

Cheshire and Warrington LEP

Delivery Plan

2019/2020

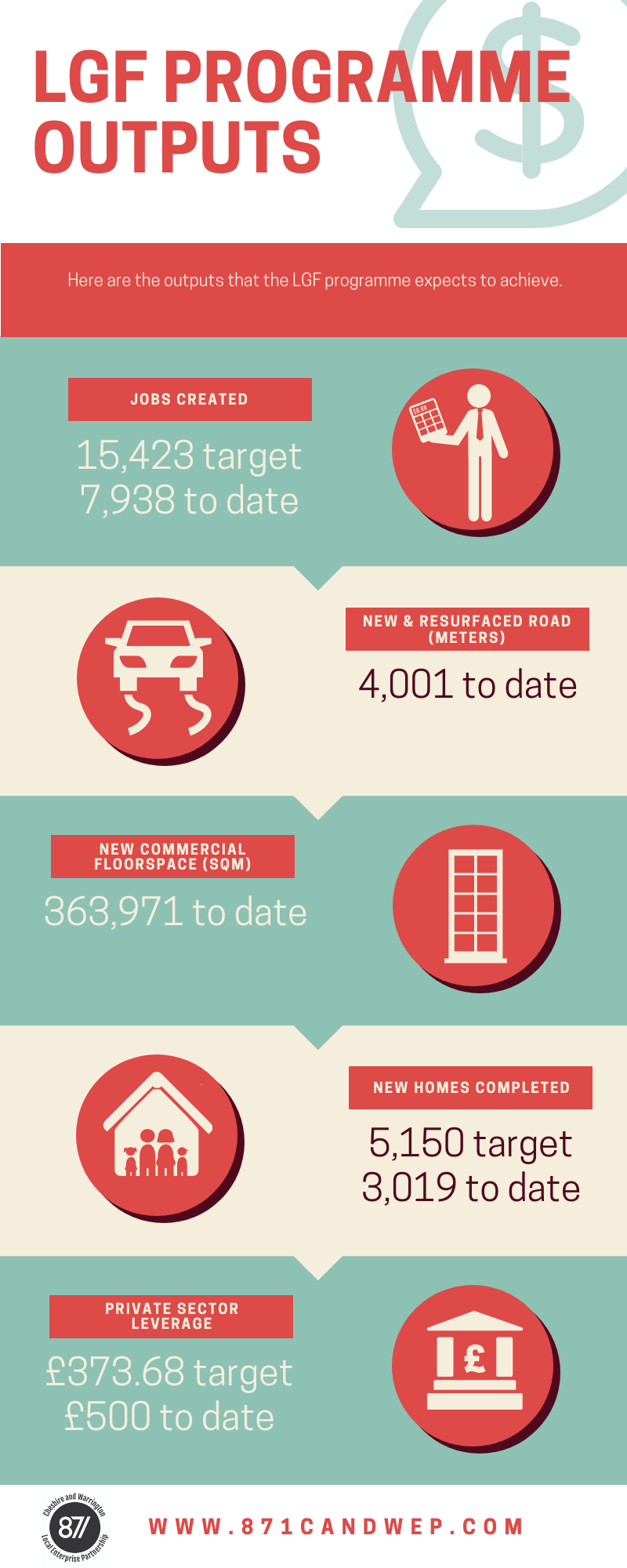


Table of Contents

[1. Executive Summary 5](#_Toc535482176)

[2. Introduction 5](#_Toc535482177)

[3. Strategy 5](#_Toc535482178)

[3.1. Strategic Economic Plan 5](#_Toc535482179)

[3.2. Priorities 5](#_Toc535482180)

[3.3. 5](#_Toc535482181)

[3.4. Local Industrial Strategy 5](#_Toc535482182)

[3.5. 5](#_Toc535482183)

[3.6. Key Actions for 19/20 5](#_Toc535482184)

[4. Governance 6](#_Toc535482185)

[4.1. Overview of LEP Governance 6](#_Toc535482186)

[4.2. Key Actions for 2019/20 6](#_Toc535482187)

[5. Delivery in 19/20 6](#_Toc535482188)

[5.1. Resources 6](#_Toc535482189)

[5.2. Delivery Summary 7](#_Toc535482190)

[5.3. Skills 7](#_Toc535482191)

[5.3.1. PLEDGE NETWORK 7](#_Toc535482192)

[5.3.2. VIRTUAL INSTITUTE OF TECHNOLOGY 7](#_Toc535482193)

[5.3.3. Challenges for 2019 8](#_Toc535482194)

[5.3.4. Local Industrial Strategy 9](#_Toc535482195)

[5.4. Business 9](#_Toc535482196)

[5.5. Infrastructure 9](#_Toc535482197)

[*5.6.* *Developing Infrastructure Investment Priorities* 10](#_Toc535482198)

[*5.7.* *Supporting the Development of the Local Industrial Strategy* 10](#_Toc535482199)

[*5.8.* *Supporting the delivery of Crewe Hub* 11](#_Toc535482200)

[*5.9.* *Continuing Engagement with HS2 and Northern Powerhouse Rail* 11](#_Toc535482201)

[5.10. 12](#_Toc535482202)

[5.11. Programmes 12](#_Toc535482203)

[5.12. Local Growth Fund 12](#_Toc535482204)

[5.13. Outputs Expected to be delivered in 19/20 14](#_Toc535482205)

[5.13.1. Growing Places Fund 14](#_Toc535482206)

[5.13.2. Enterprise Zone 14](#_Toc535482207)

[5.13.3. Growth Hub 15](#_Toc535482208)

[5.14. European Structural Investment Funds 15](#_Toc535482209)

[5.15. Urban Development Fund 16](#_Toc535482210)

[5.16. Monitoring and Evaluation 16](#_Toc535482211)

[6. Marketing 16](#_Toc535482212)

# Executive Summary

# Introduction

This is the first delivery plan to be produced by the Cheshire and Warrington Local Enterprise Partnership CWLEP). The delivery plan aims to make the LEP activity more transparent in line with LEP Best Practice Guidance issued by MHCLG. The delivery plan [has been approved by the LEP board] and will be circulated to key stakeholder as well as being available on the LEP website.

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. We will then reflect on the performance of the LEP against these priorities, profiled outputs and deliverable in the 19/20 annual review which will be published on the LEP website.

# Strategy

# Strategic Economic Plan

Our [refreshed Strategic Economic Plan](http://www.871candwep.co.uk/content/uploads/2018/07/SEP.pdf), 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](http://www.871candwep.co.uk/strategic-priorities/science-corridor/)
  + The once-in-a-generation opportunity that HS2 will bring to the [Constellation Partnership](http://constellationpartnership.co.uk/) area and wider region
  + The unique cross-border opportunities within the [Mersey Dee Economic Axis](http://www.merseydeealliance.org.uk/), and the potential to create [Warrington New City](http://warringtonandco.com/downloads-publications/warrington-means-business)

The SEP is intended to be a high-level, strategic road map to achieving our growth ambition. The strategy has been designed to be flexible and provide a broad framework within which different areas and groups can align their activities.

# Priorities

Priorities for 2019/20 will be completion of a consolidated delivery plan which pulls together the activities and interventions identified within the seven supporting sub-strategies to the SEP (Education and Skills, Transport, Energy and Clean Growth, Digital, Housing, Science and Innovation and Quality of Place. Sequencing and prioritising these interventions, including identification of resources and commissioning of any further detailed work to support business case development will be undertaken during the second half of 2019.

# 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.

# Key Actions for 19/20

The main focus of strategy work for 19/20 will be to complete the Local Industrial Strategy which is expected to be completed by Summer 19.

A light touch review of the SEP will be completed by the end of the calendar year.

# Governance

# Overview of LEP Governance

The governance of the LEP has continued to change and be updated to follow guidance issued by MHCLG, most notably in the National Assurance Framework (NAF)

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/>

Notable changes as result of the Best Practice Guidance for LEPs and latest NAF is that membership of the LEPs sub- committees will change over the coming months. Each committee must have a Chair and Deputy Chair from the main Board, a named representative from each of the local authorities along with formal arrangements for substitutes to attend, and sufficient additional private sector membership to ensure the committees have active, well informed discussions.

# Key Actions for 2019/20

Two new board members will be appointed to replace exiting board members. Recruitment for a new Chairman will also start later in the year. The current chairman has been and will continue to carry out a series of events to raise the profile of the LEP amongst senior business women. The board has agreed due to the nature of LEP activity it is important that the new chairman has already served on the LEP board.

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

# Delivery in 19/20

# Resources

The Funding of the LEP continues to change and evolve in line with changing priorities and funding streams.

Previously the LEP had used interest from the LGF and GPF programmes to help meet running costs along with the LGF3 management charge. Income from these sources has now been fully utilised.

In 19/20 we expect income from the following sources: [add in amounts?]

* Enterprise Zone retained business rates
* Local Authority subscriptions
* BEIS core funding
* EU Technical assistance
* DfT funding for inward investment post
* MHCLG additional Funding
* Growth Hub
* DCMS – Digital Skills Partnership
* DfE contribution – Skills Advisory Panel

# Delivery Summary

# Skills

## 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 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 European Social Funds should be prepared. The Youth Federation agreed to lead the bid on behalf of local partners.

The European Funding which was secured in q4 of 18/19 has enabled the LEP 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 work will continue through 19/20.

## VIRTUAL INSTITUTE OF TECHNOLOGY

It was agreed that once individuals were making better informed decisions about the subjects they study and the training they undertake we also need to ensure we have 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 European Social Funds 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 detailed bid with a business plan has been Submitted by the University of Chester and a decision is expected early 19/20. 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 spend 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 – hopefully in April 2019.

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. This would provide us with an extra person for a year to help drive forward the development and delivery of digital skills across our area. If we are successful, this will start in April 2019.

## Challenges for 2019

* + - 1. Delivering our existing priorities

We need to stay focused on ensuring the Pledge partnership and the Virtual Institute of Technology deliver the objectives that we have set. There is 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:

* **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.

## Key Actions for 19/20 [can we make these smarter]

* Review membership of the Employers’ Skills and Education Board so that it can become a Skills Advisory Panels in line with government expectations/guidance by the end of q2.
* Enterprise Co-ordinators to continue working with schools, engaging [x] pupils
* Deliver training packages to X employers
* Employ [2] independent brokers to engage with [x] businesses
* Secure funding for a member of staff to develop digital skills offering by end of q1
* Support the development of T-level qualifications
* Invest £2.5m of the LGF skills capital by the end of 19/20 following the consultation exercise.

# Business

To be added

# Infrastructure

* + 1. Developing a Bus Strategy

The Transport Strategy emphasises that travel by bus will be crucial for the success of local economies but is currently underutilised as a mode in the sub-region. A significant contributor to the underutilisation of bus use across the sub region is the poor quality of connections and frequencies currently displayed across the network. The limited nature of services is encouraging greater dependency on car use as the dominate mode of travel, which is putting greater pressure on parking facilities at stations and places of employment. The changing economy from traditional 9-5 to more flexible employment means that poor bus connectivity is also constraining job opportunities, because many services are not operating in alignment with changing shift patterns or accommodating more flexible working (e.g. part time work or working across multiple locations).

The introduction of the Bus Services Act, (June 2017) provides new bus powers and obligations that provide different models for managing the local bus market and enhancing the passenger experience. The Strategy proposes that the LEP works collaboratively with the local authorities and bus industry to identify how the bus network can meet the changing needs of users and business including how it can appropriately accommodate the specific needs of older and disabled people.

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.

It will also be necessary to work closely with Merseytravel and TfGM to align cross boundary strategies.

# Developing Infrastructure Investment Priorities

The work undertaken to develop the sub-regional prospectus also identified a long-list of infrastructure requirements, a large proportion being transport proposals. These are consistent with the schemes identified in the Transport Strategy. From a transport perspective the next step will be to identify the timing of and funding for business case development and is discussed in a separate paper on the agenda. The work currently underway to identify the sequencing of rail investment will also need to be completed in 2019 and feed into the overall investment priorities.

# Supporting the Development of the Local Industrial Strategy

Cheshire & Warrington has been chosen as one of six areas to take part in the second wave of Local Industrial Strategy development. Key themes for the strategy include maintaining our competitive advantage, raising productivity, increasing earning power and increasing the resilience of our business base. Work has been underway to develop a robust evidence base, which from aa transport perspective has been drawn from the work undertaken to develop the Transport Strategy. The work on investment priorities will need to feed in to and be influenced by the developing LIS alongside ensuring that the LIS considers the “Grand Challenge” of the “future of mobility” which will need to take account of likely changes in how people, goods and services move around the towns, cities and countryside, driven by innovation in engineering, technology and business models. It will also need to consider the implications of Connected and Autonomous Vehicles and opportunities for digital technology to help improve customers’ experience, drive efficiency and enable people to move around more freely.

# Supporting the delivery of Crewe Hub

It will be important to 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. As stated in the wider regional response to the Crewe Hub consultation this means:

* + - Providing a high-quality interchange with platforms adjacent to the existing station, not on the independent lines.
    - Accommodating 5-7 HS2 trains per hour stopping at Crewe, connecting to Manchester, Birmingham and London;
    - Having flexibility for HS2 to serve other destinations including Chester, North Wales and further services to Warrington, utilising the splitting of trains at Crewe to serve the widest range of destinations;
    - Accommodating enhanced regional rail services and freight; and
    - Building in flexibility for the future in order to respond to other infrastructure projects e.g. Northern Powerhouse Rail, any potential changes to HS2 Phase 2b.

# Continuing Engagement with HS2 and Northern Powerhouse Rail

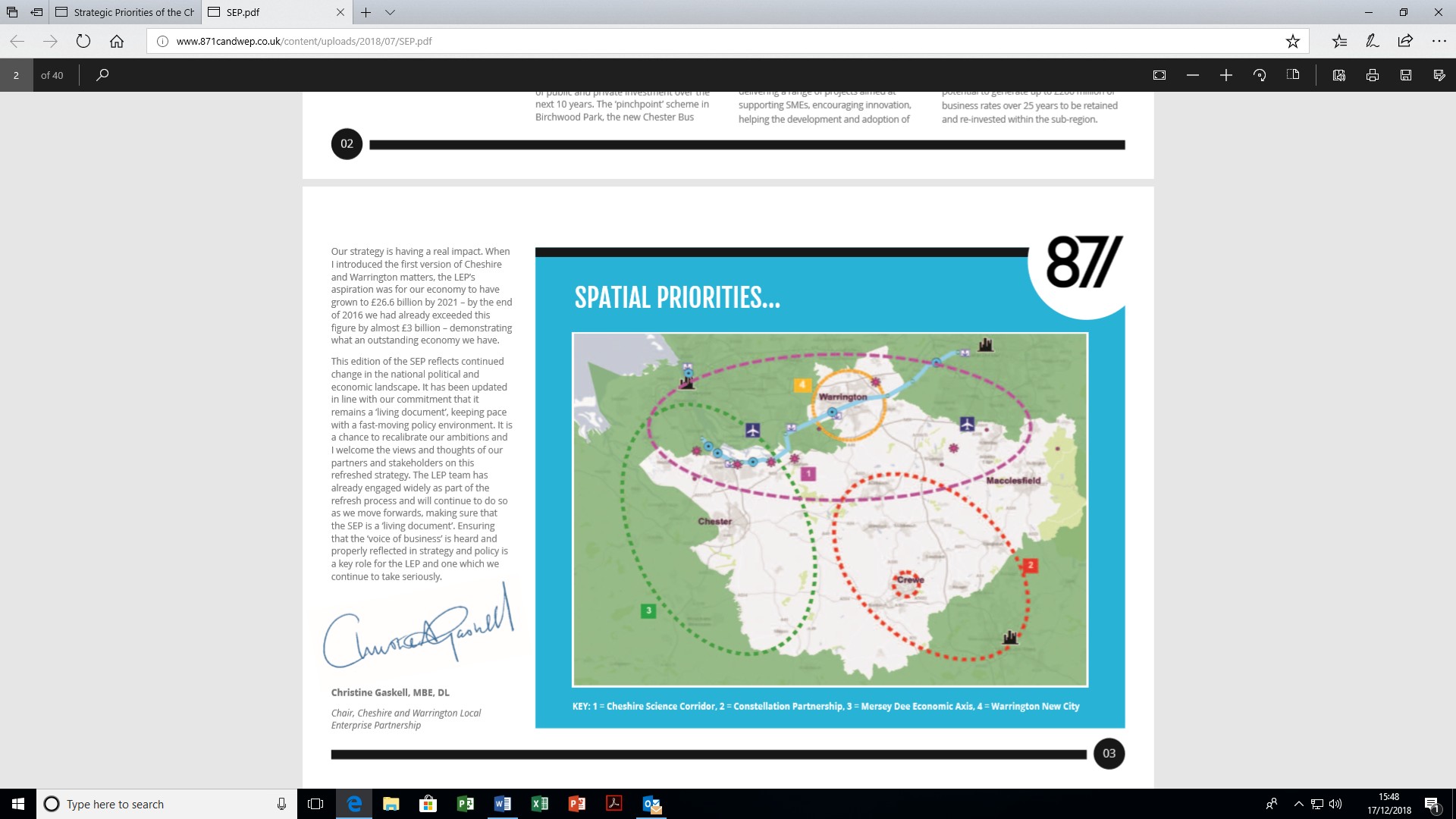
As with Crewe Hub it will be important to continue to engage with DfT, HS2 and the rail industry to ensure that the sub-region maximises the benefits of HS2 and minimises its environmental impact. This also includes the need to ensure that a station is provided at Manchester Airport to improve access 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.

Transport for the North will shortly be publishing a Strategic Outline Business Case for NPR. It will be important to continue to engage with TfN to ensure that the option selected best serves the sub-region.

# Programmes

# 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 18/19the LEP had spent £[90m] of the £201m LGF allocation.



The following projects are already on site and will continue to be developed through 19/20

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **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 | Jan-19 | TBC |
| 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 | Apr-19 | Dec-20 |
| Energy Innovation | 4,151,070 | - | Apr-19 | Dec-20 |
| **Joint Cheshire and Warrington Sustainable Travel Access Fund** | | | | |
| Burtonwood Omega Path (WBC) | 1,000,000 | 500,000 | tbc | tbc |
| Chester Road (WBC) | 900,000 | 200,000 | tbc | tbc |
| TPT Upgrade (WBC) | 900,000 | 200,000 | tbc | tbc |
| Wilmslow Strategic Cycle and Walking route (CEC) | 1,300,000 | 500,000 | tbc | tbc |
| Northwest Crewe Cycling and Walking Link (CEC) | 2,145,000 | 1,100,000 | tbc | tbc |
| A5117 Cycle Route, Ellesmere Port (CWAC) | 602,000 | 100,000 | tbc | tbc |
| Station View and Canal Towpath (CWAC) | 4,379,000 | 200,000 | tbc | tbc |
| 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 LGF spent for 19/20** | | **23,127,754** |  |  |

# Outputs Expected to be delivered in 19/20

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Outputs** | **BEIS Target** | **Contracted on projects** | **Achieved to date** | **Expected in 19/20** |
| New Commercial Floorspace (sqm) |  | 180,190 | 363,971 |  |
| Renovated Commercial Floorspace (sqm) |  | 3671 | 3671 |  |
| Businesses receiving investment |  | 29 | 11 |  |
| Jobs created | 15423 | 24,493 | 7,938 |  |
| Private sector Leverage | 373.68 | 322 | 500 |  |
| Public Sector Leverage |  | 99 | 75 |  |
| New homes completed | 5,150 | 12,784 | 3,019 |  |
| New home starts |  | 8,242 | 0 |  |
| GVA |  | 20 | 3.91 |  |
| Space occupied at Alderley Park (sqft) |  | 18580 | 1077 |  |
| Total amount of new road (meters) |  | 481 | 1081 |  |
| Total amount of road resurfaced (meters) |  | 2120 | 2920 |  |
| Constructions jobs |  | 960 | 90 |  |
| Learners benefitting |  | 511 | 25 |  |

# Growing Places Fund

Demand for Growing Places Funding increased during 17/18. 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.

In 18/19 we expect the fund to make three investments. Potentially funding will also be held back to cashflow the LGF programme as spend is likely to exceed the funding drawdown from BEIS for the year.

# Enterprise Zone

The Enterprise Zone made its first investments in 18/19 and has developed a £28m prioritised 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, if not before.

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

* Invest £9.7m into 6 schemes, which will increase retained business rates by £1.4m per annum
* 66,000 sq m (714k sq ft) of new commercial floorspace created
* Support the creation of c.3,000 jobs
* Secure c.£50m private sector leverage

# Growth Hub

Following the transfer of the Growth Hub to the LEP in October 2018, the focus of 19/20 is to drive up the level of applications and provide an increased amount of intensive support to businesses.

[more to add]

# European Structural Investment Funds

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

These are the projects we expect to be delivered:

|  |  |
| --- | --- |
| Urban Development Fund | £15,000,000 |
| Pathways to Innovation Submitted Apr 2018 | £700,000 |
| C3D Hub (Cheshire 3D Print Hub) Submitted Jan 2018 | £960,000 |
| Millington ECOHub Submitted Apr 2018 | £2,202,000 |
| Cheshire Food Producers Submitted Apr 2018 | £1,679,750 |
| Building Capacity in Health and Life Science Businesses (C&W) | £500,000 |
| Digital 2020 Programme | £3,046,338 |
| Eco Innovation | £600,000 |
| Incubation Units |  |
| UHT Test Plant | 1,000,000 |

*ESF projects to be added*

*Outputs expected to be delivered to be added*

# Urban Development Fund

The LEP anticipates that a £15m Urban Development fund will be established at the end of 18/19 with the fund manager appointed by Summer 19. It is expected that the fund will only make 4-6 investments in total and the first of these is expected before March 2020.

# Monitoring and Evaluation

A mid-term evaluation of the LGF programme was completed in January 2019 and published on the LEP website. A further programme level review will take place in the summer of 2021 to look at the impact of the programme post investment period and a further review in the summer of 2024, post the output monitoring period.

# Key actions for 2019/20

Post project evaluation of the following projects:

* M62 j8
* Reaseheath Agritech, Sport Centre, Accommodation Blocks and Learning Hub
* Ellesmere Port and Chester College campus remodelling
* Crewe Green Roundabout
* Sydney Road Bridge

# Marketing

19/20 will see substantial changes in the meting efforts of the LEP.  The new Marketing Director started in January 2019 and the merger with Marketing Cheshire was completed in March 2019, bringing an additional 25 marketing staff essentially in house.

* 1. Key actions for 2019/20:
* Developing a Place Marketing Strategy
* Developing a communications content plan that builds local, national and international profile and engagement
* Strategy for MIPIM 2020
* Rebranding of LEP
* Overhaul and update of the LEP website including the Growth Hub
* [Launch of Local Industrial Strategy]
  1. Project Events Planned (by partners):
* Sydney Road Bridge Opening Q1
* Winsford Industrial Land Expansion Sod Cutting Q1
* Progroup (Ellesmere Port) Opening Q1
* Glasshouse (Alderley Park) Opening Q2
* Warrington East Phase 2 Opening Q2
* Helix Phase 2 (Ellesmere Port) Opening Q3
* Aviator – (Ellesmere port) Opening Q3
* Warrington West Station opening Q3
* Poynton Relief Road Sod Cutting Q3
* Rhino Newport (Ellesmere Port) Opening Q3
* Omega Local Highways Scheme Phase 2 Sod Cutting Q4
* A51 Tarvin Road Sod Cutting Q4
* Quadrant Phase 2 (Birchwood Park) Opening Q4