

2022/2023

Delivery Plan

15th June 2022

 Cheshire and Warrington
Local Enterprise Partnership



Chair's foreword

Our Delivery Plan is focused on enabling our vision for Cheshire and Warrington to be the most healthy, sustainable, inclusive and growing economy in the UK, and thereby making levelling up a reality. This is a tactical plan aligned to our strategy and aims to recognise the changing context within which we all live.

We believe in the power of partnership and The Local Enterprise Partnership (LEP) has responded by continuing to lead the recovery and growth of our economy through our partnerships with private, public and third sectors.

The global and UK economy is being impacted by a number of significant factors; COVID 19, EU Exit, and the war in Ukraine. Each having a substantial impact and difficult to separate out from each other, resulting in shortages across supply chains, higher energy and food prices, talent shortages and an increased cost of living. Climate change is also at the forefront of our agenda and we recognise that enabling our net zero ambitions are urgent. There is a lot to balance.

I am proud, that despite the challenging environment, we have a number of new and exciting initiatives for this year across the LEP, Marketing Cheshire and the Growth Hub: We have been successful in our bid to start **skills bootcamps** in Cheshire and Warrington and have been awarded £1,036,653. These skills bootcamps are a fast-track route to employment

for learners, with guaranteed interviews. In the first instance we will be focused on HGV training, digital and green tech skills and in the future we will have access to further funding rounds for further training.

The Sustainable and Inclusive Growth Commission has identified a prioritised list of projects to enable carbon reduction, following a process of consultation across the region, and will shortly be publishing an updated report.

The GMC Life Sciences Fund by Praetura has launched, which will bolster Greater Manchester and Cheshire and Warrington's flourishing life sciences sector; this is a big step towards our vision to be global leader in the full life sciences cycle.

The Cheshire and Warrington Pledge will be hosting a celebration event for all its achievements since it was launched three years ago, and shaping its next steps.

Marketing Cheshire was successfully awarded £100,000 from Visit England for an 'Escape to Chester' campaign, to directly support our visitor, culture, events hospitality, leisure and retail sectors to build a better future.

In addition to that, we will be supporting the local authorities in identifying and sharing potential proposals for the future, including for the UK Shared Prosperity Fund.

This year will also be a year of transition and change, following the conclusion of the national LEP review and the publication of the Levelling Up White Paper. I am pleased that Government sees the significant value and role that LEPs play within local economies, with the Minister for Levelling Up, Neil O'Brien MP specifically acknowledging the Government's desire to want to keep LEPs, for their

“convening role, their private sector expertise and the ability to broker lots of different local stakeholders and drive forward a wider strategic vision for the area.”

This year will therefore provide the foundation to define, with our local authority partners, the future shape and direction of the LEP, including exploring how the details of the Levelling Up White Paper will help us build a healthier, greener, stronger and fairer economy in Cheshire and Warrington.

I believe that we can build a better future together for everyone in Cheshire and Warrington and transform our economy for future generations

Clare Hayward MBE
Chair, Cheshire and Warrington
Local Enterprise Partnership



Strategy

To deliver our vision of sustainable, inclusive and healthy economic growth through strategic economic planning, robust local evidence and creation of local jobs.

Facilitate and Support Wider sub-regional agenda	The local authorities development of the sub-regional levelling up position.	
	↳ Complete evidence review.	Q2
	↳ Stakeholder and government engagement	Q3
	Review agenda of the strategy programme board, to ensure clear path to achieving vision.	Q2
	↳ Update our economic intelligence	Q2, Q3
	↳ Ensure that our strategy for development of the Cheshire and Warrington economy is updated, reflecting the impact of Covid, the war of Ukraine, and inclusion of SIGC recommendations, through our role in strategic economic planning.	Q4
	Determination of growing places fund prioritisation and scope for new wave.	Q2
	Sustainable inclusive growth commission – public consultation and issue updated report	Q2
	Deliver promotion phase of commission programme.	Q3, Q4
Facilitate and Support Net Zero	Completion of investment case and final report for Net Zero North West cluster plan.	Q2
	Delivery of invest net zero cheshire (£1bn pipeline of projects), removing barriers to investment and helping schemes to be delivered. Recruit new energy officer.	Q2
	Cop26 legacy programme: Leaders meetings (Q2), Youth commission (Q2), Conference in partnership with cheshire west and chester council (Q3).	22/23
Influence and Networking	Natural Capital and Rural Economy (Rural Strategy Group, Local Nature Partnership).	22/23
	Net Zero (Net Zero North, Net Zero North West, Local Energy Hub North West).	22/23
	Wider agenda with neighbouring areas (Mersey Dee Alliance, NP11, GM & CW Leaders), including supporting the northern powerhouse independent economic review.	22/23

Funds, Performance and Investment

Identify and maximise impact of funding and continue to monitor and provide assurance against the Local Growth Fund and other existing funds.

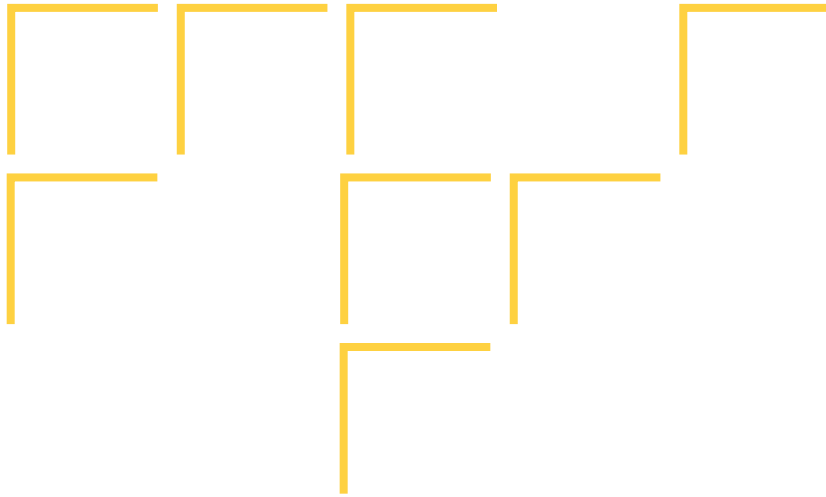


Delivery	Formal mid-term evaluation of Local Growth Fund.	Q3
	Maximise impact and ensure successful delivery of outputs against Local Growth Fund, Getting Building Fund, through ongoing monitoring and evaluation of the projects.	22/23
Facilitate and Support	Launch the GMC Life Sciences Fund by Praetura, including launch event 24th May.	Q1
	Identification and finalisation of the pipeline of investments across the three priority axis for the Cheshire and Warrington Urban Development Fund and their allocated budgets: <ul style="list-style-type: none">• Research and Innovation (£7m)• SME (£5m)• Low Carbon (£8m)	Q2
	Progress pipeline projects through Stage 1 and Stage 2 legals, as directed by the Cheshire and Warrington Development Fund Board.	Q4
	Monitor delivery of current investments of Cheshire and Warrington Development Fund.	22/23

Growth and Science Corridors

To support and enable an investor ready environment and to raise the profile of the north west for investment.

Delivery	Continued investment and delivery of Cheshire Science Corridor Enterprise Zone Programme: Invest in 300,000 sq ft of new commercial floor space in the Enterprise Zone.	Q4
	Develop a Life Sciences Inward Investment Pitch Book.	Q2
	Develop a business case for a nuclear catalyst at Birchwood Park.	Q3
	Deliver High Speed Growth Corridor Business Case to Government, with draft to local authority partners by end May 2022.	Q2
Facilitate and Support	Support delivery of relevant Invest Net Zero Cheshire Schemes.	Q3
	Support University of Chester to introduce an investment partner at Thornton Science Park.	Q4
	Support Cheshire East Council's bid for Great British rail headquarters at Crewe.	Q2
	Local authorities and towns with regeneration: <ul style="list-style-type: none">Towns and Future High Street Fund Projects in Crewe and WinsfordTown Centre Regeneration Plans in Ellesmere Port and NorthwichDevelop a town centre pilot programme with the local authorities (Q3)	22/23
	Support Homes England and Local Authorities, with Housing Pathfinder Projects. Support the development of at least 3 business cases and subsequent investment with Homes England.	Q4



Business Growth

Business Growth returning to pre-pandemic funding levels, with an intelligence and evidence led approach.

Delivery	Respond to 500 Cheshire and Warrington business enquiries with advice/guidance/diagnostics	22/23
	750 referrals and introductions into appropriate support services & opportunities	22/23
	Deliver key account management approach for 30 foreign owned businesses	Q2
	Develop suite of support for SMEs:Innovation, Carbon Footprint Trackers, Carbon Toolkits, SME Service Support, Start-up, Procurement	Q2
	Deliver a more collaborative sustainable investment approach with the local authorities, with the ambition of Right Investment, Right Company.	Q1
	↳ Respond effectively, as defined with the local authorities, to inward investment enquiries.	22/23
Facilitate and Support	Work with DiT on Trade & Investment, leading to more informed businesses in Cheshire and Warrington.	Q2
	Influence DiT with the recommendations from the sub-regional Trade and Investment Group	
	Business Growth, through full utilisation of the CRM and maintenance of business networks to ensure business intelligence is kept up to date and can be acted upon.	22/23
Influence and Networking	Maximise potential and impact of the Growth Hub's business intelligence and capability, through Cheshire Business Groups and similar organisations. including the shape and direction of the Growth Hub from 23/24 onwards (Q3).	22/23



Employers' Skills and Education

Communicate and inspire employees, the economically inactive, unemployed and young people aligned to the Skills Report.

Delivery	Launch Skills Bootcamp Programme for employed and unemployed.	Q2
	↳ Work to develop proposals for future Skills Bootcamp funding rounds.	Q3
	↳ Full utilisation of DfE grant of £1,036,653 and delivering training for 264 learners.	Q4
	Develop and improve data and labour market intelligence, utilising £55k DfE funding, to inform and influence: Curriculum in local schools and colleges, Development of strategy and investment decisions, Advice and support to the unemployed, and helping employers to fill job vacancies.	22/23
	↳ LMI Programme Evaluation	Q1
	↳ Refresh Digital Report	Q3
	↳ Adult Report	Q3
	↳ Young Person's Report	Q3
	↳ Labour Market Assessment	Q3
Facilitate and Support	Maximise the impact and ensure successful delivery of Local Growth Fund Skills (£5m). Showcase event at the Pledge Annual Celebration (30th June)	22/23
	Support development and delivery of Skills Development Fund (£2.7m) and Institute of Technology (£13m), to meet demand identified through labour market intelligence.	22/23
	Support local authorities with identification of potential sub-regional skills proposals against the UK Shared Prosperity Fund Skills and People priority axis.	Q2
Influence and Networking	Work with Jobcentre Plus, local partners and Careers Hub, with an initial focus on the longer-term unemployed in Warrington, Crewe and Ellesmere Port.	22/23
	Raise the profile of digital technologies, skills and jobs via our Digital Skills Partnership (£56k DCMS funding confirmed), including embedding the updated digital report.	Q3

The Pledge

Aligned to The Skills Report and priorities for young people.



Delivery	Deliver a Careers Hub (minimum 20 schools in academic year 21-22 increasing to 80 in 22-23) with particular focus on supporting disadvantaged young people to achieve their best next step, including those on free school meals and the geography of Ellesmere Port, Crewe and Warrington.	Q4
	Continue to gather evidence of the short, medium and longer-term impact of the Pledge on: <ul style="list-style-type: none">the choices young people make with regards to developing their skills and choosing their careers using the Future Skills Questionnaireschools having a robust strategic careers education plan which puts employers at the heart of inspiring the next generation as measured by the Gatsby Benchmarksthe ability of employers to recruit young talent to enable them to grow	22/23
	Establish and maintain a calendar of events that put employers at the heart of inspiring young people about future careers and technologies, through schools, colleges and youth/community groups.	22/23
	Meaningful engagement >500 employers by Dec 2022, with 100 engaged in activity promoting digital.	Q3
	98% of schools and colleges to be matched with an Enterprise Advisor, ensuring sustainable employer-led partnerships are made across the sub-region.	22/23
	Improvement in careers provision, demonstrating an increased average Gatsby benchmark score from previous academic year 20/21.	Q2
	Recommendations in place for planning for academic year 22/23.	Q4
	Annual Pledge Celebration and Next Steps Event (30th June), >150 in attendance.	Q1

The Pledge

Aligned to Skills Report and priorities for young people.

Facilitate and Support	Work with partners to ensure that more young people access meaningful work experience, especially those from disadvantaged backgrounds (Gatsby benchmark 6). Ensure that as many young people as possible are able to gain an experience in a LEP priority Sector (compared to 3% in 2019), building on best practice of sector exposure from the academic year 20/21.	Q2
	Working with local management groups (6 across C&W) to ensure that the Pledge's programme of work reflects the local priorities and the Pledge influencing utilisation of best practice.	22/23
	Working with local authorities to identify their priorities relating to the Pledge programme and identifying proposals against the UK Shared Prosperity Fund Skills and People priority axis.	Q2
Influence and Networking	Influence and share good practice with employers so they can recruit and retain a diverse and inclusive workforce aligned to their business needs, with a particular focus on social mobility and gender disparities (Digital, STEM and Social Care)	22/23



Connectivity and Infrastructure: Digital Connectivity

To advise on strategic digital connectivity policy, strategies and plans for the sub-region.

Influence and Networking	Cementing and establishing partnership networks within the sub-region and neighbouring regions.	
	↳ Define a governance structure, alongside the local authorities and Connecting Cheshire, of digital across the sub-region.	Q1
	↳ Establish new governance structure.	Q2
	Identification and alignment of priorities: Rural connectivity plan, Business requirements, Digital infrastructure plan review (data refresh).	
	↳ Gap analysis assessment for digital connectivity in the sub-region.	Q2
	↳ Recommendation to Strategy Programme Board for the Growing Places Fund, for priority business case areas to support.	Q3
	Exploration of commercial models and funding streams: Opportunities and timescales of BDUK, Pipeline of public sector “backbone” schemes, Identification of “dig once” opportunities, and levelling up pitch.	
	↳ Working with the local authorities and Connecting Cheshire to develop sub-regional options for Digital Connectivity improvements for levelling up.	Q1
	↳ Gain further market support and facilitate engagement on the emerging levelling up proposal for the sub-region on digital connectivity.	Q3
	↳ Define pipeline proposal for “backbone” and “dig once” schemes.	Q4

Connectivity and Infrastructure: Local Transport

Readiness for a zero-emissions future state, with considerations for road, rail, bus and active travel, while supporting the organisation’s vision.



Delivery	Review and revise the sub-regional transport strategy, following the update to the LEP evidence base and updates to the Strategic Economic Plan; including relevant recommendations from SIGC, taking into account benefits and opportunities for active travel and development of a sub-regional strategy for a zero-emission vehicle future state.	Q4
	Deliver an updated Strategic Outline Business Case for Mid-Cheshire and Middlewich Line to DfT, including an options assessment report.	Q2
	Development of a strategy for the A51 corridor.	Q4
Facilitate and Support	Working with the local authorities to develop sub-regional options for bus service improvements for levelling up.	Q2-Q3
Influence and Networking	Government and Rail Industry to maximise delivery of services and network enhancements, including Growth Track 360.	22/23
	Engage with Transport for the North to influence and support the update of their strategic transport plan.	Q4
	Engage with National Highways to influence and support the development of their route strategies.	Q3

Marketing Cheshire

We will work with Government and Visit England to respond to the Destination Management Organisation (DMO) review and actively promote Cheshire and Warrington.



Delivery	Visitor Economy: Refresh the Destination Management Plan to reflect the transition from recovery into “building back.”	Q2
	Visitor Economy: Work with Destination Chester and Destination Cheshire network to deliver high impact visitor marketing campaigns	22/23
	Visit England (£100k award) – city focused campaign	Q1
	“Our family welcomes your family”	Q1-Q4
	Jubilee Celebrations, Bank Holiday	Q1
	Cheshire Day - Building on 2021 and 2022 online activity	Q4
	Visitor Economy: Deliver, by Autumn 2022, a sustainability workshop and event for tourism businesses.	Q3
	Visitor Economy: Continue to build back partnership with private sector businesses.	22/23
	Place Marketing: Develop “Live in Cheshire” campaign and website content.	Q3
Facilitate and Support	LEP Corporate: Deliver programme of strategic PR and Public Affairs activity, linked to LEP priority areas.	22/23
	Support growth of key sectors, in particular Green Energy & Life Sciences, in identifying opportunities to host strategic conferences and events with businesses.	22/23
	LEP Corporate: Marketing and social media delivery, including specific support for Growth Hub and Pledge to meet their annual targets.	22/23

Future-Fit Organisation and Governance

Priority to embed vision and reflect the Local Enterprise Partnerships review.



Delivery	To define and appraise options for structuring the LEP, that reflect the LEP Review and ambitions of the sub-region.	Q2
	↳ Submit recommended structure to Cities Local Growth Unit, including Delivery Plan for 2023/2024.	Q3
	Launch recruitment campaign for committees, including engagement board.	Q1
	↳ Induct and welcome new committee members	Q2
	Further develop and embed desired inclusive culture and values across the organisation.	22/23
	Further develop and implement equality diversity inclusion (EDI) action plan, including specific recommendations from SIGC and LEP Engagement Board.	22/23
	Establish an impact assessment approach and policy for investment / LEP support, that reflect the vision and SIGC recommendations. Identify key services and projects to trial the new policy.	Q3
	Complete review and implement recommended actions for procurement and risk processes across organisation.	Q1
	Procure and embed a new programme/project management software solution	Q1
	Review and reframe LEP's approach to performance and investment management, including the activity of the Performance and Investment Committee	Q1
	Publish Annual Report and Hold AGM	Q3

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