



Worcestershire
Local Enterprise Partnership

Worcestershire LEP 2040 Strategy and Project Pipeline

WLEP Board

27 November 2020

A Brief History...



- WLEP have developed a significant **track record of successful project delivery**
- Strategic Economic Plan (2015-2025) has **provided partners and stakeholders with a clear economic vision** and ambition since launch
- **SEP was loaded with a number of key schemes** for the county
- **Majority of major schemes proposed in SEP have been delivered** or are in delivery
- **There is a need to plan the next horizon** and agree where resources and effort should be focused in terms of developing project pipeline – prioritisation
- Our **Economic Recovery plan will help to shape the pipeline** as should the Worcestershire LIS 2040 work
- We have an **opportunity to build on our solid profile as effective delivery agents** and continue momentum seen through key projects delivered in LGF programme and Worcestershire 5G testbed etc.

Transitioning from the SEP to the LIS...

Strategic Economic Plan (2015-2025)

- Focus on World-Class Worcestershire - infrastructure / skills / business location
- Focus on growing jobs, GVA, homes
- Bidding document pitching for capital monies (LGF)
- Long-list of capital projects – primarily game changer sites and transport infrastructure

External Factors / Policy Drivers

- Paris Agreement on Climate Change
- Levelling-up Agenda
- Improving Productivity and Social Inclusion
- Brexit
- COVID-19 pandemic
- Sustainability and green recovery

Local Industrial Strategy (2020-2040)

- Improving our Strategic **Connectivity** – physical and digital infrastructure
- Enabling a Future-Fit and **Creative** workforce
- Driving investment in R&D and innovation for a **Dynamic** business environment
- Revitalising our Town and City Centres

“A **connected, creative, dynamic** economy for all”

Our Project Pipeline...



Needs to consider long-term objectives and 2040 strategic vision

- Worcestershire LIS sets out long-term objectives and ambition
- What are the key projects which set Worcestershire apart and will support delivery of the vision?

Needs to consider short-medium term requirements to combat impacts of pandemic

- What are the immediate priorities to respond to the impact of COVID-19?

Needs to consist of 'shovel-ready' pitches to take advantage of future funding opportunities

- Need to be agile and ready to respond - most recent example was GBF capital programme – 6 working days to turn around a submission
- Many existing ideas currently fall into the less-developed end of the spectrum – need to support project development process

Proposed Projects for 'IDEAS'...



'NOW' (0-18 months)

- Links with WM5G and 5G agenda on manufacturing and health focus
- **Hydrogen Centre of Excellence - we have a number of local companies that are innovating and developing new products with hydrogen (heat and transport)**

'SOON' (19-36 months)

- Cyber Valley proposition – promotion of county as cyber-safe so good place to have a digital workforce, lower costs, great connectivity and beautiful surroundings
- National Internet of Things (IoT) Security Centre
- Sensor Catapult (MHSP)
- Midlands and West of England 5G Innovation Centre (MHSP)
- Kidderminster Creative Hub (Phase 1)
- **Innovation Academy – to increase investment in R&D across the county and broker links between business and HEIs**

'LATER' (37 months+)

- Sustainable Energy Zones

Proposed Projects for 'PEOPLE'...



'NOW' (0-18 months)

- **Ready access to high quality training in digital and construction skills – retrain the unemployed into skills for future**
- **Fibre Training Centre – fibre engineers are a scarce resource and yet are a critical factor in the roll out for the future of UK plc. Could we train our own?**
- Construction / Apprenticeships – explore ability of Worcestershire local authorities to accelerate housing or construction sites and include increased apprenticeships and training opportunities?

'SOON' (19-36 months)

- Can we look to reset the job and training offer with more focus on short courses? We have to align our digital business needs with improving the digital skills of the working population.

'LATER' (37 months+)

- Health and Well-being Campus at UoW
- Re-skilling and Upskilling Labour Market - an element of frustration with existing skills agenda. As a LEP we feel we don't have right skills to support the local economy but don't feel that we are asking employers exactly what skills are required. Need to tackle this issue long-term.

Proposed Projects for 'INFRASTRUCTURE'...



'NOW' (0-18 months)

- Support increased FTTP rollout
- Investment in gigabit-capable infrastructure 'county-wide'

'SOON' (19-36 months)

- Explore alternative methods of transport e.g. electric buses / RCVs / subsidised electric bike scheme to supplement poor rural connectivity?
- Pershore Railway Station improvements
- Bromsgrove District Heat Network
- North Worcestershire EV Charging Infrastructure
- Active Transport Corridors

'LATER' (37 months+)

- Promote transport hubs as the place to train, meet, do and promote released land for better place
- North Cotswold Line rail improvements
- A46 improvements
- A38 BREP improvements
- Worcester Shrub Hill Quarter and Station Masterplan
- Redditch Transport Interchange
- Zero Carbon Homes Development

Proposed Projects for 'BUSINESS ENVIRONMENT'...



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'NOW' (0-18 months)

- Is there an opportunity for WLEP Board members / major local companies to offer careers and business advice via mentoring?
- Invest in business support for entrepreneurs – provide genuine mentoring free at point of delivery to support people with good ideas
- Improving Business Support offer via significant opportunities to better join up and link University assets to the economy e.g. linking WBC with the offers at the UoW's Med School / Business School

'SOON' (19-36 months)

- Exporting / Diversification – training support focused on developing the necessary leadership and management skills to support exporting and diversification into new markets – could incorporate elements around wider language / barriers and cultural difference
- Re-examine post-CV19 employment land models towards “making and meeting” as opposed to desk space - second wave of Gamechanger sites
- Business support package for Worcestershire around understanding how best to utilise technology in the business model and adoption
- Promotion of our 'challenger' advantage in agri-tech and digital health and care

'LATER' (37 months+)

- ???

Proposed Projects for 'PLACE'...



'NOW' (0-18 months)

- Promotion of all employment (within reason)

'SOON' (19-36 months)

- Re-modelling High street for a modular 'lift and shift' concept around concentration of higher value retail and affordable 'inner city/urban' living
- Promotion of place in terms of feel good for existing population and attractor

'LATER' (37 months+)

- Active pursuit of expanding "challenger" sector businesses into Worcestershire – cost and connectivity
- Town and City Centre Regeneration / Development Plans
- River Severn Partnership (RSP) initiatives
- Flood Resilience / Alleviation

Next Steps...

WLEP Board Recommendation

- Progress projects identified as priority into 'pitch-ready' or 'shovel-ready' status (**emboldened green font**)
- Typically need to address HM Treasury Green Book 5-cases for change to secure funding i.e. requires resource to develop

Proposed Approach

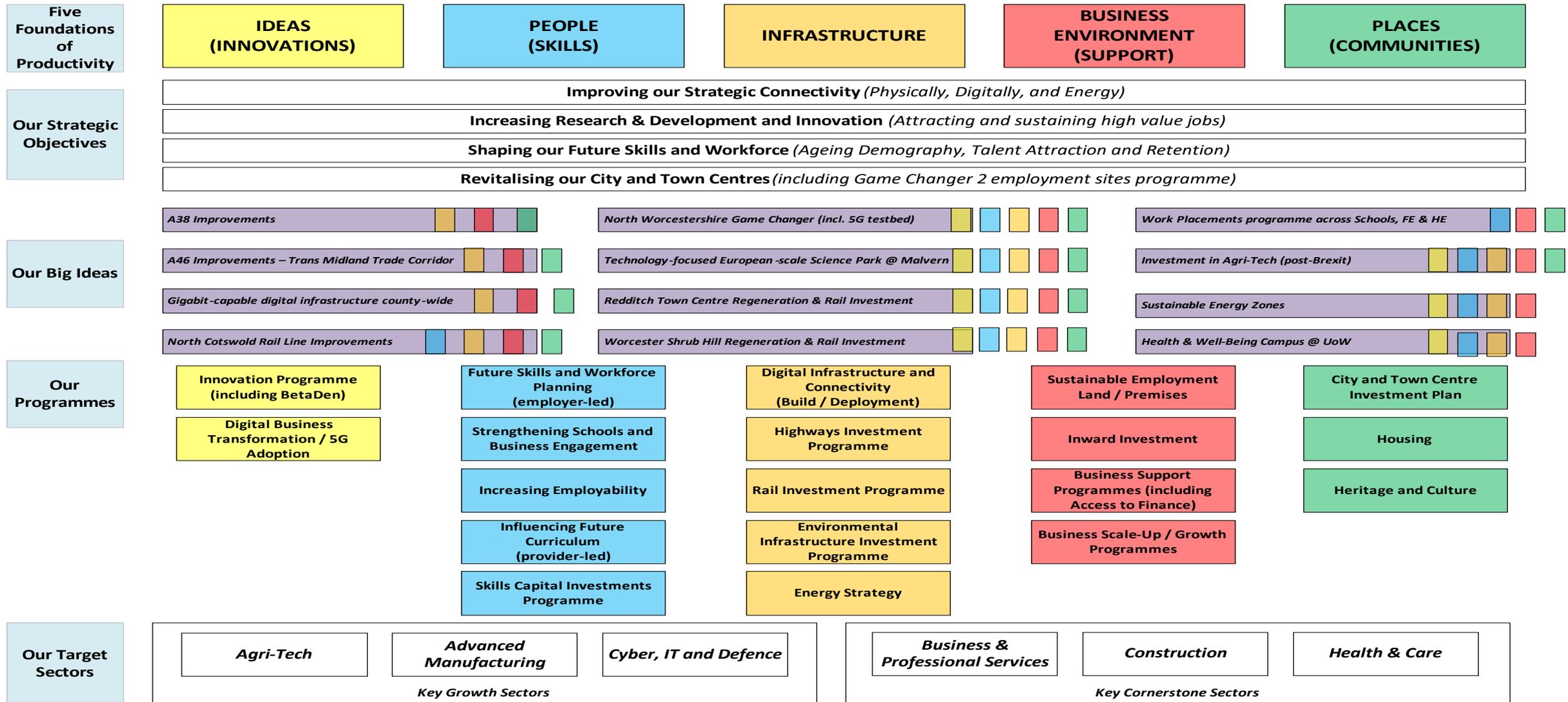
- Proposal is to establish a Task and Finish Group, reporting to WLEP Board
- Key responsibility would be to oversee development of pipeline
- Would extend capacity of WLEP Executive team and provide further local insights and intelligence across the county

Key Questions / Considerations

- How can we get industry ideas whilst balancing against expectation management?
- Need to understand capital vs revenue implications of ideas – typically capital funding provided from Government
- Does the pipeline align strategically to aims / objectives of the LIS and 2040 vision – are we tackling the 'big issues'?
- Are we aligned to Government agenda / policy direction?
- Need to ensure we don't waste resource trying to develop / duplicate national initiatives which will be rolled out at scale by government to address mass unemployment

Refreshing the Pipeline...

Worcestershire 2040: A Connected, Creative, Dynamic Economy for All





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Worcestershire 2040 Vision:

“A connected, creative, dynamic economy for all.”

Contact:

luke.willetts@wlep.co.uk

Director of Operations

Worcestershire Local Enterprise Partnership