



# Delivery Plan 22/23

LEP Board Presentation: 16/03/22

Drafting & Approach to the Delivery Plan



## Approach & Considerations

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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.
- Purpose pyramids being utilised to ensure strong connection of deliverability, for each board, against our vision.
- Assumption Core funding is equivalent to 21/22.
- Returning to the "previous" delivery plan style, moving away from the highly narrative & strategic approach of the 21/22 Recovery Plan.
- Working to align financials and risk approach to mirror Delivery Plan content and structure.
- **Sign Off will follow confirmation of core funding.**

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:

- Core Funding & Growth Hub Funding not yet confirmed.
- DMO Review now anticipated May 2022
- Levelling Up Response from Sub-Region remains under discussion.



## Approach & Considerations

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The delivery items will all be captured to include:

Owner	Delivery Date	Alignment to Vision
Lead Delivery Board and/or 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 delivery boards and management team.**

# Strategy

## Facilitate & Support NET ZERO

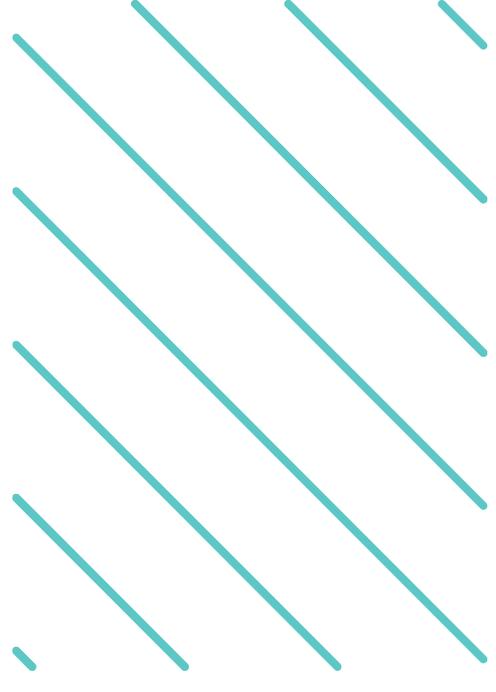
- Completion of Investment Case for Net Zero North West Cluster Plan
- Delivery of Invest Net Zero Cheshire (*£1bn pipeline of projects*). Removing barriers to investment and helping schemes to be delivered.
- COP26 Legacy Programme:
  - Leaders Meeting
  - Conference, in partnership with Cheshire West and Chester Council
  - Youth Commission

## Facilitate & Support WIDER SUB-REGIONAL AGENDA

- The local authorities - with Levelling Up Position
- SIGC – with public consultation and action phases.
- Review the agenda of the Strategy Programme board, to ensure a clear pathway to achieving our vision, and inclusion of SIGC recommendations.
- Update our economic intelligence, to ensure all data is reflective of current market circumstances

## Influence & Networking

- Natural Capital & Rural Economy (Rural Strategy Group, Local Nature Partnership)
- Wider agenda for Net Zero (Net Zero North, Net Zero North West, Local Energy Hub North West)
- Wider agenda with neighbouring areas (Mersey Dee Alliance, NP11, GM & CW Leaders Meeting)



**LEP future delivery, post consultation, will need to reflect recommendations from SIGC**



## Funds & P&I

### Delivery

Launch the Life Sciences Fund 2

Evaluation of Local Growth Fund

Complete investments, by Q4 2022/23, and continue to monitor delivery of Evergreen/Cheshire and Warrington Development Funds, including:

*Committed:*

- Peel | Protos | Unlock 75 acres of Resource Recovery Park
- Kier | Artis Park | 13 industrial & logistic units, totalling 125,000 sq ft.

*Current Pipeline:*

- Peel | Plastic Village | Plastic to Hydrogen Conversion Plant
- Rula | Winsford Gateway | Enabling infrastructure on 30 acre site.
- Pickering | Vortex Business Park | 226,242 sq ft

### Dependent on Core Funding Confirmation

Establish 22/23 Business Case Fund

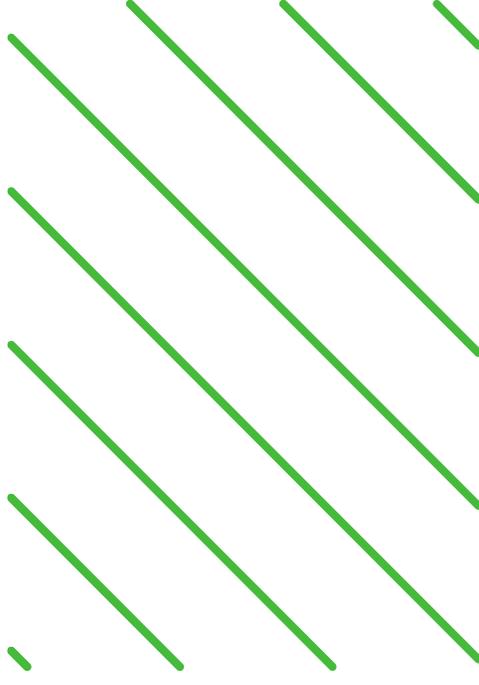
Call-Out for new projects for Growing Places Fund

**Will continue to  
monitor LGF & GBF  
Outputs**



## Growth & Science Corridors

Delivery
Maximise potential of the GM innovation accelerator
Continued investment and delivery of Cheshire Science Corridor EZ Programme: <i>Current pipeline:</i> <ul style="list-style-type: none"><li>• Enviroo   50,000 sq ft PET recycling facility</li><li>• Peel   Plastic to Hydrogen Conversion Plant</li><li>• Quadrant Phase 3, Birchwood Park   85,000 sq ft pre-let &amp; 3 speculative units 67,650 sq ft</li><li>• Bruntwood, Alderley Park   100,000 sq ft lab space</li></ul>
Deliver Sub-Regional Housing Strategy: <i>Right Homes in the Right Place</i>
Facilitate & Support
Delivery of Industrial Decarbonisation Roadmap and Projects
Establishment of new delivery partner at Thornton Science Park
Cheshire East Council - Proposal for Great British rail HQ at Crewe
Deliver High Speed Growth Corridor Business Case to Government, following addition of Chester City Gateway, new Integrated rail Plan and Levelling Up agenda.
Local authorities and towns with regeneration: <ul style="list-style-type: none"><li>• Towns &amp; Future High Street Fund Projects in Crewe and Winsford</li><li>• Town Centre Regeneration Plans in Ellesmere Port and Northwich</li></ul>
Homes England and Local Authorities – Housing Pathfinder Projects



**Will continue to focus on alternative to the “Golden Triangle” in the NW.**



# Business Growth

## Delivery

BEIS contracted outputs *(TBC)*

Develop suite of decarbonisation support for SMEs, including within the scope their assets and fleet, and consideration for both planning for and implementing changes:

- Carbon Footprint Trackers
- Carbon Toolkits
- SME Service Support

Develop sustainable investment strategy: Right Investment, Right Company

Establish a Peer Networks Legacy Initiative

Establish an account management approach for investment and/or expansion

## Facilitate & Support

Implementation of recommended outputs from Trade & Investment Review

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.

## Influence & Networking

Maximise potential & impact of the Growth Hub's business intelligence and capability.

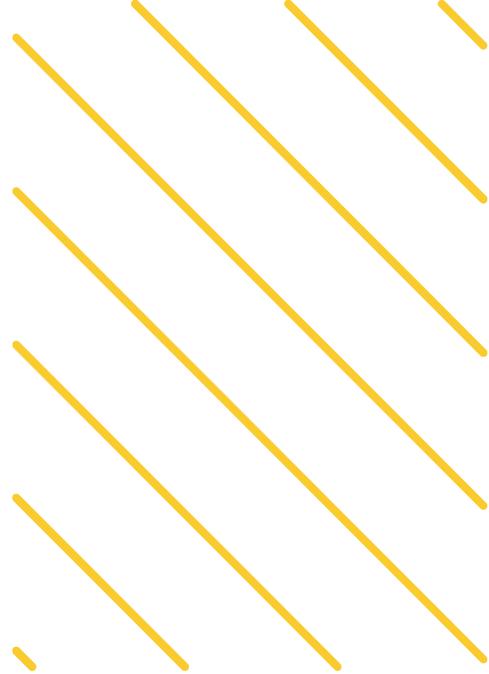
Support development, with British Business Bank, North West Business Leadership Team, other LEPS of an innovation finance model, that allows SMEs in the sub-region to access.

**BEIS Funding not yet confirmed for Growth Hub**



# Employers' Skills and Education

<b>Delivery</b>
Initiate & Launch Skills Bootcamp Programme for employed and unemployed <i>(DfE confirmation expected 7th March on proposal that totalled £2.1m)</i>
Develop and improve data and labour market intelligence, to inform and influence: <ul style="list-style-type: none"><li>• Curriculum in local schools and colleges <i>55k secondary school students and 22.5k further education students</i></li><li>• Development of strategy and investment decisions <i>£13m IoT, £5m LGF Digital Skills</i></li><li>• Advice and support to the unemployed, and helping employers to fill job vacancies <i>16,000 currently seeking work</i></li></ul> <i>(DfE position on funding expected mid-March)</i>
<b>Facilitate &amp; Support</b>
Maximise the impact and ensure successful delivery of Local Growth Fund Digital Skills (£5m)
Development and delivery of Skills Development Fund (£2.7m) and Institute of Technology (£13m)
<b>Influence &amp; Networking</b>
Work with Jobcentre Plus and local partners, with an initial focus on the longer-term unemployed in Warrington, Crewe and Ellesmere Port.
Raise the profile of digital technologies, skills and jobs via our Digital Skills Partnership <i>(DCMS funding confirmation expected end March)</i>

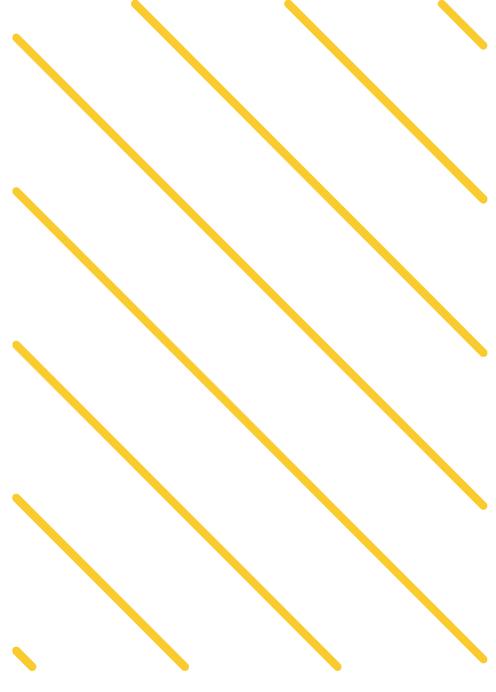


**Aligned to Skills Report and priorities for:**

- *Employees*
- *Economically Inactive & Unemployed*
- *Young People*

# The Pledge

<b>Delivery</b>
Deliver a Pledge Careers Hub (minimum 20 schools) with initial focus on disadvantaged students in Warrington, Crewe and Ellesmere Port.
Establish and maintain a calendar of events <ul style="list-style-type: none"><li>• Delivery 10 events to promote examples of the application of technologies to solve business problems.</li><li>• Programme of delivery (online) careers fairs</li></ul>
Meaningful engagement >500 employers by Dec 2022, with 100 employers engaged in activity promoting digital.
98% of schools and colleges to be matched with an Enterprise Advisor
<b>Facilitate &amp; Support</b>
Programme of work experience for young people in KS4 and KS5, with an increase of young people undertaking work experience in our priority sectors. <i>In 2021, Pledge ran virtual work experience for 1,753 people (68.5% were in priority sectors).</i>
<b>Influence &amp; Networking</b>
Develop and communicate good practice, especially those from deprived and under-represented backgrounds: <ul style="list-style-type: none"><li>• To share with employers</li><li>• To engage and recruit young talent</li><li>• Apprenticeships</li></ul>



**Aligned to Skills Report and priorities for:**

- *Young People*

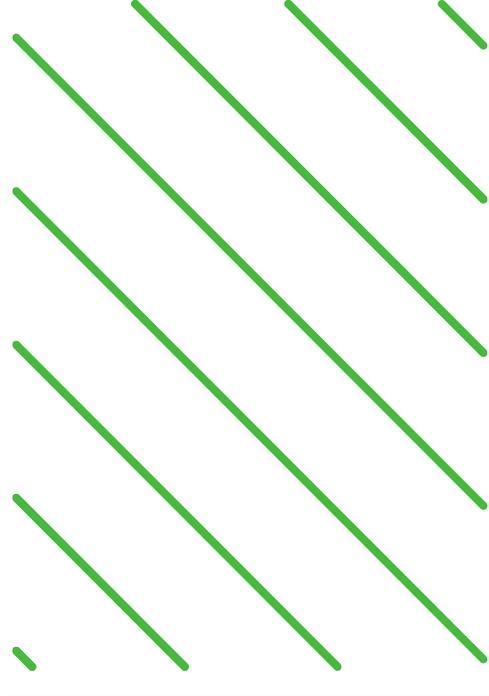
# Connectivity & Infrastructure: Digital Connectivity

## Influence & Networking

Cementing & establishing partnership networks within the sub-region and neighbouring regions.

- Identification and alignment of priorities:
- Rural connectivity plan
  - Business requirements
  - 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



**Board & delivery area still in the “Establish” phase**

# Connectivity & Infrastructure: Local Transport

## Delivery

Development of a sub-regional strategy for a zero-emission vehicle future state. Formation of a working group & establishment of partnership network across the sub-region for zero-emission vehicles.

Identify and input sub-regional priorities into the Network Rail 2024-2029 Control Period 11

## Facilitate & Support

The local authorities - to develop sub-regional options for bus service improvement for levelling up.

## Influence & Networking

Government & Rail Industry to maximise delivery of services and network enhancements, including Transport for the North

Access to rail stations by sustainable modes

Local cycling and walking improvement plans

**Potential delivery highly dependent on devolution framework**

# Marketing Cheshire

## Delivery

*Visitor Economy:* Refresh the Destination Management Plan to reflect the recommendations of the Destination Management Organisation review

*Visitor Economy:* Work with Destination Chester and Destination Cheshire network to deliver high impact visitor marketing campaigns, including:

- Visit England – city focused campaign
- “Our family welcomes your family”
- Cheshire Day
- Jubilee

*Visitor Economy:* Deliver, by Autumn 2022, a sustainability workshop and event for tourism businesses

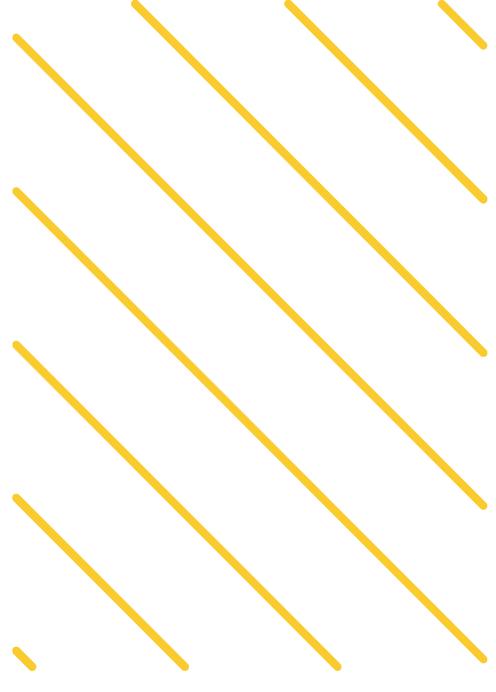
*Place Marketing:* Develop “Live in Cheshire” campaign and website content

*LEP Corporate:* Deliver programme of strategic PR and Public Affairs activity, linked to LEP priority areas

## Facilitate & Support

Growth of key sectors, in identifying opportunities to host strategic conferences and events with businesses.

*LEP Corporate:* social media delivery



**Still awaiting DMO Review**



## Future-Fit Organisation & Governance

Delivery
To define and appraise options for structuring the LEP, that reflect the LEP Review & ambitions of the sub-region.
Recruitment campaign for committees, including the Engagement Board.
Further develop and embed desired culture and values across the organisation.
Further develop and implement EDI action plan, including specific recommendations from SIGC and LEP Engagement Board.
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.
Complete review and implement recommended actions for procurement & risk processes across organisation.
Procure & embed a new programme/project management software solution
Review & reframe LEP's approach to performance and investment manage, including the activity of the Performance & Investment Committee
Publish Annual Report and Hold AGM

**Priority to embed vision in how we work & to evolve in a post LGF era**

