



Company Number: 07388600

Lancashire Enterprise Partnership Limited Board

Tuesday, 15th December, 2015 in Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston, at 6.00 pm

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Minutes of the Board meeting held on 6th October 2015 and Special Board Meeting held on 30th October 2015 (Pages 1 - 16)**
- 3. Matters Arising**
- 4. Declarations of Interest (Pages 17 - 18)**
- 5. Lancashire Combined Authority / Devolution Deal Update**
Verbal update
- 6. Science and Innovation Audits (Pages 19 - 40)**
- 7. Developing a Strategic Marketing Proposition for Lancashire (Pages 41 - 50)**
- 8. LEP Governance and Sub Committees Report (Pages 51 - 56)**
- 9. Superfast Broadband Update Report (Pages 57 - 60)**
- 10. ESIF Update (Pages 61 - 68)**
- 11. Any Other Business**
 - Annual conversation feedback.
 - Repurposing Event – 15th January 2016
- 12. Date of Next Meeting**

The next Board meeting is scheduled for Tuesday 2nd February 2016, 6pm, Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston.

Part II (Items that are Private and Confidential)

- 13. Growing Places Funding Update** (Pages 69 - 80)
- 14. Growth Deal Update** (Pages 81 - 90)
- 15. Growth Deal Skills Capital - Round 2 - Allocations** (Pages 91 - 102)
- 16. Proposed Scoping Study into the Supply Chain for the Shale Gas Industry** (Pages 103 - 106)



Lancashire Enterprise Partnership Limited Board

Minutes of the Meeting held on Tuesday, 6th October, 2015 at 6.00 pm at the Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston

Present

Edwin Booth (Chairman)

Councillor Simon Blackburn	Councillor Phil Riley
Graham Cowley	Cliff Robson
Richard Evans	David Taylor
Malcolm McVicar	Councillor Mark Townsend
County Councillor Jennifer Mein	Mike Tynan

In Attendance

Dave Colbert, Specialist Transport Advisor, Lancashire County Council
Tom Flanagan, Director Place, Blackburn with Darwen Borough Council
Andrew Good, Head of Service Financial Management, Lancashire County Council
Neil Jack, Chief Executive, Blackpool Council
Beckie Joyce, Head of Service, Strategic Economic Development, Lancashire County Council
Martin Kelly, Director of Economic Development, Lancashire County Council
Andy Milroy, Company Services Officer, Lancashire County Council
Jo Turton, Chief Executive, Lancashire County Council
Ian Young (Company Secretary)

1. Welcome and Apologies for Absence

The Chairman, Edwin Booth, welcomed all to the meeting. Apologies for absence were received from Jim Carter, Mike Blackburn, Mark Smith and Councillor Stuart Hirst. Officer apologies were received from Harry Catherall and Pam Smith.

2. Minutes of the Board meeting held on 16th June 2015 and Special Board meeting held on 7th September 2015

Resolved: The minutes of the Board meeting held on 16th June 2015 and the Special Board meeting held on 7th September 2015 were approved as an accurate record and signed by the Chairman.

3. Matters Arising

None

4. Declarations of Interest

None declared on the substantive agenda items.

5. LEP Governance and Sub Committees Decisions Report

Andy Milroy, Company Services Officer, Lancashire County Council presented a report (circulated) updating the Board on Governance matters and on the work of each of the Committees of the Lancashire Enterprise Partnership (LEP).

Resolved: The Board:

- (i) Noted the final Hillhouse EZ submission submitted to Government, as approved by the Executive Committee, (attached separately within the Part II section of the agenda).
- (ii) Approved the following recommendations regarding the Skills Board:
 - a. The change of name from Lancashire Skills Board to Lancashire Skills and Employment Board.
 - b. The revised Terms of Reference and Membership as set out at Appendix 'A' to this report.
 - c. Approve that Professor Andrew Atherton be replaced as a Member by Mark Allanson, effective from 31 December 2015 with Mark Allanson invited to observe Board meetings until the formal appointment date.
 - d. Delegate authority to the LEP Executive Committee to approve the appointment of the three new Private Sector Members, once identified by the Skills Board.
- (iii) Approved the appointment of Mike Damms as the second LEP Chair/Vice Chair nomination on the Transport for Lancashire Committee and noted that the other nominated representative was Graham Cowley.
- (iv) Noted the resignation of Richard Evans from the Enterprise Zone (EZ) Governance Committee.
- (v) Noted the updates provided in this report from all LEP Sub-Committees.

6. Update on the LEP's Strategic Marketing Commission

Ruth Connor, Chief Executive, Marketing Lancashire presented a report (circulated) which updated the Board on the LEP's Strategic Marketing Commission and progress made to date.

The Board was reminded of its decision taken on 17th March 2015 to progress with the procurement of a strategic marketing tender.

In addition the Board was reminded that at the 16th June 2015 Board Meeting, the LEP Board agreed to the appointment of two agencies, Thinking Place and SKV Communications. The total budget for the term of the contracts, exclusive of VAT, but inclusive of all fees, disbursements, and other expenses is £56,250 for Thinking Place to create the Lancashire Story and £66,000 to develop the media and communications strategy with SKV Communications.

The report presented gave an overview of the work undertaken by both agencies since appointment.

Resolved: The LEP Board:

- (i) Noted the contents of this report;
- (ii) Approved the proposed approach to continuing to develop a strategic marketing proposition for Lancashire, as set out in this report;
- (iii) Delegated authority to the Director of Economic Development of Lancashire County Council and the Chief Executive of Marketing Lancashire, to progress with the outputs required from this project;
- (iv) Agreed to a special LEP Board meeting at the end of October to consider and agree the draft Lancashire Story; and
- (v) Requested that the Chief Executive of Marketing Lancashire provide regular updates to the LEP Board on the work programmes and outputs of the appointed consultants.

7. Lancashire Skills and Employment Strategic Framework

Amanda Melton, Chair of the Lancashire Skills and Employment Board, presented a report (circulated) which provided the LEP Board with an updated Lancashire Skills and Employment Strategic Framework for comment.

The Board noted that the framework had been further refined following a Skills Board Away Day held in August and the completion of the skills and employment studies

In addition it was reported that the revised framework drew together the key priorities and objectives from the range of studies, identifying common themes and issues. The framework is structured into 4 themes: Future Workforce, Skilled & Productive Workforce, Inclusive Workforce and An Informed Approach.

It is intended that the Strategic Framework will inform and underpin the investment decisions made in relation to discretionary funding (for example, ESIF funding and Growth Deal Skills Capital) and influence the use of mainstream skills and employment budgets, for example, the proposed apprenticeship levy. Providers making use of these budgets in Lancashire will be invited to set out how their delivery will contribute to achieving the Framework's priorities. In delivering the Strategic Priorities, the Skills Board and other strategic partners will

also work with employers to leverage greater levels of employer engagement and investment in key areas.

It was also noted that it is intended that consultation will be undertaken with Local Authorities through meetings with the Chief Executives, scheduled during October and November, and through attendance at meetings and events with key stakeholders including skills providers and employers.

Two events will be led by the Skills Board and the Skills Hub in early November 2015, one targeting key stakeholders such as Local Authorities, Providers (including private providers, Further Education Colleges and Higher Education Institutions) and the voluntary and community sector, and one targeting employers and representative bodies.

The events will be branded 'The Lancashire Skills and Employment Conversation'. The events aim to gain feedback on the framework, gain ownership and engage key stakeholders and employers in the delivery of the actions.

Whilst the Framework will be finalised following the consultation events, it is recognised that the Framework will need to constantly evolve in accordance with the demands of employers and the changing policy context. LEP Directors will also be invited to the events.

Resolved: The Board:

- (i) Approved the final draft of the Lancashire Skills and Employment Strategic Framework, and;
- (ii) Approved the proposed method for consultation.

8. Growth Deal Update

Beckie Joyce, Head of Service, Strategic Economic Development, presented a report (circulated) that provided an update on Growth Deal and presented a number of recommendations for LEP Board approval.

Resolved: Following consideration of the recommendations the LEP Board:

- (i) Approved the recommendation made by Transport for Lancashire to grant Full Approval to the Broughton A6 Bypass scheme and request that the Growth Deal Management Board (GDMB) ensure the actions advised by the independent appraiser, Atkins, are discharged;
- (ii) Approved the recommendations made by Transport for Lancashire grant Approval to the Blackpool Integrated Traffic Management Scheme, subject to conditions being met, and requested that the GDMB ensure that these conditions are fully met and that actions advised by the independent appraiser, Jacobs, are discharged;

- (iii) Approved the granting of Full Approval to the Preston Shared Space Scheme, and request that the GDMB ensure that the actions advised by the independent appraiser, Regeneris, are discharged;
- (iv) Noted the re-evaluation of elements of the Business Case for the Energy HQ by the Skills Funding Agency and, the outcome of the independent appraisal, and approved the granting of Full Approval for the scheme, as presented.
- (v) Noted that Government may announce a further Growth Deal round in late November and requested that officers of the LEP ensure potential project sponsors across Lancashire are made aware of this possible opportunity so that any bids can be prepared quickly.

9. Performance Committee Update

Beckie Joyce presented a report (circulated) which updated the Board on progress made in establishing a programme of activity for the Performance Committee.

In addition the Board was advised that the Government Internal Audit Agency (GIAA) is carrying out an audit of LEP's and that Lancashire has been randomly selected to be included in their first audit sample.

The audit work is likely to be undertaken in the following areas:

- Reliability and quality of LEP self-reporting, in relation to how robust and reliable data and information is to inform reporting;
- Transparency, in relation to how LEPs operate, utilise financial resources and make decisions;
- Governance and accountability of decisions, in relation to the LEP Board and accountable local authority;
- Value for money and business case development, in relation to the effectiveness of LEPs to appraise and approve business cases; and
- Implementation and delivery, in relation to the monitoring arrangements that LEPs have in place to support effective and efficient delivery.

A pack of information requested by the GIAA is being compiled which will be followed by a meeting with the GIAA, who are likely to wish to meet with relevant delivery and implementation officers, at a date to be confirmed later in October 2015.

In addition it was noted that Richard Evans, Chair of the Performance Committee has now met with the majority of LEP Committee Chairs to gain an understanding of priorities, performance management and emerging risks. Richard has also met relevant legal, financial and audit officers of the LEP's accountable body, Lancashire County Council to clarify roles, responsibilities and requirements of the PC and the accountable body. This work has resulted in the development of a draft risk register and core risk matrix, set out at Appendix 'A' to the report for Board approval.

It was further reported that as part of the development process of the LEP's Assurance Framework the Scrutiny Committee of the accountable body requested that it be kept informed of the work of the LEP. Graham Cowley, supported by officers of the accountable body, made a presentation to this Committee in September 2015. The presentation focused on the progress of the LEP's key initiatives and was well received by the Members, who requested that a future presentation be made by the Homes and Communities Agency on its work across Lancashire.

Resolved: The Board:

- (i) Considered and endorsed the risk register and core risk matrix, as attached at Appendix 'A' to the report;
- (ii) Noted the presentation made to the Scrutiny Committee of the LEP's accountable body, Lancashire County Council;
- (iii) Requested that the Performance Committee, on behalf of the Board and supported by the relevant officers of the accountable body, oversee the audit by the Government Internal Audit Agency; and
- (iv) Requested that a work programme for the Performance Committee be presented to the LEP Board at its December meeting.

10. Transport for the North and Lancashire Strategic Transport Prospectus Update

Dave Colbert, Specialist Advisor Transportation, Lancashire County Council presented a report (circulated) which provided the Board with an update on Transport for the North and an updated version of the Lancashire Strategic Transport Prospectus.

It was reported that the Transport for the North agenda has developed significantly since the last update provided to the Board. In the Summer Budget 2015 presented to the House of Commons by the Chancellor of the Exchequer on 8th July, the Government announced its intention to establish Transport for the North (TfN) as a statutory body with statutory duties to set out its transport policies and investment priorities in a long term transport strategy for the North, underpinned by £30m of additional funding over three years to support TfN's running costs and enable TfN to take forward its work programme. An update on the interim Northern Transport Strategy, published on 20th March 2015, will be available by Budget 2016.

A key issue to date with Transport for the North has been its focus on the North's five city regions (Leeds, Liverpool, Manchester, Newcastle and Sheffield) and Hull and connectivity between them, set within the context of the Northern Powerhouse. TfN has now acknowledged that it does not yet reflect the full and inclusive governance arrangements in support of its purpose to act as a genuine representative body for the whole of the North of England. The TfN Partnership Board has therefore agreed to extend its membership to include representatives

from northern sub-regional partnerships not currently represented. County Councillor Jennifer Mein, Leader of Lancashire County Council and the Chair of Transport for Lancashire, has been nominated to represent Lancashire and Cumbria on the TfN Partnership Board, alongside George Beveridge, Chair of the Cumbria Local Enterprise Partnership.

A scoping event was held in Leeds on 23rd June at which the Lancashire Strategic Transport Prospectus and Lancashire's joint approach to integrated transport planning through the suite of five highways and transport masterplans were presented.

The Lancashire Strategic Transport Prospectus has now been further revised to take account of the GVA / productivity implications of the interventions contained therein. At its meeting on 1st October 2015, the Transport for Lancashire committee received a revised draft and welcomed it as a significant improvement over previous versions.

Resolved: The LEP Board:

- (i) Noted progress to date in preparing the Strategic Transport Prospectus as attached at Appendix 'A' to the circulated report;
- (ii) Authorised the Chair of the Board and the Chair of Transport for Lancashire to receive and approve the final version of the prospectus; and
- (iii) Requested that Transport for Lancashire prepare a communications strategy for the Strategic Transport Prospectus through which to engage with wider stakeholders including Members of Parliament, Transport for the North and neighbouring Local Enterprise Partnerships and local transport authorities.
- (iv) Requested that Transport for Lancashire prepare a communications strategy for the Strategic Transport Prospectus through which to engage with wider stakeholders including Members of Parliament, Transport for the North and neighbouring Local Enterprise Partnerships and local transport authorities.

11. Update on Devolution and Combined Authority Developments

County Councillor Jennifer Mein, Leader of Lancashire County Council, gave an update on devolution and Combined Authority developments.

It was reported that the Lancashire Councils are continuing to work together to determine the best approach to devolution and what functions and powers any suggested Combined Authority would seek to request from Government.

The LEP Board commented that the Combined Authority should seek to maximise devolution and supported the concept of more local control.

Resolved: The LEP Board noted and supported the progress made on

devolution and Combined Authority discussions.

12. LEP Board Re-Purposing Event

The Chairman, Edwin Booth, advised the Board that he had been in discussions with Kevin Roberts from Saatchi and Saatchi Worldwide regarding support for a LEP Re-Purposing Event to which all LEP Directors would be invited.

It was agreed that a date be identified, in January 2016, to hold the all day event, with this communicated to the LEP Directors via the Company Services Team.

Resolved: The Board noted and supported the suggestion of arranging a LEP Re-Purposing Event to be held in January 2016.

13. European Structural & Investment Funding - Pipeline Development and Project Calls

Martin Kelly, Director of Economic Development, Lancashire County Council presented a report (circulated) regarding European Structural & Investment Funding – Pipeline Development and Project Calls.

The report set out the latest position on the development of Lancashire's European Structural and Investment Funds (ESIF) Strategy, in particular

- Operational Programme and Lancashire ESIF Strategy Approval
- Future organisation of the Lancashire ESIF partnership
- Project calls/launches
- Project pipeline development

Resolved: The LEP Board noted the progress set out in the report and the on-going delays in developing new Financial Engineering Instruments.

15. Date of Next Meeting

It was noted that that a Special LEP Board meeting would be arranged at the end of October 2015, primarily to receive a presentation regarding the Marketing Strategy work commissioned by the LEP.

Part II (Private and Confidential)

14. Any Other Business

At this point the LEP Board approved that the meeting move into Part II, Private and Confidential to consider the remaining items which contained exempt information provided in confidence as defined in the Freedom of Information Act 2000. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

Proposed Supply Chain Study

The Board considered a proposal that Board commission a supply chain study.

Three LEP Directors - Edwin Booth, Malcolm McVicar and Richard Evans declared conflicts of interest in relation to this item which were recorded.

Resolved: The Board requested the Company Secretary to consider whether there were any legal or procedural barriers that would prevent the Board from agreeing to the proposal and to report back at a future meeting

16. Growing Places Investment Decision - Hinduja Global Solutions

tin Kelly presented a report (circulated as Part II) regarding the Growing Places Fund (GPF) which provided a position statement and proposed loan facility for Hinduja Global Solutions UK Ltd

Resolved: Following consideration of the report, the LEP Board:

- (i) Requested that the Director of Economic Development, Lancashire County Council submit a further report to the December 2015 meeting of the Board detailing the economic and financial performance and achievements of the current GPF investment portfolio; consider any changes to GPF investment criteria; an assessment of current pipeline prospects and opportunities to link with other key investment funds; along with outline proposals for consideration on the future deployment of this Fund.
- (ii) Approved, in principle, a GPF investment loan as presented in support of the expansion plans of Hinduja Global Solutions UK Ltd in Preston, subject to the terms and conditions set out in paragraph 3.1 of the Part II report.
- (iii) Delegated responsibility for approving the final funding agreement with Hinduja Global Solutions UK Ltd, in accordance with agreed terms and conditions set out in the Part II report, to the LEP's Executive Committee.

17. Hillhouse International Enterprise Zone Submission - For Information

Resolved: The LEP Board noted the final Hillhouse International Enterprise Zone Submission which was included in the agenda papers for information.

Lancashire Enterprise Partnership Limited Board

Minutes of the Meeting held on Friday, 30th October, 2015 at 2.30 pm at the Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston

Present

Edwin Booth (Chairman)

Mike Blackburn
Jim Carter
Mike Damms
Councillor Stuart Hirst
Dr Malcolm McVicar

County Councillor Jennifer Mein
Councillor Phil Riley
Councillor Mark Townsend
Mike Tynan

In Attendance

Harry Catherall, Chief Executive, Blackburn with Darwen Borough Council
Ruth Connor, Chief Executive, Marketing Lancashire
Andrew Good, Head of Service Financial Management, Lancashire County Council
Mike Horner, Muse Developments
Neil Jack, Chief Executive, Blackpool Council
Martin Kelly, Director of Economic Development, Lancashire County Council
Andy Milroy, Company Services Officer, Lancashire County Council
Kathryn Molloy, Head of Service LEP Coordination, Lancashire County Council
Lorraine Norris, Chief Executive, Preston City Council
Sarah Perry, thinkingplace
John Till, thinkingplace
Karl Tupling, North West Regional Director, Homes and Communities Agency
Ian Young, Company Secretary

1. Welcome and Apologies for Absence

The Chairman, Edwin Booth, welcomed all to the meeting. Apologies for absence were presented from Councillor Simon Blackburn, Graham Cowley, Professor Mark Smith, Cliff Robson, David Taylor and Richard Evans. With officer apologies from Jo Turton.

2. Declarations of Interest

None

3. Update on Developing a Strategic Marketing Proposition for Lancashire

Ruth Connor, Chief Executive, Marketing Lancashire, John Till and Sarah Perry (both thinkingplace) gave a presentation on the work they had been

commissioned to do by the LEP regarding marketing of the LEP and Lancashire as a whole.

The Board was reminded of the remit of the marketing commission, which was to improving the positioning of Lancashire and the LEP and stimulate investment enquiries.

It was reported that work undertaken to date included publication of articles and interviews in various publications including The Times, Commercial Property Monthly, Insider Magazine and The Lancashire Business Brief.

To date a Steering Group with key local stakeholders has been established to develop "The Lancashire Story" which will contain various themes to promote the success of Lancashire.

The next steps include the creation of a Place Board which is to be "guardians of the Lancashire Story and brand". The Place Board will provide a strategic business led view and leadership for the promotion and development of Lancashire regionally, nationally and internationally.

In addition it was reported that an event will be arranged for February 2016 to promote the launch of the Lancashire Story which will engage with a largely business audience of 150 – 250 people.

A "Place Ambassador Programme" will also be launched to promote and develop the County. This will assist with cascading the Lancashire Story, promote best practice, widen ownership and highlight opportunities.

Some examples of similar work undertaken in Coventry and Warwickshire, and Burnley were demonstrated to the Board.

Finally, it was reported to the Board that the next stages of the marketing strategy were:

- For SKV and thinkingplace to meet on 9 November 2015 to identify the key achievements and messages that best portray the Lancashire story to target audiences.
- SKV to confirm the LEP strategic media and communications strategy.
- The LEP Board to be provided with a bi-monthly update of key messages.
- The LEP newsletter and twitter account to be launched by Christmas.
- To develop visual identity, website and Lancashire Leaders proposition, and
- To identify opportunities, marketing activity, collateral and costs to showcase the Lancashire Story regionally and nationally.

Resolved: The LEP Board noted the work undertaken to date by Marketing Lancashire, SKV and thinkingplace and noted that the LEP Board will be provided with bi-monthly updates.

Ruth Connor, John Till and Sarah Perry left the meeting at this point.

4. Any Other Business

None

5. Date of Next Meeting

It was noted that the next LEP Board meeting was scheduled to be held on Tuesday 15th December 2015, 6pm at County Hall, Preston.

Part II (Private and Confidential)

6. Update on Major Investment Priorities in Preston

At this point the LEP Board approved that the meeting move into Part II, Private and Confidential to consider the remaining items which contained exempt information provided in confidence as defined in the Freedom of Information Act 2000. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

Lorraine Norris, Chief Executive, Preston City Council, Karl Tupling, Homes and Communities Agency and Mike Horner, Muse Developments joined the meeting at this point to give a presentation to the LEP Board on the major investment priorities in Preston.

The presentation highlighted the work of the 10 year City Deal agreement including progress made on housing, highways, community infrastructure, employment and disposal target achieved during year one of the City Deal.

With regard to Preston City Centre, it was reported to the Board that the University of Central Lancashire, Preston City Council and Lancashire County Council have formed a Collaboration Board to steer growth opportunities in Preston. An update on the Fishergate area of Preston was provided.

It was reported that four key areas of focus for the development of Preston are Housing Zone, UClan Masterplan, Railway Station and City Centre North Leisure and Cultural Quarter developments.

An update was provided on the progress made on each of the four key areas of focus, with work progressing well.

With regard to the City Centre North developments it was reported to the LEP Board that the Leisure and Cultural Quarter includes the revitalised Guild Hall; modern new Harris Library, a dynamic new food market; a vibrant Youth Zone incorporated into the refurbished bus station and plans for a hotel.

The anchor is a transformational and landmark leisure development to unlock wider regeneration benefits. In addition it was reported to the LEP Board that there is evidenced based demand for a 14 cinema screen 1600 - 2000 capacity

facility with a desire to create new vibrant public spaces with permeable cafes and restaurants and modern parking facilities.

It is estimated that the potential City Centre North development will generate 250 new jobs and £8M Gross Value Added (GVA) to the City Deal targets and broader Lancashire economy.

It was proposed to the LEP Board that the LEP considers approving the creation of a reserve which would support Preston City Council to support the Head Lease in the scheme by way of a supported covenant.

Resolved: After consideration, in Part II, the LEP Board agreed in principle its support for the proposal, given its strategic link to wider LEP priorities (especially SEP/City Deal) but any financial support/commitment would be subject to a further report for consideration and approval.

Karl Tupling and Mike Horner left the meeting at this point.

7. Update on Combined Authority

Harry Catherall, Chief Executive, Blackburn with Darwen Borough Council presented a report (circulated) that provided an update on Combined Authority proposals.

It was reported that the proposals contained within the report will be considered by the Lancashire Leaders Group on Monday 2nd November 2015. Subject to approval, throughout November and December the fifteen councils will be taking the Governance Review and draft scheme to their relevant decision making bodies to note the contents and findings of the Governance Review, note the draft scheme, agree to participate in the public consultation and agree in principle to become constituent members of a Lancashire Combined Authority.

A six week public consultation will be undertaken in January/February 2016 with stakeholders, residents, businesses, community groups, neighbouring areas etc invited to put forward their views on the proposals. The LEP Board was asked to offer their support to the public consultation.

Having given consideration to the outcome of the public consultation, those authorities who wish to form a Combined Authority will submit a proposal to the Secretary of State for consideration which may include devolution proposals for freedoms, flexibilities and powers to help the Combined Authority drive forward Lancashire's ambitions alongside demonstrating the robust governance structures to be put in place outlined in the draft scheme.

Resolved: The LEP Board:

- (i) Noted the contents of the report as presented.
- (ii) Endorsed the approach taken by the Local Authorities in exploring governance options.

- (iii) Noted the contents of the Lancashire Governance Review and recommendation to form a Combined Authority for Lancashire.
- (iv) Noted the contents of the draft Scheme for a Combined Authority.
- (v) Endorsed the public consultation in January/February 2016 which will seek views on the formation of a Combined Authority for Lancashire.

Agenda Item 4

Director's Declaration of Interest in Proposed Transaction or Arrangement

LANCASHIRE ENTERPRISE PARTNERSHIP LIMITED

Name	
Date of Notification	
Date of Consideration of Item (i.e. date of Board meeting)	15.12.15
Item Number (if relevant)	
Description of Transaction	
Nature of Interest	



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: 15th December 2015

Update on Science and Innovation Audits

Report Author: Professor Mark E Smith, Vice Chancellor of Lancaster University

Executive Summary

Government is inviting Expressions of Interest (EOI) from local partners and LEPs with a view to forming consortia capable of undertaking Science and Innovation Audits (SIAs).

This report briefly sets out the policy context and purpose of SIAs, and seeks Board approval for developing Lancashire's approach to developing an EOI submission in early 2016.

Recommendations

The Board is asked:

- (i) Note and comment on the contents of this report;
- (ii) Agree to nominate Lancaster University, under the direction of the Board, as the lead body for a Lancashire-led Science and Innovation Audit, in consultation with UCLAN, Edge Hill University and Cumbria University;
- (iii) Request the Vice Chancellor of Lancaster University develops Lancashire's case-making, as outlined in section 5 of this report, and submits a further report to the Board to update and agree Lancashire's SIA approach; and
- (iv) Request the Vice Chancellor of Lancaster University submits a funding proposal, with rationale in support of developing Lancashire's SIA case-making, to the next Board meeting.

1. Background and Context

- 1.1 In late November 2015, the Department for Business, Innovation & Skills (BIS) announced their intention to invite organisations throughout the UK with an interest in research and innovation to form consortia and express an



interest in undertaking a Science and Innovation Audit (SIA – call outline attached as Annex A). SIAs are intended to help build evidence of potential global competitive advantage and begin to identify routes to realise that potential.

- 1.2 SIAs are aligned to the Government's commitment to improve competitiveness and productivity through investment in science and innovation and were first detailed in the Productivity Plan and build on the Witty review of universities and growth, that highlighted that places can drive economic growth by focusing on their own research-driven sources of competitive (globally) excellence.
- 1.3 It is intended that the SIAs will also support the delivery of England's Smart Specialisation strategy and boost the work of the new Smart Specialisation Hub. The Hub, to be delivered in partnership between Knowledge Transfer Network (KTN) and the National Centre for Universities and Business (NCUB), was launched alongside the SIA www.smartspecialisationhub.ktn-uk.org.
- 1.4 SIAs are also being viewed as a means to support the development of Strategic Economic Plans (SEPs) of Local Enterprise Partnerships by featuring in Devolutions Deals between city/county-regions and Government. For example, the recently announced Sheffield City Region Devolution Deal secured Government support to undertake a SIA in support of their economic ambitions. However, Government officials are also open to considering SIA consortia proposals which cover more than one LEP area, though this should flow from a coherent evidence-base and economic analysis.
- 1.5 In summary, the Government's approach appears relatively clear, however, in practice, there is still significant work to be done by Government, universities, industrial partners and LEPs, as these audits are required to address a number of complex policy and spatial priorities.
- 1.6 At the LEP Chair's request, this report has been prepared by Professor Mark E Smith, the Vice-Chancellor of Lancaster University, and LEP Director. Subject to Board approval, the Vice-Chancellor has agreed to lead a small project team, including senior representatives from UCLAN and Edge Hill and Cumbria Universities, with support from LEP officers, to advise the LEP and progress Lancashire's SIA case-making.
- 1.7 The purpose of this report is to highlight the range of issues in play and to seek the Board's approval to develop and agree the Lancashire analysis that would need to be considered in a SIA including Lancashire.

2. Objectives and Focus

- 2.1 The key purpose of SIAs is described as *“focused around the need to improve the UK's capability to identify and validate where existing and growing (**globally competitive**) research excellence is coupled with emerging innovation strengths. To do this well, links between research and innovation*



organisations and businesses need to be forged and strengthened, and we need to build a robust and powerful evidence base which can underpin future investment decisions”.

2.2 The objectives of SIAs are to fully exploit a range of evidence to:

- Identify and validate areas of potential global competitive advantage across the UK;
- Increase access to and use of these datasets with the long term objective of developing a tool to inform the UK’s future science and innovation strategies;
- Provide an evidence base for strategic decision making on local innovation priorities;
- Strengthen future bids for local investment, e.g. science capital bids, private sector, and EU smart specialisation funding; and
- Foster collaboration between universities and local businesses, local authorities and LEPs.

2.3 SIAs will also help Government and local organisations examine how investment in science and innovation leads to local productivity improvements. Areas of focus include:

- Excellence in science and research, highlighting areas of world-leading and internationally-competitive strengths;
- Strengths in innovation activity;
- Science and innovation assets and capability, including institutes and facilities;
- Local industrial strengths and capacities, especially in nascent industries and emerging disruptive technologies;
- Local ability to work collaboratively across the science and innovation landscape;
- Levels of engagement between the research base and the business community;
- Coherence with other existing or planned activity to support research and innovation including the development of local infrastructure; and
- The comparative strengths on which to build future innovation, growth and prosperity.

2.4 Undertaking a SIA will be an invaluable exercise and provide a timely analysis to advance the development of Lancashire's SEP with the potential to inform a range of key policy initiatives and funding frameworks, including Growth Deal and ESIF.

3. SIA Process

3.1 Interested consortia are being asked to submit an Expression of Interest (EOI – attached as Annex B) that requires the consortium to set out its geographical extent and its "preliminary hypotheses" about local business,



innovation and research strengths that could be investigated and evidenced through an audit.

3.2 Consortia are expected, as a minimum, to include:

- At least one Higher Education Institution (HEI), Research Institute or other organisation eligible for public funding for research;
- Relevant innovation organisations (e.g. Catapults) or Public Sector Research Establishments;
- At least one Local Enterprise Partnership; and
- Relevant business and/or business and sector representative groups

3.3 EOIs will be considered against the following criteria:

- The Government's objective of achieving broad coverage of the UK as well as appropriate scale;
- The creativity and ambition of the hypotheses put forward and the consortium's potential to achieve global comparative advantage;
- World leading research excellence and the potential to drive growth through innovation and advancing disruptive technologies;
- Commitment and extent of collaboration of a broad range of relevant partners; and
- Alignment of the consortium with identified areas of strength.

3.4 BIS expect local consortia to come together to propose audits in their geographical areas, but they are not being specific on what might constitute an appropriate geography for an SIA, suggesting that although some audit areas may map onto cities, other audits may focus on looser and larger groupings of LEP areas which cross existing boundaries (both economic and regional). There will be multiple rounds of SIAs, with the likelihood that no more than ten will be initiated at any one time, making it a highly competitive process.

3.5 Across the North, city/county-regions are looking to agree a SIA as part of their Devolution Deal. With this in mind, SIAs represent an important opportunity to position Lancashire and our globally significant science and innovation assets as critical to the success of the Northern Powerhouse and beyond. Furthermore, a Lancashire-focused SIA could strengthen and enhance emerging Lancashire devolution proposals as well as the continued development of SEP priorities.

3.6 Wider thematic research areas beyond the traditional sciences are stated as being acceptable on the basis that a case is made for the links between research excellence and innovation potential.



4. SIA Timetable

Date	Event
29 January 2016	First Wave EOI deadline
March 2016	Decisions on highest priority SIAs
April – June 2016	Completion of First Wave SIAs
Summer 2016	Second Wave EOI opens

- 4.1 Applications need to set out how local consortia will resource and conduct their SIA. BIS will appoint an analytical contractor to support consortia, but beyond this BIS will not fund consortia to undertake SIAs. The analysts will provide support and independent analysis of the various datasets and will work with the selected consortia to validate, explore and publish the hypotheses proposed. They will also ensure comparability between the different audits. BIS officials will work with the consortia to help them develop their ideas and composition.
- 4.2 An expert group formed to develop the national Smart Specialisation Strategy will be asked to scrutinise EOI submissions and advise Ministers on which proposals to support.

5. Developing Lancashire's Approach to the SIAs

- 5.1 The Chair of the LEP has asked Professor Mark E Smith, Vice-Chancellor of Lancaster University, to act as the lead LEP Director on establishing Lancashire's approach to the SIAs, subject to Board approval.
- 5.2 Timescales are short and there are rapidly evolving and dynamic discussions on possible SIA consortia approaches. Professor Smith will also focus on gathering the emerging intelligence, and on making strategic recommendations to the LEP on the ultimate shape of consortia for Lancashire. To this end, early informal discussions have been had with the Vice Chancellors of Liverpool, Manchester and Sheffield Universities, as well as the wider N8 Network, for example.
- 5.3 The key decisions as regards Lancashire's approach to the SIAs will be: the optimal sectoral and geographic focus, with regard to the latter potential scenarios include a Lancashire only approach as well as possible partnerships with partners in neighbouring LEP areas, and/or with other areas with shared and complementary strengths; whether to lead a SIA or partner on broader SIAs, or both; and the constitution and leadership of any consortia that follows.
- 5.4 There is a need to focus on excellence and for Lancashire's analysis to fully include key partners with a contribution to make, whilst also working to further the LEP's priorities. The innovation framework developed to support of the SEP provides a useful reference which can be updated and improved as the Lancashire SIA input develops (see Annex B). To this end, the Vice-Chancellor will provide leadership to a small team to advance this work



involving senior representatives from UCLAN and Edge Hill University with support from LEP officers.

- 5.5 In November, it is worth highlighting, Lancaster University hosted a visit by a very senior BIS official who suggested SIAs in Lancashire and the wider North West could look to focus on inherent strengths in advanced manufacturing, energy, health life and data sciences. The need to demonstrate excellence and competitiveness by international comparators was also highlighted. This advice also chimes with SEP sector and innovation priorities, as well as the likely key pan-Northern sectors to be identified by an independent economic review commissioned by Transport for the North, on behalf of all Northern Powerhouse partners, which is due to be published in early 2016.
- 5.6 LEP officers have also been contacted by Government's Smart Specialisation Hub with an offer to undertake an Innovation Review Workshop to inform SIA thinking. These workshops are designed to identify existing research and innovation strengths and translate them into distinctive competencies; help highlight local barriers to innovation; and consider how best to take advantage of opportunities for growth in a rapidly globalising economy. A Lancashire-focused workshop is proposed for early January 2016.
- 5.7 In making a decision on a Lancashire SIA approach, it is critical that Lancashire is best positioned to highlight our significant economic and productivity contributions to the broader economy and to attract investment in our globally competitive research, science and innovation assets.

6. Next Steps

- 6.1 Subject to Board approval, Professor Smith will direct a small team, involving senior representatives drawn from Lancaster, UCLAN, Edge Hill and Cumbria University, with support from LEP officers, to scope Lancashire's approach to taking forward its SIA analysis and advising on possible consortia arrangements.
- 6.2 This work stream will also provide the opportunity to refresh the LEP's current innovation framework which was developed in support of the SEP. In the meantime, the initial views of the Board on the key strengths and assets for consideration in the development of Lancashire's SIA analysis are welcome.
- 6.3 If required to advance this work stream, Professor Smith will submit a funding proposal, drawing on available LEP Core Funding, for future Board consideration and approval.
- 6.4 The Board may need to hold a special meeting in late January to consider an update report and agree the preferred way forward, as the next Board meeting is scheduled for 2 February. The deadline for first wave SIA Expressions of Interest is 29 January.
- 6.5 It is proposed Lancashire submits a first wave EOI by the deadline. Engagement with Government officials and advisors will intensify over the



coming weeks, with soundings taken on our potential to secure access to the first or second wave of SIAs.

- 6.6 In parallel, the Lancashire SIA approach will be positioned with local authority partners as an important feature of Lancashire's emerging Devolution Deal with Government.



Department
for Business
Innovation & Skills

Science and Innovation Audits

Call for Expressions of Interest

NOVEMBER 2015

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Science and Innovation Audits: Call for Expressions of Interest

Purpose

1. This document invites organisations throughout the UK with an interest in research and innovation to form into consortia and express interest in undertaking a Science and Innovation Audit (SIA).
2. The objectives behind SIAs are set out below followed by information on assessment criteria and further guidance.

Process

3. The Science and Innovation Audits will follow the process laid out below:
 - Consortia are invited to form and express interest in participating in an SIA (November 2015);
 - Government secures external analytical support to assist consortia in undertaking the SIA. (November 2015);
 - Consortia are selected to undertake an SIA and begin work on the audit (March 2016);
 - The first wave of SIAs is completed (Summer 2016). Subsequent waves are initiated.

Background

4. The Government is committed to improving the UK's competitiveness and raising productivity across the country.
5. There is clear evidence of a link between R&D spending and national productivity. Studies show that public investment in the science base generates returns of at least 20% per annum in perpetuity in the private sector¹. Science and innovation are also areas where the UK excels internationally. With 1% of the world's population the UK produces 6.4% of world publications, and receives 11.6% of citations and 15.9% of citations with highest impact.² The Global Innovation Index

¹ Hughes, Haskel and Bascavusoglu-Moreau (2014) "The Economic Significance of the UK Science Base

² [International Comparative Performance of the UK Research Base, December 2013](#)

2015³ also showed the UK ranked 2nd in the world rankings (14th in 2010) out of 142 economies.

6. To make the most of these strengths, Jo Johnson, Minister for Universities and Science, announced Science and Innovation Audits in summer 2015. The policy was set out in the Productivity Plan as follows: *“It is crucial that the UK supports excellence wherever it is found. The government will therefore invite universities, cities, Local Enterprise Partnerships (LEPs) and business to work with the government to map the strengths of different regions through a series of science and innovation audits.”*
7. It is intended that the SIAs will also support the delivery of England’s Smart Specialisation strategy, and equivalent strategies within the Devolved Administrations. The data and analysis generated by the SIA (in essence deep dives in particular geographical areas) will also boost the work of the new Smart Specialisation Hub, which has been tasked with building the evidence base and developing a community of best practice around smart specialisation in England.
8. The UK’s science and innovation funding will continue to be allocated on a national basis to the strongest proposals on the basis of excellence. Audits are not intended as a route for separate consideration of proposals, but rather a way to help build evidence of potential global competitive advantage and begin to identify routes to realise that potential.

Objectives

9. Science and Innovation Audits build, in part, on the argument, set out in Sir Andrew Witty’s review of universities and growth⁴, that places can drive economic growth by focusing on their own research-driven sources of competitive advantage. More broadly, this fits within an EU-wide approach to target support for research and innovation called ‘Smart Specialisation’⁵, which forms the basis for European Structural and Investment Fund investments. Science and Innovation Audits have the potential to play an important role in helping England, Scotland, Wales and Northern Ireland to deliver their separate Smart Specialisation strategies and ensure that over £1bn of EU funding is used effectively.
10. We need to improve the UK’s capability to identify and validate where existing and growing research excellence is coupled with emerging innovation strength. To do this well, links between research and innovation organisations and businesses need to be forged and strengthened, and we need to build a robust and powerful evidence base which can underpin future investment decisions.

³ [The Global Innovation Index 2015](#)

⁴ [Encouraging a British Invention Revolution: Sir Andrew Witty’s Review of Universities and Growth](#)

⁵ [National/regional innovation strategies for smart specialisation](#) (European Commission)

11. There are many sources of useful data that can contribute to this evidence base, for example, the many rich datasets built up through administering the UK's research and innovation funding systems. Although increasingly accessible, these databases are insufficiently exploited by government or external users and are currently held separately by each funder. Combining these datasets with other sources, including patent and citation databases, could be a powerful method to identify existing and emerging clusters of research excellence and innovation. This will involve combining "state of the art" data science approaches, with a "bottom-up" view based on local data, knowledge and experience to examine an area's strength in science and innovation and relate these to a national and international context.
12. The objective of the Science and Innovation Audits will be to pilot the fuller use of these datasets to:
 - Identify and validate areas of potential global competitive advantage across the UK;
 - Increase access to and use of these datasets with the long term objective of developing a tool to inform the UK's future science and innovation strategies;
 - Provide an evidence base for strategic decision making on local innovation priorities;
 - Strengthen future bids for local investment, e.g. science capital bids, private sector, and EU smart specialisation funding;
 - Foster collaboration between universities and local businesses, local authorities and LEPs or their equivalents in the Devolved Administrations.
13. The SIAs will also help Government and local organisations examine how investment in science and innovation leads to local productivity. Areas of focus include:
 - Excellence in science and research, highlighting areas of world-leading and internationally-competitive strengths;
 - Strengths in innovation activity;
 - Science and innovation assets and capability including institutes and facilities;
 - Local industrial strengths and capacities, especially in nascent industries and emerging disruptive technologies;
 - Local ability to work collaboratively across the science and innovation landscape;
 - Levels of engagement between the research base and the business community;

- Coherence with other existing or planned activity to support research and innovation including the development of local infrastructure;
- The comparative strengths on which to build future innovation, growth and prosperity.

General guidance on developing an expression of interest

14. Consortia will be asked to submit an **Expression of Interest (EOI)** to undertake an audit. The EOI should describe the consortium, its geographical extent and set out its preliminary hypotheses about local business, innovation and research strengths that could be investigated and evidenced through an audit.
15. Expressions of Interest will be considered against the following criteria:
 - The government's objective of achieving broad coverage of the UK as well as appropriate scale;
 - The creativity and ambition of the hypotheses put forward and the consortium's potential to achieve global comparative advantage;
 - World leading research excellence (proven, for example, by presenting 2014 REF scores) and the potential to drive growth through innovation and advancing disruptive technologies;
 - Commitment and extent of collaboration of a broad range of relevant partners; and
 - Alignment of the consortium with identified areas of strength.
16. The call for expressions of interest will remain open for twelve weeks. BIS officials will work with the consortia to help them develop their ideas and composition during this period. An expert group formed to advise on England's Smart Specialisation Strategy⁶ and supplemented by representatives suggested by the Devolved Administrations will be asked to scrutinise the resulting expressions of interest and advise Ministers on which proposals should go forward to be audited.
17. The application should set out how consortia will resource and conduct their SIA, including how they will work with the analytical contractor. Other than this analytical support, the Government will not fund consortia to undertake Science and Innovation Audits This reflects the need for government and consortia to share the responsibility of producing a useful audit report, that the prime costs to consortia are likely to be the opportunity cost of the senior individuals involved (which is hard to quantify) and to reflect the benefit an audit is expected to bring to the consortia.

Determining location and composition of consortia

⁶ The advisory group will be established shortly, with the intention of meeting for the first time in early 2016.

18. We want local consortia to come together to propose audits in their geographical areas. Although some audit areas may map onto cities, other audits may focus on looser groupings which may cross existing boundaries (both economic and national).
19. Consortia may choose to involve any organisation which contributes to the relevant strength and potential that exists within the locality. They should not feel constrained by existing local, regional or devolved boundaries. However, as a minimum we would expect representation from the following in all consortia:
 - At least one Higher Education Institution, Research Institute or other organisation eligible for public funding for research;
 - Relevant innovation organisations (such as Catapults) or Public Sector Research Establishments;
 - At least one Local Enterprise Partnership in England, recognised public sector economic development body in the Devolved Administrations or Local Authority;
 - Relevant business and/or business and sector representative groups.
20. Where a clear rationale is presented as to why these minimum requirements are not met this will be taken into consideration.
21. We recognise that various consortium configurations are possible. However, we suggest that an effective consortium would consist of a number of groups from a geographical area, each focussed on an existing research strength and its links to innovation and business in that area.
22. We expect SIAs to be introduced iteratively, so we can learn from each wave (see section 26). The first wave of audits will be selected to examine a range of different geographical areas across the UK. The scale of consortia should be sufficient to enable activity of global significance to flourish. Therefore, within reason, multiple groups emerging from one area should combine to form a single larger consortium.
23. Other scenarios for consortia composition may arise. Their inclusion would be acceptable provided it is feasible to analyse them with broadly the same methodology and datasets as other audits. For example, there is evidence of Research Council investment, Innovate UK grants or funding council assessments of excellence. Possible alternate configurations are discussed below:
 - **Wider geographical spread of consortia:** audits are intended to focus on particular geographical areas but as existing links between organisations will often extend more widely it would be acceptable for part of a group forming a consortium to come from elsewhere in the UK.

- **Wider thematic research areas:** proposals based on research beyond the traditional sciences are equally acceptable on the basis that a case is made for the links between research excellence and innovation potential.

Analytical support and summary report

24. Recognising the challenge of collating, using and interpreting the data made available through SIAs, the Government will provide analytical expertise and capacity, via an external contractor, to deliver the independent data analysis required. This analytical team will work with the consortia chosen to undertake the audits, providing essential support and independent advice. The contractors will provide rigorous analysis of the various datasets and will work with the selected consortia to validate, explore and publish the hypotheses proposed by the consortia. They will also ensure comparability between the different audits.
25. Consortia will be asked to produce a narrative report, working with the Government's chosen analytical contractor to ensure that SIAs are robust and to ensure a broad consistency in structure, approach and content. The final SIA should contain a coherent narrative structure, accessible to non-specialists, based on both the analytical evidence and in-depth knowledge of the area. This assessment of performance should include a detailed analysis of current strengths and identify key areas of future potential with the aim of developing world-leading capability.
26. The SIA process may include a number of waves of audits. While there is no reason to set a specific number of SIAs within the first wave, it is likely that no more than ten will be initiated at any one time. Applications received early that score highly against the criteria detailed in section 15 may be invited to start an audit early and act as pathfinders for the first set of audits.

Application process and timeline

27. Applications should identify a single point of contact within the consortium's lead organisation. An organisation cannot be a lead partner for more than one consortium, but could potentially form part of more than one consortium.
28. Expressions of interest should be submitted by email to ScienceInnovationAudits@bis.gsi.gov.uk by 29 January 2016 using the template at Annex A. These expressions of interest will be assessed and prioritised by BIS with input from an independent panel (as described in section 16) with the final selection of audit areas to be taken by Ministers.
29. We plan to invite an initial wave of consortia to undertake SIAs in spring 2016. We anticipate that a further call to undertake SIAs will go out in summer 2016. BIS and the expert group will advise consortia which are not invited to undertake an Audit in the first wave on how to improve their proposal in preparation for a second round of Audits.
30. The timetable is set out below:

Date	Event
29 January 2016	Deadline for expressions of interest
March 2016	Decisions on highest priority proposals and announcement and start date for SIAs
April – June 2016	Completion of SIAs
Summer 2016	Second call for EOIs opened.

Complying with State Aid and other relevant legislation

31. With reference to State Aid: the SIA process and resulting reports, although developed in close collaboration with a variety of external groups, are commissioned and owned by BIS. Although referencing and taking input from specific areas, their primary purpose is to enhance the UK's capability to evidence decision making nationally.
32. Guidance on State Aid is available from the Department of Business, Innovation and Skills at <https://www.gov.uk/state-aid>. If in doubt, bidders should seek legal advice.

Feedback

33. Successful consortia will be asked to participate in individual feedback arrangements via the analytical contractor and through BIS to ensure successful completion of the Audits and to help inform future waves of Audits.

Freedom of information

34. BIS is subject to the Freedom of Information Act 2000, which gives a public right of access to information held by a public authority. This may result in applications, communications between us and the institution, information arising from this work, or the outputs from the work undertaken being subject to disclosure if a valid request is made to us. We will comply with such requests in accordance with the legislation and our own policies.
35. BIS is committed to transparency and openness. Our methodology and analysis will be publicly available and the finished audits will be published as BIS-branded and BIS-owned reports.
36. Institutions can, if they wish, provide potentially sensitive information (such as information relating to commercial interests) in a separate annex attached to the application form. This will highlight to us that there are concerns about disclosure.
37. Where we consider it to be appropriate and practicable we will seek the views of applicants before disclosing this information in response to a Freedom of Information request. The applicant acknowledges that information provided in the

annex is of indicative value only, and that BIS may nevertheless be obliged to disclose this information. Our assumption will be that all information in the main application documents can be disclosed on request.

38. Further information about the Freedom of Information Act is available at

<http://www.ico.org.uk/>

39. We have considered the Public Sector Equality Duty (PSED) in developing the process behind the Science and Innovation Audits and, in giving due regard to the three requirements of the PSED, we do not believe the process would affect people, or groups, who share protected characteristics. We will continue to give due regard to the Public Sector Equality Duty as further decisions are made, and will record all analysis undertaken to meet the requirements of the PSED.

Contacts

40. Enquiries can be sent to: ScienceInnovationAudits@bis.gsi.gov.uk or to relevant BIS Local offices.



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BIS/15/537

LANCASHIRE SECTORS	PRIORITIES/ OPPORTUNITIES	LU CAPITAL	UCLAN CAPITAL	UNIVERSITY REVENUE PROGRAMMES															
				LANCASTER	JOINT	UCLAN													
HEALTHCARE & LIFE SCIENCES	DEVELOPMENT & AGEING	LANCASTER HEALTH INNOVATION PARK	ENGINEERING INNOVATION CENTRE (EIC)	HIGH GROWTH LEADERSHIP PROGRAMME	LANCASHIRE FUSE	GROWTH THROUGH INNOVATION	PROFESSORS IN PRACTICE PROGRAMME	TECHNOLOGIST & GRADUATE ACADEMY PROGRAMME – STUDENT/ GRADUATE CONSULTANT	INTERNATIONAL CATALYST PROGRAMME	NEW VENTURE CREATION PROGRAMME	HIGHER LEVEL SECTOR SKILLS & EMPLOYABILITY PROGRAMME	EngD & KTP PROGRAMME	TWIN TRACK MSc PROGRAMMES	LANCASTER BOOST GROWTH UB	SOCIAL INCLUSION & SKILLS PROGRAMME	LOW CARBON & RESOURCE USE EFFICIENCY	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME	ADVANCED DIGITAL MANUFACTURING – MEDICAL DEVICE & INNOVATION LAB	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME
	BIOMEDICAL LIFE SCIENCES																		
	MEDICAL TECHNOLOGY																		
ICT , NEW MEDIA & CREATIVE	CYBER SECURITY	LANCASTER CENTRE FOR DIGITAL INNOVATION & CYBER SECURITY	FASHION - IFI	LANCASTER CENTRE FOR GLOBAL INNOVATION & ENTERPRISE	HIGH GROWTH LEADERSHIP PROGRAMME	GROWTH THROUGH INNOVATION	PROFESSORS IN PRACTICE PROGRAMME	TECHNOLOGIST & GRADUATE ACADEMY PROGRAMME – STUDENT/ GRADUATE CONSULTANT	INTERNATIONAL CATALYST PROGRAMME	NEW VENTURE CREATION PROGRAMME	HIGHER LEVEL SECTOR SKILLS & EMPLOYABILITY PROGRAMME	EngD & KTP PROGRAMME	TWIN TRACK MSc PROGRAMMES	LANCASTER BOOST GROWTH UB	SOCIAL INCLUSION & SKILLS PROGRAMME	LOW CARBON & RESOURCE USE EFFICIENCY	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME	ADVANCED DIGITAL MANUFACTURING – MEDICAL DEVICE & INNOVATION LAB	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME
	TRANSFORMATIONAL ICT																		
	SMART CITIES AND COMMUNITIES																		
	BIG DATA																		
ADVANCED MANUFACTURING	ADVANCED CHEMICALS	LANCASTER CENTRE FOR QUANTUM & CHEMICAL INNOVATION	ENGINEERING INNOVATION CENTRE (EIC)	LANCASTER CENTRE FOR GLOBAL INNOVATION & ENTERPRISE	HIGH GROWTH LEADERSHIP PROGRAMME	GROWTH THROUGH INNOVATION	PROFESSORS IN PRACTICE PROGRAMME	TECHNOLOGIST & GRADUATE ACADEMY PROGRAMME – STUDENT/ GRADUATE CONSULTANT	INTERNATIONAL CATALYST PROGRAMME	NEW VENTURE CREATION PROGRAMME	HIGHER LEVEL SECTOR SKILLS & EMPLOYABILITY PROGRAMME	EngD & KTP PROGRAMME	TWIN TRACK MSc PROGRAMMES	LANCASTER BOOST GROWTH UB	SOCIAL INCLUSION & SKILLS PROGRAMME	LOW CARBON & RESOURCE USE EFFICIENCY	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME	ADVANCED DIGITAL MANUFACTURING – MEDICAL DEVICE & INNOVATION LAB	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME
	INDUSTRIAL METROLOGY																		
	QUANTUM TECHNOLOGY																		
	AEROSPACE & AVIATION	UCLAN ENGINEERING INNOVATION CENTRE																	
	AUTOMOTIVE																		
ENERGY	OIL & GAS	LANCASTER CENTRE FOR ENERGY INNOVATION	ENGINEERING INNOVATION CENTRE (EIC)	LANCASTER CENTRE FOR GLOBAL INNOVATION & ENTERPRISE	HIGH GROWTH LEADERSHIP PROGRAMME	GROWTH THROUGH INNOVATION	PROFESSORS IN PRACTICE PROGRAMME	TECHNOLOGIST & GRADUATE ACADEMY PROGRAMME – STUDENT/ GRADUATE CONSULTANT	INTERNATIONAL CATALYST PROGRAMME	NEW VENTURE CREATION PROGRAMME	HIGHER LEVEL SECTOR SKILLS & EMPLOYABILITY PROGRAMME	EngD & KTP PROGRAMME	TWIN TRACK MSc PROGRAMMES	LANCASTER BOOST GROWTH UB	SOCIAL INCLUSION & SKILLS PROGRAMME	LOW CARBON & RESOURCE USE EFFICIENCY	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME	ADVANCED DIGITAL MANUFACTURING – MEDICAL DEVICE & INNOVATION LAB	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME
	RENEWABLES																		
	NUCLEAR																		
ENVIRONMENTAL TECHNOLOGIES	LOW CARBON	LANCASTER CENTRE FOR GLOBAL ECOINNOVATION	ENGINEERING INNOVATION CENTRE (EIC)	LANCASTER CENTRE FOR GLOBAL INNOVATION & ENTERPRISE	HIGH GROWTH LEADERSHIP PROGRAMME	GROWTH THROUGH INNOVATION	PROFESSORS IN PRACTICE PROGRAMME	TECHNOLOGIST & GRADUATE ACADEMY PROGRAMME – STUDENT/ GRADUATE CONSULTANT	INTERNATIONAL CATALYST PROGRAMME	NEW VENTURE CREATION PROGRAMME	HIGHER LEVEL SECTOR SKILLS & EMPLOYABILITY PROGRAMME	EngD & KTP PROGRAMME	TWIN TRACK MSc PROGRAMMES	LANCASTER BOOST GROWTH UB	SOCIAL INCLUSION & SKILLS PROGRAMME	LOW CARBON & RESOURCE USE EFFICIENCY	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME	ADVANCED DIGITAL MANUFACTURING – MEDICAL DEVICE & INNOVATION LAB	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME
	RESOURCE EFFICIENCY																		
	SUSTAINABLE MANUFACTURING																		
	ENVIRONMENTAL PROTECTION																		
SERVICE SECTORS	SPORTS & TOURISM	LIVERPOOL	SPORTS ARENA	LANCASTER CENTRE FOR GLOBAL INNOVATION & ENTERPRISE	HIGH GROWTH LEADERSHIP PROGRAMME	GROWTH THROUGH INNOVATION	PROFESSORS IN PRACTICE PROGRAMME	TECHNOLOGIST & GRADUATE ACADEMY PROGRAMME – STUDENT/ GRADUATE CONSULTANT	INTERNATIONAL CATALYST PROGRAMME	NEW VENTURE CREATION PROGRAMME	HIGHER LEVEL SECTOR SKILLS & EMPLOYABILITY PROGRAMME	EngD & KTP PROGRAMME	TWIN TRACK MSc PROGRAMMES	LANCASTER BOOST GROWTH UB	SOCIAL INCLUSION & SKILLS PROGRAMME	LOW CARBON & RESOURCE USE EFFICIENCY	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME	ADVANCED DIGITAL MANUFACTURING – MEDICAL DEVICE & INNOVATION LAB	CREATIVE DESIGN AND MEDIA INNOVATION/INVESTMENT READY PROGRAMME
	BUSINESS & PROFESSIONAL																		



Lancashire Enterprise Partnership Limited

Private and Confidential: No

Date: 15 December 2015

Developing a Strategic Marketing Proposition for Lancashire

Report Author: Ruth Connor, Chief Executive, Marketing Lancashire

Executive Summary

This report updates the Board on the development of a marketing strategy for the Lancashire Enterprise Partnership (LEP).

Recommendation

The LEP Board is asked to:

- (i) Note and comment on the contents of this report;
- (ii) Approve the proposed approach to continuing to develop a strategic marketing proposition for Lancashire, as set out in this report;
- (iii) Delegate authority to Lancashire County Council's Director of Economic Development and the Chief Executive of Marketing Lancashire to progress with the outputs required from this project;
- iv) Note and welcome the recent appointment of Mr Tony Attard OBE, Group Chief Executive of Panaz Ltd, as the new Chair of Marketing Lancashire as set out in 4.3 of this report
- (v) Approve the funding proposal, as set out in 5.10 of this report, regarding the City Deal Marketing and Communications Strategy; and
- (vi) Approve the confirmation of the Chief Executive of Marketing Lancashire as the LEP's Media Communications and PR lead as set out in 5.23 of this report and to continue to provide regular updates to the LEP Board on the work programmes and outputs of the appointed consultants.



Background and Advice

1. Context

- 1.1 At the meeting of the LEP Board in March 2015, approval was given to progress with the procurement of a strategic marketing tender that was split into two key elements;
- i) The requirement for the development of a compelling Lancashire story, or economic narrative, that clearly sets out a strong identity and a clear sense of purpose and place. This will underpin future place marketing and positioning by the LEP and also secure the support of its key partners, including Marketing Lancashire, who will find it sufficiently engaging to be able to deploy in support of their own activities. It will also be effective in generating the endorsement and support of the private sector.
 - ii) The requirement for an initial 12-month media and communications campaign, as part of an overarching strategy, to increase awareness of the Lancashire offer with key stakeholders and business sectors by employing a range of communication approaches, especially digital channels, appropriate to key target audiences.

2. Objectives of the Work

- 2.1 In summary, the key objectives of the commission are to:
- Improve the positioning of Lancashire in a national context and the LEP and Lancashire in a regional context.
 - Establish a strong and clear economic identity for Lancashire that highlights key attributes and benefits by sector.
 - Identify key stakeholders and opinion formers regionally and nationally and transform them into supporters and influencers of the Lancashire brand.
 - Stimulate interest, enquiries and subsequent inward investment enquiries to Lancashire.
 - Raise the profile of strategic investment opportunities which flow through the LEP.
 - Identify the key achievements and messages that best portray the Lancashire 'story' through a multi-channel approach to target audiences.



- Develop engagement and closer working relationships with the private sector in communicating a united and proud Lancashire that has a confident and ambitious voice.
- Identify a suite of marketing collateral and opportunities to showcase the Lancashire 'story' regionally and nationally.
- Develop a LEP media and communications strategy, which will review current communication activities and assets, including the LEP's website and use of digital media to reach key target audiences, with an initial programme of media and communications activity.

3. Budgets

- 3.1 At the meeting of the Board in June, Directors agreed to the appointment of two agencies; Thinking Place and SKV Communications. The total budget for the term of the contracts, exclusive of VAT, but inclusive of all fees, disbursements, and other expenses is £56,250 for Thinking Place and £66,000 for SKV Communications. Thinking Place will focus on creating the Lancashire Story and SKV Communications will develop the media and communications strategy.
- 3.2 A considerable amount of progress has made on both elements of the project which is detailed within this report.

4. Activity and outputs since the appointment of Thinking Place

- 4.1 Thinking Place, were appointed in June to develop and deliver the Lancashire economic narrative or 'story'. A key element of this piece of work, as highlighted by the LEP Board, was to have an understanding of what makes Lancashire distinctive and what or who are its key assets. This was carried out by engaging with both the public and private sector through 70+ public stakeholder one-to-one conversations, 9 sector focus groups, 5 workshops, an online survey and a considerable amount of desk research.
- 4.2 The evidence, key emerging themes, common considerations and next stages of activity for the Lancashire story were presented to the Steering Group on 25th September and on October 12th with approval gained to progress to the next stages which include the creation of the visual identity, the development of a Lancashire Ambassador programme and for the Marketing Lancashire Board to take the role of the Place Board.
- 4.3 A new Chair of Marketing Lancashire has recently been appointed; Mr Tony Attard OBE, Group Chief Executive of Burnley based Panaz Ltd. Mr Attard brings extensive business experience and credibility to the role and is an active supporter of raising the profile of Lancashire as a place for business and investment and as a centre of innovation excellence on a national and international scale.



- 4.4 A separate presentation was given by the Chief Executive of Marketing Lancashire and Thinking Place at a special LEP Board meeting on 30th October to update the Board on progress so far and to highlight the subsequent activity being worked on to achieve the objectives of this part of the strategic marketing project. The focus now is to complete the 'storybook'/economic narrative, the visual identity and brand guidelines and the Lancashire Leaders Ambassador Programme by early February and present this to the steering group. A full launch of the Lancashire 'story' and the Ambassadors Programme is planned for March.
- 4.5 A meeting took place on November 9th with Thinking Place and SKV Communications to share the research and findings from the public and private sector engagement activity so that this could strengthen SKV's focus on key sectors linked to the emerging themes.

5. Activity and outputs since the appointment of SKV Communications

- 5.1 SKV Communications were appointed in June and since then they have been working closely with the Chief Executive of Marketing Lancashire, the Director of Economic Development, the Head of LEP Co-ordination and Development, the Head of Strategic Development, the Head of Business Growth and the Head of Communications at Lancashire County Council to fully immerse themselves in the LEP's key initiatives, projects and objectives.

Media and Communications

- 5.2 SKV has taken a very proactive role in media engagement on behalf of the LEP working closely with local, regional and national media which has resulted in a tangible shift in attitude towards the LEP and to its more proactive approach.
- 5.3 LEP recent media highlights also include the positive inclusion of LEP key messages, photographs and quotes in a number of press stories in regional media, including:
- Blackpool Airport EZ announcement;
 - Hillhouse EZ announcement;
 - Sir Howard Bernstein Lancashire Economy lunch;
 - Lancashire leading the way on more new home starts within the North West in the last quarter; and
 - Runshaw College's new £6.2m science facility.
- 5.4 In addition to reporting on the key role the LEP is playing in delivering or supporting these projects and schemes, there has also been additional LEP reports/special media features. For example:



- The Times Super North 2-page feature in October focusing on the Advanced Manufacturing sector in Lancashire which incorporated comment from the LEP Chairman and LCC's Head of Business Growth and Innovation and testimonials from Panaz Textiles and Victrex;
- Insider's 'Made in Lancashire' feature in October, in which LEP Board Director Graham Cowley was quoted on behalf of the LEP;
- Insider's East Lancashire Review in October in which LEP Board Director Mike Damms was quoted on the LEP's positive progress;
- Insider's Lancashire Manufacturing Report November, in which Mike Damms was quoted extensively on behalf of the LEP;
- Lancashire Business View Blackpool, Fylde and Wyre Report in November, which included extensive quotes from the LEP Chairman regarding the Warton Enterprise Zone;
- Place North West Enterprise Zone Review in November in which the LEP supplied updated information for inclusion in the feature; and
- Commercial Property Magazine's 2-page feature in November.

5.5 Other communications activity and media stories in the pipeline include;

- the launch of the new £2m extension at Nelson and Colne College;
- the proposed Ministerial visit on January 11th for the Broughton Bypass ground-breaking ceremony;
- the launch of the Training 2000 £1m advanced engineering centre; and
- a PR plan for both the Lancashire Skills strategy and the Transport for Lancashire prospectus.

City Deal

5.6 The Chief Executive of Marketing Lancashire has been working with the City Deal Communications team and a new marketing and communications strategy has been produced by the Programme Director.

5.7 The focus of the new marketing and communications strategy remains on continuing to convey City Deal messages at a local level with a move towards promoting the outputs, benefits, scale and ambition of the project at a national and international level in 2016. The strategy and its supporting action plan are aligned to the LEP's strategic marketing work.

5.8 A local partner contribution of £36k has been proposed to support this work.

5.9 In the LEP's 2014-15 Core Funding application, £25k was included to support specific marketing and communications activity to promote the City Deal. It was intended that this funding would support partners to raise the profile of this key LEP initiative amongst regional and national investors, developers and house-builders, using a wide range of communication and media channels. The £25k was identified on the basis that it would be matched by City Deal partners.

5.10 It is requested that this funding is now made available to City Deal partners to support the implementation of the City Deal's new marketing and communications strategy. The Chief Executive of Marketing Lancashire will continue to work with the City Deal team to ensure is deployed effectively and leverages investment from others.

Digital Communications

5.11 The Lancashire Business Brief (LBB) is an e-newsletter which was launched mid-August and is distributed to the LEP's contact database. The newsletter has an average open rate of 34%. The LBB is a compilation of weekly positive economic and regeneration stories pulled from the across Lancashire and the North West's online news outlets. The LBB is now available as a sign up on the LEP website.

5.12 Feedback to date from businesses and partners has been very positive and the brief is also proving to be a very effective communications vehicle as it showcases the range and scale of private and public sector economic activity taking place across the County each week.

5.13 The Lancashire Business Brief is now hosted on the LEP's website with an online version viewable in the news area. Activity is focused on increasing the number of contacts registered on the LEP's database. Sign-ups to the database have increased by 28% since August.

The LEP Website

5.14 Page views, unique visits and dwell time on the LEP's website has increased respectively by 50%, 51% and 9% since August. All communications, media and PR activity now signposts to the LEP web address and all LEP PR stories are now uploaded onto the website.

5.15 Next steps include 'refreshing' some of the LEP's website copy, including descriptors and a clearer call to action linked to key strategic messages, the Lancashire 'story' as well as the most visited pages, for example, the LEP Board pages.

The LEP Newsletter

5.16 Whilst the Lancashire Business Brief is primarily focused on promoting private sector and third-party news a new monthly LEP newsletter is to be launched in the shortly. The current working title for the newsletter is "The Link".

5.17 "The Link" will be dedicated to the LEP and its key partner, promoting key economic initiatives and project news, introducing LEP Board Directors and showcasing key businesses across Lancashire. It will complement (not compete with) the Lancashire Business Brief weekly bulletin.

5.18 The first edition will include coverage of the recent UKTI visit to Samlesbury the City Deal Investor and Developer Forum and the announcements of the Blackpool Airport and Hillhouse Enterprise Zones.

Twitter

5.19 The LEP twitter account was launched on November 11th @lancslep. SKV have researched and captured the Twitter account details of the County's "top 250" influencers and will conduct a phased 'follow and engage' strategy to raise awareness of the LEP Twitter feed.

5.20 Tweets primarily consist of highlighting similar positive economic stories as featured in the Lancashire Business Brief, partner news/events and LEP specific content with 2-4 tweets being broadcast per day with approximately 80 tweets and retweets so far. As of 8th November the account has 125 followers, with 8,433 tweet impressions and 891 visits to the LEP profile.

5.21 If anyone chooses to try and engage with the LEP (or potentially LCC or other LEP aligned partners) via twitter to raise a particular issue, grievance or personal matter then such exchanges will be referred to the Chief Executive of Marketing Lancashire.

Interview and Comment requests

5.22 The LEP has had several requests for comment or for inclusion in various media which have not all been able to be fulfilled due to availability, relevance or timing. Some of these include the following;

- The Guardian - LEP comment on East Lancashire and devolution;
- The Sunday Times - LEP comment on Preston's prosperity;
- Lancashire Business View - request for exclusive interview with Edwin Booth for January front cover
- Blackpool Gazette - LEP comment on future of Blackpool Airport one year on from closure; and
- Insider magazine - LEP comment about new office developments in Blackburn.

5.23 The fact that the LEP is being approached more and more for comment signifies that there has been a step change in the LEP being viewed as much more media friendly, public facing and 'accessible'. The Chief Executive of Marketing Lancashire leads this co-ordinated approach to the LEP's media communications and PR activity, managing both appointed agencies whilst collaborating with internal and external stakeholders to maximise opportunities and to deliver a return on the LEP's investment.



Forthcoming events

5.24 With the strategic marketing activity now well underway, the plan is to raise the LEP's profile even further in 2016, with several events being planned and considered including;

- Lancashire Business View City Deal "Hotspot" event 23rd February Bartle Hall;
- Northern Powerhouse Conference, Manchester Central 25th/26th February 2016;
- Lancashire/LEP Insider event 18th March;
- ResPublica "Finding True North" Conference with Greg Clark 18th March;
- International Festival of Business June 2016;
- Paris Air show June 2016; and
- MIPIM UK October 2016.

5.25 Attendance, hosting or playing a key role at these events not only highlights the work of the LEP but reinforces Lancashire's position at the heart of the Northern Powerhouse by evidencing the importance of Lancashire's economic assets, its ambitious growth plans and strategic infrastructure projects that can support the delivery of pan-Northern economic priorities.

5.26 Other LEP related activity that has taken place during October and November has included a hosted visit of the DCLG Enterprise Zones' representative to the Blackpool Airport site, a hosted UKTI delegation to Samlesbury and the City Deal Investor and Developer Forum.

Forward planning and overarching PR strategy

5.27 The activity included in this report demonstrates that both the LEP and Lancashire's profile continue to be raised, conveying progress so far as well as the scale of ambition. There is still more to be done but there is an evident step change in the LEP's communications activity.

5.28 A "Mapping of Lancashire" project is currently underway which details over 150 LEP projects/initiatives. This will be included in a master database with geographical, sector and chronological tags and combined with the LEP's key strategic messages and areas of focus.

5.29 Work is also underway to determine regular communications to the LEP Board, including a monthly progress update and a bi-monthly media/PR report which will be incorporated into a standing item Marketing and Communications Board Report. A draft of the monthly update will be circulated for feedback.



- Collectively all of the above activity has demonstrated to partners, media and external audiences that there is a great deal happening in Lancashire and that the LEP is proactive in its approach;
- There are also a number of initiatives and projects underway which will increase the coverage of the Lancashire success story so far and, more importantly, articulate the opportunity that Lancashire offers regarding inward investment;
- A more sophisticated, crafted and strategic approach to how the work of the LEP is articulated is already making an impact and there has been a tangible shift towards a more confident, proactive and positive positioning which has already yielded results through PR activity, face-to-face engagement and other communications activities;
- Building on this, SKV will continue to work through the LEP's (and the county's) wide range of strategic economic priorities, projects, plans and aspirations across different sectors and localities, reworking them into more digestible communications across digital, media and other PR channels;



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: 15th December 2015

LEP Governance and Sub Committees Decisions Report

**Report Author: Andy Milroy, Company Services Officer, (01772) 530354,
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Executive Summary

This report extracts the key items considered by each of the Lancashire Enterprise Partnership (LEP) Board Sub-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 the Sub-Committees for approval. The report also contains updates on Governance matters.

Recommendations

The LEP Board is asked to note the updates provided in this report in relation to the Committees of the LEP.

Background and Advice

The Lancashire Enterprise Partnership Board (LEP) approved a LEP Assurance Framework on 17th March 2015 which was subsequently submitted to Government as final in April 2015. The Assurance Framework is made publically available on the LEP website: <http://www.lancashirelep.co.uk/about-us/about-the-lep.aspx>

The Assurance Framework ensures that the LEP records decisions taken by the LEP and its Sub-Committees in an open and transparent way. The purpose is to ensure that arrangements are in place enabling effective and meaningful engagement of local partners and the public, and that those arrangements operate transparently with LEP decisions capable of being independently scrutinised.

Since the implementation of the LEP Assurance Framework, the LEP and its Sub-Committees publish their agendas and minutes on the LEP website. In order to ensure the LEPs decision making is open and transparent in relation to the Sub-Committees this report presents updates from each of the Sub-Committees and, where applicable, contains decisions that are outside of the Sub-Committees powers and require referral to the LEP Board for approval.



1. Executive Committee

Decision Taken – 4th November 2015 – Growing Places Fund – On the Banks Scheme

The Executive Committee approved on the 4th November 2015 a written resolution to vary the repayment terms for this scheme and approved that the repayment deadline be extended to December 2016 for the outstanding balance plus accrued interest.

Decision Taken – 19th November 2015 – Appointment of Private Sector Skills and Employment Board Representatives

The Executive Committee approved the appointment of Lyndsey Campbell (Blackpool, Visitor Economy) and Andy Woods (West Lancashire, Energy and Environment) as members of the LEP Skills and Employment Board. In addition the Executive noted that the Board will continue to search for one additional Private Sector Board Member from either the Creative and Digital or Social Care sectors.

2. Transport for Lancashire Committee

Committee Meeting – 2nd December 2015

The Transport for Lancashire Committee, Chaired by County Councillor Jennifer Mein, met on the 2nd October 2015. The Transport for Lancashire Committee considered the following:

- (i) Burnley-Pendle Growth Funding Approval Application
- (ii) Transport for the North Update
- (iii) A Verbal Update on Combined Authority discussions

The TfL Committee recommended all reports for approval by the LEP Board. The Burnley-Pendle Growth Funding Approval Application is now formally submitted to the LEP Board for final approval (see separate report).

Full agendas and minutes for Transport for Lancashire meetings can be accessed here: <http://council.lancashire.gov.uk/ieListMeetings.aspx?Committeeld=956>

3. City Deal Executive and Stewardship Board

The City Deal Executive and Stewardship Board has not formally met since the last meeting of the LEP Board. The next scheduled City Deal Executive and Stewardship Board meeting is to be held on 8th January 2016.

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



4. Growth Deal Management Board

Board Meeting – 21st October 2015

The Growth Deal Management Board, Chaired by Graham Cowley, met on the 21st October 2015. The Board considered and approved reports on the following:

- (i) M55 to St Annes Link Road – Project GF01-06
- (ii) An update from the Monitoring and Evaluation Sub Group
- (iii) An update on the Lancashire Skills and Employment Strategic Framework
- (iv) Growth Deal Projects – Maximising the Social Value Outcomes
- (v) Growth Deal – Final Investment Approvals
- (vi) Growth Fund Agreements – Deviations from Business Case
- (vii) Local Growth Fund Agreements
- (viii) Growth Deal Implementation
- (ix) Myerscough College – Project GF01-17-S
- (x) Blackpool and The Fylde College – GF01-13-S
- (xi) Growth Deal Finance Summary

There were no items specifically referred to the LEP Board for approval although it was advised that the LEP Board should note the finance update and risk register presented within the Growth Deal Implementation Update (see separate Growth Deal update report).

The reports and minutes from this meetings can be accessed here:
<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1218>

Board Meeting – 8th December 2015

At the time of writing the GDMB is due to meet again prior to the LEP Board on the 15th December 2015 on the 8th December 2015. There will be a report referred to the LEP Board to formally approve the awarding of a Framework Contract for the Lancashire Growth Deal Evaluation Plan, for which the LEP Board had previously set aside £100,000 of the LEP's Core Funding budget at its meeting held on 21st April 2015 to finance this work. This will be subject to a separate report to the LEP Board on 15th December 2015.

5. Enterprise Zone Governance Committee

The Enterprise Zone Governance Committee has not met since the last LEP Board meeting. It is scheduled to meet next on 26th January 2016.

Full agendas and minutes for the Enterprise Zone Governance Committee meetings can be accessed here:
<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1171>



6. Lancashire Skills and Employment Board

Board Meeting – 22nd October 2015

The Skills and Employment Board, Chaired by Amanda Melton, met on 22nd October 2015. The Board considered and approved reports on the following:

- (i) An update from the Lancashire Skills Hub
- (ii) A discussion paper regarding Lancashire Devolution of Skills and Employment.
- (iii) A Lancashire Skills and Employment Area Review report.

In relation to the **Devolution** report the Skills and Employment Board request that the LEP Board notes that:

The Skills and Employment Board considered the report on evolving devolution agreements in other areas of England with specific reference to any skills and employment 'asks'. Whilst recognising that certain areas were more advanced than Lancashire in terms of devolution proposals it was recognised there was merit in the Committee having an early discussion around potential items which could then be taken into account in the future when developing a skills and employment 'ask'.

- a) That the Board work with the DWP in order to co-create a local approach to unemployment and hold to account those tasked with delivery. Any joint approach to include the design of an employment support programme for 'harder to help claimants' from 2017/18.
- b) The need to identify those elements which are distinctive to Lancashire in terms of employment.
- c) Seek to increase employment rates across Lancashire and explore opportunities around the higher, technical and professional sector and Apprenticeships.
- d) To explore the provision of Careers, Education, Information, Advice and Guidance in schools and hold providers to account in relation to outcomes.
- e) As the Area Based review is focussed on FEIs consider other forms of provision such as School 6th Forms and the potential impact of the blurring of the separation between FEIs and HEIs.
- f) With regard to the Apprenticeship Levy explore increasing engagement with all employers regardless of any definition of a 'large employer'. Consider that not all employers may choose to spend their vouchers but may have an interest in where any unallocated funding is spent e.g. supply chain.
- g) Seek further information and clarification with regard to any funding that may be available from the Higher Education Funding Council for England.



The LEP Board is asked to endorse this approach.

In relation to the **Area Review** report the Skills and Employment Board request that the LEP Board notes that:

- a) In terms of geography whilst Lancashire should be viewed as a single unit it should be recognised that the following FE Colleges have a strong focus outside of the County.

Lancaster and Morecambe College - Cumbria.
West Lancashire College - Liverpool and Greater Manchester.
- b) Craven College in Skipton was not included in the West Yorkshire Area based review and may have an impact in terms of student migration in East Lancashire.
- c) Myerscough College is a predominantly specialist land based provision but with some generalist elements.
- d) Any Lancashire approach should also include other data and information from institutions which are currently out of scope such as 6th Forms, University Technical Colleges and other private sector providers.
- e) Adult learning funding for Lancashire, Blackpool and Blackburn should also be included in the Area Review.
- f) It was noted that 2014/15 data was not yet available but would shortly be released.

The LEP Board is asked to note the update and endorse the approach taken for the Lancashire Area Review.

Full agendas and minutes for the Lancashire Skills Board meetings can be accessed here: <http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1011>

7. Performance Committee

The Performance Committee has not met since the last LEP Board meeting. It is scheduled to meet next on 8th January 2016.

Full agendas and minutes for the Performance Committee meetings will be accessible here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1216>



8. Business Support Management Board

Board Meeting - 28th October 2015

The Business Support Management Board, Chaired by Mike Blackburn, met on 28th October 2015. The Board considered and approved reports on the following:

- (i) Reporting arrangements to the LEP
- (ii) Publicly funded Business Support Provision in Lancashire – Purpose and Priorities
- (iii) European Structural and Investment Funds (ESIF) Update
- (iv) Performance Data on National Business Support Activity in Lancashire

There were no items specifically referred to the LEP Board for approval, however full agendas and minutes for the Business Support Management Board meetings will be accessible here:

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

Lancashire Enterprise Partnership Limited

Private & Confidential: NO

Date: 15 December 2015

Lancashire Superfast Broadband Update

**Report Author: Sean McGrath, Development and Corporate Resources,
Lancashire County Council**

Executive Summary

The report sets out the latest position in the delivery of the Lancashire Superfast Broadband project.

Recommendation

The LEP Board are asked to note the report.

Background and Advice

1. Introduction

1.1 Superfast Broadband (SFBB) refers to a range of measures to ensure businesses and consumers are best able to exploit the benefits of high speed broadband connections. Through Broadband Delivery UK (BDUK), the government has defined SFBB as a speed of not less than 24Mbs. Mbs stands for Megabits per second and is the expression used to measure broadband speeds.

Increasing the availability and take up of Superfast Broadband is a key driver for learning, delivery of services and enterprise and growth, and is a high priority for Lancashire. Acknowledged benefits include:

- Supporting the development of new and more efficient, business models and enabling increase of international trade and collaborative innovation.
- Increasing the social and economic resilience of Lancashire, its infrastructure and communities;
- A key ingredient in attracting inward investment into the county as well as supporting new housing and employment site developments.
- Extending deployment of superfast broadband in under-served areas can also
- support the safeguarding of employment in areas which have not and will not benefit from commercial roll out of Superfast Broadband supporting access to services, including learning and health related activity particularly for residents furthest from the labour market and commercial centres and with specific need.

- Acting as a supporting mechanism for communities take on the delivery of certain public services through alternative operating models. For example, residents can benefit from greater e-commerce opportunities and interaction with public services through digital communications, including tele-health and tele-care. Increased broadband speeds and coverage underpins options for local community delivery of public services.

The national target is to have 95% of premises with access to Superfast Broadband by the end of 2015, in Lancashire this figure is likely to be closer to or at 97% (taking into account commercial delivery).

2. Capital Delivery of the Lancashire Superfast Broadband project

In order to comply with European Union competition (State Aid) rules public intervention can only take place in those areas that do not already have a commercial broadband provider or are not included in any commercial delivery plans. These are areas of market failure and are known as 'white' areas and are to be the focus of any public intervention. They are designated as such through an Open Market Review, which assesses the plans of commercial providers.

Of the premises in Lancashire approximately 76% will be covered through commercial delivery (BT, Virgin and B4RN) leaving 24% in the 'white' area and eligible for public intervention. These areas are in the main rural but not exclusively so, e.g. South Shore and Bentham.

Phase 1, delivering to 21% of premises, commenced in 2013 through a partnership between Lancashire County Council and British Telecom with additional financial support from the North West European Regional Development Fund (ERDF), Broadband Delivery UK (BDUK), Blackpool and Blackburn with Darwen Borough Councils. The total Phase 1 project is currently worth c.£30m and will have delivered Superfast access to over 124,000 premises (households) by its completion, with another 22,000 able to access speeds greater than 2mbps yet less than 24mbps (Total coverage is 146,000 premises).

At the time of writing in excess of 120,000 premises and in excess of 9,000 ERDF eligible SMEs (a key delivery output in order to access ERDF funds) now have access to Superfast Broadband in the 'white area'.

Phase 1 involves the completion of 934 structures across the 'white' areas of Lancashire using a range of technologies. The most familiar example of the Superfast rollout is the 'Green Cabinet' or Fibre to the Cabinet (FTTC). This approach involves providing a fibre connection from the nearest exchange to the cabinet, with existing connections being used to connect the cabinet to individual premises. This approach is relatively straight forward. Although there can be siting difficulties, it provides good value for money in terms of the number of premises covered.

However, speed and coverage is dependent upon the distance a premise is from the cabinet. If this distance exceeds c.1.2km it is unlikely that the broadband speed will be Superfast. The speed can also be affected by the number of users connected at any one time, and by the number of connections to a structure being limited due to cabinet capacity issues. This issue is currently being discussed with BDUK.

In more rural, isolated areas Fibre to the Premise (FTTP) has tended to be used more often. This involves building fibre straight to a premise and can provide reliable higher speeds. However, this option is more expensive, as a result of the build which involves laying kilometres of cabling underground and through mixed terrain. Other options for delivery are being rolled out by BT and are likely to be used as part of the Phase 2 delivery.

Phase 2 of the Lancashire project, the Superfast Extension Programme (SEP), will start early in 2016 and will provide access to an additional 12,000 premises by a target date of the end of 2017. This project will be worth a maximum of £7.68m provided by Lancashire County Council and BDUK on a 50:50 basis.

By the end of Phase 2 Lancashire Superfast rollout it is envisaged that approximately 99% of premises in Lancashire will have access to Superfast Broadband services (taking into account commercial delivery). BDUK and the County Council are currently looking at options for delivering to the very hardest to reach places and communities including Satellite, Wi Fi and 4G connectivity.

3. Support to businesses

3.1 As part of deployment of the Superfast programme access been provided to 100+ priority business sites across Lancashire and, in addition, enhanced connectivity is being provided for the Samlesbury and Warton Enterprise Zone sites. Discussions are already taking place regarding the Blackpool Airport Enterprise Zone and, as part of discussions related to Phase 2 of the Superfast rollout, the same will need to take place regarding the newly designated Hillhouse Enterprise Zone.

An element of the Phase 1 Contract was that BT delivered a £3m Business Support Programme to ERDF eligible SMEs across Lancashire. Expenditure was matched 50:50 by BT and ERDF.

The investment funded the provision of business support activities to encourage SME business users to adopt and exploit the benefits of Superfast Broadband. This support was delivered via various awareness raising seminars, 1 to 1s with Business Advisors and more intensive SFBB clinics.

The ERDF target was for 355 SMEs to receive at least 12 hours of intensive business support by 31st March 2015 and progress was reported quarterly to the

funder. Since it was officially launched in June 2013 the programme actually achieved:-

- Over 8,193 hours of intensive business support
- 507 business assists completed the 12 hour programme, 152 assists above the original final target (143% of target)
- Held four Get Your Business Superfast (GYBSF) Events at key venues across the County attracting businesses onto the Programme.

4. Future Activity

4.1 Building upon the successful Superfast rollout within Lancashire (both commercial and public) will be a key task for future activity especially in ensuring businesses are able to fully exploit the opportunities that it brings.

Limited amounts of resource, approximately £5m, will be available through the Lancashire European Structural and Investment Funds (ESIF) 2013-20 programme under the *ICT* theme. This theme will support business support activity to develop business opportunities provided by Superfast access and can be linked to the work being undertaken by the Lancashire Growth Hub, BOOST, to ensure a cohesive offer to local SMEs.

In addition, the *ICT* theme will support further physical access for SMEs, but only in areas of market failure ('white' areas) where the businesses (which need to be ERDF eligible) have speeds of less than 2mbps. These limitations, and level of resource available, is likely to mean that physical development will only be feasible if targeting on a specific location.

Additionally, limited amounts of resource from the European Agricultural, farming and Rural Development Fund (EAFRD), part of Lancashire's ESIF allocation, can be used to enhance access to improved connectivity for businesses in Lancashire's rural areas. It is not known exactly what type of activity, or applicant, will be eligible to apply for this resource.

A further report on these issues will be provided to a future Board meeting.

5. Conclusion

5.1 This report outlines progress in the delivery of the Lancashire Superfast programme and highlights some options for future business support activity linked to BOOST.

However, key to the economy in Lancashire's fully benefiting from the opportunities provide by Superfast will be the business take up of Superfast services. At the moment information on the level of business take up is not available and therefore it is not possible to assess how great the take up has been within the business community. This may be an issue that the Board wishes to consider in more detail.

Lancashire Enterprise Partnership Limited

Private & Confidential: NO

Date: 15 December 2015

European Funding – European Structural and Investment Funds (ESIF) update

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Executive Summary

The report sets out the latest position on the development of Lancashire's European Structural and Investment Funds (ESIF) Strategy, in particular

- Revised financial allocations and outputs;
- Project calls/launches; and
- Project pipeline development.

Recommendation

The LEP Board are asked to note the report.

Background and Advice

1. European Structural and Investment Funds (ESIF) Programme Revised financial allocations and outputs

- 1.1 In October 2015 the Government issued revised ESIF funding allocations and outputs to all 39 LEP area sub committees. The revised allocations, for both European Regional Development Funds (ERDF) and Social Funds (ESF) were partly based upon a change in the exchange rate between the Euro and Sterling since the original allocations, some 18 months previous, and alterations made by Government in funding for different priorities.

- 1.2 The changes in the exchange have resulted in the overall Lancashire ESIF programme reducing from £230m to £188m. This is based upon a new planning exchange rate of £0.71 rather than £0.85. This translates into a £112m ERDF programme and a £75m ESF programme (£23m and £15m reductions respectively).
- 1.3 The exchange rate will be reviewed twice a year and as a result the allocation to Lancashire could go up as well as down. It is worth noting that in the previous North West European programme exchange rate changes result in an extra £50m becoming available which used to support Superfast Broadband interventions in Lancashire and across the North West.
- 1.4 The detail of the revised allocations, and in particular the allocations between different funding for different types of activity, was presented to the Lancashire ESIF Partnership (area subcommittee). The Partnership felt that Lancashire's local priorities, especially support for Research and Innovation and the development of related infrastructure, had not been taken into account when resources had been allocated to different delivery headings. The Partnership particularly noted that, exclusive of exchange rate changes, there was £8m less in the Research and Innovation allocation than proposed locally and £4m more in the Low Carbon allocation than proposed locally. In these cases the allocation the Lancashire is below/above the national average.
- 1.5 In addition, to the changes in financial allocation the level of outputs required to be delivered has also changed. The outputs originally submitted by Lancashire were based upon our own evaluation of what could be delivered and validated by an external economic consultancy. The outputs that have now been allocated are above those originally planned with an increased emphasis on revenue type activity, i.e. enterprises supported, to the detriment of the delivery of capital activity in support of local priorities such as Growth Deal activity. For example the number of individuals receiving skills support increasing from 32,970 to 66,700 but the amount land remediation reduced from 30 hectares to 1 hectare.
- 1.6 The ESIF partnership agreed to challenge the thematic allocations and also the level of targets both for ERDF and ESF. At the time of writing the ESF thematic allocations have been altered to meet local priorities and commitments, whilst the response to the challenge on the ERDF programme will not be available until 14th December.

Annex 1 to this report sets out the detail of the ERDF and ESF allocations and the variance with the allocations originally proposed by Lancashire.

- 1.7 ESIF Partnership held a briefing event for partners on 25th November to provide an update on the current status of the programme. The Partnership has also



agreed, in conjunction with LEP officers, to hold a series of workshops in the New Year between interested parties to support the development of projects eligible for ESIF resources and in support of LEP priorities. The outcome of the workshops could then be used to inform the development of calls for April 2016.

2. ESIF Calls

European Regional Development Fund (ERDF) – Existing Calls

2.1 In March 2015, prior to General Election Purdah, the Lancashire ESIFs Partnership agreed for a number of ERDF Business Support calls to be issued related to national products;

- Manufacturing Advisory Service
- Growth Accelerator (calls for Growth Coaching, Access to Finance & Innovation)
- UKTi

And locally led activity

- BOOST, the Lancashire Growth Hub
- Lancashire Innovation Clinic promoted by UCLAN
- Better Off in Business – youth enterprise scheme promoted by the Prince's Trust
- Propel to Grow – Business Coaching Programme promoted by Burley based training company Vedas

2.2 The Outline Applications submitted in response to the calls were considered at Lancashire ESIF Partnership in September 2015 and the full applications considered the ESIF partnership on 25th November 2015. The partnership recommended for approval all the projects with the exception of Propel and UKTI where further detail was requested.

2.3 On 27th November officers were informed that Government had withdrawn funding for the national Business Growth Service (including all elements of the Growth Accelerator offer and the Manufacturing Advisory Service) as part of the BIS savings put forward in response to the Comprehensive Spending Review. In addition to the loss of ERDF match funded activity, it is estimated £1.5m per annum of business support activity had been delivered in Lancashire via these programmes. A national budget of £12m in each of the next two years has been established to support Growth Hubs but the methodology of how this will be spread across the 39 LEP's is yet to be established.

2.4 The Partnership were expecting to receive the full application appraisal for the Blackpool Mental Health ESF call but this was not made available for the meeting by the Department for Work and Pensions.

European Regional Development Fund (ERDF) – New Calls

- 2.4 The Partnership also agreed for three ERDF calls to be issued in December 2015. These calls will focus on High Growth/value activity supportable from the ERDF Research and innovation and SME Competitiveness themes of the national programme. These will also be a call that will focus on the development of the Low Carbon economy and innovation. Due to the uncertainty regarding allocations to themes, and the issues related to outputs, it was agreed that the calls will be issued without financial allocation but will instead list the revised outputs the ESIF programme is required to deliver.
- 2.5 The Partnership did not agree any further ESF calls but requested that the Managing Authority for ESF (The Department for Work and Pensions) attend the next Partnership meeting to outline the process for the approval and delivery of the Skills Funding Agency opt in (worth £41m in ESF resources).

Northern Powerhouse Investment Fund – Call anticipated

- 2.6 The LEP has received a number of updates on the form and coverage of successor arrangements for the North West Fund. Loan and equity financial instruments of this kind are viewed as an increasingly important business support tool by the European Commission. In the run up to the Comprehensive Spending Review the LEP were approached and asked to back a Northern Powerhouse Investment Fund which, in addition to the ERDF matched fund, will bring a further £60m HM Treasury contribution to be managed under the same fund management structure. Lancashire's proportion of this package will be £12.5m of ERDF matched by £12.5m from the European Investment Bank.

3. ESIF Commitments

- 3.1 Based upon the formal commitments, and informal 'earmarking' of resources, the amount of 'free' funds to support activity is as follows;

ERDF - £76m

This figure is based upon the current commitment level of £9m for the business support revenue calls plus indicative allocations to NW Fund loan type activity (£12.5m), the Evergreen development loan fund (£10m) and Local Impact Fund loan type activity (£5m). The above figure does not take into account any resources that might be committed as result of the calls highlighted in section 3 of this report.

ESF - £24m



This figure is based upon a £7.5m commitment to the BIG Lottery Opt In, £1m commitment to the Blackpool Mental Health calls. It is also inclusive of indicative allocations of £41m and £3m to the Skills Funding Agency and Department for Work and Pensions Opt Ins respectively

EAFRD - **£4.2m**

4. Conclusions and Recommendations

- 4.1 There are still a significant level of resource to be accessed through the ESIF programme despite the reduction as a result of exchange rate. However, the ERDF programme is now focused on revenue type activity with any support for capital expenditure being limited. This will impact upon the ability of the ESIF programme to support eligible capital projects with Growth Deal funding and also increase the requirement locally for revenue match in support of direct business support (which will have been exacerbated by the Government's recent decision re MAS and the Business Growth service).
- 4.2 The workshops being held in the New Year will support the develop of projects to access remaining resources but a key requirement will be the availability of local match funding to facilitate the drawdown of ESIF resources.
- 4.3 The LEP Board are asked to note the report.

Annex 1.

1.1 ERDF Funding Allocation Revisions

			0.8562	0.71		0.8562	0.71			
Thematic Objective	Description	Revised Allocation (Euros)	Revised Allocation Converted to Sterling (£)	Revised Allocation Exchange Rate Revaluation (£)	FINAL ALLOCATION (Euros)	FINAL ALLOCATION Converted to Sterling (£)	FINAL ALLOCATION Exchange Rate Revaluation (£)	Difference between revised allocation and final allocation (Euros)	Difference between revised allocation and final allocation (Original exchange rate)	Difference between revised allocation and final allocation (After exchange rate revaluation)
1	Research & Innovation	€ 29,035,569	24,860,254	20,615,254	€ 29,078,898	24,897,352	20,646,018	€ 43,329	37,098	30,764
2	ICT	€ 8,342,568	7,142,907	5,923,223	€ 8,360,996	7,158,685	5,936,307	€ 18,428	15,778	13,084
3	SME Competitiveness	€ 81,116,023	69,451,539	57,592,376	€ 80,805,944	69,186,049	57,372,220	-€ 310,079	-265,489	-220,156
4	Low Carbon	€ 33,639,783	28,802,382	23,884,246	€ 33,657,280	28,817,363	23,896,669	€ 17,497	14,981	12,423
5	Climate Change	€ 3,747,285	3,208,425	2,660,572	€ 3,968,228	3,397,597	2,817,442	€ 220,943	189,172	156,870
6	Environment	€ 3,192,948	2,733,802	2,266,993	€ 3,202,828	2,742,261	2,274,008	€ 9,880	8,459	7,015
		€ 159,074,175	136,199,309	112,942,664	€ 159,074,174	136,199,308	112,942,664	-€ 1	-1	-1

1.2 ESF Funding Allocation Revisions

				0.8562	0.71	
	Original Allocation		Updated Allocation Dec 15	Converted to Sterling	Revaluation - Updated Allocation	Variance between original and updated allocation (after revaluation)
Investment Priority	Euros		Euros	£	£	£
IP 8i (1.1)	€ 29,419,117		€ 21,283,255	£18,222,723	£15,111,111	-£5,776,462
IP 8ii ESF (1.2)	€ 4,144,525		€ 9,389,670	£8,039,435	£6,666,666	£3,724,053
TO8 Total	€ 33,563,642		€ 30,672,925	£26,262,158	£21,777,777	-£2,052,409
IP 9i (1.4)	€ 17,632,302		€ 22,178,191	£18,988,967	£15,746,516	£3,227,581
TO9 total	€ 17,632,302		€ 22,178,191	£18,988,967	£15,746,516	£3,227,581
PA1 Total	€ 51,195,944		€ 52,851,116	£45,251,126	£37,524,292	£1,175,172
IP 10iii (2.1)	€ 48,138,166		€ 46,806,815	£40,075,995	£33,232,839	-£945,259
IP 10iv (2.2)	€ 6,781,638		€ 6,457,817	£5,529,183	£4,585,050	-£229,913
TO10 / PA2 Total	€ 54,919,804		€ 53,264,632	£45,605,178	£37,817,889	-£1,175,172
TOTAL	€ 106,115,748		€ 106,115,748	£90,856,303	£75,342,181	£0

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