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**CHESHIRE AND WARRINGTON  
LOCAL ENTERPRISE PARTNERSHIP  
ANNUAL REVIEW 2019–2020**

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## FOREWORD

### BUILDING A BETTER FUTURE FOR CHESHIRE AND WARRINGTON

Cheshire and Warrington is a great place to live, work, study and relax. It is also a brilliant place to start, scale and internationalise a business and has so many of the attributes that businesses seek when looking for great places to locate. I was therefore honoured and delighted to have been appointed the Chair of the Cheshire and Warrington Local Enterprise Partnership, formally taking up this prestigious and important role on April 1st 2020. I don't think I could have taken over at a more challenging time.

I should start by paying tribute to Christine Gaskell, my predecessor. She served as Chair for nine years and amongst many other achievements, was instrumental in bringing several hundred million pounds of investment into the area, establishing the Cheshire Science Corridor Enterprise Zone and creating a LEP that is widely acknowledged as one of the best in the country. Thank you, Christine.

Christine also built a strong and committed Board, and I am delighted to have the opportunity to work with Board colleagues from across a wide range of sectors, multi-nationals and SMEs, voluntary sector and public sector from across the whole of Cheshire and Warrington.

Philip Cox, the LEP CEO has successfully steered the LEP through the past 12 months and the team should be proud of what it has achieved in unprecedented times. As well as continuing to deliver our major capital programme, investing another £25m across the sub-region in 2019/20, and successfully bidding for a further £15.5m to invest in Chester, Alderley Park and Warrington, the LEP established itself as a key part of

the sub-region's response to Covid-19. The Growth and Skills Hub became a key conduit of help and advice to businesses, with tens of thousands of visits to its website and providing person to person advice to 1000 companies; the LEP's on-line job fairs have been attended by 16,000 people so far; and £2m of LEP funding has been directed to providing free training for unemployed people and direct support for businesses in the hospitality and other sectors.

Cheshire and Warrington has, for many years, been one of the fastest growing economies in the country, and this means that we stand a better chance than many other places of successfully navigating our way through the current crisis. But the challenges are still huge. Coronavirus is surging again, with the restrictions announced by the Government in mid-September likely to be in place for at least six months. Unemployment in Cheshire and Warrington doubled as soon as the lockdown in March took effect, and 130,000 people were furloughed. This is a quarter of our workforce, with the risk that a significant number will become unemployed as furloughing support unwinds. At the same time we face the end of the Brexit transition period and climate change, the challenge of our generation. With Cheshire West ranking amongst the top four carbon emitters in the country this is a challenge we can't duck.

All this means that the LEP, and its partners from across the public, private and third sectors will have to work ever harder to support and enable the businesses in our region to succeed. So, I am delighted that along with the leaders of our three local authorities, we have

united to offer a vision of a better post-Covid-19 future for those who live and work in Cheshire and Warrington as the healthiest, most sustainable, most inclusive and fastest growing part of the country. As part of our commitment to this, we have also announced that we are establishing a Sustainable and Inclusive Growth Commission and over the next two years, the Commission will catalyse, advise and challenge us on the steps we need to take to realise this vision.

I am also delighted that the LEP has formed an Engagement Board, a group of young people under the age of 27, appointed to help ensure that as we work to deliver a better future for Cheshire and Warrington we do so in a way that is right not just for today but for the next generation as well.

I am very confident that our region will rise to the challenges that we face today. Our strong and diverse economy is one of the most productive in the country and includes manufacturers of the strength of Bentley and Vauxhall; major life science companies like AstraZeneca and Recipharm; major retail finance centres, such as the headquarters of M&S Bank and the credit card operations of Lloyds Bank; the global Innovation Centre of Barclays Bank; and the UK's largest outlet shopping centre at Cheshire Oaks. These corporate strengths are matched by a skilled and talented workforce, with more people qualified to degree level than the national average; a great place to live, offering fantastic towns, villages and countryside; and some of the most visited and well known attractions in the UK such as Chester Zoo, Tatton Park and the Jodrell Bank World Heritage Site.

The new HS2 railway line offers us a once in a generation opportunity to further strengthen the Cheshire and Warrington economy, and to ensure that economic growth benefits everyone in the sub-region. We have submitted ambitious plans to the Government for a HS2 Growth Corridor that has the potential to deliver 6m sq ft of new office space, 9,000 new jobs and in excess of £280m of investment. We have similar plans to build on our world-leading expertise in life sciences and clean energy, and in the skills of our people. Our submission to the Chancellor's Comprehensive Spending Review identifies a programme of investment of around £100m per year over the next four years that will put Cheshire and Warrington and the UK at the forefront of the world's fight against both climate change and disease, and ensure that everyone in our sub-region has access to the training they need as we emerge into a post-Covid-19 world.

The next few months, maybe the few years, will not be easy, but I am confident that with these assets, we can emerge from this crisis and into a better future together.

**Clare Hayward MBE, DL**  
Chair, Cheshire And Warrington  
Local Enterprise Partnership

# CHESHIRE AND WARRINGTON TIMELINE

Christine Gaskell CBE served as Chair for 9 years and made significant progress in growing the Cheshire and Warrington economy.



## 2013

**OMEGA NORTH, WARRINGTON  
£3M INVESTMENT**

For development, from the Growing Places Fund

**GROWING PLACES FUND  
SECURED £12.1M FUNDING**

The first round was awarded in 2011/12. Further funding was announced in 12/13 bringing the total awarded to £12.164m of capital and £995k of revenue.



## 2014

**FIRST ROUND OF LOCAL  
GROWTH FUND SECURED**



## 2015

**LAUNCH OF  
LIFE SCIENCES FUND**

Launch of the £31m Greater Manchester and Cheshire Life Science Fund



## 2016

**CHESHIRE SCIENCE CORRIDOR  
ENTERPRISE ZONE ESTABLISHED**



## 2017

**SKILLS AND EDUCATION  
PROGRAMME ESTABLISHED  
CHESTER BUS INTERCHANGE  
OPENED**

## 2018

**GROWTH AND SKILLS HUB  
JOINS THE LEP**



## 2019

**THE LEP AND MARKETING  
CHESHIRE FORMALLY MERGE**

## 2020

# CHIEF EXECUTIVE'S REVIEW

It's beyond doubt that the impact of the global Covid-19 Pandemic places a very different context on our review on the twelve months to the end of March. While 2019/20 was a year of significant change, politically and economically we will be judged by future generations on our response to the extraordinary challenges that Covid-19 has brought to bear on every organisation and individual.

The LEP, like so many other organisations, had to rapidly adapt its operating model to provide the immediate help that businesses required as revenue dried up and many were forced to temporarily close. Our immediate response was led by the Growth and Skills Hub, which worked incredibly hard to provide comprehensive guidance and support to just about every business in Cheshire and Warrington. This included providing details of the myriad schemes, funding and business support packages offered by the Treasury, alongside telephone and video conference consultations to help businesses in need of practical advice at this challenging and unprecedented time. Within the first week of lock-down, the Growth and Skills Hub provided 1:1 support to 334 businesses.

As the crisis developed other parts of the LEP rapidly adjusted their offers. Marketing Cheshire stepped in to help businesses in the retail, visitor and hospitality sectors to prepare for re-opening and to think about how their operating models needed to change to respond to the new reality. The Pledge and Accelerate teams adapted their packages to very successfully provide support with training and job search for newly unemployed people, including a series of virtual careers and job fairs, each of which have attracted several thousand participants.

The LEP has also been working hard with colleagues in our local authorities to map out a path, post-Covid-19, to a healthier, more sustainable more inclusive fast growing economy.

The starting point for that plan is the Local Industrial Strategy (LIS) which was finalised during 2019/20. The development of the LIS was evidence-led with extensive collection and analysis of a range of economic data. The insights drawn from the data show that the Cheshire and Warrington economy remains strong, but that there are potential challenges to be addressed in achieving our long-term economic objectives.

The LIS aims to deliver sustainable economic growth and in doing so creating a more productive, resilient and inclusive economy. The evidence, and our

engagement with business, identified some significant opportunities to build on. Cheshire and Warrington has core 'super strengths' in energy and clean growth, life sciences, manufacturing, logistics and distribution and finance and business services. Overall, our workforce is one of the best qualified in the country and our business environment is strong. None of these fundamentals have changed as a consequence of Covid-19.

Nevertheless, in addition to the immediate challenges created by Covid-19, such as much higher unemployment than Cheshire and Warrington has traditionally enjoyed, the LIS identified other challenges if the sub-region is to maintain its position as one of the best performing economies in the UK:

- Parts of our economy were found to not be as productive as similar sectors in other parts of the UK;
- A significant proportion (around one fifth) of our workforce are low paid, earning less than the 'real' living wage;
- Many of our younger people are not as well qualified as their peers in other areas; and
- The composition of our manufacturing base and relatively poor public transport provision means we have much work to do to achieve the shift to a zero-carbon economy.

The LIS set out a plan for how we will capitalise on our strengths whilst addressing the challenges identified above and now forms the core of our medium term Covid-19 recovery plan.

There can be no doubt that Covid-19 has significantly accelerated the trend towards greater use of digital in all aspects of our lives. It was a trend that the LEP had already recognised, resulting in the publication in summer 2019 of our Digital Strategy. The Strategy sets out the LEP's vision of how digital will underpin and enable so much of how business operates and how

we live, work and learn in the future. Having the right digital skills to make the most of this technology will be essential as will having the right fixed and mobile digital infrastructure. To make sure we quickly progress our ambitions, the LEP has commissioned consultants to help us develop a Digital Infrastructure Plan for Cheshire and Warrington which is being finalised as I write.

When the LEP published its Quality of Place Strategy in 2019 one of the principal actions highlighted was the need to develop a detailed understanding of our natural capital (i.e. our natural assets including geology, soil, air, water and all living things). This is ever more pressing in the more sustainable post-Covid-19 world that we want to create. Work has started, supported by a number of partners including the Local Nature Partnership, to undertake a Natural Capital Audit for Cheshire and Warrington. As part of this an initial investment programme will be developed setting out the opportunities to invest in environmental and landscape management projects to improve the overall quality of our natural capital and mitigate some of the impacts of climate change.

None of the things that the LEP achieved during 2019/20, and most especially over the past few months as our communities and our economy has been ravaged by Covid-19, would have been possible without the hard work and commitment of all my colleagues across the LEP. As we navigate the months ahead it's clear that the qualities of adaptability and resilience that they have shown will come to the fore again, alongside their ability to collaborate and grasp new opportunities. I am sure I speak for the whole of the LEP Board in saying how grateful I am to each and every one of them.

Finally, I would like to pay tribute to Christine Gaskell CBE DL who stood down as our Chair on 31 March after nine years of dedicated commitment to the LEP.

Her leadership and knowledge were highly valued; and her contribution to economic development in Cheshire and Warrington has been huge. She put the sub-region on the economic map, securing £500m of

investment, Enterprise Zone status for the Cheshire Science Corridor, established Crewe as a key station on HS2, chaired the national LEP Network, was deputy chair of the NP11 group of Northern Powerhouse LEPS, and continues to serve on the Government's Industrial Strategy Council, chaired by Andy Haldane, Chief Economist at the Bank of England.

I am also delighted to welcome our new Chair, Clare Hayward MBE DL, a passionate, committed, and entrepreneurial leader whose input will be incredibly valuable to our organisation as we deliver our goal of ensuring Cheshire and Warrington is the healthiest most inclusive, most sustainable and fast-growing economy in England.



*Philip Cox*

**Philip Cox**  
Chief Executive  
Cheshire and Warrington Local  
Enterprise Partnership

# FINANCE DIRECTOR'S REPORT

## THE LEP COMPANY ACCOUNTS

The LEP income for the year 2019/20 amounted to £3.3m. After expenditure, the operational surplus for the year amounted to £26,242 (2019: £20,599) which has been transferred to reserves. The total reserves for the LEP amount to £296,000, and is kept under review by the Finance and Audit Committee.

Income comprises funds receivable from Government and Local Authorities to develop local strategy and policy, management fees to determine and administer the investment of Government Growth funds held outside the legal boundary of the LEP and funds received under dedicated grant agreements, which are focussed on business support, skills development or cementing the talent pipeline between employers and educational institutions. Core funding contributions from Central Government and Local Authorities have remained static for several years but have from time to time been supplemented by additional "one off" payments. Local Authority subscriptions are part funded from business rates retained from the Enterprise Zone and retained business rates are also used to fund a range of economic development activities and projects.

## ENTERPRISE ACCOUNTS

In reviewing the year, it is important to consider both the finances held within the organisation and the investment funds held beyond the legal boundary of the LEP yet managed by the LEP. Over the course of the year, the LEP has directly managed the investment of almost £39m. Notable within that is approximately £27m of Local Growth Fund invested, including some payments carried over from 2018/19, which brings the LEP cumulative spending to £102m.

Growth in LEP income and expenditure, which totalled £3.3m last year, has been achieved by building on the developments that have been taking place over the previous two years. The Growth and Skills Hub funding for Business Support received additional tranches of funding, primarily to assist with Brexit preparations, and the LEP successfully received grant awards for the Skills Advisory Panel and Digital Skills Partnership. Towards the end of the year, the LEP joined forces with the University of Chester becoming a delivery partner for the Accelerate training programme for digital skills. Finally, the LEP hosts the Northern Powerhouse 11 programme staff and funds.

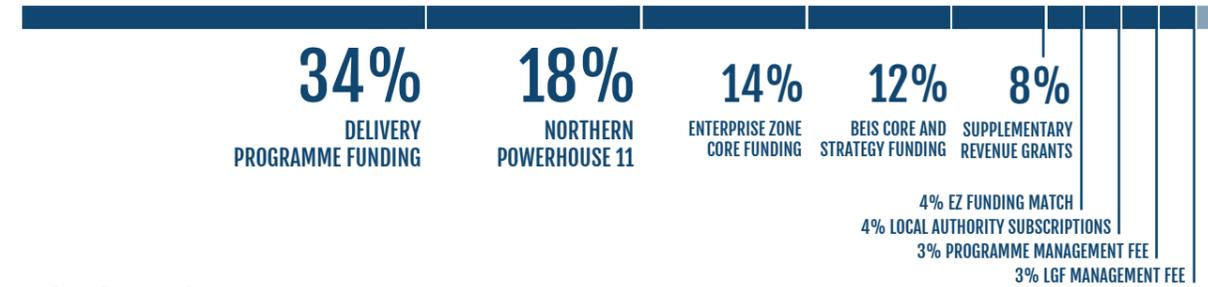
Within the year the LEP made a significant, and what proved very timely, investment to upgrade its Information Systems which enabled staff to almost seamlessly move to remote working arrangements once lockdown measures were imposed in response to Covid-19.

The LEP financial position remains solid and with income from a range of current and new sources expected in 2020 and beyond, for the foreseeable future.

In 2020/21, the final year of LGF investment, a further £25m is expected to be spent and is already largely contracted. The LEP has also been working with its' three local authority partners to secure loan facilities amounting to £30m for investments in the Enterprise Zones, to be repaid from the retained business rates thus generated. Whilst discussions have been continuing, some of the early investments have been temporarily funded from Growing Places capital, and these will be repaid once the loan facilities are finalised, in 2020/21.

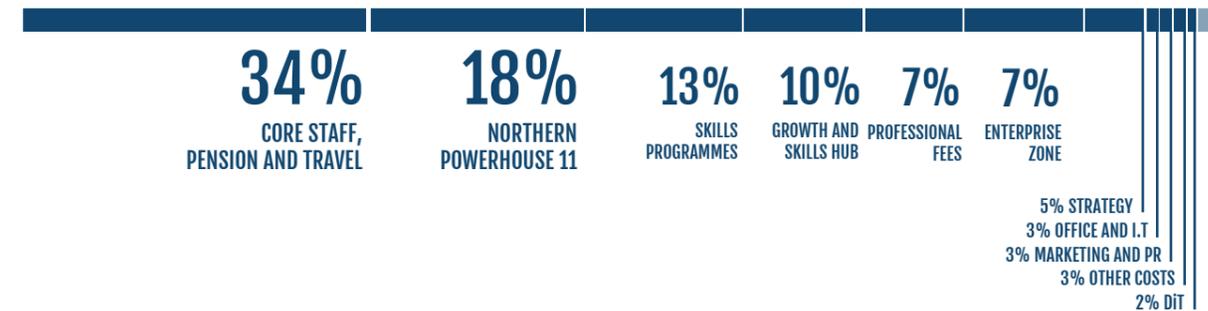
## £3.3M

INCOME 2019-2020



## £3.3M

EXPENDITURE 2019-2020



## COMMITMENT TO TRANSPARENCY

The LEP is committed to the highest standards of probity and transparency with respect to the decisions it reaches for the investment of public funds, limited by respecting confidentiality only when absolutely required. Our aim is always open processes with multi-stakeholder involvement, which invite public participation, and with several opportunities for scrutiny both within and beyond the organisation.

# A YEAR IN REVIEW

2019-2020

2020



**Q1**

**ENERGY FUND LAUNCHED**

£4.1m Energy Fund launched to bring forward innovations in clean growth.



**Q2**

**ELLESMERE PORT ONE PUBLIC ESTATE**

Planning Permission was granted for Ellesmere Port One Public Estate which will see £8.3m of LGF invested alongside £10m of Cheshire West and Chester money to help regenerate the town centre.



**Q3**

**SYDNEY ROAD BRIDGE COMPLETED**

Sydney Road Bridge in Crewe. This £10m project installed a new bridge across the West Coast Mainline.



**WARRINGTON WEST STATION COMPLETED**

Warrington West Station opens increasing connectivity with Liverpool and Manchester and reducing congestion by providing a viable alternative to over 7000 employees at Omega.



**Q4**

**ENTERPRISE ZONE INVESTMENT**

£11.2m invested into 5 new schemes and infrastructure in the Enterprise Zone.

**THE PLEDGE**

The Cheshire and Warrington Pledge Partnership – as of March 2020, 60 of our 61 Cheshire and Warrington schools and colleges are now working with a local businessperson who is advising the senior management team in each school on how to develop their careers and enterprise plans and build their employer networks.

**STEM SKILLS INVESTMENT**

Over £4.5m was allocated to skills projects which are primarily aimed at improving STEM skills for students and employees in local businesses. More than 2300 businesses are expected to be engaged and in excess of 52,000 students are expected to benefit from the projects.



**PANDEMIC RESPONSE**

LEP takes key role in COVID-19 pandemic response, ramping up business support and planning for recovery.

# 27,300

Claims to the Self Employment Income Support Scheme

# 69%

increase in Universal Credit claimants between March – May 2020

# 60%

of businesses in the UK experiencing a fall in turnover due to Covid-19

# 109,300

employees furloughed through the Job Retention Scheme

# £187.3M

Coronavirus grants paid out to 14,738 businesses

# 27%

year-on-year drop in job vacancy postings

# £1.75M

paid out in discretionary grants

# 1000+

businesses engaged by our Growth and Skills Hub

# 60%

of businesses surveyed in Cheshire & Warrington had temporarily paused operations

# 100,000+

employed in five most 'at risk' sectors

# 1,400

16+ year olds 'at risk of' not progressing to post-16 education

# 10,000

18-year olds 'at risk' of not securing a job or apprenticeship this summer

## BUILDING A BETTER FUTURE

### COVID-19 RESPONSE, RESTART AND RECOVERY

We may not know the true scale of the impact on the Cheshire and Warrington economy for some time, but drawing from national and regional data, local survey data and local authority data sources we can begin to get some insights.

The LEP played a key role in the sub-regional response to the pandemic, developing and delivering business support, whilst building a shorter-term restart plan. Work continues on the development of a recovery and growth plan for Cheshire and Warrington that will focus on creating jobs through sector growth.

While our town centres and high streets have been particularly hard hit, with lockdown resulting in the closure of all but essential shops, and an acceleration of the shift to online retailing. The cultural sector and visitor economy also face hardship with the prospect of three 'winter' seasons back-to-back (i.e. missing out on profitable summer season in 2020).

Our local response has been swift and well-coordinated. First and foremost, actions to keep people safe, led by the area's Emergency Resilience Forum.

Economically, a three-phase approach has been adopted – respond | restart | recover – led by a multi-agency cell including the LEP, local authorities, government, business, unions and the community and voluntary sector. This response aims to strike a balance between short term response and a more strategic medium-long term plan.

The easing of the lockdown rules in August and the launch of the Government's 'Eat Out to Help Out' scheme; had a positive impact on trading in the hospitality sector.

Significantly, we were very pleased to have been awarded £15.5m as part of the government's Getting Building Fund to be invested into three key infrastructure projects that can drive economic growth.

The funding will unlock 'shovel-ready' schemes in Cheshire East, Cheshire West and Chester, and Warrington which, as set out in the Prime Minister's 'New Deal' programme for Britain, can deliver jobs, skills, and infrastructure for the region.

The beneficiaries include a new Validation Centre of Excellence at Alderley Park in Cheshire East. The Centre will focus on innovative diagnostics, biomarkers and complex medicines and develop the UK's onshore diagnostic capability at the site.

The investment will deliver a new Category 3 biosafety facility and a national biobank for testing of new diagnostics, biomarkers, and therapeutics for highly infectious pathogens, including respiratory viruses such as Covid-19.

The £70m Northgate scheme in Cheshire West and Chester will also be backed by the Getting Building Fund through £5m invested to create the Chester Drainage Tunnel. This will help to cover the additional costs associated with providing sufficient capacity within Chester's drainage system to allow development on a number of other key sites and enable the project to be completed by November 2021.

In Warrington, the creation of an all-electric Bus Fleet Depot on land owned by Warrington Council is to be backed by the Getting Building Fund. The contribution will go towards the extra costs of making the depot suitable for an all-electric bus fleet and would be powered by electricity generated by the Warrington Borough Council's investments in solar farms, thereby maximizing its low carbon credentials.

The depot is a key component in supporting the town's sustainable growth by encouraging attractive alternatives to the car as well as halting the decline in bus patronage which Cheshire and Warrington has experienced over the last few years.

# TRANSPORT AND INVESTMENT

## CREATING THE RIGHT CONDITIONS FOR GROWTH

A key focus of 2019 was to work with the three local authorities to identify priorities and develop schemes which would deliver elements of the agreed transport strategy. We also worked closely with them and other stakeholders to identify wider non-transport investment priorities.

We continued to engage with Transport for the North to ensure that they reflected and supported the priorities of the sub-region. We also continued our dialogue with government and the rail industry on HS2 and Crewe Hub to ensure that the region maximises the benefits of HS2. This included development of a growth corridor concept to potentially accelerate development in the southern part of the sub-region.

The LEP worked closely with the local authorities to identify priority studies and projects for developing. The LEP allocated £787,500 towards the following projects in order to develop a robust pipeline of schemes so that they would be in a position to bid for government funding as and when it becomes available:

<b>£240,000</b>	contribution to the Crewe Hub Access Package Business Case development
<b>£75,000</b>	contribution to the Winnington Hill /Bridge Corridor Study
<b>£75,000</b>	contribution to the Warrington Last Mile – Town Centre Masterplan
<b>£50,000</b>	contribution to the Crewe Hub Access Package Business Case development (additional to the £75,000 allocated in July)
<b>£65,000</b>	contribution to the Chester City Gateway Masterplan Incorporating Hoole Bridge Feasibility Study
<b>£60,000</b>	to Local Cycling and Walking Infrastructure Plan – corridor studies in Warrington Borough
<b>£80,000</b>	contribution to the Ellesmere Port Industrial Area: Development and Investment Framework
<b>£70,000</b>	contribution to the development of a Warrington Bus Strategy
<b>£12,500</b>	for a land study of the Vauxhall site in Ellesmere Port
<b>£60,000</b>	for development of a sub-regional bus strategy

## LOOKING FORWARD INVESTING IN OUR FUTURE 2020/2021 PLANS

- Further developing the pipeline of infrastructure schemes to support the emerging priorities of the Local Industrial Strategy (LIS). To support this the LEP allocated £400,000 per annum over the three years to support the development of scheme business cases.
- Continuing engagement with HS2, Crewe Hub and Northern Powerhouse Rail - to ensure we significantly improve sub-regional connectivity, maximise the benefits of HS2/ NPR and minimise environmental impacts.
- Developing a more detailed bus strategy to identify how we can collectively improve the quality, frequency and usage of buses to and from key locations around the sub-region.
- Developing a digital infrastructure plan to identify infrastructure priorities to support Building Back Better.

The following schemes were progressed during 2019:

- ▲ Progressing pending construction
- Construction commenced
- Completed



# INVESTMENT AND FUNDING

## INVESTING IN A STRONGER FUTURE FOR CHESHIRE & WARRINGTON

The Local Growth Fund programme continued to make excellent progress during the year. The programme finished the year with 99% of the £127m fully contracted to projects and £102m spent as the LEP moves into the final year of the programme.

During the year the LEP spent £25.1m of LGF on projects with match funding of over £60m. Notable projects completed during the year included:

### WARRINGTON WEST STATION

Opened in December, with two trains an hour to and from Liverpool and Manchester stopping at the station providing great connectivity into and out of the region and especially supporting the employment opportunities at the Omega site in Warrington, which now employs more than 7000 people.

### SYDNEY ROAD BRIDGE, CREWE

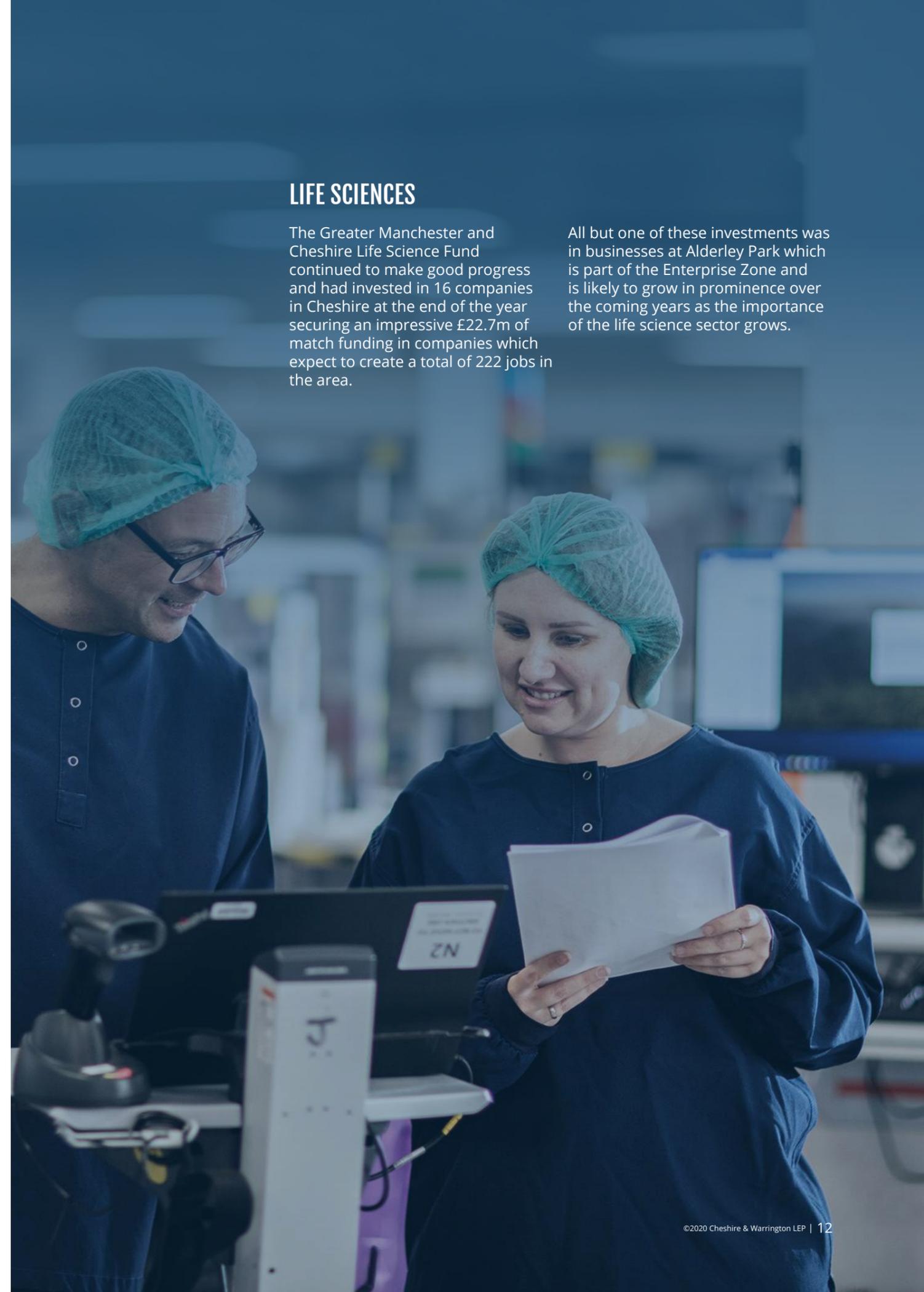
This £10m project installed a new bridge across the West Coast Mainline, for the first time allowing two-way vehicle access which has improved traffic flow and capacity in the area and includes a pedestrian path.



## LIFE SCIENCES

The Greater Manchester and Cheshire Life Science Fund continued to make good progress and had invested in 16 companies in Cheshire at the end of the year securing an impressive £22.7m of match funding in companies which expect to create a total of 222 jobs in the area.

All but one of these investments was in businesses at Alderley Park which is part of the Enterprise Zone and is likely to grow in prominence over the coming years as the importance of the life science sector grows.



## LOOKING FORWARD INVESTING IN OUR FUTURE 2020/2021 PLANS

- Spend £25m of LGF, fully spending all the remaining programme funding
- Ellesmere Port One Public Estate project starts on site
- Network of sustainable transport schemes complete
- Congleton Link Road due to complete
- Centre Park Link opens

## CREATING THE RIGHT CONDITIONS FOR GROWTH

Clean Growth is a priority for our sub-region, with £4m allocated to support innovative energy projects. These include:

- Storengy in conjunction with Cheshire East Council will produce hydrogen using Solar Energy to be used by the council's two waste collection vehicles.
- EA Technology in conjunction with Scottish Power Energy Networks (SPEN) are installing monitors in more than 700 sub stations so that energy use can be maximised without the need for extra infrastructure
- Blue Orchid have been awarded funding to carry out energy audits in businesses and offer grants to purchase equipment that will reduce energy consumption and create savings.
- Funding has also been awarded to create eight new sustainable transport routes, which will add an extra 24km of cycleways to the growing network in Cheshire and Warrington, making it easier for people to access work and leisure facilities in a safe and healthy way.

As the programme moves into its final year the outputs should start to substantially increase. The following key outputs are now contracted on projects:

**700,300**sqm

COMMERCIAL FLOORSPACE

**2,365**

BUSINESS SUPPORTED/  
BENEFITING

**15,767**

JOBS CREATED

**7,592**sqm

NEW LEARNING SPACE CREATED

**52,850**

LEARNERS BENEFITING

**£924**m

PUBLIC AND PRIVATE  
SECTOR LEVERAGE

**14,108**

NEW HOMES COMPLETED

**24,427**m

NEW CYCLEWAY (M)

**539,765**t

TONNES OF GREENHOUSE GAS  
REDUCTIONS

# CHESHIRE SCIENCE CORRIDOR ENTERPRISE ZONE

## LEADING THE WAY WITH WORLD CLASS SCIENCE AND INNOVATION

The Cheshire Science Corridor is home to the largest concentration of science and technology assets in the North of England. Stretching 40 miles across the north of the sub-region between Manchester and Liverpool. It is home to a cluster of world class scientific companies and talent who are forging new discoveries that are revolutionising industry, energy, health and space.



## 2019/2020 OUTPUTS

This year the Cheshire Science Corridor Enterprise Zone has achieved the following:

**32**

NEW BUSINESSES  
ATTRACTED

**440**

NEW JOBS  
CREATED

**645,000** SQFT

OF NEW AND REFURBISHED  
FLOORSPACE COMPLETED

**£66**M

OF PRIVATE SECTOR  
INVESTMENT

Enterprise Zone status offers a range of incentives and support to occupiers including business rates discounts, enhanced capital allowances and a streamlined planning process. But EZ status also means that the LEP is able to retain all of the new business rates generated in the EZ for 25 years. This enables us to invest up front in the development of new commercial floorspace in the EZ to attract and retain new businesses and create new jobs.



## “PROACTIVE AND COMMERCIAL APPROACH”

The LEP's proactive and commercial approach to investing in the Enterprise Zone has helped to unlock a number of sites in Ellesmere Port that have been vacant for years, giving developers the confidence to speculatively develop new and much needed high quality industrial stock.

Stephen Wade, Director, Legat Owen

## 2019-2020

Last year the LEP committed £11.2m into 5 new schemes and infrastructure creating new incubators, co-working space, laboratories and industrial space across the Science Corridor.

The following investments completed in 2019/2020:

### HELIX BUSINESS PARK ELLESMERE PORT

The LEP invested £659k into the development of 40,000 sq ft of new prime industrial units at Helix Business Park in Ellesmere Port, following an earlier investment of European Structural Funds into the first phase of development.



### NEWPORT BUSINESS PARK ELLESMERE PORT

The LEP invested £792k to support the development of a new state-of-the-art European HQ for Rhino Products at Newport Business Park.



### NEW BRIDGE ROAD SUBSTATION ELLESMERE PORT

LEP investment of just £590k helped to not only unlock five EZ sites in the New Bridge Road area of Ellesmere Port but also facilitated a £70m investment in Prowell's new cardboard manufacturing plant just outside the EZ. The LEP also co-invested in a new electricity substation with neighbouring landowner Peel.



### AVIATOR, HOOTON PARK ELLESMERE PORT

Hooton Park had sat as a derelict site for nearly 30 years and had been in the ownership of English Partnerships, North West Development Agency and most recently Homes England. The granting of EZ status to the site gave the market the confidence, and the LEP the tools, to invest in new speculative development. The LEP has invested £1.7m in the first phase of the Aviator scheme, a 125,000 sq ft industrial unit on the site and has approved a further £1m investment in a further 80,000 sq ft in phase 2.



### QUADRANT PHASE 2 BIRCHWOOD PARK

Following the success of Quadrant Phase 1, the LEP has invested £3.6m in the development of a further 180,000 sq ft of prime industrial/warehouse space at Birchwood Park, using an innovative blend of investment in infrastructure and rental cover.



### GLASSHOUSE ALDERLEY PARK

The LEP invested £3.87m to support the creation of 150,000 sq ft of new Grade A contemporary office and co-working space aimed at hi-tech companies that will attract up to 50 new businesses and 1,200 new jobs.



## LOOKING FORWARD INVESTING IN OUR FUTURE 2020/2021 PLANS

Going forward, the LEP has been working with its' three local authority partners to secure loan facilities amounting to £30m for investments in the Enterprise Zones and has an identified investment pipeline that will deliver over 1.5m sq ft of new commercial floorspace across the Science Corridor over the next 3 years, and has already approved a £4m investment in 90,000 sqft of new lab space at Alderley Park and 80,000 sq ft of new industrial floorspace in Phase 2 of Aviator at Hooton Park.

# PEOPLE – SKILLS AND EDUCATION

## IMPROVING SKILLS AND CAREER OPPORTUNITIES FOR ALL

The Employers' Skills and Education Board has continued to operate with strong leadership from a range of local employers who use their networks to draw in experience and knowledge about the local skills and education issues facing our local businesses.

### Current skills and education priorities are focused on:

- Inspiring and informing young people about new technologies and career opportunities via the Pledge partnership.
- Upskilling and reskilling the existing workforce using the Accelerate training programme.
- Strong Focus on Digital Skills working with the Digital Skills Partnership.
- Investment in specialist equipment to support digital and STEM-related learning.

All the skills and education priorities are informed by data and labour market intelligence developed with our Data and Labour Market Steering Group.

## RESPONSE OF OUR EXISTING SKILLS AND EDUCATION PROGRAMMES TO COVID-19

When lockdown was announced a quick transition of the programmes was enabled, to allow us to respond and adapt, shifting provision online to ensure work continued with employers, schools and colleges.

## PLEDGE

Moved online very quickly, initial pilot careers day involved 3 businesses, 1,571 people watched the event live throughout the day and there were 1,782 chats during the day. Building on the success of the pilot the

3-day careers festival involved over 67 employers. 77 of our schools took part and there were over 85,000 visits to the website.

## LOCAL GROWTH FUND

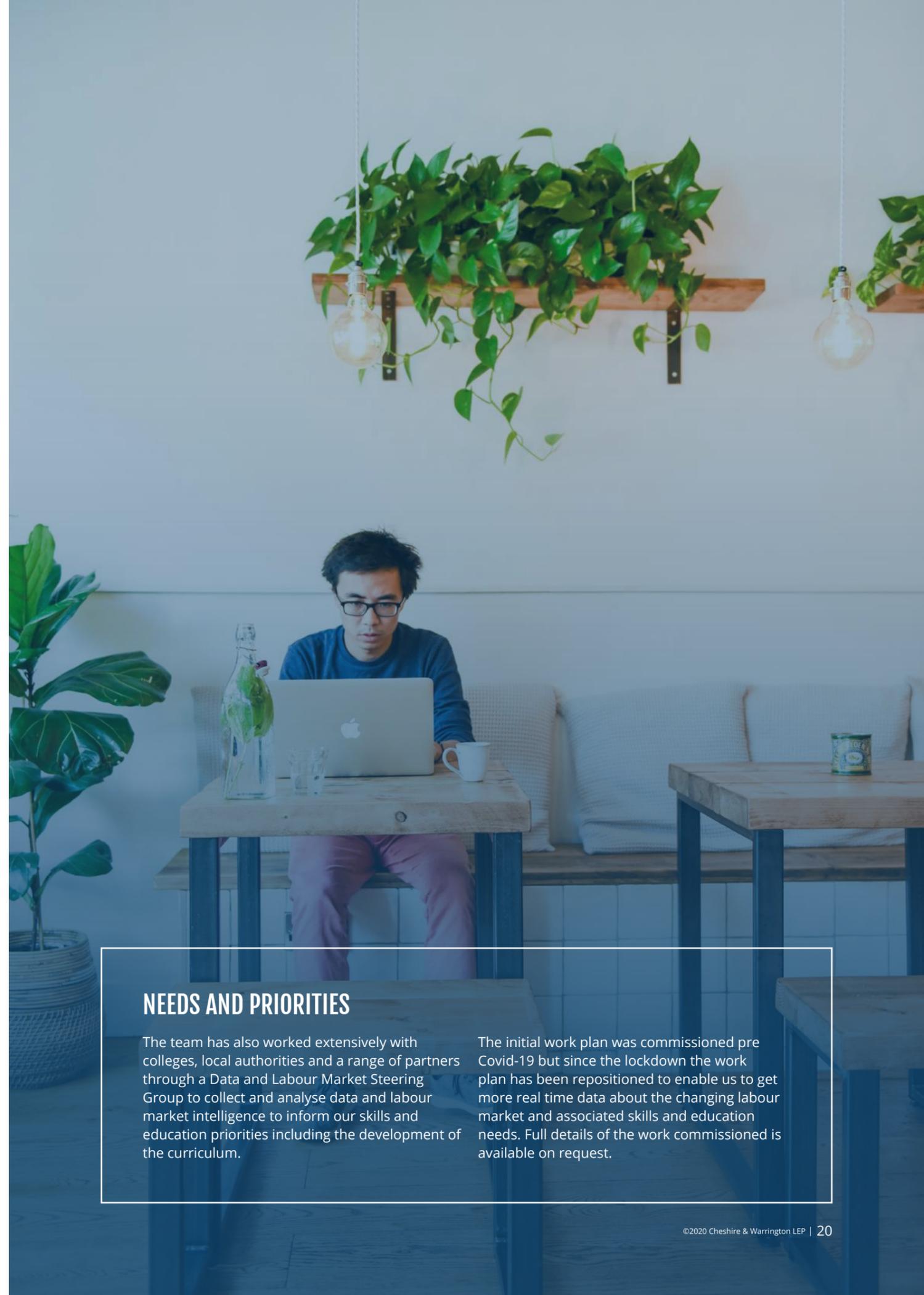
As a result of Covid-19 many investments are in lockdown or have a delayed start. However, the smaller investments in Warrington libraries have made a very quick response to offer delivery of some aspects of their projects. Now, in the light of the Covid-19 events

and drawing on the best practice of the Pledge we are seeking to invest a further £250K to support digitalisation in construction and £125K to widen access to new technologies and training opportunities using new and innovative technologies.

## DIGITAL INCLUSION

We estimate that 13% of secondary students are without computers for home working, we have launched a campaign to encourage businesses to donate funding or new computers with £30K LEP investment to kick start.

The LEP also has links with the national DevicesDotNow campaign to provide computers and internet access to vulnerable adults over 18.



## NEEDS AND PRIORITIES

The team has also worked extensively with colleges, local authorities and a range of partners through a Data and Labour Market Steering Group to collect and analyse data and labour market intelligence to inform our skills and education priorities including the development of the curriculum.

The initial work plan was commissioned pre Covid-19 but since the lockdown the work plan has been repositioned to enable us to get more real time data about the changing labour market and associated skills and education needs. Full details of the work commissioned is available on request.

# CHESHIRE AND WARRINGTON PLEDGE

## INSPIRING AND CREATING OPPORTUNITIES FOR FUTURE GENERATIONS IN CHESHIRE & WARRINGTON

The Cheshire and Warrington Pledge was launched in June 2019, with 9 local Pledges building on the previous success of the Crewe and Macclesfield Pledge.

The Pledge brings employers together with schools and youth groups, aiming to inspire young people about new technologies and the job opportunities available in Cheshire and Warrington and to encourage them to obtain the skills needed to work within some of our exciting and enterprising companies.

44 of our 61 Cheshire and Warrington schools and colleges are now working with a local businessperson who is advising the senior management team in each school on how to develop their careers and enterprise plans and build their employer networks. This network of advisors is part of the national Enterprise Advisor Network supported by the Careers and Enterprise Company and benefits from drawing on national as well as local good practice.

# 450+

MEMBERS OF THE PLEDGE



# 360

EMPLOYERS ENGAGED IN THE PLEDGE

# 29

YOUTH GROUPS AND ORGANISATIONS

# 61

CHESHIRE AND WARRINGTON SCHOOLS AND COLLEGES

# 35



LOCAL PLEDGE BUSINESS AND EDUCATION MEETINGS

# 800

COMBINED ATTENDANCE

# 100%

MAINSTREAM SECONDARY SCHOOLS AND COLLEGES IN CHESHIRE AND WARRINGTON

## 2019/2020 EVENTS

Events have been integral to the Pledge over the past year, bringing young people and employers together. They have given young people opportunity to be informed and inspired about career pathways and building the right skills that employers need and highlighted the wealth of career options available in Cheshire and Warrington.

- Pledge launch – at Alderley Park with over 250 people attending.
- The Macclesfield Pledge Town-wide Careers & Education Fair saw record numbers of engagement, with 45 exhibitors, 7 schools and 1 college taking part to host over 1,000 young people, with over 90% of attendees finding it a useful experience.
- Warrington Creative and Digital Expo with 11 local employers inspiring young people from 5 schools about careers in the digital sector across Cheshire and Warrington.
- 5 Digital and STEM sector specific work experience pilots with 32 employers and 16 educational establishments.
- Over 1,000 young people having meaningful interactions with employers during the summer of Year 11 as part of their National Citizenship Programme.



## SINCE LOCKDOWN

When lockdown was announced the Cheshire and Warrington Pledge team quickly responded to the challenging circumstances and adapted to new methods of engaging with young people. They created a series of online inspirational sessions by employers and educational establishments called 'Learn Live', broadcasting twice weekly. It was imperative that the team continued working with young people and the transition was a great success. The Learn Live site has had:

# 100,000+

Visits

# 5,000+

Questions posted by young people and answered by employers and those from education.

# DIGITAL SKILLS PARTNERSHIP

## IMPROVING DIGITAL SKILLS FOR FUTURE GENERATIONS IN CHESHIRE & WARRINGTON

The Cheshire and Warrington Digital Skills Partnership (DSP), one of six in the UK supported by the Department for Culture, Media and Sport, is a group of employers and other organisations who work together to improve the digital capability of people living and working in Cheshire and Warrington.

The Digital Skills Partnership works together with local partners to spread the word across Cheshire and Warrington about the importance of digital skills and to share good practice around how digital skills can help to fully utilise new digital technologies, improve business performance and enable our residents to live and work in an increasingly digital age.



**70+**

Businesses attended the Cheshire and Warrington DSP Launch in May 2019 to learn more about how partnership working will accelerate digital skills adoption across Cheshire and Warrington. This included working with businesses to define the skills needed for adoption of digital technologies in the workplace.



Worked in partnership with the other Skills and Education Programmes of the LEP (Pledge Network, Accelerate Cheshire and Warrington, Local Growth Fund Skills Projects) to ensure the importance of digital skills is fully embedded in content and style of delivery of these programmes.

**1,000+**

Young people were provided digital training by Google in the 2019 National Citizenship summer school, just one example of the digital skills programmes being leveraged from Corporates including Google and IBM.

### “ENABLING OUR COMMUNITIES”

There has never been a more pressing time to fully harness technology within our businesses so we help to quicken the rate at which our local economy can start to recover.

Enabling our communities to have easier access to digital technology so they can increase knowledge and digital skills levels is vital too, so we can open up career and employment opportunities.

**Clare Hayward MBE DL**  
Chair, Cheshire and Warrington LEP

### 2020/21 PRIORITIES SUPPORTING RECOVERY

- Support digital inclusion linked to skills, equipment and data poverty.
- More focus on higher advanced digital skills development for the workforce to improve productivity and adopt new working practices, including for furloughed staff.
- Promote and support the use of technologies to scale up the adoption of digital technologies and development of digital skills.
- Share case studies showcasing good practice to inspire and encourage the adoption of technologies.
- Further develop networks of stakeholder groups to ‘spread the word’ about digital in Cheshire and Warrington.
- Develop a coherent digital programme / calendar of events.

# GROWTH AND SKILLS HUB

## SUPPORTING BUSINESS AND INNOVATION

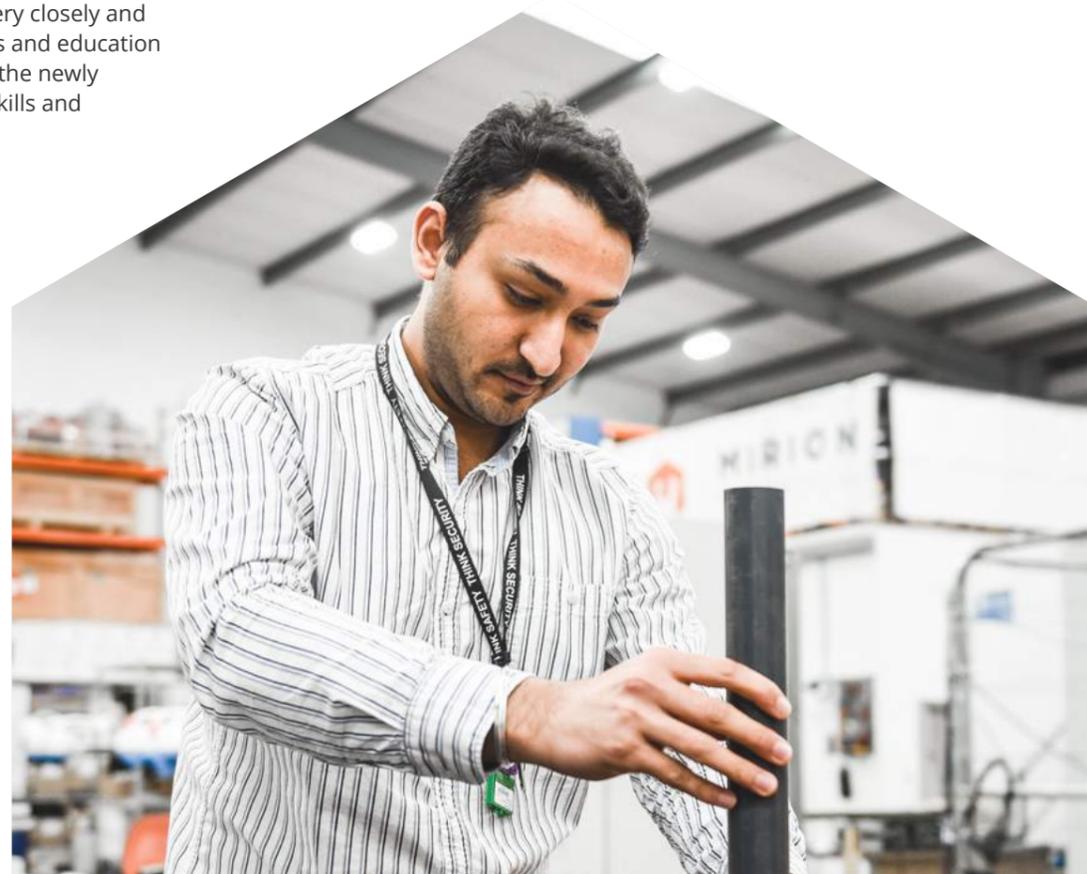
Cheshire and Warrington Growth and Skills Hub offers a single access point for businesses with the aim of identifying and connecting a business to the right support for their individual needs. Significant progress has been made in 2019-20 in establishing the Growth and Skills Hub as the primary point of support for businesses.

During the year businesses increased their focus on preparing for any potential impacts on how they operate as the UK moved towards its departure from the EU. This focus will continue as businesses start to resume normal services post Covid-19.

The Growth and Skills Hub took a lead role during the response to the Covid-19 pandemic, supporting the initial response with immediate support to businesses. Within the first week of lockdown, the team provided 1:1 support to 334 businesses. The work continued moving from the 'Response' Phase (support given to businesses at the start of lockdown) to the 'Restart' Phase (re-opening of businesses when restrictions lifted) and looks towards longer-term recovery.

The Growth and Skills Hub was designed to provide businesses with all services relevant to growing and scaling and the successful integration of The Pledge and Accelerate programmes has been a hugely significant milestone towards achieving this. Providing businesses with this full service enhances the ability of the Growth and Skills Hub to engage with those who have the potential, ability and ambition to grow.

Working with our Employers' Skills and Education Board we continue to monitor the situation very closely and collect information about the local skills and education issues facing businesses and how best the newly unemployed people can refresh their skills and find new jobs.



# 1,028

SUPPORT ENQUIRIES

**37%**  
CHESHIRE WEST AND  
CHESTER BUSINESSES

**33%**  
CHESHIRE EAST  
BUSINESSES

**21%** WARRINGTON  
BUSINESSES

**7%** OTHER/ OUT OF AREA  
& INWARD INVESTORS

# 627

SUPPORT REFERRALS

**47%**  
MENTORING

**19%**  
FINANCE AND  
FUNDING

**18%**  
INNOVATION

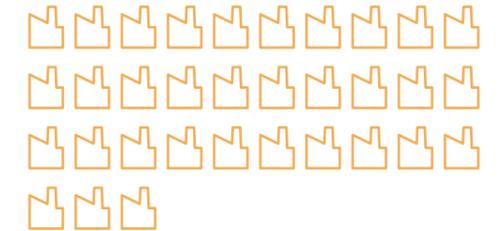
**14%**  
SKILLS AND  
TRAINING

# 15,486

UNIQUE WEBSITE VISITS  
IN THE FIRST WEEK OF  
LOCKDOWN

# 334

BUSINESSES SUPPORTED  
IN THE FIRST WEEK OF  
LOCKDOWN





## “ACCESS SUPPORT FOR MY NEW BUSINESS”

Purple Banana Marketing, wanted support to grow their new business, the Growth and Skills Hub referred them to Cheshire and Warrington Business Growth Programme, which helped the business owner determine the best strategy and direction for the firm.

*“It has helped me no end. Through going on the programme I have been able to crystallise what my business offer is, how I can be different in an already saturated market and who my ideal clients are.” Sarah, Purple Banana Marketing.*

## “DEVELOP MY SKILLS FOR THE FUTURE OF 14.0”

The Growth and Skills Hub worked in collaboration with the Manufacturing Growth Fund and Made Smarter programmes to help manufacturer Technoprint, whose MD took part in Made Smarter’s Leadership Development Programme.

*“Seeing what you can achieve through digitalisation is mind-blowing and exactly what we want to aim towards. The most significant attribute that I am finding is how powerful it is to have a group of other manufacturers all at the start of their journeys, working together.” Alan Ryan, Technoprint.*



## “EXPAND MY TEAM”

EM Resist, a growing life sciences SME were helped by The Growth and Skills Hub, who worked with them to understand their skills needs now and for future growth plans. With this help they now employ one apprentice in sales and marketing and are finalising the details of a KTP (knowledge transfer partnership) with the University of Manchester.

*“With the help of the Growth and Skills Hub, we were introduced to several colleges who helped match our business to the right candidate.” Jade, EM Resist.*

## “INVEST IN NEW TECHNOLOGY”

Plastic Card Services (PCS) needed to meet changing customer demands and worked with another company to create a bespoke solution and a new software solution. PCS contacted the Growth and Skills Hub for support in growing their business at this stage and were referred to the Manufacturing Growth Fund and Made Smarter programmes. With £17,000 match-funding from Made Smarter, they purchased a unit, which increased their production capacity and meets their bespoke needs. With this additional capacity they won a new contract worth £500,000 each year, which has seen PCS already hire three new staff.

*“Without funding through Made Smarter for the new equipment, PCS would not have been able to win the contract. It’s a game-changer for our company.” Adam, Plastic Card Services*



## ACCELERATE TRAINING PROGRAMME UPSKILLING AND RESKILLING EMPLOYERS FOR GREATER OPPORTUNITY

The Accelerate training programme has been designed to provide the training that employers need to enable their employees to make effective use of new technologies and adopt new businesses processes. The Accelerate programme has a particular emphasis on science, technology and engineering skills as well as the digital skills that all our businesses increasingly need as they move their businesses online and provide online services.

The Accelerate training programme supports employed people in Cheshire and Warrington with funding to develop new skills or improve their existing skills so that they can introduce the new technologies or new business processes that businesses need to improve productivity and develop new market opportunities. The Accelerate training programme offers 40% funding towards the costs of training.

## IN RESPONSE TO THE COVID-19 CRISIS

Much of the training has moved online and the LEP has provided an initial £600,000 to enable us to offer 100% grant funded training to respond to a short term need of employees who work in SMEs in Cheshire and Warrington.

Businesses that invest in their people are more likely to reduce employee turnover and find it easier to attract new people, with employees better able to progress, widen their career choices and support the business innovation process. Resulting in a stronger economy for Cheshire and Warrington.

## 2020/21 PRIORITIES SUPPORTING RECOVERY

Our focus will be on working closely with businesses through effective account management, providing a trusted and tailored service to each business. By building long term relationships and ongoing support in 2020/21. The Growth and Skills Hub will help:

**Our sub-region to restart and recover in response to Covid-19 and the ongoing impacts.**

- Assist businesses with restart plans for safe reopening.
- Provide tailored support to overcome challenges.
- Provide reliable, trusted information and access to resources.
- Work with local authority and business groups to maximise uptake of grants.

**Support individuals:**

- Develop and set up new enterprises.
- Get support to run and develop a new business.

**Support businesses:**

- In preparations for the EU exit and transition period.
- Invest in resources to develop growth potential.
- Enter new markets in the UK and internationally.
- To get investment ready and secure funding.
- Fulfil skills needs and provide training opportunities.
- With innovation and R&D.

# VISITOR ECONOMY

## PROMOTING EXCITING HERITAGE, BEAUTIFUL LANDSCAPES AND HIDDEN GEMS IN CHESHIRE & WARRINGTON

Marketing Cheshire works alongside national and regional tourism partners, and were delighted that in 2019 a Tourism Sector Deal was officially confirmed by government. This was significant for taking forward our important industry and we continue to work hard to ensure Cheshire & Warrington derives full benefit from the deal and is at the heart of driving it forward.

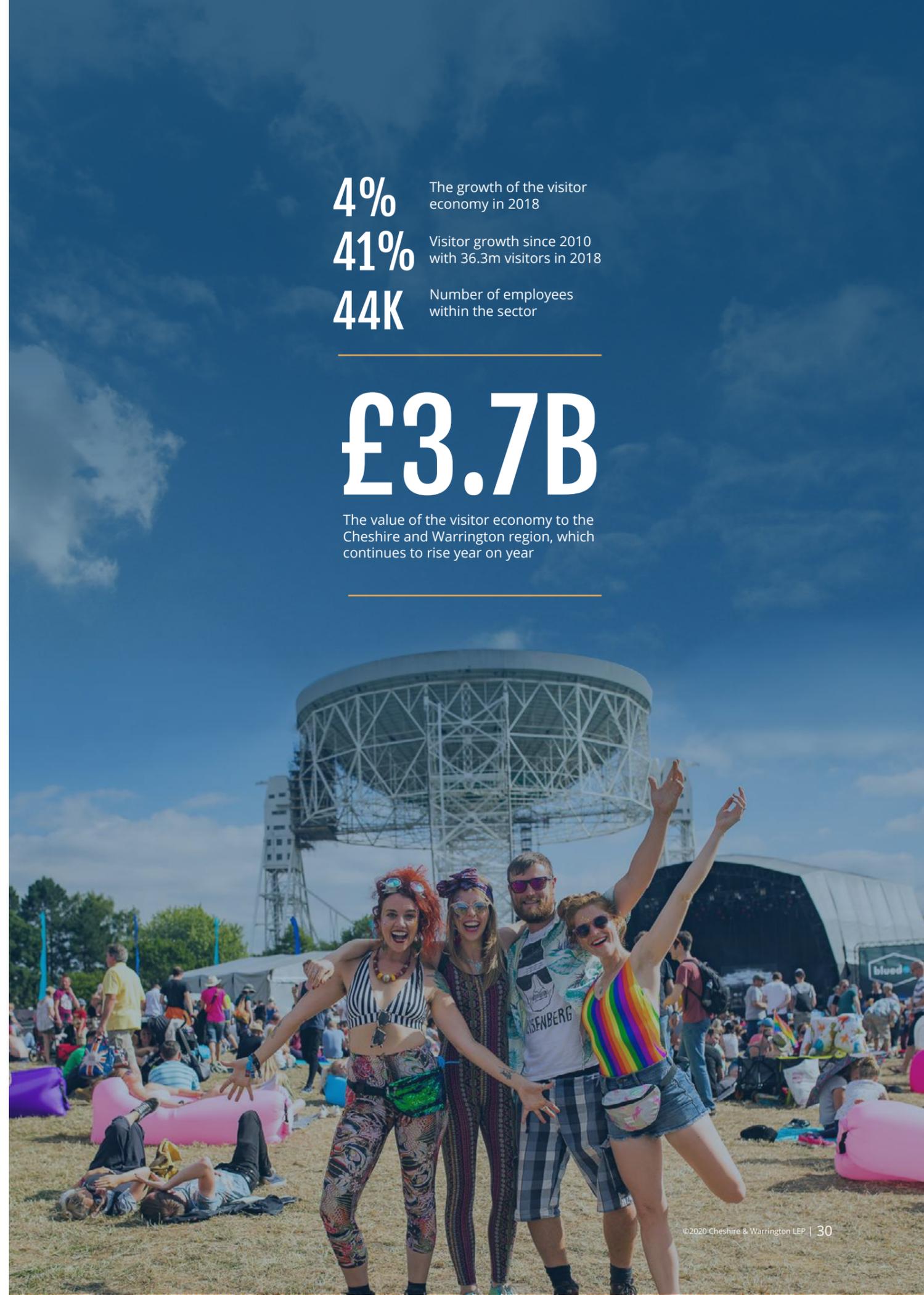
**4%** The growth of the visitor economy in 2018

**41%** Visitor growth since 2010 with 36.3m visitors in 2018

**44K** Number of employees within the sector

**£3.7B**

The value of the visitor economy to the Cheshire and Warrington region, which continues to rise year on year



## CULTURAL DESTINATIONS PROGRAMME

In the final year of the programme, Marketing Cheshire were delighted to lead with the marketing and promotion of the 2019 Cultural Destinations campaign 'Cheshire: Where Science Meets Nature' that celebrated 50 years since the first Lunar Landings (of which Jodrell Bank played a significant part) and 125 years of the Forestry Commission. The campaign included three new thematic itineraries 'Moons, Movies and Memory Making', 'Forests Festivals and Family days'

and 'Inventions, Ideas and Imaginative Outings' which were communicated via a new microsite, an annual PR and targeted social media campaign. In addition to the marketing and promotion activity, the group worked closely with Wild Rumpus to deliver an annual programme of 'Culture Sessions' where tourism and cultural partners met on a monthly basis to network, share skills and learn something new.

## RESIDENTS FESTIVAL

The third annual Residents Festival finished with more than 2700 free tickets being allocated via 23 attractions. The region-wide festival, which was supported by the three local authorities and organised by Marketing Cheshire, was a thank you to residents for welcoming growing numbers of tourists into the county.

## DIGITAL CHANNELS

Our visitcheshire.com website is going from strength to strength receiving on average 143,000 visits a month, resulting in 1.7m visits annually and 3.6m page views. This is a 46% increase comparing 2018 with 2019. The site brings together everything in one hub offering

special offers, itineraries, short break ideas and our blog to inspire people to visit Chester and Cheshire for a day or short break. We refresh our blog on a monthly basis and it is now receiving almost 50,000 views a year, a 150% increase on 2018.

## SOCIAL MEDIA

2019 has been a great year in terms of growing Marketing Cheshire's social media channels and increasing our overall consumer reach.

During the course of the year we supported monthly Always On campaign partners with engaging and well-performing ad campaigns, with accompanying compelling organic content, providing excellent ROI for our partners.

	Channel	Audience Size	Annual Reach
Facebook	@VisitCheshire	20,500	1,600,000
	@ChesterChristmasMarket	40,100	615,838
Twitter	@VisitCheshire	36,700	814,000
	@VisitChester_	18,200	397,000
Instagram	@visitchesterandcheshire	6,100	
	@chesterxmas	2,100	

## PROVIDING A RESPONSIVE VISITOR INFORMATION SERVICE

Marketing Cheshire welcomed new products to the Visitor Information Centre (VIC), working hard to refresh the retail offer with new ranges and the expansion of existing ranges, including the very popular Chester Heritage range and the expanded Christmas in Chester range.

We continued to develop our attraction ticket offer, adding Chester Cathedral's Tower Tour and Falconry attractions, along with the Dewa Roman Experience as a new attraction. Extended opening hours allowed the VIC to increase the range of tours available, welcoming visitors on Friday evenings and joining Chester's refreshed indoor market in opening late during weekends.

## CHESHIRE IN THE NEWS

In 2019, Marketing Cheshire continued to gain media coverage for the county in local, regional, national and international consumer and business media, print and online. During the past 12 months, we have secured more than 100 pieces of positive coverage and reached an online readership of at least 817 million.

Chester featured as a desirable city-break destination in articles in the Daily Telegraph, Mail on Sunday, The Sun, BBC Good Food Magazine and National Geographic Traveller UK. While rural Cheshire and its waterways also provided the perfect inspiration for articles about seasonal staycations in The Guardian, The Times and Sunday Times Travel Magazine.

## SUCCESSES

- ✓ Marketing Cheshire inputted into the development of a Tourism Sector Deal as part of the Industrial Strategy.
- ✓ Consumer social media reach was 3.1million in 2019.
- ✓ We took Cheshire and Warrington to Borough Market in London with a local food and drink promotion.
- ✓ Chester Christmas Market listed as one of top 20 European Christmas Markets (only one in the UK!).
- ✓ We brought the Tourism Management Institute to Chester.
- ✓ A record number of people visited Chester Zoo, with 2 million people visiting in 2018.
- ✓ Jodrell Bank Observatory was awarded UNESCO World Heritage Site status and was inscribed on the World Heritage List.



# PLANS TO SUPPORT THE RE-OPENING AND RECOVERY OF THE VISITOR ECONOMY

The visitor economy is integral to helping restart the Cheshire and Warrington economy and Marketing Cheshire are leading with campaigns to encourage visitors to return to Chester, Cheshire & Warrington, as lockdown restrictions are lifted. Our support during the Covid-19 Crisis is focused in 4 main ways:

## TRUSTED

Being Trusted Source of Information – providing reassurance, a Communications Hub, a source of intelligence and advice. We will engage with all visitor economy businesses in Cheshire & Warrington to deliver a programme of webinars to help visitor economy businesses re-open and understand the restrictions.

## PROFILE

Whilst we were initially unable to encourage visitors, as restrictions were lifted we sought to keep Chester, Cheshire and Warrington's profile as high as we could. We engaged with our social media followers, e-newsletter subscribers and website visitors to encourage a re-appreciation of Cheshire's landscapes, visitor attractions, places to eat, drink and stay.

This will be done in a way that;

### 01

#### Acknowledges the situation

Shift the tone of voice to one that is reflective as well as friendly.

### 02

#### Focuses on reconnecting with friends and family

Respond to people's priorities by inspiring new ways to reconnect and share experiences with loved ones.

## SUPPORT

Providing support / a conduit with the Local Authorities Hub regarding government and bank funding and financial support.

## RECOVERY

Planning and leading the Recovery – we are leading the re-opening campaigns for Chester and Cheshire, with the establishment of the Destination Cheshire Cluster and the extension of the 'Your Cheshire campaign' to encourage visitors to return to Chester, Cheshire & Warrington.

### 03

#### Lets people know what to expect when they return

Give people the feeling of safety and reassurance by letting people know that new measures have been implemented.

### 04

#### Is prepared to change messaging

Enable flexible messaging in relation to guidance and consumer sentiment. This will build into a recovery programme, with the development of a refreshed Destination Management Plan.



I am delighted that in 2019 Marketing Cheshire officially merged with the Cheshire and Warrington LEP. It reflects the LEP's appreciation of the importance of the sub-region's visitor economy and the importance of marketing Cheshire and Warrington as a great place to live, work, invest and enjoy, which is vitally important now more than ever. It reinforces Marketing Cheshire's role as the sub region's Destination Marketing Organisation and our part in place marketing, inward investment and as a coherent focus of communications supporting the LEP's Growth and Skills Hub, businesses and investors.

Angie Robinson  
Chair Marketing Cheshire



# STRATEGIC REPORT, REPORT OF THE DIRECTORS AND FINANCIAL STATEMENTS

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## Company Information For the year ended 31 March 2020

### Directors

- C E Hayward
- R J Mee
- S K Kinsey
- G M Bristow
- J A Downes
- C J Hindley
- R L Bowden
- C J Browne
- Dr P Broxton
- N J Dunbar
- L C Gittins
- N C Newton
- A B Robinson
- T J Brocklebank
- Professor E A Simmons

### Registered Office

Floor 1, Wyvern House  
The Drumber, Winsford  
Cheshire, CW7 1AH

### Registered Number

04453576 (England and Wales)

### Senior Statutory Auditor

Michael Benson

### Auditors

Murray Smith LLP  
Chartered Accountants  
Statutory Auditor

Darland House  
44 Winnington Hill, Northwich  
Cheshire, CW8 1AU

**Strategic Report**  
**For the year ended 31 March 2020**

The directors present their Strategic report, together with the Directors' report, the financial statements and auditors' report, for Cheshire & Warrington Local Enterprise Partnership ("the Company") for the year ended 31 March 2020.

**Business Review**

This is my first opportunity to report, as Chair, on the LEP's activities and to present our financial accounts for the year 2019/20. I have taken on the role Chair in unprecedented times. If we think back to the start of the year, 2019/20 was already going to be a significant year, presenting both challenges and opportunities. Planning for and supporting local businesses through Brexit was the priority and the draft Local Industrial Strategy was in its final stages towards publication. The LIS highlights Cheshire and Warrington's core economic strengths of Advanced Manufacturing, Clean Energy, Life Sciences, Financial Services and Logistics and the importance of ensuring that our workforce of today and tomorrow has the skills necessary to thrive in an increasingly digital world. Despite the setback of Covid-19 these remain the pillars on which recovery will be built, and the LEP's ambition to deliver a £50Bn economy by 2040 remains in place. The current crisis provides an opportunity to re-think and re-imagine and the LEP Board has therefore concluded that as Cheshire and Warrington emerges from the Covid-19 crisis, it wants the sub-region to become the fastest growing, healthiest, most sustainable and most inclusive regional economy in the UK, ensuring that we develop a better future for all.

Before reviewing the overall year of 2019/20, it perhaps goes without saying the emergence of Covid-19 has, for the past few months, dominated the LEP agenda. The LEP is a body, largely funded from the public sector, responsible for supporting economic resilience and growth. As such, Government and local partners have looked to the LEP as a channel to communicate information, initiate and support local responses and to assist in the development of strategy and policy to meet the immediate challenges and plan for longer term recovery. The LEP funding has therefore remained secure during this period and continues for 2020/21. Since the lockdown, LEP staff have worked almost entirely from home, using video conferencing and other digital tools to continue to deliver its agenda. The Board has met more frequently, for discussions, to keep abreast of the fast pace of change and to help ensure a cohesive response across the sub-region. In these unprecedented circumstances the LEP staff, board and committee members and stakeholders have all demonstrated an unswerving commitment to help minimise the impacts of Covid-19 on the local economy, businesses and residents. What has been evident during this period is the powerful partnerships we have we all our partners within the public, private and voluntary sectors.

The LEP has continued to develop the breadth of its activities during 2019/20 and was exceptionally well placed to perform these functions. In October 2018, the LEP brought the Growth and Skills Hub in house and with its business support services we are providing direct advice and support to local businesses. This function has become firmly embedded within the LEP operations during 2019/20. It focussed in the early part of the year on Brexit readiness, and latterly on business

support in respect of Covid-19. Working closely with many stakeholders, it has firmly established itself as a trusted source of information regarding government support schemes and offering support to businesses more generally, reaching out to over 40,000 local businesses. During the year additional funds, over and above the core funding from BEIS, were provided to the Growth and Skills Hub to bolster that support, and additional funding is also expected in 2020/21.

The LEP has significantly expanded its work on the development of skills strategies, skills delivery and on the links between employers and educational establishments. Ensuring a sufficient, highly skilled workforce to meet employer needs is a key strand of the Local Industrial Strategy. The LEP has successfully bid for funding to establish a Skills Advisory Panel. We are one of only six recipients of funding for a Digital Skills Partnership and have expanded "the Pledge" to all areas of the sub-region. The LEP partnered with the University of Chester to form Accelerate, to deliver a programme of digital skills learning to 19,000 adult learners over the next 3 years. This flagship programme, part funded by European Social Fund money, represents almost £30m of subsidised training. £1m of this fund now provides entirely free training to people who are furloughed, this is an element of the LEP Board's response to Covid-19.

The Cheshire Science Corridor Enterprise Zone continued to realise its growth potential in 2019/20 and continues to deliver significant new investment to drive further growth. Since its' creation in 2016 it has attracted 79 new business and over 1,800 new jobs and generated over £139m in new direct private sector investment. Key to the success is that the local sub-region retains the additional business rates generated by the Enterprise Zone providing funding to support the implementation of the local industrial strategy, e.g. infrastructure development, business case development and skills funding. In 2019/20 retained business rates amounted to £918k. Negotiations with our three Local Authority partners to establish a £30m loan facility to accelerate development in the Enterprise Zone have advanced during 2019/20. The loan will provide project funding and will be repaid from the future business rate receipts.

2019/20 was the penultimate year of the Local Growth Fund. Many schemes are reaching completion and delivering the anticipated economic benefits in terms of new and refurbished office space, housing developments or improved travel. During 2019/20 the LEP launched calls for Energy and Skills projects amounting in total to £9m. Overall, in 2019/20 over £25m was invested in projects bringing the total over the life of the programme so far to over £200m. That investment has secured £997m of public and private funding. Contracted outputs achieved to date include: 2635 business benefiting, 703k sqm of new commercial space and 16,200 jobs. Virtually all the remaining £25m, to be invested in 2020/21, is contracted.

In 2019, Marketing Cheshire became part of the LEP group of companies. Marketing Cheshire, maintains its' activities as a Destination Management Organisation for Tourist Information and Visitor Services and is broadening its remit to cover all aspects of marketing Cheshire and Warrington to people and

businesses including inward investment marketing, with the aim of retaining and attracting business and people to our region. In its role as a member of the Northern Powerhouse 11 LEPs, the LEP holds the funds and employs the staff of NP11, providing some policy advice and accounting and governance support.

The new activities and funding streams are increasing the financial scale and complexity of the LEP, and this is reflected in the annual accounts which form part of this report. The LEP company, for which these are the operational accounts, also manages several funds which do not form part of the legal entity report. Cheshire East Borough Council remains the LEP Accountable Body and continues to hold funds on behalf of the LEP. Investments from those funds approached £36m in 2019-20. These accounts apply to the legal entity which reported turnover of £3.3m and an operating surplus for the year of £26,242 which has been transferred to reserves (2019: £20,599).

We also cannot let this opportunity pass without acknowledging that on 31/3/2020, Christine Gaskell and Tim Wheeler, respectively Chair and Deputy Chair of the LEP, reached the end of their maximum terms and stood down from the Board. They have been part of the LEP almost from its inception and steered the organisation into a position of strength, regionally and nationally. In addition, Ged Barlow stood down and, following local elections in May 2019, we saw changes to the leaders of our three local authority partners, and therefore a change of board members. The Board wishes to record here its thanks to all of them for their enormous contributions to the LEP and Cheshire & Warrington over the years. Consequently, after various highly competitive recruitment campaigns, the LEP appointed eight new directors during the year. The Board has also established a Youth Board recruiting, initially, seven members aged between 20 and 27 from across the sub-region to help ensure the views and opinions of this generation become embedded in our policies and plans for the long term. We extend a very warm welcome to all our new directors and sub-committee members.

**Principal Risks and Uncertainties**

The principal risk facing the Company arises from reliance on national and local government funding. The Company's senior management regularly review this risk and the potential impact on the Company and take mitigating action as necessary.

**Going Concern**

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis in preparing the annual financial statements.

On behalf of the board:



**C E Hayward - Director**  
**15 July 2020**

## Report of the Directors For the year ended 31 March 2020

The directors present their report with the financial statements of the company for the year ended 31 March 2020.

### Dividends

As the company is limited by guarantee it makes no distributions by dividends or any other means.

### Directors

The directors shown below have held office during the whole of the period from 1 April 2019 to the date of this report: C E Hayward, R J Mee, S K Kinsey, G M Bristow, J A Downes, C J Hindley

Other changes in directors holding office are as follows:

- C A Gaskell - resigned 31 March 2020
- T J Wheeler - resigned 31 March 2020
- G A Barlow - resigned 31 March 2020
- T P O'Neill - resigned 3 January 2020
- S K Dixon - resigned 4 June 2019
- R Bailey - resigned 4 June 2019
- R L Bowden - appointed 1 July 2019
- C J Browne - appointed 1 July 2019
- Dr P Broxton - appointed 2 September 2019
- N J Dunbar - appointed 2 September 2019
- L C Gittins - appointed 1 July 2019
- N C Newton - appointed 2 September 2019
- A B Robinson - appointed 8 September 2019
- T J Brocklebank and Professor E A Simmons were appointed as directors after 31 March 2020 but prior to the date of this report.

### Employment Policies

The company is committed to the principle of equal opportunities in employment and to ensuring that all employees receive fair treatment irrespective of their sex, religion, ethnic origin, or disability. The company is committed to improving the skills of its people. Through training and development and nurturing a culture in which they feel valued, the company encourages them to work to their full potential. The company has regular and open communication channels to involve staff in business developments.

### Corporate Governance

The Board is committed to high standards of corporate governance and meets regularly. Certain matters are reserved for the Board's approval including the overall strategy for the company, annual budgets and business plans, major items of expenditure on projects and funding requirements from key stakeholders. To ensure detailed discussion, evaluation and representation, the Board has delegated responsibilities to the following committees, formally constituted with terms of reference: Strategy Committee, Skills & Education Committee, Enterprise Zone Board, Local Transport Board, Appointments & Remuneration Committee, Finance & Audit Committee, Performance & Investment Committee, Business Growth Committee, Marketing Cheshire

In a commitment to transparency, many of the meetings are open to the public, and the LEP publishes the dates and papers of its meetings on its website along with other details of its

operations. Statement of Directors' Responsibilities  
The directors are responsible for preparing the Strategic Report, the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to: select suitable accounting policies and then apply them consistently; make judgements and accounting estimates that are reasonable and prudent; state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to auditors  
So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

### Auditors

The auditors, Murray Smith LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting

On behalf of the board:



C E Hayward - Director  
15 July 2020

## Report of the Independent Auditors to the Members of Cheshire & Warrington Local Enterprise Partnership

### Opinion

We have audited the financial statements of Cheshire & Warrington Local Enterprise Partnership (the 'company') for the year ended 31 March 2020 which comprise the Income Statement, Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to the Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements: Give a true and fair view of the state of the company's affairs as at 31 March 2020 and of its surplus for the year then ended; Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where: The directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The directors are responsible for the other information. The other information comprises the information in the Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially

misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit: The information given in the Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception  
In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Report of the Directors.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities set out on page five, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

### Use of our Report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### Michael Benson (Senior Statutory Auditor)

for and on behalf of Murray Smith LLP  
Chartered Accountants, Statutory Auditor

Darland House  
44 Winnington Hill  
Northwich, Cheshire  
CW8 1AU

15 July 2020

	Notes	2020 (£)	2019 (£)
<b>Income Statement</b>			
<b>For the year ended 31 March 2020</b>			
<b>Turnover</b>		3,297,088	2,244,921
Administrative expenses		3,270,846	2,227,322
<b>Operating Surplus</b>	4	26,242	17,599
Other finance income		-	-
<b>Surplus before taxation</b>		26,242	20,599
Tax on surplus	5	-	-
<b>Surplus for the financial year</b>		<b>26,242</b>	<b>20,599</b>

### Other Comprehensive Income

#### For the year ended 31 March 2020

<b>Surplus for the Year</b>		26,242	20,599
<b>Other Comprehensive Income</b>			
Actuarial gain/(loss) on retirement benefit scheme		-	(110,000)
Income tax relating to other comprehensive income		-	-
Other Comprehensive Income For the year, Net Of Income Tax		-	(110,000)
<b>Total Comprehensive Income For The Year</b>		<b>26,242</b>	<b>(89,401)</b>

### Balance Sheet

#### 31 March 2020

<b>Fixed Assets</b>			
Intangible assets	6	121,826	162,435
Tangible assets	7	46,325	6,027
Investments	8	1	-
		<b>168,152</b>	<b>168,462</b>
<b>Current Assets</b>			
Debtors	9	608,717	394,592
Cash at bank		946,632	246,805
		<b>1,555,349</b>	<b>641,397</b>
<b>Creditors</b>			
Amounts falling due within one year	10	1,427,348	524,948
<b>Net Current Assets</b>		<b>128,001</b>	<b>116,449</b>
Total Assets Less Current Liabilities		296,153	284,911
Pension liability		-	(15,000)
<b>Net Assets</b>		<b>296,153</b>	<b>269,911</b>
<b>Reserves</b>			
Income and expenditure account	12	296,153	269,911
		<b>296,153</b>	<b>269,911</b>

The financial statements were approved by the Board of Directors and authorised for issue on 15 July 2020 and were signed on its behalf by:



C E Hayward - Director  
15 July 2020



C J Hindley - Director  
15 July 2020

	Retained Earnings (£)	Total Equity (£)
<b>Statement of Changes in Equity</b>		
<b>For the year ended 31 March 2020</b>		
<b>Balance at 1 April 2018</b>	359,312	359,312
<b>Changes in equity</b>		
Total comprehensive income	(89,401)	(89,401)
<b>Balance at 31 March 2019</b>	269,911	269,911
<b>Changes in equity</b>		
Total comprehensive income	26,242	26,242
<b>Balance at 31 March 2020</b>	<b>296,153</b>	<b>296,153</b>

	Notes	2020 (£)	2019 (£)
<b>Cash Flow Statement</b>			
<b>For the year ended 31 March 2020</b>			
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	744,500	(31,650)
Net cash from operating activities		744,500	(31,650)
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(45,544)	(6,069)
Purchase of fixed asset investments		(1)	-
Sale of tangible fixed assets		872	-
Net cash from investing activities		(44,673)	(6,069)
<b>Increase/(decrease) in cash and cash equivalents</b>		699,827	(37,719)
Cash and cash equivalents at beginning of year	2	246,805	284,524
<b>Cash and cash equivalents at end of year</b>	2	<b>946,632</b>	<b>246,805</b>

The notes form part of these financial statements

**Notes to the Cash Flow Statement**  
**For the year ended 31 March 2020**

1	Reconciliation of surplus before taxation to cash generated from operations	2020 (£)	2019 (£)
	Surplus before taxation	26,242	20,599
	Depreciation and amortisation charges	44,983	41,624
	Release of pension liability	(15,000)	-
	Finance income	-	(3,000)
		<b>56,225</b>	<b>59,223</b>
	Increase in trade and other debtors	(214,125)	(335,121)
	Increase in trade and other creditors	902,400	244,248
	<b>Net cash from investing activities</b>	<b>744,500</b>	<b>(31,650)</b>

2	Cash And Cash Equivalents		
	The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:		
	<b>Year ended 31 March 2020</b>	31.3.20	1.4.19
	Cash and cash equivalents	<b>946,632</b>	<b>246,805</b>
	<b>Year ended 31 March 2019</b>	31.3.19	1.4.18
	Cash and cash equivalents	<b>246,805</b>	<b>284,524</b>

3	Analysis of changes in net funds	At 01/04/19	Cash flow	At 31/03/20
	<b>Net Cash</b>			
	Cash at Bank	246,805	699,827	946,632
	<b>Total</b>	<b>246,805</b>	<b>699,827</b>	<b>946,632</b>

The notes form part of these financial statements

**Notes to the financial statements**  
For the year ended 31 March 2020

**1 Statutory Information**

Cheshire & Warrington Local Enterprise Partnership is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

**2 Accounting Policies**

**Basis of preparing the financial statements**

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Preparation of consolidated financial statements**

The financial statements contain information about Cheshire & Warrington Local Enterprise Partnership as an individual company and do not contain consolidated financial information as the parent of a group. The company is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

**Turnover**

Turnover represents income from grants and funding receivable in respect of projects carried out during the relevant year, excluding Value Added Tax.

Grant and other income which has been received to fund projects in future accounting periods is carried forward under deferred income.

**Intangible assets**

Fixed assets are stated at cost less amortisation. Amortisation is charged by equal annual instalments, commencing with the period in which income first begins to be generated by the asset, so as to write off the cost over its useful economic life.

**Tangible fixed assets**

Fixed assets are stated at cost. Depreciation is being charged by equal annual instalments, commencing with the period in which the assets are first available for use, so as to write off each asset's cost, less any residual value, over its expected useful economic life. The following rates of depreciation have been used:-

Computer equipment	- 33.3% Straight line
Fixtures & Fittings	- 20% Straight line

**Investments in subsidiaries**

Investments in subsidiary undertakings are recognised at cost.

**Taxation**

The company is a grant aided local agency organisation and its economic advisory activities are wholly maintained by contributions from altruistic member organisations. As a result the net surplus arising from these activities is treated as non-trading by virtue of Section 79 of the Income and Corporation Taxes Act 1988. The company is liable to corporation tax on bank interest and other investment income.

**Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

**Pension costs and other post-retirement benefits**

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

<b>3</b>	<b>Reconciliation of surplus before taxation to cash generated from operations</b>	<b>2020 (£)</b>	<b>2019 (£)</b>
	Wages	1,336,983	955,027
	Social security costs	143,845	87,306
	Other pension costs	68,085	54,536
		<b>1,548,913</b>	<b>1,096,869</b>

Of the above salary expense a total of £633,058 (2019: £225,011) was recharged for work on the delivery of projects.

The average monthly number of employees during the year was as follows:

Employees	26	13
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**Senior Employees**

The LEP has chosen to disclose the remuneration of senior employees. These include the statutory officers and any person having responsibility for the management of the LEP, to the extent that the person has power to direct or control the major activities of the LEP. The figures below relate to 2019/20:

<b>Job Title</b>	<b>Salary, Fees, Allowances &amp; Bonuses (£)</b>	<b>Employer's Pension Contributions (£)</b>	<b>Expenses Allowances (£)</b>	<b>Total (£)</b>
Chief Executive	148,584	991	-	149,575
Deputy Chief Executive	79,365	7,692	-	87,057
Finance Director	84,15	3,336	-	87,486
	<b>312,099</b>	<b>12,019</b>	-	<b>324,118</b>

	<b>2020 (£)</b>	<b>2019 (£)</b>
The directors' remuneration shown below is paid to the chair of the LEP.		
Directors' remuneration	25,500	25,500

<b>4</b>	<b>Operating Surplus</b>	<b>2020 (£)</b>	<b>2019 (£)</b>
	The operating surplus is stated after charging:		
	Depreciation - owned assets	4,374	1,015
	Enterprise Zone amortisation	40,609	40,609
	Auditors' remuneration	4,700	3,428
	Accountancy	10,421	10,580

<b>5</b>	<b>Taxation</b>	<b>2020 (£)</b>	<b>2019 (£)</b>
	Surplus before tax	26,242	20,599
	Surplus multiplied by the standard rate of corporation tax in the UK of 19% (2019 - 20%)	4,986	4,120
	Effects of: Income not chargeable	(4,986)	(4,120)
	Total tax charge	-	-

**Tax effects relating to effects of other comprehensive income**

There were no tax effects for the year ended 31 March 2020.

<b>2019</b>	<b>Gross (£)</b>	<b>Tax (£)</b>	<b>Net (£)</b>
Actuarial gain/(loss) on retirement benefit scheme	(110,000)	-	(110,000)
	<b>(110,000)</b>	-	<b>(110,000)</b>

6	Intangible Fixed Assets	Enterprise Zone (£)
	<b>Cost</b>	
	At 1 April 2019	203,044
	and 31 March 2020	
	<b>Amortisation</b>	
	At 1 April 2019	40,609
	Amortisation for year	40,609
	At 31 March 2020	81,218
	<b>Net Book Value</b>	
	At 31 March 2020	<b>121,826</b>
	At 31 March 2019	<b>162,435</b>

The amount capitalised in respect of the Enterprise Zone represents costs incurred by the company on marketing and development. The company is benefiting from an income stream derived from a proportion of the zone's business rates. The directors anticipate that the present value of the future income will significantly exceed the capitalised costs.

7	Tangible Fixed Assets	Fixtures and fittings (£)	Computer equipment (£)	Totals (£)
	<b>Cost</b>			
	At 1 April 2019	5,122	39,460	44,582
	Additions	5,702	39,842	45,544
	Disposals	-	(1,162)	(1,162)
	At 31 March 2020	<b>10,824</b>	<b>78,140</b>	<b>88,964</b>
	<b>Depreciation</b>			
	At 1 April 2019	5,122	33,433	38,555
	Charge for year	158	4,216	4,374
	Eliminated on disposal	-	(290)	(290)
	At 31 March 2020	5,280	37,359	42,639
	<b>Net Book Value</b>			
	At 31 March 2020	<b>5,544</b>	<b>40,781</b>	<b>46,325</b>
	At 31 March 2019	-	<b>6,027</b>	<b>6,027</b>

#### 8 Fixed Asset Investments

During the year the company became the sole Member of CWTB, a company limited by guarantee, which is known operationally as Marketing Cheshire. Its principal activity is the promotion of Cheshire and Warrington nationally and internationally to investors, business and leisure visitors and those who live and study in the area.

At 31 March 2020 its net assets totalled:£297,705 and its surplus for the year then ended was £13,932.

9	Debtors: Amounts falling due within one year	2020 (£)	2019 (£)
	Trade debtors	404,322	243,753
	Other debtors	-	-
	Prepayments and accrued income	204,395	150,462
	Total tax charge	<b>608,717</b>	<b>394,592</b>

10	Creditors: Amounts falling due within one year	2020 (£)	2019 (£)
	Trade creditors	416,952	141,583
	Social security and other taxes	72,151	64,179
	Other creditors	6,834	2,795
	Accruals and deferred income	931,411	316,391
		<b>1,427,348</b>	<b>524,948</b>

11	Leasing Agreements Other operating leases	2020 (£)	2019 (£)
	The following operating lease payments are committed to be paid:		
	<b>Expiring</b>		
	Within one year	6,596	25,621
	Between one and five years	-	6,310
		<b>6,596</b>	<b>32,217</b>

12	Reserves	Income and expenditure account (£)
	At 1 April 2019	269,911
	Surplus for the year	26,242
	<b>At 31 March 2020</b>	<b>296,153</b>

#### 13 Related Party Disclosures Enterprise Zone (£)

During the year the company entered into transactions in the normal course of business with the following member organisations, in which common directors have non financial interests, to deliver the economic development services in the Cheshire and Warrington sub region.

##### Contributions received towards operating costs:

Warrington Borough Council	£41,667
Cheshire East Council	£41,667
Cheshire West and Chester Council	£41,667
Marketing Cheshire	<b>£49,999</b>

Government Core Funding and Growing Places Fund operating costs totalling £3,116,049 (2019 - £1,988,162) was also received through Cheshire East Council in its role as the accountable body.81,218

##### Amounts paid for projects in year:

Warrington Borough Council	£49,945
Cheshire East Council	£69,231
Cheshire West and Chester Council	£50,791
Marketing Cheshire	<b>£59,268</b>

The amounts outstanding from/(to) member organisations by the company are summarised as follows:

##### Amounts paid for projects in year:

Warrington Borough Council	£(17,848)	(2019 - £(34,361))
Cheshire East Council	£378,557	(2019 - £127,232)
Cheshire West and Chester Council	nil	(2019 - £50,000)
Marketing Cheshire	£3,449	(2019 - £nil)

#### 14 Limited Liability

Liability is limited by guarantee to £1 per member. The number of members at the period end was three.

#### 15 Retirement Benefits

Prior to this year the company contributed to a defined benefit pension scheme on behalf of a small number of previous employees.

The scheme has now been transferred back into the remit of the Local Authority and the company has no future actual or potential liabilities in respect of this scheme.

**Detailed Income and Expenditure Account**  
**For the year ended 31 March 2020**

<b>Turnover</b>	<b>2020 (£)</b>	<b>2020 (£)</b>	<b>2019 (£)</b>	<b>2019 (£)</b>
LA subscriptions	125,002		125,000	
LEP Core Funding	407,538		500,000	
Growing Places Fund - professional fees	-		216,431	
Growing Places Fund - Supplementary Revenue Grant	124,140		72,297	
Growth and Skills Hub	314,671		287,000	
Sundry income	3,698		783	
Local Growth Fund - Supplementary Revenue Grant	119,442		202,003	
EU technical assistance	(500)		47,074	
Local Growth Fund - management fee	108,200		108,200	
Enterprise Zone - income	792,590		439,050	
Enterprise Zone - grant	40,610		40,610	
Enterprise Zone - Supplementary Revenue Grant	7,788		6,118	
DiT Contribution	62,527		68,212	
Careers Enterprise Company	64,549		18,563	
Kickstart income	20,555		980	
ESF income and work placements	184,727		11,077	
Northern Powerhouse 11	601,986		36,546	
MHCLG Additional funding	-		64,977	
Skills Advisory Panel	75,000		-	
Digital skills partnership	59,505		-	
EZ Retained business rates	78,019		-	
Accelerate funding	11,550		-	
Management fee recovered	95,491		-	
	<b>3,297,088</b>		<b>2,244,921</b>	

<b>Expenditure</b>	<b>2020 (£)</b>	<b>2020 (£)</b>	<b>2019 (£)</b>	<b>2019 (£)</b>
Rent		27,710		12,376
Insurance		4,158		2,765
Directors' salaries		25,500		25,000
Directors' social security		2,328		2,287
Wages		754,324		728,517
Social security		86,237		85,018
Pensions		47,466		31,036
Recruitment costs		69,507		53,473
Telephone		6,664		2,543
Post, stationery and consumables		7,823		5,594
Consultancy and third party support		115,763		177,384
Travel and subsistence		28,919		35,292
IT support		40,086		17,699
Subscriptions		18,156		18,964
Training and development		3,197		12,219

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<b>Expenditure</b>	<b>2020 (£)</b>	<b>2020 (£)</b>	<b>2019 (£)</b>	<b>2019 (£)</b>
Kickstart costs		20,555		980
Bank charges		211		166
Internal meetings		5,201		993
ESF costs		184,727		11,077
Careers Enterprise Company		64,638		16,770
Local industrial strategy		92,538		49,977
Legal and professional		38,708		15,939
Strategy development work		78,019		89,247
Communications, PR and website		108,240		42,008
Growth and Skills Hub		314,673		287,000
Enterprise Zone - consultancy		80,782		104,906
Enterprise Zone - staff and administrative costs		112,517		90,647
Enterprise Zone - travel and subsistence		1,483		2,072
Enterprise Zone - marketing and PR		4,211		89,983
Northern Powerhouse 11		598,234		36,546
Accounting body charge		59,583		55,000
Auditors' remuneration		4,700		3,428
Accountancy		10,421		10,580
Skills Advisory Panel		75,000		-
DiT expenses		62,527		68,212
Digital skills		59,507		-
Accelerate expenditure		11,550		-
		<b>3,225,863</b>		<b>2,185,698</b>
		<b>71,225</b>		<b>59,223</b>

**Other finance income/costs**

<b>Interest income on pension scheme assets</b>		-		70,000
Interest on pension scheme liabilities		-		(67,000)
		-		3,000
		<b>71,225</b>		<b>62,223</b>
<b>Depreciation</b>				
Enterprise Zone		40,609		40,609
Fixtures and fittings		158		-
Computer equipment		4,216		1,015
		44,983		41,624
<b>Net Surplus</b>		<b>26,242</b>		<b>20,599</b>

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## THE LOCAL ENTERPRISE PARTNERSHIP BOARD

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**Clare Hayward, MBE, DL**  
Chair, Cheshire and Warrington  
Local Enterprise Partnership



**Trevor Brocklebank**  
Deputy Chair, Cheshire and Warrington  
Local Enterprise Partnership



**Angie Robinson**  
Chair, Marketing Cheshire



**Christopher Hindley**  
Chief Executive,  
The Youth Federation



**Nichola Newton**  
Principal & CEO,  
Warrington and Vale Royal College



**Professor Eunice Simmons**  
Vice-Chancellor, University Of Chester



**Robert Mee, DL**  
Chair, Cheshire and Warrington  
Local Enterprise Partnership Strategy  
Board and Cheshire Science Corridor



**Graeme Bristow**  
Alderley Park Site Leader, Astrazeneca.  
Chair, Local Transport Board



**Nicola Dunbar**  
Chair,  
Mid Cheshire Development Board



**Stephen Kinsey**  
Legal Service Director, Bruntwood



**John Downes**  
Managing Director, Langtree



**Peter Broxton**  
Managing Director,  
Samtop Consulting Ltd



**Louise Gittins, Cllr.**  
Council Leader,  
Cheshire West And Chester Council



**Russ Bowden, Cllr.**  
Council Leader,  
Warrington Borough Council



**Craig Browne, Cllr.**  
Deputy Council Leader,  
Cheshire East Council

## SENIOR LEADERSHIP TEAM

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**Phillip Cox**  
CEO, Cheshire and Warrington  
Local Enterprise Partnership



**Joe Manning**  
Chief Executive,  
Marketing Cheshire



**Ian Brookes**  
Finance and Commercial Director,  
Cheshire and Warrington  
Local Enterprise Partnership

**Cheshire and  
Warrington  
Local Enterprise  
Partnership**

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