



## Cheshire and Warrington Local Enterprise Partnership Board Meeting

Wednesday 17<sup>th</sup> July 4.30pm-6.30pm  
Room G1, Wyvern House, CW7 1AH

### A G E N D A

Agenda Item		Lead	Timings
<b>Open Meeting - Items during the consideration of which the meeting is expected to be open to members of the public (including the press)</b>			
1	Apologies, Welcome and introductions	Christine Gaskell, Chair	10 mins
2	Conflicts of interest		
3	Young Carers Presentation	Graham Phillips	15 mins
4	Public presentation	Christine Gaskell, Chair	10 mins
5	Minutes of the Board meeting held on 15 May, agreed actions and matters arising.	Christine Gaskell, Chair	5 mins
6	Chief Executive's Report	Philip Cox	15 mins
7	Growth Hub Presentation	Andy Devaney	10 mins
8	Enterprise Zone Presentation	John Adlen	10 mins
9	Approval of Annual Report and Accounts 2018/19	Tim Wheeler	10 mins
10	Board Sub-Committee Reports: <ul style="list-style-type: none"> <li>• Performance &amp; Investment Committee</li> <li>• Employers Skills Board</li> <li>• EZ Board</li> <li>• Strategy Committee</li> <li>• Marketing and Communications Board</li> </ul>		15 mins
<b>Matters to be discussed in private</b>			
11	Update on Board and Sub Committee Appointments	Philip Cox	15 mins
12	AOB		5 mins
13	Date and time of next meeting: Discussion Forum: 18 <sup>th</sup> September 5:00pm– 7.00pm		





## BOARD MEETING

Minutes of the Cheshire and Warrington Local Enterprise Partnership Board Meeting  
held on 15<sup>th</sup> May, Jodrell Bank, University of Manchester, Macclesfield SK11 9DL

### Present:

Christine Gaskell  
Prof Tim Wheeler  
Stephen Kinsey

Clare Hayward  
John Downes  
Adrian Bull

Graeme Bristow  
Chris Hindley

### Apologies:

Cllr Samantha Dixon  
Ged Barlow

Cllr Rachel Bailey  
Robert Mee

Cllr Russ Bowden

### Attending / Observing:

Philip Cox (LEP Chief Executive)  
Charlie Seward  
Ian Gent

Mark Livesey  
Alex Thompson  
Martin Wood

Frank Jordan  
David Levene  
Ian Brooks

### Agenda Item 1: Apologies and Introductions

1.1 Christine Gaskell welcomed Board Members and extended a warm welcome to Adrian Bull (Deputy Chair, Marketing Cheshire), who was deputising for Angie Robinson and attending his first Board meeting. A similar welcome was extended to Alex Thompson (s.151 officer) and David Levene who had recently been appointed as the Strategy Co-ordinator for the NP11. Apologies were received from Cllr Samantha Dixon, Cllr Russ Bowden, Cllr Rachel Bailey, Ged Barlow and Robert Mee.

### Agenda Item 2: Conflicts of Interest

2.1 No conflicts of interest were declared.

### Agenda Item 3: Public Presentation

3.1 No members of the public were present.

### Agenda Item 4: Minutes of the Meeting held on 20 March 2019

4.1 The minutes were agreed as a true and accurate record.

### Agenda Item 5: Chief Executive's report

5.1 The Board noted the report and additional comments from the Chief Executive and:



- Noted that following local elections, Cheshire East and Cheshire West & Chester were yet to confirm who will be leading the two councils and that Annual General Meetings would be held in each authority in the week commencing 19<sup>th</sup> May to do that.
- In relation to MHCLG's deep dive, while the report would not be published, the Board welcomed the fact that the exercise had confirmed the *Exceptional* governance and transparency rating given to the LEP at its annual assessment. This was testament to the efforts of the Board and Executive to continue to be at the vanguard of Governance and Transparency. The Board agreed the Executive should continue to embrace the principal of continuous improvement across the organisation.
- Noted that Marketing Cheshire would be meeting the following day and would be looking to formally accept the LEP as the sole Member of Marketing Cheshire following the merger.
- Interviews to fill the vacancies on the LEP Board will be held on 7 June. The interview panel will be chaired by Robert Davis as the Chair of the LEP's Appointments and Remuneration Committee. Interviews to fill the committee vacancies are being scheduled.

#### **Agenda Item 6: MIPIM**

6.1 The Chief Executive took the Board through the paper proposing attendance at MIPIM 2020.

Following discussion, the Board agreed:

- A spend of £25,286 to secure the exhibitors stand for 2020.
- An additional amount of £7,000 should be set aside to cover the cost of a contribution to a potential extended NP11 programme.
- The full budget and detailed programme should be presented to the Marketing Cheshire Board in its role as the LEP's Marketing and Communications sub-committee, in due course.

#### **Agenda Item 7: Annual Delivery Plan**

7.1 The Deputy Chief Executive explained that all LEP's were required to publish an Annual Delivery Plan following the publication of the *Strengthened LEPs* Report in July 2018. That report required LEPs to publish both qualitative and quantitative measures that would enable government to assess the performance of LEPs on an annual basis. The Board had previously discussed the measures proposed by the Executive and had suggested a number of amendments. These amendments had been taken on board in full and the draft before the Board now put these within supporting text.

7.2 The Board agreed that their amendments had been captured and approved the draft for publication subject to minor textual amendments which the Board agreed could be made by the Executive.

#### **Agenda Item 8: NP11 Strategy**

8.2 David Levene took the Board through a short presentation setting out the overarching strategy for the NP11.

In discussion, the following points were made:

- The NP11 should set out a clear vision for the North and, where possible, speak with one voice.
- The NP11 should look to operate on a pan-northern level when it could genuinely add value, as oppose to on every issue.
- Care should be taken on an issue by issue basis about whether the NP11 was leading or supporting.
- The NP11 should look to exploit synergies and in doing so, exploit the benefits of co-operation as oppose to competition.
- The NP11 should be realistic as to its capacity and so the areas it should target its efforts on.

- The principles of subsidiarity should apply, and the NP11 should only get involved when it made sense for it to do so.

#### **Agenda Item 9: Board Sub-Committee Reports**

9.1 It was noted that:

- The Strategy Committee would be meeting to progress the allocation of the LGF Energy funding.
- The Skills & Education Board would shortly be considering responses to the recent Skills capital funding consultation, which would inform the shape of the invitation to bid document.
- The Enterprise Zone Board had got three further investments underway and additional schemes were now in the pipeline.

#### **Agenda Item 10: Any Other Business**

**10.1** The Chair suggested that work be set in hand to establish a Junior LEP Board. The Executive agreed and said that this work was already captured in our Annual Delivery Plan.

#### **Date and Time of Next Meeting:**

Wednesday 19<sup>th</sup> June 5:00pm.

#### **Action points:**

**Action:** None arising

## CHESHIRE AND WARRINGTON LEP

### CHIEF EXECUTIVES REPORT JULY 2019

#### Summary

1. The next couple of months are likely to be a very important period for LEPs. The appointment of a new Cabinet and Ministerial team, and hopefully, some clarity on Brexit, should begin to provide a clearer sense than we have had for some time about the extent to which the Government wants to pursue a devolution agenda and the level of funding and role that LEPs will be playing within it. In the meantime, we are continuing to build our new organisation, develop the detail of our Local Industrial Strategy and re-orientate Marketing Cheshire into an organisation that markets the whole of C&W as a great place to live, work and invest.

#### Board and Committee Membership

2. Final interviews for the vacancies on the LEP Board were held on 5 July. Robert Davis, as Chair of the LEP's Remuneration and Appointment Committee, will be chairing a meeting of the members of the interview panels on 16 July to make final decisions on which candidates should be appointed, and to which positions. As promised, these will be discussed with the Chairs of the committees before any offers are made.

#### Public Accounts Committee

3. The Public Accounts Committee published a further update on LEPs on 5 July. The report didn't receive much press coverage, but it's two most significant criticisms were that MHCLG could not provide any evidence of the value for money offered by LEPs and that LEPs were failing to spend the money allocated to them. Both comments arise from a failure to acknowledge that the Local Growth Fund programme (on which the report is focussed) is still part way through delivery, meaning that it is no surprise that LEPs haven't spent all the money allocated to them, and that we haven't assessed the value for money of a programme that it not due to be completed for another two years! Nevertheless, with a Government spending review now overdue, these are unhelpful criticisms and emphasise the importance of ensuring that we keep Ministers, Whitehall Officials and our local MPs fully abreast of what we are delivering.

#### Local Industrial Strategy (LIS)

4. Since the presentation that Andy Hulme gave to last month's Board Discussion Forum, there have been further discussions with BEIS about how the next steps of the LIS process are to be handled. BEIS would now like us to submit a series of "Policy Proposition Papers" rather than a draft of the over-arching LIS. The papers will cover all the issues in Andy's presentation and are being widely consulted with the LAs and the relevant industry groups.

### Clean Growth

5. Chris Skidmore, the Minister for Energy and Clean Growth visited Tata Chemicals on 27 June to announce a £4.2 million grant towards the cost of building a plant to capture the carbon dioxide from the Combined Heat and Power (CHP) plant that supplies power and steam to Tata and to a number of other businesses in the Northwich area. It is by far the largest Carbon Capture plant in the UK, and a visible demonstration of C&W's strength as a centre for clean growth technology.

### Vauxhall

6. Board members may have noticed press coverage of the announcement by Peugeot that they intend to produce a new Astra car from the Ellesmere Port plant from 2021. This is subject to whether the UK has a "hard" or "soft" Brexit, with the main impact of this being on the volume of cars likely to be produced at the plant.

### Tourism Sector Deal

7. The Prime Minister announced the Industrial Strategy Tourism Sector Deal on 27<sup>th</sup> June. It places a strong emphasis on raising skill and productivity levels in the tourist industry and strongly validates the new approach and direction to the sector being taken by Marketing Cheshire. As part of this, Marketing Cheshire has recently secured a commitment from Google to develop a regional digital training package specifically tailored to the visitor economy sector which will help provide real practical support and added value to local businesses.
8. Business tourism also feature heavily in the Sector Deal and MC have also recently held interviews to appoint a new Business Tourism Executive who will provide a dedicated resource to drive Marketing Cheshire's own new Business Tourism focus. As well as providing additional support to the tourist industry outside of high season, the main focus of this post will be to support the Local Industrial Strategy by bringing expert speakers and thought leaders into the sub-region to reinforce C&W's reputation as one of the leading economies in the country.

### Cheshire Goes to Borough Market

9. Marketing Cheshire headed a showcase of the best of Cheshire food and drink producers at London's Borough Market in the last week of June. The best of Cheshire's artisanal producers were given a dedicated area in London's Borough Market, providing an excellent opportunity for Marketing Cheshire to promote the region and showcase the region's attractions to an international audience and domestic market. Alongside a promotional video, a Cheshire Foodie map, detailing a food tour of the region, where to eat, stay etc. was also produced, alongside a series of food events in C&W during July to complement the Borough Market event.



Cheshire and Warrington LEP

**Financial Report**Year Ended 31<sup>st</sup> March 2019Income and Expenditure

A summary of the income and expenditure account is presented below:

		<b>Actual £'000</b>	<b>Budget £'000</b>	<b>Variance £'000</b>
<b>Core Activity</b>				
Core Income <sup>a</sup>		1,441	1,374	67
Core Expenditure:				
Staff		(734)	(717)	(17)
Non-Staff		(605)	(657)	52
Core Projects Income		208	200	8
Core Projects Expenditure		(220)	(200)	(20)
<b>Sub-Total Core</b>	<b>+</b>	<b>89</b>	<b>0</b>	<b>89</b>
<b>Programmes</b>				
Growth Hub Income		287	287	0
Growth Hub Expenditure		(287)	(287)	0
The Pledge Income (inc. Kickstart and CEC)		31	0	31
The Pledge Expenditure		(29)	0	(29)
Enterprise Zone Income <sup>a</sup>		255	214	41
Enterprise Zone Expenditure		(328)	(214)	(114)
<b>Sub-Total Programmes</b>	<b>+</b>	<b>(71)</b>	<b>0</b>	<b>(71)</b>
<b>Total LEP Operating Surplus/(Deficit)</b>	<b>=</b>	<b>18</b>	<b>0</b>	<b>18</b>
Other finance income	<b>+</b>	<b>3</b>	<b>0</b>	<b>3</b>
Movement in Pension Provision	<b>+</b>	<b>(110)</b>	<b>0</b>	<b>(110)</b>
<b>Total LEP Surplus/(Deficit)</b>	<b>=</b>	<b>(89)</b>	<b>0</b>	<b>(89)</b>
NP11 Income		37	0	37
NP11 Expenditure		(37)	0	(37)

Notes

- a) Expressed after transfer of £225,000 EZ funds, including £125K as Local Authority "match".

Core Income and Core Projects Income, when combined, exceeded budget by £75k. This included drawing £78k of the unbudgeted £200k additional MHCLG funding towards the LIS strategy and additional governance costs. The remaining £122k remains available to be drawn in 2019/20.

In planning the budget, it had been anticipated that £100k would be drawn from general reserves towards running costs. This was not required for this purpose as interest receipts from the Growing Places Fund and the Enterprise Zone balances exceeded budget by £93k.

However, following the actuarial re-valuation of pension liabilities for former local government employees of the LEP, the movement in the pension provision created an unplanned expense of £110k. This movement will therefore reduce the general reserve.

The growth of the LEP during 2018/19 is made clear by the number of programmes we are now running and that three of those activities, The Pledge (which includes Careers Enterprise Company and Kickstart) were not included in the budget. In addition, the LEP's co-ordinating function for NP11, shown separately, was also not budgeted. These programmes were known about to varying degrees, but each operate essentially on a match funded basis whereby claims are made to draw down income to match the expenditures as they are incurred. Their net effect on the out turn is therefore negligible.

The one programme which operated with a deficit is the Enterprise Zone where expenditure exceeded income by £73k. Agreement was reached during the year to create a pipeline of EZ projects and £90k of unbudgeted expenditure has been invested in this work.

#### General Reserves

The LEP policy is to maintain a reasonable level of general reserves to manage the normal levels of fluctuation in business activity. At an extreme, the level of reserve held is also compared to the estimated closure costs of the organisation in the event of Government policy being changed such that the continuation of the LEP is not viable or required. It is not policy to "build up" substantial reserves by seeking operating surpluses year on year, instead it is to operate a broadly balanced budget by investing the resources at its' disposal in activities to support the overall strategic aims.

The table below shows the movement in the reserve:

	<b>Actual £'000</b>	<b>Budget £'000</b>	<b>Variance £'000</b>
<b>Opening Reserves at 1/4/18</b>	<b>359</b>	<b>359</b>	<b>0</b>
Operating Surplus/(Deficit)	18	(100)	118
Movement in Pension / Other Income	(107)	0	(107)
<b>Closing Reserves at 31/3/19</b>	<b>270</b>	<b>259</b>	<b>11</b>

The closure of cost is estimated on the basis of those permanent employees of the LEP who would be contractually entitled to payment in lieu of notice and statutory redundancy pay. The costs of severance of those staff employed on fixed term contracts tied to specific programmes would be met from the programme funds if terminated early. This estimate is kept under review. The current estimate of redundancy costs as at 31/3/2020 is £305k.

**Ian Brooks**

**Finance and Commercial Director**

**June 2019**

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP**

**STRATEGIC REPORT,**

**REPORT OF THE DIRECTORS AND**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

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FOR THE YEAR ENDED 31 MARCH 2019**

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**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP**

**COMPANY INFORMATION  
FOR THE YEAR ENDED 31 MARCH 2019**

**DIRECTORS:**

C A Gaskell  
T J Wheeler  
G A Barlow  
T P O'Neill  
C E Hayward  
R J Mee  
S K Dixon  
R Bailey  
S K Kinsey  
G M Bristow  
J A Downes  
C J Hindley

**REGISTERED OFFICE:**

Floor 1  
Wyvern House  
The Drumber  
Winsford  
Cheshire  
CW7 1AH

**REGISTERED NUMBER:**

04453576 (England and Wales)

**SENIOR STATUTORY  
AUDITOR:**

Michael Benson

**AUDITORS:**

Murray Smith LLP  
Chartered Accountants  
Statutory Auditor  
Darland House  
44 Winnington Hill  
Northwich  
Cheshire  
CW8 1AU

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2019**

The directors present their Strategic report, together with the Directors' report, the financial statements and auditors' report, for Cheshire & Warrington Local Enterprise Partnership ("the Company") for the year ended 31 March 2019.

**BUSINESS REVIEW**

The income and expenditure account is set out on page 7. The surplus for the year of £20,599 has been transferred to reserves (2018: £75,837 deficit).

2018/19 has been a significant year, presenting both challenges and opportunities. Uncertainties around Brexit continue to fuel economic uncertainty and is affecting investment decisions. In this environment the Cheshire and Warrington LEP, along with LEPs across England continue to play an increasingly pivotal role in setting the direction for local economic growth and preparing for the challenges and opportunities that lie ahead. The LEP has reaffirmed its growth ambitions and through the production of our Local Industrial Strategy remains committed to creating the conditions to deliver 120,000 new jobs, 127,000 new homes and a £50bn economy by 2040. In delivering this growth, there is also a firm commitment from all partners to working collaboratively across the sub-region.

With effect from 1 April 2018, the LEP brought the Growth Hub, with its business support services in house for the first time, providing direct advice and support to local businesses. These activities open a new direction and new income streams for the LEP directly delivering services. The LEP expects to expand on these activities in 2019/20, working with partners in areas such as digital skills and "the Pledge", which brings educational establishments into closer working with businesses and delivering the skills they need. During 2018/19 the LEP also made detailed preparations towards closer co-operation and collaboration with Marketing Cheshire, the activity of which is transitioning from Tourist Information and Visitor Services to a wider remit of marketing the attractiveness of Cheshire to people and businesses alike. In 2019, the LEP will become the sole guarantor member of Marketing Cheshire.

The Enterprise Zone status for the Cheshire Science Corridor continues to realise its growth potential and continues to deliver significant new investment to drive further growth. Since its' creation in 2016 it has attracted 50 new business and over 1,000 new jobs and generated over £30m in new direct private sector investment.

As Local Growth Fund schemes reach completion, the LEP has worked hard to make the case for continued investment in infrastructure and the need for early confirmation as to the shape and operation of the proposed UK Shared Prosperity Fund. Over the last year, the LEP has been proud to see the successful delivery of four projects at Reaseheath college, including the new Agritech centre, new sports hall with state of the art facilities, four new accommodation blocks and the learning hub. The M62 junction 8 improvements completed in May 18 on time and budget, helping to alleviate congestion in the area and providing improved access to the very successful Omega Business Park. Crewe Green Roundabout was also completed on time and budget and has won to industry awards for the delivery. Cheshire College South and West completed the remodelling of the Ellesmere Port and Chester campuses and have already received excellent student and teacher feedback. In total £27m of LGF was granted towards these project's total projects costs of £50m.

The overall LGF programme continues to make excellent progress with £90m spent to date and £578m of public and private funding secured. Outputs achieved to date related to the LGF projects include: 2920m of new road, 364k sqm of new commercial space and 8000 jobs.

Together with our responsibility for investing European Structural Fund and the Growing Places Fund, the LEP is responsible for £1/4 billion of investment into Cheshire and Warrington, and we continue to ensure that all projects are delivered on time, on budget, and deliver maximum economic impact.

With the growth and development of our organisational structure, closer working with Marketing Cheshire, the establishment of the in-house Growth Hub and appointment of dedicated skills advisors, the LEP is very well placed to further realise the region's potential in the year ahead.

During the year three of our directors resigned from the LEP, Meredydd David OBE, Gary Steen and Dr Pete Waterman OBE. They have made immense contributions to the LEP and to Cheshire and Warrington more generally and we record our thanks to them.

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2019**

**PRINCIPAL RISKS AND UNCERTAINTIES**

The principal risk facing the Company arises from reliance on national and local government funding.

The Company's senior management regularly review this risk and the potential impact on the Company and take mitigating action as necessary.

**GOING CONCERN**

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis in preparing the annual financial statements.

**ON BEHALF OF THE BOARD:**

C A Gaskell - Director

17 July 2019

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**REPORT OF THE DIRECTORS  
FOR THE YEAR ENDED 31 MARCH 2019**

The directors present their report with the financial statements of the company for the year ended 31 March 2019.

**DIVIDENDS**

As the company is limited by guarantee it makes no distributions by dividends or any other means.

**DIRECTORS**

The directors shown below have held office during the whole of the period from 1 April 2018 to the date of this report.

C A Gaskell  
T J Wheeler  
G A Barlow  
T P O'Neill  
C E Hayward  
R J Mee  
S K Dixon  
R Bailey  
S K Kinsey  
G M Bristow  
J A Downes  
C J Hindley

Other changes in directors holding office are as follows:

T E M David - resigned 29 March 2019  
P Waterman - resigned 20 February 2019  
G J Steen - resigned 8 January 2019

**EMPLOYMENT POLICIES**

The company is committed to the principle of equal opportunities in employment and to ensuring that all employees receive fair treatment irrespective of their sex, religion, ethnic origin, or disability. The company is committed to improving the skills of its people. Through training and development and nurturing a culture in which they feel valued, the company encourages them to work to their full potential. The company has regular and open communication channels to involve staff in business developments.

**CORPORATE GOVERNANCE**

The Board is committed to high standards of corporate governance and meets regularly. A number of matters are reserved for the Board's approval including the overall strategy for the company, annual budgets and business plans, major items of expenditure on projects and funding requirements from key stakeholders.

The Board has delegated responsibilities to the following committees, formally constituted with terms of reference:

Finance and Audit Committee  
T J Wheeler  
S A Kinsey  
G M Bristow

The Finance and Audit Committee oversees the effective operation of financial control and management reporting, and makes recommendations on the appointment of external auditors.

Appointments and Remuneration Committee  
J A Downes

Appointments and Remuneration Committee oversees the identification and recommendation of the new directors to the Board and all strategy and policy matters on salaries and terms of employment of company employees.



**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**REPORT OF THE DIRECTORS  
FOR THE YEAR ENDED 31 MARCH 2019**

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing the Strategic Report, the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**AUDITORS**

The auditors, Murray Smith LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**ON BEHALF OF THE BOARD:**

C A Gaskell - Director

17 July 2019

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP**

**Opinion**

We have audited the financial statements of Cheshire & Warrington Local Enterprise Partnership (the 'company') for the year ended 31 March 2019 which comprise the Income Statement, Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to the Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2019 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The directors are responsible for the other information. The other information comprises the information in the Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP**

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Directors.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities set out on page five, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Benson (Senior Statutory Auditor)  
for and on behalf of Murray Smith LLP  
Chartered Accountants  
Statutory Auditor  
Darland House  
44 Winnington Hill  
Northwich  
Cheshire  
CW8 1AU

17 July 2019

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**INCOME STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2019**

	Notes	2019 £	2018 £
<b>TURNOVER</b>		2,244,921	1,825,889
Administrative expenses		<u>2,227,322</u>	<u>1,902,726</u>
<b>OPERATING SURPLUS/(DEFICIT)</b>	4	17,599	(76,837)
Other finance income		<u>3,000</u>	<u>1,000</u>
<b>SURPLUS/(DEFICIT) BEFORE TAXATION</b>		20,599	(75,837)
Tax on surplus/(deficit)	5	<u>-</u>	<u>-</u>
<b>SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR</b>		<u><u>20,599</u></u>	<u><u>(75,837)</u></u>

The notes form part of these financial statements

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 MARCH 2019**

Notes	2019 £	2018 £
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	20,599	(75,837)
<b>OTHER COMPREHENSIVE INCOME</b>		
Actuarial gain/(loss) on retirement benefit scheme	(110,000)	45,000
Income tax relating to other comprehensive income	—	—
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX</b>	<u>(110,000)</u>	<u>45,000</u>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<u>(89,401)</u>	<u>(30,837)</u>

The notes form part of these financial statements

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**BALANCE SHEET  
31 MARCH 2019**

	Notes	2019		2018	
		£	£	£	£
<b>FIXED ASSETS</b>					
Intangible assets	6		162,435		203,044
Tangible assets	7		<u>6,027</u>		<u>973</u>
			168,462		204,017
<b>CURRENT ASSETS</b>					
Debtors	8	394,592		59,471	
Cash at bank		<u>246,805</u>		<u>284,524</u>	
		641,397		343,995	
<b>CREDITORS</b>					
Amounts falling due within one year	9	<u>524,948</u>		<u>280,700</u>	
<b>NET CURRENT ASSETS</b>			<u>116,449</u>		<u>63,295</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			284,911		267,312
<b>PENSION (LIABILITY)/ASSET</b>	12		<u>(15,000)</u>		<u>92,000</u>
<b>NET ASSETS</b>			<u>269,911</u>		<u>359,312</u>
<b>RESERVES</b>					
Income and expenditure account	11		<u>269,911</u>		<u>359,312</u>
			<u>269,911</u>		<u>359,312</u>

The financial statements were approved by the Board of Directors on 17 July 2019 and were signed on its behalf by:

C A Gaskell - Director

T J Wheeler - Director

The notes form part of these financial statements

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 MARCH 2019**

	Retained earnings £	Total equity £
<b>Balance at 1 April 2017</b>	390,149	390,149
<b>Changes in equity</b>		
Total comprehensive income	<u>(30,837)</u>	<u>(30,837)</u>
<b>Balance at 31 March 2018</b>	<u>359,312</u>	<u>359,312</u>
<b>Changes in equity</b>		
Total comprehensive income	<u>(89,401)</u>	<u>(89,401)</u>
<b>Balance at 31 March 2019</b>	<u><u>269,911</u></u>	<u><u>269,911</u></u>

The notes form part of these financial statements

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2019**

	Notes	2019 £	2018 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>(31,650)</u>	<u>(196,813)</u>
Net cash from operating activities		<u>(31,650)</u>	<u>(196,813)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<u>(6,069)</u>	<u>(1,130)</u>
Net cash from investing activities		<u>(6,069)</u>	<u>(1,130)</u>
		<hr/>	<hr/>
<b>Decrease in cash and cash equivalents</b>		<b>(37,719)</b>	<b>(197,943)</b>
<b>Cash and cash equivalents at beginning of year</b>	2	<b>284,524</b>	<b>482,467</b>
		<hr/>	<hr/>
<b>Cash and cash equivalents at end of year</b>	2	<b><u>246,805</u></b>	<b><u>284,524</u></b>

The notes form part of these financial statements



**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**NOTES TO THE CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2019**

**1. RECONCILIATION OF SURPLUS/(DEFICIT) BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS**

	2019	2018
	£	£
Surplus/(deficit) before taxation	20,599	(75,837)
Depreciation charges	41,624	157
Finance income	<u>(3,000)</u>	<u>(1,000)</u>
	59,223	(76,680)
(Increase)/decrease in trade and other debtors	(335,121)	184,661
Increase/(decrease) in trade and other creditors	<u>244,248</u>	<u>(304,794)</u>
<b>Cash generated from operations</b>	<u><b>(31,650)</b></u>	<u><b>(196,813)</b></u>

**2. CASH AND CASH EQUIVALENTS**

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

**Year ended 31 March 2019**

	31.3.19	1.4.18
	£	£
Cash and cash equivalents	<u>246,805</u>	<u>284,524</u>

**Year ended 31 March 2018**

	31.3.18	1.4.17
	£	£
Cash and cash equivalents	<u>284,524</u>	<u>482,467</u>

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2019**

**1. STATUTORY INFORMATION**

Cheshire & Warrington Local Enterprise Partnership is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

**2. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Turnover**

Turnover represents income from grants and project funding receivable, excluding Value Added Tax.

**Intangible assets**

Intangible assets are stated at cost less amortisation.

Amortisation is charged by equal annual instalments, commencing with the period in which income first begins to be generated by the asset, so as to write off the cost over its useful economic life.

**Tangible fixed assets**

Fixed assets are stated at cost. Depreciation is being charged by equal annual instalments, commencing with the period in which the assets are first available for use, so as to write off each asset's cost, less any residual value, over its expected useful economic life. The following rates of depreciation have been used:-

Computer equipment	- 33.3% Straight line
Fixtures & Fittings	- 20% Straight line

**Taxation**

The company is a grant aided local agency organisation and its economic advisory activities are wholly maintained by contributions from altruistic member organisations. As a result the net surplus arising from these activities is treated as non-trading by virtue of Section 79 of the Income and Corporation Taxes Act 1988. The company is liable to corporation tax on bank interest and other investment income.

**Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2019**

**2. ACCOUNTING POLICIES - continued**

**Pension costs and other post-retirement benefits**

For defined benefit schemes the amount charged to the income and expenditure account in respect of pension costs and other post retirement benefits is the estimated regular cost of providing the benefits accrued in the year, adjusted to reflect variations from that cost. The interest cost and expected return on assets are included within other finance costs. Actuarial gains and losses arising from new valuations and from updating valuations to the balance sheet date are recognised in the Statement of Total Recognised Gains and Losses.

Defined benefit schemes are funded, with assets held separately from the company in separate trustee administered funds. Full actuarial valuations, by a professionally qualified actuary, are obtained at least every three years, and updated to reflect current conditions at each balance sheet date. The pension scheme assets are measured at fair value. The pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency. A pension scheme asset is recognised on the balance sheet only to the extent that the surplus may be recovered by reduced future contributions or to the extent that the trustees have agreed a refund from the scheme at the balance sheet date. A pension scheme liability is recognised to the extent that the company has a legal or constructive obligation to settle the liability.

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2019**

**3. EMPLOYEES AND DIRECTORS**

	2019 £	2018 £
Wages	753,517	595,945
Social security costs	87,305	68,637
Other pension costs	31,036	66,226
	<u>871,858</u>	<u>730,808</u>

The average monthly number of employees during the year was as follows:

	2019	2018
Employees	<u>13</u>	<u>9</u>

**Senior Employees**

The LEP has chosen to disclose the remuneration of senior employees. These include the statutory officers and any person having responsibility for the management of the LEP, to the extent that the person has power to direct or control the major activities of the LEP. The figures below relate to 2018/19:

Job Title	Salary, Fees, Allowances & Bonuses £	Employer's Pension Contributions £	Expenses Allowances £	Total £
Chief Executive	145,671	-	-	145,671
Deputy Chief Executive	115,382	11,538	-	126,920
	<u>261,053</u>	<u>11,538</u>	<u>-</u>	<u>272,591</u>

The directors' remuneration shown below is paid to the chair of the LEP.

	2019 £	2018 £
Directors' remuneration	<u>25,000</u>	<u>20,810</u>

**4. OPERATING SURPLUS/(DEFICIT)**

The operating surplus (2018 - operating deficit) is stated after charging:

	2019 £	2018 £
Depreciation - owned assets	1,015	157
Enterprise zone amortisation	40,609	-
Auditors' remuneration	3,428	3,391
Accountancy	<u>10,580</u>	<u>10,555</u>

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2019**

**5. TAXATION**

**Analysis of the tax charge**

No liability to UK corporation tax arose for the year ended 31 March 2019 nor for the year ended 31 March 2018.

**Reconciliation of total tax charge included in profit and loss**

The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below:

	2019 £	2018 £
Surplus/(deficit) before tax	<u>20,599</u>	<u>(75,837)</u>
Surplus/(deficit) multiplied by the standard rate of corporation tax in the UK of 20% (2018 - 19%)	4,120	(14,409)
Effects of:		
Income not chargeable as from members	<u>(4,120)</u>	<u>14,409</u>
Total tax charge	<u>-</u>	<u>-</u>

**Tax effects relating to effects of other comprehensive income**

	Gross £	2019 Tax £	Net £
Actuarial gain/(loss) on retirement benefit scheme	<u>(110,000)</u>	-	<u>(110,000)</u>
	<u>(110,000)</u>	<u>-</u>	<u>(110,000)</u>
	Gross £	2018 Tax £	Net £
Actuarial gain/(loss) on retirement benefit scheme	<u>45,000</u>	-	<u>45,000</u>
	<u>45,000</u>	<u>-</u>	<u>45,000</u>

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2019**

**6. INTANGIBLE FIXED ASSETS**

	Enterprise zone £
<b>COST</b>	
At 1 April 2018 and 31 March 2019	<u>203,044</u>
<b>AMORTISATION</b>	
Amortisation for year	<u>40,609</u>
At 31 March 2019	<u>40,609</u>
<b>NET BOOK VALUE</b>	
At 31 March 2019	<u>162,435</u>
At 31 March 2018	<u>203,044</u>

The amount capitalised in respect of the Enterprise Zone represents costs incurred by the company on marketing and development. The company is benefitting from an income stream derived from a proportion of the zone's business rates. The directors anticipate that the present value of the future income will significantly exceed the capitalised costs.

**7. TANGIBLE FIXED ASSETS**

	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>			
At 1 April 2018	9,257	90,691	99,948
Additions	-	6,069	6,069
Disposals	<u>(4,135)</u>	<u>(57,300)</u>	<u>(61,435)</u>
At 31 March 2019	<u>5,122</u>	<u>39,460</u>	<u>44,582</u>
<b>DEPRECIATION</b>			
At 1 April 2018	9,257	89,718	98,975
Charge for year	-	1,015	1,015
Eliminated on disposal	<u>(4,135)</u>	<u>(57,300)</u>	<u>(61,435)</u>
At 31 March 2019	<u>5,122</u>	<u>33,433</u>	<u>38,555</u>
<b>NET BOOK VALUE</b>			
At 31 March 2019	<u>-</u>	<u>6,027</u>	<u>6,027</u>
At 31 March 2018	<u>-</u>	<u>973</u>	<u>973</u>

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2019**

**8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2019	2018
	£	£
Trade debtors	243,753	41,922
Other debtors	377	376
Social security and other taxes	-	5,396
Prepayments and accrued income	<u>150,462</u>	<u>11,777</u>
	<u>394,592</u>	<u>59,471</u>

**9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2019	2018
	£	£
Trade creditors	141,583	122,267
Social security and other taxes	64,179	25,590
Other creditors	2,795	-
Accruals and deferred income	<u>316,391</u>	<u>132,843</u>
	<u>524,948</u>	<u>280,700</u>

**10. LEASING AGREEMENTS**

The following operating lease payments are committed to be paid:

	Other operating leases	
	2019	2018
	£	£
Expiring:		
Within one year	25,621	25,981
Between one and five years	<u>6,310</u>	<u>32,217</u>
	<u>32,217</u>	<u>58,198</u>

**11. RESERVES**

	Income and expenditure account £
At 1 April 2018	359,312
Surplus for the year	20,599
Actuarial gain or loss on defined benefit pension scheme	<u>(110,000)</u>
At 31 March 2019	<u>269,911</u>

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2019**

**12. EMPLOYEE BENEFIT OBLIGATIONS**

The company participates in a "multi-employer" scheme, "Cheshire Pension Fund", the assets of which are held in a separate trustee administered fund. Contributions are paid into the scheme in accordance with the recommendations of an independent actuary on the basis of triennial valuations.

In accordance with the Scheme's actuarial advice the company is making contributions of £23,000 each year for the foreseeable future from the year ending 31 March 2018 to address the deficit.

The three local authority members have committed to meet any pension deficit should the company not be able to discharge its liabilities.

The latest actuarial valuation was carried out at 31 March 2019.

The amounts recognised in surplus or deficit are as follows:

	Defined benefit pension plans	
	2019	2018
	£	£
Current service cost	-	-
Net interest from net defined benefit asset/liability	(3,000)	(1,000)
Past service cost	-	-
	<u>(3,000)</u>	<u>(1,000)</u>
Actual return on plan assets	<u>129,000</u>	<u>71,000</u>

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	2019	2018
	£	£
Opening defined benefit obligation	2,519,000	2,555,000
Interest cost	67,000	66,000
Actuarial losses/(gains)	169,000	(41,000)
Benefits paid	(62,000)	(61,000)
	<u>2,693,000</u>	<u>2,519,000</u>

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	2019	2018
	£	£
Opening fair value of scheme assets	2,611,000	2,601,000
Expected return	70,000	67,000
Actuarial gains/(losses)	59,000	4,000
Benefits paid	(62,000)	(61,000)
	<u>2,678,000</u>	<u>2,611,000</u>



**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2019**

**12. EMPLOYEE BENEFIT OBLIGATIONS - continued**

The amounts recognised in other comprehensive income are as follows:

	Defined benefit pension plans	
	2019	2018
	£	£
Actuarial gains/(losses)	<u>(110,000)</u>	<u>45,000</u>
	<u>(110,000)</u>	<u>45,000</u>

The major categories of scheme assets as amounts of total scheme assets are as follows:

	Defined benefit pension plans	
	2019	2018
	£	£
Equities	1,097,980	1,201,000
Bonds	1,258,660	1,097,000
Property	214,240	209,000
Cash	<u>107,120</u>	<u>104,000</u>
	<u>2,678,000</u>	<u>2,611,000</u>

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	2019	2018
Discount rate	2.40%	2.70%
Future salary increases	2.80%	2.70%
Future pension increases	2.50%	2.40%

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2019**

**13. RELATED PARTY DISCLOSURES**

During the year the company entered into transactions in the normal course of business with the following member organisations, in which common directors have non financial interests, to deliver the economic development services in the Cheshire and Warrington sub region.

**Contributions received towards operating costs:**

Warrington Borough Council	£41,667
Cheshire East Council	£41,667
Cheshire West and Chester Council	£41,667

Government Core Funding and Growing Places Fund operating costs totalling £1,988,162 (2018 - £1,609,967) was also received through Cheshire East Council in its role as the accountable body.

**Amounts paid for projects in year:**

Warrington Borough Council	£43,365
Cheshire East Council	£99,891
Cheshire West and Chester Council	£75,128

The amounts outstanding from/(to) member organisations by the company are summarised as follows:

Warrington Borough Council	£(34,361)	(2018 - £(547))
Cheshire East Council	£127,232	(2018 - £(42,767))
Cheshire West & Chester Council	£50,000	(2018 - £nil)

**14. LIMITED LIABILITY**

Liability is limited by guarantee to £1 per member. The number of members at the period end was three.

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**DETAILED INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2019**

	2019		2018	
	£	£	£	£
<b>Turnover</b>				
LA subscriptions	125,000		125,000	
LEP Core Funding	500,000		500,000	
Growing Places Fund - professional fees	216,431		200,000	
Growing Places Fund - interest fund	72,297		48,404	
Growth Hub - Blue Orchid fees	287,000		287,000	
Sundry income	783		115	
Local Growth Fund - interest	202,003		114,777	
EU technical assistance	47,074		45,590	
Local Growth Fund - management fee	108,200		108,200	
BEIS Energy Strategy	-		50,000	
Enterprise Zone - income	439,050		295,000	
Enterprise Zone - grant	40,610		50,000	
Enterprise Zone - interest	6,118		1,803	
DiT Contribution	68,212		-	
Careers Enterprise Company	18,563		-	
Kickstart income	980		-	
ESF income and work placements	11,077		-	
Northern Powerhouse 11	36,546		-	
MHCLG Additional funding	64,977		-	
		2,244,921		1,825,889
<b>Expenditure</b>				
Rent	12,376		14,826	
Insurance	2,765		2,081	
Directors' salaries	25,000		20,810	
Directors' social security	2,287		1,746	
Wages	728,517		575,135	
Social security	85,018		66,891	
Pensions	31,036		66,226	
Recruitment costs	53,473		499	
Telephone	2,543		4,090	
Post, stationery and consumables	5,594		10,392	
Consultancy and third party support	177,384		168,611	
Travel and subsistence	35,292		30,962	
IT support	17,699		14,718	
Subscriptions	18,964		23,710	
Training and development	12,219		4,558	
Kickstart costs	980		-	
Bank charges	166		244	
Internal meetings	993		259	
Office relocation	-		22,971	
ESF costs	11,077		-	
Careers Enterprise Company	16,770		-	
Local industrial strategy	49,977		-	
Legal and professional	15,939		921	
Strategy development work	157,459		91,382	
Communications, PR and website	42,008		83,566	
Programme development	-		91,241	
Growth Hub - Blue Orchid	287,000		287,000	
Enterprise Zone - consultancy	104,906		80,969	
Carried forward	1,897,442	2,244,921	1,663,808	1,825,889

This page does not form part of the statutory financial statements

**CHESHIRE & WARRINGTON LOCAL ENTERPRISE  
PARTNERSHIP (REGISTERED NUMBER: 04453576)**

**DETAILED INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2019**

	2019		2018	
	£	£	£	£
Brought forward	1,897,442	2,244,921	1,663,808	1,825,889
Enterprise Zone - staff and administrative costs	90,647		89,864	
Enterprise Zone - travel and subsistence	2,072		3,097	
Enterprise Zone - marketing and PR	89,983		76,854	
Northern Powerhouse 11	36,546		-	
Accounting body charge	55,000		55,000	
Auditors' remuneration	3,428		3,391	
Accountancy	<u>10,580</u>		<u>10,555</u>	
		<u>2,185,698</u>		<u>1,902,569</u>
		59,223		(76,680)
<b>Other finance income/costs</b>				
Interest income on pension scheme assets	70,000		67,000	
Interest on pension scheme liabilities	<u>(67,000)</u>		<u>(66,000)</u>	
		<u>3,000</u>		<u>1,000</u>
		62,223		(75,680)
<b>Depreciation</b>				
Enterprise zone	40,609		-	
Computer equipment	<u>1,015</u>		<u>157</u>	
		<u>41,624</u>		<u>157</u>
<b>NET SURPLUS/(DEFICIT)</b>		<u><u>20,599</u></u>		<u><u>(75,837)</u></u>

This page does not form part of the statutory financial statements



**Minutes of the Cheshire and Warrington Local Enterprise Partnership  
Performance and Investment Committee Meeting  
held on 19<sup>th</sup> June 2019 at 1.30, Wyvern House**

**In attendance:** Ged Barlow (Chairman), Lisa Harris, John Downes, Chris Hindley, Paul Goodwin, Ian Brooks, Rachel Brosnahan.

**Apologies:** Stuart Brown, Alex Thompson, Philip Cox

**In attendance:** Tim Smith for ESIF update

Item No.	Item	To be Actioned by	By When
1.	Welcome, Introductions and Apologies Apologies from Stuart Brown, Alex Thompson, Philip Cox		
2	<b>Conflicts of Interest</b> GB asked for any conflicts to be declared.		
4	<p><b>Minutes from the last meeting:</b> Minutes agreed.</p> <p>RB confirmed that new priorities for the Energy Fund had been agreed and the new guidance and application would be issued this week. All applications would be due in on the 16<sup>th</sup> August. LH queried what would happen if quality of applications was poor again. <b>Plan b required.</b></p> <p>Outstanding actions: <b>RB to provide update on Mary Ney review actions</b></p> <p><b>RB to confirm whether JA had followed up the actions re Quadrant Investment:</b></p> <ul style="list-style-type: none"> <li>(1) Final approval by the LEP Board and the funding facility from the local authorities being in place</li> <li>(2) Incentivising the applicant to ensure that the units are let as quickly as possible by agreeing a threshold market rent for lettings</li> <li>(3) The applicant demonstrating need for the electricity infrastructure through a third party technical report and providing competitive quotes for any works, which will be appraised and agreed by the LEP</li> </ul> <p>JD shared a development appraisal spreadsheet. JD explained that the figures were run during the assessment of an investment and then say two years after practical completion. If the figures were much improved on the baseline then clawback should be sought.</p> <p><b>All agreed that this should be factored into investment decisions and used when presenting investment requests to P&amp;I.</b></p>	<p>RB</p> <p>RB</p> <p>RB</p> <p>RB</p>	<p>July</p> <p>July</p> <p>July</p> <p>July Onwards</p>





	<p>money has already been spent on the schemes, which in turn help the LEP to meet profile. The Committee approved this approach.</p> <p><b>Growing Places Fund update</b> Cheshire Green progressing but asking for a number of changes to the legal agreement to be considered. Waiting for UpToDate valuation before agreeing to any further changes.</p> <p><b>Feedback from Audits</b> No issues from deep dive audit. Question about whether LGF should have been reduced when CEC secured NPIF for Crewe Green Roundabout. Need to ensure robust audit trail if and when projects secure additional funding. There would be no incentive to secure additional funding though if LGF/LEP funding was just reduced by the amount secured.</p>		
6	<p><b>LGF profile</b> RB confirmed that the LGF profile for 18/19 had been exceeded by £3m despite the significant slippage on a number of projects. RB thanked PG for his help in bringing forward Poynton Relief Road which helped meet profile as CEC claimed £5.04m of funding in Q4.</p> <p>The profiles put forward by project leads for 19/20 only shows £14m of expected spend. BEIS have made it clear that they expect the underspend from 16/17 to be spent by the end of this financial year so coupled with the BEIS profile for the year means that £25m needs to be spent by the end of March 20.</p> <p>GB had asked RB to bring potential solutions to the meetings and these were discussed:</p> <p>CWAC – CWAC have spent over £16m already on the Northgate scheme which is an approved project within the LGF portfolio. The LEP had already granted £13.5m towards the Chester Bus Interchange which was the first phase of work on Northgate. There is potential to replace some of the already spent council money with LGF that has been allocated to Ellesmere Port One Estate, Tarvin road and Winsford Industrial Estate. The council would then have to commit to spending the displaced council money on these schemes, but by moving the LGF onto the Northgate scheme reduces the risk of the money not being spent by March 21</p> <p>WBC – The proposal for WBC is covered in the above section. By grouping all the Warrington West projects into one programme would mean an additional £4m of LGF could be spent this year due to the amount of money the council has already spent on Warrington West Station.</p> <p>CEC – Potential to move LGF from Crewe High Speed Ready Heart (CHSRH) to Congleton Link Road (CLR) which is an LGF programme scheme. Frank Jordan to consider.</p>		



	<p>Philip Cox is keen that the authorities all work hard to accelerate the programmes of the existing projects and look at ways to achieve spend and had expressed concern before the meeting that any proposed solutions to achieve spend by moving money around may move focus away from delivery.</p> <p>The proposed solutions above if adopted will be contracted with back to back agreements. E.g. If LGF money was moved to CLR it would be conditional on CEC still completing CHSRH as outlined in the business case and as approved by P&amp;I.</p>		
7	<p><b>Corporate and Programme risk</b></p> <p>RB reiterated that one of the main risks was meeting profile for the year and that not doing so could result in loss of funding.</p> <p>Compliance with GDPR remains a high risk but consultancy support bought in to help develop systems to ensure compliance.</p> <p>All confirmed that they had reviewed the risk registers and didn't have any comments.</p>		
8	<p><b>ESIF Update</b></p> <p>TS talked through the paper that had been circulated. £13.5m of ERDF left to invest. Business support has the most remaining money to be spent.</p> <p>LEP to look at more productivity and growth interventions and what could have the greatest impact.</p> <p>After the local calls have been run any remaining funding will go into a national pot and national calls for projects will be run.</p> <p>ESF -3 projects in assessment. £5.9m left to be allocated. Call to be issued in November.</p> <p>Rural – Expect the fund to be fully spent because of the applications in the system.</p>		
9	<p><b>Evergreen Fund</b></p> <p>RB gave a brief overview of the fund which the committee members were already familiar with. The Committee approved the use of £200k of EZ receipts to meet the initial running costs of the fund.</p>		
10	<p><b>Delivery Plan reporting</b></p> <p>RB presented a delivery plan monitoring template. The committee members were happy that this was fit for purpose.</p> <p><b>RB to bring the first updated delivery plan progress report to the next meeting.</b></p>	RB	July
11	<p><b>AOB</b></p> <p>Peter Skates has been nominated as the CEC representative as AT/PG attend in their capacity as s151 officer and not to represent the views of CEC. Peter will start to attend from July.</p>		



**CHESHIRE AND WARRINGTON LEP  
NOTE OF EMPLOYERS SKILLS AND EDUCATION BOARD MEETING ON 19 JUNE 2019**

**1. Welcome and Introductions**

Clare Hayward welcomed everyone to the meeting. A list of attendees and apologies is at Annex A.

**2. Declarations of Interest**

Clare invited Members to declare any interests. The following standing items were noted:

- Paul Colman – involvement in the development of the Pledge partnership network across Cheshire and Warrington.
- Clare Hayward – working for Cirrus recently named the best leadership and management/HR Consultancy at the CIPD Management Awards. Cirrus now offer apprenticeships as part of their overall service to businesses.

**3. Presentation and follow up discussion with Ofsted inspector about the new Ofsted framework and the need for training providers to demonstrate how their curriculum reflects the needs of the local labour market**

Clare welcomed Marina Gaze to the meeting and thanked Dhesi for arranging the presentation.

Marina presented a series of slides.

In the subsequent discussion the following points were made:

- The importance of strengthening links between employers and training providers was highlighted and reflected fully the views of Members
- The growing demand for work placements and the need for these to be in businesses that reflect the local economy – Members highlighted their concerns that fewer than 2% of current work placements are digital or STEM related.
- Members were also concerned at the levels of bureaucracy associated with organising work placements.
- Concerns that T levels will result in a narrowing of the curriculum and too much specialisation which will not reflect the nature of current and future employment where individuals often need to acquire different skills at the same level of qualification e.g. moving from mechanical to electrical and digital focus jobs. The nature of funding encourages this narrowing of the curriculum.
- In the light of the discussions it was agreed that the one-page menu of opportunities for businesses to engage with the Pledge needed to focus more on the potential business benefits of engaging with schools and colleges. **ACTION Trevor Langston**

Clare thanked Marina for her presentation.

**4. Note of last meeting on 17 April and matters arising**

The note of the last meeting was agreed. There were no matters arising that were not on the agenda.

**5. Action List**

Members reviewed the action list. The following additional point was noted:

- Clare to follow up meeting on 31 May where the branding of the 'Institute of Technology' was discussed. Clare will draw together a summary of the conclusions of the meeting. All who attended the meeting agreed that it had been very useful. **ACTION Clare Hayward**
- The action list will be updated **ACTION Pat Jackson**

## 6. Updates

### 6.1 Pledge Partnership Update

Trevor Langston reported that the launch of Cheshire and Warrington's Pledge was scheduled for Friday 21 June with 246 scheduled to attend including 71 different business organisations and 55 training providers.

In the subsequent discussion the following points were made:

- Members queried the extent of stakeholder (particularly small and medium sized business), engagement in the Pledge. Trevor noted that links with the Growth Hub, the Inward Investment Team and the Digital Skills Partnership would help to extend stakeholder engagement. It was agreed that we needed a stakeholder engagement plan for the Pledge as well as the wider work of the Employers' Skills and Education Board. **ACTION Trevor Langston and Pat Jackson**
- Employers who attend the launch will be surveyed **ACTION Trevor Langston**
- Work was progressing on the development of measures of success and impact of the Pledge. This will include assessment of social value. Trevor will share current draft **ACTION Trevor Langston**.
- The Pledge Management Board has already met. Trevor will share the membership of the Board and the revised terms of reference of the Board. **ACTION Trevor Langston**
- It was agreed that the Membership of the Board should be reviewed once the Pledge is fully operational and measures of success and impact are in place. **ACTION Trevor Langston to review membership of Board (in about 6 months).**

### 6.2 Data and Labour Market Intelligence

Pat Jackson reported on recent meetings of a working group of colleges and local authorities about how the LEP could add value to the data and intelligence work they already undertake by investing the £75K allocated to the LEP for the data and intelligence needed to inform the additional functions of a Skills Advisory Panel.

Meetings had taken place with RCU, EMSI, Cambridge Econometrics and Metrodynamics and suggested approaches had been developed. These proposals will now be shared with partners and with DfE to ensure we are meeting the funding criteria. **ACTION Pat Jackson to share proposals with working group and Paul Taylor.** A further meeting of the working group is scheduled for 7 July.

### 6.3 Local Growth Fund

Clare reported that the LEP had received a number of very interesting responses to the consultation on how best to invest £5 million Local Growth Funding in specialist equipment needed to deliver digital and STEM related learning to as wide a group of Cheshire and Warrington residents as possible.

A conference call with a number of Members of the Employers' Skills and Education Board and the LEP Board was held recently to review the response and as a result had proposed three invitations to bid:

- a maximum of five investments of up to £20,000 each for specialist equipment that can be taken into schools, colleges, libraries and other community centres or could be easily accessed from key locations.
- a maximum of two investments of up to £250,000 each for specialist equipment that can be used to deliver digital and advanced engineering training and education that are particularly important to improve the competitiveness and raise the productivity of one or two specific groups of employers or sectors of industry within Cheshire and Warrington.
- a maximum of five investments of between £500,000 and £1,000,000 for specialist equipment that can be used to upskill and reskill the existing workforce so that we can transform digital and advanced manufacturing skills across all sectors of business in Cheshire and Warrington. In general, the specialist equipment will be sufficiently generic to enable as many businesses as possible to transform their business practices at a faster pace and through cross-sector collaboration.

Clare noted that in their response to the consultation Bentley Motors provided a digital strategy that focuses on the levels of expertise needed to ensure digital transformation from an overview and mind-set change through to subject matter experts. Bentley have agreed to share their digital strategy to help stimulate ideas and maximise the impact of digital transformation across Cheshire and Warrington. We will do this subject to Bentley confirming that they do not intend to bid for the funding.

A draft bidding document reflecting all these points had been circulated and it was agreed that the draft reflected the views of Members. A final bidding document will be issued by the end of June/early July.

**ACTION Pat Jackson**

#### 6.4 Skills Advisory Panel

Clare noted that the Employers' Skills and Education Board will assume the functionality of the Skills Advisory Panel. The existing terms of reference of the Employers' Skills and Education Board will be reviewed. The terms of reference should include reference to voting rights. **ACTION Clare Hayward and Pat Jackson**

Members stressed the need to ensure the Employers Skills and Education Board maintains clarity of purpose and continues to ruthlessly prioritise. All Members agreed that this approach had enabled us to deliver our significant achievements to date.

Members wanted to retain a relatively small Employers' Skills and Education Board but did want to develop a much stronger stakeholder communication network by working through existing networks such as the secondary and primary head networks. A map of key stakeholder networks should be developed with a draft communication plan. **ACTION Pat Jackson**

Philip Cox reported that the current exercise to recruit Members to the main LEP Board and voting members to subcommittees would be completed by mid-July. Philip explained that the plan was to identify 5 employers with voting rights and one local authority representative with voting rights. Once voting membership is clear, we would need to consider whether the membership of the Employers Skills and Education Board will need to be extended to ensure a wider representation of employers from key sectors, including life sciences and energy. **ACTION Clare Hayward and Pat Jackson**

#### 6.5 Digital Skills Partnership

Clare welcomed Sarah Williams to the meeting and congratulated her on her appointment as the Digital Skills Partnership Coordinator.

Clare thanked Members for their contributions to the launch of the Digital Skills Partnership on 19 May. All Members agreed that the event had been a success and that the students from Priestley College and Crewe UTC had been 'inspirational'. Clare thanked Catherine Walker and Jane Wilson for helping to organise the event.

Clare noted that one of the Priestley College students who attended the event had taken the opportunity to speak to Bentley who had invited her to an assessment centre the following day and, as a result, the student had been offered an apprenticeship.

Maggie Philbin had also contacted Priestly College to invite a focus group of student to a meeting with the BBC about their future direction and Network Rail had also offered work experience to a number of the students and followed up with Maggie to link Network Rail STEM ambassadors with Teen Tech.

James offered to share details of the Network Rail STEM ambassadors. **ACTION James Richards**

Pat Jackson reported that NESTA had recently launched their EdTech Innovation Fund to make up to 20 investments in technology to support teaching and learning. Pat and Sarah had convened a group of local colleges and local authorities to explore the scope to develop a Cheshire and Warrington bid for the NESTA investment.

Sarah would now also be attending regular meetings of all DSP coordinators in London to share good practice and access support available nationally – including programmes of work with Google and Microsoft. It was noted that there was a real danger of being inundated with various national initiatives. Members stressed again the need to ruthlessly prioritise within the clear strategic approach developed by Members.

Next steps would also involve setting up the DSP Board. **ACTION Pat Jackson and Sarah Williams**

#### **6.6 Local Industrial Strategy – People theme including key challenges and asks of Government and involvement of Employers’ Skills and Education Board**

Pat Jackson reported that a draft skills and education contribution to the Local Industrial Strategy was being prepared to reflect the priorities of the Employers’ Skills and Education Board – as illustrated in the one-page summary. Members were invited to review the draft and feed back any comments to Pat Jackson. **ACTION All Members.**

#### **7 Any Other Business**

There was no further business.

The meeting closed at 15.30 hrs.

**EMPLOYERS SKILLS AND EDUCATION BOARD MEETING ON 17 APRIL 2019**

The following members of the Employers' Skills and Education Board are expected to attend the meeting:

- Clare Hayward
- Paul Colman (South Cheshire Chamber)
- Phil Atkinson (Daresbury)
- Paul Taylor (Taylor Business Park)
- Dhesi Jasbir (Cheshire College South and West – representing the FE Colleges)
- James Richards (Network Rail)
- Faye Van Flute (Lloyds Banking Group)
- Nicola Merriman (National Skills Academy Nuclear)
- Philip Cox
- Pat Jackson (LEP)

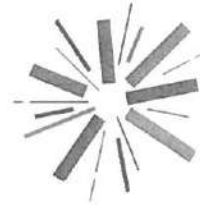
**Apologies**

- Julia Teale (Bentley Motors)
- Elaine Billington (United Utilities)
- Howard Sloane (Essar Oil)
- Jenny Clucas (Cogent)
- Martin Wood (Department for Business, Energy and Industrial Strategy) – observer

Also attending Marina Gaze, Trevor Langston, Sarah Williams







ITEM 10 (c)  
 CHESHIRE  
 SCIENCE  
 CORRIDOR  
 ENTERPRISE  
 ZONE

# MINUTES OF ENTERPRISE ZONE BOARD MEETING

16 May 2019

<b>Meeting Title</b>	Cheshire Science Corridor Enterprise Zone Board	
<b>Date</b>	16 May 2019	
<b>Time</b>	13:00-15:00	
<b>Location</b>	Ellesmere Port	
<b>Agenda Item</b>		<b>Action/Decision</b>
<b>1. Attendees and apologies</b>		
<p><b>EZ Board Members:</b>          Robert Mee, Chair of EZ Board          Tony Bochenski, Independent Board Member          Chris Farrow, Independent Board Member</p> <p><b>In Attendance:</b>          John Adlen, Cheshire and Warrington LEP          Chris Capes, Cheshire West &amp; Chester Council          Philip Cox, Cheshire and Warrington LEP          Stephen Fitzsimons, Warrington &amp; Co.          Jane Gaston, Peel Environmental          Philip Kerr, Skills &amp; Growth Company          Joel Tagg, Cities &amp; Growth Unit          Stephen Wade, Legat Owen</p> <p><b>Apologies:</b>          Cllr Rus Bowden, Warrington Borough Council          Lisa Harris, Cheshire West &amp; Chester Council          Christine White, Astra Zeneca</p>		
<b>2. Previous EZ Board minutes</b>	All matters arising from the previous EZ Board held on 21 March 2019 have either been actioned or will be covered in this board.	Minutes agreed and signed off
<b>3. Declarations of interest</b>	(a) Chris Farrow declared an interest in sites in Ellesmere Port as Chair of the Ellesmere Port Development Board	
<b>4. Ellesmere Port Update</b>	Jane Gaston from Peel Environmental and Stephen Wade from Legat Owen gave an update to the Board on progress to date across the EZ sites in Ellesmere Port, excluding Thornton Science Park.	

5.	<p><b>Governance</b></p> <p><b>a) EZ Board membership</b></p> <p>John Adlen reported that Councillor Brian Clarke (CWAC) and Councillor Paul Bates (CEC) have stepped down from the EZ Board. Philip Cox reported that he had written to the three local authority Chief Executives to request their nominations for the LEP Board and sub-committees, including the nomination of alternate representatives.</p>	
6.	<p><b>EZ investment programme</b></p> <p><b>a) EZ investment programme update</b></p> <p>John Adlen presented an update on the latest position with the EZ investment programme, which showed that the EZ Board had committed £7.6m in approved investments. Only the Glasshouse at Alderley Park has drawn down any funding to date, £519k of its £3.8m. Glasshouse is expected to make a further claim this month and the other EZ investments have been issued with claim forms and are expected to start drawing down their funding this month.</p> <p><b>b) EZ investment cases</b></p> <p>John Adlen reported that an investment case has been received from Alderley Park for two projects (Block 22 and Blocks 23 &amp; 24) seeking a total investment of £6m. Cushman &amp; Wakefield have been appointed to undertake an appraisal of the project and DWF have been appointed to provide some early State Aid advice, as both projects include an element of multi-storey car parking. It is anticipated that the investment case, appraisal and draft legal agreement to come to the July EZ Board for consideration.</p>	
7.	<p><b>Operational update</b></p> <p><b>a) Growth Director's update</b></p> <p>The EZ Board considered and noted the Growth Director's report on key development activities undertaken during the last period.</p> <p><b>b) Business Rate Discount applications</b></p> <p>No new Business Rate Discount applications were received during the last period.</p>	
8.	<p><b>Marketing and communications</b></p> <p><b>a) Marketing and promotion activities</b></p> <p>The EZ Board considered and noted the Growth Director's report on key marketing and promotional activities undertaken during the last period. It was agreed to invite Catherine Walker, the LEP's new Marketing &amp; Communications Director to the July EZ Board.</p>	<p>Agreed to invite Catherine Walker to the July EZ Board meeting</p>
9.	<p><b>Finance update</b></p> <p><b>a) Borrowing facility update</b></p> <p>John Adlen and Philip Cox presented the headline proposal to establish a £30m borrowing facility for investments in the EZ that had been agreed in-principle with finance representatives from the three local authorities. This proposal would now need to go to the three</p>	

	local authority chief executives for approval. There was a discussion regarding the role of the credit committee vis-à-vis the EZ Board and the need to streamline EZ investment decision-making as much as possible in order to maintain maximum flexibility to respond to the market.	
<b>10.</b>	<b>AOB</b> There being no other business, the Chair thanked everyone for their attendance and closed the meeting.	





**LEP Strategy Committee  
MINUTES (DRAFT)**

Meeting Held: Friday 17<sup>th</sup> June 2019  
Wyvern House, Winsford

**Present:**

Robert Mee (Chair)  
Charlie Seward  
Andy Hulme

Stephen Kinsey  
Graeme Bristow

Philip Cox  
Andy Farrall

**Apologies:**

Robert Davis

Frank Jordan

**Attending:**

John Adlen

**Agenda Item 1: Apologies**

Robert Mee welcomed members to the meeting. Apologies were received from Frank Jordan (represented by Carol Young), Steve park (represented by Andy Farrall) and Robert Davis.

**Agenda Item 2: Declarations of Interest**

Stephen Kinsey declared a non-pecuniary interest in Agenda Item 10 as Addleshaw Goddard represents one of the parties involved (though he is not personally involved). Charlie Seward declared an interest in Agenda Item 10 as CWAC is a potential party to the project.

**Agenda Item 3: Minutes of Previous Meeting and Matters Arising**

The minutes of the meeting held on Friday 15<sup>th</sup> March 2019 were agreed.

**Agenda Item 4: Presentation – Warrington Means Business**

Andy Farrall gave a presentation on the ongoing work to refresh Warrington's economic growth strategy – 'Warrington Means Business'. The previous version had been published in 2016 and a refresh is being undertaken to ensure that the strategy reflects the changing context locally and sub-regionally.

One of the key outcomes from the refresh will be to address the demand for land for housing and employment including reflecting the findings of the LEP Housing Strategy research which highlighted the need for higher levels of town centre residential accommodation.

Warrington has undertaken extensive updates to the policy framework supporting Warrington Means Business, including the Local Plan and Local Transport Plan.

The revised strategy also includes a strong focus on culture and quality of the environment, including increasing opportunities for sustainable transport.

The Committee expressed its thanks to Andy for his informative and comprehensive presentation.

#### **Agenda Item 5: Strategy Update**

The contents of the report were noted.

The format of the draft Delivery Plan was discussed. It was noted that there was still work to do in terms of allocating owners to individual actions (including which of these might sit outside of the LEP) and to pull out a summary of those actions that were due for completion in the current financial year. Some actions also require sharpening up in terms of focus.

It was noted that the LEP's Digital Strategy has been finalised. The Committee supported the proposal that rather than a more 'traditional' summary document that a more interactive, digital version be trialled.

***Action: AH produce and circulate a final version of the Delivery Plan for comment by the July meeting along with a summary of 2019/20 actions.***

#### **Agenda Item 6: Local Industrial Strategy**

Andy Hulme provided an update on progress.

Work is progressing across a series of workstreams to develop a clear vision and set of priorities and interventions for the LIS.

Cheshire and Warrington is still on track for a submission to Government for consideration at the end of July. In advance of that a series of 'Policy Positions' are being drawn up aligned to the workstreams which will be used to support specific discussions with individual Departments within Government. In order to allow the Strategy Committee to have a meaningful opportunity to review and comment on the emerging draft LIS it was agreed that a further private session of the Strategy Committee would be arranged for the end of June.

It was noted that the West Midlands LIS had been published and that the GM LIS is due for release in June.

***Action: AH to arrange a further private session of the Strategy Committee for the end of June.***

#### **Agenda Item 7: Evergreen II**

The contents of the report were noted.

The proposal relates to the establishment of a specific Cheshire and Warrington Evergreen Fund. Due to national and European restrictions, interest from the original Evergreen Fund cannot be used for purposes outside that Fund. The proposed new Fund, whilst self-financing in terms of running costs in the longer term will not have sufficient income at the outset to cover the cost of procuring and commissioning a Fund Manager.

It was noted that whilst the composition of the Board to oversee the Fund has still to be finalised, there would be representation for each of the local authority partners and the LEP.

The Strategy Committee confirmed that it would be content, in principle, for up to £200k of retained Business Rates to support the first two years running costs of the Fund but also noted that formal spending approval would be requested following the completion of the tender process for the fund manager.

#### **Agenda Item 8: Government Announcements**

Further to a query raised at the previous meeting, John Adlen confirmed that having reviewed the criteria around University Enterprise Zones, these did not appear to offer any significant benefits over and above those available in the existing EZ, and would therefore be of limited value.

#### **Agenda Item 9 – Low Carbon Energy Innovation Fund**

The Committee approved the recommendations set out in the report on proposed priorities for deployment of £4.15m of Local Growth Fund via the LEP's Low Carbon Innovation Fund. Criteria for bidding to the Fund will now be drafted and a first round of calls for projects issued via the LEP website in June 2019.

#### **Agenda Item 10 – Growing Places Fund**

This Agenda Item was discussed under Part B of the Agenda, and as such a separate non-public minute of the discussion has been produced.

#### **Agenda Item 11 – any Other Business**

There were no items raised under AOB.

#### **Agenda Item 12 – Date and Time of Next Meeting**

Next public meeting: Friday 12<sup>th</sup> July 2019, 9:00am, Wyvern House.







ITEM 10(e)

**Minutes of the Cheshire and Warrington Local Enterprise Partnership  
Marketing Cheshire (Marketing & Communications) Sub-Committee Meeting  
held on 9<sup>th</sup> July 2019 at 10.30am, The Oakfield at Chester Zoo**

**In attendance:** Philip Cox (Chair), Brendan Flanagan, Stephen Fitzsimons, Andy Lyon, Nicola Said, Caroline Sangar-Davies, Jacqueline Wilson, Christopher Capes, Catherine Walker.

**Apologies:** Adrian Bull, Amanda Newman, Mark Livesey.

Item No.	Item	To be Actioned by	By When
1.	<p><b>Welcome, Introductions and Apologies</b></p> <p>Jacqueline Wilson in attendance with Christopher Capes as Christopher is leaving his position, so Jaqueline providing the continuity for CWAC.</p> <p>This is the first meeting of the sub-committee.</p> <p>PC confirmed that the permanent chair of the sub-committee will be Adrian Bull, who is vice-chair of the Marketing Cheshire board.</p>		
2	<p><b>Conflicts of Interest</b></p> <p>PC asked for any conflicts of interest to be declared.</p> <p>None declared.</p>		
3	<p><b>Context and Purpose of the sub-committee</b></p> <p>a) Terms of reference (appendix 1)</p> <p>PC provided context on the purpose of the sub-committee and why it had been formed, PC confirmed that the Marketing Cheshire Board will be the marketing and communications committee for LEP governance, with delegated authority. The sub-committee has been formed to move forward the marketing &amp; communications activity for the LEP at a greater pace.</p> <p>PC presented the outline ToR to the sub-committee with particular reference to:</p> <ul style="list-style-type: none"> <li>• Change of reference from sub-board to sub-committee</li> <li>• Amendment to the initial paragraph recognising the role of the sub-committee relates to LEP activity</li> <li>• PC referenced the PAC report in to LEPs and the need to ensure that key influencers (MP's, senior officials etc.) are kept fully informed and engaged in order to maintain our position, and secure more investment.</li> <li>• PC referenced that there are 4 primary objectives outlined in the ToR and advised that due to resources, decisions may need to be made in relation to resource and balance of engagement.</li> </ul>	<b>CW</b>	<b>11/7/19</b>



	<ul style="list-style-type: none"> <li>• <b>CW to update and redistribute to sub-committee members</b></li> </ul> <p>No queries arising from members present.</p> <p>SF commented that he would like the sub-region to be bold in our marketing and communications ambitions.</p> <p>AL suggested 'study' should be an additional theme alongside invest, live, work and visit.</p> <p>NS an BF commented on the need to ensure that LEP and marcomms needs to exploit the other component sectors.</p> <p>b) Governance</p> <p>The aim of the sub-committee is to get projects to the stage where recommendations can be taken to the MC Board for final approval. The MC Board will be given delegated authority by the main LEP board.</p> <p>Formal minutes will be required.</p> <p>c) Key Deliverables</p> <p>CW provided context in relation to the LEP's annual delivery plan and the agreed key action points for 2019/20 for marketing &amp; communications. CW confirmed that in the first instance the priority would be on supporting delivery of key actions points 1/2/3/6/7 as outlined in the ToR.</p> <p>PC confirmed that BEIS will measure the performance of the LEP on the targets set within the annual delivery plan.</p>		
4	<p><b>Overview of key Marketing &amp; Communications Projects</b></p> <p>CW talked through the purpose / outcomes of each of the three core strands of activity (corporate comms or public affairs, business engagement, place marketing).</p> <p>Detailed discussion covering:</p> <ul style="list-style-type: none"> <li>• CRM and how this can work alongside partners</li> <li>• Crisis communications and a co-ordinated response to economic 'shocks'</li> <li>• Understanding how the LEP's thematic strategies are supported through the corporate communications activity</li> <li>• Need to lobby key influencers and have a clear set of messages/priorities that our stakeholders share throughout their engagements</li> <li>• More inward visits for key influencers</li> <li>• Role of business in lobbying government</li> <li>• Shared narrative is key</li> </ul>		

	<ul style="list-style-type: none"> <li>• Place marketing should be the lead aspect as the narrative (political and business/talent focused) is the most important thing</li> <li>• We need to understand what are the messages and why, what will they deliver against</li> <li>• What is the priority for place marketing – what outcomes do we want to achieve</li> <li>• Need to undertake situation analysis and stakeholder mapping</li> <li>• Public affairs needs to be a strand of place marketing</li> <li>• Consistency of message viewed as important</li> <li>• Build on the key messages using the regeneris work undertaken (specifically for inward investment and talent messaging)</li> <li>• Place marketing should influence other agendas to ensure a holistic offer</li> <li>• It's a collaborative activity that all businesses and individuals can adopt</li> <li>• Agreed that the purpose and objectives of each stream are the right ones</li> <li>• Thought leadership is a key aspect</li> <li>• Growth Hub outcomes need to support place marketing objectives/outcomes</li> </ul> <p><b>Actions arising</b></p> <ul style="list-style-type: none"> <li>• <b>Need to define purpose of place marketing, what outcomes we want to achieve,</b></li> <li>• <b>Need to undertake situation analysis and stakeholder mapping and take back to the group to work up, refine and agree</b></li> <li>• <b>Need to start to define our economic strengths and invite others (internally and externally) to agree/add to etc.</b></li> <li>• <b>Need to define the questions we want to answer from an external perceptions point of view</b></li> <li>• <b>CW to develop a strawman that outlines approach and timelines for engaging stakeholders, particularly local authorities.</b></li> </ul>	CW	Start and take to meeting on 31/7/19
5	<p><b>Frequency of Meetings / Future Dates</b></p> <p>Members agreed to meet every 3 weeks initially, recognising that particularly over the summer not all members would be able to attend every meeting, but that meetings would happen anyway to ensure progress continues.</p> <p><b>CW to issue diary dates for all future meetings.</b></p>	CW	13/7/19
6	<p><b>AOB</b></p> <p>No items raised.</p>		