



**Cheshire and Warrington Local Enterprise Partnership  
Performance and Investment Committee**

Wednesday 17<sup>th</sup> July 1.30-3.30

**Wyvern House**

Attending: John Downes, Paul Goodwin, Alex Thompson,  
Chris Hindley, Stewart Brown, Lisa Harris, Peter Skates,  
Tim Smith, Ian Brooks, Rachel Brosnahan

Apologies: Ged Barlow

**AGENDA**

Agenda Item		Lead	Timings
1	Welcome, introductions and apologies	Chair	2 mins
2	Conflicts of Interest	Chair	5 mins
3	(i) Minutes from the meeting of 19 <sup>th</sup> June 2019	Chair	5 mins
	(ii) Actions Arising	Chair	5 mins
4	Omega Local Highways Scheme	Alan Dickin	20 mins
5	Sutton Way Boulevard	Kristy Littler	15 mins
6	Ellesmere Port One Public Estate	RB	10 mins
7	Programme Manager update	RB	15 mins
8	Corporate and Programme Risk	RB	5 mins
9	Delivery Plan update	RB	15 mins
10	AOB - time and date of next meeting	All	5 Mins
Dates of next meetings, time 1.30 pm and Venue Wyvern House, unless otherwise specified:			
14 <sup>th</sup> August 2019	CWAC Sustainable travel schemes: A5517 and Canal Towpath Crewe High Speed Ready Heart A51 Tarvin Road		
18 <sup>th</sup> September 2019	CEC Sustainable Travel Projects Skills Funding Applications Energy Fund Applications		
16 <sup>th</sup> October 2019	Full review of risk registers		
20 <sup>th</sup> November 2019	Omega Local Highways Scheme Phase 1 Final Approval		
18 <sup>th</sup> December 2019	WBC sustainable Travel Projects		



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

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

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

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

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

	<b>Agreed to move August meeting forward a week due to holidays.</b>	<b>RB</b>	<b>June</b>
5	<p><b>Programme Manager update</b></p> <p>RB ran through the programme manager update highlighting key issues which included:</p> <p>Sydney Road Bridge going well and expected to open to traffic at the end of the month.</p> <p>Warrington West Station going well overall but issues with the number of trains that will run from the station and delays to when the signalling work can be done will impact on the programme.</p> <p>Centre Park Link started on site and Warrington East works going well.</p> <p>Sustainable transport, all three councils making progress with their projects, CWAC's Sutton Way Boulevard scheme stalled slightly. LH confirmed CWAC ready to go subject to finalising discussions with developer.</p> <p>Some concern about CEC sustainable travel schemes but good to see project board structure being replicated for smaller schemes.</p> <p>WBC schemes progressing but as with all three authorities need to ensure adequate resource is allocated to schemes to increase chances of successful delivery by the end of March 21.</p> <p>A51 – Tarvin Road has been delayed due to cost increases. Council have requested additional funding which will be considered by Cabinet in July. LH confirmed that the funding has been approved in principle.</p> <p>Crewe High Speed Ready Heart – Concern about the progress of some elements of the scheme.</p> <p><b>RB to meet with Frank Jordan to discuss how the scheme can be accelerated.</b></p> <p><b>It was also agreed that the conditional offer letter could be extended until June 20 so that final business case can be completed when the final costs are known next spring.</b></p> <p>RB explained that there had been some savings on the original Omega Local Highways scheme and suggested that WBC should request funding for an overall package of Warrington West Transport interventions, to include the already approved Warrington West station and Omega to Burtonwood Boulevard, It would also include Warrington West Station cycle scheme, Omega Local Highways scheme and the Trigger pond junction (just down from the Omega Roundabout). Packaging up of the projects makes sense as they're all designed around common themes; to reduce congestion and improve access around Warrington West. It also means that it will help Warrington meet profile as a significant amount of</p>	<p>RB</p> <p>RB</p>	<p>June</p> <p>July</p> <p>July</p>

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

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



**Cheshire & Warrington Local Enterprise Partnership  
Performance and Investment Committee**

**Title: Omega Local Highways Scheme Phase 1    Agenda item: 4**

**Prepared by: Rachel Brosnahan**

**Date of Meeting: 17<sup>th</sup> July 2019**

**1. Purpose of the report**

To seek approval from the committee to give conditional approval to the Omega Local Highways Scheme Phase 1.

**2. Executive Summary**

Omega Local Highways Scheme Phase 1 is the first of three phases to improve the highway capacity and walking and cycling provision in North West Warrington.

Warrington Borough Council have been through an extensive options analysis before coming up with the preferred route which they have consulted widely on.

The proposed scheme is estimated to cost £4.094m, less than originally anticipated when the LGF application was submitted, but this reflects the changing transport needs of the area as a result of the significant growth at Omega Business Park.

Improvements are required at the Lingley Green Junction just down from the roundabout and it is recommended that the costs of this scheme are part funded with the LGF available from the Phase 1 scheme. The Lingley Green Junctions Scheme (Omega Phase 2b) has been through the DfT approval process and as such a five case business model has been produced and appraised.

The Omega Phase 1 scheme has been appraised by Atkins which has given the OBC an overall score of 2- Requirements substantially submit which is typical for at OBC stage. The scheme has a BCR of 2.44 representing High Value for Money.

The Full business case will be complete by November and the scheme is anticipated to start on site in March 2020 and finish December 2020.

**3. Recommendations /Actions / Decisions required:**

**The committee is asked to:**

- Note the contents of the Outline Business Case and Independent Assurance review;

- Authorise the LEP executive to issue an offer letter to Warrington Borough Council (WBC) for £4.3m to cover the costs of the Omega Phase 1 and Lingley Junction – Omega Phase 2b junction.
- Request that the GVA impact of the scheme is calculated as part of the Full Business Case

#### 4. Background

An application for funding was submitted as part of the LGF round 3. As with all the projects in the programme, the costs for the work were estimated as the design for the scheme wasn't finalised. Originally £4.3m was requested towards estimated total costs of £6.45m.

WBC have invested heavily in transport schemes in Warrington West and this is one of 10 schemes the council has developed in the area. The schemes are listed below:

Scheme	Type of Works	Status
<b>LEP FUNDED</b>		
M62 J8	Junction Improvements	Complete
Warrington West Rail Station	Rail Station	Construction underway Construction complete September 2019
Warrington West Accessibility	Foot/Cycle Access Improvements	Detailed design underway Phase 1 Construction to start Autumn 2019 Phase 2 – Construction to start Autumn 2020
Omega Local Highways Phase 2b (Liverpool Road/Lingley Green Avenue)	Junction Improvements	In detail design  Construction expected to commence Jan 2019/early 2020 –August 2020
Omega Local Highways Phase 1 (Omega Boulevard/Lingley Green Avenue)	Junction Improvements	In detail design  Construction to commence late 2019/early 2020
Omega to Burtonwood Sustainable Travel Scheme	Shared Use Path	Detail Design Complete  Construction expected early 2020- mid 2020. (subject to CPO Public Inquiry)
<b>NON –LEP FUNDED</b>		
Omega Local Highways Phase 2a (Burtonwood Road between Charon Way and 100m south of Kingswood Road)	Widening of Burtonwood Road	Complete
Omega Local Highways Phase 3a (Burtonwood Road between 100m south of Kingswood Road and Westbrook Way roundabout)	Widening of Burtonwood Road	Complete
Omega Local Highways Phase 3b (Whittle Avenue/Lingley Green Avenue)	Junction Improvements	Construction Contract awarded. Construction to take place Oct 2019-Mar 2020
Omega Local Highways Phase 3c (Burtonwood Road/Westbrook Way)	Junction Improvements	In development and subject to consultation 2020

WBC have been through a detailed options design process for the Omega Roundabout and after careful consideration have selected an option that doesn't require as much work as

originally envisaged and instead want to carry out work on the network in the immediate area, feeling that this is best and most efficient approach to improving traffic congestion in the area and improving walking and cycling provision.

The council have held a number of consultation events and there is strong support for the proposed scheme.

## 5. Scheme Proposal

The current Omega Boulevard / Lingley Green Avenue junction is a small roundabout with single lane approaches, with only limited flaring to two lanes at the stop line. The junction will become a major node within the local road network for the area and will be part of the strategic route linking the A57 with M62 J8. The junction is bounded to the east by the Omega development site and the west by Lingley Mere development site -significant growth areas in the local authority. Recently, both developments have gained planning consent, in addition to previously consented office and commercial development on nearby sites.

The Proposed scheme is defined as an enlarged roundabout and widening of approaches at Lingley Green Avenue / Omega Boulevard, as well as widening of the junction of Lingley Green Avenue / The Hub to create a left turn lane into The Hub development. New shared foot/cycle paths and toucan crossings are also proposed.

*Proposed design of scheme:*





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## 6. Scheme Objectives

Land-use terms:

- Release land for development that increases employment opportunities;
- Release land for new housing; and
- Ensure that existing occupiers do not need to relocate elsewhere.

Business terms:

- Business productivity and efficiency improvements;
- Ease of recruitment and retention; and
- Land owners ability to unlock land for redevelopment.

Transport terms:

- Reduced congestion;
- Reduced peak journey times;
- Improved reliability of public transport services including bus journey times; and
- Accommodate a safer environment for walking and cycling at junctions.

## 7. Key Milestones

Key Project Milestone	Date
Detailed Design	November 2019
Target Cost Submission	January 2020
FBC Approval	February 2020
Contract Award	February 2020
Construction (onsite)	March – December 20

## 8. Outputs

The outputs expected to be delivered from the scheme are detailed in the table below. WBC have allowed a £50k budget for monitoring and project evaluation.

Output	
<b>Houses</b>	675
<b>Commercial Floorspace</b>	155,000sqm
<b>Private Sector Leverage</b>	£100m
<b>Public Sector Leverage</b>	£0.010m

## 9. Risks and Issues

A risk register has been prepared for the scheme. The development of the quantified risk assessment (QRA) is based on experience of similar schemes, and the calculated risk is £583,700, bringing the total project cost to £4.094m

From the LEP perspective the main risk is that the project doesn't spend all the LGF by March 21 especially as the project isn't forecast to be completed until December 2020. The proposed mitigation for this is wrap this project up into a programme of Warrington West transport schemes and this is detailed in a separate paper.

## 10. Financial Summary

The following table shows how the project will be funded. WBC are investing in the future phases of the scheme.

Funder	Amount (£m)	Secured
S106	1.035	Yes
WBC	0.010	Yes
LGF	3.049	Subject to approval
Total	<b>4.094</b>	

## 11. Value for Money

11.1. The project has a Benefits cost Ratio of 2.44 which represents very high value for money.

## 12. Independent Appraisal

12.1. Atkins have completed an independent appraisal and given the project an overall score of 2 – requirements substantially met and recommend the project for approval.

The appraisal is summarised below.

Case	Appraisers comment
Strategic	The strategic case sets out clearly how the scheme and its aims/objectives align with national and local policies and wider schemes in the area. The issues which the scheme sets out to address relate to congestion and travel time delay that primarily relate to future development in the area. The scheme directly supports unlocking 675 homes at Omega and Lingley Mere and over 100,000 sqm of office space and 55,000 sqm of industrial and logistics space. Without the scheme, these two future developments cannot be brought forward, which has wider consequences for Warrington's employment allocations as set out in the Local Plan.

Economic	The Value for Money (VfM) statement reports a BCR of 2.44, which is classified as 'High VfM' by the Department for Transport.
Commercial	<p>The commercial case gives a comprehensive account of the procurement strategy and options considered for this scheme. WBC are responsible for the design, and Balfour Beatty will be appointed as the contractor through the SCAPE framework. WBC have demonstrated a strong working relationship with Balfour Beatty and success in delivering on similar projects which reduced project delivery risks.</p> <p>A quantified risk assessment (QRA) has been undertaken.</p>
Management	<p>The management case provides a comprehensive account of the governance arrangements for the project including a clear organisational structure for managing the project, using staff that have worked on similar projects with the contractor before. WBC have experience working on projects of this nature and set out clearly a number of cases where they have worked closely with the preferred contractor, Balfour Beatty and successfully delivered the project to programme and budget. There is a clear reporting and approval process within WBC and for the LEP which has been stated.</p> <p>A project programme has been provided, and a summary of the key milestones and critical dependencies has been supplied. The timescales that have been set out look achievable, and the close working relationship of WBC and Balfour Beatty on other schemes enhance this statement.</p> <p>A clear monitoring and evolution plan, alongside a benefits realisation plan have been provided for monitoring the scheme success against the project aims and objectives.</p>
Financial	<p>The scheme cost estimate is £4.094m, which includes a risk allowance of £583,700 generated through a QRA undertaken by WBC.</p> <p>Funding has been identified for the full scheme costs. Evidence in the form of Section 106 agreements has been provided for the developer contributions for both Omega and Lingley Mere.</p>

### 13. Appendices

Atkins Review of Business Case  
Business case (June 19)



**Cheshire & Warrington Local Enterprise Partnership  
Performance and Investment Committee**

**Title: Ellesmere Port One Public Estate**

**Agenda item: 6**

**Prepared by: Rachel Brosnahan**

**Date of Meeting: 17<sup>th</sup> July 2019**

**1. Purpose of the report**

To seek approval from the committee to give final approval to the Cheshire West and Chester Council for the delivery of the Ellesmere Port One Public Estate project.

**2. Executive Summary**

The Ellesmere Port One Public Estate was given conditional approval by the Performance and Investment Committee in October 2018. Since this time the project has continued to be developed. The detailed design for the building and new bus station facilities have been completed and the planning application submitted. The contractor, Vinci Construction has been appointed.

Planning is anticipated to be granted in September with the bus station work to start in October and the works on the new build to start in January.

The scheme is seeking £8.3m of Local Growth Funding towards the £17.4m project cost.

The final business case has been completed and independently appraised. The appraisal supports the business case and confirms that the project meets each of the requirement of the five cases. The BCR has been confirmed as 3.78 representing high value for money.

The conditions detailed in the Conditional Offer letter which were required to be satisfied by full business case stage have been.

The project is expected to act as a catalyst for change in the town centre and increase private sector interest in the town centre. The design of the building has been through a rigorous process which has influenced the design of the building to satisfy planners that it fits with the town centre and helps reflect the town's history. It will be a very visible sign of the regeneration of the town centre and will greatly improve this gateway into the town centre.



Artist impression of how the new building will look

### **3. Recommendations /Actions / Decisions required:**

#### **The committee is asked to:**

- Note the contents of the Final Business Case and Independent Assurance review;
- Authorise the LEP executive to issue a Final offer letter for £8.33m of Local Growth grant funding towards the delivery of the Ellesmere Port One Public Estate project.

#### Issues for discussion:

- Request executive summary of the business case is rewritten so that it can be clearly seen what the projects is, what the cost is and what the benefits will be
- Require CWAC to capture the private sector leverage associated with the associated 600 being captured and recorded on claim forms. GVA and public sector leverage should also be reported.

### **4. Scheme Proposal**

The Local growth fund grant of £8.33m to sought towards:

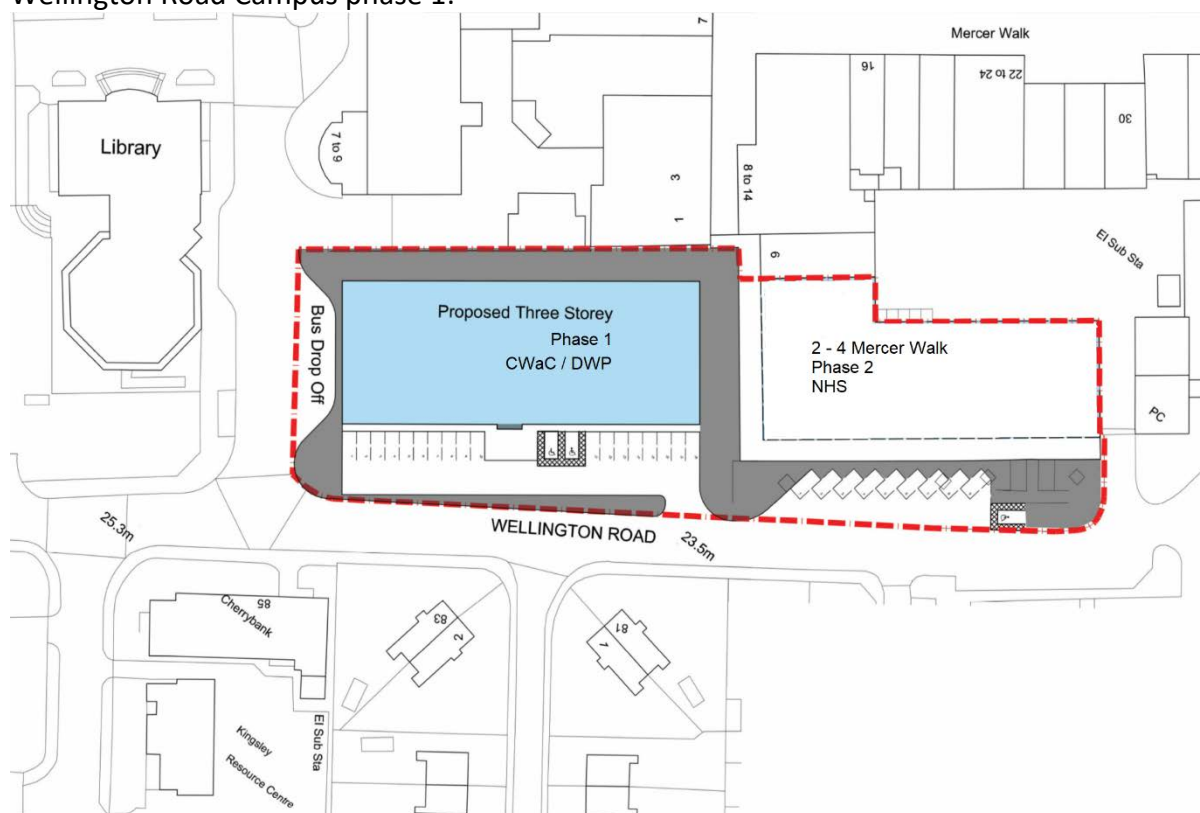
- Demolition of existing Bus station and new bus station services along Civic Way,
- Demolition of the existing Civic Way offices
- New office to be built on existing bus station site for use by the Council, For Housing, DWP and Workzone.

The cost of this first phase is £17.4m

- 4.1. The funding request is towards phase 1 only – the new council office, bus station and demolition of Civic Way offices, while it is important to see how the projects fits with further phases of work and the wider Ellesmere Port Masterplan it should be clear that future phases are not guaranteed to be delivered and therefore the assessment of these phases should not form part of the consideration of the viability of Phase 1.

4.2. The council developed and assessed a number of options before deciding to proceed with an application for the work outlined above. The option selected was the one felt to deliver best value for money and the most likely to delivered within the timescales.

#### Wellington Road Campus phase 1:



The aspiration for phase 2 is for an existing building within the Port Arcades shopping centre, which has been vacant for a number of years, refurbished for use by the health services originally identified as part of the scheme. CWAC propose that the health services lead this project themselves due to the differing timescales and the delays with securing commitment and funding for new space. Failure to deliver the health project will not impact on the delivery of the new homes due to be realised by the project. Phase 2 includes 8 potential sites which form part of the “proposed Coronation Road Opportunity Area” which could be redeveloped for housing.

The library will remain but with some additional services added.

## 5. Scheme Objectives

5.1. The main objectives of the scheme are:

- Improve local public service delivery
- Catalyse regeneration and private sector investment
- Support public estate efficiencies

5.2. The scheme users will be:

- DWP
- CWAC

- Housing team
- Workzone

## 6. Key Milestones

The key milestones are set out below. They appear realistic and achievable. While the scheme won't be complete by March 21, if the project stays on programme CWAC should have comfortably spent at least £8.33m by this date and therefore all the LGF grant. DBEIS has confirmed this position is acceptable.

KEY MILESTONES	START	FINISH
Completion of Full Business Case		Jun-19
New-Build Hub - Planning Submission		Jun-19
New-Build Hub - Planning Determination		Sep-19
Approval of Full Business Case		Sep-19
New Bus Station - Construction	Oct-19	Nov-19
New-Build Hub - Mobilisation	Nov-19	Dec-19
New-Build Hub - Construction	Dec-19	Jul-21
Occupancy	Jul-21	
Demolition of Civic Way offices	tbc	tbc

## 7. Outputs

The outputs expected to be delivered from the scheme as detailed in the business case are:

The direct quantified outputs will be:

- Commercial Floor Space created 4,582 m<sup>2</sup>
- Ongoing Direct Employment protected in EP 50 fte
- Indirect Employment Created 173 fte person years (during construction)
- Additional Housing Units 600 units in EP area
- Business Rates/Council Tax generated

Other indirect benefits anticipated but not quantified in the BCR calculation

- Social Value delivered through construction partner (apprenticeships, community projects)
- Enhanced public service delivery through integration
- Improved effectiveness of approaches to addressing unemployment
- Increased footfall through Port Arcades to support local retail
- Enhanced green transport links (cycleway) and highways infrastructure

The outputs listed above are different to those contracted at conditional approval stage which were included in the conditional offer letter and were:

Description	Total
Jobs created connected to the intervention (FTE)	29
Jobs created connected to the intervention (FTE temporary construction jobs)	339
Commercial floor space constructed (sqm)	4418
Housing units starts (no)	600
Housing units completed (no)	600
Private Leverage (£m) *	65.212
Public Leverage (£m)	9.080

It is recommended that the final offer letter includes the outputs listed above.

## 8. Risks and Issues

8.1. The main risks appear to be:

- Timescales –There is a risk that £8.3m will not be spent by March 21 (end of LGF programme) but the contractor is due to start on site in January so this would appear to be low risk. The Council own the bus station site which makes relocating the station easier to achieve quickly.

8.2. The main issue appears to be:

- The reduced level of outputs associated with the project put forward compared to those included in the original submission.

## 9. Financial Summary

9.1. The current estimated cost for the scheme is £17.429m which includes 28% for contingency and optimum bias which is appropriate for the stage of development of the project.

9.2. It is proposed that the project is funded by:

Funder	Amount (£m)	Secured
CWAC	7	Yes
Development Funding (CWAC borrowing)	2.129	Yes
LGF	8.3	Subject to approval
Total	<b>17.429</b>	

## 10. Value for Money

10.1. The project has a Benefits cost Ratio of 3.78 (excluding construction benefits) which means that the project would be considered to offer very high value for money.

## 11. Independent Appraisal

11.1. Regeneris have completed an independent appraisal and recommend the project for approval.



The appraisal is summarised below.

Case	Appraisers comment
<b>Strategic</b>	Clear strategic fit. Aligns with the SEP, The project is identified as a key catalyst for change in Ellesmere Port.
<b>Economic</b>	Positive BCR of 3.78. The project will deliver direct and indirect benefits
<b>Commercial</b>	Robust procurement process
<b>Management</b>	Coherent approach to project and risk management.
<b>Financial</b>	Costs estimates provide a robust envelope for the project. No capital receipts expected from surplus sites.

## 12. Appendices

Regeneris Appraisal  
Business case (June 19)



**Cheshire & Warrington Local Enterprise Partnership  
Performance and Investment Committee**

**Title: Sutton Way Boulevard Scheme**

**Agenda item: 5**

**Prepared by: Rachel Brosnahan**

**Date of Meeting: 17<sup>th</sup> July 2019**

**1. Purpose of the report**

To seek approval from the committee to give final approval to the Sutton Way Boulevard Sustainable Transport Scheme in Ellesmere Port.

**2. Executive Summary**

This is the second of the eight sustainable transport projects to come forward for full approval from the £5m sustainable transport fund.

The scheme is to install a new 3 metre wide shared use pathway on each side of the carriageway on Sutton Way in Ellesmere Port.

The scheme will provide an important link between the town centre and new residential development in Ledsham, as well as Sutton and Grange while also connecting into the wider existing cycling and walking network. The scheme also links into Cheshire Oaks and the Coliseum Leisure Park, providing a viable alternative to car use to access employment and leisure opportunities in the area.

The project has a good strategic fit with the Strategic Economic Plan by helping to support the development of a low carbon economy and improving connectivity around the region.

**3. Recommendations /Actions / Decisions required:**

**The committee is asked to:**

- Note the contents of the Business Case and Independent Assurance review;
- Authorise the LEP executive to issue a final offer letter for subject to:
  - Confirmation of the costs of the scheme following a tender process
  - Update of the BCR following confirmation of costs
  - Submission of a project management plan.

**4. Background**

As part of the initial LGF3 bidding round the local authorities had put forward schemes for inclusion. These added up to more than the total funding available. There was an attempt to

agree a split of funding between the authorities but after a prolonged period it was apparent that this wasn't going to be possible and so we ran a closed application process to which only the three LAs were invited to submit applications. Again the amount of funding sought was more than the amount available but a compromise was reached with each local authority and a programme of eight projects across Cheshire and Warrington were given indicative approval which was endorsed by the Local Transport Board.

## **5. Scheme Proposal**

The scheme is one of three sustainable transport schemes in Cheshire West and Chester that have been given indicative approval.

The scheme includes provision of a new 3 metre wide shared use pathway on each side of the carriageway in Ellesmere Port called Sutton Way, between the junctions of the A41/Green Lane and Whitby Rd/Stanney Lane. Providing local residents from the wards of; Ledsham and Manor, Sutton, Grange and Ellesmere Port Town Centre a safe walking and cycling route to access; education, employment, retail and leisure opportunities presented in Ellesmere Port Town Centre and Cheshire Oaks. The scheme links the town centre with the 'western fringe' and new residential development in Ledsham, while connecting to the wider existing walking and cycling network.

A number of Ellesmere Port town centre regeneration schemes, are located within the vicinity of the new Sutton Way Boulevard Scheme. Identified as part of the Ellesmere Port Regeneration Master Plan, including the new One Public Estate and new bus interchange due to be completed by summer 2021.

The scheme will cost £822k to deliver and will be complete in March 2020.

## **6. Scheme Objectives**

The primary objectives of the scheme are as follows:

- Provision of a safe and direct route for pedestrians and cyclists between; Ledsham, Great Sutton villages while connecting to; education, employment and retail opportunities at Ellesmere Port town centre and Cheshire Oaks; and to
- Minimising the risk of cyclist collisions with motor vehicles on the road, by providing predominantly off-road shared use facility for cyclists with upgraded toucan crossing facilities.

The wider strategic objectives are as follows:

- To improve the health of residents by allowing them to travel in a more sustainable manner, providing a cheap alternative to private car travel;
- To improve the safety and personal security of residents;
- To improve the quality of life for residents by creating a more pleasant travelling environment;
- To provide economic opportunities for residents;
- To benefit the wider environment by reducing carbon emissions, traffic pollutants and traffic noise as a result of more people walking and cycling between the town centre with the 'western fringe'. Connecting the new

residential developments in Ledsham, Great Sutton, and the College Gardens to the wider existing walking and cycling network;

- To enhance and strengthen the sense of arrival into Ellesmere Port; and
- To preserve and enhance the existing landscape of the site and provide an appropriate landscape setting for future investment.

## 7. Key Milestones

KEY MILESTONES	START	FINISH
Tender Period	Aug 19	Oct 19
Contract Award		Oct 19
Construction Period	Nov 19	Mar 20

## 8. Outputs

The outputs expected to be delivered from the scheme are detailed in the table below.

Output	
<b>GVA per annum</b>	£25k
<b>Private Sector Leverage</b>	£281k

The number of users will be measured by the installation of automatic traffic counters as part of the scheme design for cycle counts, complimented by manual surveys for trip purpose as well as origin and destination data.

## 9. Risks and Issues

An assumed Contingency and Risk allowance of 20% has been applied to the project construction costs though for projects of this type this is considered high, and is likely to be reduced as scheme costs are revised and finalised.

It is a low value scheme being delivered on council land. The project is expected to take five months and so there is considered to be very little risk of non delivery or significantly delayed delivery.

An assessment of the key risks for the project is provided in Annex D of the business case . This demonstrates that the project is low risk and that a number of mitigation controls can be used to guarantee successful implantation of the schemes. The risks that have been highlighted will be monitored as part of this project.

## 10. Financial Summary

The current estimated cost for the scheme if £822k

### 10.1. Project Funding

<b>Total</b>
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		%
<b>LGF3 Grant</b>	<b>0.541</b>	66
<b>Private Sector Contribution - S278 Redrow Ledsham</b>	<b>0.135</b>	17
<b>Private Sector Contribution - S106 Cheshire Oaks</b>	<b>0.146</b>	18
<b>Total project £m</b>	<b>0.822</b>	100

## 11. Value for Money

11.1. The scheme has been calculated to have a BCR of 3.48 which according to DfT criteria, represents **high Value for Money**.

## 12. Independent Appraisal

12.1. Mott MacDonald have completed an independent appraisal and recommended the project for approval.

The appraisal is summarised below.

Case	Status	MM comments
<b>Strategic Case</b>	<b>1</b>	The strategic case provides a strong case for investment which is supported by evidence and is well aligned with policy objectives and supported by stakeholders. The scheme outcomes are clearly defined within a logic map which can be referenced in the supporting documents.
<b>Economic Case</b>	<b>2</b>	A robust economic case has been provided which is deemed proportionate to a scheme of this value. The majority of the application form questions are well answered and a robust appraisal process is clearly demonstrated. Sufficient information required to substantiate the Economic Case has been provided. Only by providing a Appraisal Summary Table (AST), would suffice the "Requirements fully met" criteria. Although an AST was not considered necessary for a project of this value.
<b>Financial Case</b>	<b>1</b>	The Financial case provides a detailed breakdown of the costs and a clear funding profile. Evidence of third party funding contributions has been provided. Consideration of how maintenance would be covered beyond year 1 is also provided within the business case.
<b>Commercial Case</b>	<b>1</b>	The procurement strategy, payment mechanisms and contract management and timescales are clearly set out in the application form.

**Management Case****1**

The management case clearly sets out how the project will be delivered and the sufficient capability within Cheshire West and Chester to deliver the scheme. A number of engagement exercises have been already taken place with stakeholders and have helped to develop the scheme and shown strong support for the proposed interventions. A logic map for the scheme is also provided which identifies the link between outcomes and objectives.

**13. Appendices**

Appraisal by Mott MacDonald

Business case (July 19)



**Cheshire & Warrington Local Enterprise Partnership  
Performance and Investment Committee**

**Title: Programme Manager Update Report**

**Agenda item:7**

**Prepared by: Rachel Brosnahan**

**Date of Report: 17<sup>th</sup> July 2019**

## **1. Executive Summary**

Discussions have taken place with each of the three Local Authorities about how to achieve spend this year and reduce the risk of LGF not being spent by the end of March 21. An approach to increase spend and reduce risk has been provisionally agreed with each authority. Over the coming months steps will be taken to seek the necessary approvals to move money between LGF projects. It is really pleasing to see that all the changes can be accommodated within the existing LGF programme of projects and BEIS have confirmed that this is acceptable and indeed what they expected LEPs to do. The challenge now is to make sure all the projects in the programme are delivered and the associated outputs and outcomes are achieved.

Calls for applications to the Energy Fund and Skills Fund have been launched in recent weeks. The Energy Fund in particular has been getting some good coverage which should help to increase interest in the fund.

The total provisional LGF spend for the quarter is £2.35m against a profile of £2.6m, which is quite good. We should be able to achieve a good level of spend next quarter as the proposed changes to help achieve spend are put into place.

### **Local Growth Fund project update**

Below are updates on projects by exception:

#### **1.1. Crewe High Speed Ready Heart**

There are number of elements to this scheme all of which are being progressed albeit some with delays. As reports last month works on the market hall have now started and hoardings will go up shortly which will include LEP and Northern Powerhouse branding as required. A premarket engagement process has started to promote the new market to prospective traders.

The developer agreement is now expected to be signed at the end of July. Demolition works due to start in the Autumn. Still concern about the spend profile of the project, so looking to transfer some

of the LGF into Congleton Link Road as previously discussed but need to ensure that this scheme is delivered as set out in the business case.

### **1.2. Omega**

Outline Business Case complete and appraised and is subject to a separate paper for approval. Full Business Case expected in Autumn.

### **1.3. Warrington East Phase 2**

The project is going really well and might even open earlier to traffic in September/October. Traffic signals going in next week. Project is due to complete in early January.

### **1.4. Warrington West Station**

The performance model to be completed by end of July so that the impact of the station on the network can be quantified. Network change should then hopefully be in place by end of August. Still hopeful of two trains per hour.

Station works due to complete mid August. Signalling work still needs to be completed which will delay the opening of the station. WBC looking at security options for the station as there will be a two and half month delay between the station being completed and it opening.

The draft final account shows total spend of £20.88m. All the contingencies were used during the life of the project. The project is therefore £1m over budget which the council will meet but is still very good considering the number of issues encountered during the delivery of the complex scheme.

The opening is provisionally planned for November.

### **1.5. Skills Funding**

A call for projects is now live split into three categories:

- Five investments of up to £20,000 each for specialist equipment that can be taken into schools, colleges, libraries and other community centres or could be easily accessed from key locations.
- Two investments of up to £250,000 each for specialist equipment that can be used to deliver digital and advanced engineering training and education that are particularly important to improve the competitiveness and raise the productivity of one or two specific groups of employers or sectors of industry within Cheshire and Warrington.
- Five investments of between £500,000 and £1,000,000 for specialist equipment that can be used to upskill and reskill the existing workforce so that we can transform digital and advanced manufacturing skills across all sectors of business in Cheshire and Warrington.

Deadlines for applications are as follows:



<b>Deadline for first invitation to bid for a maximum of five investments up to £20,000</b>	<b>23 July 2019</b>
<b>Deadline for second invitation to bid for a maximum of two investments of £250,000</b>	<b>30 July 2019</b>
<b>Deadline for third invitation to bid for a maximum of five investments between £500,000 and £1,000,000</b>	<b>13 August 2019</b>

### **1.6. Ellesmere Port One Public Estate**

Good progress is being made with the project. The full business case has been completed and appraised. Planning approval is expected in September, with work to start in the bus station relocation in October and the new Hub building in January. Full approval of the project is being sought at the meeting.

### **1.7. Tarvin Road**

Cabinet approval has now been given for the increased costs of the scheme. The full business case has been completed and the appraisal will be ready for consideration for final approval at next month's meeting.

### **1.8. Poynton Relief Road**

The tenders have been received and are in assessment. A land owner did lodge a Judicial Review against the Secretary of State's recent decision to confirm the Compulsory Purchase Orders. It was lodged on the last day of the 6-week challenge period. The council had anticipated this and had planned around it.

### **1.9. Sydney Road Bridge**

The road has now reopened and on time. There is some minor landscaping works to finish. A project opening will be held in August. The team at CEC and Network Rail have done really well to deliver this complex project on time.

### **1.10. Sustainable Travel**

#### **1.10.1. North West Crewe**

CEC have made progress with acquiring the land required for the NW Crewe scheme but are yet to formalise land transfer/permissions in writing. There is one land owner which they've been unable to contact but have written to a number of times. The design of the scheme cannot be finalised until CEC know which land can be included in the scheme. However, they are continuing to run a number of workstreams in parallel and for instance expect a planning decision in November based on their preferred route.

#### **1.10.2. Wilmslow Cycle Scheme**

Good progress is being made with Wilmslow cycle scheme. The route has been agreed, there are no land issues and the scheme will be delivered by the council's maintenance team.

### **1.10.3. Burtonwood to Omega Boulevard**

Public Enquiry to be held at the earliest on September as there were three objections to the scheme. WBC is buying the remaining plots of land. The scheme has been designed so will be ready to go as soon as the CPO process has been concluded and the land purchased. There is a 4-6 months build time so there is still adequate time to deliver the scheme despite the delays.

### **1.10.4. Trans Pennine Way**

Business case and design work complete. For efficiency this will be considered by P&I at December as it will be appraised at the same time as Chester Road by the same consultant.

### **1.10.5. Chester Road**

Chester Road detailed design being worked on and business case being worked on for consideration at December P&I as innovative crossing solutions being considered to the north of the scheme to tie in with traffic improvements as part of Centre Park Link improvements.

## **1.11. Energy Fund**

The Energy Fund call is now open. Applications are due by the 16<sup>th</sup> August with applications due to be considered by the strategy committee on the 20<sup>th</sup> September.

## **2. Finance**

The provisional amount of LGF claimed this quarter is £2.35m. We need to spend £25m this year so will need to keep the pressure on projects but also look to initiate alternative spending plans. Subject to P&I approval of the Warrington West Programme of projects we should be able to achieve £4m of spend on Warrington projects next quarter. A number of other projects are expected to achieve a high level of spend next quarter due to being in full delivery or in the case of Sydney Road Bridge, due to complete and will therefore claim £585k next quarter.

## **3. Growing Places Fund (GPF) Update**

**3.1. City Place** – Appraisal of Muse's business case received from Cushman & Wakefield this week. CWAC are offering to underwrite up to 75% of the loan (the maximum they can under State Aid rules). However, this leaves 25% of the loan at risk, which Muse are unable or unwilling to underwrite themselves, which will require further discussions with Muse and CWAC before we bring it back to Strategy Committee for a decision, probably in August.

**3.2. Glasshouse** – works progressing well, expect to PC by October 2019. First claim of £520k paid across in February. Have received second claim of £638k which we have processed and has been sent across to CEC for payment. Total of £1.15m drawn down against £3.87m grant.

**3.3. Cheshire Green Employment Park** - in the process of selling another four plots. Work on the spine road progressing. Great to see that the first building is now up and therefore new jobs will be created soon on the site.

#### 4. Outputs

The change in outputs for this quarter have been limited to public and private sector leverage. They will be updated for the next meeting to include the contracted outputs for any of the projects approved at the meeting.

However, they currently stand at:

Outputs	BEIS Target	Contracted on projects	Achieved to date	Percentage achieved
New Commercial Floorspace (sqm)		180,190	363,971	202%
Renovated Commercial Floorspace (sqm)		3671	3671	100%
Businesses receiving investment		29	14	48%
Jobs created	16223	25,293	8,101	32%
Private sector Leverage	359.78	308	517	168%
Public Sector Leverage		161	92	57%
New homes completed	5,750	13,384	3,019	23%
New home starts		8,242	0	0%
GVA		136.5	13.488	10%
Space occupied at Alderley Park (sqft)		18580	1244	7%
Total amount of new road (meters)		3481	1081	31%
Total amount of road resurfaced (meters)		2120	2920	138%
Constructions jobs		960	90	9%
Learners benefitting		511	25	5%

## 1. Risks

The top corporate and programme risks are shown below.

### Corporate

RISK SCENARIO		FUTURE CONTROLS / MITIGATION MEASURES	Residual risk rating		
RISK	IMPACT		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL
Not complying with the General Data Protection regulation	Could lead to legal action against the LEP by not conforming.	Consultants now appointed to assist the LEP to putting systems processes in place to aid GDPR compliance. Ensure GDPR is taken into account when designing /specifying the new CRM system.	4	3	12
Clear policy on entertainment including alcohol is required, without which there may be criticism of expenditure.	Reputational damage to the company and questions over transparency of process and impropriety could be raised.	Clear policy on the purchase of Alcohol and corporate entertainment. Add notes to credit card statements with details of event attended and who was present when there are transactions for hospitality.	4	3	12
Rapid increase in staff and range of responsibilities may lead to a failure in corporate systems which need to keep up with the expansion of the team.	reputational damage. Issues with staff management, morale and retention. Exposes the LEP to legal challenge if robust systems and processes are not in place.	HR support to be bought in to review systems and processes. Consideration given to ongoing support. Review corporate systems including HR and Finance in line with scale and scope of the LEP.	4	3	12

Failure to meet BEIS profile and spend all the LGF carried forward by March 20	Loss of funding and reputational damage	Work with local authorities to look at how spend can be maximised and the risk of slippage minimised.	4	3	12
Loss of key staff	Causes continuity issues, loss of knowledge and reduction in delivery capability while new staff and employed and get up to speed. Unable to carry out key tasks. E.g. counter sign payments and contracts.	Have adequate approved delegation limits and signatories. Make sure staff don't operate in a vacuum and that key tasks are understood by at least one other member of staff. E.g. how to use payment systems. Look at developing formal programme to ensure we have ability to cope in short term with loss of member of staff. review and update BCP annually.	3	3	9
Key stakeholders become disengaged	Loss of relationships and potential influence and support for the LEP activities	Review and update stakeholder and comms management plan. Communications committee now established (Marketing Cheshire Board)	3	3	9
Key stakeholders become disengaged	Loss of relationships and potential influence and support for the LEP activities	Review and update stakeholder management plan. Establish a communications committee	3	3	9
Loss of core funding/ Uncertainty about funding from year to year impacts on staff retention.	Staff don't feel secure in their jobs which could lead to a higher than expected staff turnover, loss of expertise and increase in recruitment costs	Look at developing other funding streams and developing an operational surplus to provide a contingency. Funding now confirmed for two years. Build-up EZ reserves to give provide appropriate cushion.	3	3	9

Not delivering programme level outputs	Reputational damage and impact of future awards of funding. Clawback/repayment of grants	Ongoing monitoring and early identification of any slippage. Consider how projects are contracted robustly.	3	3	9
To maintain compliance with the AF time and money needs to be spent on the website.	Failure to do so, risk non-compliance and damage to reputation	Ensure adequate budget is available to make necessary updates and that staff are updating the website as necessary with for instance committee papers.	3	3	9

### Programme Risks

RISK SCENARIO		EXISTING CONTROLS / MITIGATION MEASURES	FUTURE RISK RATING		
RISK	IMPACT		IMPACT {1-5}	LIKELIHOOD {1-5}	TOTAL
Unable or delayed in securing funding package from local authorities for the EZ investment programme.	Loss of retained business rate income, stalled developments, reputational risk to the LEP amongst stakeholders. Unable to realise the full potential of the EZ.	Investment prospectus and cashflow submitted to Local authorities. Meetings with s151 officers set up. Benefits of funding EZ clearly articulated to LAs. Fall back position is to cash flow early interventions from GPF.	5	3	15
Crewe Hub - Risk that the funding isn't fully spent due to the delays with the project	Reputational risk. Not achieving the maximum connectivity to the Hub and thereby reducing the economic benefits of the Hub and VfM.	Working closely with CEC, DfT and the rail industry to deliver a scheme which supports the wider economic growth of the region.	5	3	15

Lack of suitable projects that you can utilise the LGF Energy Funding within the timescales/delays to issuing a new call for the fund reduces the ability to spend the funding and impacts profile	Loss of funding and reputational damage	Wait for the LIS to be developed and then look to generate interest from projects which are clearly aligned to the LEP to maximise benefit	4	3	12
Inadequate funding provided to meet initial running costs of Evergreen fund	Unable to secure ERDF funding. Potential loss of funding and reputational damage	Look to reduce costs and look at alternative sources of funding	4	3	12
Not having a quality pipeline of projects and/or lack of finance to develop quality business cases.	Inability to delivery SEP priorities. Reputational Damage. Impacts ability to secure funding to deliver projects e.g. SPF.	LEP to develop funding stream which will catalyse support for development. Work closely with 3 LAs to develop schemes which meet SEP priorities.	4	3	12
Lack of suitable projects and/or appropriate match funding to <b>form ESIF programme pipeline</b> to meet eligible criteria including meeting cross cutting thematic objectives. Final allocations to be made by end of 2019 or unallocated funds will be taken into central Reserve Fund. Lack of partner support to deploy remaining funds and sources of match funding particularly under the European Social Fund.	ESIF programme does not meet its outputs/outcomes which could result in loss of funding for the sub region. Damage to LEP reputation and credibility both locally and nationally as well as with Government which could impact on consideration for future funding rounds i.e. the future prosperity fund. Loss of funding to the Sub Region to support delivery of growth, jobs and businesses in Cheshire and Warrington and delivery of SEP.	Continue to work with partners to develop pipeline. CLG figure for ERDF as of January 19 shows that £10.5m is left to allocate. Two further calls planned for 2019. For ESF there is circa £6m remaining to allocate, funding calls are planned for July and Sept 2019.	4	3	12

<p>Thematic objective 4 (<b>Low Carbon</b>) is not delivered in full (maximum £16.3m programme) This priority is currently the least committed with latest figures showing £4.8m left to allocate. The funding has challenging output targets and evidence requirements.</p>	<p>Potential loss of ERDF funding to the sub region if not all the Low Carbon allocation is not fully spent and ESIF programme does not meet its outputs/outcomes which could result in loss of funding from the sub region. Damage to LEP reputation and credibility both locally and nationally as well as with the EU which could impact on consideration future funding rounds.</p>	<p>- Low Carbon strategy group set up to specifically focus on development and delivery of the Low Carbon thematic objective and to identify suitable projects for delivery of remaining £4.8m budget. - A Low Carbon Action plan has been completed which will help inform the calls this year.  - Allocation of £3m to NPIF to finance Low Carbon projects. £4.1m of LGF available which could be used as match against projects. Two further ERDF calls planned for 2019</p>	4	3	12
<p>Out of a total programme of £70m only £27m is currently "Live". There is therefore a risk non delivery, underspend and the quality of the applications under consideration cannot be guaranteed.</p>	<p>Potential loss of ERDF funding to the sub region if all allocation is not fully spent and ESIF programme does not meet its outputs/outcomes which could result in loss of funding from the sub region. Damage to LEP reputation and credibility both locally and nationally as well as with the EU which could impact on consideration future funding rounds.</p>	<p>£33m of applications are currently in assessment stage either full or outline. Carry on working with applicants to develop bids and interest in future funding rounds.</p>	4	3	12
<p>Crewe High Speed Ready Heart fails to spend all the LGF due to delays with the programme</p>	<p>Loss of LGF, Funding gap for the council, reputational damage to the LEP and Council. May impact ability to secure future funding. Impacts the LEP rating</p>	<p>Council looking at options for achieving spend including making stage payments to the developer. Need to look to see if there are other project to spend the LGF on within the council.</p>	4	3	12



Project	Total project cost (£)	Total grant	Paid in 15/16	Paid in 16/17	Paid in 17/18	Paid in 18/19	Paid to date	Profiled 19/20	Profiled q1	Actual Q1	Profiled q2	Profiled q3	Profiled q4	20/21	Total	Comment
<b>LGF1/2</b>																
<b>BEIS funding Profile</b>			14,520,000	45,787,235	7,920,938	7,521,336		3,990,092						4,712,629	84,452,230	
<b>Balance c/f (defrayed by CEC)</b>			-	-	19,718,528	19,744,168		16,763,765						6,025,364		
<b>Total Balance (profile +c/f)</b>			14,520,000	45,787,235	27,639,466	27,265,504		20,753,857						10,737,993		
<b>Completed Projects</b>																
Chester Central	21,637,682	13,500,000	6,287,993	7,212,007	-	-	13,500,000	-							13,500,000	
Thornton Science Park	17,382,850	6,800,000	2,500,000	4,300,000	-	-	6,800,000	-							6,800,000	
Housing Fund Revenue (CWAC)	7,500,000	7,500,000	7,500,000				7,500,000								7,500,000	
DFT Tail majors including Crewe Green Link Road	25,747,350	4,800,000	4,800,000				4,800,000								4,800,000	
Birchwood Pinchpoint	4,986,000	2,140,000	2,140,000				2,140,000								2,140,000	
M62 J8 Junction Improvements (Omega)	11,690,000	5,000,000		2,476,986	2,523,014	-	5,000,000								5,000,000	Fully claimed
Reaseheath Agri Tech Centre	7,457,972	2,475,000	835,000	1,069,000	447,250	123,750	2,475,000								2,475,000	Fully claimed
Reaseheath Employer Focused Hub	1,889,307	674,850	41,000	412,000	188,108	33,743	674,851								674,851	Fully claimed
Reaseheath Sports Science and Performance Academy (osprey)	6,169,154	2,169,750	330,000	1,179,000	552,263	108,488	2,169,751								2,169,751	Fully claimed
Reaseheath Learning Hub and Accommodation	11,244,158	3,582,315	927,000	1,685,000	791,200	179,116	3,582,316								3,582,316	5% left to claim
Ellesmere Port and Chester Campus remodelling	3,791,198	3,198,000			955,797	2,242,203	3,198,000								3,198,000	Complete
Crewe Green Roundabout	7,500,000	3,300,000		381,480	962,527	1,955,993	3,300,000								3,300,000	updated 17.04.18
<b>Live Projects</b>																
Sydney Road Bridge	10,378,000	5,850,000		800,000	1,367,646	3,097,200	5,264,846	585,154	400,000	-	185,000				5,850,000	Updated April 19
GM & Cheshire Life Science Investment Programme	31,982,000	10,000,000	1,459,007	2,269,702	3,273,616	1,628,659	8,630,983	1,369,017	650,000	-	-	650,000	69,017	0	10,000,000	Updated May 19 to show LGF being used to pay CEC's payments including those paid by CEC in 18/19
Warrington Waterfront (Centre Park Link)	19,891,000	5,300,000		2,383,532	1,804,104	582,364	4,770,000			-	-	-		530,000	5,300,000	Updated April 19
Warrington West Station	19,694,000	6,530,000		1,900,000	3,167,429	809,571	5,877,000	653,000				653,000		-	6,530,000	Updated April 19
Ellesmere Port Central Development Zone	17,392,000	8,332,228				361,413	361,413	4,566,000	566,000	207,495	500,000	1,500,000	2,000,000	3,404,815	8,332,228	Updated may 19 to show 100% of costs being met by LGF for the yr
Poynton Relief Road	50,700,000	5,600,000				5,040,000	5,040,000							560,000	5,600,000	Updated April 19
<b>Total LGF 1/2 spend</b>	<b>277,032,670</b>	<b>96,752,143</b>	<b>26,820,000</b>	<b>26,068,707</b>	<b>16,032,952</b>	<b>16,162,500</b>	<b>85,084,158</b>	<b>7,173,171</b>	<b>1,616,000</b>	<b>207,495</b>	<b>685,000</b>	<b>2,803,000</b>	<b>2,069,017</b>	<b>4,494,815</b>	<b>96,752,145</b>	
Funding defrayed on CEC projects				19,718,528												
																12,073,850
		Indicative allocation / Profile														
<b>LGF3</b>																
<b>BEIS funding Profile</b>					10,348,178	8,494,566		4,244,678						20,192,577	61,549,115	
Crewe High Speed-ready Heart Town Centre Regeneration Programme	24,700,000	10,000,000			480,269	324,471	804,740	3,300,000	500,000	60,485	500,000	1,000,000	1,053,881	5,895,260	10,000,000	Profile from CEC updated 23.04.19 and changed to use LGF at 100% of costs + claiming CEC's contribution fom last year
Unlocking Winsford Industrial expansion Land	10,900,000	3,800,000	-	-	220,000	189,041	409,041	2,000,000	250,000	498,216	500,000	500,000	750,000	1,390,959	3,800,000	Updated April 19
Tarvin Road	5,427,000	3,663,000				285,990	285,990	600,000	50,000	51,775	50,000	100,000	400,000	2,777,010	3,663,000	Based on profile provided April 18. Awaiting reprofile
Warrington East Highways Improvements	13,355,000	6,900,000			1,510,255	2,019,877	3,530,132	3,000,000		1,540,100				369,868	6,900,000	Updated April 19
Omega Local Highways Schemes phase 1	6,465,000	4,300,000						500,000	200,000		50,000	50,000	200,000	3,800,000	4,300,000	updated 11.09.18. needs confirming by WBC
Skills	5,000,000	5,000,000						500,000				1,000,000	1,500,000	4,500,000	5,000,000	Updated May 19
Energy Innovation	4,151,070	4,151,070						1,000,000					1,000,000	3,151,070	4,151,070	Updated May 19
Joint Cheshire and Warrington Sustainable Travel Access Fund																
Burtonwood Omega Path (WBC)	1000000	500,000												500,000	500,000	CPO process underway. Profile updated Jan 19
Chester Road (WBC)	900000	600,000						200,000					200,000	400,000	600,000	seeking full approval Dec 18
TPT Upgrade (WBC)	900000	600,000												600,000	600,000	Estimated profile updated Jan 19
Wilmslow Strategic Cycle and Walking route (CEC)	1300000	500,000						100,000						400,000	500,000	Seeking full approval Sept 19
Northwest Crewe Cycling and Walking Link (CEC)	2145000	1,100,000						100,000						1,000,000	1,100,000	Seeking full approval Sept 19
A5117 Cycle Route, Ellesmere Port (CWAC)	602000	380,000						100,000					100,000	280,000	380,000	Estimated profile
Station View and Canal Towpath (CWAC)	4379000	680,000						200,000					200,000	480,000	680,000	Estimated profile
Sutton Way Boulevard, Ellesmere Port (CWAC)	1024000	640,000						200,000					200,000	440,000	640,000	Estimated profile
Macclesfield College - Chef's Whites Academy	200,000	25,000				14,427	14,427							10,573	25,000	
<b>Total LGF3 Spend</b>	<b>82,448,070</b>	<b>42,839,070</b>			2,210,524	2,833,806	5,044,330	11,800,000	1,000,000	2,150,576	1,100,000	2,650,000	5,603,881	25,994,740	42,839,070	
<b>Difference between profile and forecast spend</b>					8,137,654											
LGF total profile					18,269,116	16,015,902		8,234,770						24,905,206		
<b>Total LGF BEIS profile + CF funding</b>			14,520,000	45,787,235	37,987,644	35,760,070		24,998,535						30,930,570	146,001,345	
<b>Total LGF 1/2/3 spend</b>	<b>359,480,740</b>	<b>139,591,213</b>	<b>26,820,000</b>	<b>26,068,707</b>	<b>18,243,476</b>	<b>18,996,306</b>	<b>90,128,488</b>	<b>18,973,171</b>	<b>2,616,000</b>	<b>2,358,071</b>	<b>1,785,000</b>	<b>5,453,000</b>	<b>7,672,898</b>	<b>30,489,556</b>	<b>139,591,215</b>	
<b>Difference</b>			- 12,300,000	19,718,528	19,744,168	16,763,765		6,025,364							441,014	
<b>Major Transport Schemes</b>					90,128,488											
Poynton Relief Road	-	16,400,000												16,400,000	16,400,000	
Crewe High Growth City – Congleton Link Road	89,600,000	45,000,000		3,500,000		12,500,000	3,500,000	20,000,000						5,500,000	45,000,000	
<b>Total Retained majors</b>	<b>89,600,000</b>	<b>61,400,000</b>		3,500,000		12,500,000	3,500,000	20,000,000						21,900,000	61,400,000	
<b>Total LGF</b>	<b>449,080,740</b>	<b>200,991,213</b>	<b>26,820,000</b>	<b>29,568,707</b>	<b>18,243,476</b>	<b>31,496,306</b>	<b>93,628,488</b>	<b>38,973,171</b>						<b>52,389,556</b>	<b>200,991,215</b>	
Middlewich Bypass	60,900,000	48,057,000		1,808,000	1,306,000	875,000	3,989,000	9,744,000						21,699,000	39,421,000	updated July 19. £1.257m secured fom DFT. Project not due to complete until Nov 23. No funding will come through LEP.
A500 dualing	55,000,000	45,000,000												1,000,000		DFT given £2m development grant. May not start until 2021
<b>Total</b>	<b>115,900,000</b>	<b>416,848,213</b>		1,808,000	1,306,000	875,000	3,989,000	9,744,000						22,699,000	898,384,174	
<b>LGF Revenue</b>																
Growth Hub		287,000			287,000			287,000							574,000	
<b>Management Charge (1%)</b>		428,930			107,233	107,233		107,233						107,233	428,932	
<b>GPF</b>																
<b>Opening Balance</b>		12,100,000			12,100,000	11,425,625										
Cheshire Green Employment Park		3,200,000			1,275,000	1,925,000									3,200,000	
Glasshouse Alderley Park	26,950,000	3,872,876														
<b>Total</b>	<b>26,950,000</b>	<b>3,200,000</b>			1,275,000	1,925,000									3,200,000	
<b>LEP total spend by year</b>	<b>502,330,740</b>	<b>559,639,426</b>	<b>26,820,000</b>	<b>27,876,707</b>	<b>20,824,476</b>	<b>21,796,306</b>		<b>28,717,171</b>						<b>53,188,556</b>	<b>183,615,484</b>	

## Delivery Plan key action monitoring

Skills		Rag Rating	latest Position
1. Establish a Virtual Institute of Technology (subject to funding agreement)	Q3		Process for agreeing funding ongoing. No Major issues identified
2. Evolve the Employers' Skills and Education Board so that it takes on the additional functionalities of a Skills Advisory Panel (including Local Authority representation) that works with local training and education providers to deliver the Skills and Education Plan priorities and to ensure training and education reflects the needs of employers in Cheshire and Warrington and the wider economy	Q3		New voting members to be appointed by end of July. Initial meeting of Employers Board, taking on additional functions will be September
3. As a Digital Skills Partnership, ensure that digital skills are a key priority as the skills and education priorities of the Employers' Skills and Education Board (the Pledge network and the Virtual Institute of Technology) are delivered. Recruit a Digital Skills Co-ordinator	Q1		Digital skills coordinator appointed and will start on the 5th August. Already benefitting from national programmes being offered into C&W as a result of digital skills partnership. Working with colleges to develop C&W bid to NESTA to support digitalisation of education and training.
4. Agree priority investments to invest £5m of Skills Capital funding	Q2		Consultation complete and responses reviewed. Call to be issued by end of June.
5. Develop and implement a skills and education stakeholder engagement plan	Q3		In progress
6. Recruit Pledge Facilitators to establish and support 10 local Pledge Partnership Boards	Q4		Initial recruitment process complete.
7. The Skills and Education priorities to be reviewed and evaluated and a Future Strategy for Skills developed from it.	Q4		ongoing
<b>Strategy</b>			

1. Develop and publish the Local Industrial Strategy (LIS) for Cheshire & Warrington	Q3		Work on developing individual workstream position papers is progressing well. Engagement activity concluded. Government has indicated a target date for publication of mid Q3 (October 2019)
2. Develop and publish a delivery and investment plan for the LIS. Delivery of early projects to commence in Q3	Q4		Initial work underway in conjunction with the Director of Transport & Investment
3. Complete the development and publication of a Digital Strategy, including a Digital Infrastructure Plan	Q1 & Q3		Digital Strategy Complete. Work on developing the Digital Infrastructure Plan will start in August 2019
4. Complete the development and publication of the LEP's Science and Innovation Strategy and Delivery Plan.	Q1		Delayed. Near final draft now received and on target for publication at the end of July
5. Develop a strategic partnership with Homes England and the LAs to deliver our Housing Strategy in conjunction with the Sub Regional Leaders Board	Q4		Underway. Sub Regional Housing Board being established, supported by the LEP, to progress this work.
<b>Business Development</b>			
<b>1. Specific Outputs to be achieved by end of 2019/20:</b>			
1,350 Enquiries from individuals and businesses require support to start up and with growth (150 businesses are scale-ups with the aspiration and potential to deliver significant turnover growth over the next 3 year period of at least 50%):			Ongoing with enquires and support set to increase throughout the year Increased numbers will be engaged through redevelopment of website and implementation of ESF skills programme.
<ul style="list-style-type: none"> <li>• 450 businesses and individuals supported – low intensity support (circa 1 hour support)</li> </ul>			Ongoing with enquires and support set to increase throughout the year Increased numbers will be engaged through redevelopment of website and implementation of ESF skills programme.

<ul style="list-style-type: none"> <li>• 800 businesses – medium intensity support (Information Diagnostic and Brokerage)</li> </ul>	Q4		Ongoing with enquires and support set to increase throughout the year Increased numbers will be engaged through redevelopment of website and implementation of ESF skills programme.	
<ul style="list-style-type: none"> <li>• 100 businesses – high intensity support (Over 12 hours)</li> </ul>			Ongoing with enquires and support set to increase throughout the year Increased numbers will be engaged through redevelopment of website and implementation of ESF skills programme.	
660 Businesses being signposted and referred to a business support programme/s				Ongoing with enquires and support set to increase throughout the year Increased numbers will be engaged through redevelopment of website and implementation of ESF skills programme.
330 of the referrals made successfully progressing onto a business support programme/s				Ongoing with enquires and support set to increase throughout the year Increased numbers will be engaged through redevelopment of website and implementation of ESF skills programme.
2. Establish the Business Growth Committee to oversee the Growth & Skills Hub	Q1		Ongoing. Board interviews complete and Committee to be established in quarter 2	
3. Develop and launch a new website, alongside a refreshed LEP website	Q2		In development in conjunction with LEP website.	
4. Deliver Account Management for Foreign Owned businesses landing 6 projects during 2019/20 and trade/investment advice to 50 companies	Q4		Ongoing, figures for 18/19 have now been published and C&W on track to achieve targets.	
5. Develop a CRM system to support the day to day operation of the Growth Hub and inform the LEP's policy development work	Q1		CRM is live with and being fully utilised by Growth Hub including the pledge team. Training has been completed and some final upgrades to system are underway. Wider rollout to LEP targeted for Q2	

6. Develop an inspirational programme of events engaging 82 SMEs, with Enterprise Co-ordinators working with 40 schools and engaging 3,050 young people	Q4		Pledge team is now recruited and integrated into Growth Hub, development of programme has commenced and SMEs have started to be engaged. Enterprise Coordinators on target
7. Aggregate demand for skills and education from x businesses to ensure they receive the training their businesses need.	Q4		Virtual Institute will not commence until Q3 at earliest, work has begun with pledge team but further work required.
<b>Infrastructure</b>			
1. Work with partners to produce initial business cases for the key infrastructure projects identified in the Strategic Transport Plan to include, transport, broadband/IT and services (e.g. water and electricity)	Q3		List of key projects collated. Work to priorities schemes ongoing
2. Develop a Bus Strategy which fits in with Local Authority Transport Plans	Q2		Initial meeting held with CWAC to review their work on the Bus strategy. Likely to be complete by end of Q3.
3. Develop a strategic outline business case for re-opening Middlewich rail Line	Q1		Feasibility study complete. SOBC to be commissioned by the end of July. Expect to be complete by end of Q2.
4. 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		Working with CEC to develop draft business case which is expected to be shared with DfT by the end of July.
5. Influence Transport for the North to reflect the sub-regional priorities	ongoing		Ongoing. LEP and LAs feeding in on a regular basis and have representation of all the TfN groups.
6. Ensure continued successful delivery of projects in the LGF programme, achieving spend of at least £16 million	Q4		On track
7. Put in place a £1m investment programme to develop the region's energy infrastructure	Q2		Call issued. Applications due 16th August.
8. Ensure Growing Places Loan Fund is fully deployed to support the development of the C&W economy	ongoing		Funding is currently committed.
9. Secure an extra £20 million of Evergreen funding	Q2		Funding Secured

Enterprise Zone			
1. Develop a long-term strategy for the development of the Cheshire Science Corridor linked to the Local Industrial Strategy	Q1		Not started - due to focus on Crewe Hub EZ Business Case and LIS position papers
2. Develop a business case for the Crewe Hub EZ to support the delivery of the new HS2 station at Crewe and maximise the benefits of HS2 for the wider sub-region	Q2		Draft business case in development - expected end July
3. Develop and actively manage the investment pipeline for the Cheshire Science Corridor EZ	Q4		Discussion progressing about new investments at Birchwood Park, Hooton Park, Alderley Park and Protos
4. Invest £12.8m in 8 new schemes in the Cheshire Science Corridor EZ	Q4		Business case for £6m investment on Alderley Park going to July EZ Board
5. Attract 55 new businesses into the Cheshire Science Corridor EZ	Q4		Q1 Monitoring Return not been issued yet
6. Attract 1,200 new jobs onto the Cheshire Science Corridor EZ	Q4		Q1 Monitoring Return not been issued yet
7. Create 580,000 sq ft of new floorspace in the Cheshire Science Corridor EZ	Q4		560,000 sq ft new floorspace currently under construction
8. Leverage £72m of new public and private sector investment in the Cheshire Science Corridor EZ	Q4		Q1 Monitoring Return not been issued yet
9. Generate £1.7m in retained business rates from the Cheshire Science Corridor EZ	Q4		£1.53m forecast retained business rates in local authority NNDR1 forms
10. Support University of Chester to secure a JV partner for the development of Thornton Science Park	Q4		Consultancy team drafting prospectus and OJEU documentation to be issued in Sep 19
11. Promote the wider science corridor in conjunction with neighbouring LEPS.	Q4		Not started
12. Develop business cases for Enterprise Zones elsewhere in Cheshire and Warrington to be deployed when the opportunity arises.	Q4		Not started
Marketing and Comms			
1. Establish Marketing Cheshire Board's leading governance role on Marcomms for LEP; working in partnership with local authority partners and other sub-committees as appropriate.	Q1		Agreed

2. Develop and implement a multi-channel corporate communications and marketing plan, including delivery of campaign activity	Q1		Completed in draft. Due to go to task and finish group on the 9th July
3. Development of a place marketing and inward investment strategy (including future appearances at MIPIM) for Cheshire and Warrington	Q2		Place marketing strategy approach agreed. Components to be agreed over the summer. Inward investment strategy in early stages of development
4. Deliver a programme of events and associated communications activity to support the work of the Growth Hub, to support increased stakeholder engagement activity	Ongoing		Ongoing
5. Developing a comprehensive database of stakeholders and businesses, to support effective and increased engagement (captured and maintained within the LEP's CRM system)	Ongoing		delayed due to issues with CRM.
6. Review the LEP Brand and that of its sub-brands (Growth Hub, Science Corridor, Skills/Pledge/IoT)	Q2		Debate about exactly is required in ongoing. Going to task and finish group 9th July
7. Redevelopment of the LEP website including the site for the Growth Hub, Science Corridor and Invest in Cheshire, to support increased stakeholder and business engagement activity	Q2		brief drafted. Going to task and finish group 9th July
8. Implementation (and ongoing evaluation) of plans	Q4		ongoing
<b>Governance and Transparency</b>			
Appointment of Finance Director and incorporation of Marketing Cheshire into LEP's governance structure	Q1		Completed
Commence recruitment of a new Chair to ensure a timely handover	Q2		
Formulating membership of LEP sub-committees to enable them to take delegated financial decisions, including open recruitment of private sector members	Q1		
Establishment of:	Q1		
➤ Business Growth Committee			
➤ Inward investment Strategy Group			
Publish Annual Review	Q2		On track
Hold an Annual General Meeting	Q2		

Review and update the Local Assurance Framework	Q4		Can't be updated until national guidance is issued in new year
Establish a Junior LEP Board	Q4		