



DELIVERY PLAN 2020/2021



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1. EXECUTIVE SUMMARY

Cheshire and Warrington is one of the UK's economic success stories. The LEP Board's ambition is to build an inclusive £50 billion per annum economy in Cheshire and Warrington that is successfully transitioning to a net zero carbon future built on the strengths of our key industrial sectors of life sciences, energy and clean growth, manufacturing and financial and professional services. This delivery plan is the second produced by the Cheshire and Warrington Local Enterprise Partnership (LEP) and brings together our key targets for 2020/21 from all areas of the business.

2019/20 was a year of growth and change for the LEP as we took responsibility for a number of key programmes that will help us make Cheshire and Warrington a great place to live, work, invest and relax. The Growth and Skills Hub continues to develop its programme of direct support for businesses in Cheshire and Warrington including, now, The Pledge, which, in conjunction with the Youth Federation, seeks to inspire young people about the opportunities available in the sub-region by strengthening the links between schools and employers and helping young people to experience at first hand the exciting careers available in Cheshire and Warrington. Alongside this, we have launched Accelerate, a £30 million investment programme, in partnership with the University of Chester, to train 19,000 people across all sectors and sections of our community – one of the reasons why we also operate one of only six DCMS designated Digital Skills Partnerships in the UK.



The huge success of the Cheshire and Warrington economy is a story that is not widely known both within and beyond our boundaries. Neither is the story of the great jobs and great quality of life that can be enjoyed in our part of the Northern Powerhouse. For that reason, we brought Marketing Cheshire formally into the LEP family during 2019. Marketing Cheshire will become a key delivery arm of the LEP and our Delivery Plan for 2020/21 reflects the work Marketing Cheshire is doing to develop campaigns with stronger messages about the Quality of Place Cheshire and Warrington offers to existing and potential new residents and our strengths as a location for business and inward investment.

Development of our Local Industrial Strategy continued during 2019, and following December's General Election, the new Government remains committed to the national Industrial Strategy and its associated Local Industrial Strategies. The conclusions that have emerged from the work we have done on our Local Industrial Strategy (LIS) have come from a careful examination of an extensive evidence base on the strengths and weaknesses of our local economy and extensive consultation around Cheshire and Warrington. We are confident, therefore, that we have a good understanding of the priorities for our economy, and some of our targets for 2020/21 reflect these. Once our full LIS is published, we will immediately start work on a detailed LIS implementation plan, the targets from which

will be reflected in our annual delivery plans for 2021/22 and beyond.

Our targets for subsequent years are likely to include a stronger emphasis on sustainability and the decarbonisation of our economy, and on strengthening our work to make Cheshire and Warrington a truly inclusive economy. The work we have been doing on our LIS has highlighted that if Cheshire and Warrington is to maintain its success, it urgently needs to decarbonise crucial parts of its manufacturing base. But the same piece of work has also highlighted the opportunity the sub-region has to become a world leader in carbon reduction technology. This theme is likely to feature strongly in our LIS once it is published and become a major element of the LEP's work in future years.

Work on the LIS has also emphasised that, despite producing 20% more per person than the average for the UK as a whole, Cheshire and Warrington still has several places that are in the 10% most deprived in the country. It also has a disproportionate share of people who earn below the Work Foundation's Real Living Wage. Tackling this is likely to be an important element in the LIS once it is published, and a feature of the LEP's work in Delivery Plans for subsequent years as we develop the delivery strategy for the LIS.



2. INTRODUCTION

The plan sets out the priorities for the LEP for 2020/21 and what we expect to achieve by the end of the year. It sets out a roadmap against which we monitor our progress throughout the year and forms the basis on which we report our annual review for 2020/21 in summer 2021. In turn, it also forms a key part of our Annual Performance Review with BEIS/MHCLG who evaluate our performance across the three primary axes of Strategy, Delivery and Governance.

The developing nature of the LEP, from an organisation which primarily focussed on strategy and policy development to one that also delivers across a range of programmes is reflected in this document.

As we write this plan, we are facing a new Government and political landscape, with increasing importance being put on “place” and on “levelling up” the Northern economy. The details of how the Government wants to address these priorities will emerge over the coming months, in particular in the Budget, and then in the Spending Review. The LEP needs to be ready to respond to the opportunities, and potential challenges this will create and we therefore expect to review this plan about 6 months into the year.

3. STRATEGY

3.1 Strategic Economic Plan

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

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

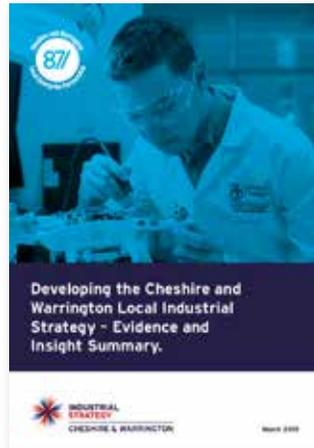
- *The world class science, technology and innovation assets within the Cheshire Science Corridor*
- *The once-in-a-generation opportunity that HS2 will bring to the Constellation Partnership area and wider region*
- *The unique cross-border opportunities within the Mersey Dee Economic Alliance, and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

3.2 Local Industrial Strategy

Cheshire and Warrington is one of six LEPs selected to work with Government in the second wave of LIS development. The work done to date has prepared the ground for the investments necessary to deliver economic growth in a sustainable and inclusive way. Our plans for 2020/21 include firming up implementation plans for the various elements of the LIS, ensuring it can be delivered, providing a firm foundation for the future growth and resilience of the Cheshire and Warrington economy.

Work on the LIS has highlighted the super strength sectors of Energy, Life Sciences and Manufacturing and the key supporting role played by Logistics and Financial Services. Our priority is to meet the infrastructure and employment needs of these sectors, providing them with the foundations on which to grow and create highly productive jobs. Providing the right environment will generate Inward Investment and enhance Cheshire and Warrington's reputation as a destination of choice. Crucial to the region's offer is a highly skilled workforce with digital and STEM competency. The LIS will recognise, as core themes, the need to offer inspiring training opportunities, a place strategy and town centre housing strategy to attract and retain younger generations and to upskill the existing workforce to meet the challenges of the future work environment and the opportunities it will bring.

It is also clear that Sustainability and Inclusive Growth will feature more prominently in decision making in the coming months. The LEP is working closely with Local Authority Partners to determine objectives for the sub-region and the part that each can play in delivering those aims. Initiatives already include work on Clean Energy and Sustainable Transport.



3.3 Key Strategy Delivery Actions for 2020/21

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

1. Publish the LIS and an implementation plan for Cheshire & Warrington	Q1
2. Enhance the current LIS, to take economic advantage from sustainability and inclusivity, working with Local Authority partners to develop policy accordingly.	Q2
3. Complete the development and publication of a Digital Infrastructure Plan, to include proposals which ensure 99% fibre broadband coverage, superfast broadband, 4G and 5G.	Q2
4. With the successful deployment of the Pledge, Accelerate and the Digital skills Partnership, review Skills Strategy to take account of findings from the Skills Programmes, and determine the next priorities for the Skills agenda.	Q2





4. DELIVERY IN 2020/21

4.1 Skills

The LEP has worked with our Employers' Skills and Education Board to deliver our skills and education plan (www.871candwep.co.uk/resources/skills-education-plan/). The plan has two key priorities:

- *To put employers at the heart of inspiring young people about new technologies and career opportunities – particularly Digital and STEM related careers, so that they make informed decisions about the subjects to study and develop long-term relationships with local businesses; and*
- *To reskill and upskill the workforce so that they have the skills needed to introduce the new technologies and business processes needed to raise productivity.*

Our Digital Skills Partnership enables us to support the delivery of these priorities and to ensure a strong focus on the digital skills needed to improve productivity as well as the digital skills needed by all our residents to live and work effectively in an increasingly digital economy.

We are also using the LEP's Local Growth Fund to invest in the specialist equipment needed to deliver digital and STEM related skills across Cheshire and Warrington. Eleven investments worth nearly £3.5 million have already been contracted and further investments will be made

later in the year. The eleven investments have contracted to reach over 33,000 learners and over 1,600 businesses.

In addition, the Employers' Skills and Education Board has taken on the functions of a Skills Advisory Panel and with investment from the Department for Education we have been working with all our local colleges, local authorities, local secondary schools, the University of Chester and other partners to develop data and labour market intelligence that will inform the development of the curriculum across Cheshire and Warrington. A Data and Labour Market Steering Group has been formed and the first interim report was completed in December 2019.

4.1.1 Pledge Network

The Pledge has a key focus on inspiring young people about new technologies and career opportunities. Working through Pledge partners, including nearly all of our secondary schools and the Youth Federation, we aim to reach indirectly over 60,000 young people in our secondary schools with at least three fifths of these young people having direct engagement in a Pledge organised event. Funded over 3 years to 2022, from the European Social Fund (ESF), with matched funding from the National Citizenship Service, the Careers and Enterprise Company and Higher Horizons, the Pledge comprises a network of nine local Pledges across Cheshire

and Warrington. The Pledge team works with local secondary schools to help them develop Career Strategies and associated delivery plans and matches each school with a local businessperson to support the schools' senior management teams to develop and implement their plans. However, the Pledge goes beyond simply supporting schools to achieve their Gatsby benchmarks. In addition, the Pledge team works with youth groups to connect them to local businesses and with local employers to develop coherent programmes of activities that will inspire young people about new technologies and career opportunities.

4.1.2 Digital Skills

For our key industries and where growth is expected, it is clear Digital and Science, Technology, Engineering and Maths (STEM) skills are fundamental to our local employer's needs. Enhanced digital skill capability is a cornerstone of every business in every sector. At the end of December 2018, the LEP was one of just six areas awarded funding from the Department for Digital, Culture, Media and Sport to establish a Digital Skills Partnership to provide a strong focus on digital skills. The Digital Skills Partnership began functioning in 2019/20. This provides the funds for an extra person, currently until March 2021, to help drive forward the development and delivery of digital skills across our area.





The Digital Skills Partnership has already been able to access a range of national digital expertise to support our skills priorities – including support from Google who delivered workshops to 700 young people taking part in the summer schools arranged through the National Citizenship Service.

4.1.3 Accelerate – Investment in Re-skilling and Up-skilling the workforce.

A successful £30m bid to use ESF to invest in a Virtual Institute of Technology, now called Accelerate, was submitted on behalf of local partners by the University of Chester. As 2019/20 closes the University is working with the LEP's Employers' Skills and Education Board to establish operational priorities – these include a strong focus on digital and science, technology, engineering and maths skills. The European Social Funds will be matched with employer investments to deliver training packages for employees to help them progress and introduce new technologies and business processes to improve productivity. The employers will pay 60% towards the cost of training and the European Social Funds will contribute the remaining 40%. The funding will also be used to fund independent brokers who will work with groups of employers to aggregate demand as well as on developing new packages of training where needed.

There are clear synergies between the Skills work and the LEP's support to business through the Growth Hub. Operationally staff work closely to share data and intelligence as part of the wider conversation about how to enable our local businesses to grow and prosper.

4.1.4 Challenges for 2020/21

2019/20 represented a year in which several new skills initiatives came into being and the key functions were establishing robust governance structures and raising awareness with stakeholders around the skills issues and delivery agenda. For 2020/21, the key challenges will be to maintain and increase the momentum of this work, to establish the Accelerate programme and, importantly, to demonstrate that these initiatives are effectively delivering the outcomes and outputs that we have identified as essential to deliver the overall economic ambition. During 2020/21 we will evaluate what we are learning from skills data to inform strategic development and deliver the LIS.

4.1.5 Key Skills Actions for 2020/21

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

1. Launch Accelerate – Raise Awareness, aggregate the training demand from employers and deliver training to 5,700 learners. Measure the impact on productivity as well as completion of the training, with the first review at the end of Q1	Q1
2. Work with local partners to develop data and labour market information that will inform and help shape the curriculum offer across Cheshire and Warrington and establish an agreed baseline of skills data from which to measure impact over time, e.g. uptake of STEM subjects, course enrolment and completion in derived wards, digital inclusion of the population, digital capability of the workforce.	Q1
3. Ensure the delivery of outcomes and outputs from investment of Skills Capital funding, contracted (to date) as:	Q4
<ul style="list-style-type: none"> • Jobs created: 151 • Business benefitting: 1,680 • Learners benefitting: 33,200 • Public Sector leverage: £2.3M • Private Sector leverage: £0.43M 	
4. Aggregate the training demand from employers, develop and implement a skills and education stakeholder engagement plan.	Q1
5. Ensure the effective delivery of the Pledge network that meets all the targets set by the funding providers and the wider key performance indicators that have been agreed by our Employers' Skills and Employers' Board including overseeing a coherent calendar of at least 40 business led inspirational events and increasing the number of young people who undertake digital and STEM related work experience from less than 7% to more than 15%. Follow up with young people to identify whether any changed their career choices as result.	Q3
6. Increase the percentage of schools and colleges that provide at least one meaningful encounter for every student, in every academic year, with business (Gatsby Benchmark 5) to 70% (from 54%) and experiences of workplaces (Gatsby Benchmark 6) to 55% (from 46%). Influence the planning by schools to increase STEM work experience.	Q4
7. Ensure that more than 12,000 young people have meaningful engagements with at least 153 SMEs by September 2021 and that over 500 employers engage with the Pledge, by hosting a variety of events including work experience events and large scale fairs.	Q4
8. Develop a plan to ensure the long-term sustainability of the Pledge, e.g. enlist new funders.	Q4



5. BUSINESS SUPPORT

The Growth Hub which transferred to the LEP in October 2018 is designed to simplify the landscape to access support for all businesses while adding value to each business it engages. Much progress was made in 2019/20 to establish the Growth Hub as the main point of contact for all business support activity. In order to achieve this and most importantly to achieve and demonstrate the impact the Growth Hub is having the LEP has achieved the following:

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

In 2019/20, and continuing into 2020/21, preparing for and adapting to the implications of Brexit took on added importance, with the Growth Hub taking the lead across Cheshire and Warrington in both preparing businesses for BREXIT but crucially providing clear and actionable business intelligence into the LEP and on to Government. It is unclear at the moment what the precise implications of BREXIT will be for Growth Hubs and some deliverables may need to be amended to reflect the new arrangements.

The Cheshire and Warrington Growth Hub model is designed around account management of businesses who have received medium and high intensity engagement. This means building relationships with businesses to add genuine value to them through multiple engagements and brokerages and having the ability to report specific impacts through the governance process. This model has allowed the LEP to build a library of case studies which detail clear impact on businesses across the sub region. Additional case studies will continue to be a priority throughout 2020/21.



BEIS monitor success by counting business engagements and positive feedback from businesses. For 2020/21 Cheshire and Warrington go much further than that. Key to the success of the Growth Hub is the genuine growth of the businesses we support, this is measured through many indicators that go beyond what historic ERDF and other publicly funded projects would require, including:

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

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

The mechanism to record this data is in place through the CRM system and the team are now ensuring that a baseline is established through the data recorded so far. This is an ongoing journey but through the work of the team we are already seeing higher levels of support, a long-term goal is to integrate our CRM system with those of key partners including the Local Authorities.

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

As the Growth Hub is now established it is important that a renewed focus is placed on delivering impact aligned with the Local Industrial Strategy. A key aim for 2020/21 is to have a strong focus on growing businesses and scale ups within the LEP priority sectors with a more proactive approach and detailing to businesses the exciting opportunities available to them in their growth journey. This approach will allow the Growth Hub to provide greater economic impact while also raising the quality of support available through both the public and importantly the private sector.



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

As the integration of the skills offer is key to the success of the model the team have made links with the accountable bodies and governance structure of these programmes and secured buy in into the model. The Pledge is now fully established and Accelerate will launch in early 2020 all staff will be fully integrated into the Growth Hub and use the same CRM system allowing seamless data sharing and business engagements resulting in the elimination of duplication and allowing businesses to receive the full wrap around service from one place. All of this adds up to business support offer in Cheshire and Warrington that is truly business focussed, business led and fully aligned with the economic strategies of the LEP.

5.1 Key Business Support Actions for 2020/21

Key targets for the LEP's Business Support activity in 2020/21 are:

1. Establish the baseline measures of business performance and investment from which to measure business growth over time.	Q1
2. 1,200 Business Engaged who require support through the Growth Hub	Q4
3. 6,000 Unique visitors to the Growth Hub website	Q4
4. Establish 40 new exporters across Cheshire and Warrington and increase existing exports by 5%	Q4
5. Secure 40 new investments in Cheshire and Warrington businesses with a total investment of at least £1,000,000	Q4
6. Support the creation 500 jobs across LEP priority sectors	Q4



6. INFRASTRUCTURE

Transport

The continuing priority for 2020/21 is to develop a pipeline of infrastructure schemes to support the priorities of the Local Industrial Strategy (LIS). The LEP does not have funding available to directly deliver schemes; however, we invest to support and advance the development of scheme business cases. We will, therefore work with the three Local Authorities and others to prioritise development of business cases for schemes that support the LIS priorities and have a good chance of attracting funding from central government for scheme delivery.

Other strategic priorities for 2020/21 include:

- *Supporting the delivery of Crewe Hub - continue to engage with DfT, HS2 and the rail industry to ensure that Crewe Hub is delivered in a way which allows us to achieve our ambitions on sub-regional connectivity in order to maximise the benefits of HS2.*
- *Continuing Engagement with HS2 and Northern Powerhouse Rail - As with Crewe Hub it will be important to continue to engage with DfT, HS2 and the rail industry to ensure that the sub-region maximises the benefits of HS2 and minimises its environmental impact. This also includes the need to ensure that a station is provided at Manchester Airport to improve access to the airport and the development opportunities in its vicinity plus ensuring that HS2 provides additional capacity together with Northern Powerhouse Rail (NPR) to ensure that growth in the area is not constrained.*

- *Developing a Bus Strategy - The aim of the Bus Strategy will be to identify how we can collectively improve the quality and frequency of public transport links to and from key locations such as educational institutions, places of work, hospitals, and towns and cities. It will seek to identify opportunities to reduce the need to transfer between bus services across the network where possible, but where a change is necessary it will look at how the quality of integration and interchange can be improved. A key component of the strategy will be to identify measures which are affordable to deliver, and which will attract additional usage to make services sustainable over the long-term. It will also need to identify solutions which accommodate older users, particularly those experiencing isolation.*

Digital Infrastructure

The ever-increasing requirement on businesses and people to embrace digital solutions fundamentally relies on a secure, fast, digital infrastructure, that enables connectivity as well as remote and mobile working. Signal coverage must be widespread and capacity adequate to handle demand volumes.

Energy

In a world facing a climate change emergency, sustainable zero (or low) carbon energy solutions are rising rapidly up the political and economic agenda. Cheshire and Warrington have great opportunities in this developing field, but many will only function with a new or revised infrastructure.



6.1 Key Infrastructure Actions for 2020/21

The key targets for the development of C&W's infrastructure in 2020/21 are:

1. Work with CEC and other sub-regional partners to ensure Crewe operates as a genuine HS2 hub station, enabling easy, quick connections to the rest of C&W and beyond.	Q3
2. Ensure Transport for the North plans reflect the benefits and investments needed for sub-regional priorities.	ongoing
3. Establish an investment programme to develop the region's energy infrastructure to prepare for a decarbonised, locally generated network.	Q2
4. Work with partners to produce at least 4 initial business cases for key infrastructure projects, that will deliver significant economic benefit to the sub-region which may include, transport, broadband/IT and infrastructure services (e.g. water and electricity).	Q4

7. LOCAL GROWTH FUND

2020/21 is the final year of the current LGF programme. The programme will, by the end of 2020/21, have invested £127.7M with the final instalment of £25M in the year.

The LGF programme is expected to deliver the following key outputs in 20/21:

Outputs	Contracted on projects 2020-21
Businesses supported	1200
Jobs created	1640
Public / Private sector Leverage (£m)	102
New homes completed	160
New Commercial Floor Space (sqm)	110,000
Total amount of new or upgraded road (meters)	700
New / upgraded cycleway (meters)	11,000
Schools and Colleges engaged	246
New earning space created (Sqm)	312
Learners benefitting	6000

The main focus of 20/21 will be to manage out the contracted projects to ensure that the LGF is fully and effectively utilised. We will also begin the process of evaluating the success of the fund.

It is possible that during 2020/21, further funds will become available to support local growth projects in 2021 and beyond. In the event this happens, a priority activity will be to position Cheshire and Warrington for significant investment.



8. SCIENCE AND GROWTH CORRIDORS

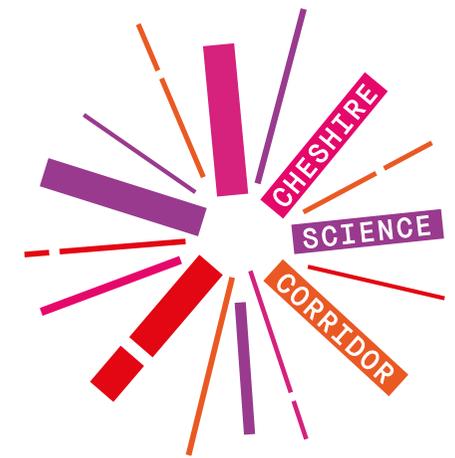
The Science and Growth Corridors support our development of Place, see also section 13.

Cheshire Science Corridor

The LEP has invested £10.9m in 5 schemes in the Cheshire Science Corridor Enterprise Zone to date, generating a total of 582,000 sq ft of new commercial floorspace. We have developed a £28m prioritised investment programme that will generate a total of 1.3m sq ft across the Enterprise Zone over the next 3 years, attracting over 100 new businesses and creating over 5,000 new jobs. In 2019/20 we secured a £30m loan facility from our three local authority partners, to fund the investment programme.

HS2 Growth Corridor

The arrival of HS2 at Crewe presents a once in a generation opportunity to act as a catalyst for sustainable and inclusive growth in mid-Cheshire. Crewe, Middlewich and Winsford could accommodate significant employment and housing growth, which could change the economic structure in these towns, creating new higher value jobs. Our proposal is to create an HS2 Growth Corridor that can ensure that we can fully realise the opportunities and benefits of the arrival of HS2 at Crewe, utilising a Tax Increment Financing model of borrowing against the additional business rates generated, to unlock and accelerate development and economic growth.



8.1 Key Science & Growth Corridor Actions for 2020/21

In 2020/21 the LEP will achieve the following delivery objectives related to the Science and Growth Corridor:

CHESHIRE SCIENCE CORRIDOR	
1 Develop and actively manage the investment pipeline for the Cheshire Science Corridor Enterprise Zone	Q4
2 Invest £8.7m in 6 new schemes in the Cheshire Science Corridor Enterprise Zone	Q4
3 Create 187,000 sq ft of new and refurbished commercial floorspace in the Cheshire Science Corridor Enterprise Zone	Q4
4 Market the Enterprise Zone to attract 56 new businesses into the Cheshire Science Corridor Enterprise Zone	Q4
5 Attract 1,800 new jobs into the Cheshire Science Corridor Enterprise Zone	Q4
6 Leverage £30m of private sector investment in the Cheshire Science Corridor Enterprise Zone	Q4
7 Work with the University of Chester to secure a JV partner for the development of Thornton Science Park	Q4
8 Develop with partners proposals and funding bids for the creation of an Energy Innovation District in Ellesmere Port	Q4
9 Support the development of business cases for investment in the Cheshire Science Corridor outside the Enterprise Zone	Q4
HS2 GROWTH CORRIDOR	
10 Produce a business case for government for new HS2 Growth Corridor	Q1

9. GROWING PLACES FUND

Growing Places Funding has been fully deployed during 2019/20 supporting the investment programme. In 2020/21, with the anticipated repayment of some Growing Places Fund loans, we will generate a pipeline of opportunities to ensure the GPF is fully deployed to support the development of the Cheshire and Warrington economy.

10. CHESHIRE AND WARRINGTON EVERGREEN URBAN DEVELOPMENT FUND

The LEP anticipates that a £20m Evergreen Urban Development fund, launched on 10th March 2020, will begin making investments throughout 2020/21 until 2023. The outcomes from these investments will support lowering carbon emissions, SMEs and research and innovation. The appointed fund managers, CBRE, will market the fund with the sub-region retaining oversight.



11. MARKETING AND COMMUNICATIONS

It will be apparent from earlier sections of this plan that Marketing and Communications activity is increasing and with an expanded focus towards Business Investment and emphasising to people the Quality of Place in Cheshire and Warrington. LEP activity will focus on stakeholder and business engagement - supporting delivery of the LEP's core programme areas and the profile of the LEP regionally and nationally. Marketing Cheshire will have an active role in the delivery of these functions and continue to promote the strong offer the sub-region has for Tourism. The development of a new Destination Management Plan will incorporate cultural destinations and cultural strategy work and invite the views of local stakeholders.

11.1 Key Marketing and Communications Actions for 2020/21 are:

Marketing & Communication	
1. Develop a Tourism Action Zone proposition for Cheshire & Warrington	Q3
2. Develop an enhanced approach / programme for Chester "attack" brand working with CWAC	Q1
3. Develop & launch new Destination Management Plan for sub-region and implement it to increase visitor numbers and spend by 3%	Q1
4. Establish a baseline for delegate economic benefit (£M) linked to driving conferences from priority sectors identified in the LIS	Q4
5. Develop a coherent and joined up Business Support Marketing Programme with target economic benefit outcomes.	Q2
6. Prepare a C&W place marketing strategy programme, that incorporates business attraction and retention and talent retention and attraction and implement it. Targets values will be set once the perceptions baseline has been established in May.	Q1
7. Ensure C&W LEP is recognised and influential locally, regionally and nationally (NP11, LEP Network, Govt / MPs, Businesses and Investors, Local Authorities). Evaluate effectiveness by measuring funding secured, GVA increase and media coverage.	All Year
8. Develop new 'Green Cheshire' year-long Marketing Campaign focused on sustainability, linked to local authority climate change initiatives. Contribute to visitor number increase by 3%	All Year
9. Develop Influencer Programme to take our priorities to key national decision makers.	Q2



12. PLACE

Our objective is to increase the working age population and create the conditions attractive for business for growth and relocation, driving inclusivity across the subregion. This will require the right housing, retail and leisure offer to attract and retain the people required to support continued economic growth and to meet the needs of existing residents as they get older.

We are creating two comprehensive and integrated growth corridors which incorporate housing and town centre regeneration and maximise the potential.

Housing

The LEP is supporting a focus on housing growth across its principal cities and towns and has established a sub-regional Housing Board, an already advanced partnership with a pipeline of development opportunities. This Board includes Homes England and will positively disrupt the housing market in Cheshire and Warrington by leading, intervening in and making new markets where necessary. This aims to encourage a broader range of housebuilders and developers and position the area as a sound proposition for institutional investors by de-risking development, particularly on brownfield sites in town centres – unblocking and making things happen.

Town Centres

The LEP will support efforts to rebalance our town centres and help high streets rediscover their traditional role as social, economic and cultural hubs at the heart of the communities they serve. This includes significantly increasing residential uses in urban centres will not only help to revitalise town centres but will also help rebalance our sub-regional housing offer. Town Centre plans will consider how new and improvements to existing housing stock can contribute to better communities, supportive of the needs of younger and older residents alike. We will work with government and our local authority partners and other stakeholders to maximise the impact of the Stronger Towns Fund (Crewe and Warrington), the Future High Streets Fund (Crewe and Winsford) and the High Streets Task Force Pilot (Ellesmere Port). We will also pursue opportunities for places like Chester and Nantwich to access the Historic High Streets Fund.



12.1 Key Place Actions for 2020/21 are:

HOUSING	
1. Work with Homes England and sub-regional partners to develop and deliver a compelling Cheshire and Warrington Housing Deal.	Q4
TOWN CENTRES	
2. Influence the development and delivery of the Town Fund programmes for Crewe and Warrington	Q4
3. Contribute to Historic High Streets Fund bids for Chester	Q1
4. Ensure strategic priorities are reflected in the delivery of town centre regeneration plans for Ellesmere Port, Macclesfield, Crewe and Winsford	Q4
5. Explore the potential to pilot the creation of town centre Real Estate Investment Trusts.	Q4

13. KEY RISKS

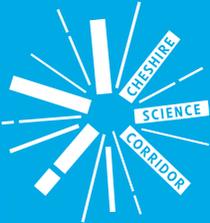
Delivery of the actions and initiatives in this plan are founded on several assumptions and inherent to that the LEP is exposed to several key risks which it will endeavour to manage and mitigate. Risks registers are maintained at a corporate and programme level.

However, in summary, the key risks are:

- *Failure to promote the sub-region to ensure the pipeline of investment opportunities and attract people.*
- *Ensuring financial resources provide income sufficient to deliver the required outcomes and investment.*
- *Investment and reputational risk associated with the projects which the LEP chooses to support, which need to deliver on time and with the expected outcomes.*
- *Compliance by the LEP with the regulatory frameworks which surround delivery programmes and use of public funds.*
- *Maintaining a highly motivated workforce which maximises opportunities by working collaboratively across all functions of the LEP.*



Cheshire and Warrington Local Enterprise Partnership comprises:



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