support organisations including LA, Chambers	2,800 business accessing growth hub brokerage service and brokered into suitable support and growth services	2,800
	Develop and integrate LCR Finance Hub into Growth Platform delivering access to finance support across LCR.	200 businesses receiving finance guidance and investment readiness support through LCR finance hub	200
		10 businesses securing funding by LCR Finance hub	10
	Ensure appropriate products/support are available to address strategic priorities and gaps in market incl. NM2, Business resilience (BDO), Peer to Peer, Export Activity	24 businesses receiving New Markets 2 grants	24
		117 businesses receiving BDO support	117
		14 Peer to Peer cohorts; 112 business	14
		Export Plan Agreed with LCR and DIT	1
		100 Business assisted to Export	100
INVESTMENT	Implement LCR Inward Investment Marketing Strategy priorities to increase domestic and foreign direct investment into the City Region. Supported by enhanced intelligence of key investment markets/trends and full integration into CRM	5 sector specific Competitive Value Propositions (CVPs) agreed with sector boards and used in campaigns/projects	5
		3 sector specific inward investment marketing campaigns delivered	3
	Establish Growth Platform as the Liverpool City Region's central agency for co ordinating Inward Investment enquiries, securing projects and providing Key Account Management services (KAM)	15 investments per year generated by Growth Platform's Inward Investment Services team	15
		6 investments per year via KAM supporting expansion of existing operations	6
		Jobs created	200
	Strengthen collaboration with DIT to increase the visibility of the City Region in FDI markets and the number of projects	20 investments per year secured through DIT relationship	20
		Jobs created	200
	Work with strategic partners (LAs, government, intermediaries and private sector partners) to lead and co ordinate the delivery of strategic Inward Investment programmes funded through the LCR Combined Authority and Place Marketing for Investment ERDF programmes to March 2023	400 leads per annum (across all partners) of which 15%/60 leads will turn into bona fide enquiries and realistic targets for investment	400 /60
		Share of inward investment projects increased from 1.5% to 2% within 3 years (of national share).	1.67%
	Targeted use of I2F2 funds to encourage innovative inward investment projects across the City Region's growth sectors	5 Projects funded through I2F2 per annum	5
TALENT	<b>Skills Brokerage</b>		
	Employers Engaged – working with employers to identify skills and/or apprenticeship training needs	SIF only: Employers engaged - 230	230
	Apprenticeships created – supporting employers to recruit apprentices by providing funding guidance and sourcing a training provider	SIF only: Apprenticeships created - 440	440
	Programmes facilitated – programmes delivered by approved training providers and funded through the Be More project	SIF only: Programmes facilitated - 175	175
	Co-investment secured – ensuring co-investment is provided by employers for training delivered and funded under the Be More project	SIF only: Co-investment secured – 50%	50%
	Learners engaged – learners enrolling and undertaking training who are funded through the Be More project	SIF only: Learners engaged - 1750	1,750
	<b>Careers and Enterprise (NB Targets are for the Academic Year and achievable by 31/8/22)</b>		
	Work with all Schools and Colleges across LCR to raise career aspirations and encourage employer engagement to inspire	All 134 LCR senior schools actively engaged in Careers Hub	134
		School SLT buy in to Whole school plan for Careers	134
	Enterprise Adviser Matching to schools and colleges across the Region	<i>All schools and colleges across the Network should be offered an EA</i>	
		<i>Number of establishments matched to an EA:</i>	
		Wave 1 Hubs - 33 institutions	100%
		Wave 2 & 3 Hubs - 101 institutions	100%
	Gatsby Benchmark % Performance and evaluation for all schools and colleges	<i>Benchmark 1:</i>	
		Wave 1 - 95%;	95%
		Wave 2 - 75%	75%
		Wave 3 - 75%	75%
		<i>Benchmark 5:</i>	
		Wave 1 - 75%	75%
		Wave 2 - 73%	73%
		Wave 3 - 65%	65%

## 5. Conclusion

We have come through an unprecedented health crisis that has generated huge turmoil and uncertainty in the global economy. As we emerge from this in Liverpool City Region, we have a renewed and revitalised determination to energise our economy and make it one that delivers for all of our people – with no one left behind.

The LCR LEP and Growth Platform sit right at the heart of this ambition and determination, to create an economy that is stronger, cleaner and fairer and we are fully committed to playing our part in delivering a Corporate Plan for the City Region that not only Levels Up our economy as a whole, but within it, reducing the gap between the haves and have nots in our communities.

Such an ambitious and inclusive vision requires all parts of the economy and community to work together. Through our public private partnership, manifested in the LCR LEP for the last 9 years and more latterly incorporating Growth Platform, we have a powerful and proven framework to do that – that has delivered exceptionally in this space both before and during the pandemic.

As we collectively plan and work together to deliver the growth and change needed to deliver our vision of the City Region, whilst simultaneously playing a full role in the UK economy, and delivering on UK Government priorities, now is the time for this role to be celebrated, supported and strengthened by Government and we are hopeful that the Government Review of LEPs comes to this same conclusion.

In our complex and diverse economies, no one organisation alone can deliver the change required. It is only through an effective partnership of many, working to collectively agreed priorities and targets, that such change can be realised. This Delivery Plan sets out just how that will be achieved in Liverpool City Region.