



DELIVERY PLAN 2019-2020

GLOUCESTERSHIRE: FUTURE-PROOFED

Partners:



Section 1

Executive Summary

GFirst LEP is a successful Local Enterprise Partnership, delivering for the Gloucestershire economy, operating in an open and transparent manner and maintaining an ambitious, entrepreneurial approach to all opportunities.

2019 /20 will see us maintaining the momentum achieved to date, and working to move Gloucestershire's economy from good to great.



Section 2

Introduction

This Delivery Plan sets out what GFirst LEP intends to deliver in the coming financial year. It is a dynamic document and thus may be subject to change, as the LEP seizes significant opportunities or responds to key challenges that might impact on the national and local economy.

Where this is the case, the result of which is a material change to any of the data, timelines or objectives shown in the Delivery Plan, this will be reflected in an updated version posted on the LEP's website and shared with Government as soon as is practicable.



Section 3

Governance

3.1 Summary

3.2.1 Key Actions 19/20

3.1 Summary

The governance of the LEP was judged as 'Good' in our 2018 performance review, and continues to ensure that the LEP operates in a transparent and compliant manner. Modest changes to the way we operate have been introduced to follow guidance issued by MHCLG, most notably in the National Assurance Framework (NAF). Our refreshed Assurance Framework (March 2019) provides full details, and is published on our website:

<https://www.gfirstlep.com/downloads/2019/assurance-framework---v6-26.03.19.pdf>

<https://www.gfirstlep.com/downloads/2019/annexes-a---i-2019.pdf>

3.2.1 Key Actions 19/20

- Board Membership – a change to the LEP Articles of Association to confirm the defined term of office for both the Chair and Deputy Chair is 3 years with an option to extend for 3 years. There is an option to extend for a further 3 years in exceptional circumstances if approved by the Board, and the option to co-opt an additional five Board members with specialist knowledge on a one year basis.
- Diversity – Board to nominate Diversity Champion. First Diversity annual report to be presented to the LEP Board in Q4 2019/20. Progress to be made towards commitment that by 2020 at least one third of members of LEP Boards are women with an expectation for equal representation by 2023.
- Risk – Board to nominate 'Risk Champion'
- Scrutiny – Review of the way that the Scrutiny committee delivers its function
- Employment and Skills Board – Transition to Skills Advisory Panel

Section 4

Strategy

4.1 Summary

4.2.1 Local Industry Strategy

4.2.2 Key Indicators

4.2.3 Key actions for 19/20

4.1 Summary

Our refreshed Strategic Economic Plan (SEP), published in November 2018, confirmed our strategic focus on 'Business Environment', 'Skills' and 'Connectivity', with a specific ambition to maintain the improvements in Gloucestershire's productivity that have been realized since 2014.

<https://www.gfirstlep.com/about-us/our-vision/strategic-economic-plan/>

As we progress towards the completion of our programme of Growth Fund capital investments, we are seeing the impact on these strategic priorities.

The SEP identifies our strategies to ensure Gloucestershire continues to realise its potential by playing to our strengths, addressing our weaknesses, grasping the opportunities and mitigating the threats we face.

4.2.1 Local Industrial Strategy

There is a clear progression through from the SEP refresh to the development of our Local Industrial Strategy (LIS), with our strategic themes aligning to the 5 foundations in the National Industrial Strategy.

Gloucestershire's LIS will be published in March 2020.

The LEP Board leads on the strategic direction for the LIS, supported by a senior Task and Finish group under the leadership of our Director of Local Industrial Strategy (Katie Jenkins). An evidence base group is working to develop a robust and credible foundation.

Our LIS will rely on our Businesses to influence our strategy, with the full engagement of our LEP Board and business groups. It will be a countywide document, with the opportunity for all our key stakeholders to influence and inform the policy making.

4.2.2 Key Indicators

Our Local Industrial Strategy will provide key indicators for future evaluation. These will be agreed with Government and included in the published strategy. As well as measures for productivity improvements, we would expect to select measures that indicate general growth in our economy and the wider impact on all communities.

4.2.3 Key Actions for 19/20

- Develop the LIS Evidence base using existing and commissioned data.
- Consult widely, develop and publish the LIS.
- Business Environment: Director of Strategic Growth to deliver strategy for the future of business support.
- Skills: Existing Employment and Skills Board to become our Skills Advisory Panel delivering clear strategic direction, priorities and influence.
- Infrastructure: Our LIS will set out the key strategic priorities for infrastructure that will support future sustainability and growth of our economy. We will continue to engage actively with local authority partners, the three Vision 2050 Boards and local plan review processes to highlight the infrastructure needs of our economy.
- Inward investment: Our Inward Investment team will be established and delivering results by the end of 19/20. In addition to the contractual requirements under ERDF this team, working with all local authority partners and DIT, will deliver a comprehensive support programme to existing FDI businesses in the county.

Section 5

Delivery

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5.1 Resources

The LEP delivers funded programmes (incl. LGF, ESIF and skills support) as well as a broad range of strategic and influencing roles locally and nationally, actively representing the ‘voice of businesses’ through the work of our Business Groups, our Board members and staff.

The Funding of the LEP continues to change and evolve in line with changing priorities and funding streams. In 2019/20, we expect income from the following sources:

- BEIS/MHCLG Core Funding
- BEIS/MHCLG Additional Funding
- Local Authorities Business Rates Pool
- Growth Hub Funding

5.2 Programme Delivery Summary

‘Delivery’ by GFirst LEP was judged as ‘Exceptional’ in our 2018 performance review. We will continue to operate our programme management to this standard, using the resources and processes that have proved to be effective to date.



5.3 Local Growth Fund

5.3.1 Summary

GFirst LEP has now been awarded a total of £101.716m of Local Growth funds, (£9.07m of which was allocated to the Elmbridge Court Roundabout as a DfT retained scheme). Against this total, we now have a confirmed programme of projects. Delivery is progressing well and is delivering tangible outcomes against our strategic objectives.

Spend and delivery is being tightly managed by the Programme Management Group, made up of senior staff members from both the LEP and Accountable Body (Gloucestershire County Council).

The summary below shows how the spend profile is being managed over the life of the programme.



	15/16	16/17	17/18	18/19	19/20	20/21	Totals
Total Revised Growth Fund Allocation	£13.170	£29.150	£13.355	£10.699	£20.483	£14.859	£101.716
Elmbridge Roundabout (DfT Retained Scheme)		£6.070	£3.000				£9.070
Total LEP Managed Funds Govt Profile	£13.170	£23.080	£9.255	£11.799	£20.483	£14.859	£92.646
In year spend (Actual/Planned Out Turn)	£13.169	£17.849	£14.487	£11.799	£20.483	£14.852	£92.638
Under (+)/overspend (-) in year vs Profile	£0.001	£5.230	-£5.232	£0.001	£0.000	£0.007	
Cumulative underspend/overspend (-)	£0.001	£5.232	£0.000	£0.001	£0.001	£0.008	



HM Government



To date a total of **£55.8m** has been spent in actual delivery. The complete programme of projects is as follows:

Project Name	Growth Fund	Summary Status	19/20 plan
Growth Hub Amalgamated	£ 9,400,000	Majority of construction complete, in operation	Roll out of network sites to be completed
Five Valleys (Merrywalks), Stroud	£ 3,000,000	In construction	Completion and re-launch
Farm 491	£ 2,920,000	In operation	Service Delivery
Glos Airport Anson Park Development	£ 1,885,000	In preparation	Funding Approval
Glos Airport South Camp	£ 550,000	In operation	
UK Digital Retail Innovation Centre	£ 400,000	About to launch	Service Delivery
Cheltenham Cyber Park	£ 22,000,000	In preparation	Funding approval & start construction
Cinderford Northern Link Road	£ 3,800,000	Complete	
Gloucester Railway Station Improvements	£ 3,750,000	In preparation	Funding approval & start construction
A40 Innsworth Gateway	£ 4,530,000	In preparation	Funding approval & start construction
Blackfriars & Quayside	£ 4,130,000	Complete	
Hartpury College, Tech-to-Plate	£ 1,000,000	In construction	Start operations
GREEN Skills Centre	£ 5,000,000	Complete	Service Delivery
Berkeley Green Cyber Security Centre	£ 3,000,000	Complete	Service Delivery
Cinderford - New Gloscol Campus	£ 2,600,000	Complete	Service Delivery
Gloucestershire STEM centres	£ 2,096,000	Complete	Service Delivery
Elmbridge (Tail-end Major road scheme)	£ 9,070,000	Complete	
Gloucester Transport Hub	£ 6,400,000	Complete	
A419 Stonehouse Improvements	£ 4,360,000	In construction	Complete
A40 Over Roundabout	£ 2,230,000	Complete	
Gloucester South West By Pass	£ 2,000,000	In preparation	Land acquisition
Berkeley Bridge Replacement	£ 1,990,000	Complete	
B4063 Staverton Bridge Junction	£ 1,600,000	In preparation	Prepare Business case
Cheltenham Spa Railway Station	£ 1,497,000	In construction	Complete
Lydney Transport Strategy	£ 1,000,000	In preparation	Complete
St Barnabas Roundabout	£ 1,000,000	In preparation	Prepare Business case
Abbeymead /Metz Way	£ 500,000	Complete	

5.3.2 Progress to date (2015/16 to 2018/19)

Local Growth Fund Investment Programme - outputs to date (associated with projects directly)



1,799 Jobs created/protected to date
(total forecast 16,674 over life of programme to 2025)



49 homes completed to date
(total 3,650 approved on LGF supported sites)



1,219 businesses supported to date by the Growth Hub
(3,580 planned over life of programme)



14,868m² of commercial space
(104,000 m² planned over life of programme)



1,522 apprenticeships
(1,577 planned – on track to exceed)



Direct leverage confirmed of £80m to date with total forecast of £355m for the programme
(£257m of private sector)



We are currently on track to achieve c£350m of leverage in relation to the £101m of LGF funds committed to date, not including a potential additional £600m+ that could accrue from the development of the Cheltenham Cyber Park. In respect of jobs we are slightly behind expectations, but this is in the context of virtual full employment in Gloucestershire. As a result, what we have seen rather than absolute jobs growth is a significant improvement in productivity performance.



In 2017 Gloucestershire's GVA per hour worked was £32.2 this was above the South West average (£30.2) but 4.3% below the UK average (£33.6). When compared to the other 37 Local Enterprise Partnerships, Gloucestershire has a rank of 14 out of 38 (1 having the highest GVA per hour worked). Gloucestershire GVA per filled job stood at £51,664 in 2017, which as with GVA per hour worked was above the South West average (£46,888) but 4.9% below the national average of (£54,330). The picture when compared with other LEP's is also very similar to that observed with GVA per hour worked, with Gloucestershire again having a rank of 13 out of 38 (1 having the highest GVA per prefilled job). Growth in GVA per hour and per filled job between 2016 and 2017 exceeded the national average.



Our 'flagship' Growth Hub programme continues to make excellent progress. 2018 saw the opening of the expanded Growth Hub and Business school at the University of Gloucestershire, supported by £5m of LGF investment. We also opened the Cirencester Growth Hub (combined with the Farm 491 Agri-tech centre) at the Royal Agricultural University, a 'tier 2' Growth hub co-located at the Tewkesbury Borough council offices, an updated website and digital platform, and the full roll-out of 'tier 3' contact points at all 31 Gloucestershire County Council libraries.

5.3.3 Key actions for 19/20

1 Gloucester Railway Station Improvements

Develop full business case and progress to funding approval & start construction.

2 GREEN Skills Centre

Establish the Berkeley site Development Board to support the wider development of the site as a strategic economic asset for Gloucestershire.

3 Five Valleys (Merrywalks), Stroud

Completion up to phase 4 of re-development plan and re-launch of centre under new branding.

4 Glos Airport Anson Park Development

Develop proposal to full business case and progress to funding approval.

5 UK Digital Retail Innovation Centre

Complete formal launch of the centre and start operations/service delivery.

6 Cheltenham Cyber Park

Develop full business cases for phase 1 and phase 2 of the overall scheme, progress to funding approval & start construction.

Also to establish and support the Project Development Board for the wider Cyber Park "Cyber Central"

7 Growth Hub Amalgamated

Complete Growth Hub Network Tier 2 centres in Cheltenham, Forest of Dean (Vantage Point) and Stroud and begin service delivery from all sites.

Also to establish the Strategic Growth Plan for the Growth Hub Network.

8 A40 Innsworth Gateway

Develop full business case and progress to funding approval and start construction.

9 Hartpury College, Tech-to-Plate

Complete construction and start operations/service delivery.

10 A419 Stonehouse Improvements

Complete construction and open fully.

11 Gloucester South West By Pass

Progress land acquisition and achieve planning approval.

12 B4063 Staverton Bridge Junction

Prepare full business case.

13 Cheltenham Spa Railway Station

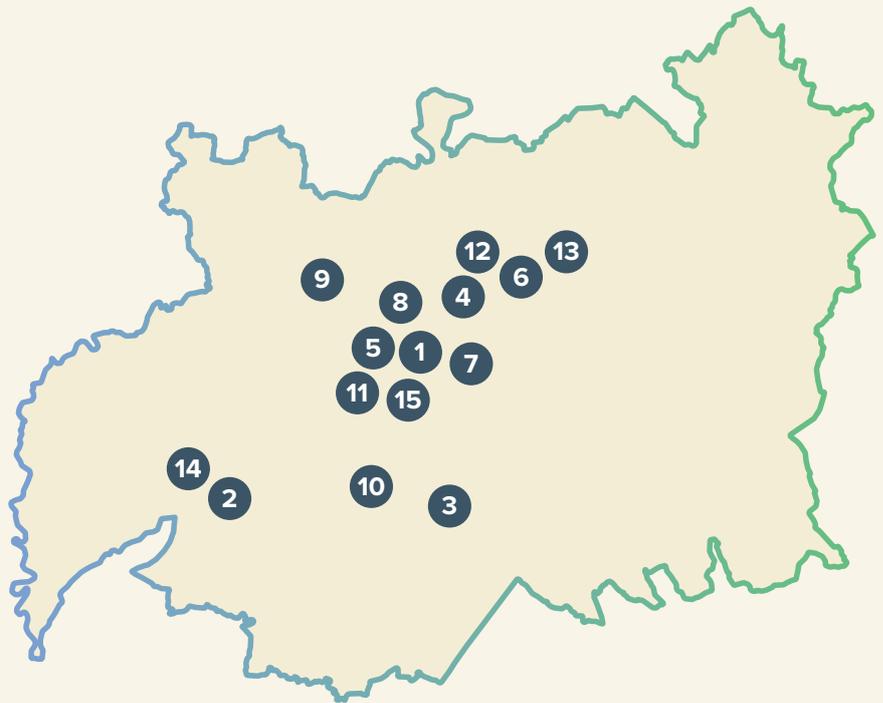
Complete construction and open for full operations.

14 Lydney Transport Strategy

Complete construction and open for use.

15 St Barnabas Roundabout

Prepare full business case and progress to funding approval (ready for approval in 20/21).



5.4 Other Funding & Growth Programmes

5.4.1 BEIS Growth Hub Funding – Summary

GFirst LEP continues to receive funding directly from BEIS to support the resource cost of delivering the Growth Hub service. As detailed elsewhere, the Growth Hub Network is of high strategic importance to Gloucestershire. The BEIS funding is complementary to the substantial LGF capital funding and ERDF revenue funding that enable Gloucestershire's service to be comprehensive and to deliver significant Growth in our SME's. The BEIS funds (£205K in both 18/19 and 19/20) ensure that businesses that are not eligible for ERDF funding can access support, and that a broad range of services is delivered (beyond the narrow confines of ERDF metrics). GFirst's Director of Strategic Growth has overall responsibility for the effective and compliant use of the BEIS Growth Hub grant funding.



5.4.2 Key actions for 19/20

- Ongoing delivery of the Growth Hub service through all the Network centres, including those that open in 19/20.
- Ongoing development of services to include a new Mentoring Service, BBFA national pilot and Scale Up activity.
- Capacity and capability building - to include sustainability planning, integration with the Local Industrial Strategy and input into UK Shared Prosperity Fund consultations.



5.4.3 European Structural Investment Funds (ESIF) Summary

Gloucestershire was allocated in excess of £37m to deliver on the ESIF Strategy for the EU funding programme 2014 – 2020. £25.7m has been contracted out to date, with £11.5m due to be processed in 19/20.

An engaged and effective ESIF sub committee supports the process of distribution and allocation of these funds by providing local strategic guidance and comments on value for money. The managing authorities for each of the funding streams (ERDF, ESF & EAFRD) oversee the publication of calls, processing of applications and monitoring of delivery. Where appropriate, they also liaise with national organisations involved in delivery (e.g. BIG Lottery, DWP etc.) Local Technical Assistance for ERDF (delivered by GFirst LEP) ensures that calls are in line with strategy and that there is a pipeline of potential applicants.

The programme is performing well:

Fund	Total Allocation (£*)	Contracted	2019/20 calls / contracts
ERDF	17,686,971	11,762,837	5,924,134
ESF	16,746,925	12,707,823	4,039,102
EAFRD	2,893,392	1,287,005	1,606,387
Total	37,327,288	25,757,665	11,569,623

*nb the exchange rate used by each managing authority differs, the sterling value may be subject to further adjustment.

5.4.4 Key actions for 19/20

- Final distribution of funds. To include final ERDF call in June 2019, allocation of EAFRD funds from pipeline and ESF allocation in conjunction with National organisations.
- To initiate processes of review and reflection including providing ERDF technical assistance with summative assessments.
- To develop ideas and strategies locally and with Government for future funding (specifically the UK Shared Prosperity Fund) that would deliver continuity and sustainability of successful initiatives.



5.4.5 Growing Places Fund: ‘Gloucestershire Infrastructure Investment Fund’ (GIIF) Summary

Our implementation of the “Growing Places” fund continues to be highly successful. We utilise the funds as a rolling loan scheme now called the Gloucestershire Infrastructure Investment Fund (GIIF) and currently the £8.0m of funds are fully committed. Two notable successes in 2018 were the completion of the Shield House data centre in Gloucester, a state of the art, multi-carrier secure data centre and the start of construction of the new Stroud Metals factory in Stonehouse.

Project title	Category	GIIF Investment	Private Sector Investment	Jobs created
Honeybourne Gate Extra Care Home	Housing	£2.75m	£13.4	21
Park View (Southgate St) Extra Care Home	Housing	£1.3m	£5.8m	21
Gloucester Services (Southbound)	Infrastructure	£3.0 m	£20.34m	575 (regional)
Dudbridge Estates (Stroud Metal new factory)	Business Support	£3.5m	£6.025m	101
Shield House Secure Data Centre	Infrastructure	£3.0m	£12.66m	12
Merrywalks re-development (Stroud)	Business Support	£1.0m	£23m	190
Bakers Quay (Phase 2) Regeneration	Housing	£1.75m	C£30m	60

Gloucestershire County Council provides the Accountable Body and overall project management of this very successful programme. Officers successfully secured the Growing Places Fund initiative from Government in 2012 and developed it into a revolving loan fund from 2013. To date it has provided funding to bring forward and develop a wide variety of projects/schemes, contributing to the economic growth of the county.



European Union
European Structural
and Investment Funds

5.4.6 Key Actions for 19/20

- In 19/20 we will continue to actively manage this fund and ensure we have a strong pipeline of projects to support both the fund as it stands and also in the event that we are successful in achieving additional funding from government. Currently we have around £8m of projects in waiting.
- In 19/20 we will also seek to establish a smaller projects fund in partnership with our Banking and Finance Group that can potentially fund schemes in the £100k to £500k range.

5.5 Capital Investment Pipeline

5.5.1 Summary

'The Gloucestershire Economic Growth Capital Investment Pipeline' (CIP) has been developed to identify all capital projects that have the potential to have a transformational impact on the economy of Gloucestershire. The CIP is a living document, actively managed by the Senior Officer Group of the GEGJC which aims to provide a comprehensive view of all capital projects (including infrastructure/regeneration projects) which could make a substantial and well evidenced contribution to economic growth. Identified priorities from this process are used to inform the business case selection process conducted by the LEP Board. The CIP is funding source neutral.

<https://www.gfirstlep.com/project-pipeline/>

5.5.2 Key Actions for 19/20

- Active call for fresh expressions of interest for projects to be added to the CIP.
- Development and prioritisation of project ideas in response to emerging strategies and opportunities, including the Local Industrial Strategy.
- Preparation of Investment plan by March 2020.



5.6 Monitoring and Evaluation

5.6.1 Summary

GFirst LEP monitors the performance of funded projects closely, to ensure delivery meets or exceeds the commitments in the funding agreements, and the terms of the Growth 'Deal' with Government. As well as monthly, quarterly and annual reporting, three projects (Growth Hub, GREEN and Berkeley Cyber Centre) are being formally evaluated.

As the capital programme matures, and the EU funding enters its final phase, a review of performance will inform future strategies and plans for sustainability.

5.6.2 Key Actions for 19/20

- Growth Hub data collection and reporting requirements will comply with the reporting requirements of Monitoring and Evaluation Framework for Growth Hubs 2019-2020.
- March 2019: Short term evaluation of the Growth Hub services by 'Wavehill'
- December 2019: Medium term evaluation of the ERDF Core Growth Hub service to 2019 (Summative Assessment)
- Q4 19/20 Final Evaluations due on GREEN and Berkeley Cyber Centre projects
- Q1 19/20 The Interim Evaluation (an external third party report) for the GREEN Skills Centre will be published (final evaluation will be in late 2021).
- Q3 19/20 The Interim Evaluation (an internal report) for the Berkeley Cyber Centre will be published (final evaluation will be in late 2021).



Section 6

Strategic Activity

6.1 Summary

6.2.1 Cross LEP and Regional Collaboration – Summary

6.2.2 Key Actions for 19/20

6.3 Strategic activity & alliances (other)

6.3.1 Summary

6.3.2 Key actions for 19/20

6.1 Summary

The development of Gloucestershire's Local Industrial Strategy will be within the context of a broad range of strategic activities being delivered in collaboration locally, regionally and nationally.

6.2.1 Cross LEP and Regional Collaboration

GFirst LEP has good working relationships with our neighbouring LEPs, specifically Worcestershire, Swindon & Wiltshire, the Marches LEP and West of England LEP, which we will maintain and seek to strengthen in the coming 12 months.

Since late 2018, discussions have commenced to look at a regional 'cluster' that covers the M4 corridor from Swindon to Swansea – this includes; GFirst, West of England, Swindon & Wiltshire and Dorset LEPs working alongside local authorities from Newport through Cardiff to Swansea. The removal of the tolls on the M4 Severn Crossing will cement the ties between the economies and communities of South Wales and south-west England, creating a growth corridor and delivering a financial boost not just for commuters and tourists but for business owners too.

Through 2018 we collaborated with Worcestershire, Swindon & Wiltshire and Marches LEPs on a regional (Cyber) Science & Innovation Audit. This will form a vital part of our evidence base for both their Local Industrial Strategies and ours.

We have been working closely with Worcestershire LEP, Coventry & Warwickshire LEP and Midlands Connect (the emergent Sub-National Transport Body for the Midlands Engine) as part of the A46 Partnership. This partnership has been very successful in evidencing the economic potential of the A46 from the M5 J9 all the way to Grimsby on the East Coast and as a result, it is now being considered at Government level as a key corridor for investment. An investment prospectus has been jointly created to support the promotion of this route for development to 'expressway' standards along its length.

6.2.2 Key Actions for 19/20

- Build on strong working relationships with neighboring LEPs.
- Focus on the development of the 'M4 corridor' collaboration.
- Work with our neighboring LEPs through the development of our individual Local Industrial Strategies to ensure regional alignment on key strategic issues including road, rail and digital infrastructures as well as mutually shared sector strengths such as cyber and advanced engineering/manufacturing.
- Continue to provide support for the development of the Sub Regional Transport Body for the region, working title "The Western Gateway".

6.3 Strategic activity & alliances (other)

6.3.1 Summary

GFirst LEP has a strong track record of strategic collaboration with partners from the public, private and voluntary sectors.

6.3.2 Key actions for 19/20

- Following our successful bid for £500,000 of match funding via ERDF (the other half of the match includes funds from all seven of our Councils) we have recruited a dedicated Inward Investment team for Gloucestershire. Through the next 12 months, we will work closely with these Local Authorities alongside DiT and our Growth Hub Network to produce a compelling offer for non-EU SME Foreign Direct Investors to invest in Gloucestershire.
- To strengthen relationships with leading Universities outside of our LEP area where there is potential for collaboration on funded programmes or to add investment and expertise with some of our Local Growth Deal funded projects such as the Cyber Park in Cheltenham. (These include the University of South Wales, UWE, the University of Bristol, and Brunel).
- The Growth Hub is also an excellent example of close collaboration with the University sector and Local Government, working with both the University of Gloucestershire and the Royal Agricultural University. In 2018 we opened 'tier 1' Growth Hub business support centres in Gloucester and Cirencester with these Universities and one 'tier 2' Growth Hub business support centre in Tewkesbury in partnership with Tewkesbury Borough Council. Furthermore, we launched Growth Hub 'tier 3' contact points at all 31 local authority run libraries in Gloucestershire.
- In 2019 we plan to open three further 'tier 2' Growth Hub business support centres in Cheltenham, Stroud and the Forest of Dean in collaboration with the public and private sector.
- Continue to be active members of Nuclear South West and the Hinkley Point Steering Group alongside Heart of the South West and West of England LEPs. To ensure the southwest receives its fair share of funding as an outcome of the Nuclear Sector Deal.
- Continue our work with the Local Nature Partnership and support the implementation of the "Building with Nature" standard.
- Continue to support our Local Authorities in their bids for funding from the Future High Streets Fund. All six of our Local Authorities submitted EOIs.
- Work with key strategic partners from both the public and private sectors to ensure our ambitions outlined in our (BEIS funded) Energy Strategy continue to progress as we strive to become a carbon neutral county by 2050.
- Work closely with Local Government partners to continue to lobby national Government on major infrastructure investment projects in the county including; M5 J10 HIF bid, A417 'Missing Link' and the Cyber Business Park in Cheltenham.
- Rail Strategy – working with our Local Authority partners, we plan to produce a rail strategy for the county of Gloucestershire. This will align closely with rail strategies already completed by Worcestershire and Swindon & Wiltshire LEPs.
- Consult and engage with local businesses via our first AGM.
- Our sector specific Business Groups will continue to ensure the voice of business is front and foremost in the LEP decision-making process. A few specific examples of activities planned for 2019 include: our Energy Business Group will start to implement actions highlighted in our BEIS funded Energy Strategy; our Agri Food & Rural Business Group will develop a Food Strategy for the county on the back of our recent report that measured the value of the rural economy, and our Banking & Finance Business Group will run another 'Access 2 Finance' event which raises the awareness of alternative funding options to members in this sector.
- Further develop mechanisms for ensuring that the view of the private sector (our businesses) has a meaningful role within local economic decision making.
- Support the work of the Joint Core Strategy Review (JCS) to ensure that the county can maximise the amount of quality employment land available. The JCS is a co-ordinated strategic development plan for the Councils of Gloucester City, Tewkesbury and Cheltenham Boroughs that sets out how the area will develop between 2011 and 2031.

gfirst[®] LEP

growing gloucestershire

GFirst LEP,
The Growth Hub,
Oxstalls Campus,
Oxstalls Lane,
Gloucester
GL2 9HW

T: 01242 715480

E: info@gfirstlep.com

www.gfirstlep.com



@GFirstLEP

Partners:

