

SHROPSHIRE'S ECONOMIC GROWTH STRATEGY

GOVERNANCE,
KPI DEVELOPMENT,
ACTION AND
DELIVERY PLAN



ECONOMIC
TASKFORCE
INVEST IN SHROPSHIRE

Shropshire
Council



ECONOMIC TASKFORCE

INVEST IN SHROPSHIRE

BUSINESS
NET ZERO

 **BID**
OSWESTRY

 **Shropshire**
Council


dykeyaxley
CHARTERED ACCOUNTANTS

 **SHREWSBURY**
BID

 **Harper Adams**
University

 **The Marches**
Local Enterprise Partnership
Herefordshire - Shropshire - Telford & Wrekin

 Herefordshire,
Ludlow & North
Shropshire College

 University of
Chester

SHREWSBURY
COLLEGES GROUP

VISIT SHROPSHIRE


GRAINGER & WORRALL

 Shropshire
Business
Board

fsb⁰⁸

 **NFU**

 Shropshire
Chamber of
Commerce

 **Landau**
changing lives creating futures

ABOUT THIS DOCUMENT

As an appendix to the **Shropshire Economic Growth Strategy 2022 -2027**, the intention of this document is to provide the developed Governance structure, action plan framework and expand on the KPIs that will measure the success of the activities and programmes that will be undertaken now and developed over the five year timeframe.

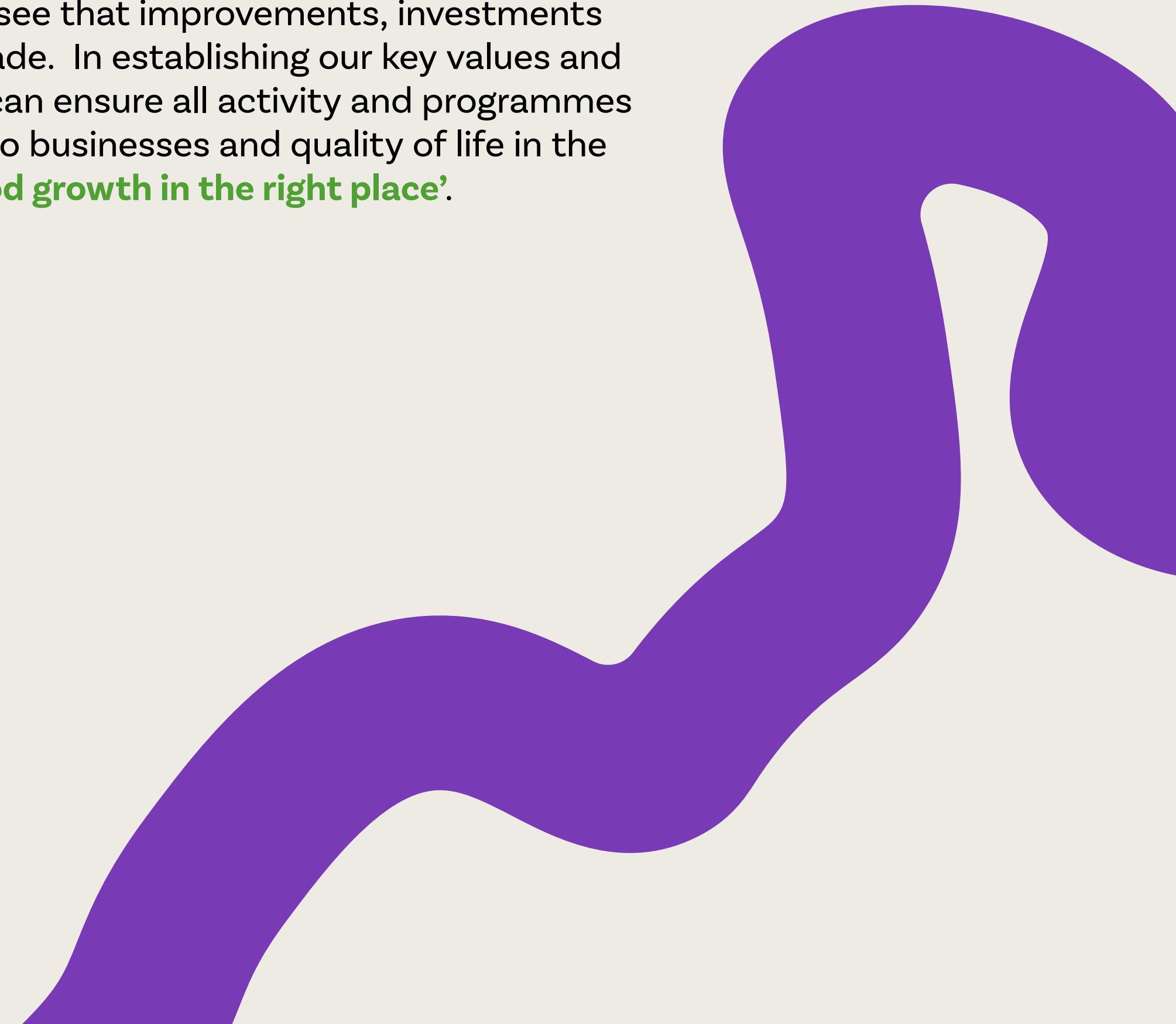
The Action & Delivery Plan is complex and requires collaborative work to complete and is the next planned activity to ensure all partner and stakeholder activity is compiled into one working document. For the purpose of this document, it indicates the ambition under each of the three key themes – business support, strategic locations and employment and skills and demonstrates examples of current activity in delivery to **provide the framework the Plan will take**. It will be updated annually to reflect changes in delivery strategy and achievement and will capture the work being undertaken in real time.

An important takeaway from this document is that the Governance section shows the emergence of the **Shropshire Economic Partnership (SEP)**, that has been deemed the most appropriate vehicle to take forward our ambitious, collaborative and bold strategy. The business community intend to merge the Shropshire Business Board with the Shropshire Economic Taskforce and drive growth through the SEP, this new Partnership will take overall ownership of the Strategy.

The Key Performance Indicators (KPI) section within this document sets the intention of how we will measure success and will be **the right mix of national key performance indicators alongside more localised measures**.

We acknowledge that the national sources, primarily through the Office for National Statistics (ONS) are used by Government and are important, especially when considering our ranking against other Local Authority areas in considering competitive bid applications and subsequent allocations of funding.

We recognise that localised measures better show the impact of activity ‘on the ground’ in real time and are key to ensuring our businesses and residents see that improvements, investments and progress are being made. In establishing our key values and associated measures we can ensure all activity and programmes are actively adding value to businesses and quality of life in the County and providing **‘good growth in the right place’**.

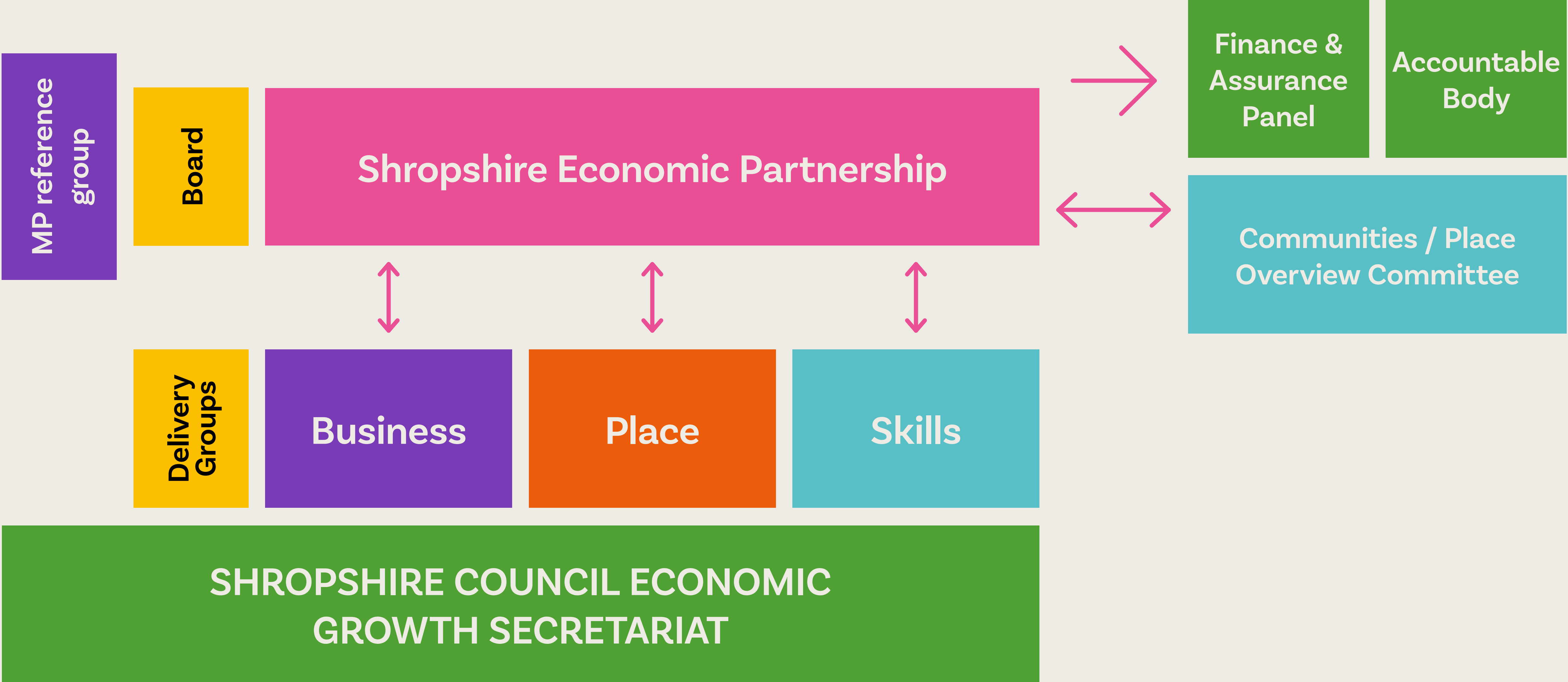


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GOVERNANCE ARRANGEMENTS



DEVELOPING THE KPI'S

- How we will measure success

Our Key Performance Indicators (KPIs) will be a mixture of national and local measures with clearly defined impact, metric, source and targets, baselined at 2022 where possible.

The delivery of the Shropshire Plan - Healthy Economy priority by Shropshire Council will be led by the work of this strategy. Other strategies whose delivery will support the Economic Growth Strategy and its key values are also mapped.

MEASURING SUCCESS



Productivity

Close the gap
by at least 50%



Wages

Close the gap
by at least 50%



Investment

£350 million
(2022 - 2027)



Homes

1,400+
per annum



Jobs

5,000+
by 2027

Supporting Local Business

- Increase in Business Start-Ups
- Sustained high levels of business survival
- Increase in inward investment
- Increase in the number of jobs, especially in higher skilled occupations
- Increase in business profitability / turnover / efficiency
- Levels of business confidence
- Businesses operating or diversifying into new sectors, specifically low carbon, agri-tech, cyber-security and defence

Strategic Locations

- Increase in number of households with access to ultrafast broadband and 4 and 5G mobile reception
- Net housing completions
- Investment in strategic infrastructure
- Employment land brought forward
- Town centre vacancy rates
- Town centre footfall

Employment and Skills

- Employment and unemployment rates
- Reduction in hard to fill vacancies
- Reduction in the proportion of businesses reporting skills gaps
- Increase in high value jobs across county
- Improved retention of working age population, especially in younger age brackets



Alongside the hybrid approach we will take, other Strategies shown here demonstrate the range of activities that contribute to the Shropshire economy. We have mapped these against our core values. Relevant targets will be captured and incorporated to support delivery of our Strategy.

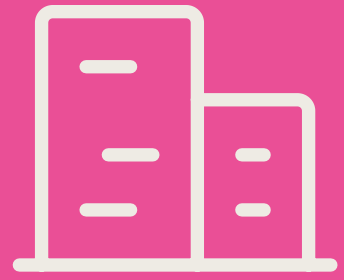
OUR KEY VALUES

	Resilience	Sustainability	Inclusivity	Wellbeing & Health
Asset Management Plan	✓	✓		✓
Climate Strategy	✓	✓		✓
Digital Strategy	✓	✓	✓	
Great Outdoors Strategy			✓	✓
Health & Wellbeing Strategy	✓		✓	✓
Healthy Impact Assessment	✓		✓	✓
Housing Strategy		✓	✓	✓
Local Flood Risk Management Strategy	✓	✓		
Local Plan	✓	✓		



	Resilience	Sustainability	Inclusivity	Wellbeing & Health
LTP4 / Active Travel	✓	✓	✓	✓
Place Plans	✓	✓	✓	✓
Playing Pitch and Outdoor Sports Strategy				✓
Rural / Community Strategy	✓	✓	✓	✓
Shropshire Green Infrastructure Strategy	✓	✓		
Shropshire Plan	✓	✓	✓	✓
Woodland & Trees Strategy		✓		✓
Vibrant Economy Strategy		✓		✓
Visitor Economy Strategy		✓		✓

ACTION & DELIVERY PLAN FRAMEWORK



Supporting
Local Business



Strategic
Locations



Employment
and Skills



AMBITION

Alongside the themes overall ambition the objectives start to identify development programmes and activities that the SEP will champion through development and subsequent delivery.

Objective

Potential
Intervention

Potential Partners

Approach

Outcome

Potential Funding
Source

DELIVERY

These projects represent current activity and projects that support the delivery of the Economic Growth Strategy.

Project

Delivery Partners

Outputs

Outcomes

Timescale

Funding Channel

AMBITION



Supporting Local Business

To continue to provide comprehensive business support to new and existing employment markets/sectors, growing and attracting high-value sectors that support the creation of high-value jobs. Enabling resilience planning in all areas and supporting businesses to enhance their workforce's wellbeing and their corporate responsibility.

Objective	Potential Intervention	Potential Partners	Approach	Outcome	Potential Funding Source
1. Build on established Business Support provision - to reflect business need.	Applying best practice from previous schemes and develop follow on.	Shropshire Chamber, FSB, LA partners, external providers.	Business support models and grant programmes.	Business growth and job creation. Increased Productivity	UKSPF Private sector match
2. Investment in open markets and improvements to town centre markets.	Develop grant schemes to support market hall traders.	Town Councils, BIDs.	Investment and grant programmes	New businesses. Job creation.	UKSPF Other public funding
3. Encourage investment in Research & Development.	Apply best practice from existing ERDF-funded innovation and knowledge schemes .	Harper Adams, Chester, Aston, Birmingham Unis.	Business support and grant schemes.	Increased productivity, new processes, new products .	UKSPF
4. Decarbonisation - supporting the natural environment.	Green economy sector support activity Resource efficiency Improving biodiversity.	Local authorities, Shropshire Chamber and other partners.	Business support and grant schemes.	CO2 reduction. Lower energy consumption. Increased energy production from renewable sources.	Marches Energy Fund UKSPF Private sector match
5. Support and strengthen Shropshire's 'key sectors'.	Best practice consortiums, peer to peer networking.	DIT, Shropshire Chamber and Shropshire Council.	Business support and networking opportunities.	Increased export. Development of sector supply chains and procurement opportunities	DIT UKSPF
6. Develop and promote the visitor economy and cultural offer.	Develop activities to strengthen resilience of the locality.	Cultural Consortium partners, Visit Shropshire, Shropshire Chamber.	Marketing and promotion, Data analysis, Capital grants.	Increased day and overnight visitors.	UKSPF Other public sector funding Private sector support through Visit Shropshire

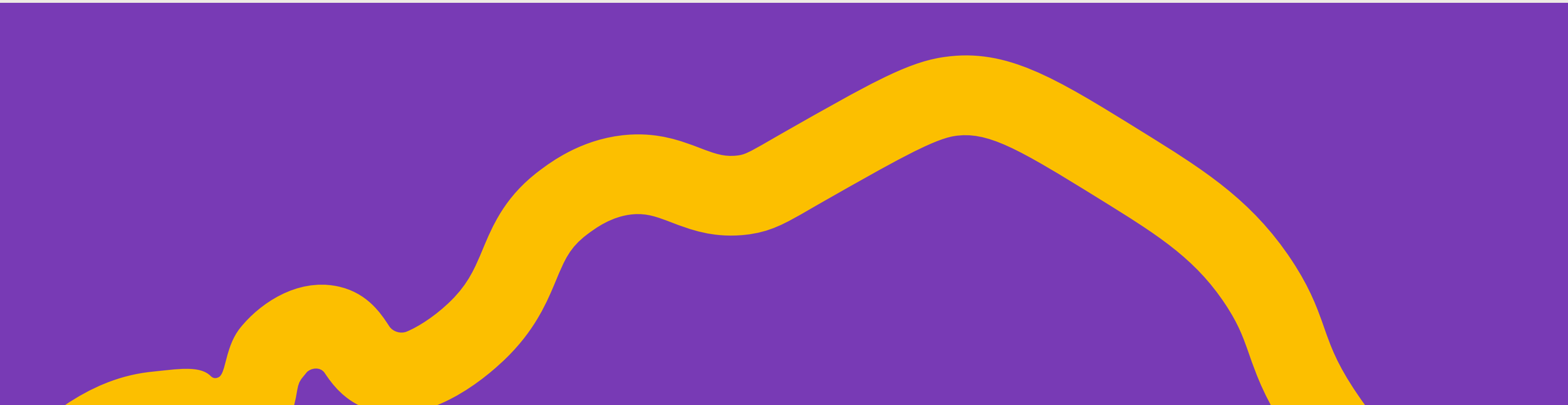
CURRENT PROJECTS



Supporting Local Business

What follows is only one example of current activity that is in delivery that will support delivery of the Shropshire Economic Growth Strategy, its purpose is to demonstrate the framework that will be used in delivery of the Action and Delivery Plan.

Example Business Support Project	Delivery Partners	Outputs	Outcomes	Timescale	Funding Channel
<p>Continuation of Growth Hub model to deliver core offering of business support, 1 2 1 advice and support, access to funding and Finance, Support with Skills and Training, Webinars, workshops, Networking, Podcasts etc.</p>	<p>Marches Growth Hub, Suite of pre-approved Business Advisers and Trainers, Good2Great Ltd and DiT</p>	<p>Improved levels of business confidence. Improved/ sustained levels of business survival. Number of business receiving non financial support / 12 hours specialist support / Medium intensity support / Training etc.</p>	<p>Agile, frequently used, and responsive business support service. Increased provision of peer-to-peer business networks and connected clusters . Continued and increased availability and relevance of business support and access to finance opportunities</p>	<p>2022 onwards</p>	<p>UKSPF</p>



AMBITION



Strategic Locations

To continue to provide comprehensive business support to new and existing employment markets/sectors, growing and attracting high-value sectors that support the creation of high-value jobs. Enabling resilience planning in all areas and supporting businesses to enhance their workforce's wellbeing and their corporate responsibility.

Objective	Potential Intervention	Potential Partners	Approach	Outcome	Potential Funding Source
1. Active involvement in place-making.	Investment plans .	Shropshire Council; Town and Parish Council; BID; Business Community.	A market town to be selected as pilot area.	To replicate the investment model across a number of market towns.	UKSPF
2. Working cross border on projects - utilising the strategic position.	Shared infrastructure; drive cross border business; supply chain development;	WMCA; Midlands Engine; LEP; Midlands Connect; Welsh Assembly; Neighbouring local authorities; Mersey-Dee Alliance .	Lobby, relationship building, working on joint approaches and funding opportunities.	Developed partnerships, joint projects, private and public investment, Government recognition .	WMCA, Partners.
3. Enabling clean, inclusive, sustainable, low carbon and good quality economic growth.	Strategic Infrastructure Investment Network.	ALL - Public, Private, Community.	National and Local policy - implement National targets; developing sustainable projects.	Reduce the impact of economic growth on the natural environment.	UKSPF, DEFRA.
4. Bring forward employment sites.	Appropriate supply of service and employment land; Growth corridors focus - A5, A49, A483, M54.	Shropshire businesses and developers.	Responding to need and Local Plan allocations.	Retaining and expanding local business;	Shropshire Council, Private Sector, Government funding.
5. Town Centre renewal and resilience.	High Street development, active travel and connectivity, destination marketing.	Shropshire Council, Town and Parish Councils, BID, Business Community, Visit Shropshire.	Funding bids, Cultural Compact.	The Cultural Compact is to be established to deliver strategic ambitions.	

CURRENT PROJECTS



Strategic Locations

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Example Strategic Locations Project	Delivery Partners	Outputs	Outcomes	Timescale	Funding Channel
Future Oswestry	Oswestry BID, Town Council, Shropshire Council	Delivery Plan in development bringing together priorities and proposals developed from the Masterplan Vision.	Making Oswestry a better place to live, do business and a healthier and more sustainable town.	Delivery Plan to identify short term projects (0-5 years) to long term aspirations (10-15 years).	LUF2, UKSPF, HSHAZ, partner resources, private leverage



AMBITION



To retain and develop a skilled workforce where individuals have opportunities to progress in the labour market through up-skilling, re-skilling and developing transferable skills, through delivering higher level skills to meet the demands of businesses within the local economy.

Employment and Skills

Objective	Potential Intervention	Potential Partners	Approach	Outcome	Potential Funding Source
1. Continually map and address skills gaps by working with the community and voluntary sectors.	Local Skills Plans	ALL	Utilising VCS and business support; networking opportunities.	Support initiatives that empower VCS, SME's and employers to articulate and review skills gaps and plan for the future.	
2. Develop and deliver opportunities for retraining and upskilling the workforce including basic skill provision, reskilling and the development of transferable skills to improve employability.	'Local Skills Hub'	ALL	Build connection between Shropshire's Skills Offer to the wider business and economic community.	Enabling clear advice and support to SME's, businesses, VCS, and residents/community about the range of Shropshire's skills offer.	UKSPF
3. Work with training providers to meet the skill needs of the business community.	Opportunities for training providers to align to businesses to review and meet skills needs.	ALL education & training providers Shropshire Businesses	Business support and networking opportunities; promote funding opportunities and joint working approaches.	Aligning skills provision to current and future jobs growth and economic opportunities for emerging sectors	UKSPF DfE
4. Continue to work with schools, colleges and businesses to develop and retain young talent alongside increasing employer engagement and take up of apprenticeships in SME's.	A dedicated [young] people's 'one stop service'	Marches Careers Enterprise Centre All education & training providers Shropshire Businesses	Provide tailored information on local careers, work experience opportunities, apprenticeships, entrepreneurship, self-employment, skills development, and the availability of wider support.	Retain [young] talent within Shropshire, providing an emerging workforce who are ready to work and who have the right skills. Increase the number of apprenticeships through Shropshire's skills offer	DfE

CURRENT PROJECTS



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Employment and Skills

Example Employment and Skills Project	Delivery Partners	Outputs	Outcomes	Timescale	Funding Channel
Marches Skills Advisory Panel	Marches LEP	The Local Skills Report [2022] aims to influence local partners and provides intelligence to central government.	Provide strong local leadership by increasing understanding of our labour market and skills issues, driving engagement with employers and liaison with training providers.	2022 onwards	DfE





UKSPF

Investment
Plans

Growth Hub



Design
Codes

Silverpreneurs®

SBLTV
Knowledge



Coworking
Hubs

Business Park
Programme

Examples of Current
Activities & Delivery Projects

GLOSSARY OF TERMS

DfE

Dept for Education, responsible for children's services and education, including early years, schools, higher and further education policy

DIT

Dept for International Trade, responsible for business import and export activity

DLUHC

Dept of Levelling Up, Housing & Communities – a Government Department

HSHAZ

High Street Heritage Action Zone funding, an allocation from Historic England to preserve the heritage assets in key areas

KPI's

Key Performance Indicators are quantifiable measures that will be used to evaluate the success of the strategy

LUF2

Levelling Up Fund (round 2) provided by DLUHC

LTP4

Local Transport Plan, a document that details all highways and transport requirements over a set period of time

MARCHES CEC

The Careers and Enterprise Company - the national body for careers education in England, supporting schools and colleges to deliver modern, 21st century careers education

PMO

Programme Management Office, a new resource at Shropshire Council to better coordinate projects and activities

SEP

Shropshire Economic Partnership, who will take over ownership of the Strategy from the Economic Taskforce, will also include the Shropshire Business Board

UKSPF

UK Shared Prosperity Funding, a replacement fund for the ERDF and ESF Provided by DLUHC

WMCA

West Midlands Combined Authority, representing Local Authorities to make the region a better place. The government gives them money and power to make decisions for their region

