



Delivery Plan 23/24 - DRAFT

LEP Board Presentation: 15/03/23

Drafting & Approach to the Delivery Plan



Why are we here?

To support local authorities, national Government and businesses to achieve our mission of becoming the “the healthiest, most sustainable, inclusive and growing economy in the UK”

Focus LEP around 4 key areas



Strategic Influence



Thought Leadership



Economic Expertise



Delivery Excellence

Approach & Considerations

The Delivery Plan is being drafted based on the following approach:

- The LEP's vision to be the UK's healthiest, most sustainable, inclusive and growing economy.
- Transitioning the LEP, MC and Sub-boards to structures proposed as part of the LEP Review while ensuring a strong connection of deliverability against our vision.
- Core funding is reduced by £125k in 23/24. DSP and SAP Funding do not extend beyond August. Pledge will transition in August/September. Growth Hub/DiT allocation = 22/23.
- Maintain the style from 22/23 of summarized tasks and activities to support outputs and outcomes.
- **Sign Off will follow confirmation of all funding. (estimated Apr).**

In drafting the Delivery Plan, we need to be mindful that confirmation from Central Government and the Sub-Region in key areas will require a degree of flexibility in our content & priorities:

- New Govt. department structure.
- Growth Hub Funding not yet confirmed.
- Pledge Funding post September not confirmed
- Updating of Sustainable & Inclusive Economic Plan
- Ongoing discussion with LA over the preferred use of retained business rates.
- Local elections (Cheshire).

Approach & Considerations

The delivery will all be captured to include:

Policy & Planning	Programme Delivery	Marketing Cheshire	Corporate
Economic Strategy, Net Zero, Transport, Skills, Growth Corridors, Digital, Growth Hub	Skills Bootcamps, Pledge, SAP, DSP, EZ Investments/Loans Growth and Life Sciences Funds	Visitor Economy, Place Marketing, PR	Finance, HR, IT, Facilities, Governance
Owner	Delivery Date	Alignment to Vision	
Lead Officer	SMART targets will be drafted, to ensure success and progress can be measured throughout the year and at our annual review.	Many delivery actions may align to more than one strategic area of our vision, and this will be captured with new iconography.	

The following slides capture, at a high level, the big-ticket items identified by our management team.



Summary of Key Objectives

Economic Strategy

LEP future delivery will need to reflect recommendations from S&IEP and SIGC.

Net Zero

To maximise the economic opportunity of decarbonisation for Cheshire and Warrington.

Local Transport

To influence the development of integrated transport systems such that they support delivery of the priorities and outcomes of the Sustainable and Inclusive Economic Plan

Growth Corridors

To maximise economic growth by facilitating investment, unlocking and accelerating development in the Science Corridor and from HS2.

Business Growth

Focus on growth, innovation & intelligence

Digital Connectivity

Beginning to address the barriers to connectivity; Infrastructure (Supply), Skills, Capability, Affordability (Demand)

Employers' Skills , Education & Employment

To address attainment gaps of disadvantaged young people, long-term unemployed & economically inactive, and need for more higher level technical skills.

Marketing Cheshire

Focus is maintaining delivery and achieving progress, while recruiting a new Managing Director.

The Pledge

Secure funding to build on momentum, in line with the mandate from the Pledge Review and local labour market analysis, and puts employers at the heart of inspiring the next generation.

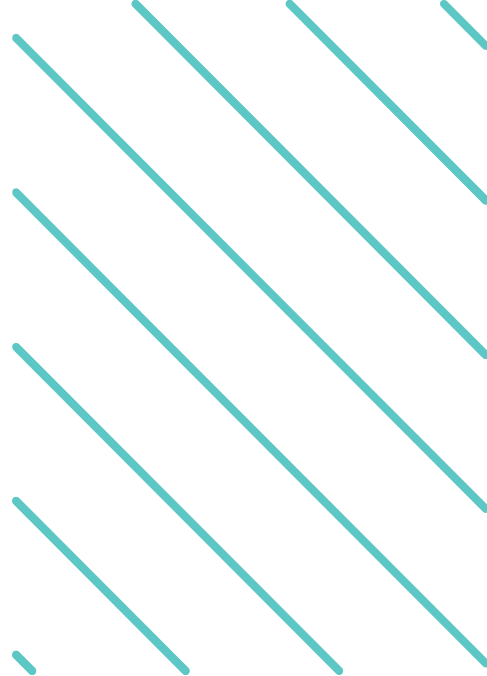
Programme

Continue to develop and monitor Evergreen and Life Sciences Funds
Develop Skills Bootcamps.

Corporate

Priority to embed the LEP Review in how we work.

Economic Strategy



Strategic & Thought Leadership

Coordination of economic priorities with neighbouring areas (Mersey Dee Alliance, GM, LCR & CW Leaders Meeting)

Natural Capital & Rural Economy (Nature North, Rural Strategy Group, Local Nature Partnership)

Inform the research and policy programme through the NP11 Northern Evidence Network, Innovation Group and Convention of the North.

Economic Expertise

Support the local authority Leaders' priorities and subregional activity, including:

- Development and consultation on a C&W Fair Employment Charter
- Sustainable Inclusive Growth Commission (SIGC)
- Exploring advantages of alternative organisational arrangements for the delivery of these priorities

Delivery Excellence

Cocreate, engage, consult on and publish C&W Sustainable & Inclusive Economic Plan.

Development of public affairs plan to unlock and deliver sustainable and inclusive economic priorities, including supporting innovation, with the aim to influence Government and industry to invest.

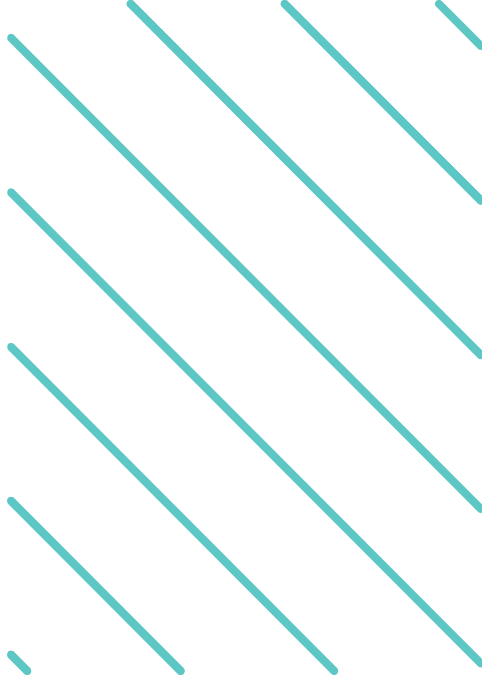
Policy & Planning

LEP future delivery will need to reflect recommendations from S&IEP and SIGC.

Key Risks & Issues

- Budget allocation circa £20k external contributions, towards net zero events/COP legacy and cross border development of plans.
- Available business case funding and resourcing for SIGC priorities.

Net Zero



Strategic & Thought Leadership

C&W collaboration on wider agenda for Net Zero regional and local (NP11 Net Zero North, Net Zero North West, AD/BECCS, Local Authority Climate Emergency, other stakeholder activity e.g., Reaseheath, Green Expo)

Economic Expertise

North West Route to Net Zero engagement (COP26 Legacy Programme): Youth Climate Network, Collaboration on Leaders' meetings and wider stakeholder/community events with GM, LCR, Lancs, Cumbria and C&W.

Supporting Net Zero Innovation and Investment delivery

Policy & Planning

To maximise the economic opportunity of decarbonisation for Cheshire and Warrington

Delivery Excellence

North West Net Zero Hub local (C&W) programme – Development of project pipeline, allocation of project development funding £100k pa, coordination of Climate Group, monitoring of funding.

North West Net Zero Hub Regional (NW) Industrial Decarbonisation Programme – Recruit Resource and deliver £50k strategic delivery plan and comms strategy

Key Risks & Issues

Ongoing risks with development of project pipeline.



Local Transport

Strategic & Thought Leadership

Continue engagement with Government & Rail Industry (GT360, Network Rail, DfT, TfN and Local Authorities to press for priorities and integrated solutions with a particular focus on maximising the benefits of HS2 to the sub-region and North Wales
Engagement across boundaries – LCR, GMCA, TfW

Engage with National Highways on Route Strategies to ensure that they support local priorities, especially in terms of network reliability, resilience and capacity.

Enhancing access to rail stations by sustainable modes

Delivering local cycling and walking improvement plans

Economic Expertise

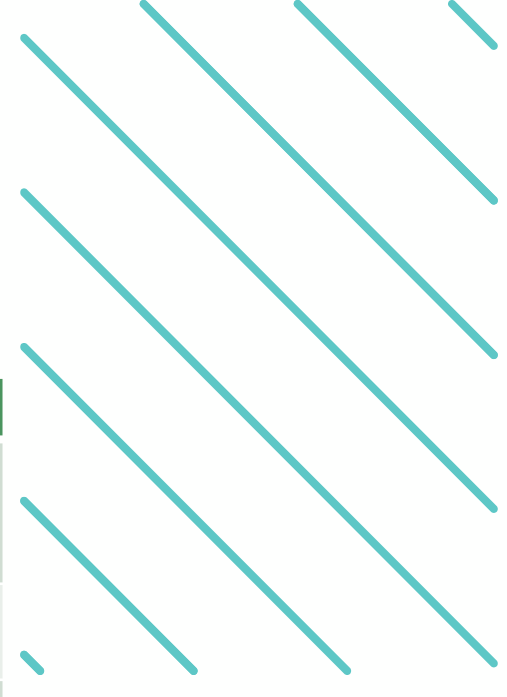
To work with the local authorities to continue development of sub-regional options for bus service improvement for levelling up.

Assess outcome of GBR HQ decision and implications for local benefit.

Delivery Excellence

Development of a sub-regional strategy for transport to support the SIEP:
(i) Assess current baseline post covid
(ii) Understand key issues and challenges
(iii) Identify priorities and timescale for delivery

Continue to support transport studies and development of business cases e.g. development of a baseline and feasibility study for A51 Corridor



Policy & Planning

Objective: To influence the development of integrated transport systems such that they support delivery of the priorities and outcomes of the Sustainable and Inclusive Economic Plan

Key Risks & Issues

Limited funding available for the immediate future from central government for the delivery of transport improvements.

Growth Corridors

Strategic & Thought Leadership

Influence DfT, DLUHC, Homes England and the IPA to invest in the sub-region to unlock and accelerate development.

Economic Expertise

Maximise the economic impact of HS2 across the sub-region by supporting local authority partners to develop propositions for:

- Crewe HS2 Hub
- Chester City Gateway
- Warrington Bank Quay
- Winsford Depot

Support local authorities and Homes England to:

- refresh the sub-regional housing pipeline,
- identify a set of priority sites
- develop robust business cases for future Homes England investment.

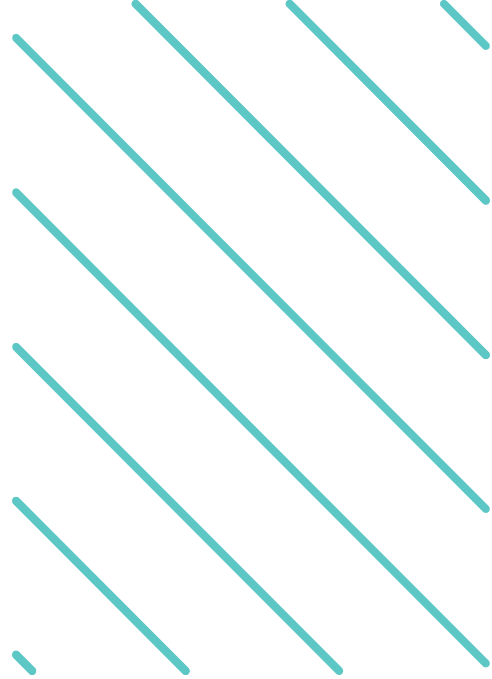
Support the delivery of the industrial decarbonisation roadmap and net zero projects

Delivery Excellence

Work with the life sciences, animal life sciences and nuclear sectors in the Cheshire Science Corridor to identify and develop strategies to improve their profile and competitiveness.

Refresh and relaunch the Cheshire Science Corridor Brand and marketing proposition, including a re-launch event in June 2023.

Lead on the sub-region's attendance at UKREIIF



Policy & Planning

To maximise economic growth by facilitating investment, unlocking and accelerating development in the Science Corridor and from HS2.

Key Risks & Issues

Understanding the impacts of the VoA revaluation, which applies to business rates from 2023-24.

Business Growth

Strategic & Thought Leadership

Close liaison with new DfBT department – role / value of LEPs.
Strengthen links to EZ/Sci Corridor & other growth clusters, understand needs & influence partners to develop appropriate support offers (e.g. innovation, net zero)

Economic Expertise

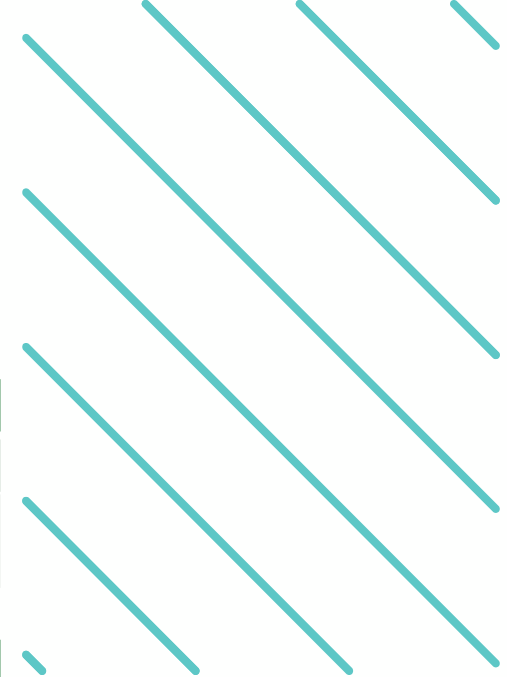
Develop ‘Right Investment, Right Company’ approach – focus on growth sectors/clusters
Use of CRM, intelligence data tools and maintenance of business networks to ensure business intelligence is kept up to date and can be acted upon.
Support development of and facilitate access to a finance model, that allows SMEs in the sub-region to access funding for innovation and growth

Delivery Excellence

DfBT contracted outputs & delivery of core Growth Hub function (*details TBC*)
Develop suite of support for SMEs to plan and implementing changes towards net zero :

- Information advice & guidance
- Carbon toolkits/trackers
- SME service support

Develop web-based and other vectors/tools for enquiry handling, data capture and access to basic business support offers (e.g. start-up, GOV & SPF programme signposting)
Develop an inward investment strategy & account management approach for investment and/or expansion

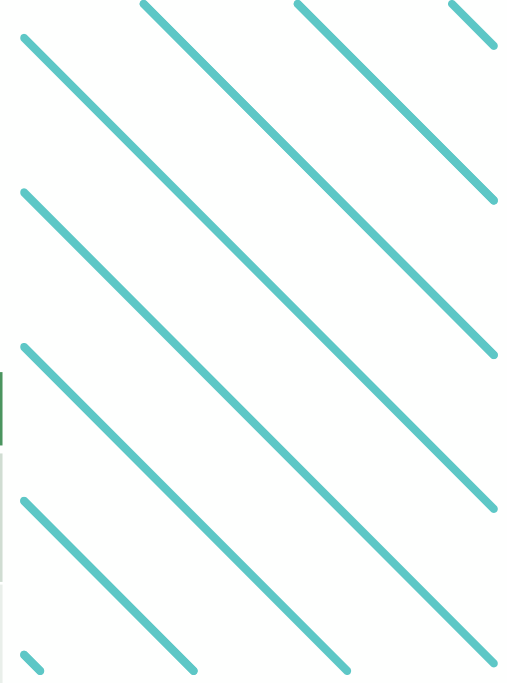


Policy & Planning
Focus on Growth, Innovation & Intelligence.
DfBT Funding not yet confirmed for Growth Hub

Key Risks & Issues

- Funding uncertainty
- Recruitment delays

Digital Connectivity



Strategic & Thought Leadership

Identify priority areas for infrastructure improvement (broadband and mobile) and work with Connecting Cheshire on delivery through existing gain share and BD UK Project Gigabit procurement.

- Understanding Barriers to Digital Connectivity:
- Evaluate the position paper / study identifying supply and demand issues
 - Prioritise actions to address issues
 - Digital infrastructure plan review (data refresh)

- Exploration of commercial models & funding streams:
- Opportunities and timescales of BDUK
 - Pipeline of public sector “backbone” schemes
 - Identification of “dig once” opportunities
 - Levelling up pitch

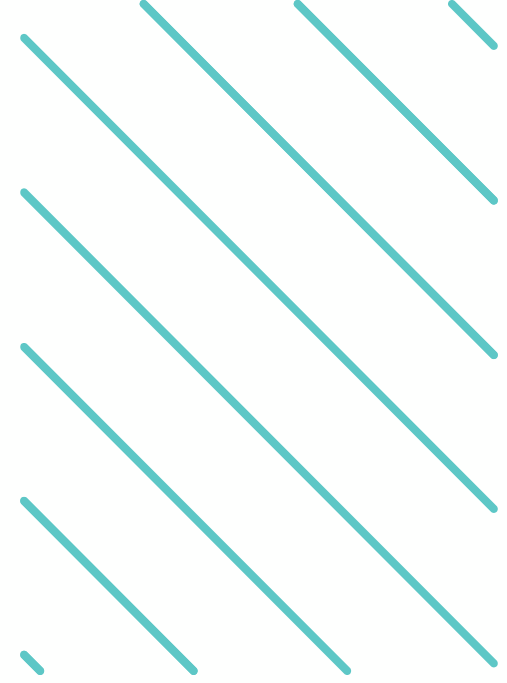
Policy & Planning

Beginning to address the barriers to connectivity; Infrastructure (Supply), Skills, Capability, Affordability (Demand)

Key Risks & Issues

Resource availability for this policy area.

Employers' Skills, Education & Employment



Strategic & Thought Leadership

Work with partners (Employers, LAs, LSIP Board, DfE, CEC, DWP) to address the 3 key challenges (attainment gap of disadvantaged young people, long-term unemployed and economically inactive and need for more higher-level technical skills) and underpinning issues around future skills (digital, green, science corridor), 50+, economically inactive, stronger community links and recruitment practices – all identified by data and labour market intelligence (DLMI).

Influence skills, education and employment policies at national and local level to maximise local impact (LSIP, CEC, DfE, DWP, Fair Employment Charter, DSIT, Sustainable and Inclusive Economic Programme)

Draw on national expertise and good practice to improve delivery in Cheshire and Warrington e.g. LEP network, DSIT

Economic Expertise

Facilitate partners to continue to provide high quality DLMI and commission DMLI evidence to inform and influence:

- Curriculum in local schools and colleges and Pledge work
- Development of strategy and investment decisions (LSIP, Digital Skills, Apprenticeships, UKSPF, T-Levels, Institute of Technology and Skills Development Fund)
- The advice and support given to the unemployed, and employers in helping them to fill job vacancies in digital, green, and higher technical skills.

Ensure DLMI is accessible, including via National Careers Service, Jobcentre Plus, Growth Hub etc.

Facilitate communities of good practice to build capacity and share good practice e.g. Skills Bootcamps

Delivery Excellence

Provide oversight and support of Skills Bootcamp Programme with a strong emphasis on digital for employed and unemployed, including DLMI.

Policy & Planning

- To address 3 challenges:*
- *Attainment gaps of disadvantaged young people*
 - *Long-term unemployed/ economically inactive*
 - *Need for more higher level technical skills*

Key Risks & Issues

- DSP funding for first 4 months, then expected to end.
- Loss of time and expertise on digital and Portal from 1 August 2023.
- Funding for Portal ends in April 2023 without partner contributions

Marketing Cheshire

Strategic & Thought Leadership
<i>Visitor Economy:</i> Obtain LVEP Status (Apr), develop a Growth Plan in partnership with Visitengland and refresh the Destination Management Plan.
<i>Visitor Economy:</i> Deliver, by March, a review of visitor information.
<i>Place Marketing:</i> Raising the profile of Cheshire & Warrington as place to invest.
Economic Expertise
Growth of partnership and business account management, to provide research and insights
Delivery Excellence
<i>Visitor Economy:</i> Work with Destination Cheshire network to deliver high impact visitor marketing campaigns, including: <ul style="list-style-type: none">• Developing a refreshed C&W place narrative and marketing strategy – Brand launch by July• Cheshire Day in march 2024• Grow visits to the website and obtain destination PR impact of £100m
<i>Visitor Economy:</i> Work with Destination Chester to deliver annual programme of city focused campaigns and PR in partnership with transport providers
<i>Place Marketing:</i> Launch Cheshire Science Corridor re-brand. Attend UK Reiff in May as a joint C&W presence. Symposium event June. Recruit ambassadors from within the Science Corridor
<i>LEP Corporate:</i> Deliver programme of strategic PR and Public Affairs activity, linked to LEP priority areas. Transition away from reliance on Social (Dec). Deliver impactful AGM.



Marketing Cheshire

Focus is maintaining delivery and achieving progress, while recruiting a new Managing Director.

- Key Risks & Issues**
- Maintaining high standards of delivery and key partnerships whilst recruiting for an MD.
 - Securing commercial income required.
 - Very busy Q1 with important key events linked to the Science Corridor.

The Pledge – to end of Aug 23 (in line with academic year funding cycle)

Strategic & Thought Leadership

Strategic engagement with headteachers and governors to improve the resourcing and prioritisation of careers.

Support Careers Leaders from 84 schools/colleges to share practice and collaborate.

Economic Expertise

Consolidate Careers hub expansion to 84 schools- upskill Careers Leaders, raise standards of careers education as evidenced by Gatsby Benchmark progress and support compliance with provider access legislation to help all young people to achieve their best next step.

Support employers to deliver meaningful work experience, take on apprentices, promote vacancies and deliver mock assessment centres, so they build an inclusive talent pipeline which supports economic growth

Teacher Encounters pilot- employers helping teachers better understand and advocate for apprenticeship pathways.

Delivery Excellence

Complete this academic years' calendar of events to 500 employer engagements, with 10,000 young people, which put employers at the heart of inspiring the next generation.

Deliver against current funding related KPI's outcomes:

- ESF: supporting more SMEs to inspire and inform young people about local careers
- CEC: Gatsby benchmark progress and 98% of schools matched to an Enterprise Adviser
- Westminster Foundation: increasing social mobility in Ellesmere Port and Chester
- NHS: helping young people to understand the benefits of working in the HSC sector
- Bank of America: helping them achieve their CSR objectives locally
- LSIP: helping put employers at the heart of informing the FE curriculum to meets employer need

Deliver the Pledge Annual Conference for 200 stakeholders to celebrate success, share practice and collaborate on shared priorities for future

Programme

Continue to deliver on Pledge Partner priorities and core funding outcomes, in line with local labour market analysis, whilst securing foundations for future sustainability of the Pledge.

Key Risks & Issues

Funding secured until end of Aug 23. Without match funding Pledge Partnership will fold the momentum built will be lost. Outcomes on the next slide will not be achieved.

The Pledge – From Sept 23 (next academic year, dependent on further funding)

Strategic & Thought Leadership

Through the Pledge network, influence employer practice utilising the CEC Employer Standards and Cheshire and Warrington Fair Employment Charter, so that they build an inclusive talent pipeline aligned to the LEP vision.

Strategic engagement with headteachers and governors to enable a strategic whole school approach to careers.

Support careers leaders, curriculum teachers and wider staff community from 84 schools/colleges to share practice and collaborate, in order to build capacity and sustainability, broaden influence and deepen impact.

Economic Expertise

Work strategically with school and college leaders to embed careers as a whole school approach that drives improved outcomes for young people.

Work in partnership with schools, colleges, employers, LAs, and other key partners, to support their priorities around economic growth and school improvement, including a focus on tackling disadvantage through building capacity, facilitating targeted intervention and influencing practice.

Support employers to deliver meaningful work experience, take on apprentices, promote vacancies and deliver mock assessment centres so they build an inclusive talent pipeline which supports economic growth.

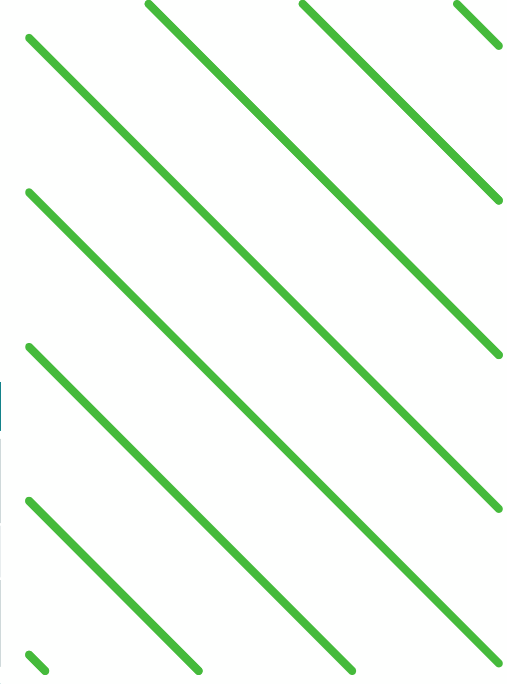
Build on Teacher Encounter pilot to upskill educators about local employer needs and help inform the curriculum.

Work with employers and educators to amplify technical and vocational routes for young people (e.g. T-Levels, Apprenticeships). Support LAs and schools/colleges to be compliant with Provider Access Legislation.

Delivery Excellence

Establish a calendar of events based on best practice from 2022/23, in line with future priorities, to put employers at the heart of inspiring young people about local careers and technologies (influenced by Partner priorities review and funding)

Deliver funding related outcomes (e.g. CEC Gatsby benchmark progress and all other outcomes from future funders which support the pledge vision)



Programme

Build on momentum, in line with the mandate from the Pledge Review and local labour market analysis, and puts employers at the heart of inspiring the next generation.

Key Risks & Issues

Without securing future funding Partnership will fold and all outcomes on this slide will be unachievable. Shortfall match of £79k would secure £270k from CEC and make additional funding more likely, enabling outcomes to be achieved.

Programme & Investment

Strategic & Thought Leadership

Cheshire & Warrington Urban Development Fund:

- Complete investments, and continue to monitor delivery of Evergreen / Urban Development Funds
- Prepare for legacy funding requirements from 2024 for the Urban Development Fund

Life Science Funds:

- Support Praetura with the expansion of the Life Sciences Fund 2
- Monitor Life Sciences Fund 1 outcomes

Delivery Excellence

Cheshire Science Corridor:

- Actively manage the pipeline of investments into the Cheshire Science Corridor Enterprise Zone
- Deliver at least 3 new investments in the Cheshire Science Corridor Enterprise Zone

Deliver Skills Bootcamps:

- Wave 3 outcomes from Skills Bootcamps (started in 2022/23)
- Wave 4 implementation and outcomes (started in 2023/24)

Continue to develop risk management approach and risk monitoring

Draft and gain approval for a Business Continuity Plan

Dependent on Funding Confirmation

Consider options for long-term uses of retained business rates

Establish Programme Office (not budgeted)

Establish 23/24 Business Case Fund and procedures

Call-Out for new projects for Growing Places Fund

Programme

Continue to develop and monitor Evergreen and Life Sciences Funds

Develop Skills Bootcamps.

Key Risks & Issues

No funding remaining to monitor LGF & GBF

Future-Fit Organisation & Governance

Delivery Excellence
Implement LEP Review: <ul style="list-style-type: none">• Board and Sub-Board Structure• Terms of Reference• Update Local Assurance Framework• Scheme of Delegation• Establish Business Advisory Panel and procedures
Recruitment campaign for LEP Chair, Board, including the Engagement Board.
Recruitment of MD and Head of Marketing for Marketing Cheshire.
Further develop and embed culture and values, incl., implementing aligned employment terms.
Further develop and implement EDI action plan and Social Value reporting
(Establish an impact assessment approach and policy for investment / LEP support, that reflect the vision & SIGC recommendations. Identify key services and projects to trial the new policy.)
Finalise programme claims ending in 2023 (SAP/DSP/Pledge) including audit requirements.
Roll out CRM and programme/project management software solution.
Deliver accommodation plan - refurbished office and meeting spaces
Publish Annual Report, Annual Accounts and Hold AGM



Corporate

Priority to embed the LEP Review in how we work.

Key Risks & Issues

- Reliance on key individuals to deliver elements of the plan.
- Pace of implementing changes to working structures arising from the LEP Review and ensuring understanding of new procedures.

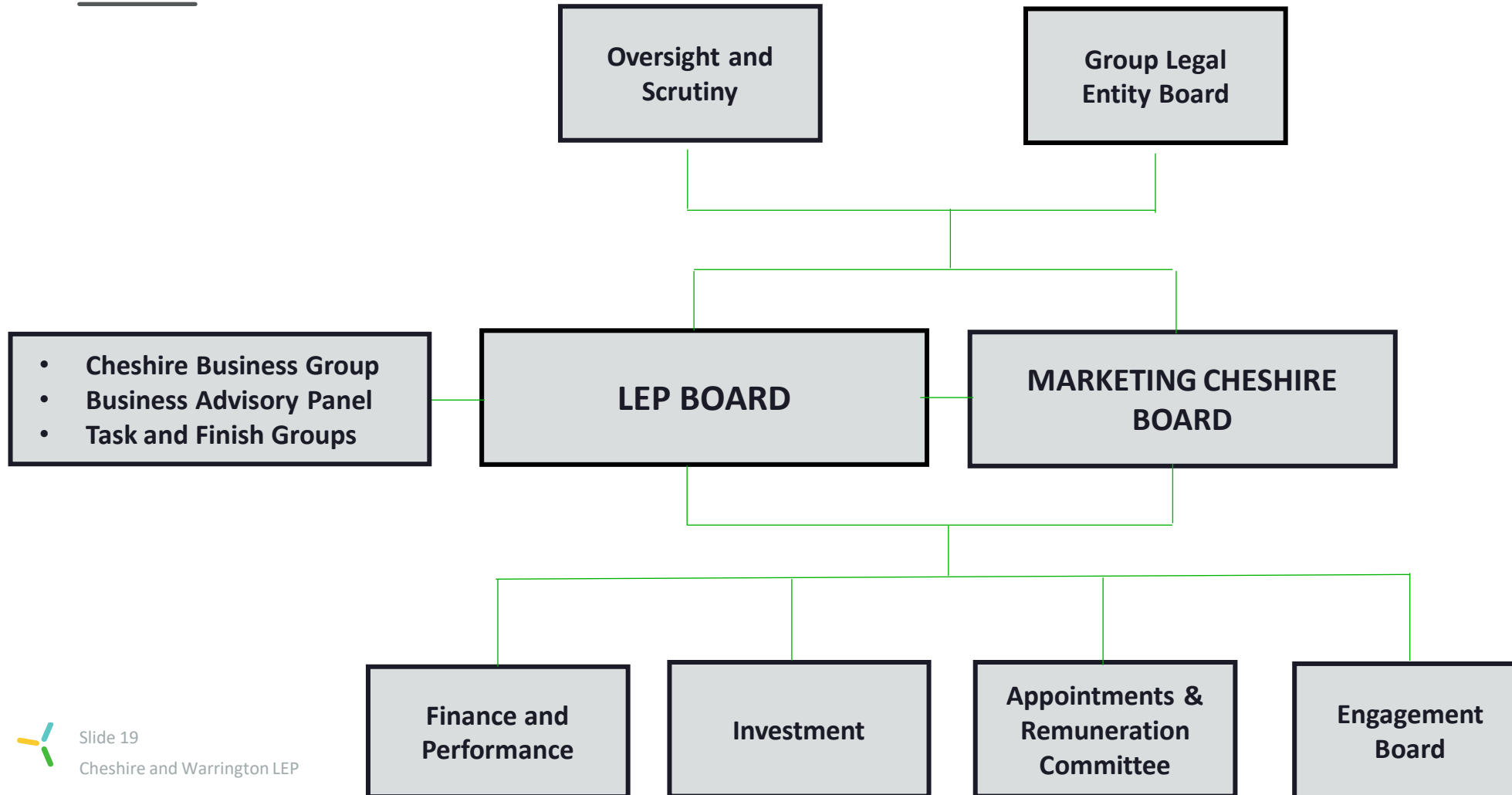


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Annex – LEP Review



Proposed New Board Organogram



Full Board Structures From April 2023

OPERATING BOARDS

LEP Board of 14 members

- Ex-officio – 3 x LA Leaders as they are the CWLEP limited company shareholders, 1 x Business Representative Organisation, 1 x Higher Education, 1 x Further Education
- Private Sector – Chair, Vice Chair, 6 x others

MC Board of 10 members

- Ex-officio – VC of LEP, 1 x LA
- Private Sector – 8 x others

LEGAL/FIDUCIARY BOARD

7 directors drawn from CWLEP and MC Operating Boards – so same 7 on both legal entities – drawn from LEP and MC Board members

- The 7 directors LEP Chair, LEP Vice Chair and plus 2 private sector, one from LEP and one from MC. 7 is the minimum we need to avoid changing LEP Articles of Association.
- Strongly recommend that the Chair of F&A is one of those directors. Supported by CEO, FD and s151.
- Suggest the other is the Chair of the investment committee.

GOVERNANCE COMMITTEES

One Committee for the “Group” - Finance and Performance Committee, Appointments and Remuneration, Overview and Scrutiny



LEP Review – Implementation Timeline

Month	Activity
April	Establish new board and sub-board structure. Determine chairs, membership, terms of reference Update Scheme of Delegation
April	Establish Business Advisory Panel Establish management processes, membership engagement
April	Prepare Board / Chair recruitment campaign Update A&R Committee
May	Mini-Conference for Business Advisory Panel
May	Procure Search Consultants for Board / Chair campaign Advertise for Board Members
May	Re-draft Local Assurance Framework
June	Board / Chair interviews Secure updated representation from Local Authorities (as required)
July	Board Appointments

