

LEP - Business Support Management Board

Wednesday, 11th October, 2017 in Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston, at 12.00 pm

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Declarations of Interest**
- 3. Minutes of the meeting held on 19 January 2017 (Pages 1 - 6)**
- 4. Matters Arising**
- 5. Work with Key Sectors in Lancashire (Pages 7 - 52)**
- 6. Strategic Economic Plan - Evidence Base (Pages 53 - 82)**
- 7. LEP Update**
Verbal update
- 8. Co-ordination of Publicly Funded Business Support in Lancashire (Pages 83 - 94)**
- 9. Reporting to Lancashire Enterprise Partnership Board**
- 10. Any Other Business**
- 11. Date of Next Meeting**
To be arranged

Private and Confidential

LEP - Business Support Management Board

Minutes of the Meeting held on Thursday, 19th January, 2017 at 12.00 pm at the Former County Mess - The John of Gaunt Room, County Hall, Preston

Present

Michael Blackburn

Michael Damms
Gary Lovatt

Lee Petts

In Attendance

Andy Walker

1. Welcome and Apologies for Absence

Chair welcomed members and apologies were noted from Timothy Webber, Barbara Murphy, Sue Smith and Kevin Duffy. Iain Martin attend on behalf of Sue Smith.

Chair also welcomed Karen Cochrane, Tracy Heyes and Jane Vout from Learndirect and Lisa Moizer, LEP Skills Hub Coordinator.

2. Declarations of Interest

There were no declarations of interest noted at this time.

3. Minutes of the meeting held on 25 October 2016

Resolved: Minutes from the meeting held on the 25 October 2016 were agreed as an accurate record and signed by the chair.

4. Matters Arising

There were no matters arising.

5. New ESF Workforce Training Programme

Lisa Moizer, Lancashire Skills and Employment Hub Coordinator presented a summary report (tabled at the meeting) on the Lancashire Employees Support in Skills to members.

Members were advised that this was a SFA/ESF funded programme to engage with employers and employees to up skill employees and support a skilled and inclusive labour market, to contribute to economic wellbeing and growth across the county. This was reported to be a flexible project to meet the needs of employers.

The summary circulated outlined the priorities, key outcome measures and priority sectors. The funding will relate to the company in the priority sector rather than the job or qualification.

It was reported that a steering group has been established and met for the first time earlier in the week with various partner agency representatives.

Members were advised that the retail sector was not included in the priority sectors but there was the ability to work with the non-priority sectors where required.

It was confirmed that the fully funded element to this project related to the basic skills qualifications offered up to Level 2. The higher level skills as part of a higher level qualification would only be part funded.

Members were then provided with a presentation from Karen Cochrane, Regional Manager, North West, Learndirect on the Training, Education and Development (TrED) project in Lancashire. The project was reported to be targeted to priority sectors across three distinct project strands:

- Strand 1 - Skills support for redundancy
- Strand 2 - Skills support for the workforce – intermediate/higher level skills
- Strand 3 - Skills support for the workforce – basic skills

It was confirmed that Learndirect would be working with a number of supply chain partners to fill any gaps that Learndirect cannot provide. As an example, it was highlighted that in relation to strand 2 the supply chain would provide around 50% of this area of work. In addition the supply chain was reported to be flexible depending on requirements and there will be some Lancashire company's and some national.

The Board highlighted the need to use more local companies to ensure that once project has been completed a legacy is left to continue support.

Members were advised that a data agreement has been set up for sharing information to the relevant partners (in relation to the training needs analysis) and has been written into the contracts.

It was confirmed that a launch event would be held and a marketing budget is in place which would be aligned to launch.

Members were advised that reporting on the project will go to the Skills and Employment Board and will also be shared across LEP.

In response to a query around the impact and outcomes, it was confirmed that this would be tied in with the contracts. Members advised that they would like to see ongoing reports on outcomes and that there was a need for more tangible evidence of economic and social impact.

Resolved: The Board;

- i. Noted the report and the presentation from Learndirect
- ii. Confirmed support for this project by building awareness amongst Lancashire business networks

6. ERDF Funded Business Support Projects in Lancashire

Andy Walker presented the report circulated with the agenda which provided an update on the projects which have been awarded European Regional Development Fund (ERDF) resource to deliver projects to support and engage the business community.

16 out of the 18 projects which have been granted ERDF in the current programme were reported to be now up and running with the final two having just been approved.

Members were updated on the progress of Boost and the four projects now launched. It was reported that further work on the Boost Gateway was required.

In relation to the query around the promotion of international trade, it was confirmed that data would be provided to help support this to identify gaps.

Resolved: That the report and the steps being taken to improve reporting and coordination of the wider family of ERDF projects operational within Lancashire be noted.

7. Provision to support Scale-Up Businesses within Lancashire

Andy Walker presented a report on the provision to support scale-up businesses within Lancashire. The report highlighted that according to Companies House data, there were reported to be an estimated 157 scale-ups in Lancashire. Members were advised that some of the top 50 scale-up businesses would form part of the research completed by Sue Smith, UCLAN which will provide some further information.

A general discussion took place on whether the focus should be on those businesses which are already growing or those who are not yet at that point, and the need to continue to support growth which may be separate from the priorities and needs for Lancashire in terms of where growth is required.

Resolved: That the Board recommends that the LEP look at;

- i. Progress actions in respect of making contact with and further investigating the needs of Lancashire Scale-Ups through its current programme of research and Business Support
- ii. Map and engage Lancashire's "entrepreneurial ecosystem" and facilitate business access to stakeholders and partners utilising the Boost Bespoke Brand to frame this offer
- iii. Work with the Skills Hub to feature opportunities for young people in scale-ups and improve the supply of talent needed by growing businesses
- iv. Further explore the priorities for business support investment as existing parameters of factors such as eligibility for European funding change
- v. Examine the mix of fully funded and charged for services, as the Growth Hub moves forward

8. Lancashire Enterprise Partnership Activity Update Presentation

Andy Walker provided an update to the Board on the Lancashire Enterprise Partnership activity.

It was reported that there are now three Enterprise Zones in Lancashire – Hillhouse, Blackpool Airport and Salmesbury/Warton sites and currently in the process to bring together all four sites to share and agree a process for enquiries across the sites.

Members were advised that they are currently awaiting an announcement on a settlement figure for Growth Deal 3.

It was highlighted that marketing work is taking place through the LEP for the Northern Powerhouse Partnership Programme.

Resolved: That the update provided be noted.

9. Business Support Management Board - Work Programme 2017

Andy Walker presented the report circulated with the agenda to highlight key tasks and responsibilities which the board are already involved and emerging areas of work.

Members discussed agenda items for the March meeting to include:

- Industrial strategy
- Brexit plan – scenario planning and positioning for Lancashire
- Combined Authority – it is envisaged that the LEP will work with the emerging Combined Authority to lead on a block of activity around creating the conditions for continued business growth within Lancashire. Business Support is likely to figure as an element of this, with the Combined Authority particularly interested in securing inclusive growth

RSA – inclusive Growth Commission was suggested for a future meeting

Resolved: That;

- i. The content of the suggested work programme for 2017 be noted.
- ii. Further suggestions for consideration be sent to Andy Walker.
- iii. Request for possible extension of meeting time in March be confirmed.

10. Matters to be Reported to the LEP

The Board discussed items to be reported to the next LEP Board meeting.

Resolved: That the BSMB would recommend to the LEP that any response to the formal consultation on the Industrial Strategy Green Paper should, if practicable, represent the views of and be endorsed by the business support organisations represented on the this sub-group.

11. Any Other Business

None.

12. Date of Next Meeting

The next meeting is due to be held on Tuesday 7 March 2017, **12-3pm*** in **Room A07****, County Hall, Preston.

*Please note the extended time as requested on the 19 January 2017.

**Please note this is a change to room previously booked.



LEP – Sub Committee

LEP - Business Support Management Board

Private and Confidential: No

Wednesday, 11 October 2017

Work with Key Sectors in Lancashire

Appendices A - D refer

Report Author: Andy Walker, Tel: 01772 535629, andy.walker@lancashire.gov.uk

Executive Summary

This report is intended to update members of the Business Support Management Board on the local work which is taking place to engage, understand and support the development of the key sectors identified in the LEP's Strategic Economic Plan.

The advanced manufacturing and energy sectors remain areas of high productivity and added value within the local economy, but digital products services and skills are increasingly being seen as a pre-requisite to the continued competitiveness of these industries and as a key sector in their own right. Health, visitor economy and construction are also referenced within the SEP and Employment and Skills Plan given their importance in terms of employment, growing local demand and importance within specific localities.

Locally, we have provided limited resource to established and emerging industry membership bodies in aerospace, automotive, creative and digital sectors and are represented on health focussed Innovation Agency. These organisations provide insight and are able to articulate the assets and services needed to foster further growth.

Over the summer, we have also been working to represent the needs of local sectors within the development of the new national Industrial Strategy. This work is detailed in the body of the report.

Recommendation

It is recommended that the Business Support Management Board:-

- Receives an update from Digital Lancashire on their initial work to underpin a sector strategy.
- Notes the update information within the report.



1. Background and Context

- 1.1 The LEP's Strategic Economic Plan (March 2014) identified *Sector Development and Growth* as the first of six priorities for investment and support in the Lancashire's first Growth Deal bid to Government. This has been a consistent strand of a highly successful strategy to win investment for new assets and facilities which support businesses to adopt new technologies and to access an appropriately skilled pool of labour.
- 1.2 These bids for resource have been underpinned by local intelligence, gained through a partnership with established and emerging sector lead bodies and key businesses.
- 1.3 Existing programmes and contacts with the aerospace, automotive and creative industries sectors have now been augmented with the establishment of Digital Lancashire. This is timely as the sector grows in its own right and has become a cross cutting competency for our other priority sectors.
- 1.4 Activity reports for work with the automotive and aerospace sector are appended and Digital Lancashire will present on their work programme and priorities.

2. Sector highlights and opportunities

- 2.1 **Aerospace** - The market for civil aviation remains buoyant, driven by the aspiration to travel amongst newly wealthy populations across South East Asia. Despite this the aircraft manufacture is being principally driven by updates as opposed new aircraft programmes. Military programmes remain vulnerable to cuts in government budgets but new and existing programmes remain an important component of the sector in Lancashire.

Over recent months, working with the North West Aerospace Alliance we have:-

- Refreshed the analysis of the sector locally (see attachment 3).
- Made representations through the Aerospace Growth Partnership to try to shape the emerging sector deal
- Attended Paris Air Show as part of NWAA stand to promote sites and opportunities in Lancashire
- Hosted a Developing Sector Knowledge visit for 25 overseas post staff from the Department of International Trade, visiting SAFRAN Nacelles and the Academy for Skills and Knowledge at BAE.

Key challenges – motivating and linking supply chain companies to engage with innovation, technology, finance and business improvement programmes which will allow them to increase productivity and deliver higher quality to



customers. Ensuring the offer and technology mix within publicly funded assets and services is right for the sector and is accessible.

2.2 Automotive – The sector within Lancashire is made up of a commercial vehicle prime, tier 1 equipment suppliers and a mix of more innovation led smaller companies. Over the past year we have seen some notable company closures e.g. Torotrak but also some further market opportunities for those able to respond. NAA have had a particular focus on making their members aware of developments around electric vehicles and increasing autonomy.

Activity has been focussed on:-

- Work with North West LEPs and North Wales to build on shared issues and opportunities.
- NAA have been promoting Boost, skills development and HEI business support offers with their businesses
- Liaising with foreign owned companies within the sector.
- Contributing to LEP led thematic work around sectors

Key challenges – potential impact of OEM's not delivering a 60% locally sourced end product, in the event that trade with EU reverts to WTO regulations.

2.3 Energy – The LEP played host to one of the Northern Powerhouse Partnership's energy sector consultation events over the summer led by Andy Kloss from Drax and with a strong representation from Lancashire and Cumbrian energy businesses. The current programme of work to deliver an Innovation Strategy is being led from the LEP by Mick Gornall of Westinghouse.

Activity:-

- The LEP has been meeting with colleagues from Cumbria, Cheshire and Warrington and Heart of the South West LEP to develop a "place based ask" within the nuclear sector deal.
- Two new business energy efficiency and low carbon sector programmes have been approved by the ESIF partnership delivered by East Lancashire Chamber and UCLAN.
- Energy HQ which hosts the hub of the national college for onshore oil and gas has opened at Blackpool Airport Enterprise Zone

2.4 Health – The Health Innovation Campus at Lancaster University continues to progress and remains one of the main elements of LGF activity in Lancashire. In addition to capital programmes, the LEP continues to work with the North West Coast Academic Health Science Network (now branded the Innovation



Agency) to market the region as an area for health innovation, promoting collaboration between facilities and pairing commercial innovation with NHS test-beds such as the one in east Lancashire.

- 2.5 **Creative Industries** – The LEP continues to work with Creative Lancashire which provides networking and business promotion activities to its network of businesses across the nine creative sectors. The Department of Culture Media and Sport commissioned Peter Bazalgette to produce a national strategy for the sector. This seems likely to lead to a CI sector deal and a potential national cultural fund. The LEP is also seeking to back a proposal by Lancaster University to access funding from the Arts and Humanities Research Council to investigate how creative clusters work and can be developed across the North West.

3. **Recommendations**

- 3.1 It is recommended that the Business Support Management Board:-
- Receives an update from Digital Lancashire on their initial work to underpin a sector strategy.
 - Notes the update information within the report.

Document is Restricted

Document is Restricted

Document is Restricted

Creative Lancashire
Creative Industries Officer: Activity Report
25/09/2017

1. Fabrications Festival / Fabrications Exchange: 29/09/2017

Fabrications is the UK's first festival that celebrates and explores textiles and the textile industry through the eyes of artists. Taking place in galleries, museums and former textile mills across Blackburn, Hyndburn, Burnley and Pendle throughout September. As part of *Fabrications Exchange* final weekend programme Creative Lancashire are collaborating with Super Slow Way to explore the broader themes of Skills, Migration and Heritage through a series of panel conversations with (and for) industry and professional textiles practitioners. The programme features leading textile artist Michael Brennand-Wood, a panel to with some of the textiles designers, manufacturers and commissioners involved in the Art in manufacturing project for National Festival of Making, and culminating in trip across to Brieffield Mill to see the Lancashire Premier and post show talk for the METIS World factory performance.

2. Design Council Sparks

I attended the exhibition and presentation of Design Council Spark, a support and funding programme designed to turn bright ideas into commercially successful products. Creative Lancashire have been a partner since its launch in 2014. Sparks programme has helped more than 100 innovators and entrepreneurs to develop their product ideas, 31 of these have been intensively supported with mentoring, funding and specialist workshops in order to progress to market. One of the finalists for 2017 is Nick Rawcliffe from Raw Studio (Chorley).

Applications close midday Tuesday 21 November 2017.

3. Northern Cultural Regeneration Fund - Call for Expressions of interest

Creative Lancashire are working closely with Marketing Lancashire to facilitate a process to nominate an appropriate scheme from the county in response to the Government announcement for a legacy fund to amplify the impact of the Great Exhibition of the North. Alongside the Exhibition, which will take place in the summer of 2018 in Newcastle Gateshead the Government also announced plans for a legacy fund to amplify its impact and pave the way for future cultural investment in the North of England.

Towns and cities across Northern England are being invited to bid for a share of a new £15 million Northern Cultural Regeneration Fund that sets out to help build a lasting regional legacy. The Fund will make grants of up to £4 million available to support major inspirational culture and tech capital projects that could have a transformational local effect, particularly in communities that have historically had low levels of cultural and creative investment. The first round of bids is open to the eleven Local Enterprise Partnerships across the North who are invited to each submit one bid to the Fund for a single capital project. It is anticipated that the Fund will support three or four large capital grants of around £3-4 million each over a three year period 2018-2021. The deadline for final submissions is the end of November with successful projects announced in March 2018. A further round of funding may follow if all the available funds have not been committed.

Meetings & Events etc.

We have attended recent meetings Blackburn Cathedral/Cathedral Trust and Preston Cultural Partnership/City of Culture 2025

Forthcoming meetings include a visit to meet with the Director of Screen Yorkshire with members of the board, a visit to digital businesses in Burnley and Lancaster with Digital Lancashire for members of the LEP board and elected members. Finally we are meeting with the Dean of Blackburn Cathedral to discuss further how we can help shape their cultural and creative proposition (16 October)

Following the success of the recent POWWOW at Burnley Mechanics (20 Sept) through October we are running a series of CPD workshops for creative practitioners and businesses with the consultant David Parrish – followed by the opportunity to apply for 1-2-1 surgeries.



LEP – Sub Committee

LEP - Business Support Management Board

Private and Confidential: No

Wednesday, 11 October 2017

Strategic Economic Plan - Evidence Base

Appendices A & B refer

Report Author: Andy Walker, Tel: 01772 535629, andy.walker@lancashire.gov.uk

Executive Summary

This report is intended to update members of the Business Support Management Board on the activity which is taking place to ensure that the LEP's new Strategic Economic Plan has a current, relevant and robust evidence base.

It is of particular relevance to BSMB as the local response suggested from this analysis will need its own governance and action plans and will be primarily focused on businesses.

Recommendation

It is recommended that the Business Support Management Board:-

- Notes the work which is in train
- Agrees to contribute if relevant to their members or constituency of businesses
- Begins to consider how governance structures can be best aligned to comprehensively deal with issues and initiatives aimed at enhancing the growth and competitiveness of Lancashire's Business Community.

1. Background Information

- 1.1 The Strategic Economic Plan (SEP) of the LEP was last updated in 2014. Over the course of the last year, officers have produced an Achievements document and a three year Business Plan setting out how the LEP will operate moving forward. A refresh to the SEP will complete this review and is timely both in terms of updating the vision for Lancashire, but also as a response to the changing context in which the LEP operates.



- 1.2 As the government moves closer to the launch of new industrial strategy, as sector deals emerge around Lancashire's prime capabilities and we start to understand if and how European structural fund will be replaced, it is vital that the LEP has a clear set of priorities for continued investment.

2. SEP Evidence base

- 2.1 In preparing for the new SEP, the LEP has had time to explore some key areas of work, to refresh the understanding of Lancashire's performance and explore new ways of working. This work has included the development of a fresh set of economic forecasts, coupled with work on productivity, international trade and innovation. In addition to this programme of work, the LEP has this week received confirmation that BEIS will finance a significant piece of work on Energy within Lancashire.

3. Economic Forecasts

- 3.1 The LEP has commissioned a new set of economic forecasts from Oxford Economics and is in the process of analysing and interpreting the data for use within the SEP and wider dissemination. The data covers population trends, migration, employment levels, skills profiles and measures of productivity. Whilst levels of accuracy diminish, the majority of these indicators can be analysed by local authority area and by broad and specific industrial categories. In addition to the baseline data the LEP can also use the forecast model to check the impact of planned interventions.

4. Productivity Study

- 4.1 As reported previously the LEP is working with UCLAN to analyse productivity issues within the Lancashire economy. The productivity gap, which has emerged since the 2008, has been a major driver of economic policy nationally and Lancashire's own proposals for investment will be better received if we can articulate how proposals will impact productivity levels locally.
- 4.2 UCLAN's methodology has involved both a wide ranging questionnaire and more in-depth targeted interviews, particularly with Scale-Up businesses. This will be coupled with a more econometric analysis of the relative determinants of productivity specific to the Lancashire Economy.

5. Internationalisation

- 5.1 The extent to which local economies are linked to wider international markets has come under greater scrutiny as the UK moves towards Brexit. The term internationalisation covers issues such as the extent of foreign ownership and investment with the economy, the geography and value mapping of supply



chains and the export behaviour of local firms.

5.2 There are a number of sources of information for this work including a policy paper and consultation with businesses led by East Lancashire Chamber, , the disaggregation of national trade in goods figures to a LEP geography (Appendix A), NW Brexit Monitor produced for NW Business Leadership Team, commissioned research NW Regional Research Collaboration programme (Appendix B). Whilst this work is at an early stage, it does begin to illustrate some of the sectors which have high dependencies on European markets and where a reversion to WTO tariff regimes would have the greatest impact.

5.3 The outcomes of this analysis are likely to suggest that Lancashire needs to have greater autonomy, resource and clarity of offer for those businesses seeking export support and, that with partners, we need to continue to raise the profile of the North of England and Lancashire as an investment location.

6. Innovation

6.1 The process to develop an Innovation Plan for Lancashire is now reaching its conclusion. Working with consultants SDG – Economic Development, the work has produced a fresh analysis of the innovation assets within Lancashire and the innovation performance data for the area. The work is now moving into a strategy formulation phase with initial recommendation being tested at a workshop comprising representatives from industry, innovation institutions and those already providing services in this area. It is likely that the strategy will be structured around four aims:-

- **Staying ahead** – what Lancashire's key sectors need to do to retain their advantage.
- **Routeways to Excellence** – how existing capabilities might come together to produce strengths in new and emerging sectors and markets.
- **Building the Lancashire innovation eco-systems** – how existing, institutions, assets and services can make sure Lancashire businesses understand the support available to them.
- **Letting the world know** – how we can better articulate the innovation strengths and reputation of the area.

7. Conclusions and Recommendations

7.1 The research and policy development ideas around the topics of productivity, internationalisation and innovation all primarily share the business community as the key actor and focus of intervention. Other LEP areas have developed specific governance structures such as Innovation Boards which drive these policy areas. Within the context of the limited resource available for the LEP to run sub-groups the views of the BSMB are requested as the LEP begins to



match its own oversight to the new SEP.

7.2 It is recommended that the Business Support Management Board:-

- Notes the work which is in train
- Agrees to contribute if relevant to their members or constituency of businesses
- Begins to consider how governance structures can be best aligned to comprehensively deal with issues and initiatives aimed at enhancing the growth and competitiveness of Lancashire's Business Community.

2015 Growth Hub Data - Exports

Appendix A

by Partner Country

Top 30 Partner Countries by Value

Growth Hub	Partner Country	Statistical Value (£ million)
Lancashire	France	367
	Spain	350
	Germany	326
	USA	300
	Netherlands	187
	Irish Republic	143
	Italy	127
	China	98
	South Korea	87
	Belgium	57
	Sweden	54
	Poland	52
	UAE	51
	Saudi Arabia	46
	Denmark	37
	Japan	36
	Turkey	32
	Hong Kong	31
	Canada	29
	Singapore	28
	India	28
	Norway	28
	Finland	26
	Czech Republic	25
	South Africa	25
	Switzerland	25
	Austria	23
	Morocco	23
	Australia	22
	Brazil	21

Source: HMRC

See Notes tab

North West Exports:

**A comparative analysis of
export performance in the
North West of England and
Local Enterprise Partnership areas**

Version Number: 3.5

Date: 21 July 2017

Contents

- Executive Summary 3
- 1 Introduction..... 5
- 2 Export Performance..... 7
- 3 Exploring Potential Implications of Brexit for the North West..... 12

Executive Summary

- This paper focuses on the North West's goods exports, making use of export data made available by HMRC for the first time at the LEP level to assess the performance of the North West and 38 LEPs in England. It looks at the value of North West's exports, the North West's key export markets, and the sector breakdown of exports, as well as the potential impact of Brexit on exporters.
- The total value of goods exports from North West firms was £19,138 million in 2015, which accounted for 8% of total exports across all LEPs. Within the North West, Cheshire & Warrington contributed the greatest share of exports in terms of value, with 40%.
- Export value per working age population in the North West was below the average export value per working age population across all LEPs. Of the five LEPs within the North West, only Cheshire & Warrington was above the national average.
- The EU accounted for 51% of exports (in value terms) from North West firms in 2015, which represents a greater reliance on the EU as an export market than the England average. This reliance rises further, if we exclude Cheshire and Warrington, as on average the EU accounted for 60% of exports for the 4 remaining LEPs.
- As a single destination, the USA was the largest purchaser of exports from North West firms in 2015. However, of the top ten destinations for North West exports, seven were located within the EU. This underscores the importance of the EU as a trading bloc for the North West.
- Chemicals were the North West's biggest export in terms of value in 2015, followed by Machinery and Transport. Other significant export industries in the North West were Manufactured Goods and Miscellaneous Manufactures.
- Export performance has come under increasing scrutiny in the wake of the referendum result and the impact on EU-UK trade will depend on the relationship brokered between the UK and the EU through the negotiation process. Whatever arrangements are agreed upon, most economic forecasters do agree that the costs of trade between the UK and the EU are likely to increase. That said, the decision to leave the EU also provides an opportunity for the UK to negotiate new and potentially better and/or more ambitious deals with its trading partners.
- Analysis by the Government assessing alternatives to EU membership¹ considers three possible scenarios:
 - A. Membership of the European Economic Area (EEA), like Norway;
 - B. A negotiated bilateral agreement, such as that between the EU and Switzerland, Turkey or Canada; and

1

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/504604/Alternatives_to_memberships_-_possible_models_for_the_UK_outside_the_EU.pdf

C. World Trade Organization (WTO) membership without any form of specific agreement with the EU, like Russia or Brazil.

- The outcomes of scenarios A and B would need to be negotiated with the UK's European partners and therefore, at the time of writing, it is difficult to model their potential impact at a UK or NW scale. Scenario C, as it is effectively 'a no deal' outcome in which the UK leaves the EU with no trade deal in place, can be modelled and work by Civitas has done this at a UK level. This paper briefly outlines work by GMCA to assess the potential impact for the NW based upon the UK analysis.
- Scenario C, assumes that trade is conducted under WTO Most Favoured Nations (MFN), as no deal is assumed to have been struck between EU and UK which would align with scenario A or B. Under this scenario, which can be viewed as a 'worst case scenario, it is estimated that the North West could be impacted by over £800 million in tariffs, with an average rate of 4.6% across all goods. Food and Live Animals (including meat and dairy), with an average tariff of 19.6% would be most impacted. Despite facing relatively low average tariffs, North West exports of Chemicals (including pharmaceuticals), Machinery and Transport (including motor cars and motor vehicles), and Miscellaneous Manufactures could be expected to face similarly large tariffs, due to the large value of exports from these sectors.
- It is important to note that this dataset whilst providing for the first time greater intelligence on NW goods exports at a consistent LEP geography, does not represent the totality of exports from the NW. It excludes services exports which are difficult to capture. Goods exporting data is allocated to the Head Office of the company and this could also under-represent local non HQ activity. Any potentially disclosive data has been removed from this dataset and HMRC also estimate that approximately 3% of all EU export goods trade has not been accounted across the UK as not all transactions are required to submit a full trade declaration.

1 Introduction

- 1.1 This paper focuses on the North West's exports, and makes use of export data made available by HMRC for the first time at the LEP level to assess the performance of the North West compared across the 38 LEPs. It looks at the value of North West exports, North West's key export markets, and the sector breakdown of North West exports, as well as the potential impact of Brexit on North West exporters.
- 1.2 It is important to note that this dataset whilst providing for the first time greater intelligence on NW goods exports at a consistent LEP geography, does not represent the totality of exports from the NW. It excludes services exports which are difficult to capture. Goods exporting data is allocated to the Head Office of the company and this could also under-represent local non HQ activity. Any potentially disclosive data has been removed from this dataset and HMRC also estimate that approximately 3% of all EU export goods trade has not been accounted across the UK as not all transactions are required to submit a full trade declaration.
- 1.3 Strong exports are crucial for delivering strong, sustainable and balanced economic growth. Furthermore, it is now widely accepted (in several studies) that exporting companies:
- Are more productive than non-exporters;
 - Achieve stronger financial performance;
 - Are more resilient and are more likely to stay in business;
 - Achieve economies of scale not possible domestically; and
 - Increase the returns on their R&D investment.²
- 1.4 However, exporting is not without risk. Export firms often have to adjust to new markets with different regulations, tax systems and cultures from what they are used to. The credit risk of a customer not paying is often higher when exporting. There are also exchange rate risks to consider - because it cannot be known with certainty what the value of future foreign currency payment will be when it is converted into domestic currency. For all these and other reasons, many rational and capable firms, especially SMEs, may be discouraged from exporting.³
- 1.5 Export performance has come under increasing scrutiny in the wake of the referendum to decide whether the UK should leave or remain in the European Union held on 23 June 2016. As part of the EU, the UK has been part of a single market in which there is free movement of goods, capital, and labour, and reduced barriers to trade in services. This includes the absence of duties and quotas for EU Member States doing business and trading in the EU. The principle of free movement of people also facilitates access for workers and services. In addition, simplified customs procedures reduce the administrative burden for companies trading within the EU to a minimum.

² Various sources cited in the Manchester, North East, and Northern Powerhouse, Independent Economic Reviews – see MIER Inward and Indigenous Investment; and MIER Innovation, Trade and Connectivity reports, MIER 2009

³ CIVITAS (2013): Developing a Proactive Export Policy

1.6 The impact on EU-UK trade will depend on the relationship between the UK and the EU after Brexit; at present, this is highly uncertain. Although tentative early steps have been made towards agreeing upon the terms of the UK's exit from the EU, little detail is available as to what post-Brexit arrangements are likely to be in place. Whatever arrangements are agreed upon, the majority of economic forecaster agree that the costs of trade between the UK and the EU are set to increase, thus impacting the region's exports. That said, it also provides an opportunity for the UK to negotiate new and potentially better and/or more ambitious deals with its trading partners.

2 Export Performance

Key messages

- The total value of exports from North West firms was £19,138 million in 2015, which accounted for 8% of total exports across all LEPs. Within the North West, Cheshire & Warrington contributed the greatest share of exports in terms of value, with 40%.
- Export value per working age population in the North West was below the average export value per working age population across all LEPs. Of the five LEPs within the North West, only Cheshire & Warrington was above the national average.
- The EU accounted for 51% of exports (in value terms) from North West firms in 2015, which represents a greater reliance on the EU as an export market than the England average. This reliance rises further, if we exclude Cheshire and Warrington, as on average the EU accounted for 60% of exports for the 4 remaining LEPs.
- The USA was the largest purchaser of exports from North West firms in 2015. However, of the top ten destinations for North West exports, seven were located within the EU. This underscores the importance of the EU as a trading bloc for the North West.
- Chemicals were the North West's biggest export in terms of value in 2015, followed by Machinery and Transport. Other significant export industries in the North West were Manufactured Goods and Miscellaneous Manufactures.
- The majority of North West exporters have a fairly high dependency on a relatively narrow number of countries for their exports. However, the export profile of the North West is broadly in line with the average for all LEPs.

Value of exports

- 2.1 The total value of exports from North West firms was £19,138 million in 2015, which accounted for 8% of total exports across all LEPs. Within the North West, Cheshire & Warrington contributed the greatest share of exports in terms of value, with 40%.
- 2.2 Export value per working age population in the North West was £4,235 in 2015, 37% below the average export value per working age population across all LEPs of £6,733. Of the five LEPs within the North West, only Cheshire & Warrington was above the national average.

Figure 1: Export of Goods, 2015

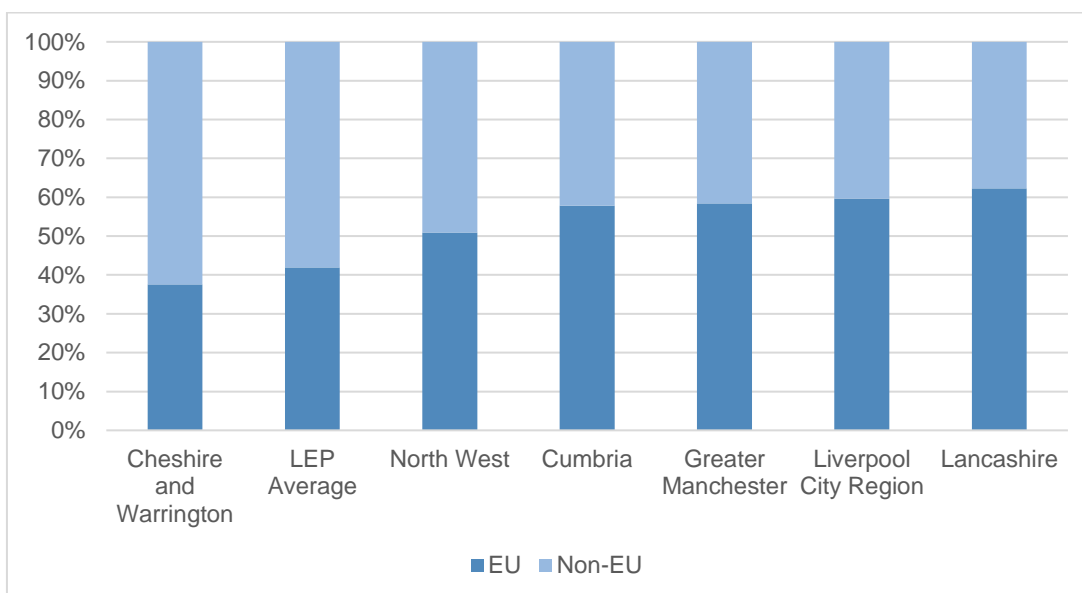
LEP	Value (£m)	Value per head of working age population (£)
Cheshire and Warrington	7,590	13,441
Cumbria	726	2,411
Greater Manchester	5,497	3,108
Lancashire	3,011	3,294
Liverpool City Region	2,314	2,384
North West	19,138	4,235
LEP Average	249,703	6,733

Source: HMRC

Sources of Trade

2.3 The EU accounted for 51% of exports (in value terms) from North West firms in 2015, which represents a greater reliance on the EU as an export market than the average for England (42%). This reliance rises further, if we exclude Cheshire and Warrington, as on average the EU accounted for 60% of exports for the 4 remaining LEPs.

Figure 2: Share of EU and Non-EU Exports by LEP area, 2015



Source: HMRC

2.4 The USA was the largest purchaser of exports (in value terms) from North West firms in 2015, with £2,723 million (14%) worth of exports heading to the USA. However, of the top ten destinations for North West exports, seven were located within the EU, with China (£1,299 million, 7%) and Turkey (£512 million, 3%) the only other top-10 partners besides the USA outside of the EU. This underscores the importance of the EU as a trading bloc for the North West.

2.5 Among the five LEPs comprising the North West, the USA was the single biggest export market for both Cheshire & Warrington and Greater Manchester. Germany was the biggest market for Cumbria and Liverpool City Region, and France was Lancashire's biggest market.

Figure 3: Major Export Destinations, 2015

	Partner Country	Export Value (£mn)	Share
1	USA	2,723	14%
2	Germany	2,042	11%
3	Netherlands	1,323	7%
4	China	1,299	7%
5	France	1,214	6%
6	Irish Republic	1,182	6%
7	Belgium	804	4%
8	Spain	777	4%
9	Italy	549	3%
10	Turkey	512	3%

Source: HMRC

- 2.6 The top five purchasers of North West exports in value terms in 2015 accounted for 45% of total export values for the North West; the top ten purchasers accounted for 65% of total export values.
- 2.7 This means that North West export markets are slightly less concentrated than the average across LEPs, where the five- and ten-country concentration ratios in 2015 were 49% and 64% respectively. The main results by country are as follows:
- Germany featured in the top three biggest export markets for all five LEPs, while the USA featured in four out of the five (Lancashire being the exception).
 - France was among the three biggest export markets for two LEPs (Cumbria and Lancashire), with the Irish Republic also making the top three markets for two LEPs (Greater Manchester and Liverpool City Region).
 - China (Cheshire & Warrington) and Spain (Lancashire) were the other two countries which featured in the top three individual export markets across the North West LEPs.

Exports by sector

- 2.8 *Chemicals* (including pharmaceuticals) – as defined by UN Standard International Trade Classification (SITC) – were the North West's biggest export in terms of value in 2015, accounting for £6,849 million or 36%. The next biggest export by value was *Machinery and Transport* (including motor cars and motor vehicles) (£4,577m or 24%).
- 2.9 Other significant export industries in the North West in 2015 were *Manufactured Goods* (£2,176m or 11%).and *Miscellaneous Manufactures* (£2,008m or 10%).
- 2.10 Three LEPs exhibited notable differences from the regional average export profile:
- 2.11 Liverpool City Region – *Food and Live Animals* (including meat and dairy) (19% vs regional average of 6%)
- Cumbria – *Manufactured Goods* (28% vs regional average of 11%)
 - Greater Manchester – *Manufactured Goods* (25% vs regional average of 36%) and *Miscellaneous Manufactures* (23% vs regional average of 10%); this could potentially be explained by differences in how manufactured exports are classified – that is, more likely to be recorded as miscellaneous manufactures than other areas in the North West.

Figure 4: Exports by Sector, 2015

LEP	Food and Live Animals	Beverages and Tobacco	Crude Materials	Mineral Fuels	Animal and Vegetable Oils	Chemicals	Manufactured Goods	Machinery and Transport	Miscellaneous Manufactures	Other commodities	Not Classified
Cheshire and Warrington	4%	0%	0%	0%	0%	44%	7%	24%	3%	0%	19%
Cumbria	0%	0%	0%	0%	0%	34%	28%	20%	4%	0%	15%
Greater Manchester	5%	0%	4%	1%	0%	25%	14%	24%	23%	0%	3%
Lancashire	7%	0%	1%	0%	0%	40%	14%	26%	10%	0%	0%
Liverpool City Region	19%	0%	7%	2%	0%	30%	11%	22%	8%	0%	2%
North West	6%	0%	2%	0%	0%	36%	11%	24%	10%	0%	9%
LEP Average	3%	1%	1%	2%	0%	16%	8%	31%	14%	10%	17%

Source: HMRC

Profile of exporters

2.12 In terms of the number of exporters (rather than value), the 2015 data shows that:

- 2,462 (20%) North West exporters exported to only one country;
- 2,720 (22%) exported to between 2 and 9 countries;
- 871 (7%) exporters exported to between 10 and 24 countries; and
- 645 (5%) exported to 25 or more countries.

2.13 This suggests that the majority of North West exporters have a fairly high dependency on a relatively narrow number of countries for their exports. However this profile is not dissimilar to the average across all LEPs in England (22% one, 24% 2 to 9, 7% 10 to 24, and 5% exporting to 25 or more countries). It should be noted that not all exporters submitted full declaration of the number of countries they export to.

Figure 5: Number of Export Partners per Trader, 2015

LEP	Number of partner countries				Number of exporters	Value of exports/exporter	Exporters/10,000 Working age population
	1	2 to 9	10 to 24	25+			
Cheshire and Warrington	425	467	136	106	2,220	3,419	24
Cumbria	111	141	30	30	580	1,252	12
Greater Manchester	1,048	1,172	378	270	5,120	1,074	19
Lancashire	542	574	175	147	2,710	1,111	18
Liverpool City Region	336	366	152	92	1,640	1,411	11
North West	2,462	2,720	871	645	12,270	1,560	17
LEP Average	27,516	29,598	8,301	5,871	124,270	2,009	21

Source: HMRC

Figure 6: Number of Export Partners per Trader, Share of Total, 2015

LEP	Number of partner countries				
	1	2 to 9	10 to 24	25+	Unknown
Cheshire and Warrington	19%	21%	6%	5%	49%
Cumbria	19%	24%	5%	5%	46%
Greater Manchester	20%	23%	7%	5%	44%
Lancashire	20%	21%	6%	5%	47%
Liverpool City Region	20%	22%	9%	6%	42%
North West	20%	22%	7%	5%	45%
LEP Average	22%	24%	7%	5%	43%

Source: HMRC

- 2.14** The average value of exports per exporter in the North West was £1,560 in 2015, which was 22% below the LEP average. Of the five LEPs within the North West, only Cheshire and Warrington was above the national average value of exports per exporter. This implies that, with the exception of Cheshire and Warrington, export are of relatively low-value in the North West compared to other LEPs.
- 2.15** The average number of exporters per 10,000 working age population in the North West was 17 in 2015, below the LEP average of 21. This perhaps implies a lower propensity to export than the national average.

3 Exploring Potential Implications of Brexit for the North West

Key messages

- Export performance has come under increasing scrutiny in the wake of the referendum result and the impact on EU-UK trade will depend on the relationship brokered between the UK and the EU through the negotiation process. Whatever arrangements are agreed upon, most economic forecasters do agree that the costs of trade between the UK and the EU are likely to increase. That said, the decision to leave the EU also provides an opportunity for the UK to negotiate new and potentially better and/or more ambitious deals with its trading partners.
- Analysis by the Government assessing alternatives to EU membership⁴ considers three possible scenarios:
 - A. Membership of the European Economic Area (EEA), like Norway;
 - B. A negotiated bilateral agreement, such as that between the EU and Switzerland, Turkey or Canada; and
 - C. World Trade Organization (WTO) membership without any form of specific agreement with the EU, like Russia or Brazil.
- The outcomes of scenarios A and B would need to be negotiated with the UK's European partners and therefore, at the time of writing, it is difficult to model their potential impact at a UK or NW scale. Scenario C, as it is effectively 'a no deal' outcome in which the UK leaves the EU with no trade deal in place, can be modelled and work by Civitas has done this at a UK level. This paper briefly outlines work by GMCA to assess the potential impact for the NW based upon the UK analysis.
- Scenario C, assumes that trade is conducted under WTO Most Favoured Nations (MFN) as no deal is assumed to have been struck between EU and UK which would align with scenario A or B. Under this scenario, which can be viewed as a 'worst case scenario' it is estimated that the North West could be impacted by over £800 million in tariffs, with an average rate of 4.6% across all goods.
- The industry which is expected to be impacted the most under Scenario C is Food and Live Animals, with an average tariff of 19.6%. Food and Live Animals exports from the North West accounted for £1,208 million, or 6% of total exports in 2015, but due to the high average tariff, could be expected to face a total tariff bill of £237 million should no trade deal be agreed. Despite facing relatively low average tariffs, North West exports of Chemicals, Machinery and Transport, and Miscellaneous Manufactures could be expected to face similarly large tariffs, due to the large value of exports from these sectors.
- It is also important to consider 'non-tariff barriers' to trade. Academic studies generally show the cost of other barriers to trade is two or three times as large as tariff barriers.

4

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/504604/Alternatives_to_membership_-_possible_models_for_the_UK_outside_the_EU.pdf

- 3.1 Export performance has come under increasing scrutiny in the wake of the referendum to decide whether the UK should leave or remain in the European Union held on 23 June 2016. As part of the EU, the UK has been part of a single market in which there is free movement of goods, capital, and labour, and reduced barriers to trade in services. This includes the absence of duties and quotas for EU Member States doing business and trading throughout the EU. The principle of free movement of people also facilitates access for workers and services. In addition, simplified customs procedures reduce the administrative burden for companies trading within the EU to a minimum.
- 3.2 The impact on EU-UK trade will depend on the relationship between the UK and the EU after Brexit; at present, this is highly uncertain. Although tentative early steps have been made towards agreeing upon the terms of the UK's exit from the EU (see Box 1 below), little detail is available as to what post-Brexit arrangements are likely to be in place making it difficult to assess what the impact might be for NW. That said, whatever arrangements are agreed upon, the costs of trade between the UK and the EU are set to increase. These costs can be broadly defined as:
- Market access measures (tariffs and quotas);
 - Increased administrative burdens (including customs formalities and VAT);
 - Non-tariff barriers (NTBs) to trade, such as health, safety, and environment standards, and well as rules of origin requirements⁵.

Box 1: Brexit Negotiations

Negotiations between the UK and the EU over the terms under which the UK will leave the EU are set to begin just over one year on from the referendum. Article 50 of the Lisbon Treaty, which gives the two sides two years to agree the terms of the split, was triggered by the Government on 29 March 2017, formally beginning the process of the UK leaving the EU. This means that the UK is scheduled to leave on Friday, 29 March 2019, although this deadline can be extended if all 28 EU members agree.

On 29 April 2017, twenty-seven European Union leaders met in Brussels to formally endorse the EU's guidelines on negotiating the UK's exit from the Union. The guidelines define the framework for negotiations under Article 50, and set out the overall positions and principles that the EU will pursue throughout the negotiation.

The core principles outlined in the EU's guidelines are:

- Preserving the integrity of the Single Market excludes participation on a sector-by-sector approach.
- The four freedoms of the Single Market are indivisible; as such there can be no "cherry picking".
- In accordance with the principle that nothing is agreed until everything is agreed, individual items cannot be settled separately.
- There will be no separate negotiations between individual Member States and the United Kingdom on matters pertaining to the withdrawal of the United Kingdom from the Union.
- An agreement on a future relationship between the Union and the United Kingdom as such can only be finalised and concluded once the United Kingdom has become a third country.

The first phase of negotiations will aim to:

- Provide as much clarity and legal certainty as possible to citizens, businesses, stakeholders and international partners on the immediate effects of the United Kingdom's withdrawal from the Union.
- Settle the disentanglement of the United Kingdom from the Union and from all the rights and obligations the United Kingdom derives from commitments undertaken as Member State.

⁵ <https://www.pwc.nl/nl/brexit/documents/pwc-brexit-monitor-trade.pdf>

- 3.3 Brexit will also affect the UK's trade with the rest of the world. When Britain formally leaves the EU in 2019, it will not only be direct arrangements with the EU that cease to be valid – by law, Britain will also be excluded from EU arrangements with “third countries”.
- 3.4 According to Financial Times research of the EU treaty database, this amounts to 759 separate EU bilateral agreements spanning 168 non-EU countries with potential relevance to Britain, covering trade in: nuclear goods, customs, fisheries, trade, transport and regulatory co-operation in areas such as antitrust or financial services.
- 3.5 Whilst the costs of trade may increase, the decision to leave the EU also provides an opportunity for the UK to negotiate new and potentially better and/or more ambitious deals with its trading partners, and the importance of each of these agreements to the UK varies widely. That said, many countries will likely want to know the outcome of EU-UK talks before making their own commitments.⁶

Estimated Tariff Costs

- 3.6 With negotiations to leave the EU yet to be detailed, it is difficult to assess how leaving the EU will affect exports in the UK and the North West.
- 3.7 Analysis by the Government assessing alternatives to EU membership⁷ considers three possible scenarios:
- A. Membership of the European Economic Area (EEA), like Norway;
 - B. A negotiated bilateral agreement, such as that between the EU and Switzerland, Turkey or Canada; and
 - C. World Trade Organization (WTO) membership without any form of specific agreement with the EU, like Russia or Brazil.
- 3.8 Since scenarios A and B would need to be negotiated with the UK's European partners, it is very difficult to assess their potential impacts on exports as the possible outcomes are too uncertain. As such, this paper focuses on scenario C. According to the Government's analysis of alternatives to EU membership, scenario C is likely to have the greatest negative impact, and therefore the quantitative analysis presented here represents a 'worst case scenario'
- 3.9 Recent research from independent think tank Civitas⁸ has estimated that if the UK were to leave the EU without a trade deal, and thus trade between the UK and EU was conducted under WTO Most Favoured Nations (MFN) terms, UK exporters could face the potential impact of £5.2 billion in tariffs on goods being sold to the EU.
- 3.10 Building on Civitas' analysis, it is estimated that under the scenario where the UK leaves the EU with no trade deal in place, the North West could be impacted by just over £800 million in tariffs, with an average rate of 4.6% across all goods.

⁶ <https://www.ft.com/content/f1435a8e-372b-11e7-bce4-9023f8c0fd2e>

⁷ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/504604/Alternatives_to_membership_-_possible_models_for_the_UK_outside_the_EU.pdf

⁸ http://civitas.org.uk/reports_articles/potential-post-brexit-tariff-costs-for-eu-uk-trade/

Figure 7: Estimated Tariff Costs Under ‘No Trade Deal’ Scenario

SITC Section ⁹	Statistical Value (£ million)	Average Tariff	Tariffs Payable Estimate (£ million)
Food and Live Animals	1,208	19.6%	237
Beverages and Tobacco	0	6.4%	0
Crude Materials	425	3.2%	14
Mineral Fuels	79	1.1%	1
Animal and Vegetable Oils	0	8.8%	0
Chemicals	6,849	3.0%	209
Manufactured Goods	2,176	1.9%	42
Machinery and Transport	4,577	4.3%	198
Miscellaneous Manufactures	2,008	5.1%	102
Other commodities	23	2.1%	0
TOTAL	17,345	4.6%	802

Source: GMCA applying assumptions from Civitas national work

- 3.11** The industry which is expected to be impacted the most under the no trade deal scenario is *Food and Live Animals*, with an average tariff of 19.6%. *Food and Live Animals* exports from the North West accounted for £1,208 million, or 6% of total exports in 2015, but due to the high average tariff, could be expected to face a total tariff bill of £237 million should no trade deal be agreed.
- 3.12** Of the five LEPs within the region, Liverpool City Region’s exports have the greatest exposure to potential tariffs related to *Food and Live Animals*, with 19% of its exports from this industry in 2015.
- 3.13** Conversely, despite facing relatively low average tariffs, North West exports of *Chemicals*, *Machinery and Transport*, and *Miscellaneous Manufactures* could be expected to face similarly large tariffs, due to the large value of exports from these sectors.
- 3.14** *Chemicals* exports from the North West accounted for £6,849 million, or 36% of total exports in 2015, and with an estimated average tariff of 3.0%, total tariffs could be £209 million. The third most affected sector is anticipated to be *Machinery and Transport*, £198 million. The fourth is expected to be *Miscellaneous Manufactures*, with estimated total tariffs of £102 million.
- 3.15** It is also important to consider ‘non-tariff barriers’ to trade. A non-tariff barrier is any measure, other than a customs tariff, that acts as a barrier to international trade, including regulations, rules of origin, and quotas. Non-tariff barriers can be more restrictive for trade than actual tariffs; with the exception of a few sensitive products where tariffs remain high, it is non-tariff barriers that are the real impediment to international trade today.
- 3.16** Similar to scenarios A and B, non-tariff barriers would need to be negotiated with the UK’s European partners and therefore, at the time of writing, it is difficult to model their potential impact at a UK or NW scale. Non-tariff barriers are therefore not

⁹ Industry definitions are taken from the UN’s Standard International Trade Classification, which can be found at: <https://unstats.un.org/unsd/cr/registry/regdnld.asp?Lq=1> (SITC Rev. 3). The Civitas Analysis uses the World Commodity Organisations (WCO)’s Harmonised system, so some assumptions have been made to align the two.

considered in the Civitas analysis cited here. However, the Institute for Government¹⁰ cites studies that suggest non-tariff barriers contribute more than twice as much as tariffs to overall market access trade restrictiveness and that non-tariff barriers could be equivalent to a 12% tariff barrier; as a comparison, the average EU tariff is 5.3%.

¹⁰ <https://www.instituteforgovernment.org.uk/brexit-explained/brexit-explained-non-tariff-barriers>

ANNEX A: EXPORTS TO EU AND NON-EU MARKETS, AND EXPORTS PER WORKING AGE POPULATION, 2015

LEP		£mn			%		Per working age population (£)
		EU	non-EU	Total	EU	non-EU	
001	Black Country	1,130	740	1,870	60%	40%	2,591
002	Buckinghamshire Thames Valley	903	1,138	2,042	44%	56%	6,283
003	Cheshire and Warrington	2,853	4,738	7,590	38%	62%	13,441
004	Coast to Capital	3,077	3,565	6,642	46%	54%	5,332
005	Cornwall and Isles of Scilly	197	241	439	45%	55%	1,346
006	Coventry and Warwickshire	5,218	12,586	17,804	29%	71%	31,230
007	Cumbria	420	306	726	58%	42%	2,411
008	Derby, Derbyshire, Nottingham and Nottinghamshire	4,858	6,852	11,710	41%	59%	8,560
009	Dorset	628	796	1,424	44%	56%	3,128
010	Enterprise M3	5,922	8,694	14,616	41%	59%	14,183
011	Gloucestershire	1,256	6,230	7,486	17%	83%	19,679
012	Greater Birmingham and Solihull	3,393	4,196	7,589	45%	55%	6,049
013	Greater Cambridge and Greater Peterborough	2,546	2,596	5,142	50%	50%	5,799
014	Greater Lincolnshire	1,831	1,078	2,909	63%	37%	4,503
015	Greater Manchester	3,210	2,287	5,497	58%	42%	3,108
016	Heart of the South West	1,655	1,301	2,955	56%	44%	2,880
017	Hertfordshire	3,470	2,005	5,474	63%	37%	7,439
018	Humber	1,933	1,115	3,048	63%	37%	5,326
019	Lancashire	1,876	1,135	3,011	62%	38%	3,294
020	Leeds City Region	3,077	5,115	8,192	38%	62%	4,268
021	Leicester and Leicestershire	1,088	788	1,876	58%	42%	2,881
022	Liverpool City Region	1,381	933	2,314	60%	40%	2,384
023	London	14,686	47,596	62,283	24%	76%	10,543
024	New Anglia	1,611	1,286	2,897	56%	44%	2,991
025	North East	4,768	2,668	7,437	64%	36%	5,976

026	Oxfordshire	2,505	2,543	5,048	50%	50%	11,656
027	Solent	1,809	1,557	3,366	54%	46%	5,020
028	South East	4,662	6,383	11,045	42%	58%	4,374
029	South East Midlands	4,656	3,416	8,071	58%	42%	6,469
030	Stoke-on-Trent and Staffordshire	1,664	1,509	3,174	52%	48%	4,579
031	Swindon and Wiltshire	641	588	1,229	52%	48%	2,825
032	Tees Valley	1,201	1,633	2,835	42%	58%	6,817
033	Thames Valley Berkshire	4,345	2,974	7,319	59%	41%	12,863
034	The Marches	1,341	428	1,769	76%	24%	4,340
035	West of England	5,114	689	5,803	88%	12%	8,039
036	Worcestershire	893	1,032	1,925	46%	54%	5,475
037	York, North Yorkshire and East Riding	1,036	656	1,692	61%	39%	2,431
038	Sheffield City Region	1,920	1,534	3,454	56%	44%	2,969
	LEP Average	104,774	144,927	249,703	42%	58%	6,733
	North West	9,740	9,399	19,138	51%	49%	4,235

ANNEX B: NORTH WEST LEP KEY EXPORT MARKETS, 2015

Rank	Cheshire and Warrington		Cumbria		Greater Manchester		Lancashire		Liverpool City Region	
	Partner Country	Statistical Value (£ million)	Partner Country	Statistical Value (£ million)	Partner Country	Statistical Value (£ million)	Partner Country	Statistical Value (£ million)	Partner Country	Statistical Value (£ million)
1	USA	1,500	Germany	88	USA	603	France	367	Germany	393
2	China	910	USA	87	Germany	551	Spain	350	Irish Republic	272
3	Germany	684	France	84	Irish Republic	521	Germany	326	USA	233
4	Netherlands	553	Poland	42	Netherlands	411	USA	300	Netherlands	134
5	Belgium	329	Netherlands	38	France	398	Netherlands	187	France	125
6	Japan	279	Italy	29	Belgium	312	Irish Republic	143	Turkey	113
7	France	240	Irish Republic	27	China	223	Italy	127	Italy	104
8	Irish Republic	219	Belgium	26	Italy	192	China	98	Spain	80
9	Turkey	217	Spain	20	Spain	177	South Korea	87	Belgium	80
10	UAE	167	China	18	Poland	156	Belgium	57	UAE	56
11	Hong Kong	154	Japan	16	Turkey	139	Sweden	54	China	50
12	Spain	150	Switzerland	16	UAE	122	Poland	52	Saudi Arabia	41
13	Switzerland	142	Sweden	13	Switzerland	100	UAE	51	Australia	38
14	India	140	Turkey	11	Sweden	91	Saudi Arabia	46	Sweden	37
15	Saudi Arabia	117	Australia	10	Australia	80	Denmark	37	Egypt	32
16	South Korea	102	South Korea	9	Hong Kong	69	Japan	36	Poland	27
17	Italy	97	UAE	9	Saudi Arabia	69	Turkey	32	Denmark	26
18	Finland	80	Norway	8	Denmark	67	Hong Kong	31	Japan	26
19	Sweden	79	Canada	7	Singapore	54	Canada	29	India	23
20	Taiwan	74	Hong Kong	6	India	52	Singapore	28	Canada	23
21	Canada	71	India	5	South Africa	51	India	28	Czech Republic	22
22	Poland	70	Austria	S	Canada	49	Norway	28	Nigeria	21
23	Hungary	69	Azerbaijan	S	Japan	47	Finland	26	Hong Kong	19
24	Brazil	65	Brazil	S	Austria	44	Czech Republic	25	Portugal	18
25	Singapore	55	Finland	S	Norway	41	South Africa	25	Brazil	16
26	Austria	50	Malaysia	S	Russia	40	Switzerland	25	Switzerland	16
27	Russia	50	Mexico	S	Czech Republic	37	Austria	23	Norway	16
28	Australia	49	Portugal	S	Romania	36	Morocco	23	Singapore	15
29	Denmark	41	Russia	S	South Korea	36	Australia	22	Finland	13
30	Romania	S	Saudi Arabia	S	Philippines	35	Brazil	21	Austria	13

ANNEX C: PARTNERS PER TRADER, 2015

LEP		Number of partner countries				Number of exporters	Value/ exporters	Exporters/10,000 Working age population
		1	2 to 9	10 to 24	25+			
001	Black Country	435	565	215	124	2,170	862	19
002	Buckinghamshire Thames Valley	393	453	119	85	1,770	1,154	33
003	Cheshire and Warrington	425	467	136	106	2,220	3,419	24
004	Coast to Capital	974	959	294	187	4,380	1,516	22
005	Cornwall and Isles of Scilly	155	179	37	30	850	516	15
006	Coventry and Warwickshire	455	547	131	110	2,230	7,984	25
007	Cumbria	111	141	30	30	580	1,252	12
008	Derby, Derbyshire, Nottingham and Nottinghamshire	810	893	289	203	3,540	3,308	16
009	Dorset	380	385	100	87	1,680	848	22
010	Enterprise M3	973	1,174	335	240	4,860	3,007	29
011	Gloucestershire	376	397	115	91	1,750	4,278	28
012	Greater Birmingham and Solihull	759	868	254	177	3,010	2,521	15
013	Greater Cambridge and Greater Peterborough	795	921	298	244	3,480	1,478	24
014	Greater Lincolnshire	329	388	122	64	1,590	1,830	15
015	Greater Manchester	1,048	1,172	378	270	5,120	1,074	19
016	Heart of the South West	615	602	165	138	2,900	1,019	17
017	Hertfordshire	726	793	268	182	3,540	1,546	30
018	Humber	275	314	94	53	1,110	2,746	12
019	Lancashire	542	574	175	147	2,710	1,111	18
020	Leeds City Region	1,099	1,235	417	314	5,160	1,588	17
021	Leicester and Leicestershire	596	660	169	117	2,660	705	26
022	Liverpool City Region	336	366	152	92	1,640	1,411	11
023	London	6,272	5,839	1,180	670	24,820	2,509	29
024	New Anglia	660	697	233	155	3,120	929	19
025	North East	416	469	164	97	1,970	3,775	10
026	Oxfordshire	438	459	128	112	1,960	2,576	29

027	Solent	457	531	127	124	2,100	1,603	20
028	South East	1,721	1,791	436	375	8,040	1,374	19
029	South East Midlands	1,348	1,700	513	358	6,080	1,327	31
030	Stoke-on-Trent and Staffordshire	457	560	166	97	2,110	1,504	19
031	Swindon and Wiltshire	338	360	108	64	1,610	763	23
032	Tees Valley	111	135	45	29	570	4,974	9
033	Thames Valley Berkshire	615	640	222	167	2,890	2,533	32
034	The Marches	354	358	96	63	1,660	1,066	25
035	West of England	404	399	103	92	2,020	2,873	18
036	Worcestershire	309	375	118	88	1,500	1,283	26
037	York, North Yorkshire and East Riding	413	474	132	77	1,990	850	17
038	Sheffield City Region	596	758	237	212	2,880	1,199	16
	LEP Average	27,516	29,598	8,301	5,871	124,270	2,009	21
	North West	2,462	2,720	871	645	12,270	1,560	17

ANNEX D: EXPORTS BY SITC CODE, 2015

LEP	0	1	2	3	4	5	6	7	8	9	Not Classified	
001	Black Country	2%	0%	6%	1%	0%	13%	36%	33%	9%	0%	1%
002	Buckinghamshire Thames Valley	5%	0%	0%	0%	0%	43%	3%	35%	13%	0%	1%
003	Cheshire and Warrington	4%	0%	0%	0%	0%	44%	7%	24%	3%	0%	19%
004	Coast to Capital	9%	0%	2%	0%	0%	19%	2%	31%	11%	1%	24%
005	Cornwall and Isles of Scilly	12%	0%	0%	0%	0%	7%	4%	39%	12%	0%	26%
006	Coventry and Warwickshire	1%	0%	0%	0%	0%	1%	2%	0%	2%	0%	94%
007	Cumbria	0%	0%	0%	0%	0%	34%	28%	20%	4%	0%	15%
008	Derby, Derbyshire, Nottingham and Nottinghamshire	1%	0%	2%	0%	0%	6%	8%	77%	6%	0%	0%
009	Dorset	3%	0%	0%	0%	0%	14%	7%	53%	21%	0%	1%
010	Enterprise M3	3%	0%	0%	0%	0%	22%	4%	42%	13%	0%	16%
011	Gloucestershire	1%	0%	0%	0%	0%	1%	6%	83%	9%	0%	0%
012	Greater Birmingham and Solihull	3%	0%	1%	0%	0%	6%	12%	63%	12%	2%	1%
013	Greater Cambridge and Greater Peterborough	12%	0%	1%	0%	0%	26%	4%	40%	16%	0%	0%
014	Greater Lincolnshire	13%	0%	5%	0%	0%	22%	6%	18%	7%	0%	29%
015	Greater Manchester	5%	0%	4%	1%	0%	25%	14%	24%	23%	0%	3%
016	Heart of the South West	7%	0%	2%	0%	0%	3%	10%	55%	21%	1%	1%
017	Hertfordshire	6%	0%	1%	0%	0%	45%	6%	21%	19%	0%	2%
018	Humber	7%	0%	4%	0%	0%	36%	7%	11%	6%	0%	30%
019	Lancashire	7%	0%	1%	0%	0%	40%	14%	26%	10%	0%	0%
020	Leeds City Region	4%	0%	3%	0%	1%	37%	13%	29%	13%	0%	0%
021	Leicester and Leicestershire	2%	0%	2%	0%	0%	12%	14%	38%	30%	1%	1%
022	Liverpool City Region	19%	0%	7%	2%	0%	30%	11%	22%	8%	0%	2%
023	London	2%	5%	1%	8%	0%	9%	9%	7%	20%	39%	0%
024	New Anglia	17%	1%	2%	0%	0%	25%	10%	31%	13%	1%	0%
025	North East	1%	0%	0%	0%	0%	18%	5%	69%	6%	0%	1%
026	Oxfordshire	2%	0%	1%	0%	0%	9%	4%	67%	17%	0%	0%

027	Solent	1%	0%	0%	0%	0%	8%	6%	53%	27%	1%	4%
028	South East	3%	0%	2%	0%	0%	35%	3%	42%	14%	1%	0%
029	South East Midlands	6%	1%	1%	0%	0%	7%	8%	54%	22%	0%	0%
030	Stoke-on-Trent and Staffordshire	3%	0%	2%	0%	0%	9%	26%	54%	4%	0%	2%
031	Swindon and Wiltshire	3%	0%	1%	0%	0%	20%	13%	41%	21%	0%	1%
032	Tees Valley	0%	0%	0%	0%	0%	32%	19%	0%	1%	0%	48%
033	Thames Valley Berkshire	3%	0%	1%	0%	0%	20%	5%	50%	19%	0%	0%
034	The Marches	8%	0%	1%	0%	0%	4%	21%	32%	32%	0%	2%
035	West of England	1%	0%	0%	0%	0%	2%	2%	0%	4%	0%	90%
036	Worcestershire	3%	0%	0%	0%	0%	4%	11%	45%	18%	0%	19%
037	York, North Yorkshire and East Riding	12%	0%	1%	0%	0%	22%	7%	43%	10%	0%	4%
038	Sheffield City Region	6%	0%	1%	0%	0%	11%	4%	21%	5%	0%	53%
	TOTAL	3%	1%	1%	2%	0%	16%	8%	31%	14%	10%	17%
	North West	6%	0%	2%	0%	0%	36%	11%	24%	10%	0%	9%



LEP – Sub Committee

LEP - Business Support Management Board

Private and Confidential: No

Wednesday, 11 October 2017

Co-ordination of Publicly Funded Business Support in Lancashire

Appendices A - C refer

Report Author: Andy Walker, Tel: 01772 535629, andy.walker@lancashire.gov.uk

Executive Summary

This report provides the Business Support Management Board with a progress report detailing the range of national programmes and local ERDF projects which are now operating across Lancashire, some headlines on the progress of key programmes including Boost – Lancashire's Growth Hub and some suggested activity to improve the clarity and navigability of the business support offer.

Recommendation

The Business Support Management Board is recommended to:-

- Note the update on the Lancashire business support offer
- Endorse the model for co-ordination set out around business finance services as a template for co-ordinating activity in other thematic areas
- Update the LEP and ESIF partnership around management proposals for this group of services.

1. Context

- 1.1 It is understood that the majority of business support delivered in Lancashire is provide by commercial concerns who establish long term relationships with their partners and are financially rewarded for the advice they deliver.
- 1.2 Publicly funded business support should be working to complement these existing relationships and operating in areas of market failure, where businesses need encouragement or awareness to pursue a course of action which would otherwise be seen as economically rational.



1.3 Within Lancashire there are a range of programmes running which enjoy public funding. Whilst declining, we can still see a number of national programmes promoting self-employment and business support which operate within the area. Businesses can also benefit from individual programmes within local areas backed by their local authorities, but the bulk of activity within the current publicly funded business support offer draws on Lancashire's allocation from European Structural Investment Funds (ESIF).

1.4 Whilst clearly impacted by Brexit, our current understanding around the future of this funding is that the UK Government will underwrite this programme up until 2021 and longer for financial instruments (loan and equity investment programmes).

2. Mapping Publicly Funded Provision.

2.1 The diagrams illustrating live projects at Appendix A and Appendix B show national, regional and local programmes operational within Lancashire. There are 29 main LEP-wide programmes covering 6 main thematic areas of business support – innovation, low carbon, digital access and adoption, support for early stage business, support for mature businesses and a set of initiatives and developments aimed at specific sectors.

2.2 Whilst European Social Fund initiatives are by definition directed at the development of individuals, there are major programmes directed at the development of people already within the workforce, to enhance apprenticeships and improve higher level skills.

3. Project Highlights

3.1 To help businesses navigate this complex landscape it is vital that Boost – Lancashire's Business Growth Hub is operating well. This needs to be measured both in terms of agreed local and European KPI's but also in terms of outcomes.

3.2 The marketing effort which underpins awareness of the Boost brand is closely monitored and top date:-

- The website has had over 82,000 unique visitors since its creation, with 33,000 of those definitely based in Lancashire. The total business population is circa. 50,000.
- Attracted 5,621 followers on Twitter
- News and sponsored content with Lancashire Business View alone has been sent out to over 10,000 business contacts across the county.

3.3 The performance of the Gateway Service (delivered by Growth Lancashire) the Growth Support Service (delivered by Winning Pitch and Enterprise 4 All)



and the Growth Mentoring Service (delivered by Community Business Partners and Orvia are shown at Appendix C. Performance is generally exceeding the profile for delivery of GSS and Mentoring. Whilst general engagement levels for the Gateway are high, we are working with Growth Lancashire to ensure we improve performance or find new ways to delivering, initial face to face business diagnostic interviews and in delivering Growth Voucher grants.

4. Improved Ways of Working

4.1 We are constantly striving to improve the way in which this suite of provision works together to offer the best possible service to individual businesses. Whilst we can expect officers within the gateway service to provide high level advice, it is often more difficult to fully understand how programmes differ within a specific theme and what the best fit will be for businesses. Without such specialist advice business can perceive the offer to be complex or not appreciate that a service offer actually exists.

4.2 Working on the business finance theme as an exemplar, we have begun to better define the role of respective offers and the Growth Hub see Table 1 below.

The information ask of these projects is:-

- A detailed but tight paragraph on what the service is
- Information on "ideal client", capacity and performance
- Commitment to brief gateway, attend marketing group & provide case studies

The behavioural ask of these projects is:-

- To respect "Boost First" principals
- To co-ordinate marketing, PR and awareness raising activity as a business finance block
- To follow MOU, share data etc.
- To cross and onward refer clients

5. Recommendations

The Business Support Management Board is recommended to:-

- Note the update on the Lancashire business support offer
- Endorse the model for co-ordination set out around business finance services as a template for co-ordinating activity in other thematic areas
- Update the LEP and ESIF partnership around the enhanced management proposals for this group of services.

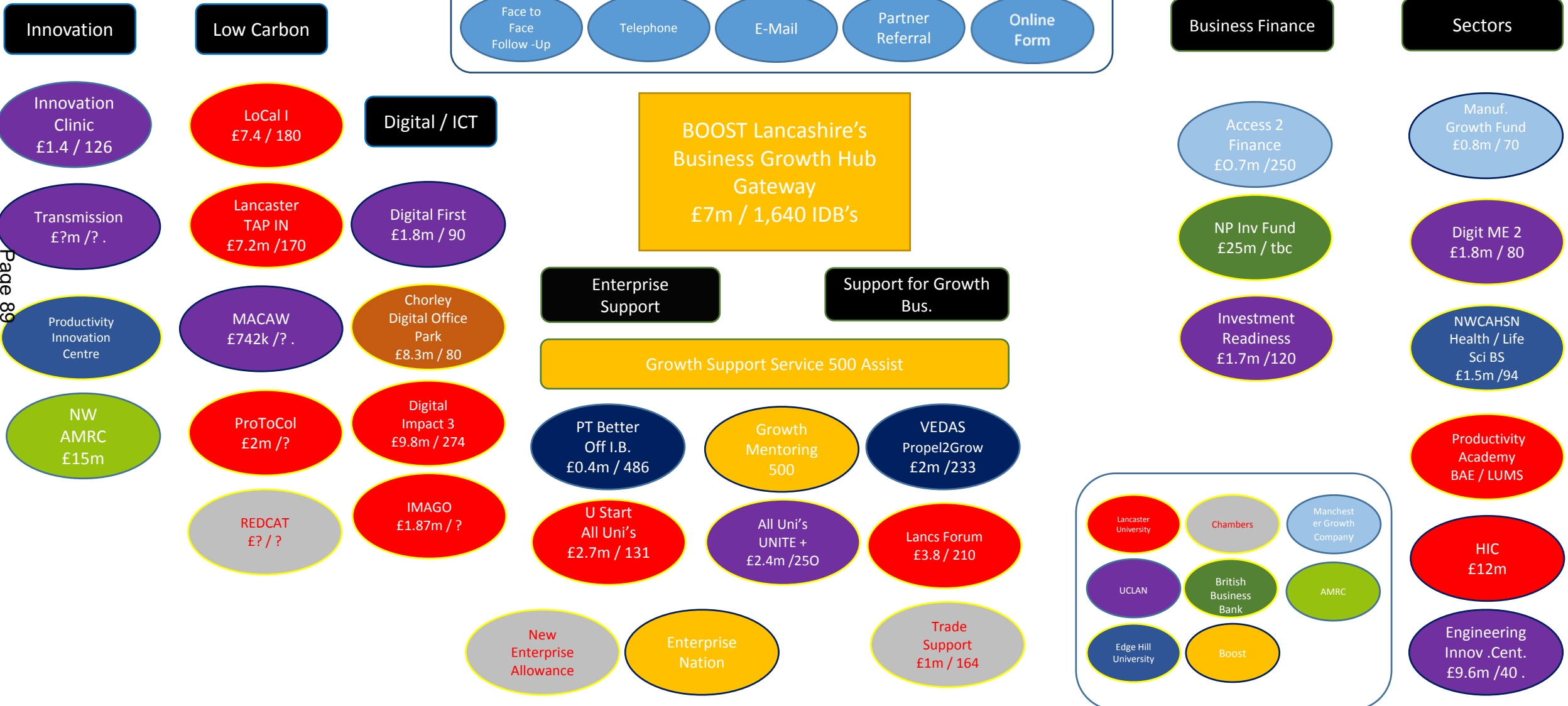
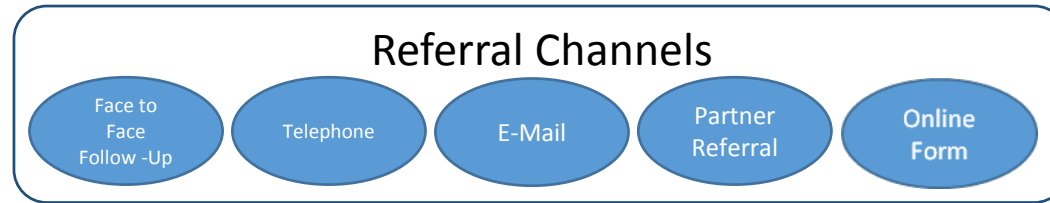
Role	Provider	Programme	Specific Service Offer	Specialisms	Capacity / Budget Limit / Target per/annum
Initial / Speculative Enquiry Handling	Growth Lancashire	Boost	Direct Referral		
			More detailed IDB		
Specialist Financial Advice	MGC	Access 2 Finance NW	Access 2 Finance Advisers		
	UCLAN	Investment Readiness	Training to get business ready for equity investment. Referrals coming in from A2F and Maven	Any business	
Funding Providers	LCC	Micro Rosebud	Loans up to £49k Sep Priority Sectors	Average loan £38k	£300k per annum combined
		Rosebud Peer top Peer	Ability to contribute to P2P funding rounds		
		Rosebud	Loan / Equity SEP Priority Sectors	Typical investment £250k -£500k	£1.6m
	BBB	Northern Powerhouse Investment Fund	NW Micro-finance (BFS)	£25-£100k	
			NW Loan Fund (FW Capital)	£100k - £750k	
			NW Equity Fund (Mavern)	£50k - £2m	



Development funding	LEP	Growing Places	Loan funding to unblock schemes	Ave loan £2m	£20m
---------------------	-----	----------------	---------------------------------	--------------	------

Emerging Lancashire Business Support Offer

Appendix A



Lancashire ESF Projects Outline



Project	Funding & Life of Project	Target Group	No. of Beneficiaries	Priorities Eligibility	Aim	Lead Body	Delivery Partners	Contact Details
Moving On	ESFA and ESF Jun 2016 - Jul 2018	15 - 18 year olds who are NEET or at risk of NEET	3614	Target wards Vulnerable Young People	Reduce the number of young people who are NEET or at risk of becoming NEET. Improve education, employability and personal skills to enable successful progression	Preston's College	LESEP - The Lancashire Colleges, Lancashire Work Based Learning Forum, Other Public and voluntary organisations	www.movingonlancs.co.uk info@movingonlancs.co.uk
Invest in Youth	Big Lottery BBO and ESF Oct 2016 - Sep 2019	16-24 year olds who are furthest away from the labour market	770	Those with multiple barriers who need support to access services	Bring young people closer to economic activity, including involvement in job preparation and job search.	SELNET	5 Core Partners, Rathbone, Barnardos, Groundwork, CANW, Bootstrap plus a wide range of partners from community and public and private sector organisations	bbo@selnet-uk.com http://selnet-uk.com/building-better-opportunities/invest-in-youth/
Access to Employment	ESFA and ESF Oct 2016 - Jul 2018	19 years and over	4127	Unemployed, any length of unemployment or Inactive – those disadvantaged but still relatively close to the labour market	<ul style="list-style-type: none"> • Theme 1: supporting the target group to tackle their barriers into work, and enter and sustain employment, apprenticeships or progress into further learning • Theme2: supporting the target group to tackle their barriers to work and enter and sustain apprenticeships. Working with local employers to develop new apprenticeship opportunities 	Preston's College	LESEP - The Lancashire Colleges, Lancashire Work Based Learning Forum, Other Public and voluntary organisations	www.access-to-employment.co.uk info@access-to-employment.co.uk
Age of Opportunity	Big Lottery BBO and ESF Oct 2016 - Sep 2019	50 years plus	1500	Unemployed or economically inactive with low skills and at risk of social exclusion.	Support people into work or training by addressing a wide range of often complex barriers that are specific to this age group including; poor health, lack of confidence, outdated skills, age discrimination and caring responsibilities.	SELNET	48 partners mostly community, voluntary and social enterprise sector organisations.	Navigator Team 01257 23777 navigator@ageuklancs.org.uk
Journey2work	DWP/JCP and ESF Jul 2016 - Jan 2009	16+	2300	Unemployed for over 26 weeks or inactive & have more than 1 barrier to employment e.g. mental health, lone parents, older worker ex-offender etc.	Support people who have more than 1 barrier to work into sustainable employment	G4S	4 sub-contractors across Lancashire:- Burnley Football Club, Bootstrap, Blackpool Council and PHX Training	Andy Ilton Mobile: 07703273351 Email:Andrew.ilton@uk.g4s.com
Changing Futures	Big Lottery BBO and ESF Oct 2016 - Sep 2019	All age groups	1000	Unemployed or economically inactive. Focus on most at risk of social exclusion including; people from BAME communities; with physical or mental health problems; with learning difficulties	To support participants in work related activity, prioritising the holistic needs aimed to assess skills barriers and aspirations. Participants will be supported through transformational coaching to economic activity.	SELNET	Partners including community, voluntary, social enterprise sector organisations, colleges and private training providers.	bbo@selnet-uk.com http://selnet-uk.com/building-better-opportunities/changing-futures/
More Positive Together	DWP and ESF Apr 2017- Sep 2019	16-65	2250	Those furthest away from the labour market	Aims to help the residents of our most deprived neighbourhoods to improve their skills and employability. Eligible residents will receive a tailored programme of 1 to1 mentoring, varied activity sessions, training, employment advice and work experience opportunities - designed to boost their confidence, improve well-being and remove barriers to employment."	Lancashire Sports Partnership	10 Housing Associations, Blackpool Council, Lancaster City Council, West Lancashire District Council, Groundwork, Princes Trust and Selnet	https://www.lancashire-sport.org.uk/mpt mpt@lancashire-sport.org.uk 01772 299830

Lancashire ESF Projects Outline



Project	Funding & Life of Project	Target Group	No. of Beneficiaries	Priorities Eligibility	Aim	Lead Body	Delivery Partners	Contact Details
Strengthening Communities-Volunteering in Lancashire	ESF Jun 2017- Dec 2019	Those most disadvantaged individuals 16-any age	726	Those furthest away from the labour market	Aims to boost access to volunteering across Lancashire engaging the most disadvantaged individuals who are removed from the labour and who would not otherwise participate in such activities. It will provide them with realistic pathways to employment through mentoring, accredited and non-accredited training and access to volunteer placements in the voluntary and community and public and private sectors.	Blackburn with Darwen Borough Council	Blackburn with Darwen Borough Council Adult Learning, Community CVS, Lancs CVS, Lancashire Adult Learning, Blackpool Council Adult Learning, Lancashire Volunteer Partnership	SCVL – Programme Team 01254 585593 Lorraine.collings@blackburn.gov.uk
MyPlace	Big Lottery and ESF Jun 2017- Dec 2019	16 – 24, women, BME communities, older men, and people with disabilities	555	Those furthest away from the labour market	Will deliver a range of long term volunteering programmes within the environmental and tourism sector.	Lancashire Wildlife Trust	Lancashire Care NHS Foundation Trust	mwinstanley@lancswt.org.uk
Workfit Woman	ESIF Jun 2017- Dec 2019	25yrs+ Women Only	600 (TBC)	Women with at least two recognised labour market disadvantages- specifically including mild /moderate mental health and wellbeing issues	Aims to offer a supportive employment focussed IAG package including one to one key coach, group programme, money health check, volunteer placements and mental health therapeutic support - in particular for women with low level mental ill health and low confidence and poor self-esteem. Output – into employment, into work search, into accredited learning.	Lancashire Women’s Centres	Lancashire Women’s Centres	Tracey.arden@womenscentre.org Tel: 07475 004902
<ul style="list-style-type: none"> • Skills Support for Redundancy (SSR) • Skills Support for the Workforce (SSW) Basic Skills, Intermediate and Higher Level 	ESFA and ESF Oct 2016 - Jul 2018	16 years old and over	8814	SSR: At risk of redundancy or been made redundant in the last 3 months SSW: employed learners	<ul style="list-style-type: none"> • SSR: supports businesses undergoing industrial restructuring by providing skills and employability support for employees at risk of redundancy. To support newly unemployed individuals or recently made redundant (within 3 months of leaving an organisation due to redundancy). • SSW: support sustainable employment and promote the in-work progression of employed individuals with opportunities to develop the skills that will enable them to progress in employment. 	Learndirect	Learndirect and their supply chain	Janette Healey Partnership Manager M: 07824460325 0345 521 0066 Website www.learndirect.com/tred

Glossary

NEET	Not in education, employment or training
LESEP	Lancashire Employment and Skills Executive Partnership
BBO	Building Better Opportunities
ESF	European Social Fund
SELNET	Social Enterprise Lancashire Network
CANW	Child Action North West
TrED	Training and Educational Development

Key

	Young people
	Adults not in work
	All Age Groups not in work
	Adults in the workplace

BOOST Output Monitoring

Period: Programme to end of August 2017

	Number of Enterprises receiving support (C1)		Number of enterprises receiving IDB (P13)		Employment increase in supported enterprises (C8)		Number of enterprises receiving grants (C2)		Private investment matching public support (£) (C6)		Number of enterprises receiving non financial support (C4)		Number of potential entrepreneurs assisted to be enterprise ready (P11)		Number of new enterprises supported (C5)		GVA increase in supported enterprises (£) (LEP target)		
	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	
Gateway	0	0	1640	631	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Growth Support	500	247	0	0	500	147.56	0	0	0	0	500	237	360	199	180	130	0	1,603,009	
Growth Mentoring	500	264	0	0	500	220.75	0	0	0	0	500	254	0	0	0	0	0	2,348,421	
Growth Vouchers	300	19	0	0	0	0	300	39	750,000	92,604	0	0	0	0	0	0	0	0	
Programme wide	60	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	50,000,000	0	
TOTALS	1360	530	1640	631	1000	368.31	300	39	750,000	92,604	1060	491	360	199	180	130	50,000,000	3,951,430	
20 Month Profile		756		911		556		167		416,667		589		200		100		27,777,778	
% Achieved		70.15%		69.26%		66.30%		23.40%		22.22%		83.38%		99.50%		130.00%		14.23%	
April Change Control	586	530	773	631	324	368.31	76	39	181,109	92,604	540	491	218	199	65	130		3,951,430	
% Achieved		90.44%		81.63%		113.68%		51.32%		51.13%		90.93%		91.28%		200.00%			

Note - Growth Support Programme awaiting clarification from DCLG relating to a further 35 jobs

Note - Growth Voucher Totals subject to verification by PMT

