



Company Number: 07388600

Lancashire Enterprise Partnership Limited

Monday, 30th September, 2019 in Page 3, Academy for Skills & Knowledge, Sir Frederick Page Way, Samlesbury, Blackburn, BB1 7FT, at 4.30 pm

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Minutes of the meeting held on 25th June 2019 (Pages 1 - 10)**
- 3. Matters Arising**
- 4. Declaration of Interests (Pages 11 - 12)**

Items for Decision

- 5. Update on progress and headline propositions for the Local Industrial Strategy (Pages 13 - 20)**
Presentation – Andrew Pettinger, LEP Chief Executive Officer
- 6. Discussion on LEP's future role in setting economic growth strategy for Lancashire**
LEP Chairman, Steve Fogg to introduce.
- 7. Recruitment of the Lancashire Enterprise Partnership Chief Executive Officer (Pages 21 - 26)**

Item for Information

- 8. Lancashire Enterprise Partnership Limited - Governance and Committees Report (Pages 27 - 32)**
- 9. Any Other Business**

10. Date of Next Meeting

The next Lancashire Enterprise Partnership Board meeting is scheduled to be held on 12th November 2019 at 4:30pm, with the proposed venue UCLan, Burnley campus, Weavers Triangle, Burnley.

In addition the Board are asked to approve a proposed programme of meeting dates for 2020/21 as follows:

- **Wednesday, 5th February 2020 – 4.30pm**
- **Tuesday, 31st March 2020 – 4.30pm**
- **Tuesday, 23rd June 2020 – 4.30pm**
- **Wednesday, 30th September 2020 – 4.30pm**
- **Tuesday, 8th December 2020 – 4.30pm**
- **Tuesday, 2nd February 2021 – 4.30pm**
- **Tuesday, 23rd March 2021 – 4.30pm**

11. Exclusion of the Press and Public

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

Part II (Items that are Private and Confidential)

Items for Decision

- 12. Lancashire Digital Skills Partnership – Highlights and Extension (Pages 33 - 38)**
- 13. Growth Deal - Unallocated Funding Recommendations (Pages 39 - 80)**
- 14. Lancashire Growing Places Partnership (Pages 81 - 86)**

Items for Information

- 15. Update on the Preston, South Ribble and Lancashire City Deal (Pages 87 - 130)**

16. Update on other matters including LEP Review / Improvement Plan / LEP Board

Update by Andrew Pettinger, LEP Chief Executive Officer



Lancashire Enterprise Partnership Limited

Minutes of the Meeting held on Tuesday, 25th June, 2019 at 4.30 pm at the Lancashire Energy HQ, Blackpool Airport Enterprise Zone, Squires Gate Ln, Blackpool FY4 2QS

Present

David Taylor CBE DL (Chairman)

Miranda Barker
Jim Carter DL
Ann Dean DL
Dave Holmes

Dennis Mendoros OBE DL
Councillor Phil Riley
Professor Mark Smith
Amanda Melton

In Attendance

Neil Jack, Chief Executive, Blackpool Council

Martin Kelly, Director of Growth and Development, Blackburn with Darwen Borough Council

Richard Kenny, Interim Director of Economic Development and Planning, Lancashire County Council

Andy Milroy, Senior Democratic Services Officer, Lancashire County Council

Paul Evans, Assistant Director, Cities and Local Growth Unit, Department for Business, Energy and Industrial Strategy

Andrew Pettinger, Interim Chief Executive Officer, Lancashire Enterprise Partnership

Angie Ridgwell, Section 151 Officer, Chief Executive and Director of Resources, Lancashire County Council

Laura Sales, Company Secretary and Director of Corporate Services, Lancashire County Council

Stephen Young, Executive Director of Growth, Environment, Transport and Community Services, Lancashire County Council

Anne-Marie Parkinson, Growth Deal Programme Manager, Lancashire Enterprise Partnership

Michele Lawty-Jones, Director Skills Hub, Lancashire Enterprise Partnership

Anthony Lockley, Director of Strategy and Assistant Chief Executive, Blackpool Council

Jo Ainsworth, Lancashire Enterprise Partnership and Special Projects Finance Manager, Lancashire County Council

Ed Matthews Gentle, Senior Project Officer Business Growth, Lancashire County Council

Andy Walker, Head of Business Growth, Lancashire County Council

County Councillor Michael Green, Cabinet Member, Lancashire County Council

Councillor Mark Smith, Cabinet Member, Blackpool Council

1. Welcome and Apologies for Absence

The Chairman, David Taylor, welcomed all to the meeting. Apologies for absence were presented from County Councillor Geoff Driver CBE, Graham

Cowley, Khalid Saifullah MBE DL, Mark Rawstron, Mike Blackburn OBE, Mick Gornall, Councillor Simon Blackburn, Councillor Alyson Barnes, Councillor Stephen Atkinson, Claire Whelan and Co-opted Member Tony Attard OBE DL.

It was noted that Councillor Mark Smith was observing the meeting on behalf of Councillor Simon Blackburn and that County Councillor Michael Green was observing the meeting on behalf of County Councillor Geoff Driver.

2. Minutes of the meeting held on 1st May 2019

Resolved: It was noted the Councillor Phil Riley was present at the meeting on 1st May 2019 and subject to amending the attendance section the minutes of the Board meeting held on 1st May 2019 were approved as an accurate record and duly signed by the Chairman.

3. Matters Arising

None

4. Declaration of Interests

Councillor Phil Riley declared an interest in Item 13 – Growth Deal – it was recorded that he is a member of Blackburn with Darwen Borough Council who have two bids under consideration and that he would take no part in voting on this item.

Amanda Melton declared an interest in Item 13 – Growth Deal – it was recorded that she is the Principal of Nelson and Colne College which has received Growth Deal Funding and that she would take no part in voting on this item.

5. Lancashire's Local Industrial Strategy

Andy Walker, Head of Service Business Growth, Lancashire County Council introduced a report and presentation regarding the development of Lancashire's Local Industrial Strategy.

Andy introduced Simon Pringle and Scott Dickinson from Steer Economic Development who were commissioned by the Lancashire Enterprise Partnership to develop the Strategy.

Scott Dickinson gave a presentation containing the results of the Lancashire Local Industrial Strategy study that Steer had undertaken. This included an overview of the purpose, the objectives and outputs. The two outputs identified were to have an evidence based Local Industrial Strategy for Lancashire, and, to have a visible and transparent development process.

It was noted that with regard to work planning and milestones that following

scoping and evidence base data analysis the next stage over the summer of 2019 was to develop the vision and strategy. Following this in the Autumn action planning and workshops will be held to develop the framework, governance and implementation with full implementation from March 2020 onwards.

In terms of the key inputs for the Strategy, key technology drivers were highlighted along with key European, UK, Northern Powerhouse, Lancashire (including existing LEP policies) and Local policies that will shape and influence the Lancashire Local Industrial Strategy.

Benchmarking information was presented comparing Lancashire to North West and national comparators, this included GVA growth trends and projects which showed that over the period 1991 to 2016 Lancashire was below the North West and UK national figures and the growth projections for 2017 to 2038 also showed Lancashire to be below both North West and national projections.

In order to implement the scale and rate of projected change to increase Lancashire's GVA it will require support to works to enable them to reskill to move sectors and upskill to take new roles within existing sectors and place based strategies.

It was noted that there was variation on the GVA mix across all of the Lancashire District and Unitary areas with for example some areas have a high percentage of manufacturing outputs versus some areas that have high percentages of public administration, education and health. It was further noted that the Lancashire Strategy would need to be tailored to take account of the variety in each area.

In terms of the next stages of development it was noted that options for the structure of the Strategy need to be developed around emerging themes set out in the presentation.

LEP Directors provided feedback on the work undertaken so far to develop the Strategy and proposed that a small group of Directors form a Lancashire Local Industrial Strategy Working Group to work with officers and consultants to develop the Strategy with it proposed that LEP Director Miranda Barker led on this piece of work.

Resolved: The Lancashire Enterprise Partnership Board

- (i) Noted the report and presentation provided and provided officers and consultants with feedback and suggestions regarding the development of strategic priorities for Lancashire; and
- (ii) Agreed to form a small Working Group of Directors, led by Miranda Barker, to further develop the Strategy with officers and consultants, with Directors to be invited to volunteer to be part of the Working Group via the Company Secretary and Interim LEP Chief Executive.

6. A Cultural Strategy for Lancashire

Andy Walker introduced a report and presentation regarding the development of a Cultural Strategy for Lancashire. Andrew Erskine, representing Tom Fleming Creative Consultancy, presented the LEP Board with the latest developments on the Cultural Strategy.

It was noted that with the right level of support, investment and coordination, the talent, heritage and identity of the county can play a key role in a re-imagined cultural offer for Lancashire.

In the urban centres, such as Preston, Lancaster, Burnley and Blackburn, there is an increasing growth-orientated creative economy that is helping to generate new types of activity. Coastal areas continue to be closely linked to the visitor economy while inland connections are made to the natural environment.

Further updates were provided on how culture and creatively contribute to the economy via growing creative industries, the arts and cultural sector, exports and visitor economy.

In addition, it was noted that for culture in Lancashire to deliver to its potential it will require strategic investment in infrastructure, people, capacity, skills, networks and programmes.

With regard to partnerships and delivery it was recommended to the LEP Board that a Cultural Investment Board be established with a primary role to maximise the role that culture can play in the economic growth of the county. It was proposed that it would be advisory – its role being to coordinate, advocate and connect. One of the first roles for the proposed Cultural Investment Board will be to implement an action plan for the first year, setting out short, medium and long term goals. This will include a set of Key Performance Indicators (KPIs) which will connect the ambitions of wider LEP and county strategies.

Board Members provided feedback to the consultants on the direction of the Strategy.

Resolved: The Lancashire Enterprise Partnership Board

- (i) Noted that Tom Fleming consultancy will produce a final Cultural Strategy for Lancashire report; and
- (ii) Agreed to delegate authority to LEP Chairman and interim / permanent Chief Executive Officer to signoff the Strategy.

7. Lancashire Enterprise Partnership Limited - Director Defined Term Limits

Andrew Pettinger, Interim Chief Executive Officer, Lancashire Enterprise Partnership, presented a report (circulated) regarding non-democratically elected LEP Directors having defined term limits.

It was highlighted that the report proposed to adopt the same fixed terms that apply in the national Local Enterprise Partnership guidance to Chair's and Deputy Chair's of LEP's to non-democratically elected LEP Directors. It was stated that the terms shall be a maximum defined term of three years, with the option to extend for a further three years in exceptional circumstances.

It was also highlighted that introducing the fixed term for non-democratically elected LEP Directors would provide the opportunity for the Board to continue to make progress towards a Board that is reflective of the local business community (including geographies, gender and protected characteristics). In addition it was noted that the LEP Board had not yet achieved the required government target of having at least one third female Directors by 1st January 2020 and that introducing the fixed term policy for all Directors will assist the LEP to ensure it is compliant with this requirement by the end of 2019.

Board Members endorsed the proposals and requested that succession plans be put in place to ensure that any non-democratically elected Director vacancies be filled with the appropriate skills set.

In endorsing the recommendation and recognising that he was one of the affected Directors – Dennis Mendoros announced his resignation from the LEP Board with immediate effect.

The Chairman, and the rest of the Board, formally thanked Dennis for all his work on the LEP Board and his additional roles such as ESIF Committee.

Jim Carter endorsed the proposals and announced his intention to step down from the Board and Chairman of the City Deal Executive at the end of December 2019 at which point the half way point in City Deal will have been reached.

The Interim Chairman, David Taylor, advised that he had made contact with two other Directors affected by the proposed introduction of fixed terms for non-democratically elected Directors and advised that further discussions would be held with those individuals to determine an appropriate date to retire as Board Members.

Resolved: The Lancashire Enterprise Partnership Board

- (i) Approved the introduction of the three plus three year fixed term for all non-democratically elected LEP Directors.
- (ii) Noted the immediate resignation of Dennis Mendoros and the intention of Jim Carter to step down from the Board in December 2019.
- (iii) Requested that the Interim Chairman identify a retirement date with the two remaining affected LEP Directors; and
- (iv) Requested that officers update the Assurance Framework to incorporate the addition of fixed terms for non-democratically elected LEP Directors.

8. Lancashire Enterprise Partnership Limited - Governance and Committees Report

The report, for information, was noted as presented. In addition, David Taylor proposed that the Lancashire Enterprise Partnership formally confirm its two nominees to sit on Transport for the North. It was noted and proposed that Mark Rawstron should continue as one of the two nominees with it recommended that Khalid Saifullah, who is on the Transport for Lancashire Committee, be approached to be the second nominee.

Resolved: The Lancashire Enterprise Partnership Board

- (i) Noted the updates provided in this report in relation to Governance and the Committees of the Lancashire Enterprise Partnership; and
- (ii) Approved that Mark Rawstron and Khalid Saifullah (subject to confirmation from Khalid) be appointed as the LEP nominees on Transport for the North.

9. Any Other Business

None

10. Date of Next Meeting

It was noted that the next Lancashire Enterprise Partnership Board meeting was scheduled to be held at: 4:30pm on 12th November 2019. In addition to this meeting it was agreed that an additional LEP Board meeting be arranged in September 2019 and that the new September meeting be held at the Academy for Skills and Knowledge, BAE Samlesbury.

11. Exclusion of the Press and Public

At this point the Lancashire Enterprise Partnership Board approved that the meeting move into Part II, Private and Confidential, to consider the remaining agenda items as they contained information defined as confidential or exempt in accordance with the relevant paragraph of Part I to schedule 12A to the Local Government Act 1972 as set out in each report or presentation. 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.

12. Lancashire Enterprise Partnership Budget Outturn 2018-19 and Operational Budget 2019-20

Andrew Pettinger presented a private and confidential report (circulated) which presented the Board with the Lancashire Enterprise Partnership Budget Outturn position for 2018/19 and a proposed Operational Budget for 2019/20.

Resolved: The Lancashire Enterprise Partnership Board

- (i) Noted the 2018-19 outturn position for the LEP.
- (ii) Approved the draft operational budget for 2019-20.
- (iii) Approved the appointment of an additional 2 year fixed term Grade 8 resource for the Growth Deal Programme.
- (iv) Approved the recommendations in the report for the use of reserves going forward.
- (v) Approved the principle of creating a brief for a marketing strategy for Lancashire and agreed to delegated authority to the Chief Executive/ Interim Chief Executive to approve expenditure against this brief; and
- (vi) Noted the position of the Growing Places Investment Fund as at 31st March 2019.

13. Growth Deal Approval and Programme Update Report

Anne-Marie Parkinson, Programme Manager, LEP Coordination presented a private and confidential report (circulated) regarding the Growth Deal Programme including proposals from the Growth Deal Management Board regarding prioritisation of unallocated Growth Deal funding.

Board Members were clear that funding should be allocated, in priority order, and only where there was sufficient funding remaining to cover the full cost requirement of the project. Based on the figures presented, this would enable the top 5 projects to be fully funded. Should the updated Business Cases for the proposed top 7 confirm their current ranking and funding bids, the top 5 projects would be fully funded with further consideration to be given by the Board to the remaining unallocated funding.

Resolved: The Lancashire Enterprise Partnership Board

- (i) Approved a Growth Deal funding allocation of £58.000m to the Preston Western Distributor project, subject to the following conditions:
 - a. The final approval from the Secretary of State; and
 - b. Lancashire County Council providing an update on the projected final target cost in advance of final sign-off.
- (ii) Approved, in respect to the unallocated funding within the Growth Deal programme:
 - a. That prioritisation of projects should be made on the basis of the best ranked projects from both 'existing' and 'GD3 Pipeline' projects, as detailed in Table 4.2 of the independent appraisal report as presented.
 - b. The prioritisation of the projects as ranked in Table 4.2 and invite

those projects to develop business cases, with the understanding that this is a conditional programme, subject to the information received through the business case process.

- c. Should a project as detailed within Table 4.2 be unable to progress, that the funding available, plus any further underspend identified within the Growth Deal programme, be allocated to the project ranked next highest within Table 4.2. This will be subject to it being affordable and deliverable within the Growth Deal programme timescales; and
 - d. That should the production of business cases for each project result in the same scoring that the top 5 projects would receive full funding and that any underspend identified in the programme should be reviewed and further allocations to the next ranked projects be considered by the Growth Deal Management Board and presented to the LEP Board for approval.
- (iii) Approved to withdraw and re-allocate the £1.980m Growth Deal funding allocation to the M55 to St. Anne's Link Road project, should the outcome of the review in respect of deliverability, which in the view of the Growth Deal Programme Manager continues to represent a significant risk to the Growth Deal programme.
- (iv) Approved the Growth Deal reporting submission to the Cities and Local Growth Unit for the Quarter 4 2018/19 Quarterly Reporting Summary Dashboard, as attached at Appendix B to the report; and
- (v) Noted the overall performance of the Growth Deal programme as contained within this report.

14. Recruitment of the Lancashire Enterprise Partnership Chairman

The Interim Chairman, David Taylor, presented a private and confidential report regarding the recruitment process of a new permanent Lancashire Enterprise Partnership Chairman.

Fellow interview panel members commented that they had considered a number of strong candidates and they were delighted to recommend that Mr Steve Fogg be appointed as the new permanent Chairman.

Resolved: The Lancashire Enterprise Partnership Board endorsed the appointment of Mr Steve Fogg as the Chairman of the Lancashire Enterprise Board and recommended the Members of the company formally approve his appointment as a Director and Chairman, with a term of office, in accordance with the Assurance Framework, of three years (with the option to extend for a further three years).

15. Lancashire Enterprise Partnership - Review Update

Andrew Pettinger presented a private and confidential report (circulated) which provided the Board with an update on the Lancashire Enterprise Partnership review.

Resolved: The Lancashire Enterprise Partnership Board

- (i) noted the progress made in relation to the previously agreed implementation timeline; and
- (ii) considered and approved the recommendations as set out regarding:
 - a. the membership and constitution of the Lancashire Enterprise Partnership, and the Accountable Body Agreement with Lancashire County Council;
 - b. the incorporation of special rights exercisable by Lancashire County Council as Accountable Body and employer in certain limited circumstances; and
 - c. approved the recommendations regarding defining the relationship between the Lancashire Enterprise Partnership and Lancashire County Council.

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) | 30.09.2019 |
| Item Number (if relevant) | |
| Description of Transaction | |
| Nature of Interest | |



Lancashire
Enterprise Partnership

Lancashire Enterprise Partnership

30th September, 2019

**Lancashire Industrial Strategy – update on
progress**

Agenda Item 5



- Along with all the other 37 LEPS, Lancashire LEP is required to produce the LIS by central government.
- There is a prescriptive process for production set by BEIS which the LEP is following. The current timetable is that the LEP must submit “propositions” in Autumn of this year for discussion with BEIS, and that once the propositions are agreed, the LIS must itself be completed and submitted by December and agreed and published with BEIS by March 2020.
- The original and current intent is that the key purpose of the LIS is to identify strategies that will boost productivity. Following the National Industrial Strategy, the strategies must be based on “Five Foundations” (Places, Ideas, People, Infrastructure, Business Environment) and must address Four “Grand Challenges”(AI/Data-driven Economy, Clean Growth, Future of Mobility & Ageing).
- There is some discussion/expectation that the purpose and timetable for the LIS may change. This is linked to the current political uncertainty and change of political leadership. This is outside the LEP's control but the LEP has been advised to continue as outlined above.

Summary of Current Progress (1)

- Data and evidence relevant to the LIS has been collated, published and shared with BEIS. BEIS have now confirmed that they are happy with the evidence submitted.
- Workshops have been held and questionnaires completed to capture stakeholder opinion.
- Five key headline areas requiring strategic focus in Lancashire have been identified for the purpose of producing the propositions. These have all been selected by reason of there being an identified need from the agreed evidence base. These are:
 - Creating a more **Agile and Capable Workforce**
 - Improving **Supply Chain Fusion** in key industries
 - Increasing the number and success of “**Start-up**” and “**Scale-up**” ventures
 - Positioning Lancashire as a **Distinctive Place** to be better able to produce economic growth and productivity, including transport and digital connectivity with better economic and social infrastructure
 - Taking best advantage of **Energy Opportunities**



Summary of Current Progress (2)

- Work is now well underway to develop specific propositions in relation to these key areas of strategic focus. Workstreams in each area have been set up and raw material for each has been collated.
- Each identified strategic area has an assigned lead who is responsible for working up the propositions from the available evidence and raw material. The output will then be reviewed and refined by Steer under the oversight of Andrew Pettinger and Richard Kenny. The current intent is that this process will be completed over the next few weeks, although this timetable may change.
- Each proposition must be set out using the prescribed proforma set out in the Appendix.
- Following submission by the LEP of the propositions, there will then be a conversation with BEIS to jointly identify a preferred way forward in respect of each. The timetable for this is uncertain.
- The text of the LIS will be finalised following the conclusion of these conversations, though the drafting will commence concurrently with the conversations.

This paper will provide the basis for dialogue with Government (HMG). It reflects the views of [LEP]. This paper could be further developed with HMG in light of policy teams' understanding of national links and best practice. The developed version of this paper will feed into the final [LEP] Local Industrial Strategy.

Proposal/Language for inclusion in the Local Industrial Strategy:

"Et cetera et cetera"

This should be as 'plain English' as possible. Without stating an unfunded spending commitment (i.e. one that wouldn't be funded from existing team budgets), it should be specific, setting out a clear direction. For example, this may include 'HMG and [PLACE] to agree a delivery plan by X', 'HMG representatives to sit on a steering group for Y'.

Evidence Base

What quantitative analysis is available in this area? What does local analysis highlight beyond national statistics? How does your area differ from close comparators, e.g. other cities? What evaluative evidence is there on appropriate interventions in this area?



Strategic Case

What are the particular challenges or opportunities for [LEP] in this policy area? This can include reference to the Foundations of Productivity. What market failure exists to justify local/national interventions? How would intervention ‘work with the grain of the market’? How does it relate to the overall narrative and ambitious vision/objectives of the LIS? What do stakeholders think? Who are the prospective delivery leads and partners in [LEP]? What is distinctive about the [LEP] area that will help it contribute towards the National Industrial Strategy (e.g. through Grand Challenges/Foundations)?

What are we [LEP] going to do?

What are the interventions that are in your gift which could be announced in the LIS? How will HMG support add value to this? How are [LEP] going to work with local partners to achieve this? Have you considered cross-border, or cross-sector collaboration and how should this be delivered?

How we want to work with HMG

What is the role of national government in supporting these interventions? How will HMG add value? Do your proposals align with existing national schemes?

'Shared with government: funded commitment' – typically highlighting an existing project where funding has been committed.

'Shared with government: partnership working' – reflects a new commitment from government to work in partnership with EM3 to address a specific challenge/opportunity.

'Locally-led commitment' – agreed and delivered locally, within existing budgets.

Ambition is commensurate with local budgets and points to a specific aim.



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Monday 30 September 2019

Recruitment of the Lancashire Enterprise Partnership Chief Executive Officer
(Appendix 'A' refers)

Report Author: Neil Jack: chief.executive@blackpool.gov.uk

Executive Summary

This report considers the process for the recruitment of a permanent LEP Chief Executive.

Recommendations

The Lancashire Enterprise Partnership Board is asked to:

- (i) Delegate to the Chair the details of the recruitment process for the permanent Chief Executive, with a confidential report back to the Board at its next meeting on the position at that point; and
- (ii) Note the appointment of Berwick Partners as the Recruitment Consultants.

Background and Advice

1. Introduction

- 1.1 At the end of March Andrew Pettinger was appointed as the interim Chief Executive pending the recruitment of a permanent replacement. It was also considered prudent to wait until the appointment of a new Chair before commencing that recruitment. Mr Steve Fogg was appointed as Chair at the last meeting of the Board in June 2019 and Blackpool Council has been asked to assist again with the recruitment of the Chief Executive, as they assisted with the recruitment of the Chair. A meeting has been held with the Chair and this report is to update the Board on the potential approach to the recruitment of a permanent Chief Executive.



2. Recruitment Process Proposals

- 2.1 Following discussion with the Chairman and LEP Officers, a direct award to Berwick Partners has been made to assist and support the search and recruitment/ appointment process.
- 2.2 As a reminder the Company Articles of Association state that with regard the appointment of a Chief Executive. "The Members shall be entitled to appoint and remove a chief executive of the Company by unanimous resolution." This means, currently, that Lancashire County Council and Blackpool Council (the current members) must unanimously agree to the appointment. It is recommended that the remuneration for the role be up to £120,000 per annum. A draft Job description and person specification is attached at Appendix 'A'.
- 2.3 However, it is considered important to involve, as appropriate, representatives from the LEP Board as well, together with other relevant stakeholders. It is recommended that this be delegated to the Chair and he can seek assistance in the recruitment process from members of the Board depending on skills needed, availability and representation, at his own discretion. This will hopefully make for a more flexible, business-focused approach to quicken the process.
- 2.4. The next meeting of the LEP Board is on 12th November and this will probably be too tight in reporting in a final nomination but it is recommended that the Board be appraised as to a confidential shortlist at that meeting with an appointment scheduled for the end of November. If this is the case then it is recommended that this is done as an urgent business by the Board, so the preferred candidate is not kept waiting on the decision for too long.

List of Background Papers

Paper

None

Reason for inclusion in Part II, if appropriate

N/A

CHIEF EXECUTIVE Lancashire LEP

DRAFT JOB DESCRIPTION AND PERSON SPECIFICATION

Contract: Permanent full-time

Based at: Lancashire Enterprise Partnership Ltd, Old Docks House, 90 Watery Lane, Preston, PR2 1AU. Additional travel will be required across the Local Enterprise Partnership (LEP) area, across the North West and to London amongst other locations

Reports to: LEP Chair of the Board

1. MAIN PURPOSE OF THE ROLE

To provide high quality leadership and support to the Lancashire LEP and its associated public and private sector partner organisation's in understanding, setting and driving the strategic direction for the economic growth of the Lancashire area and to ensure the delivery of its strategic priorities.

2. POSITION IN ORGANISATION

Reports to the Chair of the Board

3. DUTIES AND KEY RESPONSIBILITIES

3.1 STRATEGY AND LEADERSHIP

- To provide energetic and visionary leadership which inspires staff, partners and stakeholders
- To lead on the delivery of the strategic economic plan for the Lancashire area which underpins regional and national strategies and is agreed with public and private sector LEP partners
- To lead the implementation of the LEP's local industrial strategy
- To be responsible for driving the development of an annual LEP budget and to monitor performance against budget
- Work with the LEP Executive Team to stay alert to new business opportunities and sources of income through a product and service development programme, bringing relevant and innovative projects to the Board for consideration
- To raise the profile of the Lancashire area and ensure that its vision is communicated effectively to Government
- To work closely with the Chair and the Board of Lancashire to oversee the implementation of Board decisions
- To provide management information to the Board on all Lancashire LEP activities in order that it may make properly informed strategic decisions
- To direct and implement the programmes of work and activity and ensure that policy decisions are conveyed effectively

- To ensure that contractual obligations are fully discharged and ensure transparent financial and operational processes that are satisfactory to providers of funds
- To oversee that appropriate committees, panels and consultation structures are maintained so that the views of partners, stakeholders and the wider business community can be properly canvassed and promoted
- To speak on behalf of the Lancashire LEP to represent their interests via press releases, meetings and other forms of lobbying
- To provide policy advice to LEP officers and ensure that Lancashire LEP has respect and influence locally, regionally, nationally and internationally where appropriate
- To ensure that the work that Lancashire undertakes adds value and complements existing local authority and other public-sector activities
- To ensure that Lancashire maximizes investment opportunities from European and Government funds.

3.2 REPRESENTATION AND RELATIONSHIP MANAGEMENT

- Using exceptional interpersonal skills, communicate with a diverse stakeholder group including, the Board, business leaders, local and national politicians, senior public-sector officers and civil servants, education and training leaders
- To affect a wide range of relationships with stakeholder groups
- To maintain and develop linkages with other Partnerships within the LEP area
- To develop and maintain relationships with other LEPS and the LEP Network including neighbouring and over-lapping LEPS
- To negotiate, lobby and act as an ambassador for Lancashire at a local, regional, national and international level
- To actively engage with business representation groups.

3.3 OPERATIONAL MANAGEMENT

- To lead an effective and high quality executive support and secretariat function, including line-managing the LEP Senior Management Team
- To actively shape and deliver a leading and trusted service offering to the private, public and third sectors
- To provide support to the Lancashire Board and oversee the operation of its sub groups, sector groups and other committees, including the LEP Officer Group (LEPOG)
- To develop, administer and effectively implement such programs, interventions and initiatives as instructed by the Board
- To ensure that all LEP objectives are achieved
- To manage the LEP team, in the effective dispensation of its duties

- To support the Chair in every day duties
- To agree and set milestones and key performance indicators for the LEP team in order to measure effectiveness
- To manage and monitor performance against set objectives and outcomes
- To manage the financial activities of the LEP within the terms of the appropriate operational management costs and associated funding
- To ensure that the funds controlled by the LEP are carefully managed with appropriate controls and are disbursed in accordance with the decisions of the LEP Board and legislative requirements.

4. PERSON SPECIFICATION

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|--|
| Knowledge |
| <ul style="list-style-type: none"> • Demonstrable local, regional and national political awareness • Knowledge and understanding of central and local Government and European funding mechanisms • An understanding of the issues involved in actively promoting collaboration, joint initiatives and partnerships |
| Experience |
| <ul style="list-style-type: none"> • Experience of working with senior local politicians, civil servants and MPs • Experience of working with regional and national agencies and Government departments • Relevant and demonstrable experience to growth as well as regeneration, at a senior level • Proven experience of developing and driving strategic change • Experience of working with businesses, across multiple sectors and a demonstrable understanding of their needs • Proven experience of delivering economic development programmes and projects both to time and budget • Previous management of Board relationships with Non-Executive Directors • Private sector experience |
| Skills and abilities |
| <ul style="list-style-type: none"> • Proven ability to lead a multi-faceted organisation • Ability to grasp strategic issues facing business, local and central Government in the furtherance of growth policies and initiatives • Resource management through multiple organisations • Excellent leadership and team working skills, with strong self-confidence and motivational skills • Proven ability to think and act strategically • Proven ability to produce clear, succinct policy papers • Strong strategic, influencing and negotiation skills and ability to work across organisations in an open and effective way • Proven public speaking skills and the ability to inspire and build confidence |

Personal attributes

- A positive and enthusiastic attitude
- Good communicator, both verbally and written – with all levels of the public and private sector, press, media and partner organisations
- An excellent networker
- Comfortable and confident in performing a lobbying role
- Takes responsibility
- Celebrates and is proud of success
- Supports others and works well with a team
- Creative and challenges tradition
- Must be dependable and reliable
- Must be able to exercise tact and diplomacy at all levels
- Full clean driving licence
- Must be prepared to work flexibly in terms of working hours



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Monday, 30 September 2019

Lancashire Enterprise Partnership Limited - Governance and Committees Report

Report Author: Andy Milroy, Senior Democratic Services Officer
Tel: 01772 530354, andy.milroy@lancashire.gov.uk

Executive Summary

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

Recommendation

The Lancashire Enterprise Partnership Board is asked to note the updates provided in this report in relation to Governance and the Committees of the Lancashire Enterprise Partnership.

Background and Advice

This is a standing report provides which provides an update on governance issues and meetings of committees of the LEP since the last ordinary meeting on 25 June 2019 in accordance with the LEP Assurance Framework dated August 2019, publicly available on the Lancashire Enterprise Partnership website:

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

Governance Updates

Current LEP Committee Vacancies

A number of LEP Committee vacancies exist as follows:

- 2 x Enterprise Zone Governance Committee Member
- 2 x Performance Committee vacancies for a Chairman and an additional Committee Member



Director Leaving

As previously indicated to the Board, Professor Mark Smith formally ceases to be a LEP Director on 30 September 2019.

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

1. Urgency Committee Decisions

3 September 2019 – Appointment of a new Lancashire Skills and Employment Advisory Panel Member

The LEP Board approved, via the Urgent Business procedure, to appoint Liz Tapner as the new voluntary and community sector representation on the Lancashire Skills and Employment Advisory Panel following a recruitment process and recommendation made by the Advisory Panel.

5 September 2019 – Luneside East – Growing Places Investment

The LEP Board approved, via the Urgent Business procedure, a proposed settlement and repayment structure to the Luneside East Growing Places Investment.

2. Transport for Lancashire Committee

The Transport for Lancashire Committee has not met since the last ordinary meeting of the Lancashire Enterprise Partnership Board held on 25 June 2019.

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 Combined City Deal Executive and Stewardship Board met on 25th July 2019 and considered / approved the following:

- **Homes England Quarterly Monitoring Progress Update – Q4 2018/19** – The City Deal Executive and Stewardship Board noted the content of the report, including the current status of each of the Homes England development sites, and the progress made during Quarter 4 2018/19 – 1 January 2019 to 31 March 2019.
- **End of Year Performance Monitoring Report – Year 5 2018/19** – The City Deal Executive and Stewardship Board received and end of year performance report for year 5 of the City Deal which also marked the midway point of the 10 year City Deal. The City Deal Executive and Stewardship Board noted the



overall performance of the Programme in the 2018/19 monitoring period and endorsed the proposed return to Government as set out in the report.

- **City Deal Business and Disposal Plan 2019/22 and Delivery to Date as at 31 March 2019** – Homes England presented a private and confidential report which provided detailed information on the 11 Homes England sites and details of grant payments made to date. The City Deal Executive and Stewardship Board noted the progress towards the successful delivery of the 11 Homes England City Deal sites, noted Homes England's current and future investment into the City Deal and endorsed the updated Business and Disposal Plan setting out the site milestones and financial forecasts to March 2022.
- **A582 South Ribble Western Distributor** – A private and confidential report was presented following which the City Deal Executive agreed the funding of preparatory work as detailed in the report and agreed to support the principle of the acquisition by agreement, in advance of Compulsory Purchase powers, of rights, interests and enabling arrangements to facilitate the widening of the A582/B5253 South Ribble Western Distributor, and, requested regular updates be provided as the scheme progresses.
- **City Deal Review Update** – A private and confidential presentation was provided following which the City Deal Executive and Stewardship Board agreed to authorise officers to prepare the necessary Business Case and progress the Small Sites Funding opportunity with Homes England in accordance with the timescales presented.
- **Project Delivery Monitoring Report – Quarter 1 2019/20** – A private and confidential report was presented which contained the Quarter 1 2019/20 Project Delivery Monitoring Report. The City Deal Executive and Stewardship Board noted the Quarter 1 Project Delivery Monitoring Report for the period April-June 2019 and endorsed the proposed infrastructure delivery milestones for 2019/22 as presented.
- **City Deal Finance Report – Quarter 4 Year End 2018/19** – A private and confidential report was presented which contained the current financial position of the City Deal including key risks to the model. The City Deal Executive and Stewardship Board noted the Quarter 4 and Year End Finance Update and the associated key risks and issues as presented.
- **North West Preston Roads Programme** – A private and confidential report was presented which provided an update on the North West Preston road schemes including key dates and delivery milestones. The City Deal Executive and Stewardship Board noted the report.

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

A Special Meeting of the Growth Deal Management Board was held on 10 September 2019 and the following items were considered / approved:

- **Growth Deal – Unallocated Funding Recommendations** – The Growth Deal Management Board received a presentation from independent appraisers, following which it:

Resolved: that the Growth Deal Management Board

1. Recommend to the Lancashire Enterprise Partnership Board that Growth Deal funding approval be given to the following projects subject to the conditions as detailed in each of the appraisal summary reports, and the finalisation and execution by Lancashire County Council under the guidance of the Directors of Corporate Services and Economic Development and Planning, of a Grant Funding Agreement and other relevant legal documentation as may be necessary to protect the interests of the LEP:
 - i. Samlesbury Aerospace Enterprise Zone - £6.725m
 - ii. Futures Park - £1.530m
 - iii. Food and Farming Innovation and Technology - £365,000
 - iv. Skelmersdale Town Centre Redevelopment - £2.000m
 - v. New STEM Technology Centre - £1.200m
 - vi. Darwen East Development Corridor Phase 2 - £1.400m
2. Recommend to the Lancashire Enterprise Partnership that £2.790m be allocated to South East Blackburn Residential and Health Campus scheme pending the production of a transport business case in October 2019
3. Request that formal legal advice be sought to clarify the position around State Aid for Samlesbury Aerospace Enterprise Zone and Futures Park projects, to be received by the Programme Manager by mid-October
4. Instruct the Programme Manager to review the reserve list of projects not recommended for approval at this stage, listed on page 6 of the report, and reassess them with increased weighting on deliverability within the timescales
5. Agree that the remaining unallocated £790,000 plus the £750,000 expected underspend from an existing project should be held until November when the revised reserve list will be brought to the Growth Deal Management Board for consideration
6. Agree to continue to support the M55 St Annes Link Road scheme until December 2019, when there must be certainty around the agreement between Homes England and the Developer. If there is no agreement by this time, the £1.980m should be considered unallocated and would then become subject to the reallocation process



- **Quality Corridors: Additional Funding Request, September 2019 – Blackpool** – The Committee considered the additional funding request from the existing Blackpool Quality Corridors project and resolved:
 1. That the Programme Manager progress the Blackpool Quality Corridors project application for additional funding with Blackpool Council, and that the project be considered in the next tranche of funding decisions; and
 2. Agreed that a communication be sent to existing projects to advise them that there may be further unallocated funding available to projects that wish to extend, providing they are deliverable before March 2021, and that organisations could consider developing oven-ready projects to create a pipeline, should further funding become available.

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

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

5. Enterprise Zone Governance Committee

The Enterprise Zone Governance Committee met on 18 September 2019 and considered / approved the following:

- **Blackpool Airport Enterprise Zone – update report** – The Committee received a report which provided an update on progress in the development of the Blackpool Airport Enterprise Zone including current accommodation, access and link roads, proposals for existing and future units and marketing. The Committee resolved that a revised masterplan be presented to the next meeting of the Committee and that officers review the next steps for development of the LAMEC website.
- **Hillhouse Technology Enterprise Zone – update report** – The Committee received a report which provided an update on the Hillhouse activity including the implementation plan, marketing, site activity, job creation and forthcoming activity with it noted that Rob Green shall be the lead officer preparing information relating to the site.
- **Samlesbury Aerospace and Wharton Aviation Enterprise Zones – update report** – The Committee received a report which provided an update on both Enterprise Zones and specifically the progress of the Advanced Manufacturing Research Centre and Asset Management Facility at Samlesbury along with updates on Wharton.

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 Advisory Panel

The Lancashire Skills and Employment Advisory Panel has not met since the last ordinary meeting of the Lancashire Enterprise Partnership Board held on 25 June 2019.

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

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

7. Performance Committee

The Performance Committee has not met since the last ordinary meeting of the Lancashire Enterprise Partnership Board held on 25 June 2019.

Full agendas and minutes for the Performance Committee meetings can be accessed here: <http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1216>

8. Business Support Management Board

The Business Support Management Board has not met since the last ordinary meeting of the Lancashire Enterprise Partnership Board held on 25 June 2019.

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

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

List of Background Papers

| Paper | Date | Contact/Tel |
|-------|------|-------------|
|-------|------|-------------|

None

Reason for inclusion in Part II, if appropriate

N/A

Agenda Item 12

(NOT FOR PUBLICATION: By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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(NOT FOR PUBLICATION: By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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Agenda Item 13

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Agenda Item 14

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Agenda Item 15

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