



DRAFT BUSINESS PLAN FOR ENTERPRISE CHESHIRE AND WARRINGTON

2024/25

Draft as at 13th March 2024: NB: Name subject Member approval. Also note that around half on Enterprise Cheshire and Warrington's (ECW) income derives from Government funded programmes. The LEP/ECW is not usually informed of the funding that will be provided for those programmes until close to the start of the financial year to which they apply. Where this is the case

funding and targets for 2024/5 have been set at 2023/4 levels.

ENTERPRISE CHESHIRE AND WARRINGTON: ROLE

- Reporting to the Cheshire and Warrington local authorities the role of Enterprise Cheshire and Warrington (ECW) is to support Cheshire and Warrington's elected leaders to make C&W the healthiest, most sustainable inclusive and growing place in the country by
 - providing strategic economic planning;
 - delivery of key government programmes; and
 - ensuring that a strong, independent business voice is reflected in the advice ECW provides to elected leaders.
- ECW is also responsible for promoting Cheshire and Warrington as a great place to visit, live, work, invest and study through Marketing Cheshire, which is an integral part of ECW and is designated by Visit England as the sub-region's Local Visitor Economy Partnership (LVEP).

ENTERPRISE CHESHIRE AND WARRINGTON: KEY OBJECTIVES 2024/5

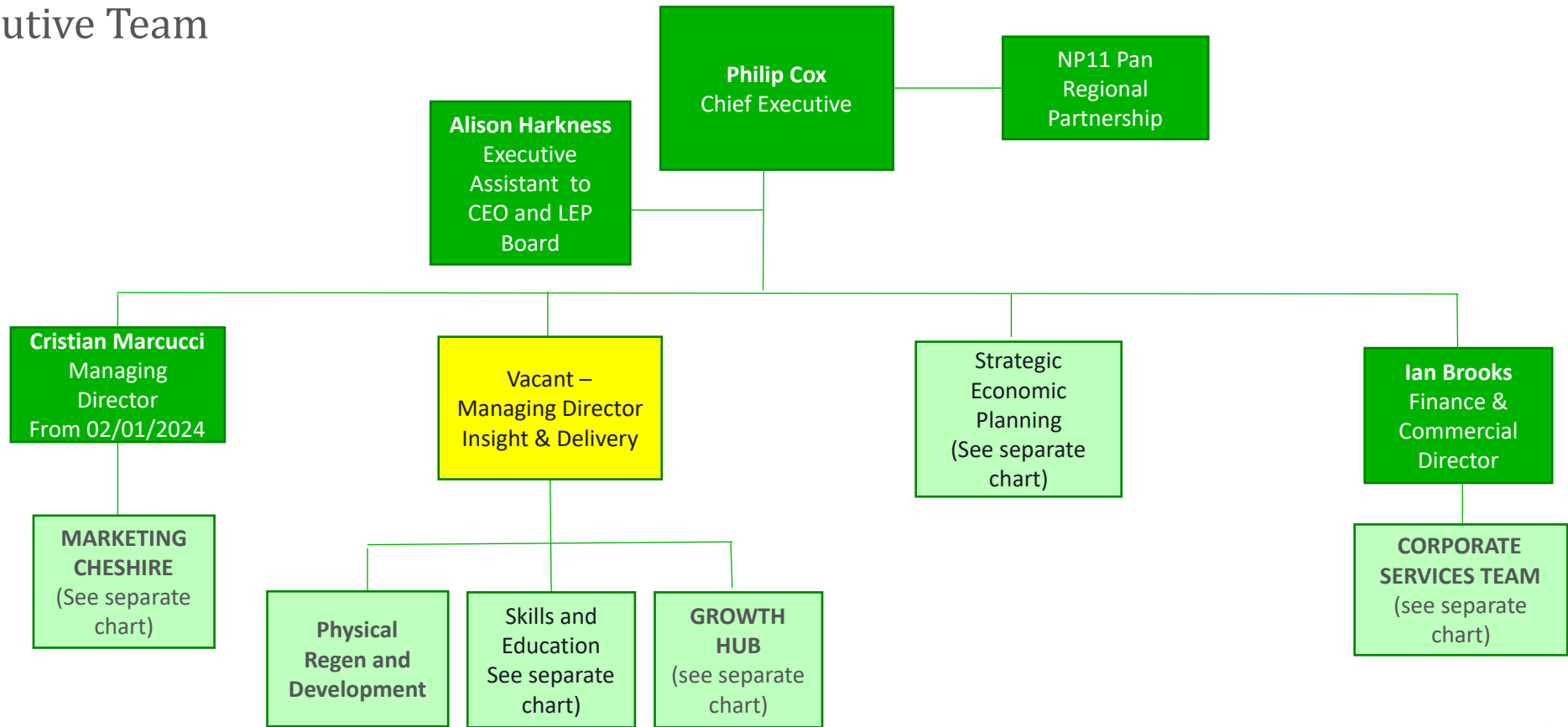
In 2024/5 ECW will:

- Produce a Sustainable and Inclusive Economic Plan (SIEP) through to 2045;
- Produce a strategic transport and a workforce and skills plan;
- Support elected members to launch a Fair Employment Charter for C&W;
- Lead the establishment of an industry body that will co-ordinate and facilitate the delivery of the £30 billion industrial cluster decarbonisation programme. The body will also lead a programme of community engagement and communication about the programme;
- Support the LAs and elected leaders to deliver their vision for C&W, including through the development of plans for future devolution to C&W;
- Deliver 640 Skills Bootcamp training places for shortage occupations;
- Working closely with Youth Fed, support all secondary schools in C&W to work with employers to help every young person find their best next step;
- As part of the Growth Hub network, provide all businesses across C&W with access to advice and support via a free, impartial, 'single point of contact'
- Ensure that C&W's £260 million suite of investment programmes is invested to support the delivery of leaders' key objectives for the C&W economy;
- Deliver the recommendations of Marketing Cheshire's review of visitor information services;
- Support the creation of a Tourism BID for Chester;
- As the body responsible for the funding provided by Government, lead the establishment of a Pan Regional Partnership for the North

ENTERPRISE CHESHIRE AND WARRINGTON: STRUCTURE AND ORGANISATION

- ECW will deliver its objectives through three divisions:
 - Strategic Economic Planning
 - Economic Insight and Delivery
 - Marketing Cheshire
- These teams are supported by a Finance and Corporate Services division that provides finance, HR, accommodation and business support to ECW.
- ECW has 36.5 full time equivalent staff and an operational budget of £3.6 million. It is responsible for £3.5 million pa of programme funding; manages (with partners) a suite of investment funds of £260 million; and is responsible for managing, on behalf of the sub-region, income from the Cheshire Science Corridor Enterprise Zone expected to total £60 million over its remaining lifetime.

Executive Team



ECW FIRST DRAFT BUDGET 2024/5 – 2025/6 (including Marketing Cheshire)

	2024/5	2025/6	
INCOME			
LA Grants	£ 615k	£ 375k	incl. in 2024/25 £240k from Central Government
Government Programme Grants	£ 4505k	£ 4505k	incl. Bootcamps £2.459M, NP11 £1M
Commercial Income	£ 425k	£ 425k	
Enterprise Zone	£ 2700k	£ 3800k	
Interest on balances with bank and Cheshire East	£ 600k	£ 500k	
TOTAL INCOME	£ 8845k	£ 9605k	
EXPENDITURE			
LEP and MC Running Costs	£ 3599k	£ 3599k	
EZ Loan Repayments	£ 1427k	£ 1427k	
Programme Expenditure		£ 3459k	£ 3459k incl. Bootcamps £2.459M, NP11 £1M
Sub-Regional Programmes	£ 350k	£ 750k	e.g. Transport Strategy, Fair Employment Charter
TOTAL EXPENDITURE	£8835k	£ 9235k	
SURPLUS / (DEFICIT)		£ 10k	£ 370k

ECW FIRST DRAFT BUDGET 2024/5 – LEP AND MARKETING CHESHIRE

	LEP	MC	TOTAL	
INCOME				
LA Grants	£ 313k	£ 282k	£ 615k	incl. £240k Central Government
Government Programme Grants	£ 4335k	£ 170k	£4505k	
Commercial Income	£ 0k	£ 425k	£ 425k	
Enterprise Zone	£ 2500k	£ 200k	£2700k	
Interest on balances with bank and Cheshire East	£ 600k	£ 0k	£ 600k	
TOTAL INCOME	£ 7768k	£ 1077k	£8845k	
EXPENDITURE				
LEP and MC Running Costs	£ 2501k	£ 1098k	£3599k	
EZ Loan Repayments	£ 1427k	£ 0k	£1427k	
Programme Expenditure		£ 3459k	£ 0k	£3459k
Sub-Regional Programmes	£ 350k	£ 0k	£ 350k	
TOTAL EXPENDITURE	£7737k	£ 1098k	£8835k	
SURPLUS / (DEFICIT)		£ 31k	(£ 21k)	£ 10k

ECW FIRST DRAFT BUDGET 2024/5 – LEP AND MC “DEPARTMENTAL” ANALYSIS

	LEP & MC GROUP SUMMARY					
	Strategic Economic Planning incl. NWNZ	Insight & Delivery incl. EZ, GH, DiT, SBC, Pledge	MC	Corporate Services incl. Fund Management	Total (ex NP11)	Total (incl.NP11)
Income / Funding						
Total Income	1,095,815	5,056,340	1,076,400	666,595	7,895,150	8,845,150
Expenditure						
Programme Development	90,000	68,000	406,500	-	564,500	1,324,500
Strategy Projects	350,000	300,000	-	-	650,000	650,000
Commissioned Activities	440,000	368,000	406,500	-	1,214,500	1,974,500
Staff and related costs	451,775	1,079,443	563,063	364,075	2,458,356	2,647,756
Operating costs	157,500	49,818	109,500	156,600	473,418	474,018
Governance and overhead	-	82,000	18,500	120,300	220,800	220,800
Total Expenses	1,049,275	1,579,261	1,097,563	640,975	4,367,074	5,317,074
Loan Instalments	-	1,427,000	-	-	1,427,000	1,427,000
Grant Payments	-	2,091,000	-	-	2,091,000	2,091,000
Financial Expenses	-	3,518,000	-	-	3,518,000	3,518,000
Surplus / (Deficit)	46,540	(40,921)	(21,163)	25,620	10,076	10,076

ECW BALANCE SHEET : 1 APRIL 2024

Long Term Assets

EZ Rights to future business rates (2024-41)	£ 60000k
Growing Places Fund	£ 10223k
Life Sciences Funds	£ 13250k

Short Term (Cash & Near Cash) Assets

EZ Fund	£ 1500k
Net Operating Assets (working capital)	£ 748k

TOTAL **£ 85721k**

Liabilities

EZ Loans (2024-41)	£ 12800k
GPF Loan (to fund LSF 2)	£ 4700k

TOTAL **£ 17500k**

NB: ECW also shares responsibility with Manchester and Lancashire for oversight and deployment of the £210 million Evergreen Suite of funds. These do not appear on ECW's balance sheet.

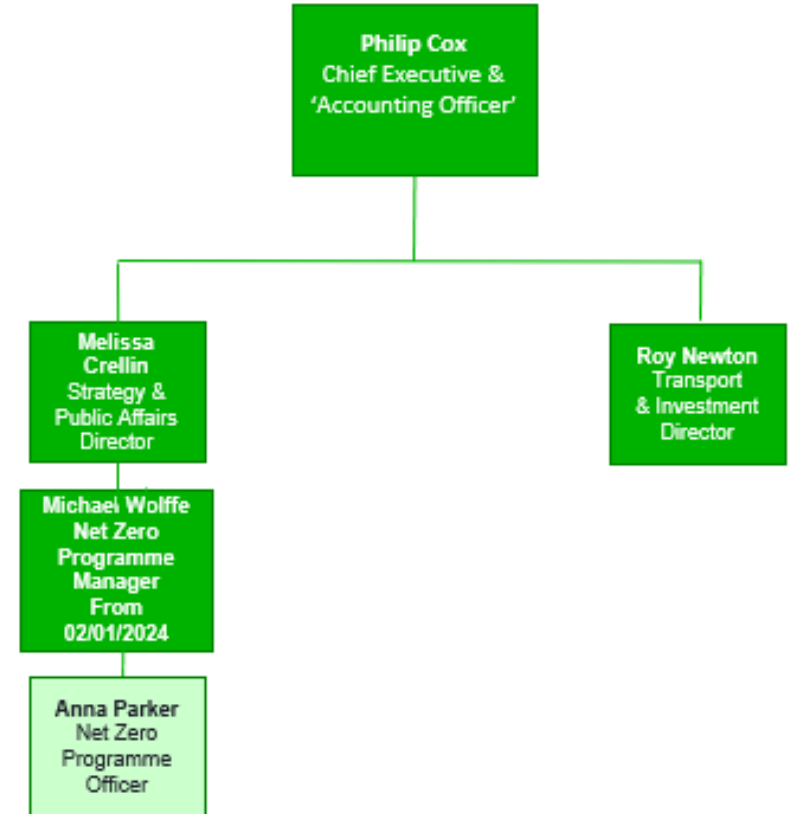


ENTERPRISE CHESHIRE AND WARRINGTON: DIVISIONAL BREAKDOWN

Strategic Economic Planning

Provides sub-regional economic planning resource for C&W

- Completion and publication of C&W Sustainable and Inclusive Economic Plan (SIEP)
- Putting in place a new programme co-ordination and oversight body to ensure the delivery in C&W of world's first Net Zero industrial cluster
- Ongoing delivery of the recommendations of the Sustainable and Inclusive Growth Commission (SIGC)
- Providing support and drawing advice from the Business Advisory on strategic economic and transport issues
- Completion implementation and ongoing management of C&W's Fair Employment Charter
- Provide sub-regional input and co-ordination of C&W's response to the cancellation of HS2 and the introduction of the Network North programme
- Updating C&W's strategic transport plan to reflect the SIEP
- Ensure that the sub-region is maximising its influence with inter alia National Highways, DfT, and the rail industry;
- Advice to LAs on development of C&W's development plans

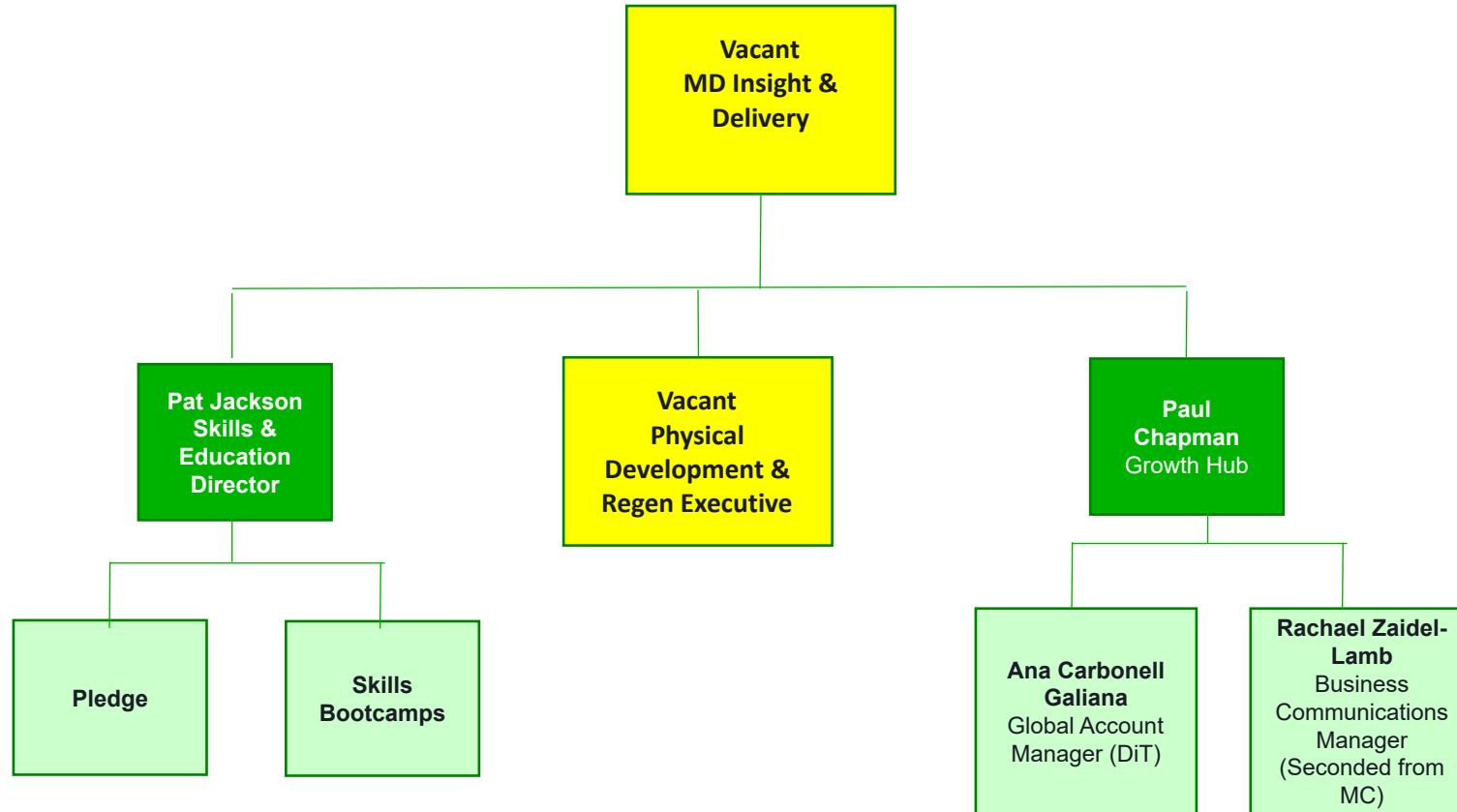


Economic Insight and Delivery

Provision of insight and intelligence about the C&W economy and the delivery of ECW's Government funded programmes

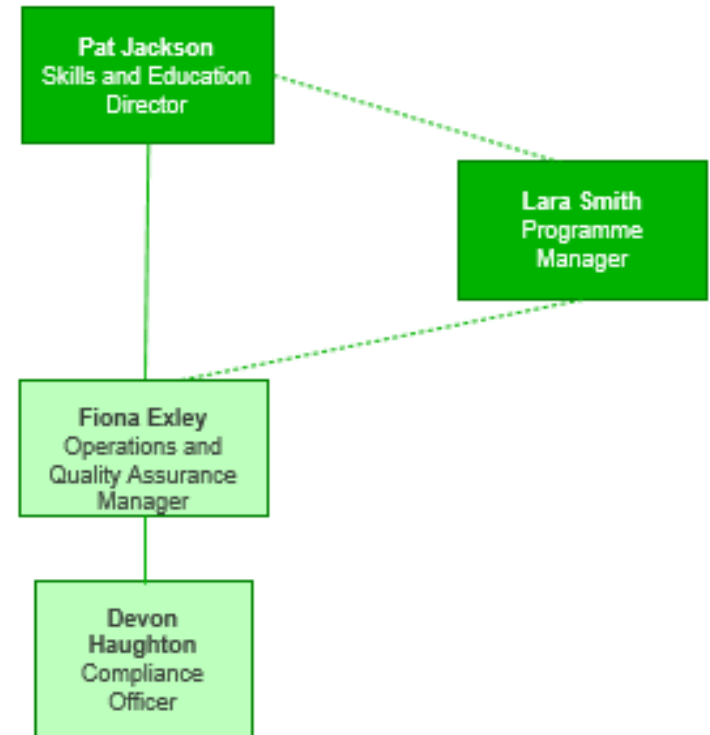
- Provide elected leaders with comprehensive timely support and advice to enable them to provide well informed direction to the land Property, Employment and Skills and Business Support programmes.
- Support the LAs and elected leaders in the development of the sub-region's devolution propositions and the sub-region's transition to more sub-regional working.
- Lead engagement with C&W's Business Advisory Board, providing support to its members to enable them to provide strong independent advice to LA leaders.
- Delivery of C&W's Careers and Skills Bootcamp programmes, delivering 640 training places in shortage occupations and supporting all 84 state funded secondary schools to achieve an average of five Gatsby benchmarks with no school achieving less than three.
- Investment and ongoing management of the EZ programme in particular retained business rate income of £60 million over the period to 2024 – 2041, using the associated £30 million loan facility to promote further development at Protos, Thornton Science Park and Alderley Park.
- In conjunction with other LA/CA and private sector partners, lead on policy and investment of C&W's £260 million of investment funds.
- Development and promotion of C&W as a key hub for innovation through active management and promotion of Cheshire Science Corridor.
- Provision of advice and support to leaders and LAs on land and property aspects of LA and sub-regional economic development plans, potentially including the development of proposals for Investment Zones in C&W.
- Leadership and delivery of sub-region's input into UKREiiF.
- Provision of policy support for C&W's Housing Board.
- Through the C&W Growth Hub, provide direct support to SMEs and account manage foreign owned firms located in C&W.
- Develop and strengthen the sub-region's economic insight and intelligence, ensuring that plans for the development and promotion of C&W (including by Marketing Cheshire) are informed by the best available insight and intelligence, drawn from National Statistics through to local intelligence gathered from the Business Advisory Board and direct engagement with businesses in C&W.

Economic Insight & Delivery Team



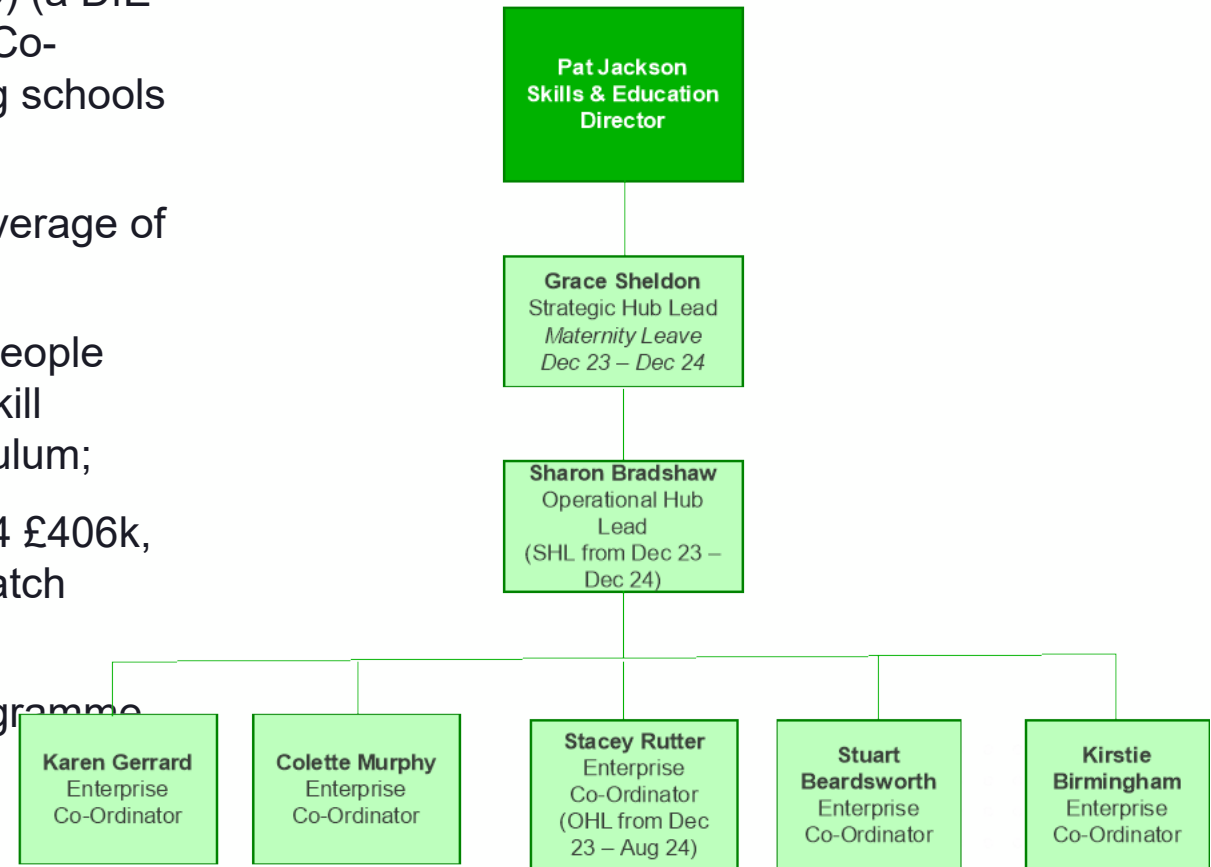
Skills Bootcamps

- Delivery of DfE's Skills Bootcamp Programme in C&W;
- Provide grants for 640 adult training places in shortage occupations through ca. 20 training providers, ensuring that at least 80% of trainees obtain a new role that uses the skills gained from the courses;
- Ensure the Bootcamp programme is informed by strong intelligence on the key skills shortages in C&W;
- Grant from DfE in 2024/5 expected to be £2.459 million;
- Funding covers costs of 3 FTE, two member of staff employed full time on programme, two others spend part of their time on programme.



Careers Pledge

- Grant from Careers and Enterprise Company (CEC) (a DfE agency) to meet the costs of providing Enterprise Co-ordinators to improve careers education by bringing schools and employers together;
- Ensure all 84 secondary schools in C&W achieve average of five Gatsby Benchmarks and a minimum of three;
- Amplify technical and vocational routes for young people and develop innovative Teacher Encounters to upskill educators about employer needs and inform curriculum;
- Total budget for academic year (Sept – Aug) 2023/4 £406k, comprising £365k CEC grant and £41k required match funding
- 6.9 FTE working in conjunction with Youth Fed programme



Physical Development and Regeneration

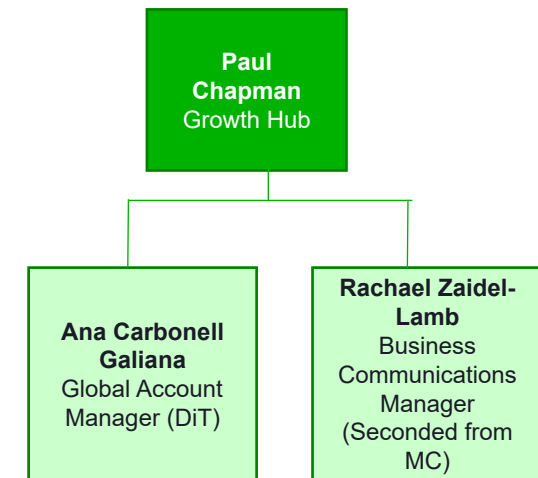
Being delivered by Cushman & Wakefield pending appointment of replacement for postholder that left in December 2023

- Investment and ongoing management of the EZ programme including retained business rate income of £60 million over the period to 2024 – 2041, deploying the £30 million EZ loan facility to promote and facilitate further development within the Zone;
- Provide support to private sector to realise prospective further development across all sites within the EZ;
- In conjunction with other LA/CA and private sector partners, lead on policy and investment of C&Ws £260 million of investment funds;
- Development and promotion of C&W as a key hub for innovation through active management and promotion of Cheshire Science Corridor;
- Provision of advice and support to LA members and officers on land and property aspects of LA and sub-regional economic development plans, potentially including the development of proposals for Investment Zones in C&W;
- Leadership and delivery of sub-region's input into UKREiiF.



Growth Hub

- Deployment of £329k grant from DBT to provide key account management services for foreign owned firms to encourage them to invest in C&W and to provide support and advice to SMEs across C&W;
- Provide DBT with intelligence on new and emerging economic opportunities or shocks and a monthly report highlighting new or emerging information on local economic conditions, local business needs and concerns;
- Promote and encourage simplification and coordination of the local business support ecosystem, to provide clarity for local businesses and partner, bringing together organisations involved in the provision of business support from across the public, private and third sectors;
- 3 FTE



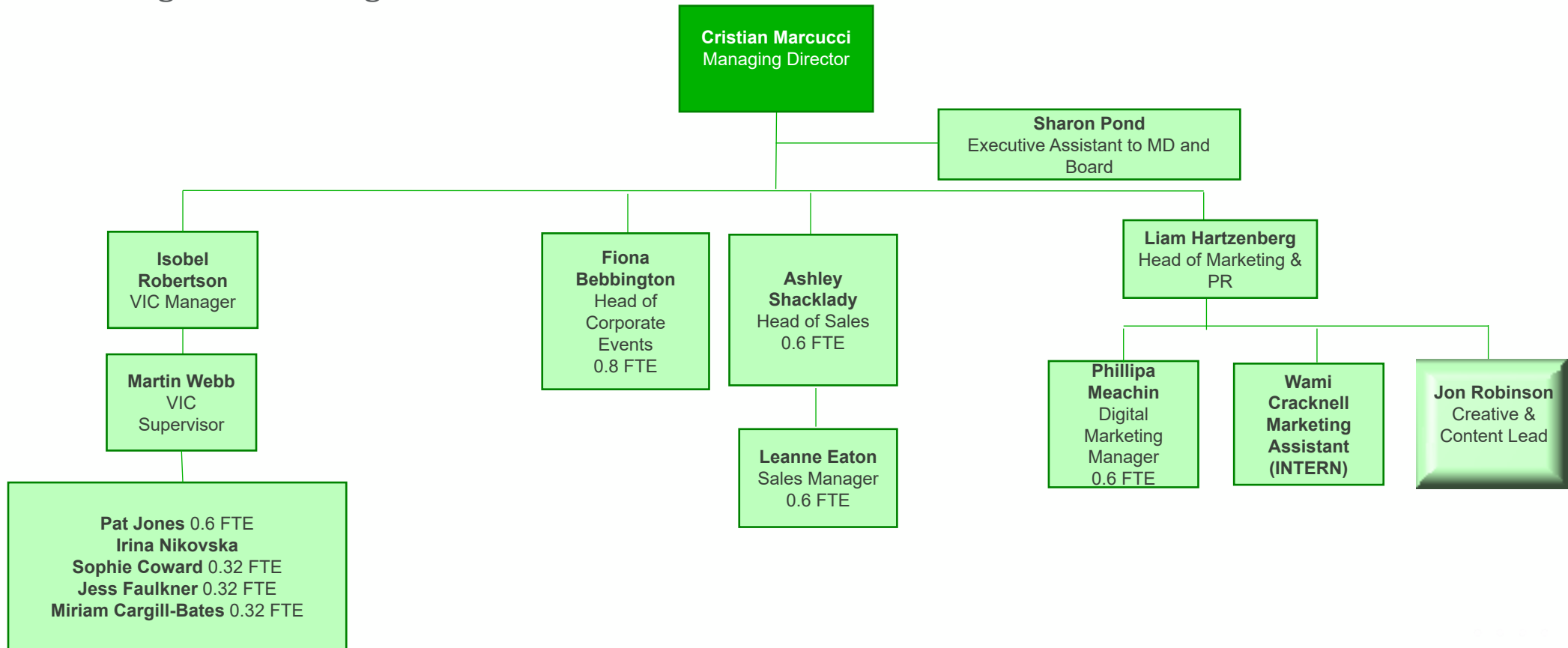
Marketing Cheshire

Provides Visitor and Place Marketing for C&W, the Visitor Information Centre (VIC) in Chester plus LEP PR and Comms;

- Inspiring visitors, residents and businesses to visit, live, work and invest in C&W;
- Support the delivery of a Chester A/TBID;
- Implement the conclusion of the review of Visitor Information;
- Publish a Destination Management Plan for C&W;
- Working closely with the Insight and Delivery team, ensure that C&W has a strong presence at UKREiiF;
- Promote the Cheshire Science Corridor as a great place to locate science based businesses;
- 11 FTE (of whom 4.5 FTE in VIC)



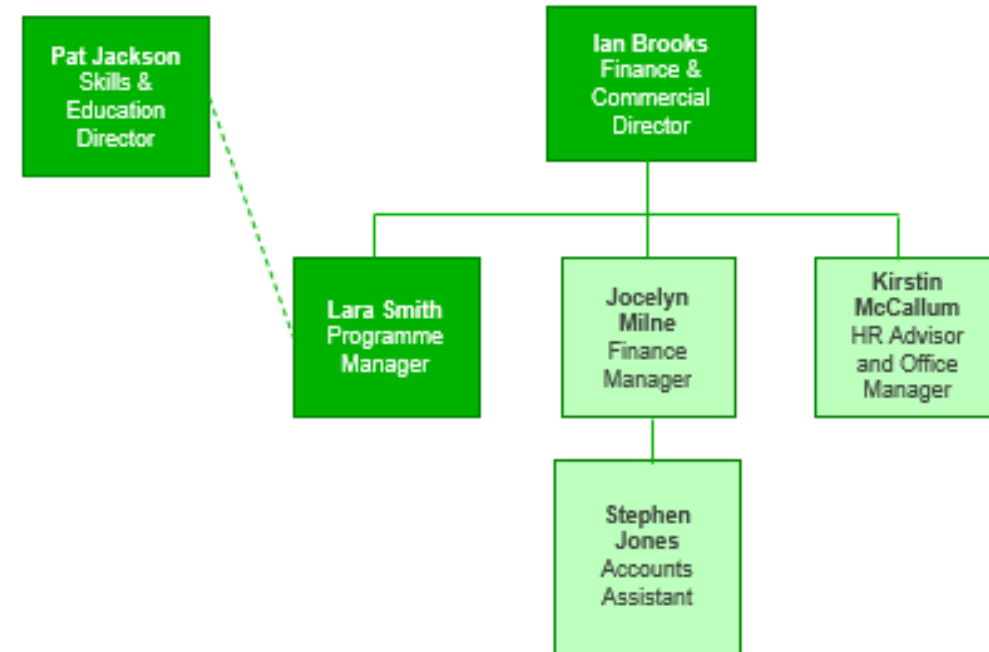
Marketing Cheshire Organisation Chart



Finance and Corporate Services

Provides ECW's finance, IT, HR and other corporate services

- Provides Finance, Company and Board Secretarial, HR, Procurement, accommodation and IT services to LEP/ECW/MC.
- Programme Management oversight of ECW's programme
- Administration of ECW's legal obligation to monitor ERDF (C&W UDF) until 2030. Also responsible for C&W's ongoing obligation to monitor LGF and GBF until 2026.
- Provision of administration and financial expertise to support C&W's investment fund portfolio (including the Evergreen suite, Life Science Fund and Growing Places Fund)
- 4.4 FTE



NP11

- C&W LEP acts as the Accountable Body for NP11 group of Northern LEPs which will become the Pan-Regional Partnership (PRP) for the North. NP11 staff are legally employed by C&W and NP11 contracts are issued in the LEP's name;
- Launch of new PRP at Convention of the North in February 2024 to “Grow the North’s Global Footprint”;
- £1 million grant from DLUHC in 2024/5 of which £50k retained by ECW to cover cost of services provided to NP11 / PRP

