



Company Number: 07388600

Lancashire Enterprise Partnership Limited

Tuesday, 22nd March, 2022 to be held at the Health Innovation Centre, Lancaster University - Bailrigg, Lancaster LA1 4YW at 4.30 pm

A tour of the facility has been arranged for Directors commencing at 4.00pm

(Note: Campus Map attached – If travelling by car the nearest car park is car park M)

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence (Pages 1 - 2)**
- 2. Minutes of the meeting held on 23rd November 2021 (Pages 3 - 10)**
- 3. Matters Arising**
- 4. Declarations of Interest**
- 5. LEP Governance and Committees Report (Pages 11 - 18)**
- 6. National Skills Fund: Skills Bootcamps for 2022/23 (Pages 19 - 24)**
- 7. LEP - Programmes Update Report (Pages 25 - 84)**
- 8. Annual Plan and Budget (2022-23) including End of Year (2021-2023) Financial Forecast and Performance (Pages 85 - 120)**
- 9. Annual Review - Local Assurance Framework 2022/23 (Pages 121 - 244)**
- 10. Any Other Business**

11. Date of Next Meeting and Programme of Meetings for 2022/23

Following the last LEP board and the decision to change the frequency of meetings from six to four dates per year a revised schedule of meetings for 2022/23 was circulated to Directors via email. This programme of meetings is confirmed below. In addition it was agreed that 2 meetings be virtual and 2 physical, this is also noted below with a suggested pattern.

- **Tuesday, 21 June 2022 – 4.30pm** – Virtual meeting (Microsoft Teams)
- **Tuesday, 13 September 2022 – 4.30pm** – Physical meeting - venue to be confirmed
- **Tuesday, 13 December 2022 – 4.30pm** – Virtual meeting (Microsoft Teams)
- **Tuesday, 21 March 2023 – 4.30pm** – Physical meeting - venue to be confirmed

12. Exclusion of the Press and Public

The Board is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, it considers that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 12A to the Local Government Act 1972 as indicated against the heading to the item.

Part II (Items that are Private and Confidential)

13. Grant Renewals (Pages 245 - 248)

14. Growing Places Report - PEARL 2 Brierfield Mill (Pages 249 - 256)

PARKING ZONES

Staff Parking Zone

South West Campus Parking Zone.
All permits and pay and display tickets valid here

Visitor Parking Zones (A) to (M)
Visitors with pay and display or scratchcard, University fleet vehicles, holders of Staff Car Sharing Permit

(A) Car Share Permits not valid in Bowland Avenue

(C) Staff permits not valid in Zone C on John Creed Avenue

Drop off areas - 30 minute short-term parking

Coach Drop Off Point

Cycle Route

Barrier

Information

Accessible Parking

Bus Stops

Cycle Parking

Electric Vehicle Charging Point

Lift Access

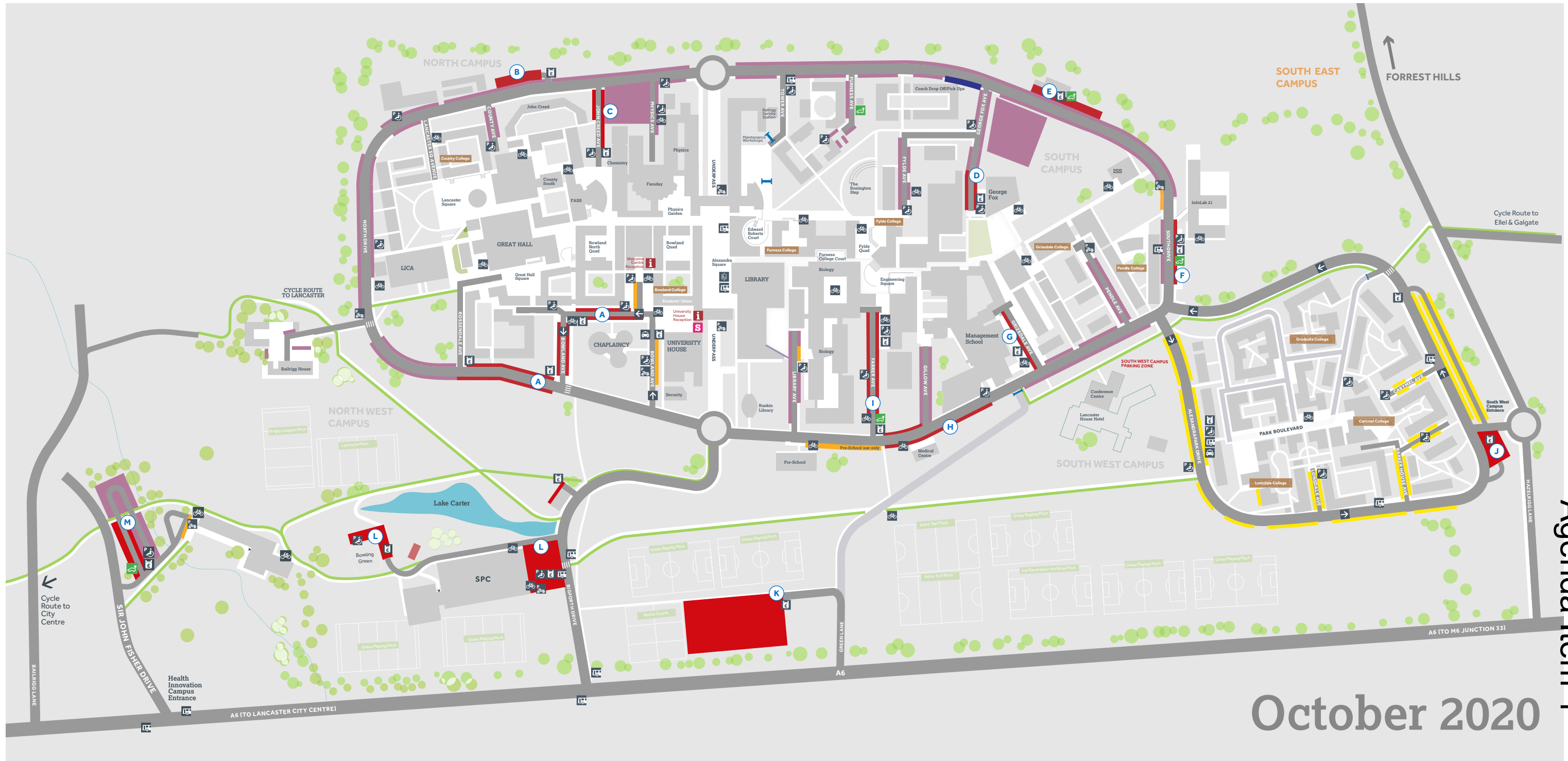
Motor Cycle Parking

Pay & Display Machine

Taxi Rank

One way system

S Cashiers for parking scratchcards



October 2020

Lancashire Enterprise Partnership Limited

Minutes of the Meeting held on Tuesday, 23rd November, 2021 at 4.30 pm held as a Virtual Zoom Meeting

Present

Debbie Francis OBE (Chair)

Councillor Stephen Atkinson
Miranda Barker
Councillor Alyson Barnes
Ann Dean MBE DL
Dave Holmes OBE
Kam Kothia

Amanda Melton CBE
Andrew Pettinger
Mark Rawstron
County Councillor Aidy Riggott
Councillor Ivan Taylor
Annette Weekes

In Attendance

Sarah Kemp, Chief Executive Officer, Lancashire Enterprise Partnership
Angie Ridgwell, Section 151 Officer, Chief Executive and Director of Resources, Lancashire County Council
Laura Sales, Company Secretary and Director of Corporate Services, Lancashire County Council
Nicola Hopkins, Director of Economic Development and Planning, Ribble Valley Borough Council
Nick Gerrard, Growth and Prosperity Programme Director, Blackpool Council
Paul Evans, Department for Business, Energy and Industrial Strategy
Phil Green, Director of Growth, Environment and Planning Economic Development, Lancashire County Council
Michele Lawty-Jones, Director of the Lancashire Skills Hub
Sue Roberts, Commercial and Business Support Manager, Lancashire Enterprise Partnership
Andy Milroy, Democratic Services Manager (Companies), Lancashire County Council
Matthew Pixton, NDA (Item 5 Only)
Rachel Roffe, NDA (Item 5 Only)

1. Welcome and Apologies for Absence

The Chair, Debbie Francis OBE, welcomed all to the meeting. Apologies for absence were presented from LEP Director Mick Gornall.

2. Minutes of the meeting held on 7th September 2021

Resolved: That the minutes of the Lancashire Enterprise Partnership (LEP) Board meeting held on 7th September 2021 be approved as an accurate record.

3. Matters Arising

None

4. Declarations of Interest

A number of Directors and Officers declared a conflict of interest in Item 14 – Samlesbury Enterprise Zone – Memorandum of Understanding as follows:

- LEP Director, County Councillor Aidy Riggott
- LEP Director, Councillor Stephen Atkinson
- Section 151 Officer, Angie Ridgwell
- Company Secretary, Laura Sales
- Lancashire County Council Officer, Phil Green
- Ribble Valley Borough Council Officer, Nicola Hopkins

All advised they would leave the meeting for this item along with any other officers present from Lancashire County Council or Ribble Valley Borough Council.

5. Radiowaste Management

Matthew Pixton and Rachel Roffe from the Nuclear Decommissioning Authority (NDA) gave a presentation to the LEP Board on Radioactive Waste Management.

It was highlighted to the Board that a Geological Disposal Facility (GDF) is a permanent facility deep underground to dispose of the UK's higher activity radioactive waste. It is a major infrastructure project that is a catalyst for transforming the socio-economic vitality of a community. It provides an opportunity to invest over the long term in infrastructure, and support the creation of hundreds of jobs and skills over a 100 year period.

In addition, the technical processes involved in constructing and operating a GDF were explained to the Board.

Board Members clarified a range of points including supply chains, supplier contracting, skills and employment opportunities and environmental implications.

Resolved: The Lancashire Enterprise Partnership Board received and noted the presentation providing feedback and points of clarification on technical aspects of Radiowaste Management.

6. LEP Governance and Committees Report

Andy Milroy, Senior Democratic Services Officer, Lancashire County Council, presented a report (circulated) which provided the Board with an update on LEP Governance matters and updates from recent LEP Committee meetings.

It was highlighted that the report was a standing item on each LEP Board agenda. In addition it was acknowledged that the Board may wish to consider the future dormant status of the company accounts moving forward in light of other reports and advice to be considered, however, the dormant accounts attached to the report were for the period that had just ended at the end of September 2021 and it was recommended that dormant accounts be approved for this period as they are historical.

Resolved: The Lancashire Enterprise Partnership Board

- (i) Noted the resignations of Lorna Green and Pete Lee from the LEP Innovation Board and approved the appointment of Mike Kenny and Matthew Spinks as their replacements on the LEP Innovation Board.
- (ii) Noted the resignation of Lynne Livesey from the LEP Skills and Employment Advisory Panel and approved the appointment of Professor Wendy Robinson (Lancaster University) as her replacement.
- (iii) Approved the dormant company accounts for the year ending 30 September 2021 and authorised the Chair to sign the accounts on behalf of the Board.
- (iv) Approved the recommendation from the Skills and Employment Advisory Panel that that the Lancashire Skills and Employment Framework remains as is, and that the refresh is put on hold and that the position is reviewed at the end of March 2022 with this referred to the LEP Board for further approval; and
- (v) Noted the updates contained within the report, including the Committee vacancies.

7. Any Other Business

Sarah Kemp, LEP Chief Executive, provided an update on the LEP Review is pending the Government 'levelling up paper' but notification had been received confirming a further 6 months of funding for the LEP subject to completion of an application for funding.

County Councillor Aidy Riggott provided an update on Community Renewal Funds and that Government announced Lancashire County Council had been successful in receiving £3.5m and wider Lancashire approximately £5m. It was confirmed that if LEP Board Members wished to receive further details a note could be circulated from the county council's Director of Growth, Environment and Planning.

Councillor Stephen Atkinson requested clarification on Northern Powerhouse Rail. Miranda Barker and Mark Rawstron provided updates with it noted that Transport for the North (TfN) was scheduled to meet the day after the LEP Board and the matter will be raised there. It was agreed to add formal comments from

the LEP to a letter to Government which will be circulated to LEP Board members in advance for comment.

Amanda Melton raised the topic of County Deal activity and if the LEP need to consider what an "ask" might look like from an economic perspective.

8. Date of Next Meeting and Programme of Meetings for 2022/23

It was proposed from the Chair that the LEP Board change frequency of Board meetings from 6 per year to 4 (quarterly) whilst retaining the regular informal Board meetings that also take place. Of the 4 meetings, it was proposed that 2 of those meetings take place physically and 2 virtually. The Chair stressed the importance of Board members attending the 2 physical meetings in person.

The proposal was approved by the Board with it noted that therefore the 18th January 2022 Board date was **cancelled**.

In addition it was noted that the next Board meeting would therefore be held on **22nd March 2022 at 4:30pm and this will be a physical meeting to be held at the Lancaster Health Innovation Campus.**

The cycle of meetings will be adjusted with further Board meetings for 2022/23 arranged for June 2022, September 2022, December 2022 and March 2023 with a revised programme of dates to be provided at the next LEP Board meeting.

9. Exclusion of the Press and Public

Resolved: That the meeting move into Part II, Private and Confidential, to consider the remaining agenda items as they contained information defined as confidential or exempt in accordance with the relevant paragraph in Part I to schedule 12A to the Local Government Act 1972.

It was considered that in all the circumstances the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

10. Growing Places Report - Fleetwood FRP Ltd - Heads of Terms

Sue Roberts, Commercial and Business Support Manager, LEP, presented a private and confidential report (circulated) which sought approval to the Heads of Terms for a Growing Places Loan to Fleetwood FRP Ltd.

Following a period of debate the LEP Board approved a revised resolution as set out below:

Resolved: The Lancashire Enterprise Partnership Board

- (i) Approved the Heads of Terms to lend Fleetwood FRP Ltd £2.45m over 30

months with a final repayment date of 31 December 2024 at 4.5% over base subject to due diligence; and

- (ii) Delegated authority to the LEP Chief Executive Officer in consultation with the Section 151 Officer and LCC's Director of Corporate Services, acting in their capacity as LEP Company Secretary to negotiate, approve and enter into the legal documentation required to protect the LEP's interest in respect of this loan.

11. Growing Places Report - Heap Developments Ltd - Heads of Terms

Sue Roberts presented a private and confidential report (circulated) which presented the LEP Board with the Heads of Terms for a Growing Places Loan for Heap Developments Ltd for approval.

Following a period of debate the LEP Board approved an amended resolution as follows.

Resolved: The Lancashire Enterprise Partnership Board

- (i) Approved the Heads of Terms to lend Heap Developments Ltd £1.5m over 5 years at 4% over base subject to due diligence; and
- (ii) Delegated authority to the LEP Chief Executive Officer in consultation with the Section 151 Officer and Lancashire County Council's Director of Corporate Services, in their capacity as LEP Company Secretary to negotiate, approve and enter into the legal documentation required to protect the LEP's interest in respect of this loan.

12. Growing Places Report - PEARL 2 Brierfield Mill

Sue Roberts presented a private and confidential report (circulated) regarding a proposed Growing Places regarding extending the Facility Agreement for PEARL 2 / Brierfield Mill.

Resolved: Following a period of debate, the LEP Board agreed to **not** approve the resolutions at this stage and requested that further due diligence checks are undertaken by the LEP Chief Executive Officer with the outcome to be reported back to the LEP Board for further consideration.

13. Growing Places Report - Ormskirk Court Hotel - Change to Security Package

Sue Roberts presented a private and confidential report (circulated) which requested a change to an existing Growing Places loan terms and conditions regarding Ormskirk Court Hotel.

Two options were presented to the LEP Board, one to retain the existing terms and conditions and the other to vary the terms and conditions to incorporate securities from other properties,

Resolved: Following a vote, the Lancashire Enterprise Partnership Board approved by majority **Option 1 – to retain the existing terms and conditions** for the Ormskirk Court Hotel Growing Places loan.

14. Samlesbury Enterprise Zone - Memorandum of Understanding

At this point of the meeting all Directors and Officers that identified they had a conflict of interest previously as per Item 4 – Declarations of Interests left the meeting.

Sarah Kemp, LEP Chief Executive Officer, presented a private and confidential report regarding Samlesbury Enterprise Zone – Memorandum of Understanding.

During the private and confidential discussion, Board members were made aware of independent legal advice requested by the Board in respect of the proposed Memorandum of Understanding with Lancashire County Council.

With regard to the proposals regarding the Samlesbury Enterprise Zone – Memorandum of Understanding, the Board stated that they were supportive of proposals contained within the Memorandum of Understanding and that were content to approve that the LEP Chief Executive Officer enter into the Memorandum of Understanding on behalf of the LEP with a request that further independent legal advice be taken prior to entering into a legal binding agreement.

Resolved: The Lancashire Enterprise Partnership Board

- Noted that Phase 2b infrastructure costs are anticipated to be £20.8m in respect of completion of infrastructure works to site, to be met by prudential borrowing by Lancashire County Council, in addition to £14.35m of prudential borrowing incurred to-date.
- Noted that the Enterprise Zone Governance Committee have considered the works and costs associated with Phase 2b and recommend to the Board, the ongoing commitment of business rates to complete infrastructure requirements.
- Noted that the Agreement will also meet an outstanding Growth Deal Grant Funding condition for Phase 2a with respect to the apportionment of any net proceeds between LCC and the LEP.
- Noted that the LEP has taken independent legal advice in respect of the proposed Agreement, as summarised in the private and confidential report.
- Agreed that the LEP Chief Executive Officer be authorised to enter into the Memorandum of Understanding as set out now with a request that a

Forward Plan be created and further independent legal advice be sought regarding the legally binding agreement.

- Subject to satisfactory receipt of independent legal advice as set out in the point above, the LEP Board approved that the LEP Chief Executive Officer be authorised to execute and sign the legally binding agreement on behalf of the LEP Board.



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 22 March 2022

LEP Governance and Committees Report

**Report Author: Andy Milroy, Democratic Services Manager (Companies),
Lancashire County Council, Tel: 01772 530354, andy.milroy@lancashire.gov.uk**

Executive Summary

This report extracts the key items considered by each of the Lancashire Enterprise Partnership Board (LEP) Committees at their recent meetings and, where applicable, and if not considered elsewhere on the Board's main agenda, contains decisions referred to the Board by its Committees for approval. The report also contains Governance updates and any Governance decisions required by the Board.

Recommendation

The Lancashire Enterprise Partnership Board is asked to note the updates provided in this report in relation to Governance, urgent decisions taken since the last LEP Board meeting and the Committees of the Lancashire Enterprise Partnership as set out.

Background and Advice

This is a standing report which provides an update on governance issues and meetings of committees of the LEP since the last ordinary meeting on 23 November 2021 in accordance with the LEP Assurance Framework, publicly available on the Lancashire Enterprise Partnership website:

<https://lancashirelep.co.uk/about/policies/>

Current LEP Committee Vacancies / Appointments

There are currently 2 vacancies on the LEP Enterprise Zone Governance Committee.



Updates from recent LEP Committee Meetings / Decisions taken by the Urgent Business Procedure of the LEP

1. Urgency Business Procedure Decisions

There has been one urgent decision approved by the LEP Board via the Urgent Business Procedure since the last LEP Board meeting held on 23rd November 2021 as follows:

7th March 2022 – Appointment of LEP Director Andrew Pettinger as Interim Deputy Chair of the LEP Board

Resolved: The Lancashire Enterprise Partnership Directors approved the appointment of LEP Director, Andrew Pettinger to the post of Interim LEP Deputy Chair.

2. City Deal Executive and Stewardship Board

There have been no meetings of the City Deal Executive and Stewardship Board since the last update.

Full agendas and minutes for the Combined City Deal meetings can be accessed here: <http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1072>

3. Growth Deal Management Board

There have been no meetings of the Growth Deal Management Board since the last update.

The reports and minutes for Growth Deal Management Board meetings can be accessed here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1218>

4. Enterprise Zone Governance Committee

The Enterprise Zone Governance Committee met on 3rd November 2021 and considered / approved the following:

Samlesbury Aerospace Enterprise Zone: Progress Report – The Committee received a private and confidential progress report and agreed that:

- (i) The phase 2b work programme be noted and an element of contingency to be included within the anticipated costs.
- (ii) The committee noted that the principles of the Memorandum of Understanding had been substantively agreed between Lancashire County Council and the Chief Executive of the Lancashire Enterprise Partnership in



respect of the retention of business rates by the county council to repay the forward funding of the infrastructure required to deliver works at the site, pending independent legal advice.

- (iii) The committee noted that in respect of the above, the LEP Board had requested independent legal advice from external legal advisors.
- (iv) The Memorandum of Understanding with the amendments discussed by the committee be presented to the LEP Board on 23 November 2021 requesting approval the Chief Executive of the LEP be authorised to sign the document.

Samlesbury Aerospace Enterprise Zone Update - The LEP Chief Executive presented a private and confidential report, the Committee requested a report back to the next Enterprise Zone Governance Committee meeting with further information around the points/questions raised by committee members including a framework that can be used as a template that can be utilised at the other zones, priorities to be determined. In addition the Committee agreed that a management and maintenance plan for the websites and the marketing collateral covering 2022 be developed for the four locations for consideration at the next, or subsequent, committee meeting.

The Enterprise Zone Governance Committee also met on 9th March 2022. At the time of writing this report the meeting has not taken place, but the minutes will be accessible following the meeting from the link below.

Full agendas and minutes for the Enterprise Zone Governance Committee meetings can be accessed here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1171>

5. Lancashire Skills and Employment Advisory Panel

The Lancashire Skills and Employment Advisory Panel meet on 10th November 2021 and considered / approved the following:

Update from the Lancashire Skills and Employment Hub and Partners – The Panel noted the update regarding the Gatsby Foundation, T-Levels, Digital Workforce of the Future, Hub Incubation Programme, Apprenticeships, Lancashire Levy Transfer Network and other areas.

Lancashire Careers Hub and Enterprise Advisor Network 2021/22 - A presentation was delivered to the panel regarding the impact of the Lancashire Careers Hub and the Enterprise Advisors Network to date and the priorities for the coming year. The Skills and Employment Advisory Panel noted the presentation and passed their thanks to the Careers Hub team.

Skills Bootcamps – The Panel noted the contents of the report and the presentation. In addition the Panel considered the further application of Skills Bootcamps in Lancashire and the potential to address hard to fill technical vacancies and enable Lancashire residents to fast track their skills development and secure higher value roles.



Skills Accelerator – The Panel were provided with an update on the progress regarding the Local Skills Improvement Plan (LSIP) Trailblazer with the ask of stakeholders and employers outlined along with support from panel members. The Panel noted the update.

DWP: Plan for Jobs in Lancashire - The Skills and Employment Advisory Panel was provided with a presentation on the performance to date of the Plans for Jobs initiatives led by the DWP in Lancashire.

This included Kickstart Placements and the need to continue to drive the engagement of unemployed young people in the plethora of opportunities that have been made available by Lancashire employers – it was noted that approximately 50% had been filled to-date. There was also discussion regarding supporting employers to progress young employees in placements towards apprenticeships, to support sustainable employment. The Panel noted the presentation.

The Lancashire Skills and Employment Advisory Panel also met on 23rd February 2022 and considered / approved the following:

Update from the Lancashire Skills and Employment Hub and Partners – The Panel noted the update regarding the Gatsby Foundation, T-Levels, Digital Workforce of the Future, Hub Incubation Programme, Apprenticeships, Lancashire Levy Transfer Network and other areas.

Levelling Up for Lancashire – The Panel received a presentation regarding Levelling Up for Lancashire from Denise Park, Chief Executive, Blackburn with Darwen Borough Council. The panel noted the presentation.

Local Skills Improvement Plan: Early Findings - Geoff Mason, Policy Manager, N&W Lancashire Chamber of Commerce – accountable body for the Local Skills Improvement Plan (LSIP) Trailblazer gave a presentation? providing initial information on the project. The Panel noted the update.

Grant Renewals - The Panel agreed to recommend to the LEP Board acceptance of the grant funding offer from the CEC once received, subject to review of the final grant offer and associated terms and conditions by the Chief Executive and Section 151 Officer and support the extension of the contract with Inspira. In addition the Panel also agreed to recommend to the LEP Board that they approve the acceptance of the grant from DCMS, should it be approved, subject to review of the final grant offer and associated terms and conditions by the LEP Chief Executive and Section 151 Officer.

Full agendas and minutes for the Lancashire Skills and Employment Advisory Board meetings can be accessed here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1011>



6. Business Support Management Board

The Business Support Management Board meet on 10th February 2022 and considered / approved the following:

Business Support Update and Future Scoping – The Board was presented with a report providing a brief update on a range of new locally funded business support provision for 2022. These initiatives added to the existing network of publicly funded business support provision in Lancashire but had specifically been created to provide on-going support to sectors badly impacted by the pandemic or to boost the speed at which the economy recovered.

In addition the report set out some key national policy announcements through the year which would potentially influence the shape and funding for growth Hubs moving forward. The Board was also provided with an update on the Government Levelling Up White Paper with the report noted.

Peer Network Update – The Board received a report and noted that in September 2020, the department for Business, Energy and Industrial Strategy (BEIS) provided additional support through the English Growth Hub network to organise Peer to Peer business groups, as a practical support mechanism addressing the impacts of the COVID-19 pandemic.

Boost – Lancashire's Business Growth Hub quickly responded to commission a range of organisations to facilitate these groups. This allowed groups in the same sector, with the same profile of ownership or aligned to existing business organisations to start meeting and help one another. Following two further cohorts of Peer 2 Peer provision, BEIS has now announced that this ear-marked funding will end in March 2022.

This report considered the impact that this programme has had in Lancashire and whether to seek alternate resource to continue a similar programme as the configuration of new funding regimes becomes clear. The Board agreed it was a successful programme and that efforts should be made to source funding for the programme to continue.

Export / International Trade Support – The Board received a verbal update on this topic with feedback provided on the implications for Lancashire.

It was important for this Board to look at the future of business support. A procurement exercise had been carried out at the end of 2021 to select delivery partners and most contracts had been signed.

Full agendas and minutes for the Business Support Management Board meetings can be accessed here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1220>



7. Lancashire Innovation Board

The Lancashire Innovation Board meet on 15th November 2021 and considered / approved the following:

Innovation Plan Refresh – Progress Update – The Board noted the report and presentation from Steer Consultants on outputs from the 20th September 2021 workshop to scope the Innovation Plan refresh and the next stages of the workplan involving officers, members, and stakeholders, as referred to in the presentation, be approved.

In addition it was agreed that a copy of the presentation from Steer Consultants be circulated to Board members outside of the meeting for information and future reference.

The Board also requested that the comments from Board members, together with any additional feedback sent to the Chair outside of the meeting, be taken into consideration regarding future activity in the workplan.

Innovation Observatory Progress Report – The Board were informed that the first phase of the project would create a prototype website for stakeholders to test and refine, followed by a second phase to develop additional functionality based on the earlier trial. A budget of around £10,000 had been allocated from Lancashire County Developments Limited funding with delivery in this financial year and launch of the prototype website planned for January/February 2022. The Board noted and provided feedback on the report.

Spotlight Member Reports – The Board received updates on the Clean Energy Technology Park, Development of an Unmanned Aerial Systems (UAS) Cluster and Innovate UK Event with the Board noting the reports and requesting to be kept informed of developments.

The Lancashire Innovation Board also met on 3rd March 2022 and considered / approved the following:

Innovation Observatory Interim Report - The Board received an update report on progress to date regarding the development of the Innovate Lancashire website. Darren Bentham from Interact-IT also gave a demonstration of the user interface design, functionality and fit with marketing, branding and initiatives for Innovate Lancashire. The Board provided feedback on the website content.

Innovation Plan Refresh - Representatives from Steer Consulting Group gave a presentation on the existing five strategic aims and objectives in the Plan and identified key messages from the report together with a socioeconomic summary of Lancashire (in 2017 and 2021), the North West and United Kingdom.

The Board discussed progress to date against specific actions for each Strategic Aim and in relation to Governance. The productivity gap between Lancashire and surrounding areas, identified Growth Sectors and Lancashire's relative strengths in terms of GVA and employment were also discussed.



Full agendas and minutes for the Lancashire Innovation Board can be accessed here:

<https://council.lancashire.gov.uk/ieListMeetings.aspx?Committeeld=1678>

8. Joint Scrutiny Committee

The LEP Joint Scrutiny Committee met on 8th March 202. At the time of writing this report the meeting has not taken place, but the minutes will be accessible following the meeting from the link below and a summary of the items considered is included below:

Constitution, Membership and Terms of Reference – The Committee noted their Terms of Reference and noted that Mick Leckie had been formally appointed as the new Independent Private Sector Chair of the Committee, in addition the Committee approved the appointment of County Councillor Cosima Towneley as the Deputy Chair.

Introduction to Lancashire Innovation Ecosystem - The Committee received a report that set out an introduction to innovation policy, challenges and opportunities in Lancashire aimed at informing scrutiny members of the key issues to be considered. The Committee provided feedback on performance and different work areas it would wish to see included in the focus of the Lancashire Innovation Ecosystem.

Lancashire Skills and Employment Strategic Framework: Future Workforce – The Committee received a report that focused on one of the strategic themes: Future Workforce, and the work of the Lancashire Careers Hub and Enterprise Adviser Network in raising careers aspirations and enabling young people to make informed choices about their pathway into the world of work.

The report and presentation outlined how the Careers Hub is working in partnership with businesses across Lancashire to enable young people to gain a wide variety of insights into sectors, jobs and local companies, through employer encounters and experiences. The Committee provided feedback on additional areas of focus it would wish to see included in the Skills and Employment Strategic Framework.

Full agendas and minutes for the Joint Scrutiny Committee meetings can be accessed here:

<https://council.lancashire.gov.uk/ieListMeetings.aspx?Committeeld=1708>

List of Background Papers

Paper	Date	Contact/Tel
None		



Reason for inclusion in Part II, if appropriate

N/A



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 22 March 2022

National Skills Fund: Skills Bootcamps for 2022/23

Report Author: Dr Michele Lawty-Jones, Director, Lancashire Skills Hub, michele.lawty-jones@lancashirelep.co.uk and Kerry Harrison, Lancashire Digital Skills Partnership Coordinator, Kerry.harrison@lancashirelep.co.uk

Executive Summary

Digital Bootcamps were piloted in Lancashire and Greater Manchester through the Fast Track Digital Workforce Fund, in partnership with the Department for Digital, Culture, Media and Sport (DCMS). The model was driven by employers, with employer-provider collaborations developing 12+ week bootcamp programmes, which provided intensive training to fast track unemployed residents into hard to fill digital jobs.

The model was adopted and adapted by the Department for Education (DfE) under the National Skills Fund, with pilots taking place locally and in several other areas across the country. The DfE model had an increased focus on guaranteed interviews and progression into employment or within the workplace. Following devolved pilots, Skills Bootcamps were rolled out nationally through a national procurement process focusing on digital and construction, and subsequently HGV training.

The DfE have recognised the benefits of balancing locally driven procurement processes with national procurement and have invited LEPs and MCAs to submit proposals for devolved grant funding for financial year 2022/23. Local consultation has been undertaken to build a pipeline of ideas for Skills Bootcamps, building on the success in Lancashire to-date, and a proposal submitted to DfE by the deadline of the 15th February 2022 to secure funds for Lancashire.

Whilst Lancashire has worked in collaboration with Greater Manchester Combined Authority (GMCA) to-date, expertise has been built up through proactive engagement in the procurement of provision and project management, and more recently a Skills Bootcamps has been procured and contracted locally, providing a springboard to scale up a programme that is driven locally.



Recommendation

The Lancashire Skills and Employment Advisory Board recommend to the board that grant funds are accepted should the application to DfE be successful, subject to review of the grant funding offer and the terms and conditions by the Chief Executive and Section 151 Officer and any related procurement considerations.

Background and Advice

1.0 Background

- 1.1 Digital Bootcamps were piloted in Lancashire and Greater Manchester through the Fast Track Digital Workforce Fund, in partnership with the Department for Digital, Culture, Media and Sport (DCMS). The model was driven by employers, with employer-provider collaborations developing 12 to 16 week bootcamp programmes. The bootcamps provided intensive training to fast track unemployed residents into hard to fill digital jobs.
- 1.2 The model was adopted and adapted by the Department for Education (DfE) under the National Skills Fund, with pilots taking place locally and in several other areas across the country. The DfE model had an increased focus on guaranteed interviews and progression into employment or within the workplace. Following devolved pilots, Skills Bootcamps were rolled out across the country through a national procurement process focusing on digital and construction, and more recently HGV driving. There are now a range of different Skills Bootcamps available in Lancashire which are summarised on the Lancashire Skills Hub website:
<https://www.lancshireskillshub.co.uk/skillsbootcamps/>
- 1.3 The Skills Bootcamps are targeted at all adults 19+ and aim to address technical skills shortages at Level 3 and above, thereby complementing Sector Work Based Academies, which are typically shorter in length and targeted at lower skills levels. Skills Bootcamps typically support unemployed people into technical jobs or enable people to progress within the workplace. In Lancashire there has been a focus on boosting diversity through the targeting of women and ethnic minorities.
- 1.4 The DfE has reflected on the pilots and the benefits of locally driven procurement processes, such as the partnership between Lancashire with GMCA, and the success of the national procurement process. As a result, they have invited LEPs and MCAs to submit proposals for Section 14 grants, to enable locally driven procurement to address technical skills gaps in local economies. This is welcomed as the national procurement process resulted in some provision being delivered on a national basis, with little drop down in Lancashire, and by providers with minimal relationships with Lancashire employers. A locally driven approach enables specific skills challenges to be



addressed, working with Lancashire employers. This approach will complement the national procurement process.

2.0 Proposal for Skills Bootcamps

- 2.1 The DfE set a deadline of the 15th February for LEPs to submit high level proposals setting out proposals for Skills Bootcamps. Evidence is required to substantiate the need including labour market intelligence, vacancy data and employers who would likely engage. The offer at present is for one financial year, however it is likely that the model will be rolled into future years – and indeed may form part of future devolution agreements.
- 2.2 This forms an opportunity for Lancashire to secure funds for Skills Bootcamps to address local skills shortage areas, building on the success of the bootcamps to-date, and for residents to boost their employability and earning potential. Skills Bootcamps can help to address the technical skills needs resulting from industrial digitalisation and the drive to net zero, as well as address skills shortages in digital, advanced manufacturing, construction and other areas, aligning with the LEP's growth pillars and enablers.
- 2.3 Skills Bootcamps also provide opportunity to boost diversity and to drive social mobility in disadvantaged areas of Lancashire through the targeting of provision. For example, a priority of the Lancashire Digital Skills Partnership is to increase the number of females in Lancashire's digital workforce.
- 2.4 In terms of timescales, it is intended that grants to LEPs be confirmed swiftly, to enable local procurement to take place early in the financial year, so that delivery can commence from July 2022, with provision completing by the end of March 2023.
- 2.5 A stakeholder consultation was conducted by the Skills Hub including providers of existing digital bootcamps, and the wider Lancashire provider network mid-January, after the DfE briefing session for LEPs, to present and discuss the opportunity. Providers were given the opportunity to submit ideas, to help build a pipeline of projects and inform the submission to DfE. The session also enabled connections to be made to enable conversations regarding collaborative approaches.
- 2.6 The consultation supported the formulation of the proposal. It was made clear that should grant funds be confirmed by DfE, that applications would need to be made via the local procurement process to secure funds.
- 2.7 If the DfE confirms grant funds to Lancashire, further market engagement events will be run in March / April to support procurement.



2.8 There are a number of areas of focus for Skills Bootcamps emerging – some of which build on the foundations built in Lancashire to-date and also some new areas, including:

- Digital Marketing
- Internet of Things (IoT) (sensor technology, gadgets, data analysis, AI and quantum computing)
- ElecTech (electronic skills to support design and manufacturing, as well as skills to support hardware for cyber security)
- Software Development & Programming
- Project Management – digital and more generically
- Technical Services Desk
- Data Analytics
- Cyber Skills & Cyber Security
- Cloud Engineering
- Green Power (installation of heat pump systems)
- Green Skills Retrofit
- Construction Trades
- Project Controls and BIM
- Vehicle Electrification

2.9 DfE suggested a minimum of £1m. A proposal was submitted for £2.6m.

3.0 Key risks

3.1 Lancashire has been working with GMCA on the piloting of bootcamps, initially through the Fast Track model and through DfE for the past 3 years. In that time considerable expertise has been built up through active engagement in the procurement process and joint project management of bootcamps that have been delivered in Lancashire. However, the GMCA have acted as the accountable body.

3.2 More recently the Skills Hub has secured funds to trial a Project Controls and BIM Skills Bootcamp in Lancashire, and as a result has developed a specification for a Bootcamp, run a request for quotation, with legal developing a back-to-back contract in-line with the terms and conditions of the grant offer from the DfE. The process and contract have thus been developed and tested and can readily be scaled up. Procurement in Lancashire County Council have been alerted to the opportunity and are building the process into their timelines to ensure resource is available to support the process.

3.2 Funds can be built into the grant to invest in project management and officer capacity to manage the programme, noting the limited capacity in the Skills Hub team to manage the programme effectively. Recruitment of staff will be a priority but may prove challenging due to the fixed term nature of the funds and thus employment contracts. As it is likely the posts would be one year contracts there would no redundancy liabilities to consider at this stage.



3.3 The policy intent of the programme is to fast track people into vacancies in the local economy or to upskill employees to progress within the workplace. DfE have set an expectation that 75% of participants will progress into employment or within the workplace. If guaranteed interviews and job outcomes are not forthcoming an element of the funding may be withheld. This will be built into the back to back contracts but is a risk for providers.

4.0 Recommendation

4.1 The Lancashire Skills and Employment Advisory Board recommend to the board that grant funds are accepted should the application to DfE be successful, subject to review of the grant funding offer and the terms and conditions by the Chief Executive and Section 151 Officer and any related procurement considerations.

List of Background Papers

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 22nd March 2022

LEP - Programmes Update Report
(Appendices 'A' to 'M' refer)

Report Author: Anne-Mare Parkinson, anne-marie.parkinson@lancashirelep.co.uk

Executive Summary

This report provides the Lancashire Enterprise Partnership (LEP) Board with high level updates for each of the LEP programmes as well as an overview of performance against relevant target outputs.

Recommendation

The Lancashire Enterprise Partnership Board (LEP) is asked to note the contents of this report.

BACKGROUND AND ADVICE

The purpose of this report is to provide Members of the Board with a single high-level programme report, including an update on each of the LEP programmes, with the aim to:

- Provide regular and consistent updates across all programmes, which can be used when Members are promoting / engaging / conducting LEP business.
- Recognise, appreciate and explore the synergies / linkages between programmes to allow a more holistic delivery model.
- Allow members to make individual programme decisions in the context of the complete portfolio of Programmes.
- Assurance of the Performance of individual programmes for which the LEP is accountable to government for.
- Identify any programme risks and agree remedial actions.

PERFORMANCE

Programme Update Reports

Please find attached at Appendices A–L updates for each of the LEP programmes as detailed below:

- Boost – Lancashire Business Growth Hub
- City Deal



- Enterprise Zones X 4
- Getting Building Fund
- Growing Places
- Growth Deal
- Inward Investment
- Lancashire Skills and Employment Hub
- Social Value

Key Performance Indicators

The table below contains the combined current core KPIs for all the LEP programmes as sourced from the individual reports (Appendices A-L). Data is as at Qtr. 3 2021/22 (31st December 2021).

Please refer to the individual programme reports and combined programme risk register, as contained in the appendices to this report, for the current performance and risk for the individual programmes.

Key Performance Indicator - Programmes Combined

Key Performance Indicator	Actuals	Target *	%
Capital Funding Invested £m	£301.29	£307.10	98%
Private Sector Investment (PSI) £m	£222	£431	52%
Other Investment £m	£531	£590	90%
Housing Units	12,762	22,326	57%
Jobs Created / Jobs Safeguarded / Apprentices	32,809	43,279	76%
Commercial floor space constructed or refurbished (sqm)	507,336	951,226	53%
New or Resurfaced Road (km)	5	5	100%
New or improved cycle ways (km)	21	28	75%
New or Improved Training learning facility (sqm)	42,963	42,969	100%
Additional Learners leading to qualification (up to L4)	13,339	10,793	124%
Enterprises or Businesses receiving support (SME)	5,286	6,402	83%
Specialist Equipment	117	117	100%
New products to Market	40	40	100%
Social and Economic Value Impact £m	£54.10	N/A	N/A

***Target forecast period for individual programmes ranges from 2013-2041.**

In respect to the above table please note:

- Performance against targets – The programme is performing well against current KPI targets. Please note the following for the KPIs with Amber RAG:
 - PSI – The balance to be achieved relates largely to Blackpool Airport EZ programme – with the full target not due to be achieved until 2041. No concerns at present.
 - Housing Units – The balance to be achieved relates largely to City Deal programme – will the full target to be achieved by 2028/29. No concerns at present.
 - Commercial Floor Space – The balance to be achieved relates to the City Deal, Samlesbury EZ and Blackpool Airport EZ programmes. With the respective



targets not due to be achieved until 2024, 2030 and 2041 respectively. No concerns at present.

- Growing Places, Warton EZ and Social Value programmes – Whilst the programmes have reported 'actuals' which are included in the table above, they do not currently have 'targets' to measure performance against.
- Lancashire Skills and Employment Hub programme - As a strategic unit, gathering local labour market intelligence to identify skills and employment priorities, the programme is not measured against the KPIs within the table above. Please refer to programme report for performance data.
- Inward Investment programme – The 'actuals' within the report are not included in the table above as these have been achieved through the wider partnership working.
- Double Counting - Some of the programmes crosscut, as such there is the potential for double counting of KPI 'actuals', when combining all the programmes. An exercise has been undertaken to remove the duplicates.

Programme Reviews

As previously reported, the LEP Investment Programme Manager had been undertaking a review of each of the LEP programmes. The objective of the review is to act as a critical friend, establish programme baseline, in order to seek a pattern of continuous improvement, to inform current and future delivery and direction.

This work area has been temporary put on hold, due to a lack of resource, due to the departure of the LEP Project Officer, and being unable to recruit into that post until the governments review of the LEPs nationally was concluded. Subject to resource allocation this work will re-commence.

Matters to highlight

- Growth Deal – The Growth Deal Programme Evaluation Report is nearing completion; the draft will be shared with members for review over the next quarter.
- EZ Marketing Strategy – Work is progressing on the development of the EZ Marketing Strategy for the 4 EZ sites. A draft will be shared with members in due course.

Risk

A Single Portfolio Risk Register for the combined programmes is attached to the main report. Please note, in terms of the scoring of risk, please note there are two types of risks; one type relates to 'current' delivery of programmes, the other relates to 'continuity' of programmes, which depends on future funds e.g. ESIF (BOOST).



List of Background Papers

Paper	Date	Contact/Tel
None		
Reason for inclusion in Part II, if appropriate		
N/A		

Boost – Lancashire Business Growth Hub – Lead Andrew Leeming

BACKGROUND

Boost (Lancashire's Business Growth Hub) is a multi-tier, multi-agency programme, established in 2013. The programme is funded by the Department for levelling up, housing and communities (DLUHC, formerly MHCLG), Department for Business, Energy and Industrial Strategy (BEIS) and Lancashire County Council. By 2018 Boost had engaged with over 5,800 businesses, created 2,200 new jobs and generated over £60m GVA for the Lancashire economy. The main focus of Boost 1 (2013-15) and Boost 2 (2016-18) was improving the competitiveness of high growth Lancashire businesses, job creation and helping to establish sustainable new enterprises within Lancashire.

Boost 3 had a total project value of **£6.083m** (£3.650m ESIF (60%) & £2.433m public match) to be defrayed from 1st January 2019 to 30th December 2021. The Boost continuation programme [Boost 3.5] now has a cumulative project value of £9,261,250 to be defrayed by 30th September 2023.

In addition, c. **£328k** of BEIS funding per annum is used to provide sector specific support and assist beneficiaries who do not fit ERDF eligibility criteria.

Boost is also delivering the **Peer Networks programme** in Lancashire. Peer Networks is a national peer-to-peer networking programme for SME leaders that want to grow and develop their organisation for future success. Delivered locally by Boost, we are creating diverse - cohort groups of individuals to collaboratively work through common business issues.

Peer Networks is funded by BEIS in response to a commitment made in the 2019 Business Productivity Review. The programme includes interactive action learning, trained facilitators, small groups, flexible topic selection and one to one coaching.

By completing Peer Networks, an enterprise will overcome business challenges and recognise and act on new opportunities, build a trusted network of connections for immediate support as well as for the future, and improve their long-term personal and business performance.

The **Boost your recovery Covid grant** funds [£1,118,232] supported 347 Lancashire businesses to innovate their products and services and build resilience within a business landscape impacted by Covid.

PERFORMANCE

The project directly supports **Priority Axis 3** – Enhancing the Competitiveness of small and medium sized enterprises. Boost specifically addresses the following Investment Priorities:

3a Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms.

The Growth Support Programme strand of Boost 3 was specifically designed to identify entrepreneurs who have business ideas with growth potential and to help them bring these to fruition. It provides customised support to equip new businesses with the skills, techniques and tools to understand the barriers to growth and help them to overcome these.

3c Supporting the creation and the extension of advanced capacities for products, services and development.

The **Business Resilience Programme** together with the **Growth Mentoring Programme** encouraged businesses to bring forward growth projects, products, and services through ongoing support to develop commercial capabilities and growth strategies.

3d Supporting the capacity of small and medium sized enterprises to grow in regional, national and international markets and to engage in innovation processes.

The **Business Resilience Programme** assisted businesses to examine and develop existing and potential markets at home and abroad. Working alongside the Department for International Trade and local Chambers of Commerce, the initiative helped them to evaluate the threats and opportunities posed by changes in international trade patterns and tariffs and to take action to grow their businesses.

In addition to delivering the specific ERDF related outputs identified, Boost 3 resulted in:

- Increased business formation rates
- Improved business survival rates
- An increase in the number of scale up businesses in Lancashire
- Improved productivity and GVA
- Higher levels of innovation and growth
- Business diversification, new products and services
- Higher levels of international trade

Key Performance Indicators - as of 31st December 2021

Boost 1 and 2 programmes are fully complete and closed having achieved the targets.

In terms of performance for the combined Boost 1, 2 and 3 programmes which contribute to the core LEP KPIs, these are as follows:

- Jobs Created = **Actual 3,417 / Target 3,140**
- Enterprises Assisted = **Actual 4,276 / Target 4,180**
PLEASE NOTE THAT I HAVE REDACTED JOBS CREATED BY ASSOCIATE PROJECTS LIKE ACCESS TO FINANCE, LANCASHIRE MANUFACTURING GROWTH FUND, ETC.

The table below contains core Boost 3 outputs and outcomes as specified in the contracts with service providers and GFAs signed with Managing Authorities (DLUHC & BEIS).

BOOST 3 – January 2019 – December 2021(Performance as at 31st Dec 21)

KPI	Target 2019-21	Actual 2019-21	%	RAG
New to Boost businesses.	1250	5,648	451%	
Number of enterprises receiving information, diagnostic and brokerage support.	1500	1429	289%	
Number of new enterprises supported.	230	335	145%	
Boost referrals to wider business support agencies.	750	3,625	483%	
Number of potential entrepreneurs assisted to be enterprise ready.	350	434	124%	
Number of enterprises receiving support (12 Hrs +).	1250	1,346	107%	
Employment increase in supported enterprises.	1000	1132	113%	
Number of enterprises supported to introduce new to the market products.	30	10	33%	

Number of enterprises supported to introduce new to the firm products.	40	49	123%	
Unique website visits	15,000	34,085	227%	
Grow Twitter community	2500	3440	137%	
4 Subject / Thematic campaigns per annum.	6	6	100%	

The table above identifies the programme has not only significantly exceeded output targets, but this also demonstrates the demand from the business community for these services. In terms output with an Amber RAG, there are several outputs being reviewed against this target, will be claimed in Q1 2022/23.

Note – The programme has delivered the key outputs above against pre-Covid targets.

Financial Performance

This section covers project performance in terms of actual expenditure against the profiled values contained in the Funding Agreement as of 31st December 21.

- Eligible Expenditure Defrayed within the claim period was **£439,061.05**
- Cumulative expenditure to date [31/12/2021] was **£5,578,464.42** compared to an approved Boost 3 profile of **£6,083,000**.

Programme Milestones

Milestone	Start Date	Completion Date
LCC Cabinet Approval for match funding	July 2018	September 2018
Boost 3 Procurement	July – December 2018	January 2019
Boost 3 Core Delivery Commences	January 2019	December 2021
Project Delivery (Business Support)	January 2019	December 2021
Mid Term Evaluation*	March 2020	July 2020
Final Evaluation	October 2021	February 2021

* The mid programme review has been shared with key stake holders and delivery organisations.

Risks

A Single Portfolio Risk Register for the combined programmes is attached to the main report.

Preston, South Ribble and Lancashire City Deal – Lead Contact Sarah Parry

BACKGROUND

The £450m Preston, South Ribble and Lancashire City Deal was agreed with HM Government in 2013 and is a 10-year infrastructure delivery programme, driving forward local growth by enabling the City Deal area to maximise the area's economic assets and opportunities. City Deal partners include; Lancashire Enterprise Partnership, Central Government, Lancashire County Council, Preston City Council, South Ribble Borough Council and Homes England. The City Deal is intended to generate; more than 20,000 net new private sector jobs, including 5,000 in the Lancashire Enterprise Zone; nearly £1 billion GVA; 17,420 new homes; and £2.3 billion in leveraged commercial investment.

PERFORMANCE

Programme Milestones

Milestone	Date	Comments
Year 8 April 2021-September 2021 Performance Monitoring Report Complete.	December 2021	Achieved
Quarterly Infrastructure Monitoring Completed	Ongoing	Achieved
Government Returns submitted six monthly	Ongoing	Achieved
Mid Term Review Complete	2019	Negotiations continuing

Key Performance Indicators – as at 30th September 2021

	KPI / Metrics	Actuals	Target by 28/29	RAG
1	Total number of Housing units completed – by 28/29	8,176	17,420	Yellow
2	Number of Housing units - Planning Consented	20,847 ¹	17,420	Green
3	Commercial floorspace completed (sqm)	175,161	441,657	Yellow
4	Jobs created or safeguarded (by 23/24)	19,124	20,000	Yellow
5	Public Sector Investment (£m)	£251	£342	Yellow
6	Private Sector investment (£m)	£27 ²	£82	Yellow
7	Construction of Broughton Bypass	Complete	-	Green
8	Construction of Preston Western Distributor	Under Construction	-	Yellow
9	Construction of Penwortham Bypass	Complete	-	Green
10	Widening of A582 South Ribble Western Distributor	At planning, design, land assembly stage. Junctions complete. Widening of phase 1 - Golden Way section complete.	-	Red

¹ Includes all sites (not restricted to sites on the CD Schedule) and both outline and full planning permissions.

² Figure does not reconcile with that previously reported as full verification exercise has now been undertaken to check and affirm latest actual figures.

Outstanding Issues

City Deal Review – Agreement on Terms for a full partnership agreement for the City Deal has not yet been reached, although negotiations on a way forward are continuing with all partners committing to now resolve asap.

In the meantime, discussions with Government on changes to NHB are continuing. BEIS officials are engaged in identifying a way forward and case making is being prepared demonstrating the scale of new development that the NHB commitment will help to deliver. In the meantime, the freeze on City Deal spend remains in place which is why the A582 Dualling is currently categorised as red in the monitoring report. Only schemes where there is a contractual, health and safety or planning obligation to fulfil, are exempt from that freeze on spend.

RISKS

A Single Portfolio Risk Register for the combined programmes is attached to the main report.

Appendix C

BLACKPOOL AIRPORT ENTERPRISE ZONE – Lead Rob Green **Report up to end Q3 2021/2022 (31st December 2021)**

BACKGROUND

Overall vision is to make Blackpool Airport Enterprise Zone a premier business location in the North West, attracting Inward Investment and supporting local growth.

In April 2016 the Government awarded Enterprise Zone status to the Blackpool Airport site which includes Blackpool International Airport and the surrounding business parks. Blackpool Airport EZ has benefited from public sector investment in excess of £24m including acquisition of Blackpool Airport, phase 1 infrastructure works; fencing, taxiway removal, drainage and 12no grass pitches. Nine new private sector developments have been completed totalling 186,517 sq. ft, including Blackpool & The Fylde College's Lancashire Energy HQ, a 32,000 sq. ft flagship training centre for technical and professional education for the energy sector. A further 333,377 sq. ft has been refurbished and brought back into the rating list.

Blackpool Council (EZ accountable body) has approved up to £29.5m funding by prudential borrowing for development of Phase 1 Common Edge infrastructure and an overall delivery plan investment of circa £73m is anticipated over the lifetime of the EZ. Phase 1 planning application has been approved with completion of 12no grass sports pitches, which came into use in autumn 2021 after establishment of the playing surface. A second planning consent for new changing facilities and 3G pitch was granted in August 2021 and work on a £3.3m changing facility and car park began in October 2021 as part of an overall £5m investment.

Work commenced on site (Oct 2020) for a 40,000 sq. ft manufacturing facility with Practical Completion achieved on 2nd August, and tenant occupation on the 1st February. The project being supported by £800,000 Growth Deal Funding and an additional £2.85m private sector investment (total investment £8m).

Design of new highways and enabling infrastructure is ongoing, the key third party property required to enable highway delivery has been acquired and negotiations are progressing to finalise two leasehold surrenders and renewals to release small areas of land and property required to support delivery of the masterplan. £7.5m from the Towns Fund has been approved to support new Highway Infrastructure at the EZ.

PERFORMANCE

Baselines at April 2016	
Existing jobs	Difficult to estimate as it is an existing business park with over 200 businesses located on site but circa 1800
Companies on site	c.250 – 300
Business rates baseline (set Dec 2017)	Blackpool - £1,503,000 / Fylde - £870,000

Key Performance Indicators	Targets (over 25-year lifetime of EZ to 2041)	Actuals up to Qtr. 4 2021/22	RAG
Build, convert or re-purpose potential employment space	260,000 sqm	30,959 sq. m	
Attract Private Sector Investment	£300m	c.£50m	
Jobs created	5,000	1950 (gross)	
New Businesses to the area	140	133	
Develop new infrastructure	£65m	£29.5m *	

To be prudentially borrowed to cover initial costs of new road and infrastructure. Spend to date on infrastructure, property and land acquisitions = £17,766,531

Milestones	Dates
Appoint international marketing agents LAMEC brand	complete
Changing rooms and car park/3G pitch planning application decision	complete
Changing rooms and 3G pitch contractor appointed – start on site 6 th Sept	complete
No. 12 grass football pitches ready for use	complete
40,000 sq. ft development handover for client fit out (Multiply)	complete
Proposition and identifying opportunities for data centre market	ongoing
Focussed marketing of Common Edge Phase 1 commences	ongoing
Design and outline planning application for eastern gateway access	Feb 2022
3G pitch designed and tendered	Mar 2022
Land / property acquisitions x 4 (two complete two in negotiation)	Mar 2022
Architectural feasibility study & design work for airport complete	Mar 2022
Outline planning app for airport redevelopment (Phase 1 – P2 car park)	June 2022
Design and outline planning application for Common Edge Road	May 2022
Outline planning approval for highways	May 2022*
Release of existing sports pitches and commencement of highway and utility infrastructure	June 2022
Airport Control tower, relocation planning application	Sep 2022
12-month construction contract for EGA access road commences	Nov 2022
Replacement hangar development commenced	Oct 2022
Decision on first airport redevelopment planning application	Oct 2022
Commencement of works for airport redevelopment	Nov 2022
Completion of airport redevelopment works	Autumn 2025

Objectives over 2-3 years

Phase 1 infrastructure complete

Phase 1 spec and bespoke developments commenced, and pre-lets secured

Commenced relocation of aviation operational infrastructure to enable new development

Commenced upgraded utilities including PV solar site and new primary sub station

Objectives over 5 years

Common Edge Phase 1 development complete – all plots occupied

Residential development underway

Relocation of airport operational property stock and infrastructure complete

New airport spec development in planning stages

Objectives over 10 years

Phase 2 continued spec development of remaining plots airport site

Squires Gate Industrial Estate – spec proposals for future development

RISKS

A Single Portfolio Risk Register for the combined programmes is attached to the main report.

Hillhouse Technology Enterprise Zone Report - Lead Rob Green Report up to end Q3 2021/2022 (31st December 2021)

BACKGROUND

In April 2016 the Government awarded Enterprise Zone status to Hillhouse Technology Enterprise Zone. Hillhouse EZ has benefited from private sector investment including a gas fired generator station Burn Naze IE, c.30,000 sq ft extension at Addisons Projects, Victrex's c.20,000 sq ft R&D plant, completion of AGC CE's thermal oxidiser and a 52,272 sq ft 20MW gas turbine power station. Victrex received circa £1.4m Regional Growth Fund toward the R&D pilot plant. £504,000 Getting Building Funding has been secured for the water main and gatehouse infrastructure works on site plus additional match funding by Wyre Council and NPL of £63,000 each, and a further £200,000 from Wyre Borough Council to support a local full fibre network (LFFN) extension to site.

Baselines at April 2016	Jobs Created	Companies on Site	Business Rates
Jobs Created	1650	45	£2.5m

PERFORMANCE

KPI Description	Target to 2025	Actuals (Q3 21/22)	RAG
Commercial / R&D floorspace (sqm)	13,000	c.9,456	
Jobs Created	137	98	
Land Sales	£1.5m	-	

Whilst the programme is largely progressing in line with profiles, it should be noted, the history and layout of the site suits large investments, which take a considerable amount of time to develop, as such the impact of Covid is more likely to have a stronger impact here. However when they do take place, they will have a considerable positive impact upon KPIs.

On-going performance, as per the table above, is significantly linked to the delivery of the Getting Building Fund project which brings forward (quicker than relying solely on EZ funds) smaller land parcels to a more open market. Qtr. 3 21/22 reporting received to the LEP last month, advises the project is delivering in accordance with contracted profiles, with works due to complete on the infrastructure elements March 2022, and the associated outputs delivered by 2025.

Milestones	Dates
Forsa Energy completion of build and commissioning	Completed
Getting Building Fund grant fund agreement - LEP/NPL agreed	Completed
Appointment of joint international marketing agent LAMEC brand	Completed
Planning application submitted utilities and infrastructure upgrade including new gatehouse	Completed
Planning permission granted for utilities infrastructure and new gatehouse	Completed
Demolition and clearance of Vinnolit plots complete	Completed
Procure subsidy control advice once Implementation plan complete	TBC
Completion of revised Delivery Plan and masterplan refresh	Ongoing
Risk Register updated regularly by Project Board	Ongoing
Planning application submitted for 60,000 sq ft development	Mar 22
Construction commences for utilities infrastructure and new gatehouse (GBF)	Underway
Construction completes for utilities infrastructure and new gatehouse (GBF)	Q1 2022
Subsequent roll out of fibre ducting on site	Q2 2022
A flood risk assessment to be scoped and commissioned for the entire site subject to identification of funding	Q2 2022

A transport assessment be scoped and commissioned for the entire site subject to identification of funding- subject to progress on study of options for Fleetwood Poulton rail route	Q2 2022
An Environmental and Ecology study to be scoped and commissioned for the entire site subject to identification of funding *	Q2 2022

Objectives over 2 years:

LFFN roll out across site complete (LFFN fibre now to site boundary)
 Commencement of spec dev build of 60,000 sq ft multi-use units
 Utilities and infrastructure work including new gatehouse complete
 Railway Line

Objectives over 5 years:

Phase 1 spec build complete and fully let
 Phase 2 new spec development in planning pipeline
 Access Road

Objectives over 10 years:

50% of site built out and thriving business hub

RISKS

A Single Portfolio Risk Register for the combined programmes is attached to the main report.

LEP – Samlesbury Aerospace EZ – Lead Programme Manager - Chris Dyson

Background

In April 2012, the Government awarded Enterprise Zone status to the Lancashire Enterprise Zone including Samlesbury (SEZ) and Warton Sites. The SEZ has benefitted from circa £58.83m public and private sector investment to date, enabling the developments as outlined in the table below.

Development / Works	£m	Funding Body	Completed
Phase 1 - Spine Road	£10.27m	LCC PWLB / LEP Business Rates	Completed 2018
Phase 2 - Side wide infrastructure works (Growth Deal Programme), AMRC plot development (excl. ENW below)	£10.8m	LEP Growth Deal, LCC PWLB / LEP Business Rates	Summer 2022 (except Foul Water drainage – July 2023)
Phase 3 - Additional Site wide infrastructure works (non-Growth Deal Programme), earthworks, cut and fill, infrastructure/access works	£21m estimate	LCC PWLB / LEP Business Rates	Following in-principle approval, to commence Summer 2022
Subtotal (Phase 1, 2 & 3)	£42.07m + interest on capital borrowing		
BAE Facilities (ASK, Wincanton Defence & Logistics Centre, AMF)	£42m	BAE	COMPLETED
AMRC Facility	£20m	LEP – Growth Deal	COMPLETED
Private Sector investment (power utility) (Delivered as part of Phase 2)	£7m	ENW	September 2022

Performance

AMRC Development - As part of the site wide infrastructure works, the County Council has completed the plot and access road works, and the University of Sheffield's main contractor, Robertson, has now completed the development of the AMRC Building. BAE has also completed the Asset Management Facility (AMF), the Academy for Skills and Knowledge Facility and Wincanton Defence Logistics Centre.

Site Wide Infrastructure Works – Claims have been made to date to draw down Growth Deal funding to the value of £6.560m, as part of the £6.725m allocation to deliver the site wide infrastructure provision.

Gas, potable water and comms site wide infrastructure is completed. The site-wide surface water drainage infrastructure is largely completed, bar final associated bank stabilisation works, ecological planting some limited temporary drainage requirements, whilst final Zone A Research & Development earthworks are to be completed for the remaining compound area now that it has been vacated by AMRC's contractors. The Foul Water drainage strategy has been agreed and designs are to commence ahead of construction later in the year. ENWL has almost completed the cabling to the site for the new primary sub-station, which itself has been constructed and is awaiting electrical connectivity.

Commercial Development Framework – was completed in early 2021 and is being utilised to inform enquiries and the site development, delivery & planning strategy and enquiry handling.

The circa 40acre Zone C works programme, the single largest plot on the site is currently being planned in close liaison with interested occupiers to mitigate any risk of abortive works and subject to confirmation and tendering packages being in place, works will potentially commence on site in April 2022. Further detailed reports will be presented to the Enterprise Zone Governance Committee.

Enquiries - A range of major enquiries are currently being pro-actively handled, and interest in the site remains very strong despite market disruption caused by Covid-19. A Joint Commercial Agent approach to the Enterprise Zones is in place through Colliers International and a range of enquiries are actively being pursued within sectors including high technology, innovation, research/development and advanced manufacturing. This reflects the Local Development Order status whilst ensuring uses are in line with major enquiry interest and the site's international significance. The ambition remains to aim high and deliver development that represents key sectors as outlined above.

KPI Performance	Targets (to 2029/30)	Actuals (Qtr.3 21/22)	RAG
New commercial floor space	125,352 sqm	22,400 sqm	
New jobs created	2,528	200*	
Utility construction project complete	5	3	
Public Sector Investment (site-wide infrastructure)	£28.8m ***	£16.83m**	
Private Sector Investment - BAE £42m & Utility £7m	£49m	£42m	

* Additional to Growth Deal target

** Includes Prudential borrowing for initial costs of new road and infrastructure

*** Original target remains, current forecast is to exceed this original target

Milestone	Target Dates	Achieved Date
Primary sub-station design	May 2020	Complete
Primary sub-station planning approval	July 2020	Complete
Gas main construction commenced	August 2020	Complete
Commercial Development Framework Commissioned	August 2020	Complete
Drainage & Earthworks Strategy commissioned	August 2020	Complete
LCC AMRC Plot Works complete	September 2020	Complete
Utilities orders placed	September 2020	Foul water order now expected Qtr 1. 22/23 due to changes in regulatory position from statutory undertakers
AMRC Construction (Robertson)	October 2020	Complete
Updated Marketing Strategy & progression of Enquiries	December 2020	Enquiry handling ongoing
AMF Completion	November 2020	Complete
Earthworks & Drainage site works complete (Due to the impacts of Covid-19, subsequent delays & compounded impact of working through winter, this milestone has slipped)	Feb 21	Now expected Qtr. 1 22/23.
Research and Development Plots fully serviced (excluding power) (As above)	Feb 21	Complete

Primary sub-station connection	September 2022	On programme
Site wide utility infrastructure operational	September 2022	On programme
Delivery of enquiries (conducted in parallel to infrastructure delivery) – AMRC completed, pipeline enquiries being actively pursued.	February 2021 onwards	Ongoing

Risks

A Single Portfolio Risk Register for the combined programmes is attached to the main report.

Appendix F

LEP – Warton Aviation EZ – Lead Programme Manager - Chris Dyson

BACKGROUND

In April 2012, the Government awarded Enterprise Zone status to the Lancashire Enterprise Zone, which included the Samlesbury Aerospace and Warton Aviation Enterprise Zone Sites.

The Warton Enterprise Zone has a masterplan and a ten-year Local Development Order in place for the site. Two companies, Accenture and Trescal, have been in occupation at the site since 2015, with additional occupation taken up by High Integrity Systems Limited and Dassault Systems UK Limited during 2019 who are using the office space as a hot desk facility.

Senior officers from the county council and BAE Systems are continuing to discuss opportunities at Warton to build and complement on the current high value activity at Samlesbury to support the development of Lancashire's growth ambitions and the levelling up agenda.

In this regard, initial strategic meetings have taken place between partners in 2021 and sectoral analysis is currently being conducted via the LEP to feedback to the County Council and BAE Systems in early 2022. This information will inform further debate in respect of the potential next stages.

PERFORMANCE

KPI Performance	Targets	Actuals (to Qtr. 3 21/22)	RAG
Commercial floor space created Sqm	Nil	0	N/A
Jobs created	Nil	7	N/A

Milestones

Milestones will be determined following further strategic discussions between LCC, the LEP and BAE.

RISKS

A Single Portfolio Risk Register for the combined programmes is attached to the main report.

LEP – Getting Building Fund Programme – Lead Anne-Marie Parkinson

Background

The Getting Building Fund is a £900 million government programme to deliver jobs, skills and infrastructure across the country. This investment is targeted in areas facing the biggest economic challenges as a result of the pandemic. It is supporting the delivery of shovel-ready infrastructure projects, agreed with Mayoral Combined Authorities and Local Enterprise Partnerships to boost economic growth, and fuel local recovery and jobs.

In August 2020, government announced a funding allocation of £34.1m to Lancashire LEP from the Getting Building Fund. Following the announcement government undertook a review of the schemes submitted by the Lancashire LEP, where in agreement with the LEP the £34.1m was allocated to ten projects.

Performance

Delivery

In terms of progress to date, all ten projects provided a 5-Case Business Case, which was Independently appraised, received LEP Board Funding approval, completed contracting with the LEP (GFA), and are all subsidy control compliant.

Following completion of contracting (GFA), projects are required to submit quarterly reporting to the LEP, which includes financial claims and progress reports. Works have commenced on all ten projects, with some slippage to delivery. This is not unusual as procurement concludes and works commence on site, especially when operating in a constricted delivery programme for a capital programme such as this. There are no delivery concerns at present to highlight to LEP Board Members.

The programme has benefitted from the close working relationship between the LEP Officers and Project Managers since inception, with on-going regular discussions to support delivery, maximise opportunity and identify areas of risk which may materialise.

Please see at the base of this document a summary for each project as at 31st Dec 21. Further detailed information on projects is available upon request.

Projected KPIs / Outputs

The table below contains the combined contracted outputs forecasted for the ten projects in the programme. The reporting of 'actuals' will commence from Qtr. 4 21/22 (31st Mar 22).

KPI / Output Description	Actuals	Forecast 2022-25
GBF Defrayed £m	£14.178m	£34.1
Other Investment Defrayed £m	£11.801m	£78.89m
Jobs Created / Safeguarded		1,474
Construction Jobs		309
Housing Unit Delivered or Unlocked (1006 Del. / 30 unlock.)		1,036
Commercial & R&D floor space (sqm)		67,388
Learning space improved or created (sqm)		412
Businesses or institutions assisted		197
KG of CO2 emissions avoided		670,564
Public Realm or Green Space created (sqm)		23,480
New super/ultrafast broadband connections		113
Roads, cycle lanes and walkways maintained and built (km)		2.484

As confirmed in the LEP Annual Performance Review (APR) with government in January 2022, the £34.1m Getting Building Fund programme is being delivered in accordance with Government's requirements for the fund, with all areas for this programme being 'Met' ('Met' being the highest ranking).

As part of the governance arrangements, the LEP is required to provide cumulative reporting on the delivery of the Getting Building Fund programme to the Cities and Local Growth Unit. This is provided on a quarterly basis and includes performance against both financial and output metrics for each project within the programme.

No queries have been raised in relation to the last quarterly reporting submitted to Government in February 2022 (covering the period to 31st Dec 21).

Programme Milestones

Milestone	Date	Comments
Programme funding allocated to projects	Aug 20	Complete
Programme funding approved by LEP Board	Sep 20	Complete
Government Offer letter received	Sep 20	Complete
Communications Milestones Identified	Nov 20	Complete
Social Value embedded within the programme	Nov 20	Complete
Subsidy Control Compliance - all projects	Mar 21	Complete
Subsidy Control Database upload	Mar 21	Pending with LCC legal
Programme funding contracted to projects	Mar 21	Complete
Projects achieve practical completion	Mar 22 onwards	
Evaluation / Case studies collected	Dec 22	
Programme contracted targets achieved	Mar 25	

Risks - A Single Portfolio Risk Register for the combined programmes is attached to the main report.

Communications

A number of press releases / events have taken place as projects have commenced on site. Please see a few pictures of progress on site for four of the projects.



Projects Summary

Name & Description of Project	Project Organisation	Project Activity Commenced	Start on Site	Complete on site	GBF £M (approved)	Leverage £M (forecasted)	All Cost £M	RAG	Status / Comments
Abingdon Street Market - a modern experience providing a new retail and service offer to address the needs and demands of residents and visitors.	Blackpool Council	Sep-20	Aug-21	Jun-22	£ 3.634	£ 0.714	£ 4.348	Green	Live - Commenced on site Aug 21. PC expected Jun 22.
Strawberry Meadows Business Park (formerly Alker Lane) - commercial floorspace comprising affordable office and industrial accommodation directed towards scale ups, start ups and new businesses.	Chorley Council	Nov-20	Apr-21	Apr-22	£ 2.250	£ 7.740	£ 9.990	Green	Live - Commenced on site May 21. PC expected Apr 22. Qtr. 3 21/22 reporting received.
Burnley Town Centre Master Plan - Pioneer Place - Redevelopment of a brownfield site to address the need for a leisure anchor, food and beverage offer and relocation of REEL cinema.	Burnley Council	Nov-20	Jan-22	Dec-24	£ 3.681	£19.319	£ 23.000	Green	Live - Started on site Jan 22. PC expected Dec 24. Qtr. 3 21/22 reporting received.
Hillhouse International Business Park - additional and improved electrical and water supply infrastructure. Project will assist in delivering 200 new jobs as part of the Enterprise Zone.	Thornton Facilities Management Ltd	Nov-20	Apr-21	Mar-22	£ 0.504	£ 0.126	£ 0.630	Green	Live - Commenced on site Apr 21. PC expected Mar 22. Qtr. 3 21/22 reporting received.
Houndshill Shopping Centre Extension - Re-purposing this shopping centre to support its sustainability through the delivery of a transformational leisure and retail development.	Blackpool Council	Sep-20	Jun-21	Jan-23	£ 5.000	£14.585	£ 19.585	Green	Live - Start on site Jun 21. PC now Jan 23 / FC Mar 23. Opening Apr 23. Qtr. 3 21/22 reporting received.
Lancashire Centre for Alternative Technologies - RedCAT - a number of measures to support low carbon technologies and advanced manufacturers, by identifying viability, funding, VC/Equity sources to drive economic green recovery and resilience.	East Lancashire Chamber of Commerce	Sep-20	Jan-21	Mar-22	£ 1.500	£ 0.200	£ 1.700	Green	Live - Start on site Jan 21. PC expected Mar 22. Qtr. 3 21/22 reporting received. Full spend next quarter.
Low Carbon Manufacturing Building Demonstrator - demonstrating retrofittable smart building technologies, showcasing tech within the fabric of buildings, providing access to manufacturers to evaluate and consider adoption in their factories.	Sheffield University	Feb-21	Mar-21	May-22	£ 2.500	£ -	£ 2.500	Green	Live - Start on site Mar 21. PC May 22. Qtr. 3 21/22 reporting received.
M55 Heyhouses Link Road - road required to satisfy impacts from Queensway residential development and to overcome localised congestions problems. Provides an alternative to the M55 motorway as well as access to existing employment areas.	Lancashire County Council	Dec-20	Dec-20	Dec-23	£ 5.790	£19.763	£ 25.553	Green	Live - Start on site Dec 20. PC expected Dec 23. Qtr. 3 21/22 reporting received.
Project Neptune - Phase 1 of a transformational mixed-use development of Fleetwood Docks. It will pump prime the development and help bring forward the overall site in line with the Local Plan. Includes developing a modern purpose-built Food Park and enabling works to bring forward serviced land suitable for waterfront residential development and high quality public realm.	Wyre Borough Council	Nov-20	Jun-21	Sep-22	£ 4.030	£ 4.778	£ 8.808	Green	Live - Start on site June 21. PC expected May 22 for units and Sep 22 for enabling resi. Qtr. 3 21/22 reporting received.
Tatton Development - 63 assisted living units, a new community centre, community café, GP surgery and NHS, with landscaping works to regenerate the existing park and gardens which provide both sporting and civic facilities.	Chorley Council	Jan-21	Jan-21	Oct-22	£ 5.210	£11.990	£ 17.143	Green	Live - Start on site Jan 21. PC expected Oct 22. Qtr. 3 21/22 reporting received. C/R submitted re 6 month slippage. No concerns.

LEP Growing Places – Lead Sue Roberts

BACKGROUND

The government provided £19.3m in 2012 for a Growing Places Fund. The fund is for capital developments to unlock stalled sites in Lancashire with an ambition that the fund should become evergreen (a recycling loan fund). Since July 2020 the fund has revolved on an evergreen basis and now has the ability to be used for revenue schemes. The capital continues to be re-invested in new schemes with the interest being part of the income for the LEP.

There are fourteen schemes within the Growing Places programme, at differing stages of delivery:

- Ten schemes have been delivered and repaid
- One scheme is still delivering
- Three schemes have been approved and going through the due diligence process

Schemes in the pipeline have not been progressed as the future direction of the Growing Places scheme is under discussion.

PERFORMANCE

As this is a loan fund, there are no specific targets, as such no RAG rating has been applied to the KPIs. However, included in the KPI table below, are the economic outputs reported by the recipients of the loans.

Development on the only live scheme is progressing well with two elements completed and work now concentrating on one site. Housing units are being built and demand is strong. The board is currently considering a request to widen the scope of the Facility Agreement to include commercial development.

Key Performance Indicators

KPI	Actuals as at 31/03/21
Private sector investment	£103,766,853
Jobs Created	2,135
Space developed	213,394 sqm.
Housing Units	731
Original Fund Amount	£19,378,944
Capital Loaned	£36,530,491
Capital Repaid	£35,459,691
Interest Received from loans	£2,132,427
Capital to Invest*	£18,307,944

*This figure is the difference between capital loaned and repaid, minus the original fund amount and loans committed.

Programme Review

The programme review of this programme has now been completed by the LEP Investment Programme Manager, in consultation with both the Growing Places programme lead and the LEP CEO. A summary of the findings were included in the report to the 23 March 2021 board. Implementation of the review recommendations is progressing, with a further update to be provided at the next set of reporting.

RISKS

The Single Portfolio Risk Register for the combined programmes is attached to the main report.

LEP – Growth Deal Programme – Lead Anne-Marie Parkinson

Background

The Lancashire Growth Deal is a £320m capital grant programme, delivering 52 projects across Lancashire, aligned with four key priorities, rooted in maximising the area's competitive economic strengths. This Deal is expected to bring to Lancashire's economy; 11,000 jobs, 3,900 homes and attract £1.2bn of private sector investment.

Performance

Delivery

100% of the funding allocated to Lancashire has been contracted to 52 projects within the programme, which are at various stages of delivery:

- 100% (52 projects) of projects have commenced their physical works
- 77% (40 projects) of the projects have completed their physical works, with a further six expected by March 22.
- 27% (17 projects) of projects have fully completed (works, spend and outputs)

Projects are either required to provide quarterly or half yearly reporting to the LEP, depending on their delivery status, which includes financial claims and progress reports. There are no delivery concerns at present to highlight to the LEP Board on either the programme or projects within it.

A full list of the projects and current delivery status can be found at the [LEP website](#).

Projected KPIs / Outputs

The table below contains the combined forecast and actual performance data for all 52 projects, as at Qtr. 3 2021/22 reporting (31st Dec 22).

Key Performance Indicators	Actual to Qtr. 3 21/22	Forecast to end 21/22	% Actual v Forecast	Forecast to 2025	Government 'Deal' Target	RAG
Growth Deal Funding defrayed £m	£273.93m	£273.93m	100%	£273.93m	£273.93m	Green
Housing Units	4,005	4,247	94%	8,248	3,900	Green
Jobs Created, Safeguarded, Apprentices	5,878	8336	71%	16,017	11,000	Green
Commercial Floor space constructed / refurbished (sqm)	55,966	112,297	50%	263,450	43,829	Amber
Public & Private Sector Investment £m *	£263m	£140m	128%	£369m	£140m	Green
New or Refurbished Roads (km)	5	5	100%	10.17	N/A	Green
Length of new cycle way (km)	21	23	91%	28	N/A	Green
New or Improved Training Facility (sqm)	42,963	42,557	101%	42,557	N/A	Green
Additional Learners leading to a qualification (up to L4)	13,339	9,632	138%	10,793	N/A	Green
Specialist equipment	117	117	100%	117	N/A	Green
Enterprises receiving support & Business Assists (SME)	1010	1,448	70%	2,025	N/A	Green
Social and Economic Value £m	£54.1	N/A	N/A	N/A	N/A	Green

The table above identifies the programme is in a positive position, having achieved four of the five Government Deal targets (not due until 2025), and with the majority of all 2021/22 targets either already met or exceeded. This is an impressive performance from our partners given the economic climate.

It should be noted, it is expected that the 2025 forecasted KPI targets for 'Jobs Created' and 'Business Assists' will reduce as a consequence of the current economic climate, however it is unlikely these will fall below the VFM threshold.

The one Amber RAG KPIs relates to the delivery of commercial floorspace. The under-performance is due to slippage to practical completion on a number of the larger schemes into 2022, as a consequence of pandemic. The relevant schemes are now nearing PC, as such it is expected to achieve the forecasted targets.

Reporting to Government

As confirmed in the LEP Annual Performance Review (APR) with government in January 2022, the £320m Growth Deal programme is being delivered in accordance with Government's requirements for the fund, with all areas for this programme being 'Met' ('Met' being the highest ranking).

As part of the governance arrangements, the LEP is required to provide cumulative reporting on the delivery of the Growth Deal programme to the Cities and Local Growth Unit. This is provided on a six monthly basis and includes performance against both financial and output metrics for each project within the programme. No queries have been raised in relation to the last quarterly reporting submitted to Government in October 21 (covering the period up to 30th Sep 21).

Programme Milestones

Milestone	Date	Comments
Programme funding fully allocated projects	2020	Achieved - 100% allocated
Programme funding contracted to projects	2021	Achieved - 100% contracted
Projects complete capital works	2021	Slippage into 2022 due to pandemic
Annual State Aid Reporting	2021	Complete
Programme Evaluation Complete	2022	On target
Projects achieve contracted outputs	2025	On target
Programme achieves Deal 'Fact Sheet' Targets	2025	On target - 4 of 5 targets achieved
Social Value embedded within the programme	Complete	Review on a 6 monthly basis
BEIS 2022 Annual Performance Review	Annually	2022 - 'Met' (highest) rating achieved
Communications Milestones Identified	On-going	Review on a quarterly basis

Communications

There has been a great deal of communications activity during 2021/22 as projects complete their physical works. Over the next few months, we will be working closely with government and the project leads to feed into the communications around the completion of other Growth Deal projects including; AMRC NW, Blackpool Conference, Blackpool Tramway, Futures Park, Northlight, Pennine Gateway and Skelmersdale Town Centre redevelopment.

Risks

A Single Portfolio Risk Register for the combined programmes is attached to the main report.

LEP Inward Investment – Lead Sue Roberts/Andy Walker

BACKGROUND

Inward Investment is a key part of the Strategic Framework as an enabler to drive investment and jobs into the county. The Lancashire Enterprise Partnership works with a large number of partners to deliver this activity.

Most of the successes of Foreign Direct Investment comes from existing Foreign Owned Companies and is classed as Investor Development and shown as KAM in the tables below. A Lancashire Key Account Manager, employed by LCC, funded from Department for International Trade (DIT), supports these companies in their major investment plans and reports on the benefit they bring to the economy.

In addition to the work of the Key Account Manager, the LEP also responds to enquiries, which come from a range of sources including the DIT, direct emails, phone calls and local partners. These are referred to as Inward Investment in the tables below.

PERFORMANCE – INWARD INVESTMENT

Previous Years Performance – Inward Investment Performance for the past two years are shown in the table below. For clarity a 'success' is where an inward investment has been made and the data is verified by DIT. The figures detailed below relate only to Lancashire successes and do not include multi-site investments where Lancashire's investment and jobs cannot be verified.

Performance Measure	2019/20	2020/21
Total number of inward investment project successes	22	20
Inward Investment project successes with support from Key Account Manager	6	6
Number of Jobs created	2,157	460
Value of the investment	£119,900,000	£70,459,326

Highlights for 2019/2020 - A Danish company invested £95m in port facilities and a US company invested £572.5m in residential developments. In addition, four large companies invested in a number of UK sites including Lancashire, the total investment is not included in the reported figures above.

Highlights for 2020/2021 - A media company invested £3,000,000,000 in the UK including Lancashire, creating 1,700 jobs nationwide for their Lightning Broadband rollout. Two well-known overseas retailers invested a total of £588m in the UK including Lancashire, creating 85 new stores and 2,774 jobs nationwide. £35m was invested in transforming pubs across England, Scotland and Wales creating 800 jobs which included Lancashire and over £21m was invested in upgrading farms to include the best biosecurity and improving ergonomics in order to improve employment retention rates. The company has a site in Lancashire. These investments are not included in the reported figures above.

2021/22 Performance – To 31 December 2021 there have been 4 successful inward investments as shown in the table below.

Project Name	Project Lead	Source Location	Nature of Investment	Jobs Created / Safeguarded	Value of Investment
Project A	KAM	Sweden	Medical devices	116	£8,150,000
Project B	KAM	USA	Advanced Engineering	3	£550,000
Project C	DiT/LEP	Australia	Healthcare	30	£3,780,000
Project D	DiT	Netherlands	Advanced Engineering	5	£950,000
Total				154	£13,430,000

In addition to the above table, three national inward investments have been confirmed at sites in Lancashire. Two brewing companies have invested £83m and created 523 jobs nationally, and a nuclear engineering company has invested circa £800k in creating 60 female graduate jobs nationally. These figures are not reported in the above table.

Unsuccessful Inward Investment Propositions

DIT continues to actively manage Inward Investment enquiries and reports on progress.

In the last 6 months we have been informed that Lancashire was not successful for a Data Infrastructure enquiry (Sterlite Technologies, a well-established brand in the UK Telecom Industry as a key supplier of Optical Fibre Cables). The primary search location was proximate to Liverpool Port.

KAM Visits

Communications with companies have generally remained remotely on-line rather than on site. However, this number is increasing with KAM visiting a higher number of companies with more physical visits planned in 2022.

Between April 2021 and the end of December 2021 the Key Account Manager has held such communications with 100 different companies, made contact with 27 new companies and visited 6 companies.

Pipeline Generating Activity

- Events promoting Inward investment previously included; MIPIM Cannes, MIPIM UK, Farnborough and Paris International Air Shows.
- Delivering Sector Knowledge video call with Sheffield City Region on Aerospace to the Asia and United States trade advisors due on 10 February 2022.
- Ongoing engagement with DiT Sector Groups such as Agri-Tech and Life Sciences.
- Engagement with BP/EnBW regarding Irish Sea Wind Farm supply chain and labour market opportunities.
- Provided Lancashire information for the following sector propositions:
 - Cyber Security
 - FinTech
 - Data Centres
 - Bio Pharma
 - Quantum Technologies
 - Sustainable Built Environment
 - Battery Technology
 - Space & Satellites

Current Pipeline to 31 December 2021

No. of Active enquiries	Lead	Sector	Source Location (UK, EU, USA, Asia etc)	Jobs	Investment £	Interest in EZ
1	Inward Investment	Agri-Tech	Italy	30	£25m	No
2	Inward Investment	Logistics	France	80	10	No
3	Inward Investment	Manufacturing	Netherlands	150	100	Yes
3	Inward Investment	Manufacturing	Turkey	150	100	No
4	Inward Investment	Manufacturing	Ireland	170	15	No
5	Inward Investment	Manufacturing	Germany	120	12	No
6	Inward Investment	Manufacturing	France/Netherlands	TBC	TBC	Yes
7	Inward Investment	Manufacturing	Romania	100	100	No
8	Inward Investment	Agri-Tech	Singapore	30	17	Yes

9	Inward Investment	Manufacturing	Turkey	450	95	No
10	Inward Investment	Manufacturing	India	150	200	No
11	Inward Investment	Logistics	Belgium	20	TBC	No
12	Inward Investment	Manufacturing	German	15	4	No
13	Inward Investment	Manufacturing	US	TBC	TBC	No
14	Inward Investment	Chemicals	US	75	50	Yes
15	Inward Investment	Electric vehicles	TBC	250	40	Yes
16	Inward Investment	Satellite technology	TBC	200	15	Yes
17	Inward Investment	Recycling	Finland	60	8	Yes
18	KAM	Manufacturing	Canada	TBC	TBC	No
19	KAM	Manufacturing	Ireland	TBC	TBC	No
20	KAM	Manufacturing	Germany	TBC	TBC	No
21	KAM	Manufacturing	USA	TBC	TBC	No
22	KAM	Manufacturing	USA	TBC	TBC	No

Specific pipeline enquiries to highlight.

There are currently 24 active projects being managed by the Key Account Manager and there are 72 companies on the Lancashire Account List. The annual target set by the DIT was to deliver 6 investment projects by March 2021, which has been achieved. Since April 2021 up to February 2022 there has been 2 projects landed.

There are 5 more projects due to land before March 2022 in the table above taking the total for 2022 to 7 projects.

RISKS

A Single Portfolio Risk Register for the combined programmes is attached to the main report.

Lancashire Skills and Employment Hub – Lead Dr Michele Lawty-Jones

The Lancashire Skills and Employment Hub is the executive to the Lancashire Skills and Employment Advisory Panel (SAP). Skills and employment priorities are articulated in the Lancashire Skills and Employment Strategic Framework and Technical Education Vision. The Hub works with both business and providers against 4 key strategic themes: Future Workforce, Skilled and Productive Workforce, Inclusive Workforce and Informed Approach.

Current Activity

Headlines regarding activity since the last LEP Board are provide below, by the strategic themes of the Framework.



Future Workforce: working with education and business to establish a talent pipeline and future workforce that meets the current and future demands of the local labour market.

The Lancashire Careers Hub and Enterprise Adviser Network have continued to support the network of all 156 secondary schools and colleges, working collaboratively with employers. The Employer Engagement Enterprise Coordinator has been working collaboratively with 12 of the business networks across Lancashire – 12 action plans are now in place which aim to drive member engagement with the Lancashire Skills Pledge. There is a continued drive to recruit business volunteers, Enterprise Advisers to support schools and colleges to develop inspirational careers plans, with two events held in January – there are currently 17 vacancies, with 12 in the pipeline. There is a particular need in West Lancashire and for Special Schools.

	Careers Hub 2021/22 (Careers & Enterprise Company (CEC) data)	
	Target (End of Summer Term 2022)	Actual End of Autumn Term 2021
Enterprise Advisers matched to schools	98%	83%
Gatsby BM1 (robust careers plan)	80%	79%
Gatsby BM5 (employer encounters)	Sustained progress against a baseline of 63% (July 2021)	75%
Gatsby BM6 (employer experiences)	Sustained progress against a baseline of 36% (July 2021)	49%
Average across the 8 Gatsby BMs	5	5.53 (national average: 4.35)

The Effective Transitions project launched this term. Funded by JP Morgan, via the CEC, the project aims to test the impact of extended work experience and/or enhanced information, advice and guidance on young people in Year 10 through to Year 13, who are at risk of not transitioning positively into Post 16 destinations. The project will be supporting 105 young people across 9 schools and impact of activities will be evaluated.

A further £19,000 has been secured from CEC to raise the profile of advanced manufacturing, engineering and construction apprenticeships with girls in Year 9, working collaboratively with the Lancashire Work Based Learning Forum. The project will deliver workshops to young people, complemented by teacher training and CPD, and impact evaluated.

The IoT submission to the DfE from Lancashire’s consortium of colleges and universities across Lancashire has been successful and is now in the pre-award stage. The IoT will focus on the development of Higher Technical Qualifications across the growth pillars.

Building on the success of the 2021 Festival, the 2022 TeenTech Live Festival is due to start 23rd February with a Game Design workshop. The Careers Hub and Lancashire Digital Skills Partnership (LDSP) are actively recruiting schools and colleges directly and through partners. The full range of sessions can be found here: <https://teentech.com/live/lancashire/>

The BAE sponsored programme with Create Education and InnovateHer has commenced, with 41 of the 50 target schools signed up for Create Education and 8 of the 20 schools signed up for InnovateHer. Initial feedback from the schools engaged has been good, albeit the Omicron variant has disrupted activities – particularly physical workshops with Create.

The 2021/22 Digital Advantage programme is underway, targeting 70 young people with SEND, care experienced students and young carers. As an in-person celebration event was not possible for the 2020/21 programme, a video has been produced celebrating the work of each school and college. This can be viewed here:

<https://vimeo.com/657901454/423298684b>



Inclusive Workforce: supporting unemployed and inactive residents into sustainable employment, driving up digital skills and embedding social value to 'level up' areas of Lancashire and accelerate inclusive growth.

Many of the ESF projects continue to deliver and meet most contractual outputs. Up to the end of September 2021 the projects have engaged with 22,633 adults with 7,630 participants progressing into a positive destination, which represents 34%. Due to the reduction in the claimant count for Universal Credit, there is a smaller pool of potential participants, with many being directed to DWP 'Plan for Jobs' provision, including Kickstart and Restart. This may cause viability issues for some projects and mitigating actions are being reviewed by the Adult Skills Forum. On a positive, claimant levels are almost mirroring pre-pandemic levels, and the number of local vacancies has grown.

Escalate, the online referral tool, has been accessed over 5,000 times since its inception and continues to gain positive feedback from referral agencies. The new DWP Restart offer is being added to the system during February to enable referrals to be made to provision available across Lancashire.

The Skills Hub were successful in securing a small amount of funds (£48,750) from the DfE to pilot a Construction Sector - BIM/process Control Skills Bootcamp. This programme commenced in January with 10 participants, led by P34B with partners. The Northwest Skills Academy are also delivering a Retrofit Skills Bootcamp across Lancashire as an extension of a contract held with GMCA. This is in addition to the HGV Bootcamps launched early in January. The full offer of Skills Bootcamps in Lancashire is available on website: <https://www.lancashireskillshub.co.uk/skillsbootcamps/> A separate paper outlines the opportunity to secure further grant funding to expand Skills Bootcamps.



Skilled & Productive Workforce: working with business to drive up skills in Lancashire's workforce to boost productivity, in-line with the needs of Lancashire's growth pillars.

To support the objectives in the Apprenticeship Action Plan, the Skills Hub is sponsoring the inaugural Lancashire Apprenticeship Awards, driven by Lancashire Post. The Awards are being held on 31st March 2022.

As part of the National Apprenticeship Week celebrations in February, a range of activity was undertaken to promote the benefits of apprenticeships – through social media and video clips of Skills Pledge members and Cornerstone employers, promoting the Lancashire Apprenticeship Awards, speaking at the LBV Apprenticeship Conference and supporting the Local Skills Improvement Plan roadshows to promote the Lancashire Skills Pledge, as well as a specific campaign targeting young people in schools and colleges on the digital platform 'Start in Lancashire'.

To date over 30 organisations have registered for levy transfer opportunities through the Lancashire Apprenticeship Levy Transfer Network, with over half a million pounds of funds

pledged to support other businesses in apprenticeship training. The pledged amounts are expected to increase to over one million by the end of February. The network has been successful in supporting the transfer of over £60,000 of apprenticeship levy funds to date.

The Lancashire Digital Skills Partnership partnered with LCC on a digital resilience for businesses Community Renewal Fund bid which was successful. This programme will build on the Embrace Digital Lancashire programme run in the autumn. The funding will have a focus in Pendle, Burnley and Rossendale, with 25% of provision available to other boroughs of Lancashire. The programme supports businesses, organisations and charities to choose the right software for them covering productivity, marketing, cloud accounting and e-commerce. Training will begin in April and more details will be available here: <https://www.eventbrite.co.uk/o/embrace-digital-lancashire-33732565553>

The ESF funded 'Building Blocks' project, part of the Business Health Matters initiative, has had a high social media profile; the project has already engaged with 19 SMEs and delivered to 97 employees with 59 people undertaking a Workplace Health Champion course. This project aims to support the mental health and wellbeing of employees in Lancashire businesses, boosting productivity.



Informed Approach: taking an evidence-based approach to identifying the skills and employment issues facing Lancashire's businesses and industries, prioritising and influencing locally and nationally, and working with partners to identify best practice.

The open-source Evidence Base page on the Skills Hub website has received over 1,100 visits, from the start of October 2021 until the end of January 2022. The Skills Hub are in the process of refreshing the evidence base and have received almost 50 responses from stakeholders to a survey which asked how the evidence base should be developed. The evidence base will continue to evolve in line with stakeholder feedback.

The Lancashire Enterprise Partnership and the Lancashire Skills Hub have taken delivery of Cambridge Econometrics' Local Economy Forecasting Model for Lancashire and its districts. The model shows projections through to 2036 for each district of Lancashire, the Lancashire LEP overall, Northwest and United Kingdom in respect to employment by sector and by occupation. This data has been analysed and transformed into a self-service online interactive tool for Local Authority Economic Development Directors and Officers to utilise in their planning and analysis.

A Food and Agriculture Sector Study has been commissioned utilising remaining Skills Advisory Panel funds. The study, which will be undertaken by Amion Consulting, aims to provide labour market intelligence by sub sector and by travel to work area and will draw in the findings from the LSIP and SDF trailblazers in relation to employer's skills and employment challenges.

A celebration event is being held on Thursday 24th February for Skills Pledge members. The number of businesses actively pledging has grown from 83, as per the last programme report, to 127. The businesses are collectively making 265 pledges (compared to 186 previously). The Lancashire Skills Pledge launched a dedicated LinkedIn page this year and now has a growing social media presence: [Lancashire Skills Pledge LinkedIn page](#)

The Skills for Work microsite was launched in July 2020, to enable Lancashire residents to access skills and employment support. As of the 31st January, the website has received 18,338 views (an additional 500 since November 2021), with in excess of 5,600 views to the 16-24 page. There were also almost 3,000 external links clicked through to support on partner sites.

Lancashire LEP Social & Economic Value Report – Lead Martin Hill

BACKGROUND

Lancashire Enterprise Partnership have successfully embedded Social Value within their key infrastructure investment programmes through the adoption of a LEP wide Social Value Framework. The framework utilises the National Themes Outcomes and Measures to embed social value within the procurement, monitoring and evaluation of projects across the LEP's project and programme portfolio.

Social Value Framework

The framework utilises indicators drawn from the National Social Value Themes Outcomes and Measures, or TOMs for short, which allows the attribution of financial values for a range of outcomes which are derived from Government Office Green Book unit cost values.

The framework provides target outputs against a number of measures which are informed by the Lancashire Employment and Skills Strategic Framework themes (Future Workforce, Inclusive Workforce and Skilled and Productive Workforce).

PERFORMANCE

The Growth Deal Social Value Impact

The impact of the adoption of this approach can be seen at programme and project level. The Growth Deal programme has generated a total of **£54.1 million** of cumulative added social value up until the end of the last reporting period to December 2021. The table below provides a detailed breakdown of social value delivered across the framework metrics:

Future Workforce

Metric	To date	Indicative Social Value
Hours volunteered to support learning and education through curriculum links, careers and STEM activity.	571	£88,770
Number of work experience placements for 15-18 year olds at Lancashire schools and colleges	236	£39,817
Number of undergraduate project placements offered to Lancashire's Universities (weeks)	111	£18,727
Number of graduate internships for graduates living in Lancashire (weeks)	132	£22,271

Inclusive Workforce

Metric	To date	Indicative Social Value
Number of local people (FTE) employed on contract through construction phase activity (limited project level data available)	365	£10,630,698
Number of work placements or trails offered to unemployed Lancashire residents (weeks)	338	£57,027
Working days committed from business volunteers to mentor NEET ('not in education, employment or training') young people (16-18 year olds).	54	£47,484
Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage.	45	£921,645

Skilled and Productive Workforce

Metric	To date	Indicative Social Value
Number of apprenticeships (16-18 year old and Adults).	638	£7,433,746
Commitment to workforce planning and investment in training of employees (weeks)	1050	£300,793
Investment in leadership skills (weeks)	5512	£1,579,022

Wider Community Benefits

Metric	To date	Indicative Social Value
Community based projects driven by the local communities in which the project is based.	196	£39,048
Procurement of local Lancashire based supply chain through the contract (limited project level data available)		£34,356,169
Procurement and commissioning of local SMEs and social enterprises / third sector organisations (limited project level data available)		£2,763,315

City Deal Social Value

The Preston Western Distributor project has continued to generate some impressive social value outputs through the delivery of the project. In addition to the hard outcomes in terms work placement and apprenticeships the project has also retained spend within the local economy with 41% of spend by value being local.

The full detailed report capturing performance to the end of the 2nd year of the programme is due to be issued to the City Deal Executive in March but key highlights from the project to date are as follows:

- 41% of spend this year is being made with local companies within 25 miles of the project
- 55% local labour utilisation on site
- A total of eight apprentices are currently working on the project
- T-Level curriculum support and work placements for Preston College students
- 4-day careers programme for 23 Ashton Community Science College
- £17,000 in donations to local residents and organisations
- £13,249 in charitable fundraising total to date on the project
- The project has provided opportunities for a total 14 ex-military members of the team, from main contractor and many supply chain partners

Monitoring & Reporting

The City Deal Skills and Employment Coordinator will work closely with the contractors nominated Community Relations Manager to identify opportunities with the principal contractor and wider supply chain.

Performance across these projects will be monitored on a half yearly basis throughout the construction phase of the projects. Project performance data will be submitted to the City Deal Project Team and reported to the City Deal Executive and Stewardship Board for review annually.

LEP Programme Risk Register

Details of Risk				
Ref	Risk Description	Result	Owner	Inherent Risk Score
1	Growing Places			
1.1	Growing Places Fund fails to deploy funds	No income to the LEP from this work stream. This will limit the LEP's ability to deliver economic impact in Lancashire	Commercial & Business Support Manager	12
1.2	Impact of Covid 19 on existing loans, pipeline and ability to deploy funds	Existing loans may not be able to repay on a timely basis, may want suspension of interest for a period of time, pipeline could fall away and little interest in fund due to other preferable offers	Commercial & Business Support Manager	20
1.3	Failure for the loans to be repaid	Loss of interest income and loss of capital meaning less funds to deploy in the long term	Commercial & Business Support Manager	12
1.4	Failure to grow the pipeline	Lack of growth in the pipeline will result in no more loans being agreed, therefore loss of income for the LEP	Commercial & Business Support Manager	12
1.5	Failure to achieve strategic impact	Lost opportunity to feed into the Strategic Framework and deliver impactful outcomes for the Lancashire economy	Commercial & Business Support Manager	12
2	Growth Deal			
2.1	Realising the strategic potential of the collective programme	Lost opportunity to extract strategic impact from the programme,	Programme Manager	6
2.2	Failure to deliver the contracted targets (expenditure / outputs)	High reputational damage to the LEP with Government and local population. Impact on ability to secure future funding from Government.	Programme Manager	6
2.3	COVID-19 Impact	Some programmes closed down, some slowed down, some using alternative ways to deliver	Programme Manager	12

2.4	State Aid	Funds clawed back by Government / European Commission	Programme Manager	12
2.5	Unable to attract future funding opportunities re lack of performance	Lost opportunity to deliver significant impact	Programme Manager	6
3	Enterprise Zones			
3.1	EZ's fail to achieve strategic objectives including attracting inward investment growth businesses in specific sectors	Few businesses locating on the EZ's with critical mass of clusters not achieved.	Business Support and Commercial Manager / Programme Manager	20
3.2	Insufficient businesses locate on the EZ's to generate the business rates needed to repay the cost of infrastructure and utilities.	LEP are servicing a large debt without the necessary income to repay	CEO/ Business Support and Commercial Manager / Programme Manager	15
3.3	EZ enquires to be shared across EZs.	Enquiries lost and opportunities missed for businesses to locate on to an appropriate site in LAMEC	Business Support and Commercial Manager / Programme Manager	12
3.4	Lack of fiscal incentives leading to lack of enquiries	Lost momentum on EZ activity. Reduced ability of EZ's to repay prudential borrowing from business rates growth.	Business Support and Commercial Manager / Programme Manager	16

3.5	Covid-19 impact on delivery of sites	Delays in construction, temporary lack of market demand and negative impact of the pandemic on existing businesses on sites.	Business Support and Commercial Manager / Programme Manager	20
3.6	Site issues causing delays in delivery	Delays in planning, need for flood mitigation measures, utility upgrades, purchase rights over land and restrictive agreements	Business Support and Commercial Manager / Programme Manager	20
4	Skills Hub			
4.1	Skills and Employment Advisory Panel (SAP) effectively established and delivering against government guidance in relation to governance and analytical role	Inability to deliver against the Lancashire Skills and Employment Strategic Framework and drive up skills and employment across the local labour market	Director of the Skills Hub	16
4.2	Implementation of the Lancashire Skills and Employment Strategic Framework and allied Lancashire Technical Education Vision	Inability to deliver against the Lancashire Skills and Employment Strategic Framework and drive up skills and employment across the local labour market	Director of the Skills Hub	16
4.3	Dependency on the ESIF programme to provide business support and skills and employment programmes and deliver against strategic priorities	Impact on provision to support business resilience and business growth, and drive a skilled, productive and inclusive labour market	Chair of the ESIF Committee	20

4.4	Disruption to the continuation of the Lancashire Digital Skills Partnership (launched in April 2018) which was formed to drive up digital skills across Lancashire.	No funding for this work stream including the salary costs of the DSP Coordinator post. Current objectives linked to the increase in the digital skills of Lancashire's businesses and residents will be difficult to achieve without this resource.	Director of the Skills Hub	16
4.5	Dependency on DfE funding and continued commitment to the government's Careers Strategy for the Enterprise Adviser Network and Careers Hub across Lancashire. Dependency on match funding locally via LCDL, Local Authorities and the LEP	Careers and Enterprise Company cease to exist due to DfE funding and national model collapses. Reduction in the quality of careers provision in schools and colleges across Lancashire impacting on aspiration and social mobility, and future talent pipeline.	Director of the Skills Hub	16
5	Boost			
5.1	Failure to deliver the contracted targets (expenditure / outputs) for the continuation programme, Boost 3.5 [2022-23]	Funds clawed back by Government / European Commission. This has the potential to pose a threat for Lancashire County Council failing to meet the contractual commitments made to the Department for Levelling Up, Housing and Communities [DLUHC]. The programme is also funded by Lancashire County Council and the Department for Business, Energy and Industrial Strategy. Therefore the Growth Hub's performance responsibility and commitments stretches across DLUHC, LCC and BEIS.	Head of Business Growth	12

5.2	Risk over market dilution because of similar business support offers being by universities and other business support agencies in Lancashire.	This has the potential to pose a threat to our business support simplification agenda, unless symbiotic relationships are developed and maintained with business support agencies offering similar products and services. There is need to hide the wiring and provide a seamless service to Lancashire businesses, thereby reducing or completely removing any ambiguity regarding where to access best business support.	Head of Business Growth	12
5.3	Businesses having to choose resilience over growth ambition, because of the current regional/global situation	There is a potential risk across the business support landscape that service providers may not be able to come up with the 'new solutions' required to combat the 'new problems' and unknown, unknowns surfacing within the business landscape in Lancashire.	Head of Business Growth	6
6	City Deal			
6.1	Failure to deliver housing and jobs target.	Loss of income for the local authorities due to lack of new homes bonus and future council tax receipts. Lack of house building due to lack of demand (job creation)	City Deal Programme Manager	16
6.2	Covid risks to the delivery of City Deal	Core outputs in this programme relate to housing and jobs, which are likely to be hugely impacted by a downturn in the housing and employment markets	City Deal Programme Manager	16
6.3	Changes to the planning system arising from recently published planning white paper could impact on income into the deal from CIL and S106 payments.	Delays to the programme may occur as solutions to the issues are resolved and core outputs may not be achieved	City Deal Programme Manager	16
7	Inward Investment			

7.1	Covid 19 impacts the number of Inward Investment enquiries	Foreign Direct Investment has shrunk as a result of the pandemic	Business Support and Commercial Manager/Head of Business Growth	20
7.2	The failure of the UK economy to bounce back and prove attractive to foreign investors	The UK is in a longer recession than the rest of the world. As a result the UK is not attractive to Foreign Companies	Business Support and Commercial Manager/Head of Business Growth	29
7.3	The appetite of Foreign Owned Companies to invest	As a result of the pandemic, Brexit and recession Foreign Owned Companies do not go ahead with investment plans.	Business Support and Commercial Manager/Head of Business Growth	20
7.4	Foreign Owned Businesses looking to shrink its business or withdraw from the UK	As a result of the global pandemic and recession Foreign Owned Companies decide to withdraw from the UK.	Business Support and Commercial Manager/Head of Business Growth	20
7.5	The Lancashire offer is not understood by investors and third parties promoting Lancashire	Lancashire are not getting enquiries in order to put forward their offer	Business Support and Commercial Manager/Head of Business Growth	20
8	Getting Building Fund			
8.1	Failure to deliver the contracted targets (expenditure / outputs)	High reputational damage to the LEP with Government and local population. Impact on ability to secure future funding from Government.	Programme Manager	12
8.2	COVID-19 Impact	Some programmes closed down, some slowed down, some using alternative ways to deliver	Programme Manager	12

8.3	Subsidy Control (previously state aid)	Funds clawed back by Government / European Commission	Programme Manager	12
8.4	Unable to attract future funding opportunities re lack of performance	Lost opportunity to deliver significant impact	Programme Manager	6

Reported to LEP Board

Existing Controls	Residual Risk Score
Quarterly Performance Reporting Urgent Business Procedure for new loans and changes to existing loans Growing Places page on LEP website with Expression of Interest Word of mouth marketing	6
Quarterly Performance Reporting Flexibilities from Government regarding Growing Places criteria Board have agreed to support two borrowers that have asked for suspension of interest and time to pay interest invoice and time to repay loan. Both loans now repaid.	6
Quarterly Performance Monitoring Robust Facility Agreements with step in rights Monitoring Reports from the LEP's Monitoring Surveyor Annual accounts from the borrowers	6
Quarterly Performance Monitoring Promoted on the LEP website with an Expression of Interest form Prompt response to emails from the LEP mailbox	9
Quarterly Performance Monitoring Sector Working Groups	9
LEP has core team of staff re the delivery of individual programmes	4
Quarterly monitoring of metrics, reporting to Growth Deal Management Board and LEP Board. Corrective action measures implemented where required. Social Value reporting. Annual APR compliant. Clarified targets.	4
Identify financial solutions for the programme and each project, Support Project Managers in the delivery of projects, Increase monitoring visits when safe to do so, Continue to work with BEIS, Report to LEP Board / Sub Committees.	6

Collation of annual data for onwards reporting to CLG on a timely basis. Identify on-going process to report existing state aid via SANI2. On-going dialogue with BEIS & LCC legal re compliance. Annual reporting via SANI2 system.	6
PR project milestones established and tracked. Information on progress and successful projects on LEP website. Annual Conference & Annual Report content. PR undertaken on a re-active basis. Case studies produced. Positive APR.	4
Clear understanding of the strategic objectives by partners and robust reporting to EZ Committee and LEP Board Fiscal Incentives in place, simplified planning process (LDO) or Local Plans in place and targeted marketing of sites EZ enquires to be shared across 4 sites Engagement with the Department of International Trade. Engagement with LEP network regarding an case for a refresh of EZ's Engagement with key sector partners and agencies, with demonstrable recent success, and growth of business development opportunities through provision of Sector Propositions by LEP working groups Samlesbury Commercial Development Framework updated Samlesbury pipeline of enquiries increased Joint Commercial Agent in place across all 4 EZ Sites	12
Enterprise Zone Governance Committee quarterly reporting Strategic Marketing activity co-ordinated with key Joint Commercial Agent in place across all 4 EZ Sites Joint Commercial Agent commissioned to support more efficient sharing of enquiries Robust Business Rates agreements between LEP/LCC/ relevant Local Authorities, where appropriate Formal agreement between LEP and LCC regarding costs, interest rate charged and repayment Engagement with key sector partners and agencies, with demonstrable recent success, and growth of business development opportunities through provision of Sector Propositions by LEP working groups	12
Quarterly performance data on enquiries received at EZ Committee Co-ordinated enquiry handling process agreed and adopted Strategic & co-ordinated marketing campaign Joint Commercial Agent commissioned to support more efficient sharing of enquiries Existing method of directing LEP enquiries as appropriate to sites	6
Ongoing engagement with the LEP Network and the UK EZ Network Proposition into the Comprehensive Spending Review from LEP Network Link into other government policies such as Freeports, Department for International Trade new Export and Investment Strategy	9

<p>Safety guidelines now in place Current relaxation of Covid-19 isolation regulations & construction capacity returning to pre-Covid-levels based on current social distancing Getting Building Fund allocation for some infrastructure work on one site Enterprise Zone Governance Committee quarterly reporting</p>	<p>9</p>
<p>Enterprise Zone Governance Committee quarterly reporting</p>	<p>12</p>
<p>SAP Terms of Reference aligned with guidance from government and approved by DfE. Analytical capability enhanced through the appointment of a Skills and Economic Intelligence Offer. Grant currently in place until end of March 2021. A further grant has been confirmed and received for financial year 2021/22. Likely to be last grant from DfE.</p>	<p>9</p>
<p>Implementation of the framework is monitored by the SAP.</p>	<p>9</p>
<p>ESIF Committee aligned with the LEP Board - engagement with key government bodies to influence future programme, articulating Lancashire priorities</p>	<p>16</p>

<p>Digital Skills Partnership Steering Group in place with DCMS and local partners. Work closely with national colleagues at DCMS to understand policy direction of travel, communicate local successful impact, communicate necessity for continued funds from DCMS and the return on investment.</p> <p>Work with stakeholders in Lancashire to take ownership and contribute to the achievement of the DSP objectives.</p>	6
<p>Working to raise the profile of the work with DfE to demonstrate impact of partnership with CEC on careers aspirations of young people. Action Plans in place locally to drive performance - robust subcontracting process in place with delivery partner, Inspira</p>	9
<p>Newly procured Boost 3.5 service providers (prime and sub-contractors) have submitted monthly financial and output profiles to the Programme Management Team [PMT]. Boost contract manager will manage and review the programme's performance supported by compliance and finance team members who will monitor outputs delivered for quality and compliance. PMT are providing strategic, technical and marketing support to delivery organisations to help them achieve their output profile targets.</p> <p>Contract review meetings will take place quarterly. Contract manager will provide quarterly project progress reports to LCC Business Support Management Board members and funding authority, DLUHC. Challenges and opportunities will be discussed at operational group meetings and bi-weekly stand up meetings, where lead officers from both prime and sub-contractor team will be present. Boost stand-up meetings and Discovery sessions will provide opportunities for suppliers to collaborate with other business support agencies in Lancashire.</p>	6

<p>Ongoing discussions with universities and other business support agencies providing similar offers and services. New marketing/communication has been reviewed and approved for 2022-23.</p>	3
<p>Quarterly contract review meetings, bi-weekly stand-up meetings, weekly Boost Discovery sessions and operational group meetings provide the platform for the Growth Hub's core service providers and associated business support agencies to discuss key challenges and opportunities. Any significant risk will be escalated to the funding authority for guidance on mitigation strategies.</p>	6
<p>City Deal Combined Executive and Stewardship Boards quarterly reporting</p>	12
<p>City Deal Combined Executive and Stewardship Boards quarterly reporting</p>	12
<p>City Deal Combined Executive and Stewardship Boards quarterly reporting This risk has been completed but there is a risk that changes will occur wo the risk will be retained but re-worded.</p>	12

<p>Engagement with the Department of International Trade Engagement with the Northern Powerhouse Trade and Investment Group Working with Northern Powerhouse LEPs to promote the Lancashire offer. Engagement with the Office of Investment raising the profile of a failed inward investment propositions due to lack of government funding and how this can be improved.</p>	12
<p>Working with the Department of International Trade to promote the Lancashire offer, through their network of Embassies and Consulates worldwide. Working with DiT on the Internationalisation Fund to ensure that Lancashire businesses get Trade grants to support export activities.</p>	12
<p>Lancashire Key Account Manager supports Foreign Owned Companies to access local and national support offers. Companies can access DiT support to provide data for building a business case for their internal processes to get the funding they need to invest in Lancashire. Trade bodies such as the North West Aerospace Alliance and the Northern Automotive Alliance support Foreign Owned Companies in Lancashire and provides intelligence to the LEP.</p>	15
<p>The Lancashire Key Account Manager works closely with Foreign Owned Businesses to ensure they are linked into local support offers in Boost, Lancashire's Growth Hub and Key Initiatives along with national programmes such as R&D Tax Credits, Patent Box and temporary super deduction tax on eligible capital investments. Sector groups of the LEP engage with Foreign Owned Companies so sector plans and interventions include their input.</p>	12
<p>Engagement with the Department of International Trade Engagement with the Northern Powerhouse Trade and Investment Group Working with other Northern Powerhouse LEPs to promote the Lancashire offer</p>	12
<p>Quarterly monitoring of contract targets, reporting to LEP Board. Quarterly reporting and review by CLG. Regular dialogue with each project. Corrective action measures implemented where required. Social Value reporting</p>	6
<p>Identify delivery solutions for the programme and each project. Support Project Managers in the delivery of projects. Increase monitoring visits when safe to do so. Continue to work with BEIS. Report to LEP Board / Sub Committees. Implement use of Freedom and Flexibilities as required.</p>	6

LCC legal deemed all projects are subsidy control compliant. Process identified to report new subsidy controls requirements on transparency database.	9
PR project milestones established and tracked. Information on progress and successful projects on LEP website. Annual Conference & Annual Report content. PR undertaken on a re-active basis. Case studies produced. Positive APR.	4

Actions			Target Score	Action Status
Proposed Action Plans	Action Owner	Target Date		
Growing Places Marketing Plan Case Studies on the website PR on Growing Places Loans and successes Promotion through the Annual Report	Commercial & Business Support Manager	Jun-22	6	ongoing
Growing Places Marketing Plan for each sector group will need to be refreshed depending on the outcome of discussions re the future of the Growing Places Fund. Covid 19 impact on the fund is unclear at this stage but kept under review.	Commercial & Business Support Manager	Jun-22	6	ongoing
Ongoing monitoring of live schemes as per the terms of the Facility Agreements, no concerns regarding the current schemes	Commercial & Business Support Manager	Jun-22	6	ongoing
Pipeline not being actively marketed whilst the outcome of LEPs and their role uncertain. Growing Places is the only funding currently under the LEP's control so may need to be used differently going forward. Marketing Campaign to commence if agreed by Board Any changes to criteria promoted on LEP website and through marketing campaign if agreed PR on Growing Places successes and impacts	Commercial & Business Support Manager	Jun-22	6	ongoing
Potential to use the Growing Place Fund to achieve greater strategic impact under discussion. Alignment of marketing activity with KPIs of Strategic Framework to be agreed with the Board and priorities of the Local Growth Plan, Internationalisation Strategy, Sector Groups Plans and Finance report PR on Growing Places successes and impacts	Commercial & Business Support Manager	Jun-22	6	ongoing
Align programmes to strategic framework. Cross programme links to maximise growth.	Programme Manager	Mar-22	4	ongoing
On-going monitoring, Change control measurers, Response to COVID-19 impact, Annual APR, continued effective dialogue with CLG	Programme Manager	Mar-25	4	ongoing
Work with projects to implement government guidelines to enable them to continue with the projects and support with information regarding the whole programme targets and outputs.	Programme Manager	Mar-22	6	Complete

Continue discussions with CLG and LCC colleagues as Accountable body to identify future requirements, to ensure compliance. Ensure that LCC Legal Team complete Annual SANI2 return to CLG to avoid challenge.	Programme Manager	Mar-22	6	ongoing
Identification of PR Communication Opportunities MP Engagement Successful Evaluation Collation of case studies Positive APR.	Programme Manager	Mar-25	4	ongoing
KPI's to be developed and reporting to Quarterly EZ committee. Ensure alignment to strategic framework Commission review of LAMEC sites to provide recommendations on improvements to performance. Pipeline of enquiries actively managed. A collective comms & marketing approach is in development with key partners, to be aligned with marketing strategies developed for each EZ site	Business Support and Commercial Manager / Programme Manager	Mar-22	9	ongoing
Quarterly Performance Reporting included in Programme Report to LEP Board partners collective comms & marketing approach is in development with key partners, to be aligned with marketing strategies developed for each EZ site	Business Support and Commercial Manager / Programme Manager	Mar-22	9	ongoing
Plans to drive up enquiries and generate interest in the LAMEC sites Consistent KPIs to be developed and monitored, across EZ sites collective comms & marketing approach for website content is being developed with key partners, which will assist with signposting people to other EZ opportunities.	Business Support and Commercial Manager / Programme Manager	Mar-22	6	ongoing
MPs briefings to take place with a view to working with UK network to support MPs lobbying of central government Refresh of EZ modelling assumptions	Business Support and Commercial Manager / Programme Manager	Mar-22	6	ongoing

Clear marketing strategy with implementation underway Refresh of marketing plan, website and social media Liaison with contractors on site to mitigate delays	Business Support and Commercial Manager / Programme Manager	Mar-22	9	ongoing
Strategic importance of the sites fully conveyed to key stakeholders to support accelerated delivery. Liaison with accountable bodies, local authorities, statutory authorities and site owners to deliver solutions to the issues.	Business Support and Commercial Manager / Programme Manager	Mar-22	9	ongoing
Monitor effectiveness of the SAP through regular DfE Reviews and the development of a Local Skills Report, which report on progress against the strategic framework. 21/02/2022: LSIPs introduced to pilot methods for analysing local employer skills needs - guidance awaited from DfE regarding roll out and alignment with SAP policy. Skills & Economic Intelligence Offer embedded within LEP budgets for 2022/23.	Director of the Skills Hub	Mar-22	6	ongoing
Monitoring and Evaluation Framework in development as part of the refresh of the Skills and Employment Strategic Framework. Monitoring and Evaluation is undertaken annually.	Director of the Skills Hub	Apr-22	9	ongoing
Regular ESIF committees key government bodies to raise concerns and lobby. Performance and risks reported to the SAP and LEP Board. CRF funds launched through lead authorities in April 2021 and procurement process underway - approach and projects to inform development of UKSPF.	Head of Investment and Funding	Jan-22	8	ongoing

<p>Further year's funding secured from DCMS until 2022. Plan in place to enable continued funding through the LCDL facility in Lancaster to fund the DSP Coordinator beyond funding from DCMS.</p>	<p>Director of Skills Hub and DSP Coordinator</p>	<p>Jan-22</p>	<p>6</p>	<p>ongoing</p>
<p>Funds agreed for academic year 2021/22 with CEC. Regular contract reviews with Inspira against the contract specification. Performance and risks reported to the SAP</p>	<p>Director of the Skills Hub</p>	<p>Aug-22</p>	<p>9</p>	<p>ongoing</p>
<p>Organise quarterly meetings with Funding Authority, DLUHC to discuss about financial and output/outcome performance as well as remedial measures to address any anticipated shortfall/challenges faced by delivery organisations operating in an ever changing post Covid-19 business landscape, now riddled with imminent uncertainties as a consequence of the Ukraine war. Regular meetings are being organised with contractors, sub-contractors as well as other key stakeholders in the Lancashire business support echo system, especially with agencies supporting advanced manufacturing, engineering, aerospace and automotive companies to help businesses introduce new to the market or firm products, services and processes. Enable strong and effective collaboration between Boost, it's core service providers and other business support agencies in Lancashire via the Discovery sessions held every Wednesday.</p>	<p>Head of Business Growth</p>	<p>Sep-22</p>	<p>6</p>	<p>ongoing</p>

Programme Management Team will be having ongoing discussions with universities and other business support agencies to discuss about the 'crowded business support landscape' across Lancashire. Ongoing discussions with Boost marketing service provider and LCC's corporate communications team will help to create meaningful, manageable and clear messages for the target audience.	Head of Business Growth	Sep-22	3	ongoing
Boost 3.5 services have been improved so that the programme is able to provide 'the right support at the right time' to Lancashire companies riddled with new problems and unknown, unknowns because of the fluctuating regional and global market situation. The focus of our newly developed services will include the following priorities below: 1. Better coordination of services across beneficiaries. If customer service need expands across two or more agencies, we will encourage joint visits and information sharing on a 'need to know basis'. 2. Adopt a digital first approach to reduce business advisor admin burden and free up resources ensuring proportionate universalism for intensive, medium and light touch assists. 3. Ensure better value for money services by making 50% more business advisors available for providing direct support to Lancashire companies.	Head of Business Growth	Sep-22	6	ongoing
Continue to work with South Ribble and Preston councils on the City Deal Review Work with Government regarding the New Homes Bonus.	City Deal Programme Manager	Dec-23	9	ongoing
Continue to work with Government regarding a recovery plan	City Deal Programme Manager	Mar-22	9	ongoing
Respond to the City Deal consultation on the planning white paper by 29 October	City Deal Programme Manager	Mar-22	9	Complete

Department of International Trade are revising their Investment Strategy to ensure that UK remains attractive to Foreign Direct Investment post Brexit	Business Support and Commercial Manager/ Head of Business Growth	Jun-22	9	ongoing
Working with DiT Export Manger on the Lancashire Export Plan. Promoting the Internationalisation Fund to Lancashire exporters to increase resilience in the Lancashire economy. Engagement with the Office of Investment as part of DiT when we have a significant to the UK enquiry into Lancashire in order to land the investment.	Business Support and Commercial Manager/ Head of Business Growth	Jun-22	9	ongoing
Lancashire Key Account Manger reporting to DiT will ensure real time data is captured and can be acted upon. This information feeds into the LEP's sector groups where appropriate and informs policy and interventions. Not all sectors are affected and there are some opportunities for growth.	Business Support and Commercial Manager/ Head of Business Growth	Jun-22	9	ongoing
The Lancashire Key Account manager raises concerns with DiT/LCC/LEP if companies are considering withdrawing from the UK to inform policy and interventions.	Business Support and Commercial Manager/ Head of Business Growth	Jun-22	12	ongoing
Feedback from lost enquiries reviewed to improve the Lancashire Proposition. The Internationalisation Strategy is nearly complete and will be socialised with stakeholders before publishing in the spring.	Business Support and Commercial Manager/ Head of Business Growth	Jun-22	9	ongoing
On-going monitoring, Members Direction, Bring forward projects which address gaps in performance, Change control measurers, Response to COVID-19 impact	Programme Manager	Mar-25	6	ongoing
Work with projects to implement government guidelines to enable them to continue with the projects and support with information regarding the whole programme targets and outputs.	Programme Manager	Mar-22	6	ongoing

LCC required to upload all project Subsidy Control on transparency database, and establish on-going requirements.	Programme Manager	Mar-22	4	ongoing
Proactive approach to PR Communication Opportunities Ministerial / MP Engagement Collation of case studies APR Positive	Programme Manager	Mar-22	4	ongoing



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 22 March 2022

Annual Plan and Budget (2022-23) including End of Year (2021-2023) Financial Forecast and Performance (Appendices 'A' and 'B' refer)

**Report Author: Sarah Kemp, LEP Chief Executive,
sarah.kemp@lancashirelep.gov.uk**

Executive Summary

This report sets out an end of year financial forecast for 2021/22 and provides an overview of progress against delivery, governance and strategic impact in year.

This report also requests the Lancashire Enterprise Partnership Board to approve the Annual Business Plan and Operating budget for 2022/23, set within the context of a three' year Mid-term Financial Forecast (2022-2025).

Recommendation

The Lancashire Enterprise Partnership Board is asked to:

- 1) Approve the planned expenditure for 2022/23 as summarised in this report, based on the income to be received plus the use of reserves, subject to confirmation of funds provided by Members and Government sponsors.
- 2) To note the forecast end of year position on LEP reserves and the highlighted risks and challenges.
- 3) To note that the ongoing Government review of LEPS in 2021/22, may have a material impact on the role and responsibilities of the LEP and the Board may anticipate a mid-year review of both the organisation' functions and income and expenditure.
- 4) To note that as a consequence of the LEP Review, the LEP does not have an agreed financial settlement with Government for 2022/23.

Background and Advice

The Report is set out as follows:

End of Year 2021/22 Position



- 1.0 Year-end Financial Forecast 2021/2
- 2.0 Overview of 2021/22 Objectives and Performance

Annual Business Plan and Budget

- 3.0 Overarching Objectives 2021/24
- 4.0 Key objectives and Delivery for 2022/23
- 5.0 Operating Budget 2022/23
- 6.0 Governance
- 7.0 National Context
- 8.0 Resources
- 9.0 Key Risks and Challenges
- 10.0 Summary Position

Appendix 'A' Key Deliverables for 2022/23

Growth Deal
Getting Building Fund
Growing Places
BOOST Growth Hub
Skills and Employment Hub
Communications
Innovation

Appendix 'B' Medium-term Financial Forecast

1.0 Year End Financial Forecast 2021/22

The Annual Operating budget in 2021/22 for expenditure is £1.687m and the forecast end of year position on income is £993,714k and on expenditure is £1.030m. The end of year position on reserves is forecast to be £2.086m. This assumes income will be received within the year arising from interest paid against LEP funds held on account (£33k) and repayment of interest accrued against Growing Places loans made by the LEP (£145k).

The main reason for the positive change in forecast to the operating reserves position is that the LEP was not able to progress recruitment of 3 new posts as anticipated within the year, nor replace two posts which became vacant as a consequence of the LEP review. In addition, some of the operating expenditure associated with these posts was therefore also not progressed.

The Operating Budget is set out in a Medium-Term Financial Forecast (2021-2025):



Lancashire Enterprise Partnership

Operating budget

	Forecast 2021-2022	Budget 2022-2023	Budget 2023-2024	Budget 2024-25
Income				
Grants	750,000	750,000	750,000	750,000
Interest	178,714	155,000	155,000	155,000
Contributions	10,000			
	<u>938,714</u>	<u>905,000</u>	<u>905,000</u>	<u>905,000</u>
Operational expenditure				
Staffing	582,488	641,278	626,643	637,189
Runnung costs	54,414	60,200	60,200	60,200
Marketing and Comms	57,920	145,000	145,000	145,000
Professional and consultancy fees	47,200	83,000	83,000	83,000
	<u>742,022</u>	<u>929,478</u>	<u>914,843</u>	<u>925,389</u>
Net operating surplus/(deficit)	<u>196,692</u>	<u>-24,478</u>	<u>-9,843</u>	<u>-20,389</u>
Project and programme expenditure				
Project support	173,631	100,000	100,000	100,000
Strategic Framework	99,550	200,000	200,000	200,000
Restructure	12,350	161,140		
	<u>285,531</u>	<u>461,140</u>	<u>300,000</u>	<u>300,000</u>
Net P & L surplus/(deficit)	<u>-88,839</u>	<u>-485,618</u>	<u>-309,843</u>	<u>-320,389</u>
Reserves b/f	2,174,908	2,086,069	1,600,451	1,290,609
Contribution to/(from) reserves	-88,839	-485,618	-309,843	-320,389
Reserves c/f	<u>2,086,069</u>	<u>1,600,451</u>	<u>1,290,609</u>	<u>970,220</u>

The end of year 2021-2022 position is a forecast position which will be confirmed in April 22; the Board are requested to note that there will be some carry forward provision for invoices not raised by the end of the year or activity carried forward.

2.0 Overview 2021/22 Objectives and Performance

2.1 Key objectives for the LEP in 2021/22 were set in the context of known policy changes, wider discussions with Members and Partners, existing and proposed strategic and delivery frameworks, requirements of the National and Local Assurance Frameworks and agreed actions arising from Annual Performance Reviews. These may be broadly grouped into 3 categories:

- Delivery



- Partnership and
- Advisory

These objectives are tabled as follows including an update on progress in year (2021/22):



Category		Objective	Status at year end
Governance	Governance: <ul style="list-style-type: none"> • Annual Performance Review • LEP review • Recruitment of Chair • Joint Scrutiny Committee • Annual Conference • Annual Report • Local Assurance Framework • Audit • Company Law • Peer to Peer Review 	To ensure that all requirements of governance are met	<ul style="list-style-type: none"> • APR – End of year Review indicative ratings – 'met' for all areas of governance and activity • LEP Review ongoing • New Chair, Debbie Francis appointed • 2 Joint Scrutiny Committees held • Annual Report published • Local Assurance Framework – reviewed and updated • Peer to Peer Review suspended due to LEP Review/pandemic
Delivery	Programme Management: <ul style="list-style-type: none"> • Growth Deal • Getting Building Fund • Growing places • Growth Hub* • Skills and Employment Hub* • DiT Key Account Management* <p>*partnership delivery</p>	To programme manage all requisite elements of projects awarded funds, ensuring outputs are achieved, financial profiles are met, risks are appropriately managed and monitoring, evaluation and reporting requirements are met	<ul style="list-style-type: none"> • Programme Update Report presented separately to LEP Board March 22

	<p>Strategic Economic Framework</p> <ul style="list-style-type: none"> • Internationalisation Strategy • Finance for Business • Charter for Social Value • Skills and Employment Framework Refresh • Sector Plans • Implementation of Innovation Strategy • Stakeholder Engagement • Local Industrial Strategy • Implementation of Cultural Strategy 	To commission and deliver Phase 1 Delivery Plan	<ul style="list-style-type: none"> • Internationalisation Strategy complete and in stakeholder consultation • Finance for Business Mapping Study – complete and in stakeholder consultation • Skills and Employment Framework complete • New Innovation Plan commissioned • Stakeholder Engagement Strategy operational
	<p>Local Industrial Strategy:</p> <ul style="list-style-type: none"> • Evidence Base • Strategic Action Plan 	To complete the Local Industrial Strategy which addresses underlying challenges of productivity and sets out a clear plan of strategic priorities and actions	<ul style="list-style-type: none"> • Local Industrial Strategy/Growth Plan – complete – evidence source for Lancashire 2050
	<p>Greater Lancashire Plan</p> <ul style="list-style-type: none"> • Independent Economic Review • Environment 	Support the development of the reviews, ensuring alignment of all strategic elements and evidence base	<ul style="list-style-type: none"> • Independent Economic Review and Environment Commission complete and being used as a foundational resource for Lancashire 2050



	Covid Recovery Plans	To work with Partners to develop effective plans for recovery, building towards more sustainable and prosperous economy and communities	<ul style="list-style-type: none"> Plans set out within Sector Plans
Partnership	Programme Management	To ensure the alignment of objectives, activities and resources to maximise value and outcomes delivered	<ul style="list-style-type: none"> Ongoing activity
Advisory	Stakeholder Engagement Plan	To ensure that the LEP engages constructively with all its stakeholders, to build stronger relationships and insight to improve decision-making and outcomes for Lancashire	<ul style="list-style-type: none"> Ongoing activity
	Strategy and Policy Development	Utilising private sector leadership, champion the interests of businesses through national and local policy development; set and put forward strategic economic priorities and actions for Lancashire	<ul style="list-style-type: none"> Ongoing activity
	Social Value Charter	Ensure that all economic priorities and interventions maximise the opportunity to create social value	<ul style="list-style-type: none"> In development Social value requirements – developed via all project and programme activity

2.2 Key Highlights of the Year

Some of the highlights of the year are set out below:

Skills

- **Lancashire Careers Hub** now has ‘full coverage’ - engaging with every of the county’s 156 secondary schools and colleges, bringing businesses into the classroom to share insights about sectors, jobs and ‘the world of work’
- Through the Careers Hub, and Digital Skills Partnership, the LEP is supporting a number of initiatives, many designed to encourage more girls and young women to consider a career in tech or a STEM study pathway
- **InnovateHer**, a partnership between the LEP, BAE Systems, and the Lancashire Careers Hub, which brings ‘real world’ technological innovation directly into Lancashire classrooms
- **Cyber Girls First**, a programme delivered by a national charity which inspires girls to consider a career in tech disciplines by providing direct engagement with successful female technology professionals, business owners and digital entrepreneurs from national corporate companies and local businesses
- **Lancashire’s TeenTech Festival**, a six-week programme of virtual and interactive technology and digital skills education sessions, all delivered online
- **Skills Pledge celebration** – 180 companies now signed up
- **Skills Bootcamps** – further roll-out across Lancashire in digital and green skills

BOOST Growth Hub

In 2021, Boost – Lancashire's Business Growth Hub, continued to play a key role in:

- Supporting Lancashire's growth orientated companies and start-ups
- Providing continued advice and grant to businesses and sectors impacted by the pandemic
- Acting as a focal point for the business support offer in Lancashire
- Providing intelligence to BEIS and to local stakeholders detailing COVID, BREXIT and other business impacts and trends.

The Growth Hub itself continued to provide:

- Single point of contact for business enquiries and advice, the Business Relationship Management service (1429 Information Diagnosis and Brokerage sessions)
- Start-up support through Flying Start bootcamps. (316 new starts)
- Growth Mentoring for established businesses, (623 prolonged assists)
- Boost Bespoke for scaling businesses (211 business supported), and
- A supporting marketing programmes (4824 new to Boost clients engaged)



Despite having to adapt provision, Boost achieved all funding outputs and was commended for its #AskForHelp and #BoostYourRecovery COVID impact social media campaigns.

The Peer Networks funded by BEIS have been well received by participating businesses and following the successful delivery of a Pilot phase in 2020-21 with 327 local businesses participating, Lancashire has been awarded £390,000 to deliver a programme of 22 Peer Networks cohorts for 2021-22, with the ability to accommodate up to 242 businesses. The current programme was launched at the beginning of October, with the final cohorts commencing in January and finishing in March 2022. Businesses will benefit from a minimum of 18 hours group work and offered up to 3.5 hours of one-to-one support. The programme will be delivered by a network of local and regional suppliers.

BOOST 3 Programme is now completed and **BOOST 4 Programme** now in contract.

Growth Deal

- **AMRC** – launched in March 22 and is already supporting hundreds of businesses
- **Blackpool Conference Centre and Tramway** – opened in March 22 and hosting the Conservative Party Conference
- **Eden of the North** - planning Consent approved and business case completed
- **Blackpool Airport EZ** – new manufacturing unit built following infrastructure investment
- **Blackpool Town Centre Quality corridors** – public realm routes and transport improvements, property acquisitions and shop front improvements
- **Darwen East** – development corridor extension – link road completed to bring forward mix use site
- **UCLan EIC**- completion of Drone Command and Control Centre
- **Myerscough College** - Food Farming Innovation and Tech Centre – provision of new apprenticeship programmes and SME engagement
- **West Lancs College** – new STEM Technology Centre – equipment and new Level 3 apprenticeship courses established
- **Padiham Town Hall Business Hub** – extension project to refurbish new co-working space, now fully occupied
- **Pennine Gateways in Blackburn** – significant motorway junction improvements to enable commercial, employment and housing sites to come forward
- **Social Value** delivered to-date
- **Labour Market Information** and **Economic Forecast** open-source evidence base including skills and employment now available for all Local Authorities and partners
- **ESIF Programme** continues to deliver via the Adults Skills Forum – working with DWP to ensure the right resources matched with the right vacancies



- **ESF Building Blocks Programme funds** secured – will train 5,000 health champions in Active Lancashire
- **Gatsby Foundation** project completed in December – launch and implementation of T Levels, enabling us to raise the profile of T Levels with business and students

Getting Building Fund

Projects commenced in year include:

- **Neptune** – mixed use development at the fish and food park in Fleetwood
- **Abingdon Street Markets** in Blackpool – delivering a new retail and service offer
- **Strawberry Meadows Business Park** – new office accommodation
- **Hillhouse International Business Park** – new electrical and water infrastructure
enabling new employment sites
- **Houndshell Shopping Centre** – retail and leisure development in Blackpool
- **REDCat** – commercialisation of R & D in low carbon technology companies
- **SMART Building demonstrator** at AMRC for retrofittable low carbon technologies
- **Tatton** – mixed use new community centre in Chorley with assisted living
- **M55 link road** – breaking ground – enabling significant housing development

Trade and Investment

- **National Cyber Force** – location decision made for £5bn government investment – to develop new operational capability in cyber and security related assets at Samlesbury
- **Internationalisation Fund ERDF** - £2.24m funds available to Lancashire and 52 offers of financial support made
- **Inward Investment** 4 successful investments to Dec 21 – creating 154 jobs and £13.4m investment
- Creation of the **International Trade Working Group** – mix of public and private representatives.
- **International Trade Conference** (March 2021) - curated the EU Exit conference on behalf of BEIS.
- 60 new **company referrals** to DIT NW team; 86 events to promote internationalisation fund and DIT activities
- International request for sister **city partnership** with City of Preston by Baoding City in Hebei Province to developing city-level partnership between Baoding and Preston. (This is based on the successful collaboration between University of Central Lancashire and Hebei University in Baoding)



Partnership Activity

- **COP26** roadshow, 2 NW Green events and NW Summit held in Glasgow to showcase our
Assets and capabilities on a global platform
- **Internationalisation Strategy** completed and in stakeholder consultation
- **Finance for Business** mapping completed and in stakeholder consultation
- **Enterprise Zone Marketing Strategy** initiated and in development
- **NW Net Zero, Place-making Strategy, Digital Proposition** reports of NP11 completed and published
- **Annual Conference** – first of its kind held in October 21 at Burnley at the Crowwood Hotel
- **Sector Group Plans** – Digital and Food & Agriculture close to completion

3.0 Overarching Objectives for 2021-24

The overarching objectives of the LEP are:

1. **Growth.** To create additional jobs, attract investment and grow Lancashire's annual economic output, helping Lancashire deliver prosperity and improve the environment and quality of life
2. **Business.** Growing Lancashire businesses, improving awareness and engagement with available support, increasing trade and exports, growth in enterprise, productivity, innovation, access to finance, supporting new indigenous investments and inward investment; specific emphasis is made on responding to the structural challenges which undermine productivity
3. **Strategy.** To help set the strategy for long term sustainable, competitive and inclusive growth in Lancashire. Also to provide private sector and business leadership through the Board, Governance Committees and Sector Groups providing front-line, real-time, evidenced approach to informing strategies, setting new trajectories back to growth and identifying and supporting key enablers critical to success, such as skills, innovation, capital investment and business support
4. **Governance.** To set and achieve balanced budgets and demonstrate appropriate compliance with all relevant legal, financial, governance, partnership and performance frameworks and measures.

4.0 Key Objectives and Delivery for 2022/23

Key objectives for the LEP in 2022/23 continue to be set in the context of known policy changes, wider discussions with Members and Partners, existing and proposed strategic and delivery frameworks, requirements of the National and Local Assurance Frameworks and agreed actions arising from Annual Performance Reviews. These may be broadly grouped into 3 categories:

- Delivery
- Partnership and



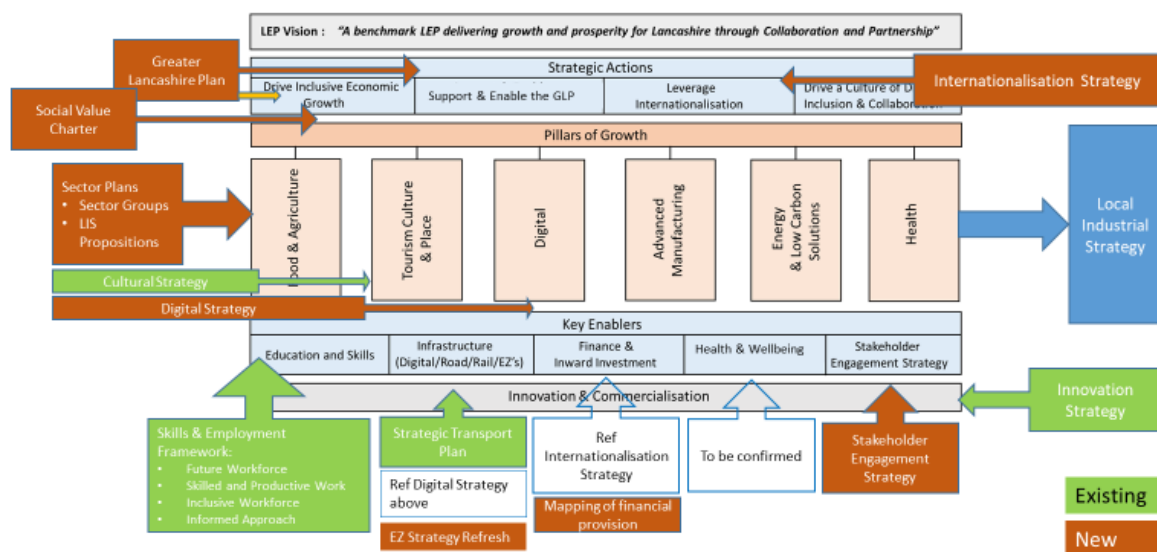
- Advisory

In terms of direct delivery, the LEP will lead on both strategic and programme managed elements as follows:

4.1 Objective 1 Delivery of the Strategic Framework

Towards the end of 2019/20, the LEP Board developed a new Strategic Framework which seeks to align and integrate key strategic objectives of the LEP, delivered via an industry sector approach to key sectors of employment and the cross-cutting enablers which drive growth and productivity.

Development of the Framework – strategy elements in development



Key deliverables of the *Strategic Framework* include:

- Facilitation of the business-led Sector Groups
- Publication of Sector Plans, including refresh of the Tourism Strategy
- Publication of the Internationalisation Strategy and Action Plan
- Completion of Sector Plans for 6 key employment sectors
- Publication of the Finance for Business study and Action Plan
- Continued implementation of the Innovation Strategy (2016)
- Development and implementation of a new Innovation Plan
- Continued implementation of the Cultural Strategy
- Refresh of the Skills and Employment Framework
- Production and adoption of a Social Charter
- Refresh of the Tourism Strategy
- LEP Audit and Action Plan – Diversity and Inclusion

An overall budget envelope of £100k is proposed for continuation of this activity

4.2 Objective 2 Delivery of the Capital Programme

Many elements of existing programme delivery will continue through-out 2022/23 including programme and contract management of existing funded projects within:

- Growth Deal programme (£273m)
- Growing Places (primarily loan funds) (£19.3m)
- Getting Building Fund projects (£34.1m)

In addition, the LEP may provide ongoing and future support to initiatives as part of day to day operational activity, programmes and other LEP projects and commissions (such as annual / one-off projects identified in annual/strategic/finance plans). This would include for example, the bid for EDEN in the North.

There is no specific provision made for financial support to these initiatives within the 22/23 budget, but if required, activity will be supported by one of the Project budget, Monitoring and Evaluation or Legal budget.

4.3 Objective 3 Partnership Delivery

This includes activity which is resourced and delivered in Partnership, generally utilising programme specific resources; partners may themselves align further resources to maximise value for money and outcomes which may also include the cost and time of staff resource. By far the greatest contributor is Lancashire County Council, in many cases exceeding the direct resources allocated by the LEP. The LEP has both a leadership (set by HMG) and oversight role within the partnership and may have a programme management responsibility. This includes activity the Government 'sponsors' through its core and specific project funding to the LEP. The LEP also provides governance Committees with partner membership, to steer and oversee the work and ensure it aligns with strategic priorities and Government requirements.

This includes:

- **Business Support/Growth Hub (Boost)** (LEP Business Support Management Board)
- **Skills and Employment Hub** (LEP Skills and Employment Advisory Panel & Local Authority Leaders)
- **Enterprise Zones** (LEP Governance: Enterprise Zone Governance Committee)
- **City Deal** (Executive Board – (Chaired by the LEP) and Stewardship Board)
- **Trade and Investment** – trade advisor and key account management
- **Innovation** (Innovation Board)
- **Major Development and Infrastructure** (Local authority led)



These governance Committees, report to the LEP Board and secretariat support is provided by the Accountable Body; a cost of £43k is provisioned within the budget.

BOOST and Skills and Employment

These two services continue to be developed and seek grant funds to maintaining and supporting these services is essential. The services are highly valued across Lancashire, perform well in comparison to their peers and are highly likely to be considered with County Deal negotiations going forward. Funds to replace ESF funds will be essential to continuation and growth in these services.

Enterprise Zones

There are 4 sites in Lancashire which form 3 designated Enterprise Zones, each at various stages of development and delivery. This coming year, objectives include development and delivery of the Marketing Strategy, development of an initial proposal for Warton and maximising the opportunity of the announcement of National Cyber Force to build a world-leading defence and security related cluster within the county. Oversight of this activity will continue under the strategic direction of the Enterprise Zone Governance Committee.

Innovation

The Innovation Plan published in 2016 is for the greater part now being implemented and this coming year will see a new Innovation Plan developed and published, under the oversight of the Innovation Board.

The funds required for the delivery of BOOST and Skills and Employment are held under separate budgets of delivery to that of the LEP's operational budget with the exception of the contribution to match the Careers Hub and Enterprise Advisor's Network (£25k).

Lancashire 2050

The Greater Lancashire Plan is now replaced by Lancashire 2050 – the foundational document to support negotiations with Government for a County Deal. The LEP will continue to support the development and negotiation of the County Deal by providing the voice of business, all evidence-led strategy, policies and sector plans, advocacy and any other support sought by Lancashire's local authorities.

Regional Collaborations

Government encourages LEPs to seek out and support collaborative partnerships which stretch beyond the boundaries of Lancashire, where additional value may be delivered as a consequence of developing broader and more significant propositions. The two most significant partnerships are:

- NP11 (with a clear focus on innovation, trade and investment, skills and net zero carbon)
- LEP Network

but other partnerships exist such as NetZero North West, and Lancashire Cyber Partnership Board in which the LEP is playing an increasing role to maximise the benefit for Lancashire.

There is occasionally a small financial implication to this activity for example to support events; if incurred it will be met from the General Project Fund.

4.4 Objective 4 – Bringing the voice of business to the heart of policy and decision-making and advocating for business

This reflects activity which other partners may be responsible for leading and delivering but which the LEP is engaged in an advisory role, utilising its private sector leadership as a champion of progressive policies in terms of the economy, environment, technology and innovation, supply-chain, investment, skills and training, enterprise and market development. The LEP may choose to contribute bespoke funding aligned to economic priorities. In financial year 2022/23, this includes, but won't be limited to:

- LEP Review
- Levelling Up
- UK Shared Prosperity Funds
- Lancashire 2050 County Deal

There is no direct provision made for the activity, but all LEP activity and engagement forms the platform on which the LEP is able to perform its strategic advisory role.

Sector Groups

Business-led Sector groups are now formed, many of which are chaired by LEP Directors, in order to determine the opportunities and challenges of their respective sectors and develop an evidence-based plan of priorities and action for sustainable and competitive growth. The initial focus has been to develop an appropriate response to Covid – particularly for those sectors most severely impacted by Covid 19 – Civil Aerospace and Tourism and Hospitality in particular. The Chairs of the groups are:

Sector Group	Chair	
Manufacturing Aerospace Task Force	Annette Weekes Claire Whelan	LEP Director, MD of PDS CNC Engineering LEP Director, Group MD Ansuka Group
Digital	Kam Kothia	LEP Director and MD ebusiness UK CEX Time 2 Technology
Health	Prof. StJohn Crean	ProVC (Clinical) UCLAN
Tourism and Hospitality	Robert Owen	Director Marketing, Sales & PR Blackpool Pleasure Beach



Food and Agriculture	David Hall	Regional Director of National Farmers Union
Energy & Low Carbon Technologies	Mick Gornall Miranda Barker	LEP Director MD Cavendish Nuclear LEP Director and CEX East Lancashire Chamber of Commerce

The Sector Groups will continue to be supported and facilitated to set out long term sector plans for sustainable and competitive industry sectors. In particular, they will consider key opportunities and challenges, barriers to growth and productivity, and corresponding enabling actions and interventions. Their action plans will be used as the foundation for providing the voice of business, in a strategic advisory capacity, to inform pipeline development of public funds, to leverage additional private sector investment and to influence national policy and decision making.

Sector group activity will continue to be supported within the resource envelope of the Strategic Framework allocation for 2022/23.

The LEP will continue engagement to provide the private sector voice and economic lens/scrutiny of other relevant wider activity.

For each Programme of Delivery, **Appendix 'A'** tables the priorities for the forthcoming year.

5.0 Operating Budget 2022/23

5.1 The Annual Business Plan is framed within the context of the Strategic Economic Framework set by the LEP Board, a Delivery Framework set by the Members of the Company and the requirements of the National Growth Assurance Framework for Local Enterprise Partnerships.

The annual operating budget required to deliver the Business Plan is £1.39m in 2022/23 and is to be met by the following (assumed) contributions.

- DCLG Core grant £250k
- DCLG Strategic grant £250k
- Members grant £250k
- Reserves £485k
- Interest payments £155k

Government have not yet confirmed a settlement for LEPS in 2022/23, nor made any suggestions that they will maintain grant support at previous levels. This limits the ability to plan with high confidence levels for a rolling three' year Business Plan and mid-term Financial Strategy. A review of LEPS, initiated in 2021/22 is not yet concluded, and may have a significant bearing on the Annual Business Plan and Budget. When Government's position on LEPs becomes



clear, a mid-year review of the Annual Business Plan and Operating Budget might be anticipated.

However, Government confirmed an ongoing role for LEPs in the Levelling Up White paper published 2 February 2022 and informed LEPs that specific detail on functions and grant funds would follow in due course.

The Annual Business Plan and Operating Budget are separate and distinct from the Programme budget, both of which are held by the Accountable Body on behalf of the LEP and includes Government Funds awarded to the LEP for Growth Deal, Growing Places, Getting Building Fund, Skills and Employment Hub and BOOST Growth Hub. However, the specific LEP resources deployed to manage the relevant delivery elements of these funds are fully accounted for within the Operating Budget.

The Operating Budget set out within a Mid-Term Financial Forecast (2021-5) which can be found in **Appendix 'B'**.

5.2 Section 151 Commentary

The LEP has healthy reserves which are being used to support its current activity. Under the MTFS proposals, annual operating costs exceed annual income and reserves are necessary to fund ongoing project work. This is not sustainable and will constrain ongoing investment decisions, particularly if additional liabilities are accrued. Directors will want to prioritise their revenue spend to ensure they retain a sustainable operating model to deliver their strategic ambitions. Income levels remain uncertain with declining interest receipts and government and member contributions still to be confirmed.

The LEP currently holds sufficient reserves to maintain the proposed MTFS for 2022/23 if no contributions were received beyond the forecast interest payments, however reserves would be exhausted in 2023/24. At this point there is little indication from government to suggest they will not maintain support for LEPs where devolution has not been agreed, however Directors should ensure they retain sufficient flexibility within their financial plans to respond to any unexpected reductions in the funding levels currently anticipated within the MTFS.

6.0 Governance

6.1 Annual Performance Review

At the start of the year 2021-22, the Annual Performance Review (APR) of the LEP undertaken by BEIS and MHCLG, recorded the following ratings:

- | | |
|----------------------|----------------------|
| • Delivery | Requirements Met |
| • Strategic Delivery | Requirements Met |
| • Governance | Requires Improvement |



An Improvement Plan was agreed and the LEP has worked systematically throughout the year to implement and demonstrate the required changes. A Mid-Term Review indicated good progress being made in respect of the actions of the Improvement Plan.

The Annual Performance Review of 2021/22, carried out in February 22, has not yet been moderated and its findings reported to the LEP. However, pre-review indicative ratings found the LEP to be meeting requirements in all areas, with the caveat that some proposed governance improvements are paused, pending the detailed outcome of the national LEP Review.

6.2 Chair of the LEP Board

A new LEP Chair, Debbie Francis was appointed by the LEP Board in August and Deputy Chair, David Taylor resigned in October 2022 having completed two terms of office. The Board approved the appointment of a new Interim Chair, Andrew Pettinger in March 22.

6.3 Joint Scrutiny Committee

The newly formed Joint Scrutiny Committee met twice during the year and a new private chair, Mike Leckie currently acting as Group Head of Business Finance at the National Nuclear Decommissioning Authority, and whose permanent role is rail Development Director at Nuclear Transport Solutions was appointed by the Committee.

At the first meeting of the Scrutiny Committee, a broad overview of all LEP activity was presented to provide context for future meetings. Most recently the Committee scrutinised a more detailed presentation of the Future Workforce element of the Skills and Employment Framework and an overview of the Innovation Programme.

6.4 Peer to Peer Review

In 2021/22 the LEP was paired with Heart of the South West LEP and met for the first time in March 21. However, the combined effect of the restrictions of the pandemic and the national LEP Review meant that peer to peer engagement did not take place in year.

There are generally no financial implications arising from this review process which is intended to facilitate constructive challenge and mutual support to each LEP areas' agenda.

6.5 Local Assurance Framework

The LEP is required to carry out as a minimum, an annual review of the Local Assurance Framework each year, which sets out set out in one document all the policies, rules and processes needed to provide the Department, Government and the public with the necessary assurances around the use of public money. Government published an update to the National Framework in September 2021

and the Board are requested to approve the 2021/22 Review of the Local Assurance Framework at the March 22 LEP Board meeting.

A refresh within the financial year is unlikely to result in any financial consequence.

6.6 Annual Conference

As part of their openness to the communities they serve, each LEP should openly advertise and hold an Annual General Meeting which is open to the public. This is not to be confused with the AGM to be held at the request of Members and is more commonly called an Annual Conference.

The LEP held its first Annual Conference at the Crowwood Hotel in Burnley in October which was well-attended, despite restrictions in numbers due to the pandemic. The LEP took the opportunity to celebrate 10 years of operation since formation. Attendees enjoyed musical performances from local youth groups, an overview of delivery and success of the past year, a fire-side chat with the Chairs of the Sector Groups, new Chair Debbie Francis and outgoing Interim Chair, David Taylor were interviewed and Dave Fishwick, local celebrity entrepreneur, gave the keynote talk.

A date will shortly be confirmed in Autumn 22, to hold this conference again and a provision of £15k has been made in the operating budget to meet the associated costs.

6.7 Annual Report

In order to allow the public to access information regarding public funds overseen by the LEP, each LEP, (in addition to any requirements linked to their model of incorporation e.g. the publication of company accounts), must publish a financial statement each year within their annual report, including:

- The total amount of funds within the LEP's direction or control at the start and end of the financial year
- The total amounts committed by the LEP to external organisations through grants and risk finance (loans, equity, guarantees and quasi-equity)
- The total amounts committed to suppliers to purchase goods, works or services
- The total amounts incurred in running the LEP (for example salary costs, lease payments and expenses).

An Annual Report for 2021/22 was published to coincide with the Annual Conference

The Annual Report will be published to align with the Annual Conference and a small provision has been made within the operating budget to meet the costs associated with the production of the report.



7.0 National Context

7.1 National LEP Review

A new LEP Review was announced early in March 21. Whilst the scope of the review and the desired outcomes remain to be clarified, the LEP will continue to work with the wider LEP Network and the local area CLGU team to both support the review and determine what the consequential implications might be for the LEP.

Depending on the nature and scale of consequential action, some of which may have significant and material implications for the LEP, this Business Plan may remain subject to review and change at any point during the year.

7.2 Levelling up White Paper Feb 22

In February 22, the Government published the long-awaited White Paper for Levelling Up. Whilst it did not provide clarity on specific form and functions for LEPs, it was significant in that this is the first time that LEPs have been acknowledged within the policy framework.

The UK Government has set out a mission that “By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement”.

Around 40% of the population in England are currently covered by a devolution deal and 9 areas are being invited to take part in formal negotiations to agree new County Deals, some within months – Lancashire is not one of these areas but the political leadership in Lancashire is determined to maintain pace and readiness.

The Government is encouraging the “the integration of LEPs and their business boards into MCAs, the GLA and County Deals, where these exist.” The exact meaning of integration in this context has not been set out. LEPs will continue to “play their vital role in supporting local businesses and the local economy” where a devolution deal does not yet exist. “Where devolution deals cover part of a LEP, this will be looked at on a case by case basis”

The Government has pledged to provide further details to LEPs in writing regarding this transition “as soon as possible”. The impact of this position is that there is no certainty at the time of writing of continued grant funding to LEPs in 2022/23. In previous years, LEPs have received £500k each year on the condition that it is matched with local funds. In previous years this match (£250k) has been provided by Lancashire Council but in 2021/22, all Company members made a contribution to local match funds.

The proposed budget for 2022/23 assumes a continuation of both local and government funds. However, if not confirmed, the reserves position is sufficient



to continue operational activity for the year and meet contingent liabilities, but the Board are requested to note that an emergency budget review may need to take place, should the LEP be required to make significant operational and structural changes.

8.0 Resources

8.1 Staff Resources (£641.28)

The Operating Budget 2022/23 provides for:

- core team of 8 people including the Chief Executive¹
- 50% contribution to the costs of the leadership team of the Skills and Employment hub (2 people)
- 100% contribution to the costs of the Skills LMI Officer for one year only
- 2 intern posts – undergraduate placement for 10-12 months

(3 posts are currently vacant, the LEP Review has restricted recruitment for 12 months now)

During 2020/21, the LEP CEX carried out a review of organisational function and capacity and proposed 3 additional roles to the team – for Strategy, Policy and Investment. It is proposed that only two of these posts be supported within the budget for 2022/23 and within the total headcount of 8, when and if the recruitment freeze of the LEP Review is lifted.

Where additional capacity is required, this will be sourced on a temporary procured /contracted /secondment basis from the Strategic Framework Delivery budget of £100k and the Professional Consultancy budget of £100k.

8.2 Chair's remuneration (£24k)

The Chair's remuneration will continue at the same rate and has been included within the budget.

8.3 Core running costs (£60.2k)

The provision for accommodation and running costs remains the same as 2021/22. However, the office facility doesn't lend itself well to accommodating all the staff at any one time or visitors, car parking is very limited and Board meetings cannot be accommodated on the premises. It is proposed that once the LEP Review is concluded and dependent on any precedent conditions, the LEP will review its accommodation requirements, as hybrid working continues and other more suitable options may become available. The aspiration will be to reduce the overall cost envelope of accommodation.



8.4 General Project Fund (£200k)

The General Project Fund will be reduced this year to £200k and will provide resource for activities relating to development of the ecosystem and generating new inward investment, and supply chains particularly related to the establishment of the National Cyber Force. It will also provide for a diminishing requirement for monitoring and evaluation of projects and associated legal work and £25k for the continued support to the Careers and Enterprise Advisors Network.

8.5 Marketing and Communications (£120k)

A continuation of the budget at previous levels is proposed at £120k. Whilst it has not been possible to recruit for a replacement Head of Strategic Communications due to the LEP Review, additional capacity has been procured as an interim arrangement which extend into 2022/23.

8.6 Expenditure to be carried forward to 2021/22

A small number of items within the 2020/21 Business Plan have not been delivered within the period and the committed expenditure will be carried forward to the new financial year.

8.7 Reserves

At the start of financial year, 2022-23, the reserves position is forecast to be £2.086m.

The Operating Plan for 2022-23 requires further investment of LEP reserves to the plan £485.6k, assuming continuation of grant funds from Government and Company Members.

8.8 Procurement

The LEP will ensure that any goods, works or services are purchased in accordance with the directives, regulations, policies and guidance relating to the procurement of supplies, services and works for the public sector as defined in the Public Contracts Regulations 2015. The over-riding policy requirement is that all public procurement must be based on value for money, defined as the best mix of quality and effectiveness for the least outlay over the period for use of the goods or services bought.

9.0 Key Risks and Challenges

The following risks and challenges are highlighted:



9.1 Income from interest payments

Reliance on interest payments from LEP funds, held on account by the Accountable Body. This is a diminishing pot of capital funds, comprised mainly of Growth Deal Funds – most of which were paid out in 2021/22 and Getting Building Funds, most of which will be paid out in 2022. There are no indications from government that LEPs will continue to act as a conduit for capital funds.

The Accountable Body pays interest to the LEP at a rate of 0.1% and charges a treasury management fee of £15,200 – which is provisioned within the annual budget. A reasonable forecast of interest is £5k in 22/23.

Reliance on interest payments from Growing Places loans. Approximately £9.7m remains held on account for allocation which earns 0.1% interest and is available for investment. For loans agreed by the LEP Board, typically the interest rate payment is about 4% above base rate. The LEP should seek to fully utilise these funds, primarily to unlock stalled investment and create jobs, but also to maximise the return of interest to the LEP. It is anticipated that £150k of interest will be repaid to the LEP in 2022/23 but this carries an inherent risk, should the Board agree to extend any repayment terms (similar decisions were made in 2021/22 to support businesses affected by Covid 19), or the borrower defaults on payment. Should this be the case, the only available provision to meet the Operating budget would be the further use of reserves or make expenditure savings.

9.2 Reliance on reserves

Historically, the LEP has carried forward significant reserves. However, these reserves have been relied on in recent years to support LEP operational costs. This budget proposes further use of reserves, with no obvious sources of additional income which might replenish the reserves position.

9.3 Reliance on Government Sponsor Funds

The Government has not yet indicated its intention to continued financial support.

9.4 Reliance on Local Matched Funds

The ability to continue to secure local contributions, primarily from the Company Members is currently essential to the drawdown of Government funds, but may change in the future. Equally, Company Member contributions remain dependent on their willingness to continue to contribute and affordability.

10.0 Summary Position

The Mid-Term Financial Forecast is attached at Appendix 'B'.



10.1 Income

Income of £905k is anticipated for the financial year made up of contributions from Local Partners, DCLG and interest earned on Growing Places loans and LEP funds held on its behalf by the Accountable Body. This is a reduction of £33k on previous year's income.

10.2 Expenditure

Expenditure is £1.39m, a significant reduction on the previous year's budget of £1.695m, reflecting an anticipated reduction in income and seeking to minimise the impact on reserves.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



APPENDIX 'A' Key Programme Deliverables in 2022/23

Getting Building Fund (£34.1m)

Programme	Getting Fund	Building
Priorities for Forthcoming Year	<ul style="list-style-type: none"> • Quarterly monitoring of projects to 2025 • Quarterly reporting to CLG to 2025 (outputs) • Reporting to LEP Board • Annual Performance Review / Mid-Year Review • Subsidy control reporting • Performance assessment • Completion of Programme and Projects Evaluation • Strategic Thematic communications / promotion • Case studies • Lessons Learnt / Best Practice • Programme Review (refresh) 	
Strategy/Policy elements	<ul style="list-style-type: none"> • Communication / Promotion • Assurance Framework Refresh • Alignment with Strategic Framework and Lancashire 2050 • Government funding approach • Future funding opportunities 	
Strategic Initiatives	<ul style="list-style-type: none"> • Social Value Charter • Future phases of projects e.g. (AMRC, LHIC, BVP etc.), including growth / expansion / innovation (will require new source of funds) 	
Core Programme of delivery	<ul style="list-style-type: none"> • As included in priorities 	
Key Challenges	<ul style="list-style-type: none"> • Ensuring project spend within eligible timeframes • Covid-related delays 	



Enterprise Zones

Programme	Enterprise Zones
<p>Priorities for Forthcoming Year</p>	<ul style="list-style-type: none"> • Successful establishment of NCF • Development of Cyber Ecosystem • Marketing Strategy and Plan; website updates • Support current businesses in occupation • Infrastructure development plans / delivery (partners) • Promotion of EZ to potential occupiers • Enquiry handling • Proposition Development • Performance assessment • Quarterly reporting to CLG • Business Rates Reconciliation • Programme review – refresh • Compliance with Assurance Framework
<p>Strategy/Policy elements</p>	<ul style="list-style-type: none"> • Internationalisation Strategy • New Innovation Plan • Fiscal Benefits Extension • Proposition development • Marketing Strategy / Plan • Alignment with Strategic Framework and Lancashire 2050 • Future funding opportunities • Social value Charter
<p>Key Challenges</p>	<ul style="list-style-type: none"> • Developing a strong pipeline of leads • Repayment of PWLB borrowing for infrastructure • Freeports creating a gravitational pull away from EZs • Optimising new global opportunities



Growth Deal

Programme	Growth Deal	
<p>Priorities for Forthcoming Year</p>	<ul style="list-style-type: none"> • Financial closure of programme / Audit • Quarterly monitoring of projects to 2025 • Quarterly reporting to CLG to 2025 (outputs) • Annual Performance Review / Mid Year Review • Reporting to GDMB / LEP Board • Subsidy control reporting • Performance assessment • Completion of Programme and Projects Evaluation • Strategic Thematic communications / promotion • Case studies • Lessons Learnt / Best Practice • Programme Review (refresh) 	
<p>Strategy/Policy elements</p>	<ul style="list-style-type: none"> • Emerging priorities of Lancashire 2050 and Sector Groups 	
<p>Strategic Initiatives</p>	<ul style="list-style-type: none"> • Social Value Charter (not just this programme) • Future phases of projects e.g. (AMRC, LHIC, BVP etc.), including growth / expansion / innovation 	
<p>Key Challenges</p>	<ul style="list-style-type: none"> • No further Growth Deal funds available to invest • To be effective in influencing new sources of funds to meet strategic priorities 	



Growing Places

Programme	Growing Places Fund	
<p>Priorities for Forthcoming Year</p>	<ul style="list-style-type: none"> • Full investment of Growing Places Funds (circa £9.7m available) to unlock stalled investment • Promotion of the Fund including case studies • Commission Monitoring Surveyor and Valuation services provider for 3 years • Commission a Legal Firm for 3 years • Ensure capital and interest repaid according to schedule 	
<p>Strategy/Policy elements</p>	<ul style="list-style-type: none"> • New criteria for the fund to be agreed to include revenue projects • Continued recycling of fund to ensure income stream to the LEP 	
<p>Core Programme of delivery</p>	<ul style="list-style-type: none"> • One scheme in delivery • One scheme going through due diligence • Three schemes approved in principle • Key outputs (not contractual) <ul style="list-style-type: none"> ○ circa £1private sector funds leveraged, ○ circa 10 jobs created ○ circa 1,421 sqm developed 	
<p>Key Challenges</p>	<ul style="list-style-type: none"> • Delays in repayments due to impact of Covid • Appetite of borrowers to use the funds post Covid/Brexit 	



Communications

Programme	Communications
<p>Priorities for Forthcoming Year</p>	<ul style="list-style-type: none"> • Creating a 'Communications Dashboard' to effectively measure the LEP's impact, effectiveness and reach • Deliver effective communications across all channels for the work and impact of the LEP • Increase the effectiveness of communications to drive Lancashire's economic growth and deliver its strategic intent • Ensure the LEP is a trusted source of credible, relevant and insightful intelligence regarding the Lancashire economy • Create and develop new partnerships to deliver its core objectives • Foster a positive image of the LEP to encourage business engagement • Nurture a healthy familiarity with all those who come into contact with the LEP and the LEP's activities, its services, its people and its policies • Create a constructive climate for businesses for information, recognition and involvement • Bring the concerns of Lancashire businesses into the hub of strategic decision-making of the LEP and exert a positive influence on public policy and decision making in the region and at a national level • Taking our social and economic values and vision out into the world to influence and align with partners • Respond to emerging policy issues and challenges • Campaigns emerging from Sector Plans • Annual Conference • Deliver the Stakeholder Engagement Plan
<p>Strategic Initiatives</p>	<ul style="list-style-type: none"> • Internationalisation Strategy • Lancashire 2050 • Sector group Plans • Social Charter • Innovation Plan (2022) • Cultural Strategy • Social Value Charter • Stakeholder Engagement Plan
<p>Key Challenges</p>	<ul style="list-style-type: none"> • Measurement and evaluation • Rapidly evolving policy and economic landscapes • Freeze on recruitment



Innovation

Programme	Innovation
<p>Priorities for Forthcoming Year</p>	<ul style="list-style-type: none"> • Develop pipeline of Innovation propositions from main stakeholders (eg Universities working together) in support of the LIS and to secure new Govt funding initiatives. • Coordinating clusters of Tech companies through an Observatory helping the linking of incubators, demonstrators and initiatives for better take-up of funds from UKRI • Facilitating a series of Innovation events and the annual Innovation Festival in October alongside the emerging Innovation Marketing Plan • To support the Sector Groups to embed innovation opportunities and support the cross-fertilisation of emerging technologies amongst the supply chain eg sector challenges • Leveraging innovation through investment, inward development and internationalisation opportunities and building networks for seed capital for Innovation Driven Enterprises e.g. NorthInvest; iCure etc • Complete work on refreshing the Innovation Plan alongside the Innovation Board to include new performance indicators
<p>Strategy/Policy elements</p>	<ul style="list-style-type: none"> • Refresh Innovation Plan • Respond to Govt policies around SPF; Build Back Better; R&D Roadmap and Green Revolution; working with NP11 and their likely role according to emerging devolution/CA structures.
<p>Strategic Initiatives</p>	<ul style="list-style-type: none"> • Initiate an Innovation Hub and Spoke Model with major stakeholders aligning activities for greater impact. The aim being fewer, bigger projects with greater coherence, collaboration and impact. • National Cyber Force R & D Innovation (LCP Board)
<p>Key Activities (if not covered elsewhere)</p>	<ul style="list-style-type: none"> • Innovation programmes are facilitated with the support of the LEP and delivered through specialists such as Universities and Public/Private Partnerships working alongside Boost etc • A small fund via LCDL (£100K) acts as seed for the Innovation team to explore and promote initiatives but the wider programmes delivered by partners amount to multi-million scale



	innovation programmes that are regionally and internationally recognised.
Core Programme of delivery	<ul style="list-style-type: none">• Multiple ERDF and Growth Deal programmes along with Growth Hub programmes delivered across numerous assets.
Key Challenges	<ul style="list-style-type: none">• Lancashire has been nationally recognised as very successful at developing ERDF based SME support programmes with innovation at their core but post-Brexit there is a potential cliff face for innovation programmes.• The Innovation team available to support the LEP is very small comprising of three people including LCC staff.• Innovation programmes tend to span local/regional boundaries alongside business eco-systems and aligning programmes and funding appropriately and ensuring Govt recognises these structures is a key challenge at the present time.



BOOST Growth Hub

Programme	BOOST Growth Hub
Priorities for Forthcoming Year	<ul style="list-style-type: none"> • Continue to support business through the pandemic and recovery • Provide intelligence and support to businesses impacted by BREXIT • Start delivery of Boost 4 2022 – mid 2023 • Deliver year 2 of BEIS Peer to Peer Network Provision • Build on the outputs of the LEP's review of Business Finance. • Beyond achieving contractual outputs, focus the value added work of the Access to Finance service on developing improved and sustainable Angel Networks across Lancashire. • Using LCC resource to sustain provision for rural communities and business as the European LEADER programme comes to an end. • Continued delivery of the LEP's Innovation Plan including third Innovation Festival • With LCC resource to continue to support Aero, Auto, Digital and Creative sectors, (inclusive of LEP Cultural strategy, Lancashire 2050, Linear Park etc.)
Strategy/Policy elements	<ul style="list-style-type: none"> • UKSPF strategy potentially required for Lancashire if the model follows ESIF • Innovation Plan • Internationalisation Strategy
Core Programme of delivery	<ul style="list-style-type: none"> • Outline of core programme for delivery • Associated investment • Key outputs contracted on projects in year (22/23)
Key Challenges	<ul style="list-style-type: none"> • Ensuring widespread awareness and engagement with the Growth Hub by Lancashire businesses • Replacement ERDF for continued service



Skills and Employment

Programme	Skills & Employment	
<p>Priorities for Forthcoming Year</p>	<ul style="list-style-type: none"> • Implement the Lancashire Skills and Employment Strategic Framework 2022 • Meet the government's Skills Advisory Panel requirements • Feed evidence-base / Framework and skills and employment priorities into the Lancashire 2050 and in turn those into the Framework refresh for 2022, as well as priorities identified by Sector Groups • The Lancashire Skills and Employment Strategic Framework outlines the 4 strategic themes, Future Workforce, Skilled & Productive Workforce, Inclusive Workforce, Informed Approach and the underlying priorities <p>There are a number of key programmes that align:</p> <ul style="list-style-type: none"> • Careers Hub and Enterprise Adviser Network • Technical Education Vision and implementation of the Gatsby Foundation funded Routeways project, as well as the Apprenticeship Action Plan • Lancashire Digital Skills Partnership and allied programmes • Prioritisation of and strategic oversight of the Lancashire ESF Programme, including 'joining the dots' through the Lancashire Skills Escalator and the Escalate tool • Promotion and engagement of businesses with the Lancashire Skills Pledge and residents with 'Skills for Work' • Development of the Social Value charter and embedding of Social Value into commissioning, procurement and planning processes <p>N.B. Whilst led by the Skills and Employment Hub the activities are dependent upon contributions from employers, providers and stakeholders</p>	
<p>Strategy/Policy elements</p>	<ul style="list-style-type: none"> • Drive the implementation of the published Lancashire Skills and Employment Strategic Framework by working in partnership with employers, providers and stakeholders • Develop the new Local Skills Improvement Plan • Refresh the Lancashire Skills and Employment Strategic Framework for 2022, incorporating DfE policy and guidance in regard to SAPs and the requirements regarding Local Skills Reports 	



	<ul style="list-style-type: none"> • Responding to the Skills for Jobs White Paper – contributing to resulting DfE consultations and positioning Lancashire employers and providers to secure trailblazers • Continue to shape DfE policy in relation to the National Skills Fund and, in particular Skills Bootcamps through the test and learn provision in Lancashire • Influence and shape the coming UK Shared Prosperity Fund, and seek to secure pilots in Lancashire
<p>Strategic Initiatives</p>	<ul style="list-style-type: none"> • DfE SAP programme and building the evidence based approach to the identification of skills and employment priorities, including open source LMI toolkit and resources • Drive the implementation of the published Lancashire Skills and Employment Strategic Framework by working in partnership with employers, providers and stakeholders (delivery plan contained within with anticipated outputs, and logic chain to outcomes) <p>Key programmes:</p> <ul style="list-style-type: none"> • Careers Hub and Enterprise Adviser Network – driving excellent in careers provision through planning against the Gatsby Benchmarks • Technical Education Vision and implementation of the Gatsby Foundation funded Routeways project, as well as the Apprenticeship Action Plan • Lancashire Digital Skills Partnership and allied programmes • Prioritisation of and strategic oversight of the Lancashire ESF Programme, including 'joining the dots' through the Lancashire Skills Escalator and the Escalate tool, and shaping of successor, UKSPF • Development of the LEP's Social Value charter and embedding of Social Value into commissioning, procurement and planning processes <p>Range of programme funding from DfE, DCMS, Careers and Enterprise Company, Gatsby Foundation and Blackpool Opportunity Area</p>
<p>Key Challenges</p>	<ul style="list-style-type: none"> • Ongoing impact of the pandemic on employment and businesses/sectors across Lancashire – compounding effect on the more disadvantaged



	<p>areas and people (pushing back opportunity for levelling up)</p> <ul style="list-style-type: none">• Positioning of the SAP programme within DfE and across government departments, so that local priorities influence and shape employment and skills commissioning and procurement• Positioning of Lancashire weakened due to the lack of a Combined Authority for devolved funds and pilots – need to work harder to position with government departments• Funding and resources to sustain activity – across programmes (generally annual allocations or one off investments – for example, not expecting further funds beyond December 2021 for Technical Education work from the Gatsby Foundation)• Allocation of remaining ESF funds and the ability / speed of DWP Managing Authority to procure and award funding, sharing of data also remains an ongoing issue• Ability to influence and shape UKSPF and secure funds / pilots for Lancashire• Complex skills and employment system with many new initiatives introduced by central government, for example 'Plan for Jobs' – local coordination is critical to maximise impact
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The Annual Business Plan provides for the following elements of resource to support the continued delivery of the LEP's Programme:

- Contribution of 50% staff costs, 2 people Skills and Employment Hub (£104k)
- 100% cost of Skills Intelligence Officer for one year



APPENDIX 'B' – Medium Term Financial Forecast (2021/22 to 2024/5)

Appendix 3

Lancashire Enterprise Partnership Medium Term Financial Forecast 2021/2022 to 2024/2025

	2021-2022	2022-2023	2023-2024	2024-2025
	Forecast	Budget	Budget	Budget
Income				
DCLG income - strategic	250,000	250,000	250,000	250,000
DCLG income - core	250,000	250,000	250,000	250,000
LCC / Partner contributions	250,000	250,000	250,000	250,000
Growing Places Interest received	145,000	150,000	150,000	150,000
Contributions	10,000			
Interest received on funds	33,714	5,000	5,000	5,000
Total Income	938,714	905,000	905,000	905,000
Expenditure				
<i>Staffing</i>				
CEO and interim CEO Costs	191,757	195,960	198,969	202,031
LEP core staff	292,144	344,261	324,848	330,533
LEP contribution to Skills Hub staff	98,587	101,057	102,826	104,625
	582,488	641,278	626,643	637,189
<i>Core Running Costs</i>				
Accommodation	20,000	20,000	20,000	20,000
Treasury management costs	15,200	15,200	15,200	15,200
Accountable Body Support Agreement	-	-	-	-
Running costs	19,214	25,000	25,000	25,000
	54,414	60,200	60,200	60,200
<i>Strategic Framework Delivery</i>				
Local Industrial Strategy	18,616			
Sector Support	46,015	100,000	100,000	100,000
Finance for Business	29,000			
Manufacturing Sector Group	20,000			
Internationalisation Strategy	60,000			
	173,631	100,000	100,000	100,000
<i>Project Support</i>				
<i>Festival of making (21-22 commitment only)</i>				
	40,000			
<i>LEP programme consultancy and assurance</i>				
General Project Funding	13,550	30,000		
Match for Careers Hub and Enterprise Advisors Network	-	45,000	175,000	175,000
Levy Transfee Network	25,000	25,000	25,000	25,000
Extension of Export Plan advisor	10,000			
NCF Ecosystem development	11,000	100,000		
	99,550	200,000	200,000	200,000
<i>Marketing & communications activity</i>				
Specific agreed marketing projects	29,731	120,000	120,000	120,000
	29,731	120,000	120,000	120,000
<i>Marketing & communications commissions</i>				
<i>Annual Conference and annual publications</i>				
	28,189	25,000	25,000	25,000
	28,189	25,000	25,000	25,000
<i>Fees and charges</i>				
Legal Support	4,200	40,000	40,000	40,000
Company Secretary	43,000	43,000	43,000	43,000
	47,200	83,000	83,000	83,000
<i>LEP Restructuring Budget</i>				
Consultancy and professional support	-	100,000		
Recruitment costs	12,350	15,000		
Provision for staff indemnity liabilities		46,140		
	12,350	161,140	-	-
Total Expenditure	1,027,553	1,390,618	1,214,843	1,225,389
Net P&L	- 88,839	- 485,618	- 309,843	- 320,389
Reserves				
LEP account balance brought forward, including Growing Places interest	2,174,908	2,086,069	1,600,451	1,290,609
Balance of P&L above	- 88,839	- 485,618	- 309,843	- 320,389
Total LEP funding available	2,086,069	1,600,451	1,290,609	970,220

Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 22 March 2022

Annual Review - Local Assurance Framework
(Appendix 'A' refers)

**Report Author: Sarah Kemp, LEP Chief Executive Officer, Tel: 01772 531885,
Sarah.Kemp@lancashirelep.co.uk**

Executive Summary

The National Local Growth Assurance Framework sets out the Government's Guidance for LEPs required to develop their own Local Assurance Framework and was last updated in September 2021.

LEPs are required to review their Local Assurance Framework on an annual basis and publish the Local Assurance Framework on its website.

This Framework provides the Department, Government, stakeholders, and the public, the necessary assurances that MCAs and LEPs have the policies and processes in place to ensure the robust stewardship of public funds.

Recommendation

The Lancashire Enterprise Partnership Board are requested to:

- (i) Approve the Annual Revision for 2022/23 to the Lancashire LEP Local Growth Assurance Framework as set out at Appendix 'A'; and
- (ii) Approve a new Board Champion for Innovation position be created, and recommend to the Company Members the appointment of the Chair of the LEP Innovation Board, Graham Baldwin, as a LEP Director and subsequently appoint Mr Baldwin as the Board Champion for Innovation.

Background and Advice

1.0 National Local Growth Assurance Framework

The National Local Growth Assurance Framework sets out HM Government's guidance for places that are required to develop their own Local Assurance



Framework. This applies to Mayoral Combined Authorities (MCAs) with a Single Pot and Local Enterprise Partnerships.

It replaces the previous Local Enterprise Partnership national assurance framework and the Single Pot assurance framework and seeks to provide a common framework of understanding of the assurance required for local growth funding. It was last updated on 2 September 2021 against the previous version of the document (January 2019). It recognises the close working in places and seeks to streamline processes whilst providing a framework to govern the appropriate use of public money.

This National Framework reflects the feedback that Government has received from MCAs and LEPs. It also builds on previous work to strengthen Government's assurance of LEPs and addresses the recommendations of the *Non-Executive Director Review into Local Enterprise Partnership Governance and Transparency* (October 2017), the National Review into LEPs, *Strengthened Local Enterprise Partnerships* (July 2018), and the updated *Green Book* (2020).

This National Local Growth Assurance Framework ensures that places are equipped to develop and maintain their own Local Assurance Frameworks to meet their local growth priorities and it provides guidance as to what LEPs should build into their own Local Assurance Frameworks. It explains how places should appraise, monitor, and evaluate schemes to achieve value for money and local objectives, as appropriate. This Framework provides the Department, Government, stakeholders, and the public, the necessary assurances that MCAs and LEPs have the policies and processes in place to ensure the robust stewardship of public funds.

For LEPs this document contains mandatory governance, accountability and transparency requirements, as well as non-mandatory best practice.

2.0 Local Assurance Framework

LEPs are responsible for a significant amount of public funding to increase prosperity and improve productivity. As such, LEPs are required to fulfil their role as business led public-private partnerships whilst ensuring robust stewardship of public resources. LEPs are required to adopt a corporate model, and the principles outlined in the National Framework should align with any corporate governance arrangements the LEPs may have in place and as such, have due regard for the relevant legislation governing companies when implementing this Framework and should seek to reflect the Framework through their corporate governance.

A Local Assurance Framework should set out in one document, all the policies, rules and processes needed to provide the Department, Government and the public with the necessary assurances around the use of public money. LEPs should set out their arrangements to ensure transparency in LEP operations and decisions. This includes transparency for recruiting Board members, decision making, projects which receive LEP funding, registering and declaring interests, complaints procedures, whistleblowing procedures and publishing financial information. LEPs should also outline the following in their Local Assurance Framework:



- a. A clear description of roles and responsibilities;
- b. Arrangements for taking and accounting for all decisions and ways of working – ensuring effective public engagement, with key documents, decisions etc. made public in line with the requirements placed on Local Authorities, and an agreed means to manage conflicts of interest;
- c. Responsibilities of the Accountable Body (Lancashire County Council) with regards to governance and financial oversight, Section 151 Officer; and
- d. Arrangements to ensure value for money, providing a clear and transparent basis against which projects, programmes and portfolios are identified, appraised, and prioritised. It should include appropriate methodology to assess value for money with business cases developed in line with government guidance.

Transparent decision making is supported by the publication of information and LEPs should ensure that information published on their websites and in their Local Assurance Framework is updated frequently.

LEPs should ensure that they review their Local Assurance Framework annually and in line with Government updates and notify the Department if any they are considering any significant changes to their Local Assurance Frameworks.

There are no major changes to the existing Local Assurance Framework, but revisions include:

- Updates to local situational changes
- The addition of Blackpool Council and Blackburn with Darwen Council as Company Members
- Updates to membership of the LEP Board and its committees
- The proposal of a new Board Champion for Innovation

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A



Lancashire
Enterprise Partnership

LOCAL GROWTH ASSURANCE FRAMEWORK

MARCH 2022



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1. Background and Purpose

1.1 Background

The Lancashire Enterprise Partnership is a business-led public-private partnership set up to drive economic growth across Lancashire. It has since its inception in 2011, set out an economic strategy for Lancashire, most recently expressed in its Local Industrial Strategy and Strategic Economic Framework. Through strong collaboration with public and private sector partners and education, the Lancashire Enterprise Partnership has worked at functioning economic market area levels and has successfully secured major strategic programmes and funding based on Growth Deal, City Deal, Growing Places, European funds, Transforming Cities, Housing Infrastructure Bids and three local Enterprise Zones, across four strategic sites. More recently, it has been supporting Getting Building Fund

In November, 2017, Central Government published the Industrial Strategy White Paper that set out a new direction for Britain, based on a long-term plan to boost the productivity and earning power of people throughout the UK. This reflected a desire to both respond to the potential impact of Brexit and to realise the full productive potential of the country as a whole, utilising the strengths and opportunities of all places across Britain, in an inclusive way.

In early 2020, the LEP developed a Strategic Economic Framework which identified six pillars of employment and supporting enablers for growth. This is intended to provide the overall strategic direction for the LEP. The Framework was developed pre-Covid-19 and has recently been updated in response to the impact of the pandemic on the Lancashire economy and will support businesses during four phases: survival, stability, recovery and return to growth.

During the financial period 2021/22, the Government implemented a review of LEPs, the outcome of which is not clearly specified as we head into 2022-23.

In February 2022, The Government published the Levelling UP White Paper which identified an intent to continue to support LEPs within the contest of an aspiration for nationwide devolution which would see some form of integration of LEPs with Combined Authorities.

The LEP continues to align itself with key public and private sector partners, to lead and produce the Lancashire Industrial Strategy/Growth Plan, deliver all component elements of the Strategic Economic Framework and any evolving requirements from Government.

Early in 2022, an historic agreement was reached between all the local authorities of Lancashire's two-tier system to negotiate a County Deal for Devolution. Although not included in the first round of County Deals to be negotiated, the LEP will support the negotiation of the Lancashire

County Deal bringing evidenced and business-led policy leadership and strategy for economic prosperity.

The Lancashire Enterprise Partnership must also ensure that its operating model, functions at the highest standards and this Lancashire Growth Assurance Framework is foundational in demonstrating that it does and will, ensuring that collaboration continues to develop and add value in a progressive way. The Assurance Framework provides a simple but comprehensive method for the effective and focussed management of the principal risks to meeting the Lancashire Enterprise Partnership objectives. It provides a structure to support internal control.

This document aligns with guidance set out in the National Assurance Framework, most recently updated in September 2021, as to what LEPs should build into their own Local Assurance Frameworks. It explains how places should appraise, monitor, and evaluate schemes to achieve value for money and local objectives, as appropriate. This Framework provides the Department, Government, stakeholders, and the public, the necessary assurances that LEPs have the policies and processes in place to ensure the robust stewardship of public funds.

1.2 Purpose

In order to achieve a strong economy in Lancashire, the LEP has to be both bold and ambitious. As a result, it is crucial that the LEP has strong and stable leadership delivered by its Board, Chair and Chief Executive. This combination will cement a new bond at the heart of the Lancashire Enterprise Partnership with a view to transforming both the perception of Lancashire and the role it has to play in the North and on the world stage.

Success is dependent upon strong relationships and collaboration with its main partners. In order to achieve this the LEP is aiming to be a strong but lean strategic body, capable of steering the whole local economic system, intervening at institutional and delivery body level, to maximise the sum of all the parts. It will as a result be solely an enabling body, reliant on and mobilising partners for delivery. This will require operating at pace and at the right scale and scope to leverage partnerships to help turn the competitive and local economies around. It requires strong strategy and relationship management skills and capabilities. In response it's Board and sub-Committees are committed to increasingly shift their focus from direct delivery to enabling and steering in the interests of achieving the challenging wider economic outcomes, such as closing the output gap.

The LEP receives grant funding from Government to support it in its day to day activities and it also receives grant funding from Lancashire County Council, Blackpool Council and Blackburn with Darwen Council, the three Company Members. This document details how it operates, how decisions are made, how decisions are implemented and how public resources are managed appropriately.

1.3 Functions

In the 'Strengthening Local Enterprise Partnerships' White Paper the Government set out that LEPs should focus on the following four activities to support the development and delivery of a Lancashire Industrial Strategy:

- Strategy: developing an evidence-based Lancashire Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area;
- Allocation of funds: identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy;
- Co-ordination: using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors;
- Advocacy: collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

The National Industrial Strategy references five foundations:

- Ideas: encouraging the UK to be the world's most innovative economy
- People: ensuring good jobs and greater earning power for all
- Infrastructure: driving a major upgrade to the UK's infrastructure
- Business environment: guaranteeing the best place to start and grow a business
- Places: creating prosperous communities across the UK

And sets out 4 Grand Challenges:

- AI and data: putting the UK at the forefront of the AI and data revolution
- Ageing society: harnessing the power of innovation to meet the needs of an ageing society
- Clean growth: maximising the advantages for UK industry from the global shift to clean growth
- Future of mobility: becoming a world leader in shaping the future of mobility

These national priorities, together with the emerging priorities of the Northern Powerhouse and the NP11, will inform Lancashire's strategy to drive innovation, productivity, employment, skills development and growth as part of its Local Industrial Strategy, especially across the key sectors, as enablers and market strengths, of advanced engineering and manufacturing, aerospace, automotive, energy, health science and agriculture-tech.

Government has indicated that it would wish new Growth Plans to be produced which build on existing Industrial Strategy, but no further prescription has yet been given.

1.4 A strong and independent business voice

A central theme of the LEP Review is to secure a strong and independent business voice on sub national economic strategy. In areas outside of Combined Authorities, there is also a requirement to ensure the LEP Board receives independent advice and support for its effective business-led voice and decision-making.

The Chief Executive regularly, in consultation with the Chair and wider Board, review the function and form of Lancashire Enterprise Partnership to align with the ambitions of the Strategic Economic Framework.

Both posts are independent of local government and report directly to the Lancashire Enterprise Partnership Board. Where the Chief Executive and Chair are either employed by or hold office within a Local Authority organisation, they must have a clear contract which states that they act independently of the Local Authority in the interests of the LEP

To ensure that all Board members, whether from the public, private or third sector organisation, can access impartial advice from the LEP, the LEP requires an independent secretariat. The LEP should be able to draw on impartial advice for Board Members, regardless of their organisational background.

The existing core staff that are funded using Lancashire Enterprise Partnership resources, primarily arising from interest arising from its loans as well as Government and local grants, will continue to provide an independent secretariat to the Lancashire Enterprise Partnership Board. This staffing resource is currently responsible for a mix of activities. This includes managing the Lancashire Enterprise Partnership business cycle, strategy and programmes. The Chief Executive will provide direct line management for the secretariat.

In seeking to demonstrate this increasing independence the Lancashire Enterprise Partnership operates from its own offices. It is also committed to rotating Board meetings across Lancashire and seeking the use of high quality business premises when receiving delegations from international investors.

2. LEP Governance and Decision Making

2.1 Structure

The LEP is a Company Limited by Guarantee, incorporated in England and Wales in September 2010 under the provisions of the Companies Act 2006. Its objects, powers and framework of governance are set out in its Articles of Association. The membership of the company is Blackburn with Darwen Borough Council, Blackpool Council and Lancashire County Council.

The Lancashire Enterprise Partnership shall advertise and hold at least one Annual General Meeting each year that is open to the public, typically in September each year.

The geographical area covered by the LEP is co-terminous with the boundaries of the County Council and the unitary authorities of Blackpool Borough Council and Blackburn with Darwen Borough Council. It encompasses the 12 district councils of: Burnley; Chorley; Fylde; Hyndburn; Lancaster; Pendle; Preston; Ribble Valley; Rossendale; South Ribble; West Lancashire; and Wyre.

2.2 Cross Boundary and Cross LEP Initiatives

The Lancashire Enterprise Partnership has a good understanding of the dynamics of its competitive and local economies, and has, as part of developing its evidence base for the Lancashire Industrial Strategy, undertaken a series of deep dives to better understand the Functional Economic Market Area for Lancashire. In doing so Lancashire Enterprise Partnership will operate in an outward-facing way, recognising the complexities and spill-over opportunities that arise from clusters, supply chains, travel to work areas and agglomeration that do not respect administrative boundaries.

In 2021, the LEP Published its Local Stakeholder Engagement Strategy to ensure high quality engagement which is consistent and inclusive across the whole of the county.

Lancashire Enterprise Partnership works to exploit economic opportunities across its boundaries. This has included close working, for example with Greater Manchester and Sheffield. The Lancashire Enterprise Partnership record is strong on progressing such cross-boundary and cross-LEP initiatives. The Board remains alert to opportunities also with regional and national partners that enable the LEP to both scale-up and progress key initiatives consistent with economic priorities. The Lancashire Enterprise Partnership plays an active role in both the LEP Network and NP11 (Chairs of the Northern LEPs), the latter of which has led on two cross boundary Science & Innovation Audit submissions and supported the development and implementation of the Made Smarter initiative and the development of the Net Zero NW Strategy. In relation to links with Sheffield the LEP supported on both a financial and strategic level, the establishment of the NW Advanced Manufacturing Research Centre. In addition, work is on-going within NP11 on clean growth, transport skills and trade and investment.

It is the responsibility of the Board to consider and agree all key policy and investment decisions, including proposals to develop and engage with cross-boundary and cross-LEP initiatives. When considering and approving the engagement in cross-boundary initiatives, there must be strong evidence of the strategic value of the proposed activity along with the clear identification of any governance and resource implications. The Lancashire Enterprise Partnership insists that appropriate partnership agreements are in place before embarking upon such arrangements. All cross boundary initiatives are published on the website.

2.3 Board

Role of the Lancashire Enterprise Partnership Chair

The leadership that the Chair provides is central to the success of the Lancashire Enterprise Partnership. As such, the Lancashire Enterprise Partnership shall recruit Chairs who are influential local leaders and who act as champions for their area's economic success. They will have sufficient standing to be able to convene the local business community and public sector stakeholders, whilst having the insight to oversee the development of an economic strategy and the relationship skills to work effectively with Government.

The Chair must come from the private sector. Given their role involves overseeing public funds and responsibilities, they are expected to display the highest levels of integrity and honesty.

To support the Chair in their role, the Lancashire Enterprise Partnership shall appoint a Deputy Chair. The Lancashire Enterprise Partnership has a defined term limit of three years for the Chair and Deputy Chair, with an optional extension of three years. There is an option to extend for a further three years in exceptional circumstances if approved by the Board. These term limits should become business as usual once the existing Chair's term has expired. The Lancashire LEP has agreed to adopt the same defined term limits for all Private Sector Directors appointed to the Board.

The Board

The LEP Board has been established in accordance with a Government requirement that all LEPs be chaired by a private sector director with at least two thirds of its Board drawn from the private sector, and public sector members drawn from local authority leaders and other relevant public sector organisations. The Board currently comprises five local authority representatives with 12 Board directors drawn from private sector businesses. A succession plan is in place to respond early to the resignation of Board Members, aided by fixed term appointments for the Chair, Deputy Chair and Private Sector Directors. All recruitment of Board Members is open and advertised in the public arena, as is the case with the recruitment of all future permanent staff.

The Board may also appoint up to 20 Board members with the option to co-opt an additional five Board members with specialist knowledge on a one-year basis, unless there are exceptional circumstances. Co-opted members do not count in respect of overall board size.

2.4 Diversity and Succession Planning

The LEP adheres to own Diversity Statement published on its website and appoints one member of its Board to be a Diversity Champion. The Board also commits to discuss its approach to diversity on an annual basis.

The LEP Board is also committed to ensuring that the Board and any Committees or Sub Groups of the Board have diverse representation that is reflective of the Lancashire Business Community (including the geographies and protected characteristics) as contained within the Equality Act 2010. The LEP Board is fully compliant with Government requirements to ensure one third of Board Members are female by the end of 2020 and is committed to ensuring half of Board Members are female by 2023.

The Board will carry an annual audit to ensure compliance with its Diversity Statement.

To provide leadership and impetus to the delivery of LEP priorities, Board Champions have been appointed to drive key areas of work. By utilising the skill-sets of Board directors all key areas of LEP activity have a leading Board Champion.

All Board Champions are set out in Annex 1.

The company member(s) have the power to appoint and remove all of the Company's directors following Board recommendation. It is the Board's practice to regularly review Board membership, in light of changes in LEP responsibilities, to ensure the Board is equipped with the skill-sets and expertise required to perform its duties. All new director memberships are considered and agreed by the LEP Board. Succession planning is now a key part of the process and arrangements are in place to ensure recruitment processes are implemented, prior to a Board Member / Chair / Deputy Chair leaving their post to ensure a smooth transition period.

The Articles of Association provide that the maximum number of directors is 20, with four as a minimum. No member of the Board receives any remuneration for their service on the Board, except the Chair. A full list of Board members is provided at Annex 1. The Board meets in an agreed cycle that is designed to ensure that operational requirements are met. Board meetings are also called to consider policy decisions and/or operational requirements, with deadline implications, which cannot wait until the next the scheduled meeting.

All new Board members are provided with an induction, which includes the requirements placed on Board members in the Code of Conduct to comply to the Nolan Principles. Board Members are also required to declare any conflicts of interest.

The LEP's commitment to equality and diversity will be reflected in its HR policies and this will extend to recruitment. Staff vacancies will be advertised externally and recruitment policies will set out clear procedures to ensure that the process is fair and non-discriminatory.

If staff are seconded by the County Council or any unitary authority to the LEP they will still be subject to and benefit from the Council's HR policies.

2.5 Chair and Deputy Chair

The Chair and Deputy Chair shall be appointed for a defined term limit of three years with an option to extend their term for a further three years respectively.

With regard to succession plans best practice shall be that at the commencement of the final year of service (be it year three or year six if the option has been taken to extend) for either the Chair or Deputy Chair that the recruitment process shall commence allowing sufficient time for an overlap in appointing a new Chair or Deputy Chair.

2.6 Appointment Process for Board Members (Public and Private Sector), Chairs and Deputy Chairs

The Lancashire Enterprise Partnership is private sector led with a mixture of Public and Private Sector representatives. In terms of the appointment process the following processes apply:

Public Sector

Currently the following process is in place regarding the appointment of representatives from the Public Sector:

- The three Lancashire Upper Tier Authorities have representatives, they are Lancashire County Council, Blackpool Council and Blackburn with Darwen Borough Council. The electorate determines the make-up of these Councils, and following the public determining this, the elected Leaders for each of these authorities (or their nominee) is invited to be their respective Council's representative on the LEP Board.
- There are 12 District Councils in Lancashire and they have two representatives. The electorate determines the make-up of these Councils, once elected Leaders for each authority are determined they meet collectively as the Lancashire District Leaders Group. The Lancashire District Leaders Group then formally vote to determine who their two representatives on the LEP Board are.

Private Sector and Chair, Deputy Chair Appointments

All Private Sector appointments are subject to an open, advertised recruitment process in accordance with Government guidelines which will include advertising any Chair vacancy on the Centre for Public Appointments website. A Deputy Chair can be appointed by the LEP Board from

amongst their number. In accordance with Government recommendations, the Deputy Chair must be a Private Sector representative

2.7 Board Remuneration

Other than incidental travel and subsistence expenses which are set out in the Board Member and Sub-Board Member Expenses Scheme and Hospitality Policy no LEP Board Member, other than the Chair, shall be remunerated for their role.

2.8 The Local Enterprise Partnership (LEP) Network

The Lancashire Enterprise Partnership is committed to working with the Local Enterprise Partnership (LEP) Network and has regular dialogue / is represented at LEP Network meetings.

2.9 Committees

A copy of the Company's Committee structure is provided at **Annex 1**. The Board of Directors has approved the creation of eight Committees each with their own Terms of Reference, provided at **Annex 1**. These Committees meet in accordance with an agreed and published cycle that is designed to ensure that operational requirements are met. Committee meetings are also called to consider issues, with deadline implications, which fall outside the agreed meeting schedules, on an exceptional basis. All Committees shall take decisions by majority decision, the respective Chair shall not have a casting vote.

2.10 Urgent Business Procedure

Should there be a business need to consider items between Board meetings the Lancashire Enterprise Partnership has an Urgent Business Procedure.

It is noted that the Urgent Business Procedure shall only be used for business critical items that cannot await a decision to be made at the next available Board meeting.

The process for the Urgent Business Procedure is for the Chief Executive to prepare a report and ensure it receives all necessary legal and financial clearances, including consultation with the Section 151 officer of the Accountable Body in accordance with Government guidance in order to record the advice of the Section 151 officer.

The urgent item is then submitted to the Chairman of the Lancashire Enterprise Partnership and asked to approve that the item can be considered as an item of Urgent Business. Subject to this approval the Urgent Business item will then be circulated to all Lancashire Enterprise Partnership Directors for decision via email Written Resolution.

A decision shall be passed by a majority vote of all Directors. The Chairman does not have a casting vote.

2.11 City Deal Executive

The City Deal for Lancashire, with Preston, South Ribble, Lancashire County Council and Homes England is a major economic success and powerful narrative for the sub-region. The City Deal Executive was established to oversee the delivery of the City Deal and to take key strategic decisions in this regard. It was appointed by the Board in November 2013 and comprises the following members:

- The Chair of the LEP (or their nominee) (**Chair**)
- The Leader of Lancashire County Council (or their nominee)
- The Leader of South Ribble Borough Council (or their nominee)
- The Leader of Preston City Council (or their nominee)
- The Vice-Chair of the LEP (or their nominee) and
- The LEP's Champion for Strategic Development (or their nominee)

2.12 City Deal Stewardship Board

The City Deal Stewardship Board has the remit of overseeing the disposal and development of the assets listed in the City Deal document, in accordance with wider City Deal economic and housing growth objectives. It was appointed by the LEP Board in December 2013 and comprises the following members:

- a. The North West Executive Director of Homes England (or their nominee) (**Chair**)
- b. The Chief Executive of Lancashire County Council (or their nominee)
- c. The Chief Executive of South Ribble Borough Council (or their nominee)
- d. The Chief Executive of Preston City Council (or their nominee) and
- e. The LEP's Champion for Strategic Development (or their nominee)

2.13 Enterprise Zone Governance Committee

This Committee was established in 2012 with responsibility for setting and overseeing the strategic direction of the Lancashire Enterprise Zone. The Committee's terms of reference and membership were refreshed in February 2015 following the success in securing Blackpool Airport and Hillhouse Enterprise Zones. It comprises the following members

- LEP Director, Dave Holmes (**Chair**)
- LEP Director, Councillor Mark Smith
- LEP Director, County Councillor Aidy Riggott
- LEP Director, Mark Rawstron
- LEP Director Vacancy
- LEP Director Vacancy

2.14 Lancashire Skills and Employment Advisory Panel

This Committee was originally established in 2013 as the Lancashire Skills and Employment Board and has subsequently been updated to incorporate new Government guidelines for Skills Advisory Panels published in 2019. It is responsible for considering skills development priorities within Lancashire, Blackpool and Blackburn. The Skills and Employment Advisory Panel has a memorandum of understanding with the Education and Skills Funding Agency and adheres to their Conflict of Interest Protocol (attached at Annex 13). The Skills and Employment Advisory Panel comprises a maximum of 20 members and current Members comprise:

Chair

Amanda Melton CBE – LEP Board Director for Skills and Technical Education (resignation pending 2022)

FE Sector (2)

Beverley Robinson OBE, Chief Executive – Blackpool and the Fylde College
Alison Robinson, Principal and Chief Executive – Myerscough College

HE Sector (2)

Professor Wendy Robinson, Pro Vice-Chancellor, Lancaster University
Mark Allanson, Pro Vice-Chancellor, Edge Hill University

Training (1)

Gareth Lindsay, Managing Director, North Lancashire Training Group

School Headteacher (1)

Ruth England, Head Teacher, Shuttleworth Burnley

Voluntary and Community Sector (1)

Liz Tapner, Chief Executive Officer, Selnet

Private Sector (7)

Kate Quinn – Director for Workforce and Transformation for the Pennine Lancashire Integrated Care Partnerships

Nicola Mortimer - Operations Director of Milliamp and Development Director of Purple Renewables

Peter Caney - Head of Service Innovation, Future Capability and Projects at BAE Systems

Stephen Sykes - East Lancashire Chamber of Commerce - Low Carbon Programmes Manager

Lindsay Campbell – Partner Director Campbell & Rowley Catering and Events Ltd

Neil Conlon – Construction Sector – Divisional Director, Conlon Construction

Recruitment process for further Private Sector and Large Employer members

Local Authorities (3)

Lancashire Leader's Lead Member for Skills and Education – Councillor Karen Buckley

Lancashire Leader's Lead Chief Executive for Skills and Education – Neil Shaw, Chief Executive of Rossendale Borough Council

Lancashire Executive Director for Education and Children's Services – Edwina Grant OBE

2.15 Innovation Board

The Lancashire Innovation Plan is a central theme in achieving an economic development and Innovation Plan for Lancashire focused on solving economic and societal problems. This objective requires an Innovation Board to act as Lancashire's innovation-related strategic advisory, prioritisation and advocacy body.

The Innovation Board comprises of a maximum of 15 members, the current membership is as follows:

Chair (Skills and International Rep)	Graham Baldwin	Vice Chancellor, UCLan
Deputy Chair (LEP Board Rep)	Claire Whelan	(Corporate & Finance)
Manufacturing	Vacancy	
UKRI Rep	Rick Holland	Regional Manager, Innovate UK
Universities Rep	Dion Williams	Director of R&I, Lancaster University
Research & Science Rep	Natalie Jones	Engineering & Physical Sciences Council
Thematic – Health & Life-Sciences	Lorna Green	Innovation Agency (AHSN)
Thematic – Energy & Environment	Lindsay Roche	Westinghouse Ltd
Thematic – Manufacturing & Construction	Pete Lee	Victrex Ltd
Thematic – Digital, Creative & Marketing	Jane Dalton	Groundswell Innovation Ltd
Thematic – Professional & Services	Gaynor Dykes	Grant Thornton
Start-up, Micro & SME Rep	Jane Binnion	Growing Club Ltd
Thematic – Digital and Technology	Michael Gibson	Miralis Data Limited
Thematic – Manufacturing and Construction	Judson Smythe	MGS Plastics Limited

2.16 Joint Scrutiny Committee / Local Government Scrutiny

The Lancashire Enterprise Partnership has a Joint Scrutiny Committee with representatives from each of the 15 Local Authorities in Lancashire along with representation from the Private Sector to scrutinise and review the work of the Lancashire Enterprise Partnership in accordance with Government guidelines. The Scrutiny Committee replaced the LEP Performance Committee.

2.17 European Structural and Investment Funds (ESIF) Arrangements

The ESIF partnership is not a committee of the LEP but will act as an advisory sub-committee of the National Growth Board providing Lancashire input into the management and delivery of the three ESIFs (ERDF, ESF & ERDF) programmes. The partnership is made up of a range of local partners inclusive of the public, private, voluntary and environmental sectors, LEP Board Directors and associated groups.

It is envisaged that the partnership will advise Government on the type and size of calls to be issued as well as commenting on funding agreements with Opt in organisations. It will act as the main conduit for local partners to engage with the ESIFs programme at a strategic level, including monitoring of delivery and evaluating performance.

2.18 Implementation and Delivery Arrangements

Robust governance structure and implementation frameworks have been established to ensure the effective mobilisation of partners for the delivery of the LEP's key initiatives, specifically, the City Deal, the Enterprise Zones, the Growth Deal, Getting Building Fund, Boost Business Lancashire Growing Places Fund, the Skills and Employment Hub. The implementation arrangements for the delivery of key initiatives are set out in **Annex 1**.

2.19 City Deal Implementation and Delivery

The annual Infrastructure Delivery Programme is set by the City Deal Executive and Stewardship Board and is implemented under the direction of a Programme Board whose members include the Chief Executives of local partners. The Programme Board considers issues to be referred to the City Deal Executive and Programme Management is provided by Lancashire County Council.

A Project Team is responsible for driving forward the Programme, allocating resources, considering quarterly progress reports, managing and addressing risks to the implementation plan and initiating pieces of work to facilitate the delivery of the Deal. The Project Team is chaired by the City Deal Project Director and includes senior representatives from each of the local partners.

At the project level, a series of working groups oversee the development, co-ordination and operational delivery of each of the schemes in the Programme.

Planning and Co-ordination Group – supports the Joint Advisory Committee and ensures planning related issues are kept under review.

Infrastructure Delivery Group – is responsible for preparing, implementing and monitoring progress on the City Deal Infrastructure Programme which includes all elements of highway, housing and community infrastructure (health, education, open space).

Homes England Liaison Group – supports the City Deal Stewardship Board and the Homes England in the preparation of the Business and Disposal Plan, ensuring its alignment with the Infrastructure Delivery Programme and the communications and Marketing Plan. The Group oversees the development of quarterly progress reports for submission to the Stewardship Board.

Finance Group – ensures appropriate operating procedures are in place for the City Deal Infrastructure Delivery fund and prepares quarterly finance monitoring reports for submission to the Executive.

Communications Group – prepares, implements and monitors progress on the City Deal Communications and Marketing plan. The Group is responsible for co-ordinating scheme specific communications at the local level as well as developing and implementing marketing proposals for the City Deal.

Monitoring Group – responsible for the collation and monitoring of a range of agreed outputs and performance measures. The group prepares six monthly performance reports and prepares an annual monitoring schedule for submission to the Executive.

2.20 Enterprise Zone Delivery and Implementation

Lancashire has secured three Enterprise Zones across four sites and together they form the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC). The Marketing Strategy for the Enterprise Zones will be produced in 2022, and may determine a review of brand.

The strategic direction of LAMEC is set by the Enterprise Zone Governance Committee.

EZ Programme Boards are established and responsible for monitoring and reporting of commercial, financial, development and planning matters and the on-going delivery of their respective Enterprise Zone. The Programme Boards include members from commercial partners, private sector landowners, national government departments and local authority partners.

2.21 Growth Deal Delivery and Implementation

For each round of Growth Deal funding or other national policy initiatives such as Enterprise Zones, the LEP Board is presented with a scoring matrix and prioritisation framework, consistent

with prevailing national guidance. This approach was also shared with the Shadow Combined Authority. This Assurance Framework also sets out the LEP's business case development process.

The LEP Board has established a Growth Deal Management Board to ensure the Growth Deal Programme moved forward to implementation stage. The Board has oversight of the preparation of the Growth Deal Implementation Plan and the Growth Deal Monitoring and Evaluation Framework. The Board reports directly to the LEP Board. The Board comprises the following members:

- Michael Ahern, Chief Operating Officer, The University of Central Lancashire (UCLan) **(Interim Chair)**
- **Vacancy – LEP Director**
- Steve Burns, Head of Strategic Development, Lancashire County Council
- Alan Cavill, Director of Place, Blackpool Council
- Martin Kelly, Director of Growth and Development Blackburn with Darwen Borough Council
- Dr Michele Lawty-Jones, Director, Lancashire Skills Hub
- Gareth Smith, Gareth Smith Consulting
- Julie Whittaker, Economic, Housing and Regeneration Manager, Pendle Borough Council

The Growth Deal Management Board has the following delivery arrangements in place:

Growth Deal Programme Manager and Monitoring and Evaluation Working Group

The Growth Deal Programme Manager supported by the Monitoring and Evaluation working group, including; theme leads and legal and finance specialists, is responsible for the effective and compliant delivery of the Growth Deal programme.

The Monitoring and Evaluation working group provides a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.

The Growth Deal Programme Manager is tasked with providing updates on the performance of the Growth Deal Programme and individuals Growth Deal schemes, to each meeting of the Growth Deal Management Board. All Growth Deal opportunities are openly communicated to relevant partners, local communities and the public.

It is envisaged that from 2022, the Growth Deal Management Board may cease to operate as all capital funds directed by the LEP are now fully committed, although contract management will continue through to 2025.

2.22 Business Support Delivery and Implementation

Boost provides an integrated portal and gateway which routes ambitious and growth focussed businesses to the best combination of public and commercial business support. In line with the

national growth hub model, Boost brings together the best business support delivery organisations from within the LEP area and beyond, and within 18 months of operation dealt with and referred over 1,000 businesses to a range of business support providers, including national business support programmes.

Given the ongoing direct governmental grant which is paid to the network of English Growth Hubs, the Business Support Management Board has a specific responsibility to endorse the plans for the use of this resource and the provision of an Annual Performance report to the funding department – The Department for Business, Energy and Industrial Strategy.

The LEP continues to review the membership of this group to further cement the strong relationships with major business representative bodies and key local business networks operating in Lancashire.

Boost has been funded using ERDF resources and local partner investment contributions.

The existing offer covers start-up, mentoring, growth grants, innovation, an enhanced Growth Accelerator offer, and leadership/management coaching delivered by a range of expert partners. Boost also promotes complementary local offers such as Superfast Lancashire, the Access to Finance advice service and other business support opportunities.

2.23 Growing Places Delivery and Implementation

The LEP is responsible for the strategic investment of its £19.3m Growing Places Investment Fund (GPIF) which was established in 2012.

The fund is managed by the LEP in consultation with its, Accountable Body, via a stage process; stage one assesses initial expressions of interest and market interest; stage two focuses on the management of successful funding applications and agreement of funding agreements; with stage 3 concerned with on-going monitoring and performance of the investment.

Stage One

The purpose of stage one was to ensure that the proposed scheme is aligned with the LEP's Strategic Economic Plan and also that repayment terms can be met within an agreed timeframe of usually two/three years. Stage one was progressed through meetings with the project sponsor and concludes with the preparation of Heads of Terms for consideration by the LEP Board, and approval (if agreed by the LEP Board) to prepare loan and security documentation.

Stage Two

Stage two involves the appointment of solicitors to negotiate and draft the detailed terms of the loan and security documentation.

Stage Three

Stage three ensures that the project is monitored and that the GPIF investment is drawn down and repaid, in accordance with an agreed financial and development programme agreed by the County Council and the project sponsor.

The LEP Board receives update reports on the management and performance of GPIF. Section 4 of this Assurance Framework provides further information on the financial management of the GPF.

All future Growing Places funding opportunities will be advertised via the LEP's website.

3. Local Authority Partnership working

- 3.1 Over the last three years, the level and extent of LEP-local authority partnership working in Lancashire has continued to develop and increase in line with the Stakeholder Engagement Plan but the LEP has engaged with local authorities in shaping new strategies, investment frameworks and partnership arrangements and regularly participates in meetings with Local Authority Economic Development Directors Group and the Lancashire Theme Group for Economic Development.
- 3.2 The Lancashire Leaders Forum is now in operation and meets on a regular basis with a range of work committed, including Theme Groups across eight core policy areas, including the Economy. It also includes emerging support for Lancashire 2025. This will assist in developing a vision, strategic framework and set of inter-related strategies within which the Lancashire Growth Plan will sit. The Chair of the Local Enterprise Partnership attends and participates in the Leaders' Meetings and the Chief Executive engages with Chief Executives and Leaders of all Local Authorities on a regular basis.
- 3.3 Local authorities representatives sit on the Sub-Committees of the LEP including the Innovation Board, Skills Advisory Panel, Business Support Management Board and Enterprise Zone Governance Committees.
- 3.4 The Local Enterprise Partnership and its local authority partners have also established new local development initiatives of national importance which, in turn, have led to the creation of new governance and partnership working arrangements. For example, the Preston, South Ribble and Lancashire City Deal is recognised as a national exemplar, in terms of its shared decision-making arrangements, and in establishing a pooled strategic investment fund valued at over £430m, which combines local authority, Government and private sector funding streams and assets to support the delivery of agreed priorities.
- 3.5 The commitment to this collaboration as evidenced in the City Deal enabled the Local Enterprise Partnership and all the local authority partners to secure, through the City Deal, a 10-year transport funding allocation for Lancashire, from Government, which will be accelerated over 6-years. Lancashire is the only LEP area in England, without a Combined Authority, to have established such a position with Government.
- 3.6 The Lancashire Enterprise Partnership also established an agreed Strategic Economic Framework with local authority partners. This framework has enabled Lancashire to competitively secure levels of Growth Deal funding and Getting Building Funds that can only be significantly bettered by some leading Core Cities. There are currently over 50 major growth initiatives underway or planned involving local partners across Lancashire.

- 3.7 The Strategic Economic Framework will now reviewed on an annual basis by the Board who will also ensure that it aligns with strategies and policies of partner organisations. The LEP co-commissioned the Independent Economic Review with the County Council and two unitary authorities, which formed the bedrock of the new Lancashire 2050 – the County Deal vision. As one of 5 deep-dives underpinning the Independent Economic Review, the LEP also commissioned the Lancashire Internationalisation Strategy.
- 3.8 Clearly, much has been achieved over recent years, but the Local Enterprise Partnership and local authority partners recognise the need to further improve collaborative and partnership working arrangements to provide strong, transparent, inclusive and accountable leadership on local growth issues.
- 3.9 There is also a commitment as part of Lancashire 2050, to create more opportunities for pro-active engagement with all fifteen of the local authorities.
- 3.10 Local authorities in Lancashire continue to work together to consider and explore new collaboration arrangements. Local Authorities recognise the need to co-establish arrangements which are transparent, robust and capable of articulating a coherent shared voice and vision for Lancashire, and which formally connect with the business voice to create a fully integrated approach to shaping, delivering and monitoring local growth and regeneration strategies.
- 3.11 All such Local Enterprise Partnership investment decisions refer as a matter of course to appropriate statutory requirements, the conditions of the funding and other relevant objectives, such as transport considerations.
- 3.12 All funding opportunities for partners and communities are openly communicated and made available through advertising, marketing and access through the website, including social media. Programmes and projects are all subject to rigorous monitoring and review over the their lifetime, with opportunities for call-in and a robust audit trail in-keeping with expectations signed up to through the Nolan Principles of Public Life.

4. Transparent Decision Making

4.1 Decision-making

The LEP is committed to effective and meaningful engagement of local partners and the public and has established transparent arrangements and practices with regard to the decisions it makes. All decisions are properly recorded and published appropriately with due regard to confidentiality, particularly commercial decisions. This includes a commitment to capture all forms of engagement in both formal and informal settings, including new ways of working, whether through social media, attendance at major conference events, such as MIPIM, with follow-up published reports and communication.

The decision-making process is currently very simple. All Committees are advisory to the Board. The Chief Executive holds delegated financial powers, in consultation with the Chair, up to £100,000.

4.2 The Website

The LEP has a dedicated website through which local partners and the public can keep in touch with progress on the implementation of its key initiatives and where key documents and papers can be accessed. A new website was launched in early 2019 to enable communication with partners, communities and the public. The new website will include the advertisement, where relevant, of any future funding opportunities, together with the process for applying for funding.

The National Assurance Framework sets out the requirements of LEP websites and the LEP is audited twice per year by the Cities and Local Growth Unit to ensure full compliance.

4.3 Publishing Arrangements

This Assurance Framework and all Terms of Reference documents for the LEP Board and its-Committees can be accessed on the LEP website. All agendas, papers, decisions and minutes of the LEP Board and its Committees can be accessed on the LEP website and the County Council's website. All strategies, plans and programmes, including the Business Plan, Annual Report and Operational Budget are published on the website, too. **Annex 2** sets out the arrangements agreed by the LEP for the treatment by all attendees at Board meetings of confidential information.

4.4 Access to Information – Compliance with the Local Government Act 1972

The LEP is committed to meeting its duty of fulfilling and maintaining the highest standards of corporate governance. The LEP assesses the publication of papers using the relevant

Local Government Act 1972 exemptions. **Annex 3** provides details of the information deemed exempt under the Act.

Any Freedom of Information (FOI) requests are processed by the County Council's Access to Information Team. The Head of Information Governance for the County Council acts as the internal reviewer for all FOI requests for the Local Enterprise Partnership.

4.5 LEP Board Meetings and Committee Meetings

The LEP publishes and makes available to the public all of its papers (with the exception of papers deemed confidential where an exemption applies as defined in the Local Government Act 1972, and following the application of the Public Interest test).

Agendas are split into Part I (open to press and public) and Part II (private and confidential) with the Board being asked to approve that meetings move to Part II as appropriate. Any papers which are considered to be exempt, have passed the public interest test and are deemed confidential are clearly marked with the correct Part II exemption paragraph referencing.

Agendas are published and made available five clear working days prior to meetings of the Board. Agendas are published on the LEP and County Council's website.

Minutes are made available to the public and are published on the LEP and County Council's website, with publication of a draft version within ten working days of the meeting taking place in accordance with Government Best Practice Guidance for Local Enterprise Partnerships. **Annex 3 refers.**

Reports that are presented to the LEP board or to any of its sub-boards seek to provide sufficient information and clarity in terms of the decision required. Where appropriate each report seeks to specify the scheme or fund to which the report relates, any relevant statutory or fund-related requirements and set out the applicable objectives.

Reports to the LEP board/sub-boards seek to be supported by sufficient supporting documents and in the case of decisions relating to funding applications, the application itself will be appended together with a detailed appraisal of the application.

Reports to the LEP board/sub-board which seek to conclude a Growth Deal funding decision, as a minimum will include:

- A presentation of the independent assurance of the scheme business case / application;
- A report, with legal and finance clearance, containing:
 - The Assurance Report;
 - Funding Recommendation; and

- Relevant conditions

Professional advice is provided to the LEP board and sub-boards where necessary including legal and financial advice which shall also be set out in reports.

The LEP is seeking to strengthen these arrangements, moving forward. In particular, there is a desire to strengthen collaboration with the Accountable Body to enable this to happen.

4.6 Attendance of Observers at LEP Board and Committee meetings

The LEP has an agreed protocol for the attendance of observers at LEP Board and Committee meetings. Observers are requested to make themselves known to the Company Secretary (or their representative) and state their name, the organisation they represent and their purpose for attending the meeting. Observers will usually be excluded from any Part II items and as a general rule will not be permitted to speak at meetings unless invited to do so by the Chair. The full protocol is provided at **Annex 6**.

4.7 Conflict of Interests and Director Code of Practice

As Accountable Body for the LEP, Lancashire County Council ensures that the LEP manages conflicts of interest in accordance with existing County Council and LEP National Assurance Framework protocols with regard to codes of conduct. The LEP complies with the Seven Nolan Principles of Public Life which are:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

The LEP will act in the interests of the whole of its geographical area and not according to the interests of individual member organisations. More details on the Director Code of Conduct can be accessed at **Annex 5**.

The LEP ensures there is appropriate separation between scheme promoters and Lancashire Enterprise Partnership decision-making processes. For example, the Terms of Reference for the Committees ensure that there is complete separation between scheme promoters and their own framework consultants and the appraisal team and decision makers. The Local Enterprise Partnership conflict of interest guidance for Directors is provided at **Annex 7**.

4.8 Register of Interests

The LEP will maintain and enable access to a register of its members' interests, which will be available to the public via the Lancashire Enterprise Partnership website. The register will include any interests members have that may conflict with Lancashire Enterprise Partnership business.

4.9 Gifts, Hospitality and Member Allowances Scheme

The Lancashire Enterprise Partnership has adopted rules for accepting gifts and hospitality. The rules are provided at **Annex 8**. In addition, it has adopted a Board and Sub-Board Member allowances scheme which sets out the rules for any member claiming allowances should they be required to attend additional events or meetings in an official capacity as approved by the LEP, this scheme is set out at **Annex 9**.

4.10 Confidential Complaints Policy

The LEP has adopted a procedure for responding to complaints from stakeholders or members of the public against the LEP or members of the LEP in accordance with the LEP National Assurance Framework and Government LEP Best Practice. The Complaints Policy is provided at **Annex 10**.

4.11 Whistleblowing Policy

The LEP has a Whistleblowing Policy where a discloser can report a perceived wrongdoing within the LEP. This Policy is provided at **Annex 11**.

4.12 Board Induction

Each new Member of the Board is required to participate in a comprehensive induction process which is jointly delivered by the Chief Executive and Company Secretary.

4.13 Strategy and Policy Development

The LEP wants to ensure that key stakeholders and the public have an opportunity to contribute to and comment on the on-going development of the Local Industrial Strategy and key related initiatives. The degree of involvement will depend on the specific activity and could comprise formal consultation, participation, public engagement, representative working groups, on-going investor development, market research and surveys.

For the Local Industrial Strategy there is a strong commitment to formulate a deep and granular understanding of the dynamics of the functioning economic market areas,

clusters, supply chains and the translation of the industrial challenges into the competitive and local economies. It is only by working up this evidence base about the Lancashire economy that a differentiated strategy can be produced, that identifies the strengths and opportunities as foundations and resilience strategies against the weaknesses and threats.

Working with key partners is key, including building on existing strengths identified through the science and innovation audits, working closely with key sectors, SMEs and the universities, schools and FE. With specific regard to local engagement with Lancashire MPs on LEP strategy development the LEP remains committed to engaging with Lancashire MPs. As a minimum, one session per parliamentary term remains the commitment to which all Lancashire MPs are invited. In addition, regular engagement with MPs will also be undertaken in addition to formal sessions, particularly given the ambition underpinning recent developments.

4.13 Reporting Progress of Delivery of the Strategic Economic Framework

The Lancashire Enterprise Partnership will undertake a review of progress on the Framework, including progress on delivery of key projects and spending commitments. This will be published on the Lancashire Enterprise Partnership website.

4.14 Project Development, Prioritisation, Appraisal and Approval

The Lancashire Enterprise Partnership has agreed systems and processes for developing, prioritising, appraising and approving projects and these are set out in section 5 of the Assurance Framework.

4.15 Communications Arrangements

The LEP undertakes a range of communications activities in support of its key initiatives, set out annually in its Communications Plan. The City Deal is supported by a communications strategy encompassing media relations, community engagement, web, social media, branding and other associated issues. A protocol is in place to ensure effective governance of communications activity between the LEP and its City Deal partners.

A communications protocol has also been adopted for the Growth Deal and Getting Building Fund to promote awareness of and success of investment projects, which complies with Government guidance on branding.

Communications activity on the four Enterprise Zone sites (Samblesbury Aerospace Enterprise Zone, Warton Aviation Enterprise Zone, Blackpool Airport Enterprise Zone and Hillhouse Technology Enterprise Zone) will be managed by way of a Marketing Strategy which includes a dedicated web site for LAMEC and individual web sites for each Enterprise Zone, in addition to marketing collateral including brochures, e-media and branded signage as well as commercial agent representation.

The Growing Places Investment Fund will continue to be supported by communications activity, coordinated with partners as appropriate and also mainstreamed through the LEP's own channels.

The Communications Protocols are attached at **Annex 12**.

- 4.16 Schemes are monitored by individual officers and the LEP sub-boards as described below. Funding that is advanced whether by way of grant or by loan require the recipients to enter into standard agreements which include provisions relating to default and clawback. Monitoring is carried out to ensure compliance or to consider whether adjustments to the agreed project are necessary if for example there has been a change in circumstances since the loan or grant was advanced. In the event of serious default the LEP board or appropriate sub-board will be notified. Board approval is necessary before legal action can be commenced for recovery, following a material breach of a funding or loan agreement unless such action is required as a matter of urgency. Any recommendation to commence legal action should include a legal opinion explaining any risks associated with such a course of action and an assessment of the likelihood of the action succeeding.

5. Accountable Decision Making

- 5.1 Lancashire County Council, as Accountable Body for the LEP, is responsible for ensuring that all funding decisions made by the LEP are made in accordance with this Assurance Framework, including all statutory requirements. An Accountable Body Statement is set out in **Annex 13**.
- 5.2 The County Council has put in place the administrative, financial and legal support necessary to enable the LEP to carry out its functions in the most effective and efficient way. These financial systems will fall under the annual audit of the County Council's accounts.
- 5.3 A new Scrutiny Committee involving all fifteen local authorities is established, to widen involvement and engagement and act as critical friend to the LEP to continuously improve its decision-making processes. Originally established to scrutinise investment decisions, from 2022, investment decisions on the whole will relate mainly to revenue funded activity – BOOST Growth Hub and Skills an Employment Hub. Growing Places Funds continue as an evergreen resource – this will continue to demand investment decisions for the foreseeable future which may be scrutinised by the Joint Scrutiny Committee if they so wish.
- 5.4 The County Council's Internal Audit Service also regularly tests and reviews LEP systems and processes.
- 5.5 The County Council's Cabinet has considered and approved this Assurance Framework when originally created.
- 5.6 **Financial and Legal Accountability**

As the Accountable Body for the LEP, all financial arrangements are managed and accounted for through County Council financial systems and subject to the Standing Orders and Governance systems of that body. All activities are subject to scrutiny by the appropriate Internal Control function within the County Council and (where appropriate) subject to external financial audit. The internal legal service and the County Council Monitoring Officer are involved as appropriate to ensure due diligence is strictly adhered to.

Day to day financial support and management is undertaken by a senior project finance manager and is subject to overview and scrutiny by the Head of Financial Management Development and Schools under whose remit this falls. All accounts are signed-off by the Section 151 Officer.

Where appropriate and/or required external commercial specialist support is sought which ensures that the appropriate guidance and advice is used when making investment decisions, both financial and legal.

Validation of Decision Making Process

In accordance with Government guidelines the Section 151 officer shall be sighted on all decisions to be taken by the LEP Board. LEP Officers must ensure they have followed the process as set out in the Government guidance and this Assurance Framework to ensure all decisions have received appropriate specialist clearance, as necessary both financial and legal. Should a decision be taken by the LEP Board that has not been validated in accordance with this process, the Section 151 Officer can determine that the decision is invalid. If a decision is deemed to be invalid the Section 151 officer will seek to find a way to facilitate the wishes of the Board by recommending an amended decision that is deemed to be valid.

The County Council is subject to core frameworks which have provided Government with assurance that councils will spend their money with regularity, propriety and value for money. The key elements are legal controls and democratic accountability to local people. The system provides assurance that the government's decentralising agenda can be achieved in relation to local government without compromising the proper spending of public money.

Scheme of Delegation

As the governing body the LEP Board is itself responsible for approving strategy and associated plans and budgets; for determining major business decisions and strategic policy; for the framework of governance and management; and for monitoring executive performance. However, there is delegated authority for programme management and delivery to the LEP's main sub boards. These Boards have a role in prioritising, making decision on the projects to support and in monitoring performance. All future programmes will be set within the framework of the role of these Boards and they provide advice on individual projects.

The Chief Executive Officer is responsible for the day-to-day operations of the Lancashire Enterprise Partnership.

The following decisions must be taken by the LEP Board of Directors:

1. To determine the policies of the LEP including the LEP:

Lancashire Economic Framework and Strategies
Pay Policy
Local Assurance Framework

Equality and Diversity Strategy
Complaints and Whistle-blowing Policy
Code of Conduct
Stakeholder Engagement and Communication Plans

And to review the same as determined by the Board on a regular basis

2. To approve the LEP Annual Plan including the annual budget statement
3. To determine a response to any White Paper, Green Paper or other significant statutory consultation likely to have an impact on LEP functions
4. To administer allowances and expenses payable to directors
5. To approve, in compliance with any decision making powers reserved to Members in the Articles of Association, the appointment or removal of the following:

The Chief Executive Officer
The Company Secretary
The LEP Section 151 Officer
The LEP Auditors

In relation to the appointment or removal of the Chief Executive Officer, the Board must also have the approval of the Accountable Body.

6. To approve the agreement with the Accountable Body including any amendments thereto.
7. To approve entering into any lease of more than 5 years.
8. To establish where permissible committees and working groups in relation the LEP functions including giving advice and making recommendations.
9. To authorise any expenditure in excess of £100,000.
10. To establish the conditions of employment of LEP employees, subject to any local secondment arrangements
11. To approve any application for grant funding and successful award of funds
12. To issue any legal proceedings for the recovery of sums due to the LEP or for any other remedy or to settle any claim made or threatened against the LEP.
13. To approve and revise major strategies, schemes and projects

14. To approve grants to external bodies where such power has not been delegated to the Chief Executive Officer.

The following decisions may be taken by the Chief Executive Officer

1. To incur routine expenditure of up to £10,000 and in consultation with the Chair up to £100,000
2. In consultation with the Company Secretary and the Section 151 Officer to enter into contracts which bind the LEP where the value of the contract is £100,000 or less.
3. To appoint LEP staff in accordance with the pay policy statement agreed by the LEP Board and any local secondment arrangements
4. To take disciplinary action including dismissal of LEP staff and aligned to the policies which govern local secondment agreements
5. To take all operational decisions which are not reserved to the LEP Board (including sub-committees) or to shareholders, in accordance with the agreed annual budget and in accordance with the Assurance Framework and policies agreed by the LEP Board.
6. To agree honoraria for LEP staff provided that the Chairman of the LEP Board and the Section 151 Officer have approved the proposal.
7. In consultation with the Chairman of the LEP Board to represent the LEP on external bodies and at appropriate events

Key decisions also require to be signed off by the Section 151 Officer and the Company Secretary. Decisions concerning the ownership and future of the Company are matters for Members).

5.7 Growth Deal and Getting Building Fund Project Funding

The SEP with public and private sector partners, including senior business leaders and representatives from Chamber and business support network as well as those representing the HE and FE sector, developed a series of project proposals which resulted in Lancashire securing a £234M Growth Deal 1 funding allocation, followed by a £17M Growth Deal 2 funding allocation and £69M Growth Deal 3 programme and £34m Getting Building Fund.

Section 6 details the full application and assurance process undertaken by schemes to secure a funding approval.

Following funding approval, all sponsors agree and sign a Growth Deal Grant Funding Agreement, prior to draw down of funds. The agreements set conditions including: project sponsors commitment to monitoring and evaluation requirements; agreement to the communications protocol and delivery of milestones. The agreements will include provisions for the protection of public funds (e.g. arrangements to suspend or claw back funding in the event of non-delivery or mismanagement).

To note that all Growth Deal Funds and Getting Building Funds are now committed.

5.8 Growing Places Investment Funding

The Growing Places Investment Fund is managed according to the following process:

- An outline scheme proposal is presented to the LEP Board for consideration. The scheme proposal identifies the scheme and amount of investment being sought from GPIF, along with a brief summary of its fit with LEP/local economic growth priorities, economic impacts generated, other private/public investment leveraged, draw down and repayment timescales.
- If the Board accepts the outline proposal the scheme is assessed by the accountable body for '*Strategic Fit and Economic Impact*'.
- A report, including draft Heads of Terms between the scheme sponsor and the accountable body is considered by the LEP Board.
- If the LEP Board agrees the scheme it proceeds to formal '*Financial Appraisal and Due Diligence*'. This is performed by officers of the County Council under the guidance of the Director of Corporate Services, and with support from the County Council's Director of Economic Development and Planning, and appointed external legal advisors the fees of whom are paid for by the applicant.
- This information is then presented to the LEP Board for approval.
- Once final loan and security documentation is prepared, the LEP Board considers and formally approves the loan facility, which is then executed by the Company Secretary on behalf of the Accountable Body.

5.9 Conflict Resolution

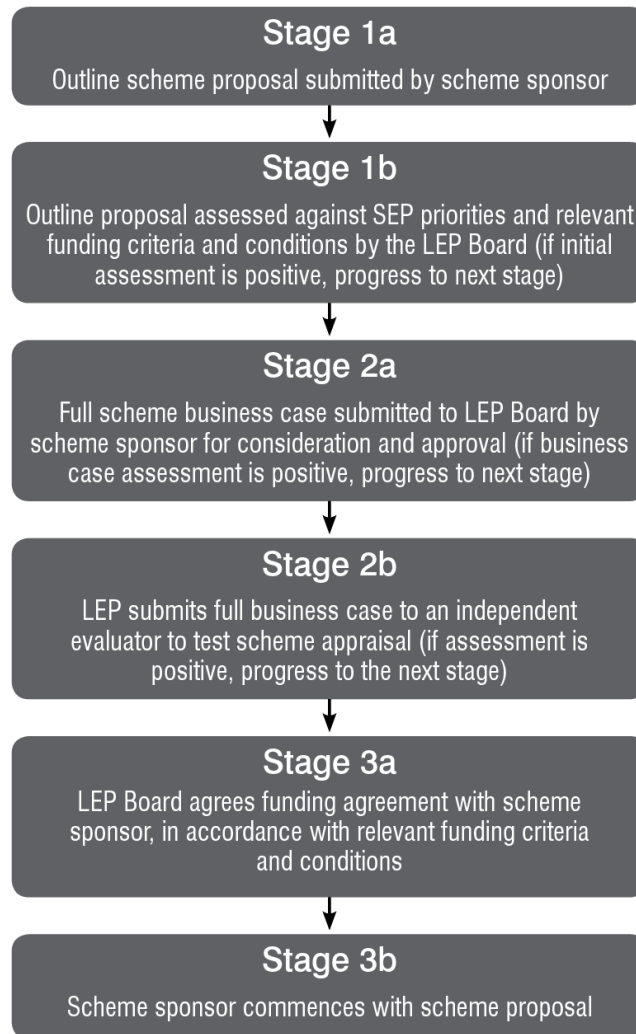
In the event that the accountable body (Lancashire County Council) does not comply with a decision of the LEP, the matter will be considered by the Chair of the LEP, Company Secretary and Section 151 Officer from the accountable body (as appropriate) to seek to resolve the issue. If the conflict remains unresolved all parties will agree to appoint an independent person(s) to assist the LEP and the accountable body to resolve the matter.

5.10 Independent Scrutiny

The LEP is subject to Local Authority Overview and Scrutiny arrangements in accordance with existing legislation, whereby any local authority scrutiny committee within Lancashire can, separately or jointly, scrutinise the role or activities of the LEP or its Committees. Any such meetings of a scrutiny committee would normally be held in public, and any findings or recommendations will be made public. The LEP would be expected to make its response to scrutiny public. In addition, this function is performed by the Joint Scrutiny Committee comprised of 15 representatives, one from each of the County Council, Unitary Council and District Councils. The Committee will be chaired by an independent private sector chair, who cannot be a LEP Director. This will also look at input into the scrutiny arrangements by other parts of the public, private and community sectors.

6. Ensuring Value for Money

- 6.1 The LEP is able to demonstrate value for money through the systems and processes it has established for developing, prioritising, appraising and approving projects.
- 6.2 The LEP's Growth Deal Management Board receives all independent business case appraisals and assess against the LEP's scoring criteria to ensure Value for Money.
- 6.3 In terms of Risk Management the LEP monitors and reports all risks to the LEP Board directly.
- 6.4 The SEF sets out priority themes and spatial investment priorities, and the LEP is committed to regularly reviewing the SEF to ensure that existing and emerging growth priorities are well positioned.
- 6.5 The LEP follows a staged process for all projects upon which it makes investment decisions and the LEP Board and Committees have established arrangements to progress the delivery of priorities seeking to utilise Local Growth Fund resources. The LEP's Growing Places Fund is administered in accordance with an agreed framework set out in Section 4 of this Assurance Framework.
- 6.6 Arrangements exist under the Accountable Body's scheme of delegation for ensuring value for money such as requiring contracts to be subject to open competition and/or requiring quotations for lower value contracts. These practices will form part of the LEP scheme of delegation to ensure that value for money is considered as part of its operational procedures.
- 6.7 The LEP will maintain a contracts register recording all contracts entered into by the LEP which have a value of £50,000 and over.



6.8 Skills Capital Schemes

The Terms of Reference for the Lancashire Skills and Employment Advisory Panel, provided at **Annex 1**, set out the role of the Panel in developing, prioritising, appraising and approving skills capital projects. The process and methodology for the current skills capital projects is summarised below and decisions on any future skills capital projects will be reached based on a similar methodology. The LEP currently has a Memorandum of Understanding with the Education and Skills Funding Agency (ESFA) whereby the ESFA's Capital Team will undertake a financial and estate condition assessment of any organisation submitting a scheme for consideration. Economic impact will be assessed by officers of the accountable body.

Eligibility

As part of the Growth Deal preparation, the Skills and Employment Advisory Panel commissioned research to provide a retrospective analysis of the use of FE/Skills Capital in Lancashire over the past five years and to begin to compile a "pipeline" of future projects. This analysis was used to understand assets and gaps in the skills infrastructure landscape. Skills providers were then asked to complete project pro-forma aimed at populating a pipeline of indicative projects as far forward as 2020.

The Business Case, Scheme Assessment and Appraisal

The formal consideration of the Detailed Business Cases brings together the scoring of both the ESFA and LEP, reverts to the applicant for further information as appropriate and is then ratified by both Skills and Employment Panel and LEP.

Funding contribution

The LEP requires scheme promoters to provide an absolute minimum of mandatory 10% contribution towards total scheme costs and 100% of any increase in cost following the granting of programme entry. Where projects are seeking a grant intervention rate above 33% (the stated benchmark under ESFA administration of the scheme) the LEP will:-

- a. Consider the views of the ESFA in terms of the applicant's ability to offer more funding
- b. Ensure that projects seeking exceptional intervention rates score highly in assessment
- c. Revert to the applicant for assurances around their financial capabilities and planning assumptions in setting their contribution to the project

Approvals process

All skills capital schemes will be subject to the following approval process:

Stage 1: Expression of Interest

The Expression of Interest (Eoi) stage indicates the LEP's intention to provide skills capital funding for projects which are aligned to the SEP, are able to demonstrate business need

and are deliverable within the required timescales. Providers will be invited to complete an EoI to demonstrate how the project aligns with the SEP.

Stage 2: Conditional Approval

Projects which have satisfied the EoI requirements will be prioritised by the Skills and Employment Advisory Panel and will subsequently be invited to submit a full business case demonstrating value for money.

Stage 3: Full Approval

Full approval indicates the Skills and Employment Advisory Panel and LEP's acceptance of the full business case and approval to proceed implementation.

Value for money

The LEP will approve skills capital schemes which clearly demonstrate value for money including non-monetised benefits that clearly demonstrate a longer term benefit to economic growth objectives.

Programme and Risk Management

Skills and Employment Advisory Panel advisors form part of the Monitoring and Evaluation working group which has established a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs. A project and process issues log is to be compiled, which will inform future commissioning rounds.

Monitoring and Evaluation

All skills capital scheme promoters have agreed a logic chain template which forms part of the Growth Deal Monitoring and Evaluation Framework, which can be found on the LEP website. Formative evaluation is an established principle for all skills capital schemes and sponsors of exemplar skills capital projects are aware of the implications of any additional requirements. All skills capital project sponsors will be required to prepare quarterly monitoring returns for consideration by the Growth Deal Management Board.

6.10 Economic Development Schemes

The SEP sets out priority economic development and growth themes and initiatives, and the LEP is committed to regularly reviewing the SEP as part of the new LIS to ensure that existing and emerging growth priorities are well positioned.

Eligibility

The SEP, and on-going reviews of the SEP, set out the economic development priorities in Lancashire and the LEP remains alert and open to new and emerging priorities to be considered for investment funding. In line with Government guidance, the LEP will not use Local Growth Deal Fund resources to fund feasibility works or revenue schemes.

The LEP Board approved the SEP in March 2014 and in May 2014 considered a prioritised list based on the application of an agreed set of criteria to all project proposals in order to consider their strategic relevance, impact, value for money, scalability and deliverability. These criteria are set out at **Annex 12**.

The LEP has successfully secured three Growth Deal allocations totalling £320m, subject to national competition and local prioritisation with consideration of strategic fit, impact, value for money, scalability and deliverability.

The business case, Scheme assessment and appraisal

The LEP applies a proportionate approach to the development of economic development business cases. In line with Government guidance the LEP requires economic development project sponsors to prepare their business cases using the Five Case Model – an approach which is both scalable and proportionate. It is recognised as best practice and is the Treasury’s standard methodology.

For individual schemes requiring a Local Growth Fund (LGF) contribution of greater than £5m a full green book appraisal is undertaken by independent consultants with findings presented to the Growth Deal Management Board for comment and approval.

For individual schemes requiring a LGF contribution of less than £5m the LEP requires a proportionate green book appraisal which again is undertaken by independent consultants with findings presented to the Growth Deal Management Board for comment and approval. The LEP funds the independent appraisal of business cases.

In all cases the LEP, using appropriately qualified independent consultants, will scrutinise individual economic development scheme business cases before final draw down of resources.

Local funding contribution

The LEP requires scheme promoters to provide an absolute minimum mandatory 10% contribution towards total scheme cost and 100% of any increase in project cost.

Approvals process

For individual economic development schemes requiring a LGF contribution of greater than £5m the LEP adopts a three stage approvals process:

Stage 1: Programme Entry

Programme Entry indicates the LEP's intention to provide funding to a scheme or package following acceptance of a Strategic Outline Business Case.

Stage 2: Conditional Approval

Conditional Approval indicates the LEP's acceptance of Business Case demonstrating high value for money.

Stage 3: Full Approval

Full Approval indicates the LEP's acceptance of a final Business Case and approval to proceed to implementation.

Value for money

The LEP will approve capital schemes which clearly demonstrate value for money including non-monetised benefits that clearly demonstrate a longer term benefit to economic growth objectives.

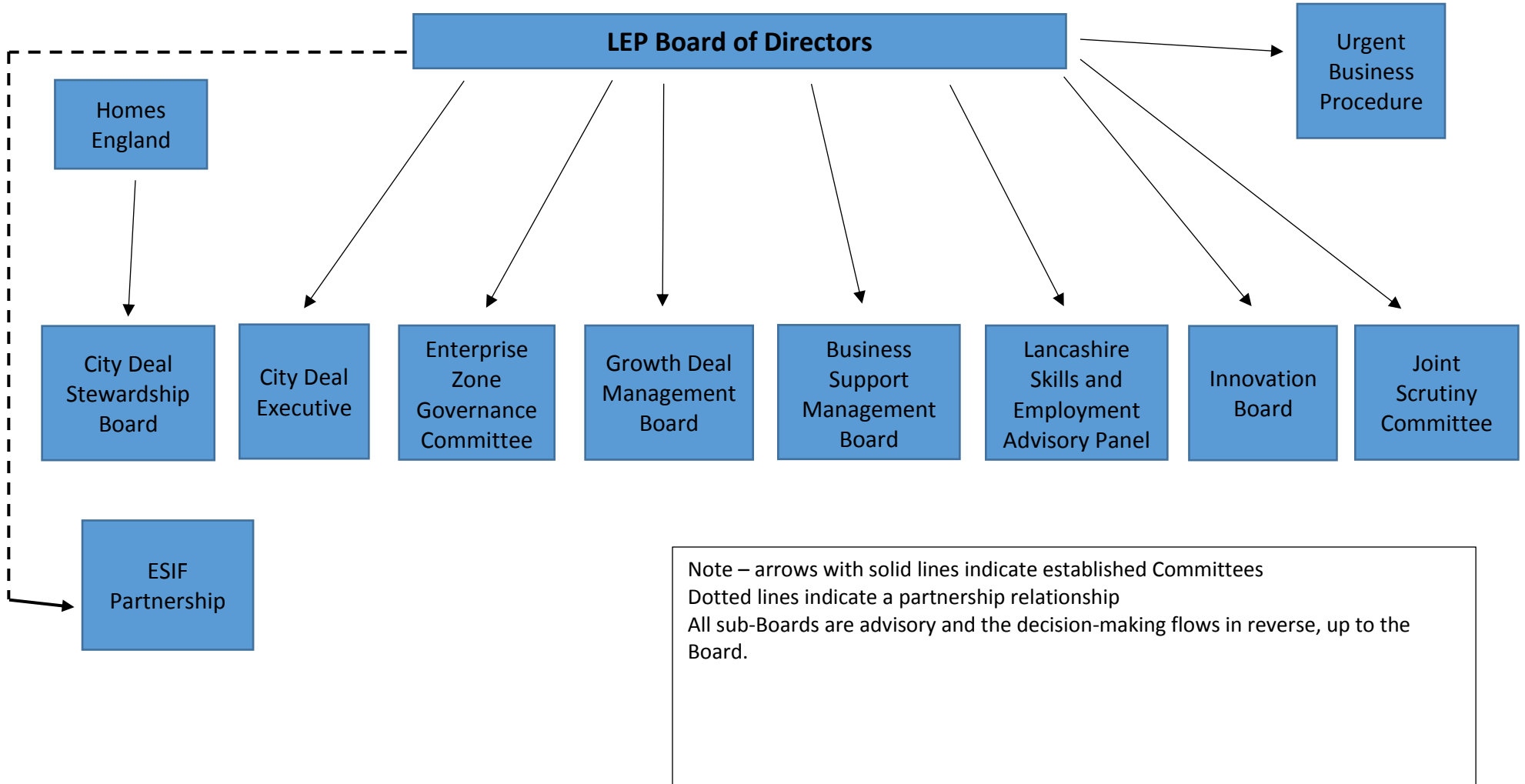
Programme and Risk Management

Economic development scheme advisors form part of the Monitoring and Evaluation working group which has established a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.

Monitoring and Evaluation

All economic development scheme promoters have an agreed logic chain template which forms part of the Growth Deal Monitoring and Evaluation Framework, which can be found on the LEP website. Formative evaluation is an established principle for all economic development schemes and sponsors of exemplar ED projects are aware of the implications of any additional requirements. All economic development project sponsors are required to prepare quarterly monitoring returns for consideration by the Growth Deal Management Board.

Annex 1: LEP Governance Structure, Committee Terms of Reference and Implementation Arrangements



LEP Board Directors and Board Champions – March 2022

Debbie Francis (Chairman)	Independent Chairman (Private Sector)
Andrew Pettinger (Deputy Chairman)	Partner, Addleshaw Goddard
Miranda Barker (Board Champion for SME's)	Chief Executive, East Lancashire Chamber of Commerce
Councillor Ivan Taylor	Deputy Leader and Cabinet Member for Partnerships and Performance, Blackpool Council
Ann Dean MBE DL	Director of Gutterking Ltd and Director of The Indus Entrepreneur
County Councillor Aidy Riggott	Cabinet Member for Economic Development and Growth, Lancashire County Council
Mick Gornall	Managing Director, Cavendish Nuclear
David Holmes OBE	Technology and Manufacturing Director, Advanced Projects BAE Systems
Amanda Melton CBE (Board Champion for Skills and Technical Education)	Principle and Chief Executive, Nelson and Colne College with Lancashire Adult Learning
Khalid Saifullah MBE DL (Board Champion for Equality and Diversity)	Chair of the HUVE Business Leaders Network and Managing Director of Star Tissue UK
Annette Weekes	Managing Director PDS CNC Engineering Ltd
Kam Kothia	CEX, eBusiness UK Ltd; Chairman Star Academy Trust
Councillor Alyson Barnes	Leader, Rossendale Borough Council, Lancashire District Leaders Nominee
Councillor Stephen Atkinson	Leader, Ribble Valley Borough Council, Lancashire District Leaders Nominee
Councillor Phil Riley	Deputy Leader and Executive Member for the Regeneration Portfolio, Blackburn with Darwen Borough Council
Mark Rawstron (Board Champion for Strategic Development)	Former Head of GVA (Commercial Property Agents) and a Commercial Property Advisor

Claire Whelan	Group Managing Director Director, ANSUKA Group LtdEngineering
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Board Champions

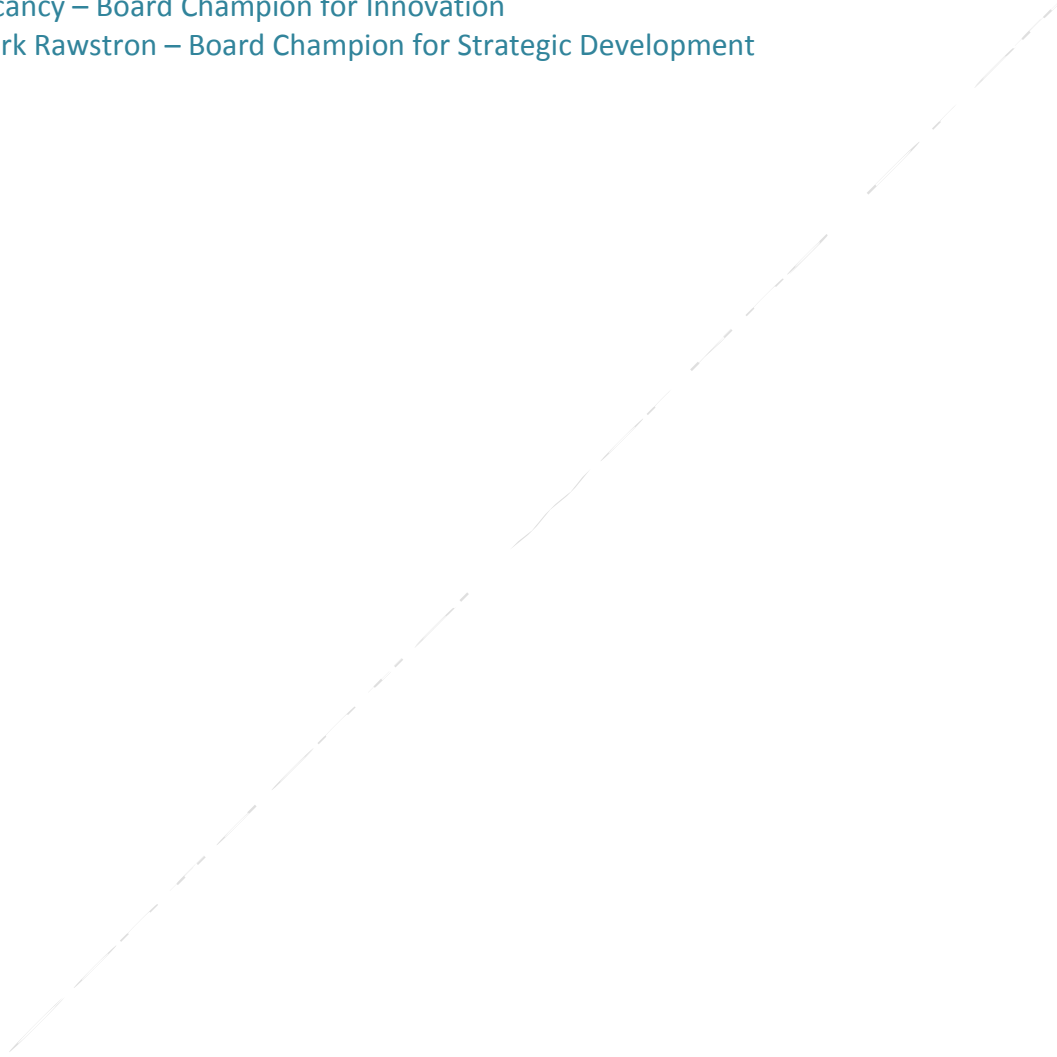
Miranda Barker – Board Champion for SMEs

Amanda Melton – Board Champion for Skills and Technical Education

Khalid Saifullah – Board Champion for Equality and Diversity

Vacancy – Board Champion for Innovation

Mark Rawstron – Board Champion for Strategic Development



URGENT BUSINESS PROCEDURE **Governance Structure and Terms of Reference**

Role

Should there be a business need to consider items between Board meetings the Lancashire Enterprise Partnership has an Urgent Business Procedure.

It is noted that the Urgent Business Procedure shall only be used for business critical items that cannot await a decision to be made at the next available Board meeting.

Process

The process for the Urgent Business Procedure is for the relevant Lancashire Enterprise Partnership officer to prepare a report and ensure it receives all necessary legal and financial clearances, including consultation with the Section 151 officer of the Accountable Body in accordance with Government guidance in order to record the advice of the Section 151 officer.

The urgent item is then submitted to the Chairman of the Lancashire Enterprise Partnership and asked to approve that the item can be considered as an item of Urgent Business. Subject to this approval the Urgent Business item will then be circulated to all Lancashire Enterprise Partnership Directors for decision via email Written Resolution.

A decision shall be passed by a majority vote of all Directors. The Chairman does not have a casting vote.

PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL (CITY DEAL)
CITY DEAL EXECUTIVE
Governance Structure and Terms of Reference

Composition

1. The City Deal Executive shall comprise the following Members:
 - i) The Leader of Lancashire County Council (or their nominee);
 - ii) The Leader of South Ribble Borough Council (or their nominee);
 - iii) The Leader of Preston City Council (or their nominee);
 - iv) The Chair of the Lancashire Enterprise Partnership (LEP) (or their nominee);*
 - v) The Vice-Chair of the LEP (or their nominee);** and
 - vi) The LEP's Champion for Strategic Development (or their nominee)***

* LEP Director Mark Rawstron acts as City Deal Executive Chairman

** LEP Chairman Debbie Francis acts as City Deal Executive Chairman in the event that Mark Rawstron is unavailable

*** The LEP's Champion for Strategic Development is LEP Director Mark Rawstron

Chair

2. The Chair of the LEP (or their nominee) shall serve as Chair of the City Deal Executive ("the Chair"). If the Chair is not present the Vice-Chair of the LEP (or their nominee) shall serve as Chair.
3. The Chair shall not have a casting vote.

Quorum

4. The quorum for City Deal Executive meetings shall be 4. No meeting shall be quorate unless the following Members (or their nominees) are present:
 - i) The Leader of Lancashire County Council
 - ii) The Chair of the LEP or Vice-Chair of the LEP;
 - iii) The Leader of South Ribble Borough Council; and
 - iv) The Leader of Preston City Council.
5. If within fifteen minutes from the time appointed for the holding of a City Deal Executive meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at

that meeting a quorum is not present within fifteen minutes from the time appointed for holding the meeting the Members present shall be a quorum.

6. Any Member may validly participate in a meeting of the City Deal Executive by conference telephone or other form of communication equipment if all persons participating in the meeting are able to hear and speak to each other throughout the meeting.

Secretary

7. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the City Deal Executive.
8. The Secretary shall produce minutes of all meetings of the City Deal Executive.

Meeting Frequency

9. The City Deal Executive shall meet according to operational need.

Decisions in Writing

10. A resolution in writing signed by all of the members of the City Deal Executive for the time being shall be as valid and effectual as if it had been passed at a meeting of the City Deal Executive.

Powers and Functions

11. The City Deal Executive's primary responsibility is to seek to ensure the delivery of the City Deal, and to take key strategic decisions in this regard.
12. The City Deal Executive shall:
 - i) in each year, approve an annual City Deal Infrastructure Delivery Plan, for submission to the Stewardship Board in order to inform the development of an annual 'City Deal Business and Disposal Plan';
 - ii) receive, in each year, from the City Deal Stewardship Board, an Annual Business and Disposal Plan, and if thought fit, approve the same;
 - iii) in each year, approve an annual City Deal Communications and Marketing Plan, and receive regular progress reports on the implementation of the same;

iv) receive, on a regular basis all appropriate monitoring and financial information in relation to the City Deal.

13. The City Deal Executive will employ no staff, hold no assets, nor enter into any contractual arrangements. All delivery and operational matters will continue to rest with the City Deal partners.

Governance Relationship with the LEP

14. The LEP is responsible for agreeing the Terms of Reference of the City Deal Executive and has the power to vary the same.
15. The City Deal Executive shall review its Terms of Reference from time to time as necessary.
16. The Minutes of City Deal Executive meetings shall be submitted to the LEP Board at the LEP's request.
17. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council as Accountable Body

18. Lancashire County Council shall act as Accountable Body for the City Deal Executive.
19. Lancashire County Council shall hold the City Deal Infrastructure Delivery funding and make payments to partner delivery agencies in accordance with the decisions of the City Deal Executive. Lancashire County Council shall ensure that these funds remain separate and identifiable from the Accountable Body's own funds, and shall provide financial reports to the City Deal Executive.
20. Lancashire County Council shall provide administrative, financial and legal support to the City Deal Executive.
21. Lancashire County Council shall maintain an official record of the City Deal Executive proceedings and a library of all formal City Deal Executive documents.

Relationship with other Bodies

22. The City Deal Project Board shall report directly to the City Deal Executive and operate under Terms of Reference as agreed by the City Deal Executive.



23. The City Deal Executive shall with the consent of the Homes England and vice versa, have the authority to agree and amend the Terms of Reference of the City Deal Stewardship Board.
24. The City Deal Stewardship Board shall report directly to the Homes England and the City Deal Executive.

Publication of Papers

25. The agendas and papers for the City Deal Executive will be published on the LEP's website in accordance with the LEP's Assurance Framework.

PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL (CITY DEAL)
STEWARDSHIP BOARD
Governance Structure and Terms of Reference

Glossary of Terms

"City Deal Partners"	The Lancashire Enterprise Partnership, Lancashire County Council, Preston City Council and South Ribble Borough Council.
"MHCLG"	Ministry for Housing, Communities and Local Government.

Composition

1. The Stewardship Board shall comprise the following Members:
 - i) The North West Executive Director of Homes England (or their nominee);
 - ii) The Chief Executive of Lancashire County Council (or their nominee);
 - iii) The Chief Executive of South Ribble Borough Council (or their nominee);
 - iv) The Chief Executive of Preston City Council (or their nominee); and
 - v) The Lancashire Enterprise Partnership's Champion for Strategic Development (or their nominee).*

*The LEP's Champion for Strategic Development is LEP Director Mark Rawstron

2. The Stewardship Board shall have the power to appoint up to 2 additional Members.

Chair

3. The North West Executive Director of Homes England (or their nominee) shall serve as Chair of the Stewardship Board ("the Chair").
4. The Chair shall not have a casting vote.

Quorum

5. The quorum for Stewardship Board meetings shall be 5. No meeting shall be quorate unless each Member set out in 1 above is present.
6. If within fifteen minutes from the time appointed for the holding of a City Deal Stewardship Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within fifteen minutes from the time appointed for holding the meeting the Members present shall be a quorum.

Secretary

7. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the City Deal Stewardship Board.

Meetings

8. The Stewardship Board shall meet according to operational need.
9. Meetings shall take place at venues provided by each of the City Deal Partners and Homes England, on a rotational basis where possible.
10. An Agenda and all necessary accompanying papers shall, wherever possible, be despatched 7 days prior to each meeting.
11. The Secretary shall produce minutes of all meetings of the Stewardship Board.

Decisions in Writing

12. A resolution in writing signed by all of the members of the Stewardship Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Stewardship Board.

Duties and Responsibilities

13. The Stewardship Board has the responsibility for guiding the disposal of the assets listed in the City Deal document, in accordance with wider City Deal economic and housing growth objectives.



14. The Stewardship Board shall:
- i) in each year, receive an annual 'City Deal Infrastructure Delivery Plan' from the City Deal Executive and utilise its content to inform the development of an annual 'City Deal Business and Disposal Plan';
 - ii) in each year, approve an annual 'City Deal Business and Disposal Plan' for submission to Homes England's National Board. As soon as the Plan is approved by Homes England it shall be submitted to the City Deal Executive for their consideration and, if thought fit, approval;
 - iii) at any time, recommend to Homes England and City Deal Executive, in turn, any amendments or additions to the annual City Deal Business and Disposal Plan;
 - iv) approve a 'Monitoring Schedule' for submission to the MHCLG;
 - v) at any time, recommend to the MHCLG any amendments or additions to the Monitoring Schedule;
 - vi) receive Monitoring Schedule progress updates on an annual basis;
 - vii) receive regular financial updates in relation to the City Deal Infrastructure Delivery Fund;
 - viii) receive regular reports on the Infrastructure Delivery Plan;
 - ix) make recommendations as it sees fit, on any matter within its remit, to the City Deal Executive, Homes England, City Deal Partners, and/or MHCLG.

Governance Relationships

15. Homes England and City Deal Executive, acting unanimously, shall be responsible for agreeing and, if necessary, amending the Terms of Reference of the Stewardship Board.
16. The Stewardship Board shall review its Terms of Reference from time to time as and when necessary.
17. These Terms of Reference shall be read in conjunction with the City Deal Stewardship Board Agreement "Agreement" and Memorandum of Understanding "Memorandum". If any provisions of the Agreement or Memorandum conflict with any provisions of these Terms of Reference, these Terms of Reference shall prevail.



18. The Secretary shall maintain an official record of all Stewardship Board proceedings and a library of formal Stewardship Board documents.

Publication of Papers

19. The agendas and papers for the City Deal Stewardship Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.



LANCASHIRE SKILLS AND EMPLOYMENT ADVISORY PANEL
Governance Structure and Terms of Reference

Composition

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the Skills and Employment Advisory Panel shall comprise a maximum of 20 members.
2. The Members of the Skills and Employment Advisory Panel shall be appointed by the Lancashire Enterprise Partnership Board. Members shall be drawn from private sector industry (including small to medium enterprises) and relevant large employers, training and education providers, voluntary and community sector and Local Authorities.
3. The Members of the Skills and Employment Advisory Panel, as at the date of adoption of these Terms of Reference, are as follows:

Chair

Amanda Melton CBE – LEP Board Director for Skills and Technical Education

FE Sector (2)

Beverley Robinson OBE, Chief Executive – Blackpool and the Fylde College
Alison Robinson, Principal and Chief Executive – Myerscough College

HE Sector (2)

Professor Wendy Robinson, Pro-Vice Chancellor, Lancaster University
Mark Allanson, Pro-Vice Chancellor, Edge Hill University

Training (1)

Gareth Lindsay, Managing Director, North Lancashire Training Group

School Headteacher (1)

Ruth England, Head Teacher, Shuttleworth Burnley

Voluntary and Community Sector (1)

Liz Tapner, Chief Executive Officer, Selnet

Private Sector (7)

Kate Quinn – Director for Workforce and Transformation for the Pennine Lancashire Integrated Care Partnerships
Nicola Mortimer - Operations Director of Milliamp and Development Director of Purple Renewables
Peter Caney - Head of Service Innovation, Future Capability and Projects at BAE Systems

Stephen Sykes - East Lancashire Chamber of Commerce - Low Carbon Programmes Manager
Lindsay Campbell – Partner Director Campbell & Rowley Catering and Events Ltd
Neil Conlon – Construction Sector – Divisional Director, Conlon Construction
Recruitment process for further Private Sector and Large Employer members

Local Authorities (3)

Lancashire Leader's Lead Member for Skills and Education – Councillor Karen Buckley
Lancashire Leader's Lead Chief Executive for Skills and Education – Neil Shaw, Chief Executive of Rossendale Borough Council
Lancashire Executive Director for Education and Children's Services – Edwina Grant OBE

4. Members are responsible for declaring potential conflicts of interest at the beginning of each meeting. It is member's responsibility to ensure that they leave the meeting for items for which the conflict of interest may result in inappropriate commercial advantage or gain.
5. The Lancashire Skills and Employment Advisory Panel may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
6. Members are required to attend meetings regularly and attendance will be monitored. If a member is unable to attend a meeting apologies should be given prior to the meeting. Dial-in to meetings will be permitted by exception and must be requested in advance via the Company Secretary (or their nominee), and will require agreement by the Chair.
7. When considering the appointment of additional members to the Lancashire Skills and Employment Advisory Panel, perceived gaps in knowledge / experience, together with sectoral and geographical coverage will be taken into account. Gender balance on the panel should also be considered when new members are appointed; at least a third of members should be female, and 50% from 2023 in-line with national guidance.

Representatives of Government Bodies

8. Local representatives of Government Bodies including the Education & Skills Funding Agency (ESFA), the Cities and Local Growth Unit and Jobcentre Plus will also be invited to attend meetings. Local representatives do not have voting rights. The named representatives are currently as follows:

ESFA

Stephen Jones, Head of FE Territorial Team (Lancashire, Knowsley and St Helens)

Cities and Local Growth

Paul Evans, Assistant Director

Department for Works and Pensions

Heather Murray, DWP Service Leader for Service Centres and Jobcentres across Cumbria and Lancashire

Chair and Deputy Chair

9. The Lancashire Enterprise Partnership Board shall appoint the Chair. The Chair will also be appointed to the Lancashire Enterprise Partnership Board in accordance with Government guidance for Skills Advisory Panels. The Chair's term and arrangements for re-appointment will mirror that of the Lancashire Enterprise Partnership Board Chair's terms, i.e. the term will be for a fixed time period as set out in the Lancashire Enterprise Partnership Assurance Framework.
10. The Chair shall not have a casting vote.
11. The Lancashire Skills and Employment Advisory Panel may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

12. The quorum for Lancashire Skills and Employment Advisory Panel meetings shall be 3.
13. If within fifteen minutes from the time appointed for the holding of a Lancashire Skills and Employment Advisory Panel meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

Secretary

14. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Skills and Employment Advisory Panel.
15. The Secretary shall produce minutes of all meetings of the Skills and Employment Advisory Panel and will maintain a list of conflicts of interests. Agendas will include a standard item requiring declarations of interests to be made in relation to specific items of business.

Meeting Frequency

16. The Skills and Employment Advisory Panel shall normally meet up to six times per annum

Decisions in Writing

17. A resolution in writing approved by the majority of the members of the Skills and Employment Advisory Panel shall be as valid and effectual as if it had been passed at a meeting of the panel.

Remit

18. The Skills and Employment Advisory Panel's primary responsibility is to consider skills and employment priorities within Lancashire, Blackpool and Blackburn and any related issues and make recommendations on the same to the relevant bodies. In doing so, the Skills and Employment Advisory Panel shall:
 - i) commission and maintain a robust evidence-base and labour market analysis which identifies existing and futures skill and employment demands and issues in the LEP area;
 - ii) oversee the implementation and refresh of the Lancashire Skills and Employment Strategic Framework for the area which is consistent with the wider economic priorities set out in the LEP's Growth Plan and contribute to the development and implementation of the 'People' element of the Local Industrial Strategy;
 - iii) develop and promote skills-related initiatives and programmes aligned with agreed priorities, as part of the Lancashire Plan and the Lancashire Industrial Strategy, working proactively with the Lancashire Leaders and the 'All Age Skills, Education and Employment' theme group;
 - iv) identify and work with other LEP areas on skills issues of strategic and cross-boundary significance;
 - v) foster co-operation between providers in the mix of provision available in the LEP area and actively work with providers to enable skills and employment needs to be met;
 - vi) drive the implementation of key policy areas to the benefit of Lancashire employers and learners, for example, the Careers Strategy, T Levels, Apprenticeships and the National Retraining Scheme and policy relating to employment programmes ;



- vii) contribute to key LEP objectives including increasing productivity and enabling innovation, working proactively with committees within the LEP governance;
- viii) advise on priorities and the deployment of skills funding locally; and
- ix) work proactively with DfE to influence national policy and the prioritisation and commissioning of funding.

The Skills and Employment Advisory Panel will discharge its duties through the Lancashire Skills and Employment Hub to facilitate/enable a balanced, skilled and inclusive labour market which underpins and contributes to economic well-being and growth across the County.

Governance Relationship with the Lancashire Enterprise Partnership (LEP)

- 19. The LEP is responsible for agreeing the Terms of Reference of the Skills and Employment Advisory Panel and has the power to vary the same.
- 20. The Skills and Employment Advisory Panel shall review its Terms of Reference from time to time as necessary and report their findings to the LEP Board.
- 21. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council

- 22. Lancashire County Council shall provide administrative and legal support to the Skills and Employment Advisory Panel.
- 23. Lancashire County Council shall maintain an official record of the Skills and Employment Advisory Panel proceedings and a library of all formal Board documents.

Publication of Papers

- 24. The agendas and papers of the Lancashire Skills and Employment Advisory Panel will be published on the LEP's website in accordance with the LEP's Assurance Framework.

ENTERPRISE ZONE GOVERNANCE COMMITTEE
Governance Structure and Terms of Reference

Composition

Chair: Dave Holmes OBE, Lancashire Enterprise Partnership (LEP) Director

Members:

Councillor Mark Smith, Blackpool Council

County Councillor Aidy Riggott, LEP Director

Mark Rawstron, LEP Director

Vacancy

Vacancy

Observers: Katherine O'Connor, Department for Business, Energy and Industrial Strategy

Paul Evans, Department for Business, Energy and Industrial Strategy

Quorum: Chair and two members of the EZ Governance Committee

1. Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

Frequency of Meetings

2. Bi-Monthly, or as required in accordance with operational need.

Observers

3. The EZ Governance Committee may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.

Secretary

4. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the EZ Governance Committee.
5. The Secretary shall produce minutes of all meetings of the EZ Governance Committee and will maintain a list of conflicts of interests. Future agendas will

include a standard item requiring declarations of interests to be made in relation to specific items of business.

Decisions in Writing

6. A resolution in writing signed by the majority of the members of the EZ Governance Committee for the time being shall be as valid and effectual as if it had been passed at a meeting of the Committee.

Remit

7. The EZ Governance Committee is a committee of the Lancashire Enterprise Partnership.
8. The EZ Governance Committee is responsible for setting and overseeing the strategic direction of the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC). It will also provide regular reports to the LEP Board, specifically focusing on:
 - Regular progress updates on the delivery of infrastructure into Lancashire's 4 Enterprise Zones;
 - Regular progress reports on the drawdown/development of land on Lancashire's 4 Enterprise Zone sites;
 - Regular progress reports on the generation of commercial leads and enquiries on Lancashire's 4 Enterprise Zone sites;
 - Regular financial reports regarding the generation of Business Rates growth at Lancashire's 4 Enterprise Zone sites;
 - Regular financial reports on Business Rates Relief providing to companies locating to Lancashire's 4 Enterprise Zone sites;
 - Regular financial reports on the provision and repayment of any public investment provided in support of the development of Lancashire's 4 Enterprise Zone sites;
 - Regular progress updates on the number of jobs and commercial floor-space created across Lancashire's 4 Enterprise Zone sites; and
 - Regular progress reports on planning frameworks and commercial masterplans in place across Lancashire's 4 Enterprise Zone sites.

Publication of Papers



9. The agendas and papers of the Enterprise Zone Governance Committee will be published on the LEP's website in accordance with the LEP's Assurance Framework.



GROWTH DEAL MANAGEMENT BOARD
Governance Structure and Terms of Reference

Composition

1. Unless otherwise agreed by the LEP, the Growth Deal Management Board shall comprise a minimum of 6 members and a maximum of 10.
2. The Chair and membership of the Growth Deal Management Board shall be appointed by the LEP.
3. The Chair of the Growth Deal Management Board shall be a Director of the LEP Board.
4. The Members of the Growth Deal Management Board, as at the date of adoption of these Terms of Reference, are as follows:

<p>Michael Ahern (Interim Chair) Vacancy Alan Cavill Dr Michele Lawty-Jones Martin Kelly Steve Burns Gareth Smith Julie Whittaker</p>	<p>Chief Operating Officer, UCLAN LEP Director Director of Place, Blackpool Council Director, Lancashire Skills Hub Director of Growth & Development, Blackburn with Darwen Borough Council Head of Strategic Development, Lancashire County Council Gareth Smith Consulting Economic, Housing and Regeneration Manager, Pendle Borough Council</p>
<p>Observers: Paul Evans</p>	<p>Department for Business, Energy and Industrial Strategy</p>

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

5. The Growth Deal Management Board may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.

Chair and Deputy Chair

6. The Chair of the Growth Deal Management Board will be a private sector representative and be a member of the LEP Board.
7. The Chair shall not have a casting vote.
8. The Growth Deal Management Board may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

9. The quorum for Growth Deal Management Board meetings shall be 3, including the Chair.
10. If within 15 minutes from the time appointed for the holding of a Growth Deal Management Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within 2 weeks and if at that meeting a quorum is not present within 15 minutes from the time appointed for holding the meeting the Members present shall be a quorum.

Secretary

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Growth Deal Management Board.
12. The Secretary shall produce minutes of all meetings of the Growth Deal Management Board and will maintain a list of conflicts of interests, in accordance with the LEP's Assurance Framework. Growth Deal Management Board agendas will include a standard item requiring declarations to be made in relation to specific items of business.

Meeting Frequency

13. The Growth Deal Management Board shall meet according to operational need.

Decisions in Writing

14. A resolution in writing signed by the majority of the members of the Growth Deal Management Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Growth Deal Management Board.

Remit

15. The Growth Deal Management Board's primary responsibility is to ensure the implementation of the Growth Deal and to make strategic recommendations to the LEP Board in this regard.
16. The Growth Deal Management Board shall:
 - Implement and monitor the Growth Deal in accordance with the Growth Deal Implementation Plan and Growth Deal Monitoring and Evaluation Framework;
 - Ensure that the Growth Deal Implementation Plan and Monitoring and Evaluation Framework are updated according to operational need, and annually as a minimum, and located on the LEP website;
 - Oversee the work of the Monitoring and Evaluation Sub Group, receive quarterly reports from the same and approve the submission of quarterly monitoring reports;
 - Ensure that any conditions attached to Local Growth Fund funding agreements are discharged appropriately;
 - Refer to the LEP Board any issues arising if project sponsors are unable to comply with the Growth Funding principles agreed by the LEP Board;
 - Make recommendations to the LEP Board on any proposed material changes to funding profiles, including redirecting significant resources in year and between projects; and
 - Make recommendations to the LEP Board (who in turn would need to seek approval from Government) on any proposed material changes to project funding in the event of non-delivery, and / or the withdrawal of grant offer.

Governance Relationship with the LEP

17. The LEP is responsible for agreeing the Terms of Reference of the Growth Deal Management Board and has the power to vary the same.
18. The Growth Deal Management Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
19. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council

20. Lancashire County Council, as accountable body to the LEP, shall provide programme management, economic development, financial, administrative and legal support to the Growth Deal Management Board.



21. The Growth Deal Management Board will be supported by consultants appointed to advise on the implementation of the Growth Deal Monitoring and Evaluation Framework.
22. Lancashire County Council shall maintain an official record of the Growth Deal Management Board proceedings and a library of all formal Growth Deal Management Board documents.

Publication of Papers

23. The agendas and papers of the Growth Deal Management Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.

LANCASHIRE BUSINESS SUPPORT MANAGEMENT BOARD
Governance Structure and Terms of Reference

Composition

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the Business Support Management Board shall comprise a minimum of 4 members and a maximum of 10.
2. The Members of the Business Support Management Board shall be appointed by the Lancashire Enterprise Partnership and shall draw members be drawn from business, business representative organisations, business support providers and business finance specialists.
3. The proposed members of the Business Support Management Board, as at the date of adoption of these Terms of Reference, are as follows:

Ann Dean MBE DL (Chair)	LEP Director
Justin Kyriakou	Institute of Chartered Accountants in England and Wales (ICAEW)
Miranda Barker	East Lancashire Chamber of Commerce and LEP Director
Paul Foster	Federation of Small Business
Geoff Mason	North West Lancashire Chamber of Commerce
Frank McKenna	Downtown in Business Lancashire
Sue Smith	Centre of SME Development, UCLAN
Stuart Thompson	Lancashire IOD
Liz Tapner	Social Enterprise Network
Damian Waters	Regional Director of CBI North West

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

4. The Business Support Management Board may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
5. When considering the appointment of additional members to the Business Support Management Board, perceived gaps in knowledge / experience, together with sectoral and geographical coverage will be taken into account.

Chair and Deputy Chair

6. The Lancashire Enterprise Partnership shall appoint the Chair.
7. The Chair shall not have a casting vote.
8. The Business Support Management Board may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

9. The quorum for Business Support Management Board meetings shall be 3
10. If within fifteen minutes from the time appointed for the holding of a Business Support Management Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

Secretary

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Business Support Management Board.
12. The Secretary shall produce minutes of all meetings of the Business Support Management Board and will maintain a list of conflicts of interests. Future Business Support Management Board agendas will include a standard item requiring declarations to be made in relation to specific items of business.
13. The Secretary shall produce and maintain an action list of all outstanding Business Support Management Board matters, a copy of which shall be circulated to meetings of the Business Support Management Board.

Meeting Frequency

14. The Business Support Management Board shall meet according to operational need.

Decisions in Writing

15. A resolution in writing signed by the majority of the members of the Business Support Management Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Business Support Management Board.

Remit

16. The Business Support Management Board's primary responsibility is to consider how business support activities are best aligned with the wider strategic and economic ambition across the LEP geography and make recommendations on the same to the relevant bodies. In doing so, the Business Support Management Board shall:
 - a. Develop and promote business support strategy, initiatives and programmes aligned with agreed priorities, as part of the LEP's Strategic Economic Plan;
 - b. Seek to co-ordinate and commission a publicly funded business support offer which is clear, fit for purpose and which complements both commercial and national offers.
 - c. Commission and maintain an evidence-base to help understand key business support demands in the LEP area;
 - d. Identify and work with other LEP areas on business support issues of strategic and cross-boundary significance; and
 - e. Advise on the deployment of business support funding directly accessed or influenced by the LEP and make best use of public investment in this policy area.

Governance Relationship with the LEP

17. The LEP is responsible for agreeing the Terms of Reference of the Business Support Management Board and has the power to vary the same.
18. The Business Support Management Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
19. Minutes of Business Support Management Board meetings shall be submitted to the LEP Board at the LEP's request and significant action points will be reported as part of a Chair's Update.
20. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council

21. Lancashire County Council shall provide administrative and legal support to the Business Support Management Board.



22. Lancashire County Council shall maintain an official record of the Business Support Management Board proceedings and a library of all formal Business Support Management Board documents.

Publication of Papers

23. The agendas and papers of the Business Support Management Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.



Lancashire Innovation Board **Governance Structure and Terms of Reference**

Background

The Lancashire Innovation Plan is a central theme in achieving an economic development and local industrial strategy for Lancashire focused on solving economic and societal problems. This objective requires an Innovation Board to act as Lancashire's innovation-related strategic advisory, prioritisation and advocacy body.

Guiding principles

- Ambitious long-term aims with a focus on solving societal problems
- Best practice and world-class standards with the aim of validation of measures
- Collaborative approach across sectors, types of organisation and common goals
- Enabling science, applied innovation and investment to drive productivity and achieve strategic economic objectives
- Input supporting the LEP's Strategic Economic Plan and emerging Local Industrial Strategy

Purpose

The aim of the Board is to:

- Set and guide the LEP's strategy to support and grow innovation in Lancashire,
- Monitor progress in achieving the delivery of the current Innovation Plan, advise on its evolution and report on progress and key issues impacting broader economy to the LEP,
- Guide on project development and delivery across institutions to ensure that Lancashire coherently develops research and innovation activities and its competitive advantage in key sectors,
- Advise on and approve evaluation measures for the Innovation Plan and activities and where relevant, related aspects of the wider economic development and industrial strategies,
- Provide advice to the LEP Board on Research, Science & Innovation issues or topics referred to the Board by the LEP and address knowledge gaps within Lancashire that hold back innovation,
- Contribute to regional, national and international debates on innovation to broaden Lancashire's influence,
- Communicate and champion Innovation activities and Lancashire's strategic economic plans with the aim of facilitating strategic networks that foster

- research, innovation and knowledge exchange to establish Lancashire as an exemplar in contributing to the UK's competitiveness and productivity,
- Contribute to high-level institutional and corporate support and problem solving to enable the delivery of strategic economic plans in Lancashire

Structures and Quorum

The governance structures will be as follows:

- The Innovation Board shall consist of up to 15 members and will meet a minimum of four times per year for half a day, with a minimum of three members to be in attendance to be quorate.
- The Innovation Board will be supported in delivery by an executive team including the Innovation and Digital Lead at Lancashire County Council / Lancashire LEP, the Lancashire Universities Innovation Manager.
- The LEP Company Secretary (or their nominee) shall act as clerk to Innovation Board meetings.
- The Innovation Board will be expected to take detailed advice and guidance from Advisory Working Groups with clear objectives as required. Membership of the Working Groups will be approved by the chair and may include Innovation Board members and wider co-opted members.
- The Innovation Board will take guidance from by an annual public meeting as part of a regionally important event, drawing on a wide range of input from stakeholders to inform the County's strategic innovation aims and feedback achievements.
- Agenda Papers and Minutes shall be published in accordance with the LEP Assurance Framework.

The Innovation Board Membership is as follows:

Chair (Skills and International Rep)	Graham Baldwin	Vice Chancellor, UCLan
Deputy Chair (LEP Board Rep)	Claire Whelan	(Corporate & Finance)
Vacancy		
UKRI Rep	Rick Holland	Regional Manager, Innovate UK
Universities Rep	Dion Williams	Director of R&I, Lancaster University
Research & Science Rep	Natalie Jones	Engineering & Physical Sciences Council
Thematic – Health & Life-Sciences	Lorna Green	Innovation Agency (AHSN)
Thematic – Energy & Environment	Lindsay Roche	Westinghouse Ltd
Thematic – Manufacturing & Construction	Pete Lee	Victrex Ltd
Thematic – Digital, Creative & Marketing	Jane Dalton	Groundswell Innovation Ltd

Thematic – Professional & Services	Gaynor Dykes	Grant Thornton
Start-up, Micro & SME Rep	Jane Binnion	Growing Club Ltd
Thematic – Digital and Technology	Michael Gibson	Miralis Data Limited
Thematic – Manufacturing and Construction	Judson Smythe	MGS Plastics Limited

At least four members of the Board should comprise Lancashire registered SMEs and two should comprise large Lancashire sited companies to provide at least six private sector members. In line with wider LEP priorities, the board should aim to have a 50/50 gender split and also account for other areas of diversity including geography and ethnicity.

Membership of the Board is not remunerated.

Substitutes may occasionally attend meetings if nominated members are unable to attend Board meetings, this shall be by exception and only where prior notification is given to the Company Secretary. Formally nominated substitutes shall be considered to act with full powers to act on behalf of their respective nominated member and shall therefore be entitled to vote on agenda items.

Other observing/presenting members may be invited to specific meetings or on a standing basis by the Chair, LEP Board Rep and officers; however any such attendees will not be eligible to vote on proposals or constitute part of the quorate requirement.

LEP SCRUTINY COMMITTEE TERMS OF REFERENCE

Governance Structure and Terms of Reference – January 2022

Composition

1. The Joint Scrutiny Committee shall comprise of one elected representative from each of the 15 councils in Lancashire plus an Independent Private Sector Representative who will act as Chairman.
2. The Members of the Joint Scrutiny Committee, as at the date of adoption of these Terms of Reference, is as follows:

Independent Private Sector Representative – Mick Leckie (Chairman)
Councillor Paula Burdess - Blackpool Council
Councillor Zainib Rawat - Blackburn with Darwen Borough Council
Councillor Marcus Johnstone - Burnley Borough Council
Councillor Terry Howarth - Chorley Borough Council
Councillor Christopher Dixon - Fylde Borough Council
Councillor Michael Hindley - Hyndburn Borough Council
County Councillor Cosima Towneley - Lancashire County Council (Deputy Chairman)
Councillor Dave Brookes - Lancaster City Council
Councillor Mohammed Iqbal MBE - Pendle Borough Council
Councillor Peter Moss - Preston City Council
Councillor Stuart Hirst - Ribble Valley Borough Council
Councillor Adrian Lythgoe - Rossendale Borough Council
Councillor James Flannery - South Ribble Borough Council
Councillor Dave Evans - West Lancashire Borough Council
Councillor Matthew Vincent – Wyre Borough Council

Each council shall nominate one member each who must be a Councillor. Members from council authorities (that operate with Executive Arrangements) cannot nominate Leaders of their councils to serve as Joint Scrutiny Committee members.

Existing Lancashire Enterprise Partnership Directors also cannot be members of the Joint Scrutiny Committee.

There are no requirements for the committee to adhere to political balance rules.

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting, provided that they meet the criteria for membership as specified above. Substitutes will be counted towards

the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

In addition to the 15 Lancashire Council Members set out above there shall, in accordance with Government guidance for Local Enterprise Partnerships, be one representative from the business sector who will be the Independent Chair. The representative from the business sector cannot be an existing Lancashire Enterprise Partnership Director or Committee Member.

Observers

3. The Joint Scrutiny Committee may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the Lancashire Local Assurance Framework protocol on observer attendance at meetings.

Chairman and Deputy Chairman

4. The Joint Scrutiny Committee shall note the appointment of the independent person to act as Chairman ("Chairman") in accordance with the fixed term as set out at point 7.
5. The Chairman shall not have a casting vote.
6. The Joint Scrutiny Committee shall appoint one of its number to act as Deputy Chairman ("Deputy Chairman") on an annual basis.
7. The appointment of the Chairman shall be for a fixed term of no longer than three years (plus in exceptional circumstances a further three years) in line with the fixed terms applicable to LEP Directors.

The role of the Chairman (and in his/her absence the Deputy Chairman)

8. The role of the Chairman (and in his/her absence the Deputy Chairman) shall be:
 - To set the Agendas for meetings, having regard to the advice of support officers.
 - To develop a draft Annual Work Programme, having regard to the advice of support officers.
 - To facilitate the smooth running of each meeting.
 - To ensure that Members of the Committee have an equal voice and an opportunity to discuss and debate items of interest.
 - To ascertain the sense of the meeting and ensure realistic recommendations are developed.
 - To ensure the committee maintains its independence.

- To resolve any dispute in meetings through the exercise of his/her powers.
- To be a point of contact with regard to scrutiny of the Lancashire Enterprise Partnership.
- To lead the Committee in its role as critical friend to the Lancashire Enterprise Partnership; and
- To be a champion for the role of scrutiny.

Quorum

9. The quorum for Joint Scrutiny Committee meetings shall be 3 and shall comprise, as a minimum, the Chairman, one Upper Tier authority and one District Council.
10. If within 15 minutes from the time appointed for the holding of a Joint Scrutiny Committee meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within 2 weeks and if at that meeting a quorum is not present within 15 minutes from the time appointed for holding the meeting the Members present shall be a quorum.

Secretary

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Joint Scrutiny Committee.
12. The Secretary shall produce minutes of all meetings of the Joint Scrutiny Committee and will maintain a list of conflicts of interests, in accordance with the Lancashire Local Assurance Framework. Joint Scrutiny Committee agendas will include a standing item requiring declarations to be made in relation to specific items of business.

Declarations of interest

13. Declarations of interest will be made in accordance with Government Guidance.

Joint Scrutiny Committee Members are subject to the Code of Conduct for Elected Members adopted by the constituent authority that nominated them including the requirement to declare relevant interests at formal meetings of the Joint Scrutiny Committee. All Members, including the business sector representative are also subject to the Code of Conduct for Lancashire Enterprise Partnership Committee Members as set out in the Lancashire Local Assurance Framework.

Voting

14. In principle recommendations will be reached by consensus, but if a vote is required it will be by a simple majority of all members present.

Meeting Frequency

15. The Joint Scrutiny Committee shall meet at least twice a year in accordance with business needs as and when required.

Remit

16. The objective is to make positive recommendations for how future decisions of the LEP can be effectively implemented.
17. To increase transparency of the decisions made by the LEP and to give further assurance by providing an independent committee that is able to explore and interrogate the rationale for decisions taken by the Lancashire Enterprise Partnership with particular regard to investment decisions including, but not limited to, Growth Deal and Growing Places allocations.
18. To make reports or recommendations to the Lancashire Enterprise Partnership Board, and its Committees, as necessary with respect to the discharge of any functions which are undertaken by the Lancashire Enterprise Partnership.
19. To hold general strategy and policy reviews and to assist in the development of future strategies and policies of the Lancashire Enterprise Partnership and to make recommendations to the Lancashire Enterprise Partnership Board as appropriate.
20. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person whom the Committee considers would assist it in carrying out its functions.
21. To require any Lancashire Enterprise Partnership Chairman, Director or Officer nominated to attend any meeting of the Committee to explain the performance of the Lancashire Enterprise Partnership and / or any particular decision or series of decisions.
22. The Committee does not have the power to delay or refer back the LEP's decision, but it will be able to publicise its conclusions and to make recommendations for improvements to the LEP's decision making processes.

Governance Relationship with the Lancashire Enterprise Partnership

23. The Lancashire Enterprise Partnership is responsible for agreeing the Terms of Reference of the Joint Scrutiny Committee and has the power to vary the same.
24. The Joint Scrutiny Committee shall review its Terms of Reference on an annual basis, and as deemed necessary, and report their findings to the Lancashire Enterprise Partnership Board.
25. The Joint Scrutiny Committee shall make recommendations to the Lancashire Enterprise Partnership as appropriate.

Duty to attend, cooperate and respond

26. The Joint Scrutiny Committee may, as set out in its remit, require by invitation that any Lancashire Enterprise Partnership Chairman, Director or Officer nominated appear before it to explain (in relation to all aspects of the Committee's work) the performance of the Lancashire Enterprise Partnership and / or any particular decision or series of decisions.

Following each meeting of the Joint Scrutiny Committee, the Committee's recommendations will be submitted to the Lancashire Enterprise Partnership Board for consideration. The Board will be required to consider those recommendations at its next meeting and respond to the Joint Scrutiny Committee indicating what (if any) action the Board proposed to take. The response should be made within 28 days of the Board meeting and will be published.

Additional Scrutiny

27. The formation of this Joint Scrutiny Committee does not preclude any Lancashire Local Authority Scrutiny Committee requesting a review of the work of the Lancashire Enterprise Partnership in accordance with the Lancashire Local Assurance Framework but there shall be no Sub Committees formed of the Joint Scrutiny Committee.

Publication of Papers

28. The agendas and papers of the Joint Scrutiny Committee will be published on the Lancashire Enterprise Partnership website in accordance with the Lancashire Local Assurance Framework.



Meeting Arrangements

29. Meetings of the Joint Scrutiny Committee shall be webcast from an appropriate venue capable of facilitating webcast broadcast.



Annex '2'

Protocol on the Disclosure of Confidential Information for Directors / Observers / Officers and other attendees at Lancashire Enterprise Partnership Board Meetings

The Lancashire Enterprise Partnership seeks to make information it holds freely available to the public in fulfilling its responsibility for openness and accountability.

In doing so, it must respect the rights of individuals and other organisations. It is also in the public interest that its commercial interests are protected to the extent recognised by the Freedom of Information Act.

This protocol sets out the arrangements agreed by the Lancashire Enterprise Partnership for the treatment by all attendees at Board meetings of confidential information.

- Confidential information will be identified in one of the following ways:
 - a. Marked "not for publication" and include a statement that the report contains confidential or exempt information
 - b. Included in Part II of an agenda for a Board meeting
 - c. Received with a covering letter or other communication which indicates the document is confidential
- If you receive confidential information you should assume that it is provided to you for your personal information and you should not disclose it to anyone unless one of the following applies;
 - a. Information at 1b above will be supplied to all other members attending the meeting in question and will be shared and discussed with them. It should not however, be shared with other people who are not involved in the meeting.
 - b. You have the written consent of the person who provided you with the information to the specific disclosure made.
 - c. You have received legal advice that you are under a legal obligation to disclose that information to a person who has requested it. The Company Secretary will provide advice on this point if requested.
 - d. You may disclose the information if it is necessary for you to do so in order to obtain advice from a professional adviser, provided that adviser gives a binding obligation not to disclose the information themselves.

Annex '3'

Guidance on publication of meeting papers and agendas – Compliance with the Local Government Act 1972

1. Scope

These rules apply to all meetings of the Lancashire Enterprise Partnership Board (LEP) and its Committees.

The LEP is committed to publishing agenda papers and minutes for Full Board meetings and any Committees which involve decisions about public money. All papers can be accessed via the LEP Website, or, the LEP's Accountable Bodies website (Lancashire County Council). This is based on the National LEP Assurance Framework and is done in accordance with the [Local Government Act 1972](#).

2. Publication Procedure

- The LEP will give at least five clear working days' notice of any meeting by posting details of the meeting on its website.
- Meeting agendas and papers are published at least 5 clear working days before meetings take place.
- Minutes of Board and Committee meetings are published within 10 clear working days of the meeting taking place at the very least in draft format which are subject to final approval by the Board. Once approved final versions of minutes are published within 10 clear working days.

3. Declaration of Interests

The LEP confirms to the Government Best Practice Guidance in relation to Directors Interests and a full LEP Directors Register of Interest can be accessed on the LEP website [here](#).

In addition, any declaration of interest made at a meeting of the LEP Board or one of its Committees is included in the minutes of the relevant LEP Board or Committee meeting. If this is a new declaration not previously notified by that Director, their register of interests is updated with the new declaration included.

4. Guidance on Handling Confidential and Exempt Information

4.1 Confidential information – requirement to exclude public

The public have to be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

4.2 Meaning of confidential information

The LEP complies with [The Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) with regard to confidential information.

Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order and as fully defined in [Section 100A\(3\) of the Local Government Act 1972](#).

4.3 Exempt information – discretion to exclude public

The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

4.4 Meaning of exempt information

Exempt information means information falling within the following 7 categories (subject to the qualifications below):

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.



6. Information which reveals that the authority proposes -
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

5 Qualifications

- (a) Information relating to the financial or business affairs of any particular person is not exempt if it is required to be registered under: the Companies Act 2006; the Friendly Societies Act 1974; the Friendly Societies Act 1992; the Industrial and Provident Societies Acts 1965 to 1978; the Building Societies Act 1986; or the Charities Act 1993.
- (b) Information in one of the seven categories of exempt information which is not prevented from being exempt by definition of point (a) described above is exempt if the public interest in maintaining the exemption outweighs the public interest in disclosing it.

6 Process for Handing Information

- Documents shall be accessed against the above criteria and must be considered to match the criteria in order to be deemed confidential.
- In the event a document is assessed as being confidential it shall be marked as such listing the appropriate Local Government Act 1972 exemption.
- The reason for exemption shall be published on the LEP website within the relevant agenda papers section.
- At present information is processed by the in-house council team who are subject to the council's information governance policies:
<http://intranet.ad.lancscc.net/how-do-i/information-governance/information-governance-policies/>

As the LEP becomes more independent from the council, separate information governance policies will be developed which will govern how the LEP processes and secures the information it holds.

Annex '4'

LEP Director and Committee Member Protocol 'The Nolan Principles'

Directors of the Lancashire Enterprise Partnership and all of its Committee Members shall comply with the Seven Principles of Public Life which are:

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

For further information on the 7 principles and the work of the Committee on Standards in Public Life, visit the Committee's [website](#) and [blogsite](#).

Attendance protocol for LEP Directors and LEP Committee Members

Attendance at meetings is important. LEP Directors and Committee Members are expected to regularly attend meetings.

- (1) If LEP Directors or Committee Members miss three meetings in a row this will be reported by the Company Secretary to the County Council's Director of Economic Development and Planning and the Chair of the LEP Board. This may result in a LEP Director or Committee Member having their appointment reviewed, and, unless deemed to be extraordinary circumstances, could be removed from their post. This will be reviewed on a case-by-case basis.
- (2) In addition, overall attendance statistics will be reviewed by the Company Secretary on an annual basis. If a Director or Committee Members attendance within a period of one year falls below 50% this may also result in triggering the process set out at (1).

The Requirements of the Companies Act 2006 "Directors Duties"

In addition to the requirements placed on LEP Directors in this Assurance Framework it is important to note that the Lancashire Enterprise Partnership is a Private Limited Company and as such LEP Directors have additional requirements placed on them by the Companies Act 2006.

The Companies Act 2006 defines a number of general legal duties for directors of UK companies. Set out below is a brief summary of the main duties directors need to be aware of:

The duty to act within powers

Directors must act in accordance with the company's constitution (i.e. the articles of association and formal resolutions and decisions), and only exercise powers for the purposes for which they are conferred. A copy of the articles is included in this information pack.

The duty to promote the success of the company

Directors must act in a way which they consider, in good faith, will promote the success of the company in delivering its objects, having regard to:

- (a) the likely consequences of any decision in the long term;
- (b) the interests of the company's employees;
- (c) the need to foster the company's business relationships with suppliers, customers and others;
- (d) the impact of the company's operations on the community and the environment;

(e) the desirability of the company maintaining a reputation for high standards of business conduct.

The duty to exercise independent judgement

Each director must exercise independent judgment in his or her decision making.

The duty to exercise reasonable care, skill, and diligence

Directors must exercise reasonable care, skill and diligence in their duties. The meaning of 'reasonable care, skill and diligence' is judged according to what may reasonably be expected of a person carrying out the functions of director of that company. It is also judged according to the general knowledge, skill and experience of the individual director.

The duty to avoid conflicts of interest

Directors must avoid situations in which they could have a direct or indirect interest that conflicts with the interests of the company. This applies in particular to the exploitation of any property, information or opportunity (regardless of whether the company could take advantage of that property, information or opportunity). However, this duty is not infringed if the matter has been authorised by the board.

The duty not to accept benefits from third parties

Directors must not accept benefits from third parties unless the benefit cannot reasonably be regarded as likely to give rise to a conflict of interest.

A separate detailed Annex providing more details on directors' interests is included in the Assurance Framework.

If you require any further information or advice, please do not hesitate to contact:
Andy Milroy, Democratic Services Manager (Companies), Email: andy.milroy@lancashire.gov.uk
Telephone: 01772 530354

Annex '5'

Code of Conduct for Lancashire Enterprise Partnership (LEP) Board Members

You are a Board Member of the Lancashire Local Enterprise Partnership (LEP) and hence you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in your conduct at all times, full details on these principles, referred to as the "Nolan" principles are set out below.

Accordingly, when acting in your capacity as a Board Member of the Lancashire Local Enterprise Partnership:

- You must act in a manner consistent with the LEP's equality and diversity strategy and treat your fellow Board Members, members of staff and others you come into contact with when working in their role with respect and courtesy at all times.
- You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
- You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your official duties.
- When carrying out your LEP duties you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, based on evidence.
- You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your position. You must be as open as possible about both your decisions and actions and the decisions and actions of the LEP. In addition, you should be prepared to give reasons for those decisions and actions.
- You must declare any private interests, both pecuniary and non-pecuniary, including membership of any Trade Union, political party or local authority that relates to your LEP duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming to the procedures set out in the section 'Registering and declaring pecuniary and non-pecuniary interests'.

- You must, when using or authorising the use by others of the resources of the LEP, ensure that such resources are not used improperly for political or personal purposes (including party political purposes).
- You must promote and support high standards of conduct when serving in your LEP post, in particular as characterised by the above requirements, by leadership and example.

Registering and declaring pecuniary and non-pecuniary interests

You must, within 28 days of taking office as a Board Member or co-opted, notify your LEP Company Secretary and Accountable Body's Section 151 Officer of any disclosable pecuniary interest¹, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.

In addition, you must, within 28 days of taking office, notify the LEP Company Secretary and the Accountable Body's Section 151 Officer of any non-pecuniary interest² which the LEP has decided should be included in the register or which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life (The Nolan Principles). These non-pecuniary interests will necessarily include your membership of any Trade Union.

Board members should review their individual register of interest before each board meeting and decision making committee meeting. If an interest has not been entered onto the LEP's register, then the member must disclose the interest at any meeting of the LEP at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'³.

Following any disclosure of an interest not on the LEP register or the subject of pending notification, you must notify the LEP Company Secretary and Section 151 Officer of the interest within 28 days beginning with the date of disclosure.

Unless dispensation has been granted, you may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest. Additionally, you must observe the restrictions your LEP places on your involvement in matters where you have a pecuniary or non-pecuniary interest as defined by the LEP.

Footnote

¹ For the purposes of this guidance, we are using the definition of a pecuniary interest as set out in the [Localism Act 2011](#) and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

2 A Non-Pecuniary interest is any interest which is not listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#).

3 A 'sensitive interest' is described in the [Localism Act 2011](#) as a member or co-opted member of an authority having an interest, and the nature of the interest being such that the member or co-opted member, and the authority's monitoring officer, consider that disclosure of the details of the interest could lead to the member or co-opted member, or a person connected with the member or co-opted member, being subject to violence or intimidation.



Annex '6'

LEP Observers Protocol

The Lancashire Enterprise Partnership will permit the attendance of Observers at Board meetings subject to the following provisions:

- (i) Observers are requested to make themselves known to the Company Secretary (or their representative) and state their name, the organisation they represent and their purpose for attending the meeting. Ideally this should be done in writing (or via email) in advance of the meeting.
- (ii) The Chair will seek formal approval from the Directors present to any request for an Observer to attend for Part I (Items that are publically available) and, if applicable, Part II (Private and Confidential items). Observers will usually be excluded from any Part II items other than in exceptional circumstances.
- (iii) If an Observer is permitted to attend for any Part II items they must agree to adhere to the Protocol on the Disclosure of Confidential Information for Directors / Observers / Officers and other attendees at Lancashire Enterprise Partnership Board meetings. Any Observers present from local authorities will also be bound by their own confidentiality procedures.
- (iv) The Board will determine appropriate action to be taken in the event of any proven / intentional breaches of this confidentiality statement.

Speaking at Meetings

As a general rule Observers will not be permitted to speak at Lancashire Enterprise Partnership Board meetings, unless invited to do so by the Chair.

The Chair may terminate any speech made by an Observer if he/she considers it appropriate to do so. The Chair's judgement will be informed by the following provisions:

Observers must not:

- Speak at a point in the meeting other than those where they are invited to do so by the Chair.
- Interrupt another speaker.
- Reveal personal information about another individual.
- Make individual or personal complaints against any member of the Board.
- Reveal information which they know or believe to be confidential.
- Use offensive, abusive or threatening language.

- Ignore the ruling of the Chair of the meeting.

Persistent disregard of the above protocol may result in Observers being asked to leave the meeting.

Annex '7'

Directors' Interests

Under the provisions of the Companies Act 2006, as a director of Lancashire Enterprise Partnership Limited ("the company"), there are two different types of conflict of interest that you will need to declare to the company:

Situational Conflicts

Upon accepting your appointment as a director, you should inform the Company Secretary of anything, or any connection you have, which could potentially divert your mind from giving sole consideration to promoting the success of the company.

Although there is nothing to prohibit you from holding multiple directorships or even from engaging in business that competes with Lancashire Enterprise Partnership Limited, any situation where there is a degree of tension must be declared.

For example, as a director of the company it is your duty to act in the sole interest of the company. However, if you have been nominated by another organisation, a tension may arise out of any actual or perceived duty to act in the best interests of that organisation as opposed to the company itself.

Once any potential interests have been declared, they will be put to the other directors, who have the power to authorise them.

You have an ongoing duty to update the Company Secretary of any changes to your situational interests.

Transactional conflicts

A transactional conflict arises where as a director, you or a 'connected person' (for example a family member), has an interest in a proposed or existing transaction or arrangement with the company.

If you realise that you are in any way, directly or indirectly interested in a proposed transaction or arrangement with the company, you must declare the nature and extent of that interest to the other directors. This should be done via the Company Secretary. Any such declarations should be made as soon as practicable, ideally before or at the start of any Board meeting at which the item is to be considered.

If you have made such a declaration, the default position is for you not to be counted as participating in the decision-making process for quorum or voting purposes during consideration of the matter. However Lancashire Enterprise Partnership Limited's Articles of Association do enable the remaining, non-interested directors to, if they see fit, authorise any such conflicts and in these instances they may agree for you to take part. Please note that specific provisions relating to directors' interests are set out in clauses 13.7 to 13.13 of the company's Articles of Association.

If you require any further information or advice, please do not hesitate to contact:

Andy Milroy, Democratic Services Manager (Companies), Email: andy.milroy@lancashire.gov.uk

Telephone: 01772 530354

Annex '8'

Gifts and Hospitality Policy

Directors of the Lancashire Enterprise Partnership (LEP) must (within 28 days of receiving it) notify the Company Secretary in writing of any gifts or hospitality received, the value of which is estimated at being over £50. "Hospitality" is defined as accommodation, food or drink, or entertainment which is provided free of charge or at a discounted rate. The requirement applies where the gifts or hospitality is received in your capacity as a Director, rather than from friends or family, received from any person or body other than the LEP.

Your notification must also give the identity of the donor of the gift or hospitality.

You should also make a notification of an accumulation of smaller gifts or hospitality valued at £50 or less received over a short period of time which when added together are valued above £50.

If you are uncertain of the value of a gift or hospitality you should declare it. It is also good practice to notify the Company Secretary of offers of gifts or hospitality which have been offered but refused.

A failure to notify the Company Secretary of any gifts and/or hospitality over the value of £50 is a breach of the LEP's Code of Conduct.

Any gifts or hospitality notified to the Company Secretary will be included in the LEP's register of Gifts & Hospitality, a copy of which is made available for public inspection and published on the LEP's website.

However, where you consider that disclosure of the details of any gift or hospitality could lead to you, or a person connected with you, being subject to violence or intimidation the Company Secretary may agree to exclude from the LEP's register such details as he considers appropriate and that information will not be included on the LEP's register.

Annex '9'

Board and Committee Members Allowances Scheme (including Hospitality Policy)

Introduction

1. Lancashire Enterprise Partnership (LEP) travel and subsistence policy provides all Board and committee members and their guests/speakers ('the Claimant') who are required to travel on official LEP business the guidance to operate in an efficient and cost effective manner.
2. The LEP will reimburse the claimant for actual and reasonable expenses incurred wholly, exclusively and necessarily in the course of its operation and in accordance with the maximum rates and guidance of the policy set out below.
3. For clarity, the LEP does not pay expenses to Board/sub-board members or sector representatives for attendance at routine, scheduled meetings, but expenses will be paid in exceptional circumstances where agreed in advance with the LEP Chief Executive that they shall represent the LEP on official LEP business. The LEP Chief Executive reserves the right to escalate any concerns to the LEP Board if necessary.
4. LEP Board/committee members are however encouraged to incur a reasonable level of personal expenditure and claims should be made at their own discretion. Expenditure should only be incurred within the constraints of the appropriate budget and will be reviewed annually.

Travel

5. Car mileage can be claimed at a rate of 45p per mile up to 10,000 miles and 25p thereafter. Costs of parking charges may also be claimed. Any fines or penalties incurred for motoring or parking offences will not be reimbursed under any circumstances and are the responsibility of the claimant.
6. The LEP will reimburse the claimant a maximum of the cost of a standard open return rail ticket.

Overnight Accommodation

7. Where the nature of the duties being undertaken result in a LEP Board/committee member being absent from his/her usual place of residence, overnight accommodation will be booked and paid directly by the LEP via the LEP Chief Executive.

8. In exceptional circumstances where it is not possible for the LEP to make a direct booking on behalf of a LEP Board/committee member, the actual receipted cost of accommodation, including breakfast, will be reimbursed to the LEP Board/committee member. Such reimbursement will be subject to a maximum allowance per night of £151.27 for London and £131.71 elsewhere in the UK.

Day Subsistence

9. A LEP Board/committee member may claim **up to** the following maximum amounts when absent for the periods stated below from their normal place of residence:
 - (a) a period less than 4 hours - £6.62
 - (b) a period between 4 and less than 8 hours - £13.15
 - (c) a period between 8 and less than 12 hours - £26.34
 - (d) a period in excess of 12 hours - £39.48
10. All day subsistence claimed is subject to the production of receipts. The cost of alcohol may not be claimed for reimbursement.

Travel Abroad

11. For LEP Board/committee member travelling outside Great Britain on approved official LEP duties (including, for the purpose of this section, travelling in Northern Ireland), a flat daily rate up to a maximum of £73.05 will be provided. This allowance is intended to cover costs incurred on meals and transport whilst actually abroad. All subsistence claimed whilst abroad is subject to the production of receipts. The cost of alcohol may not be claimed for reimbursement.

Hospitality

12. In accordance with Government National Local Growth Assurance Framework requirements, LEP Board/sub-board Members should declare any hospitality received or gifts above the value of £50 they should be reported to the Company Secretary for inclusion in the Expenses and Hospitality register.

Annex '10'

Confidential Reporting of Complaints Policy and Procedure

The Lancashire Enterprise Partnership (LEP) is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment we encourage employees and others with serious concerns about any aspect of the LEP's work to come forward and voice those concerns without fear of reprisal. For employees and those working closely with the LEP, please follow the whistleblowing policy on our [website](#). For third parties and members of the public, please follow the confidential complaints procedure outlined below.

If a member of the public or third party believes that their complaint fits the description below, they may report their concerns through the [whistleblowing policy procedure](#) which is set out at **Annex 11**.

Whistleblowing - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individuals own position and has no or very limited public interest.

Confidentiality

If a member of the public or a third party wants to make a confidential complaint or raise a concern, it will be treated in confidence and every effort will be made to protect the person's identity if they wish to remain anonymous. The LEP will investigate all complaints or allegations.

Anonymous allegations

The LEP takes all complaints and concerns raised by members of the public and third parties seriously. We will investigate anonymous allegations but remind complainants that when people put their names to an allegation the ability to investigate and therefore reach firm conclusions is strengthened. Concerns expressed anonymously will be considered at the discretion of the LEP. When exercising this discretion the factors to be taken into account would include:

- the seriousness of the issue raised;
- the credibility of the concern; and
- the likelihood of confirming the allegation from attributable sources.

The Ministry for Housing, Communities and Local Government may request information arising from this process if they have concerns regarding a LEP or have been approached with similar complaints. The expectation is that this information will be provided on an anonymous basis, but it may be necessary to provide personal details to progress a complaint.

Where details are gathered, the LEP will put in place appropriate data protection arrangements in line with the Data Protection Act 1998.

Confidential Complaints Procedure

The LEP is aware that the organisation's ordinary complaints procedure may not be suitable if someone wants the complaint to remain confidential. If you would like to make a confidential complaint please write or email to:

Laura Sales, Company Secretary, Lancashire Enterprise Partnership
C/O Lancashire County Council
Legal and Democratic Services
Christ Church Precinct
Preston
PR1 8XJ

Email: enquiries@lancashirelep.co.uk

State that you want the complaint to remain confidential.

Action taken by the LEP

The designated complaints officer will raise your concern and investigate the complaint. You can expect the officer to:

- Contact you within 10 working days to acknowledge the complaint and discuss the appropriate course of action.
- Write to you within 28 working days with findings of the investigation. If the investigation has not concluded within 28 working days, the officer will write to you to give reasons for the delay in resolving the complaint.
- Take the necessary steps to rectify the issue.

If you are unhappy with the outcome of the complaint or the complaint involves those responsible for the confidential complaints procedure:

You can escalate your concerns through the LEP's Accountable Body, Lancashire County Council, through their complaints procedure which can be accessed here

<http://www.lancashire.gov.uk/council/get-involved/compliments-comments-complaints.aspx>

Lancashire County Council has its own confidentiality procedures.

If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it direct to the Cities and Local Growth Unit at the Ministry for Housing, Communities and Local Government and the Department of Business, Energy and Industrial Strategy, at the following email address:

LEPPolicy@communities.gsi.gov.uk or by writing to LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as “Official - complaints”.

Annex '11'

Lancashire Enterprise Partnership - Whistleblowing Policy

Introduction

A Discloser is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor or a third party.

This procedure outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for LEP Board Members and staff. The Standards in Public Life include the principles of; integrity, honesty, objectivity, accountability, openness, honesty, leadership and impartiality.

In particular LEP Board Members, as the key decision makers of the LEP, have a right and a responsibility to speak up and report behaviour that contravenes these values.

It is important that this procedure is followed when raising any concerns, to ensure that the matter is dealt with correctly.

Definitions

This document uses the following definitions:

- *Whistleblowing* - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individuals own position and has no or very limited public interest.
- *The LEP* – The Lancashire Enterprise Partnership
- *Discloser* – this is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor or a third party.
- *Responsible Officer* - this is the person, appointed by the LEP Board, with overall responsibility for maintaining and operating this whistleblowing policy. They will maintain a record of concerns raised and the outcomes (but will do so in a form that does not endanger confidentiality) and will report as necessary to the LEP Director of Economic Development and the LEP Board. Her name is Laura Sales,

Company Secretary, Lancashire Enterprise Partnership, and her contact details are laura.sales@lancashire.gov.uk, telephone: 01772 533375. If the concern relates to the Responsible Officer then in the alternative the concern should be raised with Richard Kenny, the Interim Director of Economic Development and Planning richard.kenny@lancashire.gov.uk telephone: 01772 530611.

- *Relevant Concern* – something the Discloser has been asked to do, or is aware of which they consider to be wrong-doing and is in the public interest.

Scope

The LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment, we encourage Disclosers with serious concerns about the work of the LEP to come forward and voice their concerns without fear of reprisal.

Disclosers should note that where the concern is one that might fall under the LEP's staff or work force policies on equality and diversity or harassment and bullying or other staff policies, they should consider using the reporting mechanisms for those other policies first, the LEP's Accountable Body is Lancashire County Council and procedures relating to reporting any of those matters should be reported to the County Council via the Lancashire County Council Complaints website here:

<http://www.lancashire.gov.uk/council/get-involved/compliments-comments-complaints.aspx>

The LEP has a pre-existing complaints procedure that in many cases will be more appropriate for third parties or members of the public to follow. Third parties or members of the public should review the separate confidential complaints procedure outlined in the [LEPs complaints policy](#) on the LEP's website first before going through the whistleblowing process.

However, if a member of the public or third party believes that their complaint fits the description of a 'relevant concern' outlined below, they may report their concerns through the whistleblowing policy procedure.

Policy Statement

The LEP acknowledges that Disclosers may often be the first people to realise that there may be something seriously wrong within the organisation.

This policy aims to:

- Encourage people to feel confident about raising serious concerns and to question and act upon their concerns without fear of victimisation or harassment;
- Provide avenues for Disclosers to raise those concerns and receive feedback on any action taken;
- Allow Disclosers to take the matter further if they are dissatisfied with the LEP's response; and
- Reassure all Disclosers, employees in particular who may have specific concerns about their position and employment status in the LEP, that they will be protected from possible reprisals or victimisation if they have a reasonable belief that they have made any disclosure in the public interest.

What is a relevant concern?

If a Discloser is asked to do something, or is aware of the actions of another, which they consider to be wrongdoing, they can raise it using this procedure. The Discloser must have a reasonable belief that raising the concern is in the public interest.

A Discloser may decide to raise a concern under the whistleblowing policy if they are aware of a situation that they feel:

- is against the LEP's procedures and protocols as set out in its code of conduct and LEP Assurance Framework;
- falls below established standards of practice the LEP subscribes to;
- amounts to improper conduct; or
- is an abuse of power for personal gain.

The types of matters regarded as a relevant concern for the purpose of this procedure include, but are not limited to, the following:

- Fraud or financial irregularity;
- Corruption, bribery or blackmail;
- Other Criminal offences;
- Failure to comply with a legal or regulatory duty or obligation;
- Miscarriage of justice;
- Endangering the health or safety of any individual;
- Endangering the environment;
- Improper use of authority; or
- Concealment of any of the above.

Disclosers should not raise malicious or vexatious concerns, nor should they raise knowingly untrue concerns. In addition, this procedure should not be used to raise concerns of a HR/personal nature, for example, complaints relating to a management decision or terms and conditions of employment. These matters should be dealt with using the relevant alternative procedure, for example, the LEP grievance procedure. Equally, this policy would not apply to matters of individual conscience where there is no suggestion of wrongdoing by the LEP but, for example, an employee or LEP Board Member is required to act in a way which conflicts with a deeply held personal belief.

Safeguards

The Public Interest Disclosure Act (1999) gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns. The LEP believes that no member of staff should be at a disadvantage because they raise a legitimate concern.

The LEP will not tolerate harassment or victimisation and will take action to protect Disclosers when they raise a concern in the public interest.

Raising a concern

If a Discloser experiences something in the workplace which they consider a relevant concern, it is important that the concern is raised as early as possible. Proof is not required at this point – it is for the LEP to investigate. The Discloser must, however, have a reasonable belief that disclosing the information is in the public interest before raising a concern.

All concerns will be treated in confidence and every effort will be made to protect the Discloser's identity if they wish to remain anonymous. However, at the appropriate time, it is possible that the Discloser will need to come forward as a witness for the matter to progress.

It is important to follow the correct procedure when raising a whistleblowing concern. The following steps should be adhered to:

- a. It is important that the concern is raised with the person best placed to deal with the matter, in most cases this will be the Responsible Officer. However, the Discloser may want to raise the concern with someone they know and trust, such as their line manager who can raise it with the Responsible Officer on their behalf.

- b. If it is suspected that the concern may implicate the line manager in some way, then it could be raised with a more senior manager in the line management chain.
- c. If the Discloser is unable to raise a relevant concern with a line manager or a senior manager or feel that it has not been adequately addressed, it should be raised directly with the Responsible Officer.
- d. Ultimately, the Discloser can raise their concern with the LEP via the Responsible Officer, the Company Secretary using the following contact details:

Laura Sales, Company Secretary, Lancashire Enterprise Partnership
C/O Lancashire County Council
Legal and Democratic Services
Christ Church Precinct
Preston
PR1 8XJ

Email: enquiries@lancashirelep.co.uk

Information needed to raise a concern

When raising a concern under the procedure the Discloser should try to provide the following information:

- the background and reason behind the concern
- whether they have already raised a concern with anyone and the response
- any relevant dates when actions related to the concern took place.

This information should demonstrate that there are reasonable grounds for the concern to be acted upon. It is important that matters are not investigated by the Discloser themselves.

If applicable, personal interests must be declared from the outset.

How the concern will be handled

All investigations will be conducted sensitively and as quickly as possible. While the LEP cannot guarantee that the outcome will be as the Discloser may wish, it will handle the matter fairly and in accordance with this procedure.

Once a concern has been raised with the Responsible Officer, a meeting may be arranged with relevant staff members to determine how the concern should be taken forward.

The LEP may decide to take the matter forward by a number of methods, including:

- An internal inquiry or other formal investigation
- An internal or external audit
- Referring the matter to the police
- Referring the matter to another relevant authority for investigation.

Before a final decision is taken on how to proceed, or as part of the investigation, the Discloser may be asked to meet with those investigating their allegation.

If a meeting is arranged, the Discloser may wish to be accompanied by a trade union representative, colleague or friend. The person who accompanies the Discloser should not be involved or have a direct interest in the area of work to which the concern relates. The meeting can be conducted over the telephone rather than face to face.

Within 10 working days of a concern being raised, the LEP's Responsible Officer will write to the Discloser to:

- Acknowledge that the concern has been received
- Indicate how they propose to deal with the matter
- Give an estimate of how long it will take to provide a final response
- Tell the Discloser whether any initial investigation or enquiry has been made
- Tell the Discloser whether further investigation will be made, and if not, why not.
- Tell the Discloser how frequently the LEP will keep them up to date on progress of the investigation.

The amount of contact between the LEP and the Discloser concerned will vary, depending on the concern raised, any difficult issues and any further clarity required. If necessary, the LEP will seek further information from the Discloser.

The LEP will confirm when the matter is concluded and, if appropriate, the outcome of the investigation, maintaining security and confidentiality for all parties as far as possible.

Throughout any investigation, the Discloser will still be expected to continue their duties/role as normal unless deemed inappropriate.

Confidentiality and anonymity

The best way to raise a concern is to do so openly, as this makes it easier for the LEP to investigate and provide feedback.

Any disclosures made under this procedure will be treated in a sensitive manner. However the LEP recognises that the Discloser may want to raise a concern in confidence, i.e. they may want to raise a concern on the basis that their name it is not revealed without their consent.

The LEP will respect any request for confidentiality as far as possible, restricting it to a 'need to know' basis. However, if the situation arises where it is not possible to resolve the concern without revealing the Discloser (for example in matters of criminal law), the LEP will advise them before proceeding. The same considerations of confidentiality should be afforded to the recipient(s) at the centre of the concern, as far as appropriate.

The LEP always encourages potential Disclosers to speak up about potential serious wrongdoing in a way that they feel comfortable. Disclosers may choose to raise concerns anonymously, i.e. without providing their name at all. If this is the case, the investigation itself may serve to reveal the source of information. Disclosers are therefore encouraged, where possible to put their names to concerns raised. When anonymous concerns are raised, they will be treated as credible and investigated so far as possible.

Protection

If a concern is raised in the reasonable belief that it is in the public interest and procedures have been followed correctly, the Discloser raising the concern will be protected by the terms of this policy and, where applicable, by whistleblowing legislation (see gov.uk for more information on who is covered by whistleblowing legislation). Where a Discloser has been victimised for raising a concern, the LEP concerned will take appropriate action against those responsible, in line with the LEP's disciplinary policy and procedures.

Changes to procedures or policy as a result of whistleblowing

If changes are made to LEP policies and processes as result of whistleblowing investigations, the LEP will publicise the changes as appropriate, taking into consideration the importance of protecting the anonymity and confidentiality of individuals.

Untrue allegations

If a Discloser makes an allegation but it is not confirmed by the investigation, no action will be taken against them. However, if a malicious or vexatious allegation is made without good reason to: cause trouble; for personal gain; or to discredit the LEP an investigation may take place. Where the Discloser is an employee or a LEP Board Member or a contractor this may result in disciplinary or other action if they have

broken the terms of their employment, acted against the LEP Code of Conduct or broken a clause in a contract.

How this matter can be taken forwards if you are not satisfied

This procedure is intended to provide Disclosers with an avenue to raise legitimate concerns. If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it directly to the Cities and Local Growth Unit at the Ministry for Housing, Communities and Local Government and the Department of Business Energy and Industrial Strategy, at the following email address: LEPPolicy@communities.gsi.gov.uk or by writing to: LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as “Official - whistleblowing”.

In addition, if you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you may consider raising it with:

- The police
- The relevant regulatory body or professional body
- Your Trade Union
- Your solicitor
- Your Citizens Advice Bureau

Further information and signposting for potential Disclosers is available on www.gov.uk.

If a Discloser does take the matter outside the LEP, to an external body, they should ensure they do not disclose information that is confidential, for example, if you are an employee your contract of employment may set out expectations of your regarding what is confidential.

Feedback on Whistleblowing Policy

Any feedback or comments on this policy should be directed to the LEP’s Responsible Officer.

Annex '12'

Lancashire Growth Deal Communications Protocol

Overview

This Lancashire Growth Deal Communications Protocol has been developed to assist partners and stakeholders to proactively and effectively communicate key messages relating to Lancashire's £320M Growth Deal programme.

The Communications Protocol focuses on two aspects. Firstly, it provides partners and stakeholders with an understanding of the protocols which the Lancashire Enterprise Partnership (LEP) has agreed to adhere to with government in the promotion of Lancashire's £320M Growth Deal and as part of the wider agenda of promoting the government's Northern Powerhouse initiative. Secondly, it provides partners with an agreed protocol for promoting individual Growth Deal schemes.

Promoting the Lancashire Growth Deal and the Northern Powerhouse Initiative

In November 2016, the Lancashire Enterprise Partnership became one of the first LEPs to become a partner in the Government's Northern Powerhouse Partner Programme.

In signing up to be a Partner, government has encouraged partners to use key messages as part of any promotional activity. These are as follows:

- The government is committed to building a Northern Powerhouse to help the great cities, towns and rural communities of the North pool their strengths and take on the world.
- The government is taking a coherent and targeted approach to building the North's economy, focusing on tackling the major barriers to productivity facing the region – skills, enterprise, connectivity and trade.
- The government is backing business growth right across the North, and giving our great cities the power and resources they need to reach their huge untapped potential.
- Building a Northern Powerhouse is about boosting the local economy by investing in skills, innovation, transport and culture. The government will devolve significant powers and budgets to directly elected mayors to ensure decisions on the North are made by the North.

- The government is committed to fuelling local economies by encouraging investment, improving transport, boosting skills and creating new jobs. The Prime Minister appointed a dedicated Northern Powerhouse Minister to work with colleagues across the whole of government to make the North a driving force in the UK economy.
- The whole machinery of government will push on with plans to build an economy that works for everyone. The government wants to get all of our great cities firing on all cylinders.
- The Northern Powerhouse forms part of our modern Industrial Strategy which will build upon our strong economy and help businesses up and down the country seize the opportunities presented by Leaving the EU.

Building the Northern Powerhouse is also focussed on generating momentum across five key pillars:

- Connectivity and Transport;
- Education and Skills;
- Enterprise and Innovation;
- Trade and Investment; and
- Quality of Life

Growth Deals

To date the government has awarded £3.4 billion in Growth Deals in the Northern Powerhouse. This is providing targeted financial support to locally-determined projects in order to unlock growth and give local people the powers and tools they need to drive forward growth for their areas.

Lancashire has received £320M in Growth Deal funding to date which has been allocated to 44 projects across the County. The Lancashire Growth Deal is focussed around the following four themes:

- Releasing Growth Potential;
- Renewal of Blackpool;
- Growing the local Skills and Business Base; and
- Innovation and Manufacturing Excellence.

Partner Support

The Northern Powerhouse Partner Programme is open to businesses, institutions and organisations with a presence in the region who want to become advocates and pledge support.

Government is actively working with partners to maximise Northern Powerhouse promotional opportunities by collaborating and speaking with one voice to tell a powerful story about the North.

A range of brand assets have been created for partners with content including partner badges, brand guidelines, an extensive image library and press release templates.

Communications Channels

Government is using a range of channels to communicate the Northern Powerhouse initiative, including major investment programmes such as Growth Deal.

These include:

- Digital;
- Media;
- Visits; and
- Events

However, there is also a focus on driving the Northern Powerhouse forward through:

- Increased brand awareness;
- Embedding the Northern Powerhouse narrative in key messages, statistics and in business plans and strategies; and
- Joined up communications.

Delivering a Lancashire Communications Protocol

The Lancashire Growth Deal is a £320M programme, secured by the Lancashire Enterprise Partnership from Government.

Local Growth Fund resources will fund a wide range of high-profile capital projects across the county, all of which aim to realise Lancashire's potential for economic growth.

All Growth Deal projects have leveraged public and private sector investment by way of local contributions and in the delivery of jobs, housing and economic growth.

The Growth Deal is managed as a whole programme by the LEP. This necessitates interaction between the funding secured and the outputs and outcomes generated by individual projects and the programme as a whole.

As communications is a fundamental part of this 'whole programme' approach it is important to ensure:

- Strategic and consistent messages about the significance of the Growth Deal are managed and communicated effectively;

- The Growth Deal is consistently referenced as a Lancashire-wide initiative;
- The LEP is referenced for its role in securing funding and overseeing the implementation of the Growth Deal programme; and
- Recognition of the investment made by Government through the allocation of Local Growth Fund resources to Lancashire.

Individual partners should communicate these points whenever they are involved in any communications linked to any individual Growth Deal projects.

Approach/Governance

As of June 2020, the LEP's Economic Policy and Communications Manager will lead on the overarching strategic Growth Deal communications strategy to ensure it aligns with the wider Lancashire economic narrative. Updates will be supplied to the Growth Deal Management Board regarding the overarching communication activity for the Growth Deal programme. This will be supported by local partner reporting.

Partners will still lead on communications for their own projects locally, and should share their proposed PR approach and any draft press releases in advance with the LEP's Economic Policy and Communications Manager to ensure there is consistency and no duplication.

Media handling

Reactive:

- All generic and reactive media enquiries about Lancashire's overarching Growth Deal programme will be managed by the LEP, informing and working with relevant partner organisations' communications teams as and when appropriate.
- Where there is a specific point relating to an individual project at a local level the media enquiry should be directed to and handled by the appropriate partner in the first instance, liaising with the LEP if deemed appropriate.

Proactive:

- The LEP's Communication Manager will create the first draft of any proactive media releases relating to Lancashire's Growth Deal programme as a whole, and will seek approval from local partners as appropriate.
- Individual partners will continue to produce proactive media releases relating to their own projects for local audiences, and share these with the LEP's Communication Manager to review prior to being issued.
- Projects which are considered to be of national or regional importance, the LEP's Communication Manager will liaise with the relevant local partner to ensure appropriate and consistent strategic messaging is reflected in any media releases.

Growth Deal Programme - description and key messages

All proactive releases should include the following boilerplate within **notes to editors**. This copy, or parts of it, can also be included in the body of any press release to describe the wider context of the Growth Deal programme and its key messages:

BOILERPLATE: About Lancashire's Growth Deal Programme

In the last three years the Lancashire Enterprise Partnership (LEP) has successfully secured £320m of Growth Deal investment from the Government's Local Growth Fund.

This funding, one of the largest Growth Deal settlements to be allocated to a LEP, is designed to help improve and upgrade existing commercial infrastructure, kickstart new economic initiatives, and unlock additional private investment to drive further growth across the county.

Over 50 projects have directly benefitted from the LEP's Growth Deal Programme. These include:

- New and improved transport connections including the Blackburn-Bolton Rail Corridor; the Broughton Bypass; the Centenary Way Viaduct; and the Hyndburn-Burnley-Pendle Growth Corridor;
- World-class higher education, research and vocational skills provision and facilities including UCLan's flagship Engineering and Innovation Centre; the national Energy HQ in Blackpool; Lancaster's Health Innovation Campus; and Myerscough College's Food & Farming Innovation Centre;
- A wide-ranging package of regeneration programmes specifically for Blackpool including a new international conference centre at the Winter Gardens complex; the development of Blackpool town centre 'Green Corridors'; traffic management, bridge and road improvements and an extension of Blackpool's tram network.

The Growth Deal programme will help to generate up to 11,000 new jobs, create 3,900 new homes and attract £1.2 billion of additional public and private investment for Lancashire.

Lancashire's Growth Deal programme is also fully aligned to other major economic initiatives such as the £450m Preston, South Ribble and Lancashire City Deal, the £20m Growing Places Investment Fund, and the Lancashire Advanced Manufacturing and Energy Enterprise Zone Cluster.

For more information visit www.lancashirelep.co.uk

Media Spokespeople

On issues relating to the overarching Growth Deal Programme a LEP spokesperson should be quoted and/or be put forward for interview.

Individual partners should continue to nominate their own spokespersons to comment on specific projects at a local level and are encouraged to seek a supportive quote from the LEP for press releases when appropriate.

Branding

Recognising that individual projects are also funded by project sponsors themselves and via other contributions, a co-branding approach will be adopted whereby all signage and other material produced for individual projects will feature the Lancashire Enterprise Partnership & Northern Powerhouse logos.



Lancashire
Enterprise Partnership



The LEP and NHP logo block (see above) - which will be emailed to you separately in a variety of file types and sizes - should be placed alongside that of the project sponsor and other funders as appropriate, and should be of equal scale and prominence.

If you need to request the logo block to be re-supplied, please contact the LEP or Marketing Lancashire.

If it is not possible to display the logo on materials or are there are space and size restrictions, a text reference indicating the support received should be used as follows:

This project is part-funded via the Lancashire Growth Deal.

Public Information

Individual partners will retain responsibility for engagement at a local level for their own projects.

Growth Deal Programme Evaluation & Reporting

Local partner PR activity linked to Growth Deal projects need to be fed into the Growth Deal Management Board meetings, which in turn feed into LEP board papers.

Local partner communication teams are asked to continue to briefly summarise any Growth Deal related PR activity undertaken, and any known future PR milestones/opportunities on a six-monthly basis, which needs to be sent to the LEP's Communication Manager.

These reports will be used to inform a wider communications summary which will be included twice yearly in the GDMB report.

A reporting template, and deadlines for submissions, will be provided via email to help partners with this process ten working days before they are required by the LEP.

Lancashire Growth Deal Communication Contacts

For any queries or questions about Growth Deal communications, or any aspect of Growth Deal media and PR protocols, please contact:

Martine Winder, Economic Policy and Communication Manager:
martine.winder@lancashirelep.co.uk

NB. If the issue is considered to be of high importance please also ensure you copy in :

Rachel McQueen, Chief Executive of Marketing Lancashire:
rachel@marketinglancashire.com

Growth Deal Programme Evaluation & Reporting

Local partner PR activity linked to Growth Deal projects need to be fed into a Communications Update Report which will be presented to the Growth Deal Management Board on a six-monthly basis.

Local partner communication teams are asked to continue to briefly summarise any Growth Deal related PR activity undertaken in the previous quarter, and any known future PR milestones/opportunities.

Growth Deal Programme Communications Protocol Summary

- The LEP's Economic Policy and Communication Manager will be responsible for overarching Growth Deal external PR activity on a regional and national basis on behalf of the LEP from June 2020.
- Local partners will continue to be responsible for all Growth Deal project PR on a local level.
- Local partners are required to liaise with the LEP in advance of issuing any local press releases to ensure wider LEP/Growth Deal messages are included when appropriate.
- Local partners will be required to nominate a local spokesperson for local Growth Deal PR activity, but a LEP spokesperson may also be nominated/sourced by the LEP in addition when appropriate.
- Local partners are required to include the updated boiler plate (see above) on all Growth Deal related press release notes to editors, and use Growth Deal and LEP



descriptors/key messages from within the boiler plate text in press release body copy when appropriate.

- When branding is required on any Growth Deal communications collateral, partners are required to use the LEP/Northern Powerhouse logo block as supplied.
- Local partners will be asked to submit a brief six-monthly summary of past, present and future PR activity in advance of the quarterly Growth Deal Implementation board meeting based on a reporting template which will be sent ten working days in advance of deadline.
- Local partners are encouraged to engage with the LEP's Economic Policy and Communication Manager, and share any ideas or highlight any issues, in advance of undertaking any Growth Deal related PR activity to see where the LEP can add-value to, or support, the local project's PR.

Preston, South Ribble and Lancashire City Deal

Cascading information to stakeholders

The draft framework below outlines an order for cascading information/announcements relating to highway schemes, local planning applications and Homes England owned land.

It complements the communications protocol established by partners earlier this year.

Highways and transport master planning messages (LCC lead)

Major update/proposal relating to scheme – if it is linked to a decision making report do not circulate report prior to it being published on the Lancashire County Council website

1. LCC project officers to brief Leader, Deputy Leader, Cabinet Member and Chief Executive
2. LCC project officers to brief Preston/South Ribble key officers
3. LCC comms officers to brief Preston/South Ribble comms, agree media relations approach and circulate draft news release as appropriate
4. LCC project officers to brief local member/s and offer a face to face briefing (if appropriate) prior to report being published online
5. Preston/South Ribble project officers to brief as appropriate in their organisations (officers and councillors) prior to any report being published online or external communications being issued
6. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
7. Report published on the LCC website
8. LCC comms to issue press release and note to a wider group of stakeholders
9. Preston/South Ribble comms leads to cascade information to their stakeholders

Update on scheme delivery

1. LCC project officers to brief local member/s and offer a face to face briefing (if appropriate)
2. LCC comms to issue press release and note to a wider group of stakeholders
3. Preston/South Ribble comms leads to cascade information to their stakeholders

Relevant Local Plan, master planning and local planning applications (district lead)

1. Preston/South Ribble project officers to brief LCC officers
2. Preston/South Ribble comms to brief LCC comms, agree media relations approach and circulate draft news release as appropriate
3. LCC project officers to brief as appropriate in LCC – officers and members
4. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
5. Preston/South Ribble comms issue press release
6. LCC comms to cascade information to a wider group of stakeholders if appropriate e.g. milestone event

Disposal of Homes England land or Homes England planning applications (Homes England lead)

1. Homes England project officers to brief LCC and district key officers
2. LCC/district project officers brief as appropriate in their organisations
3. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
4. Homes England comms to brief LCC/district comms, agree media relations approach and circulate draft news release as appropriate
5. Homes England comms issue press release
7. LCC/district comms to cascade information to a wider group of stakeholders if appropriate e.g. milestone event

Annex '13'

ACCOUNTABLE BODY STATEMENT (DRAFT)

1. Whilst Government recognise that LEPs are business led public-private partnerships, they are also entrusted with significant public funds and as such are required to have the necessary systems and processes in place to provide assurance that they are operating transparently, with accountability and providing value for money. The Accountable Body role is an essential part of this system. This is stated in the National Local Growth Assurance Framework.
2. The Lancashire Enterprise Partnership Limited (the "LEP") was incorporated on 27 September 2010 as a company limited by guarantee. A review by the Government of the operation of Local Enterprise Partnerships in July 2018 led to an updated National Framework for Local Enterprise Partnerships providing guidance as to how the LEP should be structured and lays down principles as to how it should operate. The guidance emphasises the need for strong collaboration between the private and public sectors. Whilst the LEP should be led by the private sector, it should maintain robust governance procedures and operate in a transparent manner in order to ensure accountability in relation to the policies it formulates and its use of public money.
3. The LEP governance arrangements are set out in its Articles and in the Assurance Framework (the "Framework") published in March 2019. Lancashire County Council acts as the Accountable Body to the LEP, an arrangement which is set out in an agreement between the LEP and Lancashire County Council dated [] 2019 (the "Accountable Body agreement"). Under the Accountable Body agreement Lancashire County Council will oversee the proper administration of the LEP's financial affairs and ensure that expenditure of funding and the transaction of LEP business is carried out in accordance with the Framework and all relevant statutory and regulatory requirements.
4. The Accountable Body is accountable to HM Government for the performance of the LEP against the delivery of agreed outcomes and the appropriate expenditure of public money.
5. The Accountable Body shall hold funds advanced to the LEP by HM Government or other funders for the application/ investment by the LEP. The Responsible Financial officer of Lancashire County Council shall be the Responsible Financial Officer for the LEP (the "s.151 Officer") and shall be entitled to be consulted on all proposals presented to the LEP board and LEP sub-boards. The Accountable Body shall also be consulted upon the legal implications of any proposal being presented

to the LEP board or sub-boards. The LEP shall ensure that the Accountable Body is given adequate information sufficiently well in advance of any meeting to enable the relevant officers to offer proper and full advice. The LEP shall be responsible for answering any enquiries raised by the Accountable Body in relation to any LEP business.

6. The Accountable Body shall monitor the business of the LEP to ensure compliance with the Framework, any funding obligations and statutory and regulatory requirements and shall raise any irregularities promptly with the LEP. The LEP will act upon any advice offered by the Accountable Body to ensure that it is in full compliance. The LEP and the Accountable Body acknowledge that any decisions taken by the LEP that are in contravention of the Framework, funding obligations or legislation will be ineffective and may be set aside.
7. The Accountable Body shall account for the funds that it holds on behalf of the LEP in accordance with CIPFA guidelines. It shall provide regular financial and budgetary information to the LEP including analysis and predictions of financial variance and shall offer advice where appropriate to ensure that the LEP is able to manage the business. The Accountable Body shall provide regular financial information in relation to LEP schemes so as to enable the board to monitor expenditure against fund and project requirements.
8. The Accountable Body shall ensure, subject to the requirements of commercial confidentiality, that all relevant information pertaining to the LEP including its accounts, board decisions and information relating to funding and other schemes are available to the public and that the LEP complies with all necessary obligations in order that its business is transacted in an open and transparent manner.
9. Appointment of the Chief Executive Officer and the Chairman of the Board shall be in accordance with the Assurance Framework and Articles of Association. The Accountable Body has the power to veto any such appointment in exceptional circumstances in accordance with the procedure set out in the Accountable Body Agreement. An urgent meeting of the board shall be convened to allow the Accountable Body to explain the reasons for any use of the veto and allow the Board to take such actions as may be necessary to allay such concerns. No action shall be taken until such time as the Board meeting has taken place. The Accountable Body shall review the decision to invoke the veto in the light of any views expressed by the Board of Directors. The LEP and the Accountable Body shall work collaboratively and openly and in a spirit of trust to pursue the objectives of the LEP and in so doing ensure that the LEP is fully accountability for its decisions and actions.

Annex '14'

Lancashire Growth Deal Project Proposal Assessment Criteria

Strategic Relevance

For example, does the project deliver across a number of SEP objectives? Contribute to LEP cross-boundary working? Does the project contribute to the delivery of national policy objectives?

Economic Impact

For example, in terms of GVA, does the project generate a high (>£30M), medium (£10-30M) or low (<£10M) level of economic impact? Any details available regarding GVA per job created?

Employment Creation

For example, does the project deliver new and additional employment growth or is the focus on safeguarding local employment? Does the project have a high (>1,000 new jobs), medium (250-999 new jobs) or low (<250 new jobs) employment impact? Any cost per job details available?

Housing Growth

For example, does the project generate a high (>1,000 new homes), medium (250-999 new homes) or low (<250) impact on housing growth?

Business Case Ratio (for Transport Schemes only)

For example, does the transport scheme have a low/medium (<2), high (2>4) or very high (4>) BCR?

Private Leverage

For example, does the project leverage low (1:1), medium (2:1) or high (>3:1) levels of private sector investment?

Deliverability

For example, are there any outstanding land assembly or ownership issues? Are all relevant planning consents currently in place? If not, will these be in place by an acceptable date? What is the current status of the relevant Local Plan? Is the required match funding in place and confirmed by relevant funders?

Scaleability

For example, is the project capable of being delivered with less Growth Deal investment? By how much and what is the likely impact on the scale/quality of outcomes delivered?

Annex '15'

EDUCATION AND SKILLS FUNDING AGENCY

CONFLICT OF INTEREST PROTOCOL

All procurements carried out by the public sector are subject to the EU treaty-based principles of transparency, non-discrimination and equal treatment apply.

The Chief Executive of the Education and Skills Funding (the Agency), as the Contracting Authority, must therefore take effective measures to identify and avoid conflicts of interest which arise in the course of a procurement project which could or be seen to give one or more applicants an unfair advantage and may distort competition.

The protocol applies to all those involved in a procurement process whether employees of the Agency or individuals from any other organisation that may be involved in any stage of the procurement from specification development to decisions on contract award.

The purpose of putting in place a protocol is to

- avoid any conflict of interest which could distort competition;
- give an unfair advantage to bidders;
- avoid challenge at the end of the procurement process
- and/or at future audit

The approach applies equally to individuals and organisations and includes the disclosure or misuse of confidential information.

The Agency reserves the right to exclude from tendering for a contract and may refuse to award a contract to any organisation where its employees, shareholders or anyone else with a financial interest in the outcome of the tender have been involved in any part of the procurement process including the development of the specification or evaluation process and/or any individual where, in the Agency's opinion, this would or has given the organisation an unfair advantage.

All individuals involved in the procurement process will be required to sign a copy of the Conflict of Interest Declaration and Confidentiality Agreements which can be found at Annex 1 and Annex 2 of this protocol.

Signatures will be collected at appropriate times in the process. In addition, when a procurement has reached the evaluation and moderation stage, system based declarations apply to each individual bid/response. Any individual not signing any declaration will be excluded from being involved in the procurement project until the required documents are received. All Declarations and/or Confidentiality Agreements will be retained with the documentation relating to governance.

FOR ESF PROCUREMENT PROJECTS

When the Agency receives a LEP Procurement Initiation Document (PID), it must be accompanied by a list of names of individuals that the LEP wishes to be involved in the procurement project. The list containing the information required can be found at Annex 3. The Agency will then collect the required signatures ensuring that individuals understand the implications of the Conflict of Interest Declaration. Any individual not signing the required documents will be excluded from being involved in any procurement project until such time as the forms are received.

It is the responsibility of the LEP to ensure that any changes are notified to the Agency as soon as possible to ensure that the Declarations can be put in place without delay.

Agenda Item 13

Document is Restricted

Agenda Item 14

Document is Restricted

