



Cheshire and Warrington LEP

Delivery Plan

2019/2020



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1. Executive Summary

We are proud to publish our very first delivery plan, setting out our priorities for the year and the key deliverable that we can be judged against. This is a critical time for Cheshire and Warrington as we translate the LEPs strategic plans, into action and delivery on the ground.

The LEP has grown significantly in the last 12 months and 2019/20 is set to be a formative year. The Growth Hub has been brought in house and for the first time we will be looking to deliver a seamless support to local businesses across the business support and skills agenda.

Income from the Enterprise Zone is now coming in and this offers new opportunities, enabling us to deliver new development at pace and establishing a quality pipeline of investment opportunities across the zone.

We will be publishing our Local Industrial Strategy in the summer and will building on our Strategic Economic Plan, setting out our key strengths and plans to grow our regional economy. This document will also inform and guide future interventions and investment in the sub region.

The Local Growth Fund programme continues to perform well and is expected to contract all projects by the end of the year. The outputs already generated show that the programme should comfortably exceed its output targets and offer good value for money.

2. Introduction

This is the first delivery plan to be produced by the Cheshire and Warrington Local Enterprise Partnership (CWLEP). The Plan sets out the priorities for the CWLEP for 2019/2020 and the outputs and deliverables we expect to achieve by the end of the year.

3. Strategy

3.1. Strategic Economic Plan

Our [refreshed Strategic Economic Plan](#), published in July 2018, confirms the revised growth ambition shared across the Cheshire and Warrington sub-region: to grow our economy's GVA to £50 billion per annum by 2040.

The SEP sets out the key opportunities that will drive our growth ambitions:

- The world class science, technology and innovation assets within the [Cheshire Science Corridor](#)
- The once-in-a-generation opportunity that HS2 will bring to the [Constellation Partnership](#) area and wider region
- The unique cross-border opportunities within the [Mersey Dee Economic Alliance](#), and the potential to create [Warrington New City](#)

3.2. Local Industrial Strategy

Cheshire and Warrington is one of six LEPs selected to work with Government in the second wave of Local Industrial Strategy development. Work started in 2018/19 to develop a finer grain understanding of our economy, further developing the evidence base that was generated during the refresh of the SEP. Work to look particularly at the productivity performance of our key sectors and understand some



of the drivers, key challenges and major opportunities is also underway and will be re-enforced by a widespread programme of engagement with local businesses and key stakeholders.

3.3. Key Strategy Delivery Actions for 19/20

The key targets for the development of the LEP’s wider strategic agenda are:

1. Develop and publish the Local Industrial Strategy (LIS) for Cheshire & Warrington	Q3
2. Develop and publish a delivery and investment plan for the LIS. Delivery of early projects to commence in Q3	Q4
3. Complete the development and publication of a Digital Strategy, including a Digital Infrastructure Plan	Q1 & Q3
4. Complete the development and publication of the LEP’s Science and Innovation Strategy and Delivery Plan.	Q1
5. Develop a strategic partnership with Homes England and the LAs to deliver our Housing Strategy in conjunction with the Sub Regional Leaders Board	Q4

4. Delivery in 19/20

4.1. Skills

4.1.1. Pledge Network

Early in 2018 we studied examples of good practice where employers were heavily involved in inspiring young people about new technologies and career opportunities. The Crewe Pledge led by the South Cheshire Chamber was one of these good practice examples and following a series of discussions it was agreed that we should role out a coherent series of Pledges across Cheshire and Warrington.

It was also agreed that as well as focusing on young people in school, the LEP should also engage with young people in out of school activities run by various youth groups. The Youth Federation agreed to help coordinate this work.

After exploring different ways of funding the Pledge network, it was agreed that a bid for £1.1 million from the European Social Fund (ESF) should be submitted. The Youth Federation agreed to lead the bid on behalf of local partners.

We are delighted to say that the ESF funding, which was secured in q4 of 18/19, has already enabled the LEP to recruit a small team that will deliver a more comprehensive service to young people, their schools and youth workers. In addition, we have secured a total of £100k funding from the Careers



and Enterprise Company and Higher Horizons to enable us to fund an additional two Enterprise Coordinators who will work with the senior leadership teams in our secondary schools to help them develop career strategies and detailed delivery plans. This exciting and ground-breaking work will continue through 19/20.

4.1.2. Virtual Institute of Technology

The LEP's Employers, Skills and Education Board agreed that once individuals were making better informed decisions about the subjects they study and the training they wanted to undertake, then we also needed to ensure that we had the right curriculum and training offers available to them.

As an initial focus of this work we agreed to concentrate on digital and STEM related skills. From logistics, to automotive to financial services it was clear that Digital and Science, Technology, Engineering and Maths (STEM) skills are fundamental to our local employer's needs. During a number of our meetings early in 2018 we identified Digital skills as a key, cross-cutting skills need that form the cornerstone of every business in every sector.

In September a £29m outline bid to use ESF to pump-prime the Virtual Institute of Technology was submitted on behalf of local partners by the University of Chester. To establish operational priorities the University will work with an employer-led Board, formed with the LEP.

A decision on the bid is expected around the summer 2019. Eighty percent of the European Social Funds will be matched with employer investments to deliver training packages that employers need, with the remaining twenty percent to be spent on independent brokers who will work with groups of employers to aggregate demand as well as on developing new packages of training where needed.

The aim is to start developing the skills packages employers need so that delivery can start as soon as the European Social Funds become available.

We have also agreed that the Virtual Institute of Technology will be embedded in the new Growth Hub so that the skills needs of our businesses will be addressed as part of a wider conversation about how to enable our local businesses to grow and prosper.

To further enhance the delivery of the digital skills that employers need, we prepared and submitted to Central Government an Expression of Interest in establishing a Digital Skills Partnership in Cheshire and Warrington. We were delighted to launch this partnership in May 2019, at the same time announcing the appointment of a Digital Skills Co-ordinator who will help drive forward the development and delivery of digital skills across our area.



4.1.3. Challenges for 2019

We need to stay focused on ensuring the Pledge partnership and the Virtual Institute of Technology deliver the objectives that we have set. There are a range of different ways in which you or a member of your organisation can become involved in the governance and delivery of the Pledge network we will establish across the sub-region:

- **Governance** – membership of local Pledge Boards that oversee the delivery of the inspiration, information and communication programme of activities in different geographical areas across Cheshire and Warrington
- **Working with the senior leadership teams in local schools and colleges** to advise the schools on developing and implementing careers strategies for their students
- **Getting involved in a programme of activities where you work directly with young people** including: careers fairs, coaching and mentoring, work experience, apprenticeships, youth groups, etc.

4.1.4. Skills Key Actions for 19/20

The key targets to delivery of our ambitions for skills in Cheshire and Warrington are:

1. Establish a Virtual Institute of Technology (subject to funding agreement)	Q3
2. Evolve the Employers’ Skills and Education Board so that it takes on the additional functionalities of a Skills Advisory Panel (including Local Authority representation) that works with local training and education providers to deliver the Skills and Education Plan priorities and to ensure training and education reflects the needs of employers in Cheshire and Warrington and the wider economy	Q3
3. As a Digital Skills Partnership, ensure that digital skills are a key priority as the skills and education priorities of the Employers’ Skills and Education Board (the Pledge network and the Virtual Institute of Technology) are delivered. Recruit a Digital Skills Co-ordinator	Q1
4. Agree priority investments to invest £5m of Skills Capital funding	Q2
5. Develop and implement a skills and education stakeholder engagement plan	Q3
6. Recruit Pledge Facilitators to establish and support 10 local Pledge Partnership Boards	Q4
7. The Skills and Education priorities to be reviewed and evaluated and a Future Strategy for Skills developed from it.	Q4



5. Business Support

The Growth Hub which transferred to the LEP in October 2018 is designed to simplify the landscape to access support for all businesses while adding value to each business it engages. In order to achieve this and most importantly to achieve and demonstrate the impact the Growth Hub is having the LEP is working towards:

- Clear and concise governance – the Growth Hub is managed by the LEP with intelligence fed in through a business support stakeholder group and overseen by the Business Growth Committee and LEP Board.
- Simple and accessible structure – A small team within the LEP but with presence across Cheshire and Warrington to ensure businesses from across the entire sub region have the same level of access to support.
- Collaborative approach incorporating the LEP, Local Authorities, Chambers, Universities and other relevant stakeholders and partners. This includes circular referrals, data sharing and a single access point to offer all businesses a clear and valuable experience.
- A focus in reaching out to SME's and micro-businesses who are often least able to access the support they need.

The Cheshire and Warrington Growth Hub model is designed around account management of businesses who have received medium and high intensity engagement. This means building relationships with businesses to add genuine value to them through multiple engagements and brokerages and having the ability to report specific impacts through the governance process.

BEIS monitor success by counting business engagements and positive feedback from businesses. The LEP will go much further than that. Key to the success of the Growth Hub will be genuine growth of the businesses we support, this will be measured through many indicators that go beyond what historic ERDF and other publicly funded projects would require, including:

- Turnover and profit increases
- Headcount
- R&D Spend
- New product development and launch
- New exports
- Investment
- Winning of new contracts and accessing new markets
- Footprint growth
- Accessing new supply chains

By working with businesses to help them in these areas we can monitor the direct impact on them and the wider economy as well as achieving the aim of simplification and ease of access.

The mechanism to record this data is in place through the CRM system and the team are now ensuring that a baseline is established through the data recorded so far. This is an ongoing journey but through the work of the team we are already seeing higher levels of support at this early stage.



As the Growth Hub is required to be a universal service, staff also working towards upgrading the digital offer to give businesses who require signposting or other lower level interventions can access this easily and effectively through the website, but also maintaining the option to contact us direct if preferred. Through this upgrade and interaction with the CRM system we will be able to provide key data and support without the need to deploy significant resource allowing us to concentrate on the higher impact interventions.

The Growth Hub has been designed to provide businesses with a full service being the first port of call for any needs they may have. The smooth integration of The Pledge and Skills for Growth Programme is a hugely significant milestone towards achieving this. Providing business with a parallel service that provides skills and business support in one place will significantly enhance the ability of the Growth Hub to engage with businesses who have the potential, ability and ambition to grow.

As the integration of the skills offer is key to the success of the model the team have made links with the accountable bodies and governance structure of these programmes and secured buy in into the model. Recruitment is under way for The Pledge programme and these staff will be fully integrated into the Growth Hub and use the same CRM system allowing seamless data sharing and business engagements resulting in the elimination of duplication and allowing businesses to receive the full wrap around service from one place.

5.1. Business Support and mentoring Key Actions for 19/20

Key targets for the LEP’s Business Support activity in 2019/20 are:

<p>1. Specific Outputs to be achieved by end of 2019/20:</p> <p>1,350 Enquiries from individuals and businesses require support to start up and with growth (150 businesses are scale-ups with the aspiration and potential to deliver significant turnover growth over the next 3 year period of at least 50%):</p> <ul style="list-style-type: none"> • 450 businesses and individuals supported – low intensity support (circa 1 hour support) • 800 businesses – medium intensity support (Information Diagnostic and Brokerage) • 100 businesses – high intensity support (Over 12 hours) <p>660 Businesses being signposted and referred to a business support programme/s</p> <p>330 of the referrals made successfully progressing onto a business support programme/s</p>	Q4
<p>2. Establish the Business Growth Committee to oversee the Growth & Skills Hub</p>	Q1
<p>3. Develop and launch a new website, alongside a refreshed LEP website</p>	Q2



4. Deliver Account Management for Foreign Owned businesses landing 6 projects during 2019/20 and trade/investment advice to 50 companies	Q4
5. Develop a CRM system to support the day to day operation of the Growth Hub and inform the LEP's policy development work	Q1
6. Develop an inspirational programme of events engaging 82 SMEs, with Enterprise Co-ordinators working with 40 schools and engaging 3,050 young people	Q4
7. Aggregate demand for skills and education from x businesses to ensure they receive the training their businesses need.	Q4
8. Develop a programme and secure funding for activity which connects with more mature people, the disadvantaged and encompasses digital inclusion.	Q4

6. Infrastructure

Infrastructure

The main priority for 2019/20 is to develop a pipeline of infrastructure schemes to support the emerging priorities of the Local Industrial Strategy (LIS). The LEP does not have sufficient funding available to directly deliver schemes however we have allocated £400,000 per annum over the next three years to support the development of scheme business cases. We will, therefore work with the three Local Authorities to prioritise development of business cases for schemes that support the LIS priorities and have a good chance of attracting funding from central government for scheme delivery.

Other priorities for 2019/20 include:

- **Supporting the delivery of Crewe Hub** - continue to engage with DfT, HS2 and the rail industry to ensure that Crewe Hub is delivered in a way which allows us to achieve our ambitions on sub-regional connectivity in order to maximise the benefits of HS2.
- **Continuing Engagement with HS2, Northern Powerhouse Rail and Transport for the North** - As with Crewe Hub it will be important to continue to engage with DfT, HS2 and the rail industry to ensure that the sub-region maximises the benefits of HS2 and minimises its environmental impact. This also includes the need to ensure that a station is provided at Manchester Airport to improve access to the airport and the development opportunities in its vicinity plus ensuring that HS2 provides additional capacity together with Northern Powerhouse Rail (NPR) to ensure that growth in the area is not constrained.
- **Developing a Bus Strategy** - The aim of the Bus Strategy will be to identify how we can collectively improve the quality and frequency of public transport links to and from key locations such as educational institutions, places of work, hospitals, and towns and cities. It will seek to identify opportunities to reduce the need to transfer between bus services across the network where possible, but where a change is necessary it will look at how the quality of integration and interchange can be improved. A key component of the strategy will be to identify measures which are affordable to deliver, and which will attract additional usage to



make services sustainable over the long-term. It will also need to identify solutions which accommodate older users, particularly those experiencing isolation.

The LEP's key targets for the development of C&W's infrastructure in 2019/20 are:

1. Work with partners to produce initial business cases for the key infrastructure projects identified in the Strategic Transport Plan to include, transport, broadband/IT and services (e.g. water and electricity)	Q3
2. Develop a Bus Strategy which fits in with Local Authority Transport Plans	Q2
3. Develop a strategic outline business case for re-opening Middlewich rail Line	Q1
4. Work with CEC and other sub-regional partners to ensure Crewe operates as a genuine HS2 hub station, enabling easy, quick connections to the rest of C&W and beyond.	Q3
5. Influence Transport for the North to reflect the sub-regional priorities	ongoing
6. Ensure continued successful delivery of projects in the LGF programme, achieving spend of at least £16 million	Q4
7. Put in place a £1m investment programme to develop the region's energy infrastructure	Q2
8. Ensure Growing Places Loan Fund is fully deployed to support the development of the C&W economy	ongoing
9. Secure an extra £20 million of Evergreen funding	Q2

7. Local Growth Fund

Moving into the fourth year of the LGF programme the LEP only has three of the originally approved projects left to contract. As at the end of 18/19 the LEP had spent £90m of the £201m LGF allocation.

19/20 is the penultimate year of the LGF programme. Most projects have now been through the approval process and are in delivery with 12 projects now completed with LGF grant support of £55m towards the overall project costs of £127m.

The main focus of 19/20 will be to contract the remaining projects and continue to monitor and push those projects that are in delivery.



7.1 Local Growth Fund Outputs

The LGF programme is expected to deliver the following key outputs in 19/20:

Outputs	BEIS Target	Contracted on projects	Achieved to date	Expected in 19/20
Businesses receiving investment		29	11	4
Jobs created	16223	25,293	7,943	500
Private sector Leverage (£m)	359.78	308	500	25
Public Sector Leverage (£m)		128	76	40
New homes completed	5,750	13,384	3,019	250
GVA		136.5	3.91	4
Space occupied at Alderley Park (sqft)		18580	1077	250
Total amount of new road (meters)		3481	1081	1500
Learners benefitting		511	25	300

8. Enterprise Zone

Cheshire and Warrington has some of the most significant science and technology based assets in the North of England, some of which are of global importance in key growth sectors including: advanced scientific analysis and research; pharmaceuticals R&D and manufacturing; chemical engineering; energy and nuclear engineering; radio-astronomy; and astronomy. Collectively these assets form the Cheshire Science Corridor, a thirty mile crescent that crosses the northern part of the Cheshire and Warrington sub-region, linking together a number of nationally and internationally significant science and technology assets including Alderley Park, Birchwood, Capenhurst, Daresbury, Jodrell Bank and Thornton Science Park.

The Cheshire Science Corridor Enterprise Zone was established in 2016 and covers a number of science parks and key development sites in the Cheshire Science Corridor. In its first three years of operation, the Enterprise Zone has:

- Attracted over fifty new businesses
- Attracted over 1,000 new jobs
- Created over 250,000 sq ft of new commercial floorspace
- Attracted over £30m of private sector investment

The Enterprise Zone made its first investments in 18/19 and has developed a £29m investment programme. Work is currently underway to secure additional funding to fund the investment programme which is expected to be in place by summer 2019.

In 19/20 the following is expected to be delivered by the EZ:

1. Develop a long-term strategy for the development of the Cheshire Science Corridor linked to the Local Industrial Strategy	Q1
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2. Develop a business case for the Crewe Hub EZ to support the delivery of the new HS2 station at Crewe and maximise the benefits of HS2 for the wider sub-region	Q2
3. Develop and actively manage the investment pipeline for the Cheshire Science Corridor EZ	Q4
4. Invest £12.8m in 8 new schemes in the Cheshire Science Corridor EZ	Q4
5. Attract 55 new businesses into the Cheshire Science Corridor EZ	Q4
6. Attract 1,200 new jobs onto the Cheshire Science Corridor EZ	Q4
7. Create 580,000 sq ft of new floorspace in the Cheshire Science Corridor EZ	Q4
8. Leverage £72m of new public and private sector investment in the Cheshire Science Corridor EZ	Q4
9. Generate £1.7m in retained business rates from the Cheshire Science Corridor EZ	Q4
10. Support University of Chester to secure a JV partner for the development of Thornton Science Park	Q4
11. Promote the wider science corridor in conjunction with neighbouring LEPs.	Q4
12. Develop business cases for Enterprise Zones elsewhere in Cheshire and Warrington to be deployed when the opportunity arises.	Q4

9. Growing Places Fund

Demand for Growing Places Funding increased during 18/19. At present there are a number of applications under consideration. If these opportunities are funded then the Fund will be fully invested until the existing investments are realised.

10. Cheshire and Warrington Urban Development Fund

The LEP has secured a further £20m Urban Development fund which will become operational by Summer 19. It is expected that the fund will only make 4-8 investments in total and the first of these is expected before March 2020.

11. European Structural Investment Funds

It is expected that all the European Social Fund will be fully committed by that start of 19/20. Therefore, the focus for 19/20 will be to deliver all the contracted ESF schemes and to run another call for projects to commit the remaining circa £15m of European Regional Development Funding.

12. Marketing and Communications

With the appointment of a new Marketing Director in January 2019, marketing and communications activity for the 2019/20 financial year will be substantially increased. Activity will focus on stakeholder and business engagement - supporting delivery of the LEP's core programme areas and the profile of the LEP regionally and nationally.



Key targets for 2019/20 are:

1. Establish Marketing Cheshire Board’s leading governance role on Marcomms for LEP; working in partnership with local authority partners and other sub-committees as appropriate.	Q1
2. Develop and implement a multi-channel corporate communications and marketing plan, including delivery of campaign activity	Q1
3. Development of a place marketing and inward investment strategy (including future appearances at MIPIM) for Cheshire and Warrington	Q2
4. Deliver a programme of events and associated communications activity to support the work of the Growth Hub, to support increased stakeholder engagement activity	Ongoing
5. Developing a comprehensive database of stakeholders and businesses, to support effective and increased engagement (captured and maintained within the LEP’s CRM system)	Ongoing
6. Review the LEP Brand and that of its sub-brands (Growth Hub, Science Corridor, Skills/Pledge/IoT)	Q2
7. Redevelopment of the LEP website including the site for the Growth Hub, Science Corridor and Invest in Cheshire, to support increased stakeholder and business engagement activity	Q2
8. Implementation (and ongoing evaluation) of plans	Q4

13. Overview of LEP Governance

The governance of the LEP has continued to develop to follow guidance issued by government, most notably in the National Assurance Framework (NAF). This work continues with the appointment of new Board Members by the Summer 2019 and the retirement of our Chair by the end of the year. The recruitment exercise has enabled us to continue to champion diversity and further strengthen our main Board, while the establishment of our arms-length Scrutiny Committee has continued to support better decision making. We were delighted to have been judged as being outstanding in this area by the government at both it’s annual assessment and then following a dep dive review.

The CWLEP’s Local Assurance Framework has been updated following the publication of the NAF in January 2019. A copy of the LAF can be found here: <http://www.871candwep.co.uk/how-we-work/>

A key change that the LEP is making following best practice and the latest NAF is that LEP sub-committees will in future comprise a Chair and Deputy Chair from the main Board, a named representative from each of the Local Authorities and sufficient additional private sector membership to ensure the committees have active, well informed discussions. The additional private sector members will be appointed through an open and transparent process.

Terms of reference for each of the committees can be found in the Local Assurance Framework on the LEP website.



13.1. Governance Key Actions for 2019/20

The key targets as the LEP develops its governance over the next twelve months are:

Appointment of Finance Director and incorporation of Marketing Cheshire into LEP's governance structure	Q1
Commence recruitment of a new Chair to ensure a timely handover	Q2
Formulating membership of LEP sub-committees to enable them to take delegated financial decisions, including open recruitment of private sector members	Q1
Establishment of: <ul style="list-style-type: none"> ➤ Business Growth Committee ➤ Inward investment Strategy Group 	Q1
Publish Annual Review	Q2
Hold an Annual General Meeting	Q2
Review and update the Local Assurance Framework	Q4
Establish a Junior LEP Board	Q4

Special emphasis will be given to equality and increasing the number of women on the LEP Board through the next and future rounds of recruitment.



Appendix 1

Details of LGF Projects to be delivered in in 19/20

Details of the funding due to LGF projects in 19/20 and expected start and finish dates are included in the table below.

Project Name	Total Project Cost £	LGF grant due in 19/20 (£)	Start date	Finish date
Sydney Road Bridge	10,378,000	100,000	Jun-18	May-19
GM & Cheshire Life Science Investment Programme	31,982,000	808,776	Dec-16	Dec-20
Warrington Centre Park Link	19,891,000	530,000	May-19	Mar-20
Warrington West Station	19,694,000	653,000	Jan-18	Aug-19
Ellesmere Port Central Development Zone	17,392,000	2,445,000	Aug-19	May-21
Poynton Relief Road	50,700,000	-	Oct-19	Aug-21
Crewe High Growth City – Congleton Link Road	89,600,000	5,195,000	Jan-19	tbc
Crewe High Speed-ready Heart Town Centre Regeneration Programme	24,700,000	1,716,684	Jan-19	Jul-21
Unlocking Winsford Industrial expansion Land	10,900,000	1,817,229	May-19	May-20
Tarvin Road	5,427,000	1,849,065	Jan-20	Dec-20
Warrington East Highways Improvements	13,500,000	500,000	Sep-18	Sep-19
Omega Local Highways Schemes phase 2	6,465,000	2,500,000	Jan-20	Jan-21
Skills	5,000,000	2,000,000	July-19	Dec-20
Energy Innovation	4,151,070	-	Aug-19	Dec-20
Joint Cheshire and Warrington Sustainable Travel Access Fund				
Burtonwood Omega Path (WBC)	1,000,000	500,000	Jan-20	Sept 20



Chester Road (WBC)	900,000	200,000	Sept 19	June 20
TPT Upgrade (WBC)	900,000	200,000	Sept 19	June 20
Wilmslow Strategic Cycle and Walking route (CEC)	1,300,000	500,000	Sept 19	Sept 20
Northwest Crewe Cycling and Walking Link (CEC)	2,145,000	1,100,000	Sept 19	Sept 20
A5117 Cycle Route, Ellesmere Port (CWAC)	602,000	100,000	July 19	Mar 20
Ellesmere Port Canal Towpath (CWAC)	4,379,000	200,000	Oct 19	May 20
Sutton Way Boulevard, Ellesmere Port (CWAC)	1,024,000	200,000	tbc	tbc
Macclesfield College - Chef's Whites Academy	200,000	13000	Sep-18	Sep-19
Total projected LGF spend for 19/20		23,127,754		

