



**Cheshire and Warrington Local Enterprise Partnership  
Strategy Committee**

Friday 9<sup>th</sup> October 2020, 9:00am

[Join Microsoft Teams Meeting](#)

**Conference Call Number: 0161 250 8784**

**Conference ID: 469 231 51#**

**AGENDA**

<p><b>The agenda is divided into 2 parts. Part A is taken in the presence of the public and press. Part B items will be considered in the absence of the public and press for the reasons indicated on the agenda and in the report</b></p>	
<p><b>PART A – PUBLIC ITEMS</b></p>	
1.	<p><b>Welcome, introductions and apologies</b></p> <p><i>The Chairman will open the meeting and welcome attendees to the meeting of the Strategy Committee (Current apologies – None)</i></p>
2.	<p><b>Declarations of Interest</b></p> <p><i>To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.</i></p>
3.	<p><b>Minutes of Strategy Committee Meeting held Friday 7<sup>th</sup> August 2020</b></p> <p><i>To approve the minutes of the meeting held on 7<sup>th</sup> August 2020 and to consider any matters arising (<b>Paper AI 3</b>)</i></p>
4.	<p><b>Public Speaking Time / Open Session</b></p> <p><i>A period of 15 minutes has been allocated for members of the public to address the meeting on any matter relevant to the work of the body in question. Individual members of the public may speak for up to 5 minutes but the Chairman or person presiding will decide how the period of time allocated for public speaking will be apportioned where there are a number of speakers.</i></p>
5.	<p><b>Recovery and Growth Plan</b></p> <p><i>To discuss the work programme associated in delivering the priorities identified in the recent Comprehensive Spending Review submission and the longer term Recovery and Growth Plan to deliver the new sub regional vision to make Cheshire and Warrington the UK's Healthiest, Most Sustainable, Inclusive and Fast-Growing Economy (<b>Paper AI 5</b>)</i></p>



<b>6.</b>	<b>Strategy Work Programme</b>  <i>To note the written update on the Strategy Work programme including the updated Delivery Plan (Paper AI 6 and 6a)</i>
<b>PART B – NON-PUBLIC ITEMS</b>	
<b>7.</b>	<b>Part B – non-Public Items</b>  <b>There are no items to consider under Part B of the Agenda</b>
<b>8.</b>	<b>Any Other Business</b>  <i>To consider any items of other appropriate business including relevant Government Announcements</i>
<b>9.</b>	<b>Date, Time, Venue of next meeting</b>  Friday 4 <sup>th</sup> December 2020, 9:00am, Room 1.4 Wyvern House, Winsford (subject to current meeting restrictions being lifted).

**Meeting Schedule for 2021 (all at 9:00am – 11:00am)**

- Friday 12<sup>th</sup> February 2020
- Friday 9<sup>th</sup> April 2020
- Friday 11<sup>th</sup> June 2020
- Friday 13<sup>th</sup> August 2020 (if required)
- Friday 8<sup>th</sup> October 2020
- Friday 10<sup>th</sup> December 2020



**LEP Strategy Committee  
MINUTES (DRAFT)**

Meeting Held: Friday 7<sup>th</sup> August 2020  
Via Microsoft Teams

**Present:**

Robert Mee (Chair)  
Graeme Bristow  
Andy Hulme

Nicola Dunbar  
John Downes

Robert Davis  
Catherine Walker

**Apologies:**

Philip Cox  
Charlie Seward

Peter Skates

Steve Park

**Attending:**

Rob Mason (ION Developments)\*  
Steve Parry (ION Developments)\*  
Brad Pomfret (Cheshire Football Centre Ltd)\*  
Steve Merridew (BDP Architects)\*

\*To AI 3a only

Jim Rouquette (Natural Capital Solutions)\*\*

Teresa Fenn (RPA)\*\*

Joe Morris (Morris Resource Economics)\*\*

\*\* To Item 3b only

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**Agenda Item 1: Welcome, Introductions & Apologies**

The Chair welcomed members to the meeting.

Apologies were received from Philip Cox, Charlie Seward (represented by Catherine Walker), Peter Skates, and Steve Park.

**Agenda Item 2: Declarations of Interest**

There were no Declarations of Interest.

**Agenda Item 3a: Presentation – Centre of Excellence for Football, Winsford**

The Chair welcomed Rob Mason and Steve Parry of Ion Developments, plus Brad Pomfret of Cheshire Football Centre Ltd and Steve Merridew of BDP to the meeting.

Rob and Steve gave a short presentation setting out the proposals to develop a nationally significant Football Centre of Excellence at the Knights Grange complex in Winsford. The project, which aims to start on site in 2021, would provide a home for Women's Elite Football, offer training facilities for visiting international and Premiership football teams and offer an extensive community sports hub. The development proposals also include the provision of a 4-star hotel and conference centre.

Sustainability (the project is aiming to be net-zero in operation) and the provision of employment and training opportunities for local people are core principles of the development.

Proposals for the scheme are well developed, with a planning application programmed for submission by the end of 2020. Presently there remains a funding gap but the team remain confident that the overall proposition will be sufficiently attractive when taken to potential funding partners, that this will be overcome.

The Committee expressed its thanks to the team for the presentation (copy of slides attached with the minutes), and members were very supportive of the objectives and outcomes that the project could help deliver. There was agreement that the project aligns well with the LEP strategic objectives on Quality of Place and also improved health and well-being. It was suggested that a further conversation be arranged with the LEP to explore further how the LEP might be able to support the project.

***ACTION: LEP to arrange a further conversation with ION and Cheshire West and Chester to discuss the project.***

### **Agenda Item 3b Presentation – Natural Capital Audit and Investment Plan**

The Chair welcomed Jim Rouquette (Natural Capital Solutions), Teresa Fenn (Risk and Policy Analysts) and Jim Morris (Morris Resource Economics ) to the meeting.

Jim and Teresa gave a short presentation on the first phase of work that has been undertaken to develop a Natural Capital Audit and Investment Plan for the sub-region (slides attached to the minutes for information). Developing a Natural Capital 'baseline' is an important step in understanding the economic value of the natural environment and so informing policy on how to invest to improve the environment to support activities like flood alleviation, carbon sequestration and improved air quality.

Work to date has mapped the land use habitats in Cheshire and Warrington down to a very fine detail. This shows that the majority habitat in the area is 'improved and amenity grassland'. Less than 5% of the sub-region is classed as 'built up'.

Knowing the land use and habitat typology allows the consultants to calculate a baseline value for the ecosystem service.

A review has also been carried out to understand the current policy landscape nationally and locally to establish how this supports (or runs against) ambitions to improve the environment. The work has been summarised in an interim report.

***ACTION: Andy Hulme to circulate the interim report to Strategy Committee members, for information***

The next phase of work involves development of the investment plan and identification of priority areas for improvement. This will be tested at a stakeholder workshop in September.

The Committee welcomed the content of the presentation. Robert Davis highlighted the importance of linking this work in with that of the proposed Sustainability Commission and suggested that it would be beneficial for one of the team to possibly join the Commission.

Graeme Bristow queried whether there were examples of areas that have developed and utilised this sort of information in a really good way. It was indicated that many areas are still to undertake this kind of assessment and that there was an opportunity for Cheshire and Warrington to be an exemplar nationally.

#### **Agenda Item 4: Minutes of Previous Meeting and Matters Arising**

The Committee approved the Minutes of the meeting held on Friday 12<sup>th</sup> June 2020. All actions were completed. There were no matters arising.

#### **Agenda Item 5: Public Speaking Time**

No members of the meeting were present at the meeting.

#### **Agenda Item 6: Covid-19 Restart and Recovery Activity**

The contents of the report were noted.

Andy Hulme highlighted the proposed approach to the development of the plan for recovery and growth and the key messages that the plan would convey. Feedback was sought on the proposed structure of the plan, noting that it had been flagged that specific reference is needed to the economy in rural areas.

The plan will link to the opportunities and priorities identified during preparation of the Local Industrial Strategy for the sub-region and will also highlight how recovery activity could align to and support the national priorities set out in the Comprehensive Spending Review. It will also identify some more specific short-term activity and investments that could accelerate recovery and create jobs. It was noted that the sub-regional investment pipeline is being reviewed to support this work.

Current programme for the plan would see a draft developed by the end of August in order to support a series of virtual stakeholder roundtables arranged for early September, with a revised version then available to coincide with the LEP AGM at the end of September.

#### **Agenda Item 7: Strategy Update**

The contents of the report were noted.

Andy Hulme updated on the status of the Strategy work programme and Delivery Plan. No activities are currently flagged as red (high risk) and progress overall remains good.

It was confirmed that the output report from the Stage 1 Industrial Decarbonisation Roadmap project was nearing completion and would be circulated once available. The Stage 2 bid has been submitted,

boosted by the addition of a number of key industrial partners including Scottish Power Energy Networks and Engie.

The Interim report from the Digital Infrastructure Plan was noted. Graeme Bristow asked that consideration be given to wider digital system requirements beyond just the fibre and mobile data provision.

***ACTION: Industrial Decarbonisation Roadmap Stage 1 report to be circulated.***

## **Part B Agenda Items (Non-Public Items)**

### **Agenda Item 8 – Non-Public Items.**

There were no items for discussion under this agenda item.

### **Agenda Item 9 – any Other Business**

The government has announced plans for major reforms to the planning process. John Downes suggested that a summary paper prepared by Andy Farrall be shared with the members of the Strategy Committee.

The details of the Comprehensive Spending Review priorities were announced at the end of July. These include a focus on research and innovation and investing to support recovery after Covid-19. Responses to the CSR proposals need to be submitted by 24<sup>th</sup> September.

Two projects in the sub-region have received confirmation of government funding. A joint Strength in Places Fund bid led by Liverpool School of Tropical Medicine (LSTM) and the Anti-Microbial Research Centre at Alderley Park has received £18.6m to support a five-year project to create eight specialist research platforms for infectious diseases therapeutics.

Secondly, Urenco has received over £10m to support development of its U-Battery Small Modular Reactor.

Government has launched its Research and Development Roadmap which sets out the UK's vision and ambition for science, research and innovation. <https://www.gov.uk/government/publications/uk-research-and-development-roadmap>

### **Agenda Item 10 – Date and Time of Next Meeting**

Next meeting: Friday 8<sup>th</sup> October 2020, 9:00am, location TBC



## LEP STRATEGY COMMITTEE – AGENDA ITEM 5

Subject: Recovery & Growth Plan  
Author: Andy Hulme  
Sponsor: Philip Cox  
Meeting date: Friday 9<sup>th</sup> October 2020

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### Purpose

To seek feedback on and input to the delivery plan component of the draft recovery and growth plan.

### Recommendations

The Strategy Committee is asked to

- a) Note the content of the report
- b) Consider the consolidated draft delivery plan and discuss options for prioritising interventions for the medium – long term and the implications for the Strategy work programme.

### Discussion

1. Strategy Committee members will be familiar with the work the LEP is leading on to develop a clear plan for post-Covid Recover and Growth. The plan aims to build on the ‘response and restart’ activity undertaken since March and to deliver demonstrable progress over the next three years in regaining employment and economic growth lost as a result of the response to the pandemic.
2. The draft plan is still in development. A six month-plan for delivery was shared in August and a range of short – medium term activity through to 2023-24 identified as part of the process of developing our Comprehensive Spending Review submission in September. In addition, a review has been carried out to extract those elements of the draft Local Industrial Strategy that remain relevant as part of the medium – long term growth plan through to 2030. This information has been collated into a single consolidated delivery plan which is attached as **Appendix A**.
3. Whilst priorities in the next sixth months are fairly clear, there is flexibility in how medium-long term activity is programmed and prioritised. Given the limited staffing and resource within the LEP a collaborative approach to delivery will be essential and **the Strategy Committee is asked to the draft plan, discussion options for prioritising interventions in the medium – long term and consider the implications for the Strategy work programme.**

CONSOLIDATED DELIVERY PLAN									
Updated 06/10/2020	Action	Owner / Lead Organisation	Comment	Delivery Target (S/M/L)*	Alignmen t to Vision	LIS	Short Term Delivery Plan	CSR Submission	
Business Recovery & Growth	Promote LEP business grants via Growth Hub and Marketing Cheshire - Develop process for allocating initial £500k of LEP support grants for business; launch and promote the scheme		Initial programme oversubscribed. Further tranche of funding secured with input from government and being released and allocated in phases	S	I, S, G		✓		
Business Recovery & Growth	Establish and launch framework and programme for sector recovery and preparation plans - Developing details for working with businesses and business representative organisations across our key sectors (including key enabling sectors) to create high level of action to support recovery, growth and also prepare for the UK's new trading arrangements post-Transition period. Links to Peer-2-Peer support programme		Peer-2-Peer support being commissioned during October. Could involve work with sector representative organisations (e.g. Northern Automotive Alliance, Chemicals North West, Make UK, BioNow) and businesses in our key and supporting sectors to develop practical plans for how they will continue to recover post-Covid-19, growth and also prepare for the new trading relationships with the world post-31st December 2020.	S	S, I, G		✓		
Business Recovery & Growth	Support and input to LEP Network EZ Extension proposals			S	G		✓	✓	
Business Recovery & Growth	Developing plan for engaging and supporting business to prepare for the end of the EU Exit Transition period on 31st December 2020.			S	G		✓		
Business Recovery & Growth	Finalise Freeports proposition (joint with LCR / GM) - Discussions initially to identify appetite for joint proposal anchored around the Port of Liverpool but incorporating a number of manufacturing-related sites in C&W, principally along the Manchester Ship Canal.		Initial scoping conversations underway, also engaging Lancashire LEP (Port of Heysham) and Peel Ports	S	G		✓		
Business Recovery & Growth	Develop an action plan for the Retail, Hospitality and Visitor Economy  - Development of a new Destination Management Plan for Cheshire and Warrington including responding to government calls for proposals on Tourism Action Zones  - Framework for support hospitality and tourism businesses throughout the autumn and winter with destination campaigns integrated into national activity delivered by Visitbritain  - Collaboration with BIDs and town centres across Cheshire and Warrington to further support high street reopening and high street place development as part of Town Deal proposals			S/M	H, S, I, G		✓		
Business Recovery & Growth	Commissioning a local version of the Liverpool City Region pilot programme to raise understanding of Industry 4.0 amongst SMEs, utilising remaining ERDF funding		ERDF-supported Cheshire and Warrington 4.0 programme awaiting final approvals from MHCLG	S/M	G	✓			
Business Recovery & Growth	Working more closely with the Chambers of Commerce and Department for International Trade to help firms take advantage of global trade opportunities		Funding secured from DIT to develop a Cheshire and Warrington Export Strategy. Work to be commissioned for completion by March 2021.	S/M	G	✓	✓	✓	
Business Recovery & Growth	Agree proposals with DIT and GM for a Life Sciences HPO centred on Alderley Park / GM Health Cluster			M	H, G		✓		



CONSOLIDATED DELIVERY PLAN									
Updated 06/10/2020	Action	Owner / Lead Organisation	Comment	Delivery Target (S/M/L)*	Alignmen t to Vision	LIS	Short Term Delivery Plan	CSR Submission	
Business Recovery & Growth	Launch of an enhanced account management programme for high growth companies		Enhanced account management programme for an identified cohort of higher growth businesses focussed on key sectors. Will include peer-2-peer support and link to the sector recovery and	M	S, G	✓	✓		
Business Recovery & Growth	Encouraging and supporting continuous improvement in performance through adoption of new technologies and processes, through programmes such as Made Smarter and Be the Business			M	G	✓			
Business Recovery & Growth	Working with businesses in the Finance and Business Services sector to explore how it can reach its full potential, improving productivity to match levels of our best performing clusters and putting technology and skills at the heart of future growth			M	G	✓			
Business Recovery & Growth	Supporting new businesses to start and grow, and increase the number of fast-growing SMEs, especially those with high growth potential			M	G	✓			✓
Business Recovery & Growth	Identifying ways of improving on current levels of micro-financing and equity funding in the area			M	G	✓			
Energy & Clean Growth	Reinforce the area as a centre of excellence in design, engineering and consultancy services to the nuclear industry and work with partners, other LEP areas and government to boost the strength and depth of the nuclear supply chain in the UK, as set out in the Nuclear Sector Deal		Commitment to work with the nuclear sector locally and regionally to take forward the supply chain programme contained in the Nuclear Sector Deal and also develop proposals for a Nuclear Technology Catalyst in Birchwood	S/M	S, G	✓	✓		✓
Energy & Clean Growth	Be at the forefront in decarbonising the north's economy, using its expertise in power, fuels and energy systems to develop a net zero carbon industrial cluster by 2040 and prepare the wider economy for the switch to new forms of low and zero carbon power generation, distribution and storage		To be focus of the new Sustainable and Inclusive Growth Commission	M/L	S	✓	✓		✓
Energy & Clean Growth	Demonstrate local leadership in responding to the Clean Growth Grand Challenge and work with partners to develop a roadmap to achieving net zero greenhouse gas emissions no later than 2050 and minimise the negative impacts of climate change on residents and business		To be focus of the new Sustainable and Inclusive Growth Commission	M/L	S, I	✓			✓
Energy & Clean Growth	Support the early adoption of new forms of low and zero carbon heat and power, such as hydrogen and small and micro modular reactors (SMRs)		LEP is providing funding for the E-Port Smart Energy Blueprint  Ongoing work with Liverpool City Region, NWEAB North West Hydrogen Alliance to champion the Hynet project to progress development of a hydrogen-economy	M	S	✓	✓		✓

CONSOLIDATED DELIVERY PLAN									
Updated 06/10/2020	Action	Owner / Lead Organisation	Comment	Delivery Target (S/M/L)*	Alignmen t to Vision	LIS	Short Term Delivery Plan	CSR Submission	
Infrastructure	Produce a costed, prioritised investment plan covering a range of projects which can tackle congestion, improve connectivity, decarbonise our economy and boost productivity. This includes working with government, Department for Transport and Transport for the North, as appropriate, to maximise the economic and productivity benefits of planned and proposed high speed rail investment (High Speed 2 and Northern		Investment pipeline was included with the CSR submission. Still some work to do on prioritisation.  Business case also submitted to MHCLG, DfT and Treasury for the High Speed Growth Corridor.	S	I, G	✓	✓	✓	
Infrastructure	Develop locally a Digital Infrastructure Plan, to set out the infrastructure and technological solutions needed to ensure all parts of the sub-region have access to reliable, fast broadband and mobile services, including 5G, in particular responding to the challenges that are in rural areas		Draft digital infrastructure plan has been produced - final version expected by December 2020  Opportunities highlighted within the plan for collaboration with both Liverpool City Region and North Wales Economic Ambition Board on digital infrastructure projects	S/M	S, I, G	✓	✓	✓	
Infrastructure	Work with local partners to develop relevant business cases for key infrastructure priorities as identified in this Local Industrial Strategy		LEP has so far allocated [check] in excess of £800k to support development of business cases for priority infrastructure projects	M	G	✓	✓	✓	
Infrastructure	Identify and progress a range of sustainable transport initiatives, working with key local stakeholders to encourage cycling and walking and better connecting people with employment opportunities. This will include the development of a buses strategy and the business case for the Warrington First and Last Mile project and Local Cycling and Walking Infrastructure Plans across the sub-region		Sustainable transport projects included in the Investment Pipeline and highlighted in the CSR submission.  Sustainable transport will be one of the areas covered by the Sustainable and Inclusive Growth	M	H, S, I, G	✓	✓	✓	
Infrastructure	Work with local partners to ensure that utilities networks are resilient and can cater for future growth and changes in demand, especially as the area transitions to a net zero carbon economy			M/L	S, G	✓			
Innovation	Working with lead manufacturers to support the ongoing shift to more intelligent, automated means of production. This includes boosting supply chain capacity and performance with an initial focus on the automotive sector, and increasing the use of Artificial Intelligence in research and development		LEP remains a beneficiary of the Made Smarter Pilot.  ERDF-supported Cheshire and Warrington 4.0 programme awaiting final approvals from MHCLG	M/L	G	✓			
Place	Developing a bespoke Trade and Investment Strategy for Cheshire and Warrington, with support from government, including how to provide the best support for International Trade advice and key account management			S/M	G	✓	✓	✓	
Place	Commissioning a Natural Capital Audit to identify the best places to invest to enhance and improve the area's unique environment to support productivity growth		Audit work commissioned and interim report received. Final report and investment plan due for completion in draft by end-December 2020	S/M	H, S, I, G	✓	✓	✓	
Place	Seeking to ensure that the right homes are built in the right places to meet current and future need		Strategic relationship being developed with Homes England and a number of Housing Pathfinder projects identified.  Sub Regional Housing Board has been established to provide strategic oversight and direction to this	M/L	S, I, G	✓		✓	

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Updated 06/10/2020	Action	Owner / Lead Organisation	Comment	Delivery Target (S/M/L)*	Alignmen t to Vision	LIS	Short Term Delivery Plan	CSR Submission	
Place	Recognising the need and the benefits of rebalancing our town centres to respond to the changing nature of retail		LEP has supported the work undertaken by Warrington and Cheshire East on Stronger Towns proposals for Warrington and Crewe	M/L	S, I, G	✓	✓	✓	
Place	Raising awareness of the benefits of Cheshire and Warrington as a location to live, work, invest and study		Work progressing on a Place Marketing Strategy for the sub-region. First phase due for launch December 2020 - builds on work undertaken with Regeneris and UpThereEverywhere to develop a place identity and marketing strategy for Cheshire and Warrington. Clarify any further work that needs to be commissioned and proposals for further stakeholder engagement in 2021 ahead of launching strategy.	M/L	H, S, I, G	✓	✓		
Place	Preparing a local cultural strategy to maximise the impact of arts culture, heritage and leisure resources			M/L	H, I, G	✓	✓		
Place	Working with neighbouring Local Enterprise Partnerships, Welsh local authorities, Welsh Government and Wales Office to ensure that maximum added value is achieved through shared cross border strategic priorities and programmes		Continued engagement through the Mersey Dee Alliance.  LEP has also worked with Welsh Government on Coronavirus response especially in supporting workers on both sides of the border at risk of redundancy from Airbus	M/L	H, S, I, G	✓	✓	✓	
Science & Innovation	Strengthening the life sciences ecosystem in the sub-region, including innovative medicines manufacturing capabilities, working with industry, government and academia to reinforce Cheshire and Warrington as one of the best locations in the world for medicines discovery, formulation and manufacturing as set out in the Life Sciences Sector Deal. This will include exploring options for expanding and strengthening the offer of the Medicines Discovery Catapult at Alderley Park;		Funding secured through the Getting Building Fund for further expansion of capability at the Medicines Discovery Catapult  Engaged with Liverpool City Region, Liverpool School of Tropical Medicine and Anti-Microbial Resistance Centre to support delivery of the LSTM-led Strength in Places Fund project	S/M	H	✓	✓	✓	
Science & Innovation	Supporting the ongoing development of the Cheshire Science Corridor including the life science cluster at Alderley Park;		Working on proposals with Alderley Park Ltd for a Life Sciences Roundtable event  Ongoing development of the Cheshire Science Corridor including finalisation and deployment of a £30 million loan facility with our local authority partners	S/M	H, G	✓	✓	✓	
Science & Innovation	Working with partner LEPs to develop a successor to the £31 million Greater Manchester and Cheshire Life Sciences Fund to continued growth in the industry;		Discussions progressing. Ask included in the CSR submission for £10m funding to support Lep contribution to overall £50m fund.	S/M	H, G	✓	✓	✓	
Science & Innovation	Expanding work through its Growth Hub and sector representative organisations and consider how better to support life sciences SMEs face the challenges of scaling up, making best use of existing funding mechanisms			M	H, G	✓			

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Science & Innovation	Working with industry, local government, health providers and academia to further identify opportunities to contribute towards the Ageing Society Grand Challenge.			M/L	H, I	✓			
Science & Innovation	Stepping up work with the chemical sector to support the development of and investment in the re-use and remanufacture of raw materials and products to build the circular economy, working with the chemicals sector to re-shore activity and build new product bases, with advisory support from government			M/L	S, G	✓			
Science & Innovation	Encourage and support new innovative start-ups, spin-outs and scale-ups to form and grow through improved levels of knowledge transfer and accelerating rates of commercialisation of good research			M/L	G	✓			
Science & Innovation	Working with partners to grow our Higher Education research base and strengthen connections to industry to improve levels of knowledge transfer and help accelerate commercialisation		Initial conversations held with Universities of Liverpool and Manchester on opportunities to work with C&W and to improve links between the universities and C&W businesses	M/L	G	✓			
Science & Innovation	Exploiting cluster and sector development innovation programmes			M/L	G	✓			
Science & Innovation	Build on key strengths to develop, test and implement new ideas and solutions to the Grand Challenges, by mapping our R&D and innovation landscape with a particular focus on the Clean Growth and Ageing Society Grand Challenges			M/L	S, H, G	✓			
Science & Innovation	Continue to support its industries to shift from closed to open-innovations ecosystems, diversifying the research and development base. Join up our key physical science and technology assets across the Cheshire Science Corridor to encourage and facilitate cross-sector and multi-disciplinary research and innovation			L	G	✓			
Skills & Employment	Supporting workers through the Accelerate Programme to develop their skills so that they can progress in work and thrive in a changing workplace. We will also connect employers to schools and voluntary organisations through The Pledge programme so that they can inform and inspire young people about the career opportunities available to them;		Accelerate programme has officially launched, with University of Chester as lead and Accountable Body.  Pledge programme is up and running. CSR submission contained ask for funding to mainstream	S/M	I, G	✓	✓	✓	
Skills & Employment	LEP to lead on establishing a multi-agency Workforce Recovery Group. The Group will be tasked with developing a programme of support for workers impacted either through furlough or redundancy. This will include identifying potential gaps in provision.		<b>Complete</b>	S	H, S, I, G		✓		
Skills & Employment	Set up access to Coursera Learning Platform - Sign sub-region up to initial six-month offer of free training for recently made redundant / furloughed workers		<b>Complete</b>	S	I		✓		
Skills & Employment	Confirm programme and operational requirements for minimum five online jobs fairs in conjunction with JCP plus programme of events led by the Pledge to support young people in career and education choices		Programme devised and being rolled out.	S	I		✓		

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Skills & Employment	Promote the Accelerate training scheme for business - Marketing and comms plan to be produced and signed off and start of associated marketing and comms activity			S	I, G	✓	✓		
Skills & Employment	Launch 'September Promise' for Year 13 students in Chester and Ellesmere Port - Local programme part-funded by the Westminster Foundation. Activity led by Youth Federation and supported by the Pledge.			S	I		✓		
Skills & Employment	Identify potential short term growth / job opportunities - Work with Local Authorities to identify companies in the existing business base that are looking to expand / bring forwards investment plans, with a view to stimulating job creation.			S	I, G		✓		
Skills & Employment	Seize the opportunity to further equip its workforce with the skills they need for a digital and STEM workplace, through the locally funded 'Accelerate' project and the Digital Skills Partnership. Through the locally funded Pledge Network Programme we will aim to inspire and inform people, especially the young, about the new technologies and careers opportunities they choose to follow		Accelerate programme has officially launched, with University of Chester as lead and Accountable Body.  Pledge programme is up and running. CSR submission contained ask for funding to mainstream the service	S/M	I	✓	✓	✓	
Skills & Employment	Work through the employer-led Skills and Education Board to extend the use of local labour market data and intelligence to identify new and emerging skills and education priorities		LEP has worked with FE colleges on procuring licences for the Emsi system which provides comprehensive labour market analytics. <b>Check</b> - funding secured from DfE for 2021-22 for further labour market intelligence work.	S/M	I	✓	✓	✓	
Skills & Employment	Support residents and workers to learn and gain new skills to allow them to progress in work. This will also include activities to support those residents with complex needs to return to the workforce			S/M	I	✓	✓		
Skills & Employment	Continue to support people to be well in work and beyond, both physically and mentally			M/L	I	✓			
Skills & Employment	Cheshire and Warrington also aims to set its own locally-led 'mission' that will look to bring about a positive change in the perceptions of older age, and in particular older workers			L	H, I	✓			
Sustainable & Inclusive	Establish and launch sub-regional Sustainable & Inclusive Growth Commission		Launched September 2020; membership being finalised with a view to an initial meeting by end-October 2020	S	H, S, I, G		✓	✓	
Sustainable & Inclusive	Make a submission in response to the CSR 2020 including a case for the High Speed Growth Corridor		<b>Complete</b> (submitted 24/9/20)	S	H, S, I, G		✓	✓	
Sustainable & Inclusive	Develop proposals for how ESIF could be re-purposed to support recovery - Opportunity to request DWP to issue a number of further calls for projects to utilise remaining ESF funding. Review how this could be done in a way which is aligned to Covid recovery and scope out potential programmes for consideration		LEP currently in discussion with MHCLG and DWP to shape further calls	S	H, S, I, G		✓		

CONSOLIDATED DELIVERY PLAN									
Updated 06/10/2020	Action	Owner / Lead Organisation	Comment	Delivery Target (S/M/L)*	Alignmen t to Vision	LIS	Short Term Delivery Plan	CSR Submission	
Sustainable & Inclusive	Establish options in response to Recovery and Devolution White Paper - White Paper and supporting consultation on Recovery and Devolution is expected to be published in the early autumn (date still tbc). LEP to support and engage in discussions at a sub-regional level to establish options in terms of response. To be scoped following further discussion with SRMB / SRLB		Some suggestion that publication of this paper may be delayed into the new year.	S/M	H, S, I, G		✓		
Sustainable & Inclusive	Work with Net Zero NW and NP11 on responses to Energy White Paper			S	S, I, G				
<b>NOTES</b>									
<b>Delivery Target</b>	<b>S = Short Term - 0 - 6 months (to March 2021)</b>								
	<b>M = Medium Term - 6 - 30 months (to March 2023)</b>								
	<b>L = Long Term - 30 months+</b>								



## LEP STRATEGY COMMITTEE – AGENDA ITEM 6

Subject: Strategy Work Programme Progress report

Author: Andy Hulme

Sponsor: Philip Cox

Meeting date: Friday 9<sup>th</sup> October 2020

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### Purpose

To update the Strategy Committee on progress with the Strategy Work Programme including an update to the Strategy Programme Delivery Plan.

### Recommendations

The Strategy Committee is asked to

- a) Note the content of the report
- b) Discuss progress against the Delivery Plan.
- c) Discuss the potential opportunities for collaborative working with neighbouring areas on digital infrastructure and Freeports.

### Discussion

#### *Delivery Plan*

1. The updated Delivery Plan is attached for discussion as **Appendix A**. The Strategy Committee is asked to note progress against target and consider potential corrective action against those areas highlighted Amber. A number of items have now been marked as completed. No actions are currently rated as high risk (red) although the ongoing uncertainty around UK Shared Prosperity Fund remains problematic with no clarity as yet on when details will be released.

#### *Quarter 2 Activity*

#### **Decarbonisation Roadmap**

2. As previously reported the LEP committed up to £10k plus a limited amount of staff time to support the development an Industrial Cluster Decarbonisation Plan focussed on the Mersey Basin area. The activity, led by Peel Land and Property and supported by the five north west LEPs, North West Business Leadership Team, the Cheshire Energy Hub and the North West Local Energy Hub reached a conclusion on 22<sup>nd</sup> July with the submission of an application for funding to stage 2 of the programme.
3. The LEP and its project partners are still waiting to hear formally whether the Stage 2 bid to Innovate UK has been successful. The final application was for grant of up to £364,000 towards total project costs of £616,000.
4. The LEP has agreed to take responsibility for production of the final report and business case. Assuming the bid is successful, this work will be undertaken by consultants, to be appointed in



2021 following a competitive tendering exercise, with a budget of up to £100k. This activity will be cash flowed by the LEP but reclaimed from Innovate at 100% grant rate.

### **Digital Infrastructure Plan**

5. The draft Final report for the Digital Infrastructure Plan has been received from the consultant team (FarrPoint and Hatch Regeneris) and is currently being reviewed by officers. It is expected that the final report will be published in late-October.
6. The work has highlighted a number of potential priorities for investment which are currently being costed up (at a high level) by the team. These focus on: -
  - Enabling Gigabit Capable infrastructure across the LEP sub-region, with particular focus on delivery to priority areas, through leveraging commercial and government investment programmes;
  - Extended 4G rollout and the encouragement and promotion of the role of next generation mobile technology within the LEP sub-region, including 5G trials, investigating innovative solutions and use cases, through partnership working (e.g. North Wales Connected Corridor, 5G and IoT);
  - Driving adoption of digital connectivity by increasing participation/skills and take-up of services making sure people (citizens and businesses) have the right skills required to realise the benefits and opportunities of enhanced digital connectivity.
7. In accounting for digital programmes under consideration, development or delivery in neighbouring areas, the consultant team has highlighted two specific potential opportunities for the Cheshire and Warrington to collaborate.
8. Firstly, the Welsh Government and North Wales Economic Ambition Board are exploring opportunities for developing a 5G digital corridor along the length of the A55 with the potential to extend this along the M56 through Cheshire and Warrington.
9. The other opportunity is a potential extension into Ellesmere Port of Liverpool City Region's current 'Dig Once' programme for broadband ducting and backhaul network.

### **Natural Capital Audit / Natural Capital Plan**

10. Work on the development of the Natural Capital Audit baseline and Investment Plan is progressing well. The majority of the baseline data has now been collected (some delays were experienced in obtaining some of the required GIS datasets) and a workshop has been arranged for the 5<sup>th</sup> November to talk stakeholders through the baseline and initial proposals around priorities for investment.
11. It is expected that the final report and investment plan will be ready for consideration in draft form at the December meeting of the Strategy Committee.

### **Freeports**





12. Government's formal response to its recent consultation on proposals to establish up to ten Freeports across the UK is still to be published.
13. The LEP has been exploring the potential for joint work with Liverpool City Region, Greater Manchester and the private sector to develop a north west Freeport proposition, in anticipation of a possible call for proposals later in the year. No formal commitments have been made at this stage and the view from different parts of the wider region on Freeports is mixed.
14. In considering such a proposal, the LEP would be looking for opportunities to protect and expand some of the area's key manufacturing capability, particularly in sectors that are highly dependant upon the import of materials and components which are then combined and re-exported as finished products.
15. Working with neighbouring areas reflects the reality that key international points of entry (the Port of Liverpool, Liverpool and Manchester Airports) sit outside of the sub-region, whilst Cheshire and Warrington potentially has greater capacity to support manufacturing expansion.

**CHESHIRE AND WARRINGTON LEP  
STRATEGIC ECONOMIC PLAN CONSOLIDATED DELIVERY PLAN**

Updated: 30/09/2020

Strategy	Item	Target Date	Current Status	Action Owner	Rating
<b>Transport</b>	We will work with partners to ensure our road network contributes to the improved economic performance and growth in Cheshire and Warrington. This will include through the following:				RAG
	Working with Highways England to develop schemes that facilitate growth and address key constraints on the Strategic Road Network	On-going	C&W sub-region input into Road Investment Strategy 2 (RIS2) via Transport for the North working group. Highways England invited to attend Transport Advisory Group and Local Transport Body meetings. M6 smart motorway scheme junction 16 to 19 completed. M6 smart motorway junction 21a to 26 delayed due to need to complete M62 smart motorway scheme first. M53 smart motorway scheme being reviewed.	Roy Newton	A →
	Working with Local Authorities and TfN to define and enhance a Major Road Network	On-going	Major Road Network has been defined. C&W sub-region continuing to engage via TfN highways working group	Roy Newton	G →
	Working with the three local authorities to prioritise Local Highway Measures that provide access to key strategic development sites, enhance town centre access and address congestion.	On-going	C&W LEP has allocated £1,200,000 over three years towards the development of business cases/studies for infrastructure to support the Local Industrial Strategy. C&W LEP has worked with the 3 Cheshire Authorities to identify priority schemes for business case development to be reported to Strategy Committee for consideration of financial contribution. 2019/2020 budget has been fully allocated and the first allocations from the 2020/21 budget were approved at the February Strategy Committee	Roy Newton	G →

We will work with the rail industry to maximise the potential for rail to contribute to economic development and performance, including in relation to freight movements. This will include capitalising on the unique opportunities for rail afforded by the arrival of HS2 at Crewe Hub and development of the Northern Powerhouse Rail Network

On-going

Work continuing on Crewe Hub. Government has accepted the concept of 5-7 HS2 trains per hour calling at Crewe and Network Rail has designed a track and signalling layout to accommodate these plus provide capacity for future enhanced regional services into Crewe. Work on-going to identify potential funding sources including a possible Enterprise Zone to deliver an enhanced station.

Roy Newton

A  
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We will collaborate with the bus industry in order to improve bus services that support access to employment, education and services. We will work with partners to ensure the bus network supports and is integrated with growth

~~Q3  
2019-20~~  
Q3 2020-21

The LEP has worked with regional and sub-regional partners to identify rail enhancement aspirations and is currently working with Network Rail to identify a practical sequencing of these aspirations  
C&W LEP is currently working with the local authorities and bus companies to develop a draft bus strategy. This work will also include engaging with Merseytravel and Transport for Greater Manchester.

Roy Newton

A  
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A workshop was held with bus operators in December 2019 to identify key issues. Timing for delivery likely to be impacted by emerging national bus strategy. Timescale revised to end of Q3 2020-21

**Energy & Clean Growth**

Support for local implementation of the Nuclear Sector Deal which sets out a secure long-term future for the nuclear industry locally and in the wider area. This will also include identifying potential programmes to support SMEs to enter the nuclear supply chain.

Ongoing

The LEP has been working with NAMRC, Cumbria LEP and LEPs in the SW & SE of England to develop a business case for a nuclear sector supply chain programme, as proposed in the Nuclear Sector Deal. The revised business case has been partially accepted by BEIS. Conversations with other areas including the South West and Cumbria have been held in the last two weeks to consider a 'cluster' response to the expected Energy White Paper to emphasise the importance of place in nuclear. Opportunities for nuclear including taking forward the supply chain programme have been included in the LEP's submission to CSR2020

Andy Hulme

A  
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Agenda Item 6a

The LEP will provide a ‘critical friend’ role to existing industry forums and encourage greater cooperation and joint working between these groups to develop a strong, consistent narrative on the expertise and potential for the Cheshire and Warrington energy sector to help Government address the challenge of Affordable Energy and Clean Growth. This narrative will also highlight the opportunities and benefits of collaboration across boundaries and borders on key energy projects

Ongoing

The LEP has been engaging with the Cheshire Energy Hub in the development of its high level messaging and also to a degree with the North West Nuclear Forum based at Birchwood. Officers have also been heavily involved in the development of an industry-supported cross border Energy and Clean Growth prospectus which was originally scheduled for publication in September 2019 but will now be launched at the MDA Board once the Coronavirus situation has eased. LEP has to date contributed £30k towards development of the Strategic Outline Business Case, as part of a wider Innovate UK-funded project (E-Port Smart Energy). Further funding has been secured for an Industrial Decarbonisation Roadmap and the Innovation District is a central feature in the LIS. The LEP has awarded the project £718k from the Low Carbon Energy Innovation Fund to support development of the next phase of the project.

Andy Hulme

G  
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Support to develop the concept of the Cheshire Energy Innovation District. This includes developing phased proposals for early intervention for energy-intensive industries in Ellesmere Port.

Q2  
2020-21

LEP officers have been actively engaging with Liverpool City Region (via Halton Council) as well as industry (North West Hydrogen Alliance and North West Business Leadership Team) to promote the opportunity for hydrogen as part of the wider energy mix and as a key component in the work to develop a low / zero carbon industrial cluster. This includes collaboration on a bid to Innovate UK to develop a cluster decarbonisation plan for the region which places hydrogen at the heart of the technological solution.

Andy Hulme

G  
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Working with colleagues in Liverpool City Region and Greater Manchester LEPs to support development of industry-led proposals for utilisation and distribution of hydrogen as an alternative fuel for industrial and domestic use

Q2  
2020-21

District Heating Networks will be eligible for the LEP's Low Carbon Energy Innovation Fund. The LEP has also supported the work of the North West Local Energy Hub which has been working to support local authorities and others on a number of heat network projects across Cheshire and Warrington in the last year.

Andy Hulme

G  
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Support for the development of proposals for district heat networks, including the potential for geothermal heating linked to the Crewe Masterplan. It will also work with local authority partners and house builders to promote district heating networks in new housing schemes and look at other opportunities to tackle fuel poverty as part of our inclusive growth agenda

Q4  
2020-21

Initial thinking undertaken as part of the development of the LIS. This includes the potential for developing a Nuclear Technology Catalyst at Birchwood - a proposal that has been included in the LEP CSR submission

Andy Hulme

G  
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The LEP will look to increase its engagement with key national energy innovation assets including the Energy Systems Catapult, Nuclear Advanced Manufacturing Research Centre and the Advanced Propulsion Centre. We will also explore with Government opportunities to establish further centres of energy-related excellence within Cheshire and Warrington.

Q4  
2020-21

Andy Hulme

G  
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	The LEP will engage key partners to evaluate options for developing an Electric Vehicle charging point network, centred initially on the Cheshire Science Corridor. Where feasible and viable, projects developed using LEP funds will be expected to achieve an above average level of energy efficiency and sustainability	Q4 2020-21	Initial conversations held with SP Energy Networks about the roll out of their Zero Carbon Communities initiative to Cheshire and Warrington	Andy Hulme	G →
Quality of Place	During 2019 we will work with partners to develop proposals for creation of a programme to enhance our cultural and leisure offer, including sporting activities and promotion of active lifestyles, and examine potential sources of funding to deliver	<del>Q2</del> 2019-20 Q2 2020-21	LEP has been supporting Marketing Cheshire and other partners on their 'Cultural Destinations' project (part-funded by Arts Council England). The project is examining existing audiences and market potential for cultural and leisure activities to drive economic growth. Development of the brief has been paused due to the Coronavirus situation and the disproportionate impact this has had on the cultural and leisure sector. Conversations now being picked up again with the Chief Exec of Marketing Cheshire.	Andy Hulme / <del>Mark Livesey</del> Joe Manning	A ↘
	During 2019/20 the LEP will, in collaboration with the Cheshire and Warrington Local Nature Partnership, review the implications of the Government's new 25-year Environment Plan for the sub-region. This will include developing proposals by September 2019 for establishing a Natural Capital Plan for the sub-region	<del>Q3</del> 2019-20 Q4 2020-21	Underway. Working with Mersey Forest and LA partners (plus Local Nature Partnership) proposals for a Natural Capital Audit to be finalised by Q2-Q3, 2019-20 for procurement Q3-Q4, 2019-20	Andy Hulme	A ↗
	Procurement completed and consultants now appointed. Initial findings were presented to Strategy Committee in August 2020 and project now expected to conclude at the end of December 2020.				
Housing	Identifying a clear portfolio of investment opportunities where there is scale and scope for growth (i.e. the Crewe proposition and Warrington town centre) and being clear about what role the private sector can play	Q2 2020-21	Draft sub regional investment pipeline has been completed and was reviewed and supported by the Sub Regional Housing Board at its meeting in February 2020	Andy Farrall	G →
	Acting as a local 'signpost' for government development finance for housing to increase take-up and its application to the type of products and places that we recognise to be important	Q2 2020-21	Work underway between the LEP and Local Authorities to develop mechanisms for raising the profile for housing opportunities and associated support programmes for developers	Andy Farrall	G →
	Considering whether there are opportunities to create new vehicles focusing on housing or to adapt and expand the role of others within these areas to lever-in private (and public) sector funding.	TBC	This work will be directed by the new Sub Regional Housing Board - timescales to be agreed	Andy Farrall	G →

Science and Innovation

Supporting ongoing development of the Cheshire Science Corridor including marketing and investment propositions and an investment plan for the Science Corridor EZ	Q4 2019-20	Updating of the Marketing and Investment propositions is behind schedule, pending the wider LEP place marketing exercise currently underway. £28m investment pipeline covering 13 projects is in place.	John Adlen	G →
Linked to the development of a Local Industrial Strategy, develop a finer-grain understanding of our business base, sectoral strengths within science and innovation and the opportunities for smart specialisation	<del>Q3</del> <del>2019-20</del> Delayed to Q2 2020-21	Initial conversations have taken place in respect of Life Sciences. Other sectors to be reviewed and agreed. Advised January 2020 that Transport for the North is commissioning work into northern innovation systems to support the refresh of the Independent Economic Review.	Andy Hulme / John Adlen	G ↘
Understand the opportunities for collaboration and cooperation with other parts of the UK and internationally linked to our specific areas of strength	<del>Q4</del> <del>2019-20</del> Delayed to Q2 2020-21	Engagement with TfN's consultants on the NIER refresh. Some level of understanding has been developed through the LEP's involvement in a number of Science and Innovation Audits and with the northern LEP's Innovation Group. The Local Industrial Strategy process is seen as a potential vehicle for supporting closer collaboration between LEPs on science and innovation and an initial workshop to this end was held in Leeds on June 2019.	Andy Hulme	G ↘
Engaging and shaping the Made Smarter NW Pilot to support SMEs to innovate through adoption of digital practices and processes including securing appropriate sector-level engagement in the mentoring process for SMEs	Ongoing	Work is progressing on development of a Pan-Northern (NP11) innovation work programme which will also seek to secure ring-fenced funding from BEIS / Innovate to support innovation activity in the Northern Powerhouse LEP was fully engaged with the development of the Business Case and launch of the NW Made Smarter Pilot (launched January 2019). This is being actively promoted through the Growth Hub and as of August 2020 149 Cheshire and Warrington companies have engaged with the programme, with 13 having projects developed and signed off (potentially creating 116 new and upskilled jobs and two student placements).	Andy Devaney	G →
Consider how to replace current ESIF for innovation post-2020 including influencing the shape and priorities for the UK Shared Prosperity Fund	Q4 2019-20	Still unclear when the HMG consultation on UK Shared Prosperity Fund will be launched.	TBC	A ↘

**Digital**

The LEP will commission support to develop a Digital Infrastructure Plan, which will, by July 2020, set out the current digital infrastructure position for the sub-region, consider the digital infrastructure needs to support a “£50 billion economy”, create smart and connected places and at the steps required to maximise digital connectivity to support economic growth. The LEP will undertake a study by July 2020 to explore how UK Shared Prosperity Fund can be used to continue the legacy of European Structural Funds in the creation of innovation centres and hubs to support development of the creative and digital community within Cheshire and Warrington

~~Q2~~  
2019-20  
Q4  
2020

Growth Directors held a workshop on 5th December to scope out requirements in developing a digital infrastructure plan. Consultants have been selected to undertake development of the DIP. Work is underway - update / intro presentation was provided to June meeting of Strategy Committee. Draft report now received from the consultant team and final report expected October 2020.

Roy Newton /  
Andy Hulme

Q2  
2020-21

Still unclear when the HMG consultation on UK Shared Prosperity Fund will be launched.

