



Company Number: 07388600

Lancashire Enterprise Partnership Limited

Tuesday, 23rd June, 2020 as a Zoom Virtual Meeting, at 4.30 pm

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Minutes of the Board meeting held on 18th December 2019 (Pages 1 - 6)**
- 3. Matters Arising**
- 4. Declarations of Interest**
- 5. LEP - Programmes Update Report (Pages 7 - 20)**
- 6. Skills and Employment Advisory Panel - Department for Education Grant Extension 2020/21 (Pages 21 - 24)**
- 7. Establishment of LEP Innovation Board (Pages 25 - 108)**
- 8. Governance and Committees Report (Pages 109 - 236)**
- 9. Any Other Business**

10. Date of Next Meeting

The next meeting of the Lancashire Enterprise Partnership Board is scheduled to be held on 30th September 2019 at 4:30pm, provisionally the meeting shall be held as a Zoom Virtual Meeting (subject to further guidance changes).

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)

12. Eden Project Presentation

Presentation at the meeting.

13. LEP Operating Budget (Pages 237 - 248)

14. Expansion of the Lancashire Careers Hub (Pages 249 - 252)

**15. Private and Confidential Programme Report - Appendices C, D, E and F
(Pages 253 - 260)**



Lancashire Enterprise Partnership Limited

Minutes of the Meeting held on Wednesday, 18th December, 2019 at 4.30 pm at the The Engineering Innovation Centre (EIC), UCLAN, Fylde Road, Preston, PR1 2HE

Present

Steve Fogg (Chairman)

Councillor Stephen Atkinson
Tony Attard OBE DL
Miranda Barker
Mike Blackburn
Councillor Simon Blackburn
Jim Carter
Ann Dean

County Councillor Geoff Driver CBE
Amanda Melton
Mick Gornall
Mark Rawstron
Councillor Phil Riley
Khalid Saifullah
David Taylor

In Attendance

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

Nicola Hopkins, Director of Economic Development and Planning, Ribble Valley Borough Council

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

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

Andy Milroy, Senior Democratic Services Officer, Lancashire County Council

Katherine O'Connor, Senior Policy Manager, Cities and Local Growth Unit, Department for Business, Energy and Industrial Strategy

Anne-Marie Parkinson, Programme Manager, Lancashire Enterprise Partnership

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

Andy Walker, Head of Business Growth, Lancashire County Council

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

1. Welcome and Apologies for Absence

Following an introduction to UCLAN's Engineering and Innovation Centre by UCLAN Vice Chancellor Professor Graham Baldwin, LEP Chairman Steve Fogg welcomed all to the LEP Board meeting.

Apologies for absence were presented from Councillor Alyson Barnes, Dave Holmes and Graham Cowley.

It was noted that an informal LEP Director work shop would be held on 20th January 2020.

2. Minutes of the meeting held on 30th September 2019

Resolved: The minutes of the Lancashire Enterprise Partnership Board meeting held on 30th September 2019 were approved as an accurate record and duly signed by the Chairman.

3. Matters Arising

None

4. Declarations of Interest

None

5. Update on Lancashire's Local Industrial Strategy

Andrew Pettinger, Interim Chief Executive Officer, Lancashire Enterprise Partnership and Andy Walker, Head of Service Business Growth, Lancashire County Council, presented a report (circulated).

In addition an updated presentation was provided which provided further details of the Evidence Base, Local Priorities, Proposition Development and Final Narrative for the Lancashire Local Industrial Strategy.

LEP Board Members provided feedback on all aspects of the Strategy which were noted by officers.

Resolved: The Lancashire Enterprise Partnership Board:

- (i) Noted the development of Lancashire's Local Industrial Strategy and the presentation provided.
- (ii) Agreed to the propositions as set out in Table 1 (of the report) as the basis for the start of the conversation and iterative 'co-production' development process with HMG.
- (iii) Delegated authority to the LEP Chairman and Interim Chief Executive to run that process with HMG, drawing on Lancashire partners and expertise, as appropriate, and;
- (iv) Reflected on the outcome of the General Election and delegated authority to the LEP Chairman and the Interim Chief Executive to start the conversation with the new national government and report back, as appropriate, on new expectations and developments, including any implications for the Local

6. National Festival of Making

Lauren Zawadzki and Elena Gifford from Deco Publique attended to provide a presentation to the LEP Board on the National Festival of Making and the benefits of the Festival for Lancashire.

Resolved: The Lancashire Enterprise Partnership Board agreed that LEP Officers will work with Deco Publique to prepare a bid which will be submitted to the LEP Board for further consideration.

7. LEP Finance Monitoring Report for the period 1 April 2019 - 31 October 2019

Andrew Pettinger presented a report (circulated) which contained the LEP Finance Monitoring for the period 1 April 2019 to 31 October 2019.

It was noted there was an underspend of £80,000 which was mainly due to unused resources set aside in the LEP transition budget.

Resolved: The Lancashire Enterprise Partnership Board noted the financial position of the LEP for the period 1 April 2019 to 31 October 2019 as presented.

8. Lancashire Enterprise Partnership Limited - Governance and Committees Report

Andy Milroy, Senior Democratic Services Officer, Lancashire County Council presented a report (circulated) which provided the Board with Governance and Committee updates for the LEP.

The LEP Board approved the Committee Member changes as set out in the report and also noted that this Board meeting was the last meeting of Mike Blackburn before stepping down as a Director with the Board formally thanking Mike for his service of over 8 years.

In addition, the company's dormant accounts were presented for approval.

Resolved: The Lancashire Enterprise Partnership Board:

- (i) Noted the updated provide in the report in relation to Governance and the Committees of the Lancashire Enterprise Partnership.
- (ii) Approved the Committee Member changes as set out in the report.
- (iii) Approved the dormant company accounts and financial statements for the period ending September 2019 as set out at Appendices 'A' and 'B' to the report for signing and filing at Companies House; and

(iv) Formally thanked Mike Blackburn for his service as a Director.

9. Any Other Business

There was one item of other business considered in the Part I section regarding the UK City of Culture Bid 2025.

9A. UK City of Culture Bid 2025

Tony Attard, LEP Co-Optee, presented a report (circulated as a supplementary item) regarding Lancashire's bid for UK City of Culture 2025.

It was noted that the report set out the financial position, cost so far and projected requirements both short and long term. Updates were also provided on marketing activities, business activities, next steps and a proposed governance structure.

Resolved: The Lancashire Enterprise Partnership Board welcomed Lancashire's bid for UK City of Culture 2025 and requested that the Bid Director be asked to keep the Board updated on progress and be invited to present to the Board at a future meeting.

10. Date of Next Meeting

It was noted that the next Board meeting was scheduled to be held on Monday 10th February 2020 at 4:30pm, venue tbc.

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. Growth Deal Programme Update Report

Anne-Marie Parkinson, Programme Manager, Lancashire Enterprise Partnership presented a private and confidential report (circulated) regarding the Growth Deal Programme.

Resolved: The Lancashire Enterprise Partnership:

(i) Considered the contents of this report; and

(ii) Approved Growth Deal funding to the projects listed below, subject to the finalisation and execution by Lancashire County Council (as accountable body for the LEP) 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) ACADEME Plus - £0.471m
- (ii) Blackpool Town Centre Quality Corridors - £0.450m
- (iii) Burnley NW – Padiham Town Hall - £0.300m

13. Innovation Board - Update and Final Structure

Andy Walker presented a private and confidential report regarding the establishment of a new Lancashire Enterprise Partnership Committee – the Innovation Board.

Resolved: Following consideration of the item, the Lancashire Enterprise Partnership Board agreed to support the establishment of the Innovation Board as a Committee of the LEP with the Chairman delegated authority to finalise the Terms of Reference for the Innovation Board with further discussions to be held at the LEP Directors work shop scheduled for 20th January 2020 where further consideration will be given to the appointment of two LEP Board Members to act as Chair and Vice-Chair to the Innovation Board.

14. Proposals in relation to the Growing Places Fund

Andrew Pettinger presented a private and confidential report (circulated) regarding proposals in relation to the Growing Places Fund.

Resolved: Following consideration of the report and information, the Lancashire Enterprise Partnership Board resolved to not support the recommendations presented and requested that a further report be submitted to a future Board meeting.

15. City Deal Update

An additional item of private and confidential other business was presented to the Board. Jim Carter, LEP Director and City Deal Executive Chairman, provided a detailed update on the Combined City Deal meeting that took place on 3 December 2019 and subsequent progress made since that meeting.

Resolved: The Lancashire Enterprise Partnership Board noted the update and that further City Deal updates will be provided at future meetings of the Board.



Lancashire Enterprise Partnership Limited

Private and Confidential: NO (Except for Appendices C, D, E and F)

Date: Tuesday, 23 June 2020

LEP - Programmes Update Report
(Appendices A - J refer)

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

Executive Summary

This report provides the LEP Board with high level updates for each of the LEP programmes.

Recommendation

The Lancashire Enterprise Partnership (LEP) is asked to:

1. Note the updates contained in this report; and
2. Provide feedback in terms of changes / additional content for future reports.

Background and Advice

As Members will be aware, updates provided to Members from the various LEP programmes have been on an irregular basis, as required, and largely in isolation of the other LEP programmes.

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

- Provide regular and consistent updates across all programmes, which can be used when Members are promoting / engaging / conducting LEP business.
- Recognise, appreciate and explore the synergies / linkages between programmes to allow a more holistic delivery model.
- Allow members to make individual programme decisions in the context of the complete package of works.

Please find attached at Appendices A–J an update for each programme as below:

- Boost
- City Deal
- Enterprise Zones X 4
- Growing Places



- Growth Deal
- Lancashire Skills and Employment Hub
- Social Value

List of Background Papers

Paper	Date	Contact/Tel
None		

Reason for inclusion in Part II, if appropriate

Appendices 'C', 'D', 'E' and 'F' are attached separately in the Part II as they contain exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972. The report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

LEP Boost – Lancashire's Business Growth Hub – Lead Andy Walker

Boost is one of a network of 38 Growth Hubs across England, each operating with and across a specific Local Enterprise Partnership geography. A number of Growth Hubs emerged independently as a response to the loss of the preceding and more fully resourced regional business links. Eventually this cluster was recognised and endorsed by BEIS who created and programme and resource to establish a comprehensive provision across the English regions.

In Lancashire, Boost has been operational since 2013 and is set up as a project where local and BEIS funding is matched against European Regional Development Funding (ERDF) at a 40:60 ratio.

The service has four main business facing offers:-

1. A Business Relationship Management Service – triaging enquires
2. A Growth Support Programme – for new start and early stage businesses
3. A Mentoring Service – for business over three years old and
4. Boost Bespoke – a service for high growth businesses.

Typically the service works with around 1,000 businesses each year.

At present the total annual budget for Boost activity is around £2m per year, made up of match from LCC and BEIS which leverages approximately £1.2m of ERDF.

Boost Performance Report (Jan – Mar 2020)

As a result of the coronavirus pandemic and the impacts on businesses, Boost; Lancashire's Business Growth Hub, refocussed all its efforts from growth support to business resilience support. This resulted in the launch of our #AskForHelp campaign. *Our main message to those running businesses in these troubled times is that 'you are not alone'. Ask for help.*

Our Boost business relationship helpline is now a dedicated #AskForHelp helpline ready to assist businesses impacted by the coronavirus. Within our Boost website, we have created a dedicated hub for all the latest guidance from government and the business support community. This is found at www.boostbusinesslancashire.co.uk/askforhelp

Delivery partners Wining Pitch (Growth Support Programme and Boost Bespoke), Community and Business Partners (Growth Mentoring Programme), Growth Lancashire (Relationship Management Service) and Freshfield Limited (Central Marketing Services) have submitted PPRs for the period Jan –Mar 2020, highlighting key activities and achievements undertaken in the claim period aligned with the ERDF Application.

In terms of activity on the ground:

Out of 2,363 beneficiaries whose needs have been diagnosed by the Boost team (Diagnosis of Need –DON), 1, 960 (83.05%) are 'new to Boost'. This goes to prove that the programme is successfully reaching out to new eligible businesses in Lancashire.

Business Relationship Managers (Relationship Management Service) are at the forefront of the Growth Hubs #AskForHelp campaign and continue to support businesses by connecting them to the best support available from the private and public sector. In spite of current challenges and spike in the number of enquiries, the contract continues to perform exactly to target and is consistently responding to a high proportion of 'new to Boost' enquiries and referring to other business support organisations. For example, **553** beneficiaries have been referred to UCLan to date (31st March 2020).

The following table highlights the main destination of referrals in this quarter:

UCLan	87 (28.16%)
Growth Company Lancashire Access to Finance Service	68 (22.01%)
Community & Business Partners Growth Mentoring	36 (11.65%)
Winning Pitch Growth Support Programme	54 (17.48%)

The **Growth Support Programme**, is behind its revised output and financial profiles. GSP's performance is under ongoing scrutiny. Some of the shortfall is due to the current unprecedented market situation. The programme's performance is being monitored via contract review meetings and daily regular updates requested on a need to know basis.

The **Growth Mentoring Programme** is slightly behind outputs financial target in this quarter. In spite of the challenging market circumstances, the programme is ahead of C8 target (enterprises receiving support). CBP/Orvia are confident of achieving their targets and continue to develop an adequate pipeline of eligible businesses which should help to meet its core targets for the next quarter, in spite of the current market situation.

Boost Bespoke continues to engage with businesses with scale up potential. The project is reaping its benefits from its proactive business engagement strategy and excellent customer service. A joint working arrangement with the East Lancashire Chamber of Commerce in relation to International Trade Support is working according to plan. In terms of outputs, the programme is slightly behind its C1 (employment increase in supported enterprises) targets but way ahead again with its C8 targets.

Boost Central Marketing services have been very active throughout the claim period. **1224** unique visits to the Boost website have been secured during this quarter bringing the total to **6990** to 31st March 2020. The marketing effort on its own have generated **507** 'new to Boost' clients to date. In addition, Boost twitter community has grown by **1120** and #AskForHelp campaign was launched and promoted in March 2020.

Hatch Regeneris have been commissioned to carry out interim and final evaluation of the growth hubs service and its impact on the business community in Lancashire. Interim Evaluation work will commence in April 2020.

RISK

Delivery partners have largely been effective in moving services online, but this needs to be monitored in terms of the effectiveness of that style of delivery.

Boost has also been dealing with a full spectrum of businesses types in terms of the COVID, it is not clear at this stage if MHCLG will cover these cost, so we are making provision to cover these costs through the additional BEIS grant we have received.

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

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

Performance

High level Milestones:

- Planning Application for A582 Widening Scheme submitted in February 2020
- DfT approval for the A582 Widening Scheme to progress to the next stage of development under the Major Road Network (MRN) and Large Local Majors (LLM) Programme – Outline Business Case now in preparation to apply for £50m of MRN funding.
- Planning Application for The Lanes Development (formerly known as Pickerings Farm) submitted.
- Penwortham Bypass Complete and conditional corridor works underway
- Harris Quarter Cinema Scheme – former indoor market and car park demolished leaving a ready to go development site.
- £40m of Transforming Cities Funding Awarded to support a range of public transport schemes in Preston, including the new Cottam Parkway Railway Station.
- Eastcliff – Planning consented for new Eastcliff Hotel Scheme and new bridge connecting Avenham and Miller Parks with Preston Train Station now complete.
- Preston Western Distributor – construction on site, progressing in accordance with programme
- Housing Completions – 5500 completions and 14000 consents by January 2020 (cumulative since start of programme).

Metrics:

Core Metrics	Actuals (as at 30th Sep 19)	Target
Total number of Housing units completed	5474	17,420
Number of Housing units - Planning Consented	13,966 (11,144 on City Deal sites)	-
Commercial floorspace completed (sqm)	78,511	-
Jobs created or safeguarded (includes jobs associated; with new commercial floorspace, to capital investment, with lettings at existing premises and jobs created through BOOST.	15,268	20,000
Public Sector Investment (£m)	109	342
Private Sector investment (£m)	21	82
Construction of Broughton Bypass	Complete	-
Construction of Preston Western Distributor	Under Construction	-
Construction of Penwortham Bypass	Complete	-

Widening of A582 South Ribble Western Distributor	At planning, design and land assembly stage - Junctions complete. Widening of phase 1 - Golden Way section complete.	-
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Outstanding Issues

City Deal Review – Agreement on revised Terms for the City Deal has not yet been reached. Detailed proposals paper taken to CD Executive in December 2019, following which Preston City Council and South Ribble Council secured in principle approval (subject to Local Plan Review) in January 2020 to increase the number of new homes and related income into the programme. However, significant concerns remain in relation to changes in national income streams i.e. New Homes Bonus and until such time as this has been addressed with Government, the Executive Board has put in place a pause on all non-committed spend in the programme. Only those schemes where there is a contractual, health and safety or planning obligation to fulfil, have been approved for further funding at this point. As critical funding milestones approach on all schemes, the Board will review this decision taking into consideration the risk of extending the pause and the latest financial forecast.

A letter was sent to the Minister for Housing, Communities and Local Government and the Minister for Northern Powerhouse in February 2020 and the three CEO's were due to meet in April to review the situation. This meeting was cancelled due to the Covid 19 outbreak. Meeting rescheduled to take place in June where CEO's will review any urgent funding decisions that are impacted by the pause on spend.

The anticipated Homes England Small Sites Fund was withdrawn in February 2020, which the partners had spent many months preparing a bid, due to it holding the potential to secure £25-50m of funding. Pre-Covid indications were that a more strategic, flexible single pot fund; the Strategic Housing Infrastructure Fund would be launched some time in 2020, but it is understood that this has been put on hold at this point due to Covid 19, and will be reviewed in the coming months.

Risks

Risks to the programme as a result of Covid 19 are potentially significant. Core outputs in this programme relate to housing and jobs, which are likely to be hugely impacted by a downturn in the housing and employment markets. It is too early to provide revised forecasts at this stage, but further work will be undertaken in the coming months to understand the level of risk. In the meantime, consideration is being given as to what support/opportunities there might be for the City Deal as part of a Covid 19 recovery plan.

LEP – Growing Places - Lead Sue Roberts***Background***

The government provided £19.3m in 2012 for a Growing Places Fund. The fund is for capital developments to unlock stalled sites in Lancashire with an ambition that the fund should become evergreen (a recycling loan fund). The fund has achieved this and moving forward the capital continues to be re-invested in new schemes with the interest becoming part of the income for the LEP.

There are currently eleven schemes in receipt of growing places funds, eight been developed out and repaid. There are three live schemes; two are the subject of a separate report and four projects are in the pipeline.

Performance

As this is a loan fund, there are no contracted targets, however schemes have reported the following economic impacts in relation to the funds received.

Output – As at 1/6/20

Output	Actuals
Private sector investment	£97,887,013
Jobs	2,120
Space developed	2,228,450 sq. ft.
Housing Units	640

Finance – As at 1/6/20

Finance	Actuals
Original Fund	£19,378,944
Capital Loaned	£27,864,420
Capital Repaid	£21,657,806
Interest Received from loans	£1,696,322
Capital to Invest *	£12,229,244

*This figure changes with each repayment received.

Milestones - Each scheme has its own milestones in terms of development, which are monitored on a monthly basis during the build phase

Risks

- 1) The current loans are not repaid
- 2) Failure to deliver more loans
- 3) The pipeline of schemes dries up

In mitigation of the above risks, each scheme is closely monitored to identify any problems early with solutions to the issues worked through. It is not envisaged that any of the current schemes will default on their loans. The current pipeline is being actively managed and will be diligently promoted when the current restrictions allow. A list of developers active in Lancashire has been created and work is ongoing to make them aware of the funding.

A marketing campaign is being developed to raise awareness amongst stakeholders to support the six Pillars of Growth in the strategic framework and to access developers that are

not currently on our radar. As part of the marketing campaign, targeted material will be developed for Food & Agriculture, Tourism, Culture & Place, Digital, Advanced Manufacturing, Energy & Low Carbon Solutions and Health to raise awareness of the capital funding available to businesses.

LEP – Growth Deal Programme – Lead Anne-Marie Parkinson**Background**

The Lancashire Growth Deal is a £320m capital grant programme, delivering 51 project across pan-Lancashire, aligned with four key priorities, rooted in maximising the area's competitive economic strengths. This Deal is expected to bring to Lancashire's economy; 11,000 jobs, 3,900 homes and attract £1.2bn of private sector investment.

Performance

Projects - There are currently 51 projects within the programme of which:

- 99% of the funding is allocated to 51 projects
- 100% of the projects have received a LEP funding approval, of which:
 - 92% (47 projects) have completed contracting via a Grant Funding Agreement
 - 88% (45 projects) of projects have commenced their physical works
 - 51% (26 projects) of the projects have completed their physical works
 - 18% (9 projects) of projects have fully completed their contracted spend and output delivery

Programme Milestones

Milestone	Date	Comments
Programme funding allocated projects	2016	1% currently available (£3.2m)
Programme funding contracted to projects	Ongoing	92% achieved to date
Satisfactory BEIS Annual Performance Review	Annually	2019 satisfactory
Communications Milestones Identified	Ongoing	Updated on a quarterly basis
Projects achieve objectives	2021	Currently on target
Achievement of Programme Deal Targets	2025	Currently on target
Social Value embedded within the programme	2016	Each project reports 6 monthly
Programme Evaluation Complete	2021	On schedule

Outputs – The table contains the core outputs contain in the government 'Deal Targets' document, a full list of outputs for the programme is available upon request etc. The data reflects performance at Qtr. 3 2019/20 (Oct-Dec 19/20). Qtr. 4 2019/20 data has been delayed from projects responding to COVID-19.

Lancashire 'Deal' Targets	Growth Deal (£m)	Investment (£m)	Housing	Jobs	Commercial floorspace sqm
Growth Deal Targets	£274.395	£140.000	3,900	11,000	43,829
Growth Deal Forecasts	£274.395	£375.761	8,675	15,456	228,446
Growth Deal Actuals	£133.662	£139.213	552	3,352	9,672

Currently the table above identifies the programme will exceed its targets, however it is expected output forecasts will reduce as a consequence of the impact of COVID-19 on project delivery, and the change to the economic climate. LEP Officers will continue to liaise closely with scheme effects to establish a clearer picture over the coming months.

Risks / Matters of consideration

Risk	Mitigation / Action
Retaining full funding allocation – Covid-19 Review	Identify financial solutions with affected projects - actions agreed with BEIS. Clear pathway for unallocated funds.

Appendix 'H'

Programme Performance reduced as a consequence of COVID-19	Close review of programme Spring / Summer 20/21 to assess impact and identify solutions agreeable by all stakeholders
Project Delivery Delayed	Financial solutions agreed, close monitoring, change control where required.
Unable to attract future funding opportunities re lack of performance	Clear Strategic Pipeline / Identification of PR Communication Opportunities / MP Engagement / Successful Evaluation / Collation of case studies.

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

Background

The Lancashire Skills and Employment Hub was established mid-2015, as the executive to the Lancashire Skills and Employment Board, now Skills and Employment Advisory Panel (SAP). The Hub is a strategic unit, gathering local labour market intelligence to identify skills and employment priorities, which are articulated in the Lancashire Skills and Employment Strategic Framework and Technical Education Vision. The Hub works with both business and providers against 4 key strategic themes: Future Workforce, Skilled and Productive Workforce, Inclusive Workforce and Informed Approach.

Over the past 4 years the Hub has secured grant funding to accelerate the strategic work, and, as a result has built the team. The SAP and established Steering Groups have oversight of grant funded projects and performance, with strategic KPIs in the Framework which are tracked on an annual basis.

Current Activity

A key focus in the last period has been the impact of Covid-19 and the identification of key risks and priorities. A report has been produced for the Skills and Employment Advisory Panel (SAP), which will be shared with LEP Directors. Highlights from the last period are provided against the themes of the Lancashire Skills and Employment Strategic Framework.

Future Workforce: The proposal to the Gatsby Foundation to extend the Technical Education work, approved by the LEP Board earlier in the year, was successful (to December 2021). This will enable the collaboration with The Lancashire Colleges and business to continue, supporting the successful phasing in of T Levels from September 2020. Both the Project Manager and Officer contracts have been extended accordingly. Collaborative work is underway to negate the impact of Covid-19 for the first cohort due to start in September.

The Enterprise Adviser Network and Careers Hub continue to support Careers Leaders in schools and colleges and their matched business volunteer (Enterprise Advisers) to plan careers provision – there is a risk that performance against the Gatsby Benchmarks will be impacted, however much is being done to enable young people to engage with on-line encounters and experiences with employers, Apprenticeships, FE and HE. A separate paper is provided in regard to the extension of the Careers Hub across Lancashire, as proposed in the draft Local Industrial Strategy.

Skilled and Productive Workforce: The Apprenticeship Action Plan has been updated reflecting the impact of Covid-19 and short to medium term issues – this includes a focus on supporting current Apprentices, providers and understanding impact on August to October recruitment and future starts. Much is being done to lobby the Education and Skills Funding Agency and DfE.

A number of actions have been undertaken to repurpose provision to the current environment: a Skills Swap facility has been launched to help circulate people and skills around the local economy (25 posts to-date of asks and offers of help which are being promoted by the team), a package of support for furloughed workers has been developed – supporting business recovery and boosting employability, and a coordinated approach to redundancy support is in place.

Inclusive Workforce: There has been a significant focus on working with providers delivering European Social Fund (ESF) projects to lobby DWP and ESFA regarding flexibilities, so that provision can continue via on-line means. Escalate (on-line tool containing ESF and

mainstream projects that support people back into work) has been updated with the latest offers, to help referral agencies and the unemployed to identify projects effectively. Consideration will need to be given to the balance of projects focused on the long term unemployed and newly employed. The Digital Skills Partnership is working with partners to secure funding and resources to enable digital devices and data to be distributed to disadvantaged adults and young people who are struggling to access on-line services and resources.

Informed Approach: The Labour Market Intelligence (LMI) Toolkit has been refreshed and is now available on the [Skills Hub website](#) – the toolkit provides presentations, reports and a data matrix by Lancashire and the 6 Travel to Work areas. The Digital Skills Landscape research has also been completed by Ekosgen – it is intended that this be shared with the LEP Board at the September meeting, following review at the Digital Skills Partnership Steering Group (chaired by Ann Jordan) and the SAP.

Every LEP (or Mayoral Combined Authority) is expected by government to have a SAP, which operates in line with DfE guidance. A review of the Lancashire SAP earlier in the year was deemed positive. The DfE has offered a further grant of £75k to support analysis of LMI and the SAP, as referenced in the Governance Report. The funding will enable the purchase of data, software, consultancy and will contribute to the cost of the Skills and Economic Intelligence Officer, Joseph Mount. National and local data and information will continue to be collated in regard to the impact of Covid-19 to enable an informed approach to the identification of skills and employment priorities.

LEP Social Value – Lead Martin Hill

Background

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

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

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

- Creation of apprenticeships/new entrants/graduates/traineeships
- Recruitment through Jobcentre plus and other local employment vehicles.
- Work trials and interview guarantees
- Vocational training (NVQ)
- Work experience
- Links with schools, colleges and university
- Use of local suppliers
- Management and Leadership Training
- Community based projects

Performance - LEP Programmes Social Value Impact

The Growth Deal programme generated a total of £25.9 million of added social value in the last reporting period (2018-19). At individual project level, Preston's Engineering & Innovation Centre has delivered a total of £5,864,644.00 of added social value during the construction phase of the project.

Across the City Deal programme this approach has generated some positive results at individual project level including the recently completed Penwortham Bypass which on completion of the construction phase the project has generated a total of £4,907,525.38 of added social value through local employment, training and procurement activity.

The embedding of social value requirements within the service specifications for Boost has also generated some very positive results. In the first year of adoption (2019), the framework has generated £511,503.00 of added social value from a total contract value of £1.58 million.

Key Challenges / Matters of Consideration

The LEP's programme and project portfolio contains a wide range of projects of varying size duration and nature. Across the City Deal programme alone residential developments by themselves number approximately 90 sites along with a significant number of infrastructure and commercial sites. The effective harvesting of the socio economic benefits of the LEP's investment will require the adoption of a robust monitoring and reporting system centred around an appropriate SV monitoring tool.

A number of these themes are being explored as part of a wider scoping exercise being undertaken by Matthew Baqueriza-Jackson, an independent policy advisor which has been commissioned by LEDOG. The work is seeking to explore how local authorities in Lancashire could and should progress the way in which they undertake public procurement, with a particular focus on the establishment of a common approach social value across Lancashire encompassing a common framework, indicators and monitoring framework to realise wider economic, social and environmental outcomes.

Given the logistical challenges of monitoring and reporting social Value across such an extensive range of programmes and projects the LEP Board are asked to review the findings and recommendations of Matthew Baqueriza-Jackson report in due course with a view to adopting a software solution for monitoring social value across the LEP's programme and project portfolio.



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 23 June 2020

Skills and Employment Advisory Panel – Department for Education Grant Extension 2020/21

Report Author: Lisa Moizer, Strategic Coordinator of the Skills Hub,
lisa.moizer@lancashirelep.co.uk

Executive Summary

This report describes the background and progress against the government's requirement for local Skills Advisory Panels (SAPs), and the extension of grants into 2020/21.

Recommendation

The Lancashire Skills and Employment Advisory Panel recommend that the board accept the £75k grant being offered by the DfE, and approve the allied investment in the Skills and Economic Intelligence Officer, to enable the contract to run until 31st March 2021.

1. Background - Skills Advisory Panels (SAPs)

- 1.1 The Government announced the formation of SAPs in December 2018, following a year of research and modelling with Lancashire, and five other LEP areas. The Government expect every LEP or Mayoral Combined Authority (MCA) to have a SAP as part of their governance. As a result, the Lancashire Skills and Employment Board evolved to become the Lancashire Skills and Employment Advisory Panel in April 2019.
- 1.2 The Government outlined the remit and responsibilities of the SAPs and issued an analytical toolkit to support the SAPs in the identification of skills and employment priorities. To support the adoption of the toolkit, in 2019/20 each LEP and MCA was offered a £75k Government grant to help support local analytical capacity.
- 1.3 The LEP Executive Committee approved a Memorandum of Understanding (MoU) to release the £75k in January 2019. The grant, was used to refresh the Labour Market Intelligence (LMI) Toolkit and evidence base, including a digital skills study (<https://www.lancashireskillshub.co.uk/our-people/evidence-base/>), and recruit a Skills and Economic Intelligence Officer, on a fixed term contract.



1.4 The DfE have undertaken progress reviews of the SAPs, with the most recent being in November 2019. Feedback to Lancashire has been positive, particularly in regards to the LMI Toolkit and the level of analysis in Lancashire.

2. 2020/21 Continuation of SAP Grants

2.1 The DfE have offered a further £75k to continue to support MCAs and LEPs to meet the SAP requirements in financial year 2020/21. The DfE are keen that SAPs continue to build their leadership role in ensuring that local skills provision better meets the needs of employers in the local area.

2.2 The DfE are keen for SAPs to go beyond the provision of labour market intelligence and progress to publication of annual Local Skills Reports, which will highlight how the panel has supported local providers and employers to respond to local skills priorities and set out the future challenges for the area.

2.3 The Skills and Employment Hub have contributed to research which is informing the development of policy in this area. It is the DfE's intention to produce guidance in the summer regarding the Local Skills Reports.

3. 2020/21 Memorandum of Understanding

3.1 The DfE issued a MoU in April 2020 to release the £75k for 2020/21, building on the work undertaken in the previous year.

3.2 To summarise, the funds will support the development of a Skills and Employment Covid-19 recovery plan, the production of a Local Skills Report and contribute to data analyst capacity in the LEP, including investment in training, data, forecasting tools and externally commissioned research. To note there are no redundancy liabilities associated with the Skills and Economic Intelligence Officer as the contract length does not exceed 2 years (confirmed with Lancashire County Council (LCC) HR). The fixed term contract is until the 31st March 2021.

3.3 DfE recognises that the uncertainty created by Covid-19 means that the activities local areas plan to undertake could change during the year. As a result they will accept changes as long as any new or additional activities continue to support the overall objectives of the funding set out in the MoU.

4.0 Recommendations

4.1 The Lancashire Skills and Employment Advisory Panel recommend that the board accept the £75k grant being offered by the DfE, and approve the allied investment in the Skills and Economic Intelligence Officer, to enable the contract to run until 31st March 2021.



List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 23 June 2020

Establishment of LEP Innovation Board

**Report Author: Andy Walker, Matt Wright, Tel: 01772 535629,,
andy.walker@lancashire.gov.uk, Matthew.Wright@lancashirelep.co.uk**

Executive Summary

This report is regarding the creation of a new LEP Committee – the LEP Innovation Board - has been agreed for the purpose of holding to account the delivery of Innovation activities in the Innovation Plan and to set future strategic innovation priorities. This report is to present Terms of Reference and Membership for board approval, along with initial details of its first meeting, and a request for a Chair and Deputy-Chair to be nominated by the LEP Board.

Recommendation

The Lancashire Enterprise Partnership Board are asked to:

- (i) Approve that the Innovation Board be established as a LEP Committee with immediate effect.
- (ii) To approve the Terms of Reference and the Membership, with the Company Secretary authorised to make any minor amendments to style and formatting and amend the Assurance Framework to incorporate accordingly, and
- (iii) Nominate two LEP Directors to be Chair and Deputy Chair of the Innovation Board

1. Background

- 1.1 The emerging LEP Strategic Framework sets out the central enabling role for Innovation as follows, *“Innovation cuts right across the whole Framework and is essential if Lancashire is to boost productivity and relative economic performance”*.
- 1.2 The Lancashire Innovation Plan, launched in 2018, sets out the basis of this enabling role, *“to provide a practical analysis of the economic role and contribution of innovation in the County’s economy, with an informed assessment of how Lancashire’s innovation resources – actual and latent – can*



be better led and deployed to drive productivity, industrial resilience and sectoral agility in the County's economy".

- 1.3 The National Industrial Strategy and the emerging Local Industrial Strategy also place Innovation at the core of growth and productivity by building on the Grand Challenges. Taken together the key pillars of the Lancashire economy are defined through the above plans and feature key sectors such as Clean Energy, Advanced Manufacturing, Digital and Health and the delivery plan requires each pillar and enabler to have strategies that are driven by business and supported in their goals and tasks.

2. Context & Objectives

- 2.1 The Strategic Economic Plan guided the overall Growth Deals, which have invested in a number of innovation assets across Lancashire. These assets are set to make a real change to the County, and through the new emerging strategic frameworks described above, will require effective guidance and alignment of pillars and capabilities to close the productivity gap and build further opportunities for Lancashire.
- 2.2 These objectives place innovation in a cross cutting, enabling role and require an Innovation Board to act as Lancashire's innovation-related strategic advisory, prioritisation and advocacy body. Its guiding principles should be ambitious and long-term with a focus on solving societal challenges and it should raise Lancashire's international perspective and encourage collaboration across sectors.
- 2.3 Some of the features of delivering the Innovation Plan so far are covered in progress papers provided in the Appendices, with some highlights here as follows:
 - Pilot of the 'Lancashire Technology Accelerator' bringing scaling technology businesses together with leading researchers at Lancaster University – leading to securing a further £1.5m for Lancaster to become one of 4 'University Enterprise Zones' in the country
 - Roll out of the Made Smarter North West pilot in Lancashire, with our county receiving the highest amounts of funding so far which is enabling £2m worth of overall investment and upskilling 162 jobs.
 - Securing BEIS Massachusetts Institute of Technology Regional Entrepreneurship Accelerator Programme (MIT Reap) programme working across three LEPs to define regional comparative advantages and priority actions to improve Innovation Driven Enterprises.

3. Purpose

- 3.1 The remit of the Board is to:



- Monitor progress in achieving the delivery of Innovation in the Strategic Framework and Innovation Plan, advise on its evolution and report on progress and key issues to the LEP Board.
- Provide advice from key stakeholder groups to the LEP Board on Research, Science & Innovation issues or topics referred to it by the LEP and address knowledge gaps within Lancashire that hold back innovation.
- Communicate and champion Innovation activities and Lancashire's strategic economic plans with the aim of leading cross sectoral networks that foster research, innovation and knowledge exchange to establish Lancashire as an exemplar in contributing to the UK's competitiveness and productivity.
- Guide on project development and delivery across institutions to ensure that Lancashire coherently develops research, innovation and commercialisation activities with competitive advantage in key sectors.
- Contribute to regional, national and international debates on innovation to broaden Lancashire's influence and advise on and approve evaluation measures for Innovation activities.

4. Structures

The governance structures will be as follows:

- The Innovation Board will be a Committee of the main LEP Board and shall consist of up to 15 members and will meet four times per year, or subject to business need.
- The Innovation Board will be supported in delivery by an executive team including the Innovation and Digital Lead at Lancashire County Council / Lancashire LEP and the Lancashire Universities Innovation Manager.
- The Innovation Board will be expected to take detailed advice and guidance from the Executive Officers through Working Groups with clear objectives.
- The Innovation Board will take guidance from an annual public meeting as part of a regionally important Innovation Showcase event, drawing on a wide range of input from stakeholders to inform the County's strategic innovation aims and to feedback its achievements.

5. Membership

- 5.1 In May 2019 the LEP Board approved the structure to start recruitment for the Innovation Board. Applicants were asked to share their expertise and experience through a CV or LinkedIn profile, and provide a statement on their motivations for wanting to join the board. These applications were then scrutinised based on likelihood to perform well and effectively on a board, and then placed to ensure a diverse spread of backgrounds, industries, organisation size, geographies, genders and other characteristics.
- 5.2 The members recommended are as follows, excluding the Chair and Deputy Chair, which are to be appointed by the LEP Board:

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

5.3 At least three members of the Board should comprise Lancashire registered SMEs and two should comprise large Lancashire sited companies to provide at least six private sector members. The board as proposed will provide a 7/7 (50/5) gender split, a 9/5 private to public (/HEI) split including a variety of types and sizes of organisation, and a broad geographic spread across the county.

Recommendations and Actions required by board

We would ask that the LEP board approve the following proposals for next steps for the Lancashire Innovation Board:

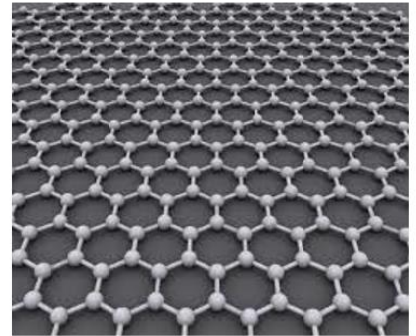
- a) Two LEP Board Directors are nominated to join the Innovation Board as Chair and Deputy Chair
- b) The recommended members of the Innovation Board are formally invited and a first board date meeting is set for late July 2020.
- c) The progress on tasks in the Innovation Plan as set out in the Appendices are noted.
- d) The LEP Board are asked to note that the initial key themes of the work programme will focus on:-
 - 1) An update from officers on progress of Innovation Plan so far (programmes, marketing strategy, ambassador strategy)
 - 2) A facilitated review session of key areas of the Innovation Plan to identify refreshed / new / lapsed priorities
 - 3) Input and preparation for first annual Innovation Showcase



- 4) An initial / scoping conversation for evaluation and monitoring of the Innovation Plan

Appendices

- 1) Innovation Plan (NB see pg32-26 for main action plan, and pg37-40 for governance plan);
- 2) Innovation Progress Matrix;
- 3) Terms of Reference for Innovation Board



The Lancashire Innovation Plan

A Final Report
14 March 2018

Lancashire Enterprise
Partnership

Our ref: 231-495-01
Client ref: [Click here to enter
text.](#)

Prepared by:

SDG Economic Development
61 Mosley Street
Manchester M2 3HZ

+44 161 261 9141
www.sdged.com

Prepared for:

Lancashire Enterprise Partnership
c/o 15 Cross Street
Preston PR1 3LT

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A Lancashire’s Innovation Assets - Listing

Executive Summary

The Commission

- A. In Autumn 2017, the Lancashire Local Enterprise Partnership (LEP) commissioned SDG Economic Development (SDG-ED) to develop Lancashire's Innovation Plan, a new Strategic Framework to drive forward innovation across the County. Building on the work done to inform Lancashire and Sheffield's Science and Innovation Audit in 2016, the Plan provides a practical analysis of the economic role and contribution of innovation in the County's economy, with an informed assessment of how Lancashire's innovation resources – actual and latent – can be better led and deployed to drive productivity, industrial resilience, and sectoral agility in the County's economy.

Context

- B. Innovation is increasingly viewed as a key driver to improving productivity across the UK. Businesses that innovate grow faster than those that do not, and innovating economies are more resilient to market and technology change, and better equipped to plot their futures than those that do not. Sub-nationally, innovation was identified as one of the key enablers of the Northern Powerhouse, and innovation was front-and-centre of last November's UK Industrial Strategy. Internationally, work by the Organisation of Economic Development and Cooperation (OECD) is highlighting the importance of innovation, as technology brings once distant markets increasingly close to one another. So, innovation matters, and must increasingly be an imperative for how Lancashire 'works'.
- C. So, what is the local economic context we face? Gross Value Added (GVA) per head, the commonly used measure of productivity, across Lancashire's local authority geographies ranges from £31,494, (amongst the top 50 districts in the UK and within the top 20 outside London and the South East) to £14,524 (380th of 395 areas). So, our first challenge is to use innovation to help drive-up the productivity performance of our sub-areas to the levels of our county's best. Second, we have many strengths and assets to build on to move our productivity efforts forward. We are home to leading global businesses at the cutting edge of innovation in Advanced Manufacturing, supported by a supply chain cluster of high-tech small and medium-size enterprises (SMEs). There are longstanding and well-known strengths in Aerospace, Automotive, and Energy industries and exciting emerging strengths in sectors including Digital and Applied Healthcare. Moreover, the County is home to high-performing universities and Further Education providers, working closely with national centres of research excellence and knowledge transfer partnerships.
- D. It is against this background that this Plan sets out how we will use innovation more widely, deeply and, importantly, visibly to drive the resilience and productivity of our economy and enable Lancashire to achieve its full economic potential and role and sub-national and national levels. Informed by evidence and extensive consultation, this Plan has been prepared to support the innovation agenda in the County through to 2030. The Plan is not a set of rules or regulations, but rather a route map on how we want to build, diffuse, and embed innovation. It seeks to develop further what we do well currently, identify and stimulate new routeways to innovation, and develop the infrastructures required to innovate across our economy, for the benefit of our businesses, people and communities. And, as technology and markets do not stand still, this Plan has been designed with flexibility at its core, enabling us to act dynamically in the face of those new challenges that we will face in the coming years.

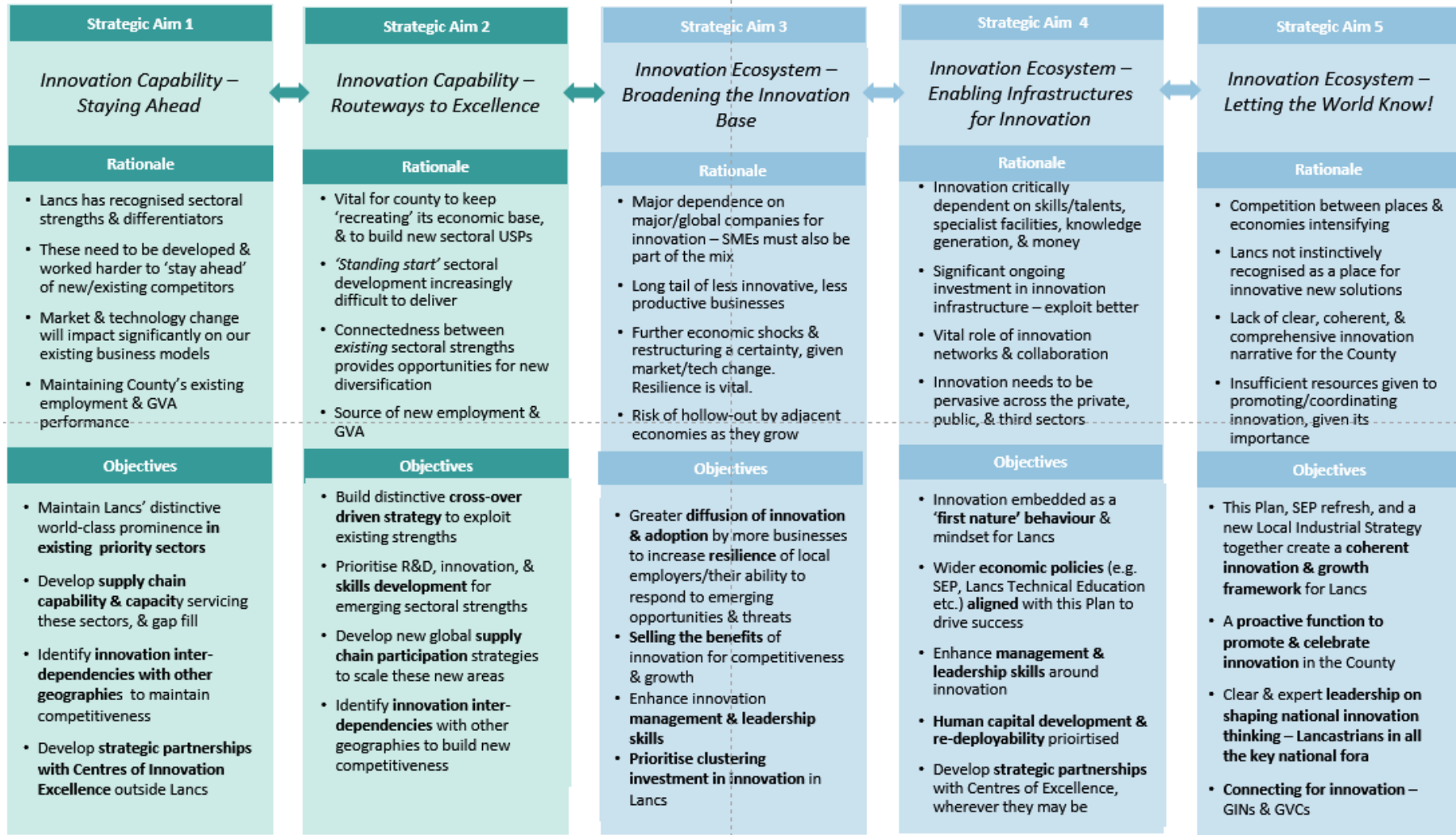
Plan Process

- E. The Plan's development launched with a series of 'scoping calls' with key senior stakeholders from across the private and public sectors. These included representatives from the Advanced Manufacturing, Aerospace, Automotive, Nuclear, Digital, and Health Sectors. The purpose of these calls was to obtain early-stage inputs from well-placed experts on those aspects of innovation activity and development in Lancashire that the emerging Plan needed to address.
- F. Alongside these consultations, a comprehensive analysis of socio-economic and innovation datasets, econometric projections was undertaken, together with a formal 'Call for Evidence' from key stakeholders in Lancashire. These analyses were combined to form an assessment of the strengths, weaknesses, opportunities, and threats (SWOT) of Lancashire's innovation 'ecosystem', providing a clear and objective assessment of where we start from innovation-wise, and where we might go to. The data analyses and SWOT assessment were presented at a SWOT workshop to give a check-and-challenge to the data and to augment the initial evidence assessment. In addition to the SWOT analysis and data analysis, an asset list of Lancashire's innovation assets was developed and iterated throughout. This 'Asset List', presented at Appendix a to this report, is a live document which will be maintained on an ongoing basis.
- G. Following the SWOT workshop, a draft Strategic Innovation Framework was developed. To test the emerging Framework a second workshop was held with stakeholders from across the County. The workshop provided additional data analysis and market futures research to enhance the evidence base, enabled the draft Framework.
- H. A final workshop was held to drive the draft framework from concept into operating reality, with the event focussing on identifying the key actions, both existing and new, that are needed to turn the framework into action. These fed into the development of the 'Action Agenda' which is described later in this document. The evidence base, the strategic framework, and the proposed actions together form our Lancashire Innovation Plan.
- I. Overall, the Plan's development involved over 70 individuals from over 50 organisations from within, and outwith, the County. This is the launch platform we start from, and as the Plan is now implemented formally we will develop and build on this.

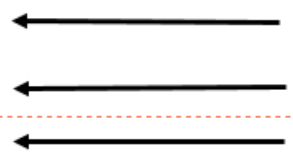
And the Plan's underpinning framework?

- J. At the heart of the Innovation is a simple framework which sets our focus areas for attention as we work to progress innovation in the County. The key components of the framework are:
 - A Vision which describes the County's long-term innovation intent;
 - Five Strategic Aims which, at a strategic level, define those objectives the Innovation Plan is seeking to realise; These are configured as a '2x3' structure: two of our Aims relate to our *innovation capability* – the ability of existing and new businesses to develop, adopt, and commercialise innovation, and three Aims relate to building our *innovation ecosystem* – building the infrastructures, mindsets, and marketing capability across the County necessary for innovation;
 - Within each Strategic Aim, a rationale for why the Aim is needed, and a series of supporting objectives which define the broad areas of practical activity to achieve the Aim; and

VISION: by 2030, Lancs will have positioned itself as a globally connected & resilient innovation ecosystem. The way we innovate will embody excellence & collaboration, feeding through to greater commercialisation, entrepreneurship, & competitiveness in our economy. We will have a track-record as a centre for globally-competitive knowledge clusters & talent, & as a developer of new solutions to the emerging challenges of our world



Application-inspired in our R&D & its deployment
 Excellence in delivery, driven by *real* evaluation & learning
 Collaborating for a competitive Lancs



- A defined suite of actions to progress the Plan. These are a mixture of short, medium, and long-term actions that complement and enhance existing and ongoing actions.

Action Agenda

K. To make the Plan a reality, a series of actions are proposed:

- For Strategic Aim 1 'Staying Ahead', key actions will involve:
 - Focus on delivering the *Made Smart Review's* North West National Adoption Programme Pilot;
 - Connecting with Centres of Excellence outside Lancashire, so helping to improve our participation in national, and potentially international, innovation networks;
 - Working in collaboration with large employers in the County to strengthen innovation capabilities of their supply chains;
 - Developing a network of Lancashire 'Innovation Ambassadors' to work with local SMEs; and
 - Implementing a Lancashire Technology and Market Foresight Observatory.
- For Strategic Aim 2 'New Routeways to Excellence', key actions will involve:
 - Developing supply chain crossover networks;
 - Encouraging an increase in Knowledge Transfer Partnerships (KTPs);
 - Developing Test Beds in new sectors such as Digital, and initiatives such as 'Failure Labs' and 'hackathons', with different sector foci over time; and
 - Starting to analyse rigorously how overlaps and synergies between the activities and technologies of our existing sectors can be drawn out to define new areas of sectoral strengths that we can develop.
- For Strategic Aim 3 'Broadening the Innovation Base', key actions will involve:
 - Enhancing existing, or building new, leadership development programme activities, ensuring that innovation is given the same priority as wider core business disciplines;
 - Ensuring relevant capital developments include provision for incubating innovation-led start-ups;
 - Facilitating networking between innovation and incubation centres within and outwith the County to share best practice; and
 - Developing a programme of visits to Lancashire from innovation success stories across the world, helping to stimulate global networking, and bringing best practice to Lancashire's attention.
- For Strategic Aim 4 'Enabling Infrastructures for Innovation', key actions will involve:
 - Creating an 'innovation graduate' placement programme for SMEs;
 - Developing a single point of contact programme of support for innovation-led start-up or early-stage businesses;
 - Exploring options for creating a Lancashire Innovation Fund for early-stage funding for innovation-led start-ups;
 - Developing a programme to promote innovation across public and third sectors; and
 - Embedding Intellectual Property (IP) management in to innovation initiatives.
- To deliver Strategic Aim 5 'Letting the World Know!', key actions will involve:
 - Holding an annual Innovation Showcase to celebrate successful innovation in, and across, the County;

- Developing a Lancashire Innovation Marketing Strategy;
- Developing, and disseminating a portfolio of Lancashire innovation case studies; and
- Ensuring Lancashire is represented in all key national fora relating to innovation, so that forward and backward linkages to innovation in our County are promoted and developed.

Governance

- L. Strong leadership, collaboration, and willingness to deliver change are fundamental to making this Plan a reality. Leaders from across private and public sectors will need to come together to drive and deliver innovation for Lancashire. This will need a well governed and appropriately resourced approach to the invitation of this Plan. Making the most of existing resources and re-calibrating these to support the Aims of this Plan will be vital to its success.
- M. The LEP has a central role to play in driving this Plan and its success. Accordingly, the Plan proposes a new Innovation Board within the LEP's structure to provide the strategic leadership and accountability for this Plan and its delivery. The Board will be private sector-led, but be representative of publicly-funded partners and representatives of the key innovation assets in Lancashire. The Board will sit below, and report to, the LEP Main Board. Reporting to the Innovation Board, a new Innovation Director will be appointed to coordinate and lead the operational delivery of this Plan, drawing in relevant delivery partners to progress actions. The Innovation Board will integrate and complement existing innovation fora, such as the emerging Higher Education Institution (HEI) Innovation forum (which brings together HEI representatives on common innovation-facing issues), so driving a unified approach to innovation in the County.

Timeline

- N. This plan is intended to provide the strategic agenda for innovation in the County through to 2030. Between now and then, much can change, both in terms of technologies and markets. This Plan needs to be able to flex effectively to the changes, but at the same time it needs to give a level of certainty and stability such that innovation increasingly becomes a constant in the way that the County, its businesses, communities, and individuals behave. In a very real sense, the underpinning intent of this Plan is that innovation becomes the County's 'first nature'.

1 Why an Innovation Plan for Lancashire?

Introduction

- 1.1 Innovation is at the heart of the UK's Industrial Strategy, and identified therein as a key driver to improving productivity across the UK. Businesses that innovate grow faster than those that do not, and tend to be more resilient to competition. The desire for innovation to drive productivity is increasingly prevalent across the North and within Lancashire. As the Northern Powerhouse Independent Economic Review showed, the North has significant innovation assets on which to build and develop, which in turn could close the productivity gap with the rest of the UK. As this Plan will show, Lancashire also has substantial innovation assets, and potential, to play a leading role in driving innovation and improving productivity in the North.
- 1.2 This is an evidence-informed innovation plan for Lancashire, commissioned by Lancashire Enterprise Partnership (LEP), and intended to establish a vision, framework, and action plan for innovation in the County to 2030. It aims to:
- Boost Lancashire's innovative capacity and strengthen its broader innovation ecosystem;
 - Stimulate new ideas and thinking around embedding a more innovative culture in Lancashire;
 - Set a clear direction of travel for Lancashire's innovation agenda, underpinned by a coherent package of priorities and activities;
 - Encourage greater collaboration within Lancashire, and between Lancashire and national and international partners;
 - Engage all stakeholders including businesses large and small, universities, colleges, local and national government; and
 - Establish a new model for the leadership and governance of Lancashire's innovation agenda.

Talking Terms . . .

- 1.3 Informed by Nesta, the definition of innovation adopted by this Plan is that innovation is:
- The successful exploitation of new ideas, recognising that innovation need not derive from an advance in science or technology, but radical innovation often does;
 - Innovation that does derive from advance in the Science and Technology base needs more than this to achieve commercial success;
 - Innovation applies equally to products, processes, services, and business models; and
 - Innovation is not just the preserve of the private sector, it is equally appropriate and necessary in the public and community/voluntary sectors.

... Strengths to build on

- 1.4 Importantly, we are not starting with a blank canvas. Lancashire has many innovation strengths and assets to build on. It is home to leading global businesses at the cutting edge of advances in Advanced Manufacturing, supported by a supply chain cluster of high tech SMEs. These high value-add businesses are amongst the most productive in the country. Our strong manufacturing base is spearheaded by Aerospace, Automotive, and Energy industries but we have other key sectoral strengths including Digital and Healthcare. We are also home to high performing Universities and Further Education providers, including national centres of research excellence.
- 1.5 More generally, we have good and developing innovation links with neighbouring cities and their economic hinterlands, a high quality of life, and a diverse urban and rural environment. We must make the most of these wider assets to attract and retain the people and businesses who will drive our innovation agenda locally, drawing on access to resources and partners nationally.

... But challenges too

- 1.6 Notwithstanding these high-points, we also face significant challenges. Lancashire's economy as a whole is underperforming compared with the national average, although this masks some areas of high productivity: GVA per head across Lancashire's local authorities ranges from £31,494, (amongst the top 50 districts in the UK and within the top 20 outside London and the South East) to £14,524 (380th of 395 areas). We also face great uncertainty in wider national and global contexts - Brexit looms large and the pace of technological change is transforming where, and how, business is done. Of course, we are not unique in facing these challenges but we must find our own, place- and people-specific solutions for dealing with them.
- 1.7 The recent national Industrial Strategy, and its accompanying Sector Deals represent a new chapter in how we as a country take a more proactive and interventionist approach to growing our economy. This Innovation Plan represents a central plank in Lancashire's response to this new national agenda, sitting as part of the County's overarching economic strategy, and it will without doubt be influential on our proposed new Local Industrial Strategy. The Plan is designed to help boost productivity, raise R&D investment, grow local businesses, and attract new firms, create new and better jobs. Ultimately, the Plan needs to embed an innovation culture which allows the County to 'punch above its weight', enhance our resilience, and enables us to capitalise on change and opportunities in the global economy.

An Appetite for Change

- 1.8 The context of the Industrial Strategy, alongside the launch of this Innovation Plan, provides a momentum for driving forward the agenda which must not be lost. The engagement provided by local stakeholders in developing this Plan is a clear demonstration not only of the capacity and expertise that exists locally but also the appetite for a more visible, purposeful, and impactful innovation agenda in Lancashire. We must raise our level of ambition and back this up with the right leadership arrangements and resources. This Plan provides us with the basis for achieving these aims.

Structure of this Plan

- 1.9 The structure and content of the rest of this document are as follows:

- Chapter 2 sets out the global innovation trends that are impacting on Lancashire's economy and more widely. It summarises the implications of this Plan and Lancashire's innovation agenda of key policies at Lancashire, the North, and UK levels;
- Chapter 3 presents an analysis of relevant literature, secondary data, and econometric forecasts to identify the core components of Lancashire's economic and innovation landscape;
- Chapter 4 then assesses the strengths, weaknesses, opportunities, and threats characterising Lancashire's innovation ecosystem at present;
- Chapter 5 presents our Vision for how Lancashire's innovation economy can look in 2030;
- Chapter 6 presents the Strategic Framework for this Plan, setting out the five Strategic Aims and three Cross-cutting Themes, as well as the Rationale and Objectives for each Aim;
- Chapter 7 presents our 'Action Agenda', where we set out the practical actions required to support delivery of the Strategic Aims. These are a mixture of 'quick wins', medium-term programmes, and long-term culture change; and finally
- Chapter 8 looks at the Governance structures needed for effective and ongoing management and leadership of innovation in Lancashire.

2 Innovation Trends and Policy Context

This Section sets out the trends, policies, and future market and technology changes within which this Plan sits, and which it must respond to.

Global Innovation Trends

- 2.1 Lancashire's economy is one piece in a regional, national, and global jigsaw. This Innovation Plan plugs into this wider economic and policy context, building on key initiatives such as the recent Industrial Strategy, the Northern Powerhouse, and the Science and Innovation Audits.
- 2.2 In term of global trends, Global Value Chains (GVCs) and Global Innovation Networks (GINs) have become a central feature of world trade, encompassing developing, emerging, and developed economies. The process of producing goods is increasingly carried out wherever the necessary skills and materials are available. How Lancashire's businesses can connect into these value chains and innovation networks must form a key component of Lancashire's innovation offer.
- 2.3 Rapid market and technology change has been a key feature of all economies and shows no signs of slowing down. The 'Eight Great Technologies' identified in 2012 by the then Chancellor still hold significant relevance today. They are:
- Advanced Materials and Nanotechnology;
 - Agri-Science;
 - Big Data and Energy-efficient computing;
 - Energy and its storage;
 - Regenerative Medicine;
 - Robotics and autonomous systems (also a key feature of the recently published Industrial Strategy White Paper);
 - Satellites and the commercial applications of space; and
 - Synthetic biology.
- 2.4 As explored in Section 4, Lancashire has well established and recognised strengths in a number of these areas.

2.5 In addition to new technologies, new business models will continue to change the way we work. These models revolve around a number of themes that are relevant across multiple sectors. These include:

- An ageing workforce, working longer;
- Increasingly complex and connected markets, with increased risks;
- Vertical integration and distributed collaboration;
- Outsourcing and the automation of rote-type activities;
- Migration to the web, and leverage of 'long-tail' markets;
- Employment being dominated progressively by 'non-routine' activities which cannot be automated – such as innovation, leadership and sales;
- 'Creativity' being the most important leadership competency for future successful businesses; and
- Intelligence, agility, and responsiveness being the key characteristics of business performance.

2.6 With the details of post-Brexit Britain's economic landscape continuing to emerge, many uncertainties remain. However, one thing is certain, innovation will need to be a fundamental part of local economic growth and in driving productivity increases. Business-as-usual will not tackle the existing challenges, or capitalise on the opportunities, or mitigate the risks of Britain's new trading relationships. As with the GVC and GIN connectivity touched on above, adopting an international trading perspective will be an important part of growing Lancashire's innovation capability and commercialisation.

UK Policy

2.7 The recent *Industrial Strategy Building a Britain fit for the future* White Paper sets out a more interventionist approach to stimulating the economy and driving productivity across the UK. Several proposed initiatives are of direct relevance to this Plan and are in areas in which Lancashire is well-positioned to capitalise on.

2.8 The *Made Smarter Review 2017* focussed on the challenges in industrial digitalisation. The Review acknowledged the opportunities the North West could capitalise on. It also recommends investment in a new National Adoption Programme (NAP). This will accelerate the development and diffusion of Industrial Digital Technologies (IDTS) through focused support to SMEs in the UK regions. As part of the NAP development, a three-year pilot project will be undertaken in the North West. The project aims to increase GVA by 15% over the pilot period, delivering an estimated £70 million benefit. The pilot will support twenty emerging technology start-ups, working directly with industry on new projects.

2.9 The North West was chosen for a pilot NAP partly because of the region's substantial manufacturing output, producing almost 10% of the UK's total exports, and its prominence in several industrial sectors such as Aerospace, Automotive, Chemicals, Biomanufacturing and Agriculture. Lancashire has significant strengths in these areas and should be at the forefront of delivering, and benefiting from, the pilot.

Box 1: The Industrial Strategy

Industrial Strategy Building a Britain fit for the future White Paper

- The *Industrial Strategy Building a Britain fit for the future* White Paper sets out the Government’s plan to boost productivity and earning power throughout the UK. Innovation, through ideas generation and adoption, is a fundamental pillar of the plan.
- The White Paper sets out the ‘Four Grand Challenges’ for the UK economy. These are:
 - Putting the UK at the forefront of the Artificial Intelligence and data revolution;
 - Maximising the advantages for UK industry from the global shift to clean growth;
 - Being a world leader in shaping the future of mobility; and
 - Harnessing the power of innovation to help meet the needs of an ageing society.
- To support the rapid adoption of AI technologies at scale, a new Office for AI will be set up and will work initially with six priority business sectors, most of which Lancashire has considerable strengths in, including Cybersecurity, Manufacturing, Energy, and Agricultural Technology.
- An ambition for Clean Growth will be supported by Government support for Smart Energy systems, innovation in the Low Carbon industry, and innovation in high-efficiency Agriculture. There are considerable County strengths in these areas, which could be harnessed to capitalise on this.
- The £115m ‘Strength in Places’ Fund looks to support areas to build on their science and innovation strengths and develop stronger local networks. Again, Lancashire should be well placed to access this funding.
- The launch and roll-out of Sector Deals, partnerships between government and industry, aiming to increase sector productivity. The first Sector Deals are in Life Sciences, Construction, Artificial Intelligence, Nuclear and the Automotive sector.

Source: Department for Business, Energy and Industrial Strategy, *Industrial Strategy: Building a Britain fit for the future* (2017)

2.10 The Department for Business, Energy, and Industrial Strategy (BEIS) has commissioned Science and Innovation Audits help local areas to map their research and innovation strengths and identify areas of potential global competitive advantage. Each Audit has a theme, and a number of these are of direct relevance for Lancashire, including:

- Sheffield City Region and Lancashire – High-Value Manufacturing (see Box 2).
- North West Nuclear Arc Consortium - New Nuclear Technology;
- North West Coastal Arc Eco-Innovation Partnership - Low Carbon Energy and eco-innovation;
- Northern Powerhouse Chemicals and Processing Science – Chemicals; and
- A Northern Powerhouse in Health Research – Precision Medicine and Health-Facing Bioinformatics.

Box 2: Science and Innovation Audit

Sheffield City Region and Lancashire: Science and Innovation Audit

- The *Sheffield City Region and Lancashire: Science and Innovation Audit* will inform investment decisions to stimulate productivity and economic growth across the Lancashire, Sheffield, and the wider Northern Powerhouse; driving the region’s contribution to the national industrial strategy and economic growth.
- This document was focussed on driving productivity growth through innovation in high-value manufacturing. The Audit proposes that the technological innovation in automation, robotics, data analytics, and new manufacturing techniques that drive Industry 4.0 are existing innovation strengths in the region. This, coupled with the successful translational research institutions that can drive innovation and skills, can enable Lancashire to position itself as a centre of innovation in high-value manufacturing and drive productivity growth across the County.

Source: Department for Business, Energy and Industrial Strategy, *Industrial Strategy: Building a Britain fit for the future* (2017)

Regional Strategies

- 2.11 The Northern Powerhouse Partnership focusses on encouraging cities and counties to work together across the North of England. The priorities for the Partnership are:
- Infrastructure and Assets – including transport, telecoms, housing, and new technology;
 - Education and Skills – including basic skills through to higher level and technical skills that support innovation, and the HEI sector;
 - International Competitiveness – focussing on fostering an enterprise culture, innovation, trade and international investment; and
 - Leadership and Learning – leadership within companies, promoting best practice to civil leaders and Mayors.
- 2.12 Advanced Manufacturing and Materials, Energy, Digital, and Health Innovation were identified as the four ‘Prime Capabilities’ of the North by the *Northern Powerhouse Independent Economic Review (NPIER)*. These are the economic agglomerations in which the North of England has the greatest potential global competitive advantage. These are all areas in which Lancashire has significant existing and emerging strengths both in industry and academia, and as such the County is well equipped to play a leading role in strengthening and expanding the North’s capabilities in these areas.
- 2.13 The 11 LEPs in the North of England are looking to develop a Northern approach to innovation – ‘*Innovation North*’. Building on the recommendation in the NPIER that innovation should be treated as a pan-Northern agenda, this is a fresh attempt to work collaboratively at scale to harness the power and benefits of innovation. The intention is to do this by maximising the industrial and commercial application of the North’s significant assets and capabilities. Again, Lancashire is very well equipped to play a frontline role in shaping and driving the emerging Innovation North agenda.

Local Strategies

- 2.14 Innovation excellence is one of the key objectives of *Lancashire’s Strategic Economic Plan (SEP) 2015-25*. To support the delivery of this objective, the Lancashire Growth Deal established a £270m investment framework. Examples of initiatives receiving funding as part of this framework, and which contribute to delivering the innovation excellence objective, include:
- The Centre for Quantum Technology Innovation at Lancaster;
 - The Cyber Security Innovation Centre at Lancaster;
 - The Engineering Innovation Centre at Preston; and
 - Lancaster’s Health Innovation Campus.
- 2.15 These initiatives, alongside a multitude of other assets and actions, display the commitment of local partners in key growth sectors to collaboratively deliver a step-change in innovation in Lancashire, and the sectoral and Smart Specialisation strengths on which this plan seeks to build. A non-exhaustive list of assets and facilities to support innovation in Lancashire is set out at Appendix A.
- 2.16 The *Lancashire Skills and Employment Strategic Framework* provides the template for public investment in skills and employment activities in the County and outlines the direction skills and employment providers need to take to best address need. It seeks to re-establish Lancashire as an economic powerhouse and a national centre of excellence in Advanced

Manufacturing by maximising its clear competitive strengths and capabilities in the Aerospace, Automotive, Energy and health science-related sectors.

- 2.17 Driving Lancashire forward as a national leader in the implementation of reforms to Education in England, the recently developed *Lancashire Technical Education Vision* is a framework for a dynamic and high performing post-16 technical education system in the County. With objectives and outcomes linked directly to the Skills and Employment Strategic Framework, the Vision sets out an agenda for transformative change in the delivery of Technical Education across the County. At its core, the Vision will drive new formats of training and learning, which are aligned more centrally to employer demand, so raising skills and developing the talent pool to support key existing and emerging sectors.
- 2.18 This Innovation Plan builds on and complements these existing strategic plans whilst responding to the opportunities and challenges emerging from the evidence base and stakeholder consultations.

3 Lancashire's Economic and Innovation Landscape

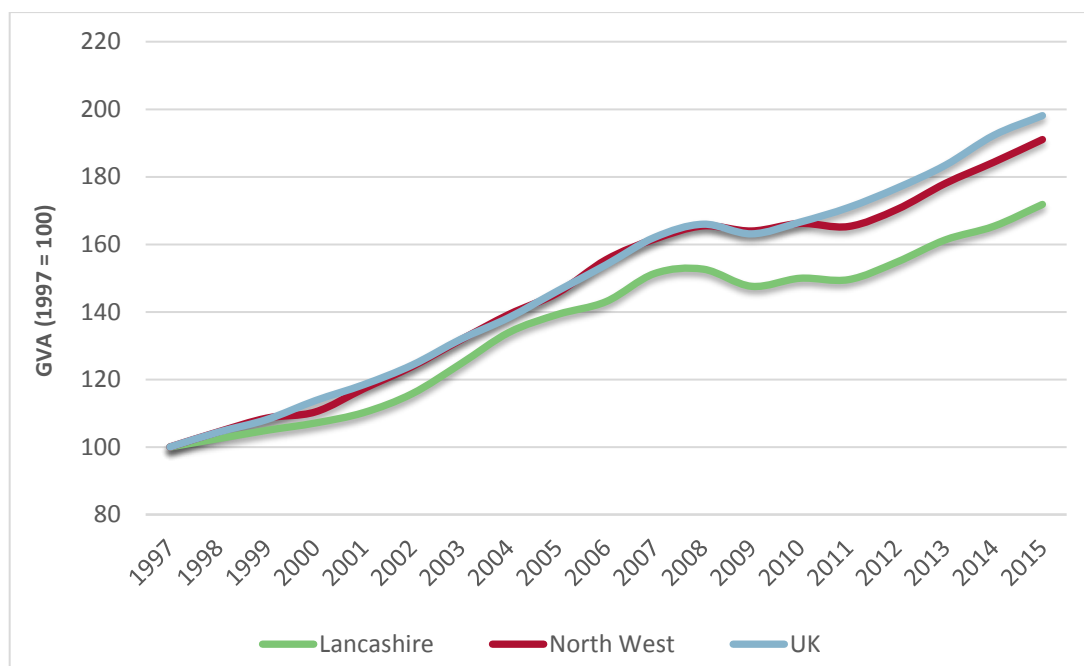
This Section presents the key trends and forecasts to show how Lancashire is performing and is likely to perform, as an economy and as an innovation ecosystem.

The Lancashire Economy¹

- 3.1 With a resident population of just under 1.5m, supporting around 630,000 jobs, and containing around 52,000 businesses, Lancashire is a key component of the North West's economy. Lancashire contains globally significant firms in sectors such as Aerospace and Nuclear, including BAE Systems, Rolls Royce, and Westinghouse as well as a significant SME base (98% of businesses in Lancashire employ fewer than 50 people). It also benefits from four universities in the area, providing a valuable mix of research-oriented and applied innovation opportunities. Lancashire experienced a decline in employment between 2007 and 2012 and has since reversed that trend, with employment now above pre-2007 levels. This is a similar trend to the North West and UK, but Lancashire's employment growth is slower than both.
- 3.2 Despite pockets of high performance and productivity, Lancashire's economy, in common with much of the North of England, is underperforming, and not reaching its full potential. The primary indicator to measure an economy's overall performance is Gross Value Added (GVA). Lancashire generated a GVA figure of £29 billion in 2015, 18.5% of the North West's total. This compares with 21% of the North West's employment, 20% of North West's total business base, and 20% of the North West's working age population. As we have seen, the spread of productivity across Lancashire varies greatly between areas within the County. The average for the County can mask areas of high value and high productivity businesses (such as those at the top-end of the Aerospace supply chain).
- 3.3 As Figure 1 indicates, although there has been consistent growth in GVA in Lancashire, it is slower than the North West and UK, and that productivity gap has widened in recent years. As shown in:

¹ A detailed SWOT assessment in the form of an extended PowerPoint presentation is available on request from Andy Walker, at Lancashire Local Enterprise Partnership.

Figure 1 – GVA Growth - Lancashire and regional and national benchmarks



Source: Department for Business, Energy and Industrial Strategy, Industrial Strategy: Building a Britain fit for the future (2017)

3.4 GVA per employee in Lancashire was £42,100 in 2015, against a figure of £50,800 for the UK, 83% of the UK average. In 2015, Lancashire’s GVA per employee was 83% of the UK average, and this issue of productivity is a long-standing and embedded one. This productivity gap matters: if GVA per employee in 2015 was at the UK level, the Lancashire economy would have generated an extra £3.1 billion. The closing of this increasing productivity deficit remains a key challenge for Lancashire.

3.5 This productivity gap with the UK exists not because employees in Lancashire work less hard than people in other areas, but because of three key drivers:

- Structural change - a shift away from Manufacturing (a historically high employing sector for the County) to lower productivity occupations – often Services and Retail;
- Skills - a legacy of educational underachievement, skills gaps in key sectors, and a relentless need to retrain workforces as new market and technology changes break-in; and
- Innovation and entrepreneurship - characterised by lower levels of R&D expenditure in the County, worsened by low start-up rates and lower inward investment levels.

The Changing Shape of Lancashire’s Economy

3.6 Econometric forecasts² suggest that, under a ‘Do Nothing’ scenario, the productivity gap will remain. By 2036, GVA in Lancashire is due to increase by just over 30% to £38.5 billion. Over the same period, UK GVA is forecasted to increase by just over 40%: the productivity gap will grow. If Lancashire’s GVA grew at the same rate as the UK over this period this would result in an additional £2.5 billion in GVA by 2036.

² Taken from Oxford Economics’ *Greater Manchester Forecasting Model (GMFM) 2017*

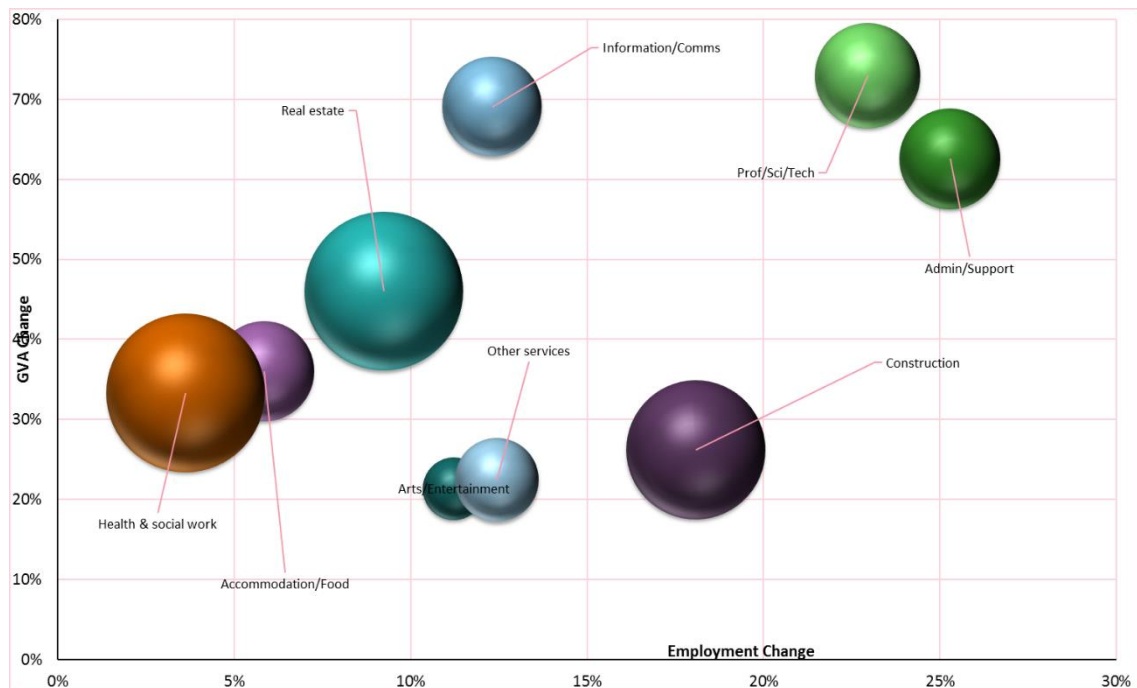
3.7 Employment growth is also forecast to remain slower than that of the UK. By 2036, employment in Lancashire is set to grow by 2.7% (an added 19,000 jobs). Over the same period, the UK employment is due to increase by 7.3%. If Lancashire’s employment grew at the same rate as the UK this would result in an extra 53,000 jobs in the local economy.

3.8 Moreover, Lancashire’s economy will experience significant change over the next two decades. Sectors are expected to perform in one of two ways:

- *Expanding sectors* which are forecasted to grow in both GVA and employment; and
- *Adjusting sectors* where GVA will increase but employment is likely to decrease.

3.9 Figure 2 below shows the *Expanding sectors*. Significant growth in both GVA and employment is forecasted in service sectors such as Professional/Scientific/Technical, Administration/Support (including Technical Support), and Information/Communications. Most sectors are forecasted to grow in GVA and employment. These data are at a broad sectoral level, which can miss the nuances and variety of job roles within each sector.

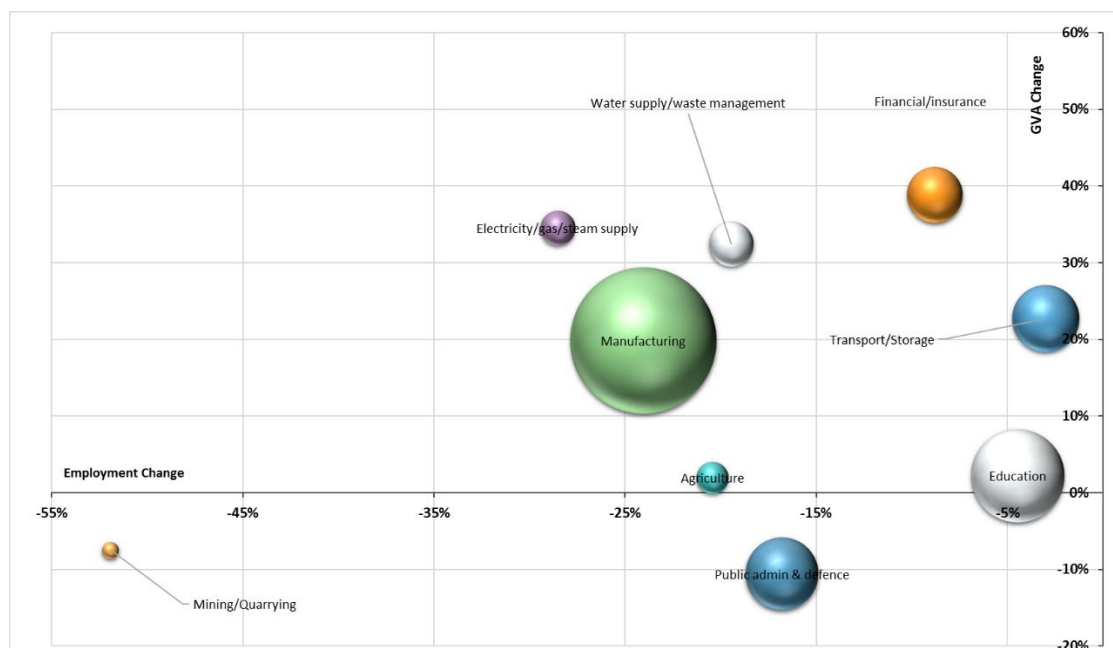
Figure 2 – Expanding Sectors in Lancashire in the period to 2036



Source: BRES and ONS, Regional Accounts, 2015

3.10 Figure 3 below shows the *Adjusting sectors*. Most significantly, the current key employment sector of manufacturing is forecast to decline in employment by 24% (c.20,000 jobs) by 2036. This trend is expected nationally, however, is expected to be more keenly felt in Lancashire due to the size of the sector in the County. The fact that manufacturing is forecast to grow in GVA despite this points to the productivity opportunities in data and automation that Industry 4.0 presents. It is important to remember that these forecasts are ‘policy-off’, meaning they do not consider different policy scenarios or their implications. Interventions such as those advocated later in this Plan, alongside ongoing actions across the County and North, can address these potential employment challenges.

Figure 3 – Adjusting Sectors in Lancashire in the period to 2036



Source: BRES and ONS, Regional Accounts, 2015

Innovation and Knowledge

3.11 Table 1 below gives an overview of Lancashire’s current performance on innovation indicators relating to STEM, graduate retention, and R&D expenditures.

Table 1 – Innovation and Knowledge Indicators

Indicator	Lancs LEP	North West	UK	Source/ Date
Graduate retention rates	80%	77% (NW average)	68% (All-LEP average)	HESA 2012/13
Undergrads in STEM/non-STEM	34%/66%	35%/65%	35%/65% (England)	HESA 2013/14
FT Post-grads in STEM/non-STEM	49%/51%	68%/32%	65%/35% (England)	HESA 2013/14
University spin-outs/start-ups since 2000	27 (1% of UK total)	156 (7% of UK total)	2,293	Spinouts UK/2017
Total R&D Expenditure (£ per person employed)	£525	£1,093	£1,070	Eurostat + BRES/2011
of which Business R&D expenditure (BERD)	£388 (74%)	£851 (78%)	£765 (71%)	Eurostat + BRES/2011
Employment in Professional, Scientific & Technical (% of all jobs)	5%	7%	8% (GB)	BRES/2015
Residents employed in STEM subjects	6.2%	6.9%	7.2%	APS/2014

3.12 There are positive signs in Graduate Retention rates in the short term, as a higher proportion of graduates remain in the area six months after graduating compared to the national average.

The proportion of undergraduates studying STEM subjects is in line with the regional and national picture, suggesting that Lancashire is attracting and retaining graduates in key subjects. Private sector R&D per employee is less than half the national average, however, which could indicate either a low take-up of R&D tax credits by Lancashire businesses or that simply not enough is being spent on private sector R&D in Lancashire.

3.13 The *Research Excellence Framework 2014* showed that the County's HEIs have significant research strengths in several areas. The following subjects were highlighted as being highly rated:

- Allied Health Professions;
- Chemistry;
- Computer Science;
- Earth Systems and Environmental Sciences;
- General Engineering;
- Mathematical Science; and
- Physics.

3.14 Patent data provide one of several indicators of innovation performance, but is subject to biases and limitations created principally by differences between industries in the 'propensity to patent'. This means that the usefulness of patents as a measure of innovation emphasis across different LEPs is limited by the extent to which industries protect their intellectual property using patents. This limitation is however consistent across all LEPs. Firm-specific propensities to patent are commonly assumed to be a weaker source of bias than industry-specific sources.

3.15 Through analysis of patent applications data kindly provided by the Intellectual Property Office (IPO), Lancashire's strong emphasis on Civil Engineering patents stands out. This is broadly in line with, but much higher than, the emphasis on both the rest of the Northern Powerhouse LEPs and all LEPs. Other noteworthy aspects, are prominence in mechanical elements and in thermal processes and apparatus. These areas show relatively high levels of patenting activity in Lancashire.

4 Lancashire's Innovation Ecosystem

This Section sets out the strengths, weaknesses, opportunities, and threats (SWOT) assessment of the Lancashire innovation ecosystem

- 4.1 Through a range of stakeholder consultations, data analysis, and a review of over 40 documents received via a 'Call for Evidence', this section will present the strengths, weaknesses, opportunities, and threats (SWOT) for innovation in Lancashire.
- 4.2 The SWOT was conducted through four lenses. These are:
- People/Human Capital – covering demographics, mindsets, skills and occupation offer, education, and access to work;
 - Infrastructure/Assets – covering sites, premises, (and the cost and location of these), housing, environment, transport, and national strategic infrastructures (digital/energy/waste/water/flood risk);
 - Knowledge – covering Further and Higher Education, research institutions, innovation systems, networks, and commercialisation processes; and
 - Money and External Business Expertise – covering access to finance, accounting and legal professions, intellectual property management, and marketing.

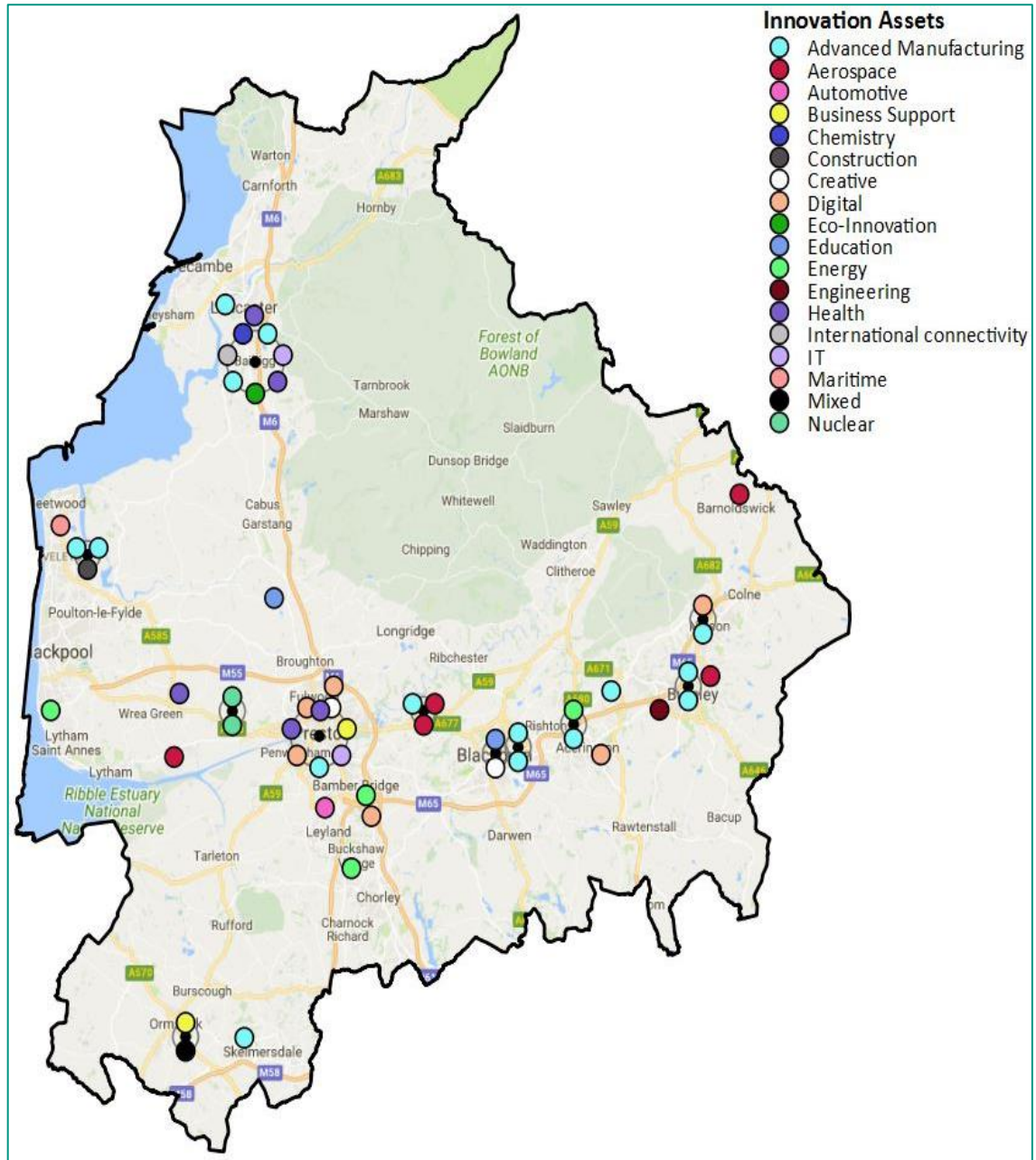
Strengths

- 4.3 Lancashire has well established and recognised strengths in the Aerospace, Automotive, Energy, Nuclear, Digital, and Health Innovation sectors. There are strengths in biological sciences, Life Sciences and Healthcare, Advanced Manufacturing and materials, and Digital. Protecting, enhancing, and diffusing these strengths across their supply chains and across sectors will be a key feature of the future innovation landscape in Lancashire.
- 4.4 The local HEIs have research strengths in STEM subjects, in particular, Computer Science, Mathematical Science, and General Engineering, and provide significant research and consultancy services (with a total income of £26m from contract research and consultancy services across the four HEIs in 2015/16). There are translational research centres such as the Engineering Innovation Centre at UCLan, the North West Advanced Manufacturing Research Centre at Samlesbury, and the forthcoming Lancaster Health Innovation Campus which can be catalysts for research development and adoption across the local economy and beyond.
- 4.5 Graduate retention rates are good in Lancashire, and strong Further and Higher Education provision is starting to show in the improving rates of residents with higher level skills.

Maintaining and continually improving these will be key to ensuring a pipeline of talent to support Lancashire’s businesses and innovation capabilities.

- 4.6 Analysis of the IPO patenting data indicates strong intellectual property advances in areas such as Civil Engineering, Mechanical Elements, Medical and Computer Technology, and Thermal Processes. Ongoing analysis of patenting data can provide an indication of emerging innovation specialisms and differentiators. Providing support for businesses in generating and managing their intellectual property can help them to protect their intellectual property assets and maximise the value from them.

Figure 4 – Lancashire Innovation Asset Map



Source: SDG-Economic Development, 2018

- 4.7 As Figure 4 above shows, Lancashire also has considerable innovation assets that can be developed, connected, and utilised to support this Plan’s innovation agenda. As part of this Plan’s preparation, an asset mapping exercise was undertaken through consultation with stakeholders. This map is non-exhaustive, and it is expected that the forthcoming Eco-Innovation Science and Innovation Audit will add to it.
- 4.8 The summary of this mapping work, which is set out more fully in Appendix A, was as follows:
- The County has 54 assets that support and enable innovation, covering into 16 sectors;
 - The most represented sectors include Advanced Manufacturing (15), Digital (6), Energy (5), Aerospace (5), and Health (5);
 - There is a concentration of assets along the West to East corridor (M55-M6-M65);
 - There is a substantial concentration of assets around the Lancaster University and UCLan Campuses; and
 - Digital assets appear to be disparately distributed, with no apparent signs yet of clustering.
- 4.9 The key message here is that there are significant innovation assets and areas of innovation strength in Lancashire. These need to be supported, developed and expanded to ensure these stay ahead of the competition and play a greater role in innovation and productivity in Lancashire.

Weaknesses

- 4.10 The productivity gap (Lancashire is at 83% of the UK’s level of GVA per worker, and 93% the level of the UK excluding London and the South East), and relatively slow GVA growth are long-standing challenges in the area. Lancashire is not unique in this regard. The focus on the average can mask areas of high value-added businesses, particularly in Advanced Manufacturing. In addition, a lack of inward investment and new office space in key centres has prevented the development of a high performing service sector based around a regional centre, a challenge compounded by Lancashire’s geography and location.
- 4.11 Larger businesses are well connected to higher level skills and export opportunities, SME connectivity to talent and international trade opportunities is more limited. This can restrict the survival chances and growth of smaller businesses. This also contributes to the current lack of innovation diffusion and the long tail of less innovative companies, which was identified as a national problem in the Industrial Strategy.
- 4.12 Although higher level skills are improving, the proportion of residents with NVQ4 (Graduate level) and above is still lower than the national rate (32.8% compared to 38.2%). Reducing this gap can play a large role in reducing the productivity gap, as lower level skills are cited as a key factor in productivity deficits.
- 4.13 There is currently a low level of R&D expenditure per person employed in Lancashire, which is just less than half the national average. This could be due to a lack of take-up in R&D tax credits, particularly in sectors other than Manufacturing. Large companies often report R&D spend through their headquarters, meaning a large company with a site in Lancashire, even one that primarily focuses on R&D, will be under-reported in terms of R&D spend. This can lead to Lancashire being under-represented in R&D spend statistics. However, how to increase both R&D tax credits take-up and overall private sector R&D investment, in both time and money, is still a significant innovation challenge for Lancashire.

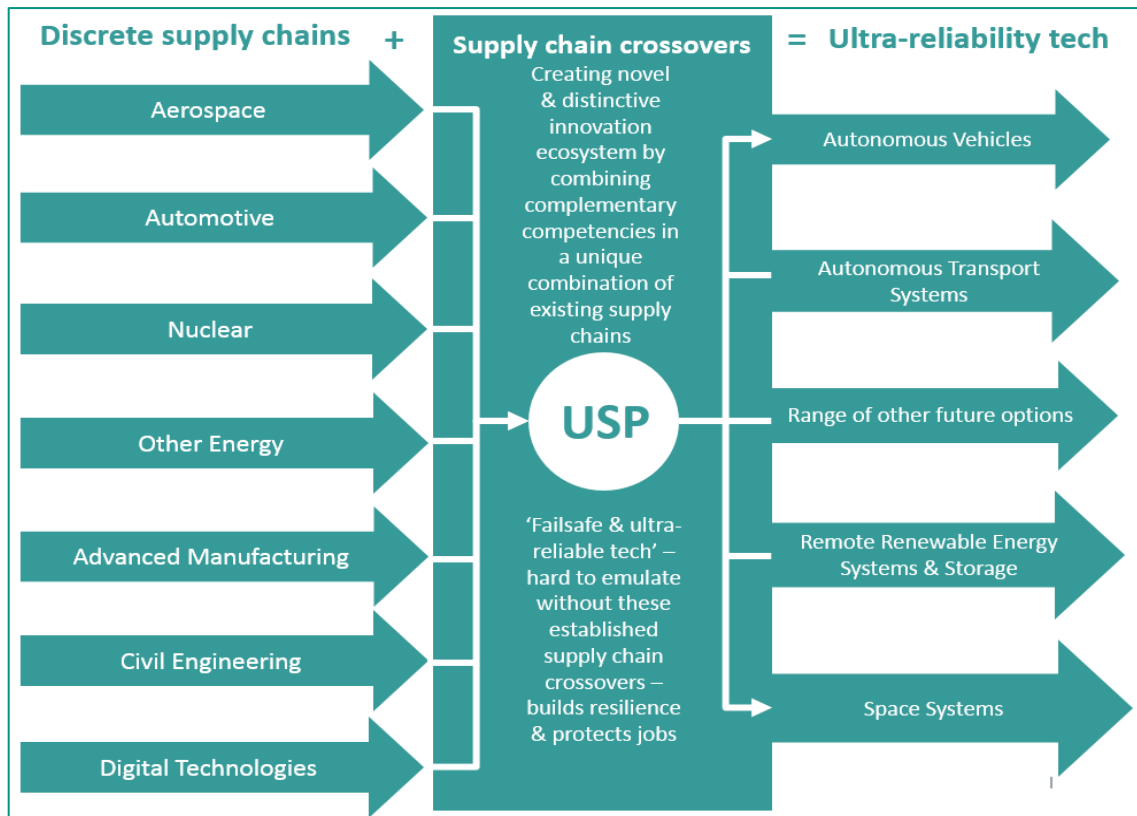
Opportunities

- 4.14 Lancashire's strengths in industries at the forefront of Industry 4.0 mean it is well placed to capitalise on the productivity improvements associated with increased automation and adoption of new technology. Developing an innovation corridor in Advanced Manufacturing, as recommended by the Sheffield City Region and Lancashire SIA, is one way the benefits of Industry 4.0 can be maximised.
- 4.15 The connectedness and adjacency of several high-tech sectors present real sectoral cross-over opportunities for Lancashire. This is the ways in which the different established activities in Lancashire can be brought together to drive new innovations. An example of this is how Automotive and Aerospace technology and Digital Systems are integrated to develop autonomous vehicles. More recently, Preston was successful in its bid to become a national test-bed for the UK's development of drone technology, this building on the work of the 'Civic Drone Centre' established by the University of Central Lancashire with a £250k investment in 2014. This not-for-profit centre brings together expertise and stakeholders including Local Authorities, communities, and businesses, and has developed and demonstrated many novel drone solutions. The Centre is an important part of the new £32m Engineering Innovation Centre opening in Preston in early 2019.
- 4.16 As the Industrial Strategy is being implemented, there will be opportunities for Lancashire to position itself as a flagship area for some of the key initiatives including cyber security, health innovation, and clean growth. There will be a need to ensure Lancashire is able to articulate its offer in these areas with an emphasis on innovation. There have been considerable, and much needed, investment in capital innovation schemes in Lancashire covering key sectors. The opportunity now is to ensure that these are utilised and their effectiveness is maximised, and the use of these schemes could be a key selling point for Lancashire.
- 4.17 Partnerships and collaboration between businesses and the knowledge base, as well as with Centres of Excellence both within and outside of Lancashire should be a focus of the coming years. This willingness to work cross-sectorally and beyond the Lancashire boundary will open up new routeways for innovation for Lancashire institutions. These crossovers can provide major opportunities for Lancashire because there is an unusual mix of sectors and supply chains in the County with untapped potential to combine capabilities to open up new competitive opportunities. An example of this is given in the panel at Figure 5 focuses on how Lancashire's existing supply chain strengths might be mixed to produce a new capability in 'ultra-reliable technologies'.

Threats

- 4.18 Growing competition from overseas, particularly in key sectors such as Aerospace and Automotive, presents an ongoing threat. As developing economies can often produce at a lower cost this presents cost challenges for Lancashire and UK business alike. The ability to remain competitive in these markets will be just as important as being innovative.
- 4.19 There is a perception currently of a dependence on major employers and multi-nationals for innovation and a focus on key sectors potentially at expense of other, emerging sectors. The focus on diffusion of innovation, in both initial support and in adoption, throughout supply chains and across sectors will go some way to changing this perception.

Figure 5 – Potential Supply Chain Crossovers



Source: SDG Economic Development, 2018

- 4.20 In uncertain international trading conditions, multi-nationals that have supply chains in Lancashire may look to take these off-shore. Alternatively, multi-nationals with supply chains abroad may look to 'on-shore' these. The challenge for Lancashire will be to protect existing supply chains and being able to 'bid' for any new opportunities that may arise.
- 4.21 As with much of the UK, Lancashire faces the challenge of replacing an ageing workforce, as well as a forecast employment decline in some key sectors such as manufacturing. There are challenges around re-training and re-skilling those whose roles are affected by increased automation, as well as need to maintain a pipeline of talent to meet this demand. These issues have been explored in detail in the recent preparation of the Vision for Technical Education in Lancashire, and it will be imperative that this Plan and that Vision mesh and work seamlessly together to 'synergise' their innovation and skills efforts.
- 4.22 Lancashire's location and geography presents ongoing connectivity challenges, and the county can be 'passed by' by key infrastructures. Other areas nearby, such as Sheffield, Manchester, and Liverpool have a stronger 'innovation profile', with a defined leadership and national assets. Both working with these areas to develop stronger links and showing what Lancashire can offer that is unique from them will be an ongoing strategic challenge.

5 Our Vision for an Innovation Economy

Our Vision Statement for Lancashire's Innovation Economy is as follows:

By 2030, Lancashire will have positioned itself as an internationally connected and resilient innovation ecosystem. The way we innovate will embody excellence and collaboration, feeding through to greater commercialisation, entrepreneurship, and competitiveness in our economy. We will have a track-record as a centre for globally competitive knowledge clusters and talent, and as a developer of new solutions to the emerging challenges of our world.

- 5.1 By 2030, the our Plan's Vision sees Lancashire as an internationally connected innovation ecosystem. This means Lancashire adopts and implements proactively innovations from elsewhere and ideas generated in Lancashire are exported across the globe. By 'doing' innovation better, Lancashire's economy will be more resilient and capable of managing economic shocks, through greater diffusion and adoption of innovation across sectors and throughout supply chains, and ensuring a supply of talent to businesses of all sizes.
- 5.2 Lancashire will '*collaborate to compete*', by driving crossovers between sectors to develop new innovation opportunities and markets. Through strategic marketing, business support, and intellectual property management, Lancashire will develop greater commercialisation opportunities, support innovation-led business start-ups, and remain competitive in existing sector strengths and become competitive in emerging sectors.
- 5.3 Lancashire's existing and new knowledge clusters will operate at a global scale, attracting research talent in key specialisms and developing new research specialisms and commercialisation opportunities. Solutions to emerging challenges in Energy, health, mobility, and data security will be developed in Lancashire.
- 5.4 Many of the aspects of our vision apply elsewhere. However, this is to be expected given the world's economies are increasingly connected, both digitally and through global value chains and business networks. We do not apologise for defining shared challenges with other places. But in our Plan, we will address these with Lancastrian determination, and invention, making sure we understand what works for our place, our businesses, and our people.
- 5.5 The next section will outline the Strategic Framework for delivering this vision.

6 Our Strategic Framework for an Innovation Economy

This Section sets out our Strategic Framework, and the Aims that will deliver the vision set out in the previous Chapter.

Framework Structure

- 6.1 Our Framework for innovation is made up of five Strategic Aims. These are configured as a '2x3' structure: two of our Aims relate to our innovation capability (the ability of existing and new businesses to develop, adopt, and commercialise innovation), and three Aims relate to our innovation ecosystem (building the infrastructures, the mindset, the marketing capability necessary for innovation). This will be delivered through a mixture of 'quick wins', medium-term programmes, and long-term culture change. Quick wins are possible: if Lancashire's businesses matched current best practice (such as in the Nuclear sector and Japanese Advanced Manufacturing) this would immediately result in significant productivity gains. The medium-term programmes and a longer term culture change are the focus of the Plan's Framework.
- 6.2 Underpinning the five Aims are three 'cross-cutting themes'. These are the key behaviours that will characterise the way this Framework is implemented and progressed.

Innovation Capability

Strategic Aim 1 – 'Staying Ahead'

- 6.3 Lancashire has recognised sectoral strengths and differentiators that are a core part of the local economy. These are under threat from increased global competition and need to be developed, enhanced, and connected with other sectors to stay ahead of new and existing competitors. Significant market and technology change is coming, and indeed is already underway in many sectors. These changes also present significant opportunities for Lancashire to unlock productivity and participate in new and emerging global supply chains.
- 6.4 This will impact significantly on business models and employment, and Lancashire's existing sector strengths will need to anticipate these changes to embrace the opportunities and mitigate the risks posed by them. Protecting and enhancing these long-standing sectoral strengths is fundamental for Lancashire as they represent a major employment and GVA contribution to the county
- 6.5 To maintain these existing capabilities, this Strategic Aim will focus on:

- Maintaining Lancashire’s distinctive world-class prominence in priority sectors;
- Developing supply chain capability and capacity servicing these sectors, and gap fill;
- Identifying innovation inter-dependencies with other geographies; and
- Developing strategic partnerships with Centres of Excellence outside Lancashire.

Strategic Aim 2 – ‘New Routeways to Excellence’

- 6.6 In addition to these existing strengths, it is vital that Lancashire continues to develop and recreate its economic base, and create presence and expertise in new sectors, allowing the County to exploit market and technology change. Sectoral development is increasingly difficult to deliver from a ‘standing start’, and emerging sectors need to be identified and nurtured at an early stage. Connectedness between our existing sectoral strengths provides opportunities for the diversification and broadening of the supply chain and can provide expanded or new sources of employment and GVA.
- 6.7 To develop these routeways to excellence, this Strategic Aim will focus on:
- Building distinctive cross-over driven strategy (where different sectoral strengths ‘cross-over’ into new sectors) to exploit existing strengths;
 - Prioritising R&D, innovation, and skills development for emerging sectoral strengths;
 - Developing new global supply chain participation strategies to scale these new areas;
 - Identifying innovation inter-dependencies with other geographies; and
 - Developing strategic partnerships with Centres of Excellence, wherever they may be.

Innovation Ecosystem

Strategic Aim 3 – ‘Broadening the Innovation Base’

- 6.8 To combat the current perceived dependence on large and multinational companies for innovation, SMEs must be seen as an integral part of the innovation mix across all sectors. This will tackle the problem in Lancashire, and indeed the UK as it was pointed out in the Industrial Strategy White Paper, of a long tail of less innovative and less productive companies.
- 6.9 With further economic shocks and economic restructuring, a certainty given the rate of market and technology change, resilience is vital to the ongoing success of an economy. By broadening innovation capacity and capability across the whole of the local economy, the effects of an economic shock to one of the large companies in Lancashire can be better absorbed. Without a broader innovation base, there is also the risk of a hollowing out of the Lancashire economy to adjacent economies.
- 6.10 To broaden the innovation base, this Strategic Aim will focus on:
- Creating greater diffusion of innovation and adoption across the local economy to increase the resilience of local employers and their ability to respond to emerging opportunities and threats;
 - Selling the benefits of innovation for competitiveness and growth;
 - Enhancing management and leadership skills around innovation; and
 - Prioritising FDI and clustering investment in innovation in Lancashire.

Strategic Aim 4 – ‘Enabling Infrastructures for Innovation’

- 6.11 Innovation is critically dependent on a mix of skills and talent, access to specialist facilities, knowledge and ideas generation, and funding. These are required for innovation to be

developed, adopted, and commercialised. As part of this, there has been significant investment in innovation infrastructure in Lancashire, developing facilities in key sectors.

- 6.12 This is about having the ‘soft’ infrastructures in place utilising innovation networks and collaboration across private and public-sector organisations. Ultimately, innovation needs to be a pervasive mindset and behaviour across organisations of all sizes in the private, public, and third sectors.
- 6.13 To enable infrastructures for innovation, this Strategic Aim will focus on:
- Ensuring Innovation is embedded as a ‘first nature’ behaviour and mindset for Lancashire;
 - Ensuring wider economic policies (e.g. SEP, Lancashire’s Technical Education Vision) are aligned with this Plan to drive success;
 - Enhancing management and leadership skills around innovation;
 - Prioritising human capital development and re-deployability; and
 - Developing strategic partnerships with Centres of Excellence, wherever they may be.

Strategic Aim 5 – ‘Letting the World Know!’

- 6.14 Competition between places and economies is intensifying, and with new global trading relationships to be shaped and developed, this is likely to continue. Lancashire is not instinctively recognised externally as a place for innovative, can-do solutions. We know what we are good at, others do not.
- 6.15 This is partly due to the lack of a clear, coherent, and comprehensive innovation narrative. There are innovation success stories in Lancashire but these are yet to be pulled together to show Lancashire’s innovation offer. This has resulted from insufficient resources given to promoting and coordinating innovation. Increasing the visibility of the importance of innovation in Lancashire will correct this.
- 6.16 To let the world know, this Strategic Aim will focus on:
- Developing this innovation plan and SEP refresh to help establish a coherent innovation and growth framework for Lancashire;
 - Developing a proactive function to promote & celebrate innovation in the county;
 - Providing clear and expert leadership in shaping national innovation thinking; and
 - Connecting for innovation – through Global Innovation Networks and Global Value Chains.

Cross-Cutting Themes

- 6.17 Three cross-cutting themes will underpin and set the culture and delivery approach to the Strategic Aims. These are as follows:

Application-inspired in our R&D and its deployment

- This theme is about the application of R&D and innovation, not just its creation. Lancashire will be a place that adopts innovation generated within Lancashire and beyond, putting ideas into action. R&D in Lancashire will focus on practical solutions to emerging and large-scale challenges. These ideas will be commercialised and exported to different markets both domestic and international.

Excellence in delivery, driven by *real* evaluation and learning

- We understand that delivery of this Plan will be challenging. We need to understand that the structures and processes that have supported innovation in the past may not be

suitable to meet the challenges of the future. In developing, restructuring, and creating new process and structures we need to look to learn from our experiences, and those of other places.

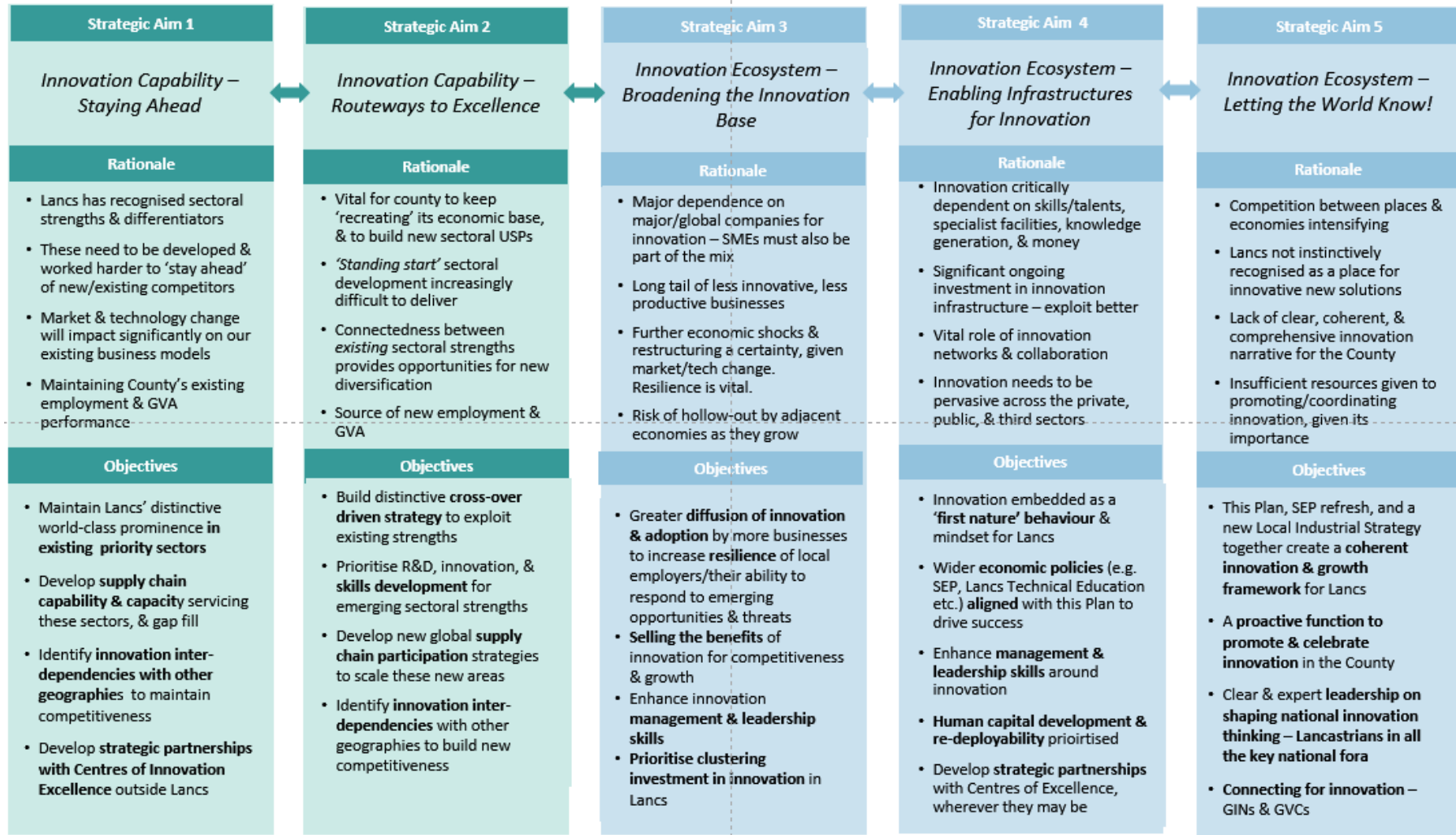
Collaborating for a competitive Lancashire

- As with the ultra-reliable technology crossover example from earlier, there are significant collaboration opportunities for Lancashire's innovators. This can be within and across both supply chains and sectors. This will strengthen existing sector assets and Smart Specialisations, and support new routeways to innovation. Exploiting these crossovers will develop Lancashire's capabilities, infrastructures, and build resilience across the economy.

6.18 Our Plan on a page is in Figure 6.

Figure 6 – The Lancashire Innovation Plan Strategic Framework

VISION: by 2030, Lancs will have positioned itself as a globally connected & resilient innovation ecosystem. The way we innovate will embody excellence & collaboration, feeding through to greater commercialisation, entrepreneurship, & competitiveness in our economy. We will have a track-record as a centre for globally-competitive knowledge clusters & talent, & as a developer of new solutions to the emerging challenges of our world



← Application-inspired in our R&D & its deployment →
 ← Excellence in delivery, driven by *real* evaluation & learning →
 ← Collaborating for a competitive Lancs →

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7 Our Action Agenda for an Innovation Economy

This Section sets out our Action Agenda, the actions and activities recommended to implement the Vision and Framework.

- 7.1 Whilst the Vision and Strategic Framework are for the long term, an Action Agenda is typically subject to regular review (e.g. every couple of years). The focus of our Action Agenda is therefore on what can be done over the next few years to progress Lancashire's Innovation Plan; some of these actions are 'stand-alone' and can be completed in the short term, others are contributions to longer-term developments.
- 7.2 The prime emphasis in this Section is on those new actions, which, in consultation with partners, we judge are of major importance for Lancashire's future innovation capacity and capability. They are not, however, the only actions; through partners' ongoing commitments and activities, a wide range of activity is already underway in Lancashire.
- 7.3 As part of the development of this Action Agenda, high-level, activity mapping work was undertaken to identify existing and pipeline actions that could contribute to the delivery of our Innovation Plan. Below is a selection of key existing and emerging actions that will contribute to our Plan's delivery. These are indicative and not exhaustive.
- **Lancashire Health Innovation Campus** – this multi-phased campus will provide R&D space and facilities for the development of new services and technologies for health-related care. The aim of the development, based beside Lancaster University's Bailrigg campus, is to drive advances in technologies, products and ways of working to improve health and Healthcare. The vision is to create a world-class centre of excellence for innovation and research in population health;
 - **The Engineering Innovation Centre** – opening fully in 2019, the Engineering Innovation Centre (EIC) will capitalise on the location of the University of Central Lancashire at the centre of one of the most intensive engineering and manufacturing areas in the UK. The EIC will be equipped to the highest standard with technology demonstration areas and specialist work areas to create an integrated space for teaching, research and knowledge exchange;
 - **Edge Hill University Innovation Technology Hub** – the Hub will create new and refurbished, high-quality space for teaching, learning, student employability, enterprise and knowledge exchange activities. The facility will support expansion in Digital Creative

and Food Science (Biotechnology), to include bioinformatics, product design and prototyping;

- **Advanced Manufacturing Research Centre (AMRC)** – based at Samlesbury, the AMRC North West will provide a regional centre tailored to the needs of North West companies, and aims to accelerate and demonstrate innovative technologies, tools, and techniques to competitively manufacture products and components using latest manufacturing techniques; and
- **Lancashire Energy HQ** – located at Blackpool and Fylde College, the Energy HQ is to provide national Energy training headquarters designed to meet the training needs of the Energy and oil and gas sectors.

7.4 These examples and the action mapping that has been undertaken so far shows that there is considerable activity underway across the private and public sectors. The Growth Deal has stimulated many innovation-related initiatives and partners including HEIs, FE providers, Innovate UK, ESIF and of course, the business community has and continues to invest tens of millions in maintaining and growing Lancashire’s innovation capacity and ecosystem. Co-ordination and collaboration to join these actions together will ensure opportunities are not missed.

7.5 The remainder of this Section identifies y key actions that can be pursued to deliver the Vision and Framework set out in this Plan. These will be grouped under each Strategic Aim, however, as with existing actions, they are likely to contribute to the delivery of more than one Strategic Aim.

Strategic Aim 1 - Innovation Capability – Staying Ahead

Action	Rationale	Objectives	Outputs	Outcomes
Deliver North West National Adoption Programme Pilot	<ul style="list-style-type: none"> Recommended in the <i>Made Smarter Review 2017</i> Lancashire well positioned to play a leading role 	<ul style="list-style-type: none"> Accelerate development/diffusion of Industrial Digital Technologies through focussed support to SMEs 	<ul style="list-style-type: none"> Three-year pilot project delivered as per <i>Made Smarter Review</i> recommendation 	<ul style="list-style-type: none"> Leadership maintained and resilience improved Collaborations with other North West LEPs/innovation assets developed and strengthened
Connect with Centres of Excellence/Sectoral clusters outside Lancashire (both domestically and internationally)	<ul style="list-style-type: none"> Lancashire has recognised sector strengths that need to be maintained and developed further 	<ul style="list-style-type: none"> Identify relevant Centres of Excellence in both the UK and abroad Develop strategic partnerships with these to develop new opportunities in new markets 	<ul style="list-style-type: none"> Directory of Centres of Excellence/Clusters Connections with these centres/clusters made New opportunities for collaboration identified 	<ul style="list-style-type: none"> Connections either created or deepened, new markets expanded into Commercial benefits of new opportunities are exploited
Work in collaboration with large employers in the County such as BAE, Westinghouse, HEIs, the NHS etc to strengthen innovation capabilities of their supply chains in Lancashire	<ul style="list-style-type: none"> Significant expertise within Lancashire businesses/public sector Scope of supply chain capability and capacity to be developed 	<ul style="list-style-type: none"> Share best practice in innovation development and adoption Develop capacity and capability in supply chains 	<ul style="list-style-type: none"> Large employers deliver capacity-building initiatives to their supply chains Improved innovation in County's supply chains 	<ul style="list-style-type: none"> Supply chains will have greater ability to innovate Increase in collaborative innovation initiatives between Tier 1 companies and their supply chains
Develop a network of Lancashire 'Innovation Ambassadors' to work with local SMEs in developing innovation capabilities, and in promoting Lancashire's innovation offer	<ul style="list-style-type: none"> Innovation expertise exists in Lancashire and should be utilised Existing strengths need to be developed continually 	<ul style="list-style-type: none"> Existing strengths to be publicised more broadly, and lessons diffused and embedded with SMEs Existing innovation strengths publicised more widely via a coherent and consistent innovation narrative 	<ul style="list-style-type: none"> A network of ambassadors appointed Innovation narrative agreed and disseminated 	<ul style="list-style-type: none"> Lancashire's innovation offer is understood more widely Lancashire is well-positioned to bid for funding and new Centres of Excellence/Catapults
Develop Lancashire Technology and Market Foresight Observatory	<ul style="list-style-type: none"> Lancashire should be driving and shaping market and tech change 	<ul style="list-style-type: none"> Lancashire stakeholders are informed of market trajectory and tech changes 	<ul style="list-style-type: none"> Reports and insights easily accessible and available for Lancashire stakeholders 	<ul style="list-style-type: none"> Lancashire is on the front foot in driving, shaping, and implementing change

Strategic Aim 2 – New Routeways to Excellence

Action	Rationale	Objectives	Outputs	Outcomes
Develop supply chain crossover networks, working to Smart Specialisation model disciplines	<ul style="list-style-type: none"> Vital for Lancashire to create new USPs Connectedness between existing strengths provides opportunities for diversification 	<ul style="list-style-type: none"> Crossovers between supply chains to be identified and developed New technologies and innovations developed through crossover opportunities 	<ul style="list-style-type: none"> New innovation collaborations developed across sectors New technologies developed and adopted across sectors New sector potential identified and championed 	<ul style="list-style-type: none"> Lancashire’s sectoral strengths combine to develop new USPs for the County (e.g. ultra-reliable, technologies)
Encourage increase in Knowledge Transfer Partnerships (KTPs) and commercialisation opportunities that flow from these	<ul style="list-style-type: none"> Examples of successful KTPs exist across HEIs/businesses Successful in developing and commercialising innovation 	<ul style="list-style-type: none"> Double the number of KTPs in Lancashire Establish KTPs in emerging sectors 	<ul style="list-style-type: none"> Number of KTPs in Lancashire is doubled KTPs support existing strengths and are developed in emerging sectors 	<ul style="list-style-type: none"> Closer connection between HEIs and broader number and range of businesses KTPs successfully commercialise ideas in new sector strengths
Building on existing Test Beds (e.g. Lancashire and Cumbria Innovation Alliance Health and Care Test Bed), and develop these in new sectors e.g. Digital	<ul style="list-style-type: none"> Existing Test Bed examples within Lancashire Foundations of other Test Beds exist within Lancashire (e.g. Digital cluster in Lancaster) 	<ul style="list-style-type: none"> Invest in and develop clusters to create Test Beds in emerging sectors Innovations developed in Test Beds to be commercialised 	<ul style="list-style-type: none"> Existing Health and Care Test Bed is supported and developed New Test Beds in areas such as Digital are developed 	<ul style="list-style-type: none"> Lancashire becomes the ‘go to’ place for innovation testing Ideas developed and tested within Lancashire are adopted and commercialised
Rotate monthly initiatives such as “Failure Labs” and hackathons around existing key innovation facilities, with a different sector focus each month	<ul style="list-style-type: none"> Investment in a range of innovation facilities Utilises these in developing innovation across sectors 	<ul style="list-style-type: none"> Allow businesses to utilise existing facilities for testing and developing innovative ideas Tackle existing and future problems through dedicated hackathons across sectors 	<ul style="list-style-type: none"> “Failure Lab” space developed to enable businesses to test and develop new ideas Monthly hackathon held, at a different location and with a different sector focus each month 	<ul style="list-style-type: none"> Businesses are supported and encouraged to test new ideas in Lancashire Lancashire seen as being at the forefront of developing innovative solutions to global problems

Strategic Aim 3 – Broadening the Innovation Base

Action	Rationale	Objectives	Outputs	Outcomes
Enhance existing or develop a new leadership programme focussing on innovation development, adoption, and diffusion	<ul style="list-style-type: none"> Innovation skills and leadership are critical in delivering the innovation agenda Successful leadership programmes have been delivered in Lancashire however they haven't focussed specifically on innovation 	<ul style="list-style-type: none"> Develop leadership programme specific to innovation, either through enhancing existing programme or developing a new one Enable/incentivise innovators from SMEs from a range of sectors to access/complete the programme 	<ul style="list-style-type: none"> Innovation Leadership Programme to be developed SMEs from across Lancashire complete the programme 	<ul style="list-style-type: none"> Innovation leadership and management skills are strengthened across the business base Innovation in SMEs is more prominent, the 'long tail' of less innovative companies is reduced
Ensure that new and expanded innovation/science parks, and other relevant capital developments, include provision for incubating innovation-led start-ups	<ul style="list-style-type: none"> Capital investment in facilities across the County Space available to provide start-up/incubation space in innovation-led new businesses 	<ul style="list-style-type: none"> Provide start-up and grow-on space for SMEs in Lancashire Support business start-ups to grow, further building Lancashire's business base 	<ul style="list-style-type: none"> Start-ups occupy incubation space within Lancashire's innovation assets Increase in start-ups and survival for innovation-led businesses in Lancashire 	<ul style="list-style-type: none"> Lancashire's business base and economy grow through new start-ups in high growth innovative sectors
Facilitate networking between innovation and incubation centres to share best practice and deliver business support	<ul style="list-style-type: none"> Innovation assets/incubation space spread across the county Support/networking between these can be ad hoc and disjointed 	<ul style="list-style-type: none"> Develop networks between innovation/incubation space to deliver business support Share best practice via innovation/incubation centres and between SMEs within them 	<ul style="list-style-type: none"> New networks between innovation/incubation centres are developed Business support is easily accessible and delivered efficiently 	<ul style="list-style-type: none"> SMEs are supported to grow and develop Innovation/incubation centres in Lancashire are highly competitive locations for start-ups across a range of sectors Innovation business support is tailored and delivered utilising the network
Programme of visits from innovation success stories across the world to Lancashire to celebrate the difference innovation can make	<ul style="list-style-type: none"> Innovation successes from across the world not always promoted to SMEs, public, and voluntary sectors Benefits of innovation not always clearly articulated 	<ul style="list-style-type: none"> Identify relevant innovation success stories, and coordinate visits from key players involved The innovation story and the difference it made is clearly articulated 	<ul style="list-style-type: none"> Visits from relevant innovation success stories co-ordinated and delivered Attended by representatives from across Lancashire's economy 	<ul style="list-style-type: none"> Lancashire stakeholders understand and apply lessons from global best practice

Strategic Aim 4 – Enabling Infrastructures for Innovation

Action	Rationale	Objectives	Outputs	Outcomes
Create an innovation graduate placement programme for SMEs to increase the number of SMEs with graduate talent	<ul style="list-style-type: none"> Lancashire’s graduate retention is good However, difficulties to recruit to higher-level jobs 	<ul style="list-style-type: none"> Connect graduate talent to Lancashire’s SME base, particularly in key innovation sectors Create new opportunities for both Lancashire graduates and Lancashire businesses 	<ul style="list-style-type: none"> Increase in graduate talent from Lancashire HEIs working in Lancashire SMEs Lancashire SMEs benefit from higher level skills 	<ul style="list-style-type: none"> Lancashire’s SMEs has a higher skilled workforce, becoming more innovative and resilient Connections between HEIs and SMEs is strengthened
Via Boost, develop a specific, single point of contact programme of support for innovation-led start-up or early-stage businesses,	<ul style="list-style-type: none"> Boost already a successful business support programme Can be expanded to directly support innovation 	<ul style="list-style-type: none"> Enhance Boost’s offer in innovation-specific advice to SMEs Develop a single-point-of-contact for SMEs to navigate the innovation landscape 	<ul style="list-style-type: none"> Boost’s offer to SMEs will be enhanced with a specific innovation offering SMEs will access Boost for Innovation support 	<ul style="list-style-type: none"> Lancashire SMEs are supported throughout the innovation process The support SMEs need is available from a single point of contact
Explore options for creating a Lancashire Innovation Fund for investing in early-stage funding for innovation-led start-ups, funded by public and private sector partners	<ul style="list-style-type: none"> Access to finance, and the disjointedness of the funding landscape, can be a barrier for start-ups 	<ul style="list-style-type: none"> Identify potential options for a Lancashire Innovation Fund, to provide financial support to innovation-led start-ups Assess the viability of these options 	<ul style="list-style-type: none"> Successful investment which attracts further interest from market funders 	<ul style="list-style-type: none"> Funding is accessible for start-ups and tailored to Lancashire’s business needs Lancashire supports its innovation-led businesses to start-up and grow Returns on investment for funders
Programme to promote innovation across public and third sectors	<ul style="list-style-type: none"> Innovation is often seen as the preserve of large private sector companies Need for public and community and voluntary organisations to innovate to be more efficient and forward-looking 	<ul style="list-style-type: none"> Promote the opportunities for and benefits of innovation to public and voluntary sector organisations Innovation to become pervasive mindset across the whole Lancashire economy 	<ul style="list-style-type: none"> Public and voluntary sector organisations are aware of innovation opportunities and adopt innovative processes Innovation is generated not just in the private sector 	<ul style="list-style-type: none"> Lancashire’s whole economy is innovation-focussed Innovation mindset is pervasive across the private, public, and third sectors
Embed Intellectual Property (IP) in innovation initiatives	<ul style="list-style-type: none"> IP a key part of innovation development and commercialisation 	<ul style="list-style-type: none"> Working with the IPO, develop IP capability and capacity across Lancashire 	<ul style="list-style-type: none"> Wider and deeper understanding of IP management 	<ul style="list-style-type: none"> IP in Lancashire is well managed and protected IP developed in Lancashire is commercialised

Strategic Aim 5 – Letting the World Know!

Action	Rationale	Objectives	Outputs	Outcomes
Holding an annual Innovation Showcase to celebrate successful innovation in the round, share good practice, and provide opportunities to engage with potential investors (sponsored by a local large company)	<ul style="list-style-type: none"> Lancashire is a ‘well-kept secret’ in UK innovation Innovation success stories not broadcast widely enough 	<ul style="list-style-type: none"> Hold an annual Innovation Showcase in Lancashire, sponsored by local business, to promote and celebrate innovation in Lancashire 	<ul style="list-style-type: none"> Innovation successes celebrated Good practice shared Potential investors are aware of and can engage with Lancashire businesses 	<ul style="list-style-type: none"> Lancashire’s innovation successes are celebrated and shared widely Potential investors are clear on Lancashire’s innovation offer and target investment in the area
Develop Lancashire Innovation marketing strategy utilising existing assets and opportunities to act as centres for attracting inward investment	<ul style="list-style-type: none"> Lack of coherent, strategic marketing narrative about innovation in Lancashire 	<ul style="list-style-type: none"> Develop a coherent narrative of Lancashire’s innovation successes, capabilities, and opportunities Drive inward investment into Lancashire’s innovation strengths 	<ul style="list-style-type: none"> A marketing strategy, with an agreed and coherent narrative about Lancashire’s innovation offer, to be developed Strategy to be delivered via multiple channels to ensure the widest audience in the UK and internationally is engaged 	<ul style="list-style-type: none"> Lancashire’s innovation offer is understood both domestically and internationally County’s innovation offer to Inward investment is increased and business developed as a result
Develop and disseminate a portfolio of innovation case studies showing how innovation has enabled Lancashire SMEs to grow	<ul style="list-style-type: none"> Innovation in Lancashire perceived as a preserve of large companies Innovation in SMEs and emerging sectors less well known 	<ul style="list-style-type: none"> Develop case study examples of successful SMEs that have grown through innovation Share best practice examples to increase awareness and inspire other SMEs 	<ul style="list-style-type: none"> A suite of case studies developed and disseminated Innovation in Lancashire’s SMEs better understood 	<ul style="list-style-type: none"> Lancashire SMEs grow through access to new, larger markets Lancashire’s full innovation offer is well known, both domestically and internationally
County setting the agenda in National Forums	<ul style="list-style-type: none"> Lancashire not well-represented in national innovation policy-making forums Lancashire “responding to” rather than “shaping and driving” policy 	<ul style="list-style-type: none"> Lancashire’s voice to be heard in the national debate Lancashire plays a prominent role in shaping, developing, and implementing national policy 	<ul style="list-style-type: none"> Lancashire represented in national policy forums 	<ul style="list-style-type: none"> Lancashire’s innovation offer and expertise is well known and sought after Lancashire drives national policy-making

8 Leadership and Management of this Innovation Plan

This section sets out the governance recommendations to drive and monitor progress in the delivery of our Plan.

- 8.1 Strong leadership, collaboration, and willingness to deliver change are fundamental to making this Plan a reality. Leaders from across the private and public sectors will need to come together to deliver innovation for Lancashire.
- 8.2 Innovation, and this Plan, should be at the heart of a local industrial strategy. Utilising innovation to drive forward our existing sectoral assets and develop new routeways to excellence will be key to unlocking Lancashire's substantial productivity potential.
- 8.3 This will require a well governed and an appropriately resourced approach to implementation. Making the most of existing resources and re-calibrating these to support the Aims of this Plan will be vital to its success.

Functions and Forms

- 8.4 Drafting strategies and plans are easy; implementing them is hard. The situation will not be any different in progressing this Plan in Lancashire; successful implementation will only come about through drive, commitment, and hard work.
- 8.5 Lancashire does not start from scratch as it approaches implementing this Plan. There is now a wide body of evaluation experience focusing on what makes for economic, efficient, and effective implementation. As Partners take this Plan forward, these evaluation lessons will give helpful pointers and short-cuts on how to do implementation well. More than any other, clarity on the functions and then the forms of implementation will be the most important consideration.
- 8.6 In function terms, implementation of Lancashire's Innovation Plan needs to achieve the following:
 - **A real understanding of the socio-economic state of innovation and related activity in Lancashire, absolutely and relatively.** The evidence assembled during drafting this Plan provides a firm foundation to build on, but this will need to be refreshed regularly and, crucially, partners will need to move their focus on from the data numbers to the causes and explanations underlying these. Clarity on who is responsible for providing the data and identifying when new data become available for comparison will be important;

- **A long-term vision of where Lancashire should, and could, be as an innovation economy.** This is hard to do within the constraints imposed by public sector spending uncertainty. This said, it is vital in ensuring the stability of the Plan, despite external changes and uncertainty, that the Vision is understood and kept. It is helpful to identify what levers are available and who owns them so that all parties are clear what may be achievable, rather than allowing subsequent actions to become just a wish list;
- **Robustness in making the hard choices resulting from our Vision.** Simply put, ‘doing what you’ve always done gives what you’ve always got’. If Lancashire is going to move ahead as an innovation economy, then those activities underway that are not contributory must be left behind;
- **Best of class design, implementation, and delivery of actions to take the Plan forward.** This will require looking way beyond Lancashire borders to see how specific innovation and economic challenges have been addressed elsewhere. It may also mean, on occasions, facing up to the fact that delivery capability within Lancashire is not of the calibre or scale needed to tackle the challenges we face, and not being uncomfortable about securing solutions from elsewhere in the UK or further afield;
- **A real commitment to monitoring and evaluation,** so that the relevance and appropriateness locally of Plan actions are constantly reviewed, and delivery impact evidenced and maximised;
- **The continuing enthusiasm of partners,** to ensure that the process of implementation remains consensual and inclusive and that energies and resources are fully captured. Clarity of ownership of the actions proposed by this Plan between partners is particularly important. If there is a clear leader, let them lead. Where there is a collaborative action, we will spell out who will actually be responsible for galvanising activity; and
- **Consistent and influential presentation of Lancashire’s innovation agenda,** as set out in this Plan, in local, regional, national, and international for a. This Plan must become established as the definitive statement of innovation in the County. Developing a common language or shorthand for the key actions so that everyone recognises them easily can be important to avoid confusion or unhelpful related actions being developed in parallel by partners.

8.7 Having agreed what the key functions demanded of the Plan are, then and only then, should attention focus on defining suitable forms by which these functions can be delivered. All too often, albeit with best intentions, forms for implementation are agreed before functions have been properly specified. Defining the form that implementation should take is a matter for local Partners. Again, however, any form will through its structure need to embody the following:

- **Legitimacy from, and accountability to, the businesses, people, and communities of Lancashire.** Typically, this is realised through a wide partnership group, and in a Lancashire context that will be designed to ensure ownership of, and support for, the Plan from the totality of partners in the County;
- **Strategic Leadership capable of charting the long-term path for the Plan’s direction and implementation.** This group will be responsible for the overall strategic direction of the Plan, and for championing Lancashire and its innovation priorities to key audiences. This Plan’s recommendation is that a new Innovation Board is established to provide this leadership, bringing together individuals with a well-developed understanding of innovation, and strong familiarity with the wider sub-regional, sub-national, and national

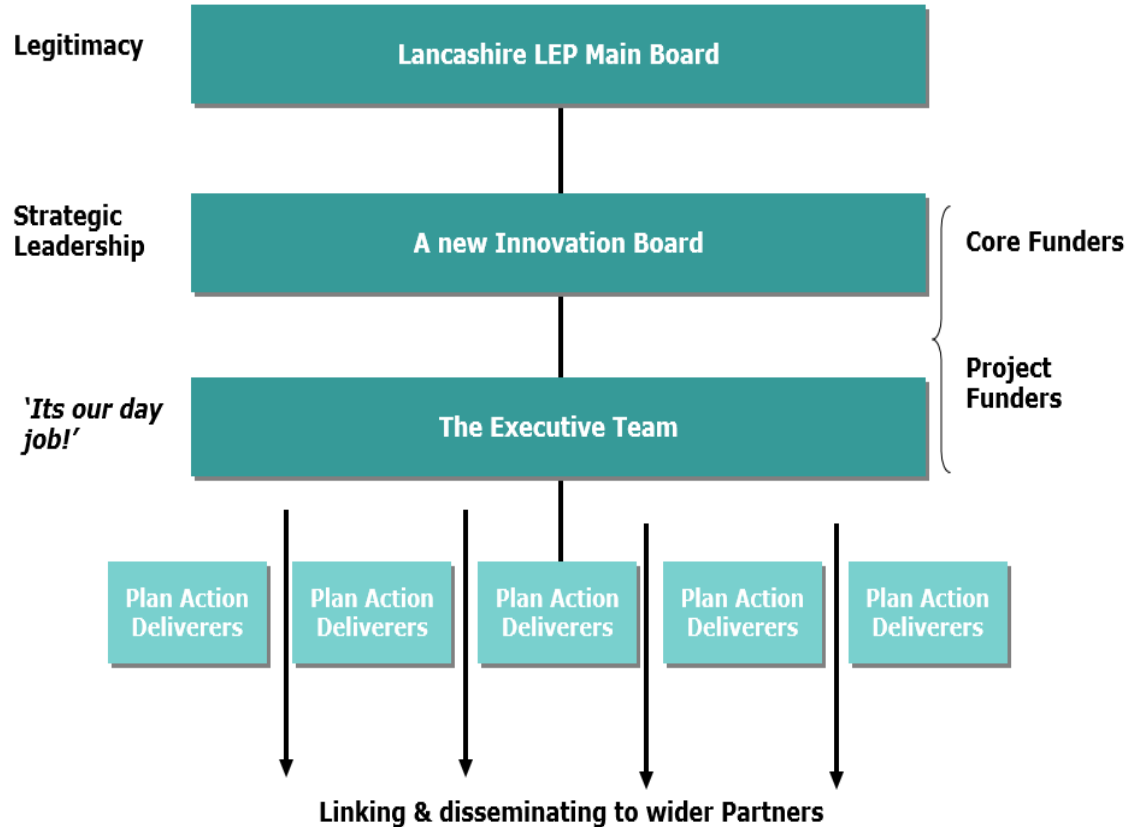
policy contexts. The emphasis on membership of this new sub-board should be the calibre of thinking and experience, not representation;

- **An Operational Executive, which has principal responsibility for overseeing, coordinating, and shaping the practical delivery of this Plan**, and leading its monitoring and evaluation. It will not directly deliver the Plan but would work closely with those partner agencies capable of progressing actions, providing them with resources, support, and encouragement. The Operational Executive will have a crucial role in looking across delivery to make sure the various structural elements of the Plan are coherent and aligned; it will also provide the administrative and secretariat requirements of the wider partnership; and
- **A Delivery Infrastructure, responsible for taking forward those actions defined by this Plan**. As far as possible, these actions will be delivered through the range of existing delivery bodies active in Lancashire. Some of these will be based within the County, others outside but with activities on the ground. As mentioned earlier, it will be important for all partners to be clear about prioritisation and sequencing - some 'quick-win' actions will be pragmatic and achievable quickly, others will be more challenging and will only start to bear fruit in two or three years, and others (around culture and thinking) will be generational.

A proposed governance model for this Plan

8.8 In terms of Governance, we recommend the creation of an Innovation Board, whose remit will be to oversee the delivery of this plan and ensure its accountability. This (sub) board will sit beneath the LEP (main) Board and interact with delivery actors as summarised below:

Figure 7 – Proposed Governance Model



Source: SDG-Economic Development

- 8.9 The Innovation Board will be private sector-led and be made up of senior leaders who can think openly and freshly about innovation issues. The Board will sit underneath and report to the LEP Board. An Innovation Director will be appointed to coordinate and lead the operational delivery of the Innovation Plan and will report to the Innovation Board.
- 8.10 The Innovation Board will integrate with and complement existing Innovation/LEP governance structures. This includes the emerging Lancashire HEI Innovation Forum being championed by the County's HEIs, and the dedicated post that HE partners are funding to progress innovation within and across the County.

Next Steps

- 8.11 As this Plan has shown, Lancashire has significant innovation assets in key sectors, as well as the potential for developing strengths in emerging sectors. These are the foundations of a bright innovation-driven future for Lancashire, providing a multitude of opportunities for growing and strengthening the local economy.
- 8.12 Implementation of this Plan is vital to the growing the productivity of Lancashire, the North West, the wider Northern Powerhouse, and ultimately the national economy. Lancashire's existing innovation assets are key components for unlocking the productivity of the North, and with focus and determination, we can do more. Be it in terms of place, understanding our drivers, and recognising our foundations, through this Plan we can make a real contribution to industrial strategy.
- 8.13 Now, it is over to you to implement this Plan. With your drive, collaborative spirit, and innovative thinking, Lancashire can become the place for innovative ideas and adoption. Lancashire can a centre for innovation, known not just across the North or the UK, but globally. This Plan comes at a turning point in the UK's economic relationship with the rest of world, and Lancashire can be at the forefront of innovation, creating solutions to global problems and being a driver of UK productivity.

A Lancashire’s Innovation Assets – Listing (non-exhaustive)

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
Accrington and Rossendale College	Lancashire Centre for Excellence for Digital Technology and Innovation	Growth Deal Project	Existing	Accrington	BB5 2AW	The Centre is a partnership project between Accrington and Rossendale College, Risual Education Ltd and Microsoft, providing a state-of-the-art learning space equipped with the latest Microsoft technologies. It will enhance teaching and learning and enable students to develop the digital literacy skills they need to be effective citizens and members of the workforce.	Digital	Education// Skills Development	2017
Asahi Glass Chemicals	Asahi Glass Chemicals	Company/ Key Asset	Existing	Thornton-Cleveleys	FY5 4QD	One of the world’s leading producers of fluorochemicals and fluoro chemical materials. The UK site at Thornton-Cleveleys, which produces fluoropolymers such as polytetrafluoroethylene (PTFE), is the largest that the company operates outside Japan.	Construction	Chemical Manufacturer	1999 onwards
BAE Systems	Samlesbury Aerodrome	Company/ Key Asset	Existing	Balderstone	BB2 7LF	Samlesbury Aerodrome is a disused airfield at Balderstone near Samlesbury. The aerodrome is owned by defence company BAE Systems	Aerospace	Advanced Manufacturing	2012 onwards

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
BAE Systems	Warton Aerodrome	Company/ Key Asset	Existing	Preston	PR4 1AX	<p>which uses the site for manufacturing of several aircraft types. The aerodrome is part of Lancashire Enterprise Zone.</p> <p>Warton Aerodrome is in Warton village on the Fylde in Lancashire, England. The airfield is a major assembly and testing facility of BAE Systems Military Air & Information. It is also part of Lancashire Enterprise Zone.</p>	Aerospace	Advanced Manufacturing	2012 onwards
BAE Systems	BAE Systems' Training Academy (Academy for Skills and Knowledge)	Skills & Training	Existing	Balderstone	BB2 7LF	<p>The Academy for Skills & Knowledge (ASK) is 7,400m² in size and situated on the Samlesbury Aerospace Enterprise Zone alongside BAE Systems' military aircraft advanced manufacturing centre. It will train all the apprentices and graduates in the Company's military aircraft business as well as providing life-long learning and skills development activities for 13,000 employees for at least the next four decades. The ASK will also act as a collaborative skills-hub for the North West's engineering and manufacturing sector and offer an exciting learning education centre for school children from five to 14 years old.</p>	Aerospace	Education/ Skills Development	Opened December 2016

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
Blackburn & Darwen Borough Council; the Lancashire LEP; and The Arts Council England	Making Rooms - Lancashire's First Fab Lab	Growth Deal Project	Existing	Blackburn	BB1 7JN	<p>The Making Rooms is an independent Community Interest Company (CiC) which aims to:</p> <ul style="list-style-type: none"> - Help create more jobs in the creative and manufacturing sectors by enabling and supporting new business creation - Improve employability by giving people future creative and technical skills - Increase participation in Science, Engineering, Technology, Mathematics and The Arts - Improve the well-being of Lancashire residents by providing fun, interesting and self-development activities and enabling people to design and make their own products 	Creative Industries	Creative of Centre and Innovation	2016 onwards
Blackpool & the Fylde College	Maritime Engineering Facility	Growth Deal Project	Existing	Fleetwood	FY7 8JZ	Specialist marine engineering centre accommodation at the internationally renowned centre of excellence.	Maritime	Education/ Skills Development	2016
Blackpool & the Fylde College	Lancashire Energy HQ	Growth Deal Project	Existing	Blackpool	FY4 2QS	Development of a National Energy HQ to meet the training needs of the energy and oil and gas sector.	Energy	Education/ Skills Development	2017
Edge Hill University	Innovation Technology Hub	Growth Deal Project	Existing	Ormskirk	L39 4QP	The Edge Hill Technology Hub provides high quality space for teaching, learning, student employability, enterprise, and knowledge exchange activities. The facility supports expansion in Digital Creative and Food	Digital Creative and Food Science (Biotechnology)	Education/ Skills Development/ Business Support	2016+

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
Edge Hill University	Business Insight3 (Bi3)/Edge hill Partnership	KTP	Existing	Chorley	PR6 7EN	<p>Science (Biotechnology), and includes bioinformatics, product design and prototyping.</p> <p>Bi3 supply security and customer intelligence solutions based on the latest technology available in video analytics, people counting, facial recognition, access control devices, queue management, facial marketing, digital and network storage. Utilising research expertise from Edge Hill's Centre for Data Analysis and Representation this 24-month KTP was designed to develop a holistic software framework that integrates multiple data capture devices, reporting and analysing data from a variety of sources.</p>	Data and Cyber Security	Data and Cyber Security solutions	2014 onwards
Edge Hill University	Productivity and Innovation Centre	Business Support	Planned	Ormskirk	L39 4QP	<p>The Productivity and Innovation Centre is an output driven programme of intensive workshops, with accompanying support from academic subject experts, which takes SMEs through a rapid innovation process to achieve two outcomes:</p> <p>1. SMEs adopt and embed highly effective rapid innovation processes in their business; a framework</p>	HE Business Support	Skills Development/Business Support	2018

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
						<p>of evidence based decision making regarding the business and market case for an (technical/technological) innovation and evidence based practice (need/demand/efficacy based) in product, service or process development. This outcome specifically improves the productivity of SME innovation.</p> <p>2. The release of new to firm and new to market product, service or process innovations by the SME participants. SMEs participants in the Centre will be identified from the outset on the basis that they have existing innovation assets at Technology Readiness Level (TRL) 2, 3 or 4, and would benefit from support (experiencing barriers and or need to reduce to time to market) to efficiently move those assets through to beyond TRL level 7 ready for commercial release.</p>			
Lancashire and Cumbria Innovation Alliance (LCIA)	Lancashire NHS Test Bed	AHSN	Existing	Wesham	PR4 3AL	The Lancashire and Cumbria Innovation Alliance (LCIA) has been awarded the opportunity to take part in NHS England's Test Bed, a two-year pilot looking at how the use of technology	Health Technologies	Healthcare	2016+

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
						can help provide modernised, innovative healthcare. The LCIA Test Bed is one of seven across England. It is hosted by Lancashire Care NHS Foundation Trust and is made up of several partners including Lancaster Health Hub, the Fylde Coast vanguard and the Better Care Together vanguard, as well as several innovators who, led by Philips, bring with them a wealth of expertise in a variety of healthcare technologies. The purpose of this Test Bed is to provide frail and older people living with dementia or other long-term conditions such as Chronic Obstructive Pulmonary Disease (COPD) or diabetes the opportunity to use technology to improve their overall health and wellbeing so they can stay will in the community and avoid unnecessary hospital admissions.			
Lancashire County Council	Advanced Manufacturing Research Centre (AMRC) North West	Growth Deal Project	Planned	Samlesbury	BB2 7LF	Delivery of a new regional hub of the national Advanced Manufacturing research Centre (AMRC) at the Samlesbury EZ site. The proposal is key to lifting productivity and growth in a priority growth sector of local and national	Advanced manufacturing	Advanced manufacturing R&D	

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
Lancashire LEP	Boost Business Lancashire	Business Support	Existing			<p>significance and will enable Lancashire's businesses to compete and trade internationally. The proposal builds on Lancashire and Sheffield's successful Science and Innovation Audit submission to Government – the Northern Powerhouse Advanced Manufacturing Corridor. The proposal also complements existing Growth Deal investment in UCLan's Engineering and Innovation Centre in Preston.</p> <p>Lancashire's business growth hub, providing advice and support to businesses across the county, including access to finance, employment, and skills development programmes.</p>	Public Sector Business Support	Business Support	
Lancaster University	Centre for Global Eco-Innovation	ERDF Project	Existing	Lancaster	LA1 4YQ	The Centre for Global Eco-Innovation is the only centre of its kind in Europe and is part financed by the European Regional Development Fund. It brings together the expertise, resources and global contacts of Lancaster University and the University of Liverpool, together with international commercialisation consultancy Inventya Ltd.	Eco-Innovation	R&D	2012+

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
Lancaster University	Lancaster Health Innovation Campus	ERDF Project/ Growth Deal Project	Planned	Lancaster	LA1 4YW	<p>SME-led collaborative R&D partnership with two world-ranking universities underpin the development of new products, processes and services for the global marketplace, which by virtue of their use, manufacture, raw materials, reuse or disposal, deliver positive environmental impacts.</p> <p>A multi-phased campus providing R&D space and facilities for the development of new services and technologies for health-related care. The aim of the development, based beside the University's Bailrigg campus, is to drive advances in technologies, products and ways of working to improve health and healthcare. The vision is to create a world-class centre of excellence for innovation and research in population health:</p> <ul style="list-style-type: none"> - Transforming health care and practice regionally and globally - Achieving significant impact on local health outcomes - Providing major contributions to regional economic development - Supporting service reform 	Healthcare	Education/ Skills Training	Scheduled for completion September 2019

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
Lancaster University	Academic Centre of Excellence in Cyber Security Research - (Security Lancaster Research Centre)	Research	Existing	Lancaster	LA1 4YF	in the public sector The Academic Centre of Excellence in Cyber Security Research (ACE-CSR) is hosted within the University's flagship cross-disciplinary Security Lancaster Research Centre. Inaugurated by Baroness Pauline Neville-Jones in October 2012, the centre is nationally and internationally renowned for its inter-disciplinary, systems-centred research, that blends computer science and communications aspects of cyber security with approaches from behavioural and social sciences.	Information Technologies	Fundamentals of Computing, Information & Knowledge Management, Networks & Distributed Systems, Software Engineering	2012 onwards
Lancaster University	Advanced Manufacturing Capital for Skills Development & Employer Engagement	Growth Deal Project	Planned	Lancaster	LA1 4YW	The project centres on the purchase of equipment to be situated at both Lancaster University and Lancashire Enterprise Zone (EZ) sites. The environments at both Lancaster and the EZ will provide Lancashire learners with access to unique, nationally leading and highly relevant equipment informed by underlying research expertise.	Advanced Manufacturing	Education/ Skills Development	Financial completion Sept 2017, Project completion Sept 2021
Lancaster University	Collaborative Technology Access Programme	ERDF Project	Existing	Lancaster	LA1 4YB	The Collaborative Technology Access Programme (cTAP) provides businesses access to	Chemistry	Education/ Skills Development/ Business Support	2015 onwards

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
	(cTAP)					facilities and expertise located in the Chemistry Department now unavailable to inward investing businesses within the UK. The facilities include Nuclear magnetic resonance (NMR) spectroscopy, chromatography and mass spectrometry instruments, molecular beam epitaxy machine (which is used to manufacture semiconductor devices), next generation 3D microprinting system with a range of applications including bioengineering, Raman spectrometer, SEM Microscope, FT infrared spectrophotometer, high performance liquid chromatograph, X-ray fluorescence spectrometry, nanoscribe.			
Lancaster University	Lancaster China Catalyst Programme	HEFCE Project	Existing	Lancaster	LA1 4YQ	The Lancaster China Catalyst programme aims to exploit the global links of Lancaster University for the benefit of UK companies. From 2014-2017, with initial investment from the Higher Education Funding Council for England (HEFCE), Lancashire County Council and participating businesses.	International Connectivity	International Connectivity	2014 onwards
Lancaster University	Lancaster Campus	Growth Deal	Existing	Lancaster	LA1 3JD	This project reflects the first phase of investment at	Health Technologies	Healthcare/Education & Skills Development	2017

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
	Teaching Hub (Health and Social Care)	Project				Lancaster to deliver a new latest teaching hub providing staff and students with fully flexible space. The new teaching hub will provide an environment conducive to multi-professional higher-level learning and opportunities to increase community and employer engagement. It will support growth in qualified professionals and deliver CPD to upskill existing workforce.			
Myerscough College	Myerscough College - Farm, Innovation Technology Centre	Growth Deal Project	Existing	Preston	PR3 0RY	<p>A sector leading centre of excellence for industry training and research. A major flagship build for agriculture and associated courses at Myerscough. The FFIT Centre boasts facilities to support food research and development with the aim of creating a resource that both local businesses and students can use to investigate opportunities to process and add value to on-farm produce.</p> <p>Includes specialist teaching, demonstration and research facilities including a teaching laboratory, soil laboratory, instrumentation room, production development kitchen.</p>	Education/ Skills Development	Education/ Skills Training/ Business Support	2017 onwards
National Nuclear	National Nuclear	Company/ Key Asset	Existing	Preston/Warrington	PR4 0XJ/WA3	The National Nuclear Laboratory is a UK	Nuclear Energy	Nuclear Services Technology Provider	2009

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
Laboratory	Laboratory				6AE	<p>government owned and operated nuclear services technology provider covering the whole of the nuclear fuel cycle. It is fully customer-funded and operates at six locations in the United Kingdom. Activities at Springfields (Preston) include:</p> <ul style="list-style-type: none"> - Nuclear physics and advanced reactors - Fuel Design and Manufacture - Specialist Analytical Services - Process Chemistry <p>NNL's activities in its leased facilities at Springfields (Preston Lab) and Sellafield (Central Lab and Windscale Lab) are operated under Command & Control regimes by Springfields Fuels Ltd and Sellafield Ltd respectively. Activities carried out under those regimes are constrained by the relevant Environmental Permits and Nuclear Site Licences held by Springfields Fuels Ltd and Sellafield Ltd.</p> <p>Activities at Risley include:</p> <ul style="list-style-type: none"> - Modelling and simulation - Engineering - Project Management - Corporate Functions - Environment 			
Nelson & Colne	Advanced	Growth	Existing	Nelson	BB9 7YT	Expansion and remodelling	Engineering/	Educations/ Skills	2016

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
College	Engineering & Manufacturing Innovation Centre	Deal Project				of educational facilities and the creation of new advanced engineering, laboratory, workshop and classroom facilities.	Advanced Manufacturing	Training	
Paccar Ltd	PACCAR (Leyland Trucks)	Company/Key Asset	Existing	Leyland	PR26 6LZ	Leyland's 710,000-square-foot manufacturing facility features a technologically advanced production system which incorporates electronic work instructions (EWI) to deliver engineering designs, build instructions and quality records to employees by interactive touch screens. Leyland builds the full DAF product range (LF, CF and XF models) for right and left-hand drive markets. The site is also the UK home of the successful PACCAR Parts business, who special in aftersales support and spares distribution across the UK and Europe.	Automotive	Advanced Manufacturing	1998 onwards
Precision Polymer Engineering	Precision Polymer Engineering	Company/Key Asset	Existing	Blackburn	BB1 3EA	PPE develops novel elastomer materials to meet sealing applications including extreme temperatures and chemically aggressive environments. In addition, PPE can mold rubber seals and rubber gaskets in sizes to suit any sealing application and manufacture them in lead times as fast as 48 hours.	Advanced Manufacturing	Advanced Manufacturing	1975
Rolls Royce	Rolls Royce -	Company/	Planned	Barnoldswick	BB18	Two new engines being	Aerospace	Advanced	Advanced

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
	Advanced and Ultrafan Engines	Key Asset			6DZ	<p>developed: the Advance and UltraFan, predicted for launch in 2020 and 2025. The high efficiency core compression and turbine system incorporated into Advance will deliver the highest overall pressure ratio of any commercial turbofan engine ever-made resulting in greater efficiency and lower CO2 emissions.</p> <p>UltraFan takes the evolution of Advance further, featuring all the same technology and more. This will deliver further fuel efficiency and CO2 reductions, and provide a further significant reduction in engine noise.</p>		Manufacturing	from 2020, Ultrafan from 2025
Safran Nacelles	Safran Nacelles	Company/ Key Asset	Existing	Burnley	BB10 2TQ	<p>Safran Nacelles is one of the two main integrators of aircraft engine nacelle systems in the world. With more than 18,000 equipment in service, Safran Nacelles proposes a range of nacelle systems to suit each type of aircraft: regional jets, business jets and commercial aircraft of more than 100 seats for medium- and long-range travel.</p> <p>Safran Nacelles designs, integrates and ensures</p>	Aerospace	Advanced Manufacturing	2005

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
						customer support and services for aircraft engine nacelle systems.			
Sanko-Gosei Ltd	Sanko-Gosei Ltd	Company/ Key Asset	Existing	Skelmersdale	WN8 8EB	Sanko-Gosei specialise in plastic moulding production for air conditioning systems, automotive systems, office automation, precision injection moulding, communication systems, and injection moulding tooling.	Advanced Manufacturing	Advanced Manufacturing	1987
Training 2000	Training 2000	Growth Deal Project	Existing	Blackburn	BB1 3BD	Training 2000 offer training, study programmes & apprenticeships in North Lancs in sectors including digital, engineering, financial services, automotive, and cyber security	Engineering/ Advanced Manufacturing	Skills and Training	2016
Trebor Developments/ Burnley Council	Burnley Vision Park	Growth Deal Project	Existing	Burnley	BB12 0AN?	High quality 5-acre business park to accommodate advanced manufacturing/engineering sectors and to include 46,000 sq. ft. first phase incubator, workspace and grow-on space.	Business space aimed to attract businesses in the advanced manufacturing and digi-tech industries	Business Space	2017
UCLAN	National test bed for the UK's development of drone technology	Research	Existing	Preston	PR1 2HE	Preston was successful in its bid to become a national test-bed for the UK's development of drone technology, this building on the work of the 'Civic Drone Centre' established by the University of Central Lancashire with a £250k investment in 2014. This not-for-profit centre brings together expertise and	Aerospace Digital Society	Demonstrator	2018

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
UCLAN	Engineering Innovation Centre	Growth Deal Project	Planned	Preston	PR1 2HE	<p>stakeholders including Local Authorities, communities, and businesses, and has developed and demonstrated many novel drone solutions. The Centre is an important part of the new £32m Engineering Innovation Centre opening in Preston in early 2019</p> <p>Opening fully in 2019, the Engineering Innovation Centre (EIC) will capitalise on the location of the University at the centre of one of the most intensive engineering and manufacturing areas in the UK to create an internationally competitive facility that will bring together the region's expertise from within academia and industry. The EIC will be equipped to the highest standard with technology demonstration areas and specialist work areas to create an integrated space for teaching, research and knowledge exchange.</p>	Engineering/Advanced Manufacturing	Engineering/Advanced Manufacturing training facilities	2019 onwards
Victrex	Victrex	Company/Key Asset	Existing	Thornton-Cleveleys	FY5 4QD	<p>Victrex plc is a British-based supplier of high performance polymer solutions. It is a constituent of the FTSE 250. The company's headquarters and manufacturing facilities are based in the UK with</p>	Advanced Manufacturing	Advanced Manufacturing	1993 onwards

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
						technical and customer support facilities in multiple markets, serving more than 40 countries. Victrex serves a diverse range of industries including aerospace, automotive, electronics, oil and gas and medical.			
Vinnolit GMBH	Vinnolit GMBH	Company/ Key Asset	Existing	Thornton-Cleveleys	FY5 5LR	Vinnolit produces and markets a wide range of PVC products suitable for all kinds of PVC applications, e.g. in the building & construction sector, in the automotive industry or in the medical sector. Whether the PVC is for window profiles, pipes, rigid film, flooring, wall covering, technical coatings, automotive sealants, cable sheathing or medical applications, Vinnolit can offer a suitable product. Additionally Vinnolit produces and markets intermediates such as caustic soda, vinyl chloride and tin tetrachloride, which are needed in the chemical industry as well as in other branches.	Chemicals/ Advanced Manufacturing	Advanced Manufacturing, R&D	1998 onwards
Westinghouse Springfields Fuels Ltd	Nuclear Fuel Production	Company/ Key Asset	Existing	Preston	PR4 0XJ	Springfields is a nuclear fuel production installation in Salwick, near Preston. The key assets/services/products are nuclear fuel manufacture, uranium recovery, and nuclear	Nuclear Energy	Nuclear Fuel Manufacture	1940s+

Organisation Name	Asset Name	Asset Type	Asset Status	Location	Postcode	Background	Sector	Service Offer	Age
						decommissioning.			

CONTROL INFORMATION

Prepared by	Prepared for
SDG Economic Development 61 Mosley Street Manchester M2 3HZ +44 161 261 9141 www.sdgED.com	Lancashire Enterprise Partnership c/o 15 Cross Street Preston PR1 3LT
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Andy Sweeting	Simon Pringle
Other contributors	Distribution
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Action Agenda

To make the Plan a reality, a series of actions are proposed:

For Strategic Aim 1 'Staying Ahead', key actions will involve:

Focus on delivering the Made Smart Review's North West National Adoption Programme Pilot

Connecting with Centres of Excellence outside Lancashire, so helping to improve our participation in national, and potentially international, innovation networks

Working in collaboration with large employers in the County to strengthen innovation capabilities of their supply chains

Developing a network of Lancashire 'Innovation Ambassadors' to work with local SMEs;

Implementing a Lancashire Technology and Market Foresight Observatory.

For Strategic Aim 2 'New Routeways to Excellence', key actions will involve:

Developing supply chain crossover networks

Encouraging an increase in Knowledge Transfer Partnerships (KTPs)

Developing Test Beds in new sectors such as Digital, and initiatives such as 'Failure Labs' and 'hackathons', with different sector foci over time

Starting to analyse rigorously how overlaps and synergies between the activities and technologies of our existing sectors can be drawn out to define new areas of sectoral strengths that we can develop

For Strategic Aim 3 'Broadening the Innovation Base', key actions will involve:

Enhancing existing, or building new, leadership development programme activities, ensuring that innovation is given the same priority as wider core business disciplines

Ensuring relevant capital developments include provision for incubating innovation-led start-ups

Facilitating networking between innovation and incubation centres within and outwith the County to share best practice

Developing a programme of visits to Lancashire from innovation success stories across the world, helping to stimulate global networking, and bringing best practice to Lancashire's attention.

For Strategic Aim 4 'Enabling Infrastructures for Innovation', key actions will involve

Creating an 'innovation graduate' placement programme for SMEs

Developing a single point of contact programme of support for innovation-led start-up or early-stage businesses

Exploring options for creating a Lancashire Innovation Fund for early-stage funding for innovation-led start-ups

Developing a programme to promote innovation across public and third sectors;

Embedding Intellectual Property (IP) management in to innovation initiatives.

To deliver Strategic Aim 5 'Letting the World Know!', key actions will involve:

Holding an annual Innovation Showcase to celebrate successful innovation in, and across, the County

Developing a Lancashire Innovation Marketing Strategy

Developing, and disseminating a portfolio of Lancashire innovation case studies;


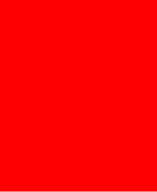
Ensuring Lancashire is represented in all key national fora relating to innovation, so that forward and backward linkages to innovation in our County are being promoted and developed

Governance

Establish Innovation Board + what role will be

Re-establish board of officers + meet

Regroup and / or recontact original consultees to update on outcomes and next steps

Status Comments	Owner	RAG Status
<p>Made Smarter has supported 38 projects in Lancashire (36% of North West total) with grants totalling £804k (34%) for projects valuing £3.7m (39%). 5 SMEs have had/are progressing second grant applications. Referrals have continued, at a reduced level, during lockdown period and come from a broad range of sectors with engineering and food processing prominent.</p>	Maya, Pete, Andy	
<p>Participation in Med Tech Cluster at STFC; Involvement of AMRC in HEI Forum with UEDU; Meetings of EPSRC hosted with HEIs; Meetings with TWI and the Digital Catapult to locate activities in Lancashire; Successful award of project with MIT and BEIS.</p> <p>Potential pilot with Groundswell / Veka. Other avenues started through current relationships; support needed from LEP Board to map further potential relationships and Work through Made Smarter.</p>	Matt & Maya	
<p>Long list created and case studies prepared with videos in process of being made from initial ambassadors along with a long term plan of how we use them as Innovation Champion to support the Innovation Board.</p>	Vanessa, Maya & Ed	
<p>Scoping started and paper prepared and shared with LEP CEO for development alongside partners in the Universities and Digital Lancashire. Team set up with LUMS and Miralis.</p>	Matt	
<p>Groundswell / Veka pilot. Need more clarity from SDG on practicalities of this; and / or need to map what networks already exist & canvas how best to develop. <i>This could tie-in with the Innovation Network concept.</i></p>	TBC	
<p>There has been an increase in the number of KTPs and Placements in Companies across Lancashire with University engagement projects . In addition the Lancashire Technology Accelerator piloted to test effectiveness in digital sector, with a view to an Accelerator approach Lancashire wide across sectors.</p>	Matt	
<p>Hackathons being developed through Digital Lancashire and Lancashire CC; Future plans to scope appetite from existing groups to host, and to link to accelerator programmes.</p>	Maya / Digital Lancashire / Matt	

A detailed capability mapping has been undertaken across three Universities and five colleges highlighting innovation assets in relation to Industrial Strategy themes, notable science, partnership platforms and private sector R&D strengths. This has drawn out connections and strengths embedded in the LIS and the internationalisation plan - currently being developed by Rachel McQueen with economic development & LEP officers

Matt, Rachel McQueen

Programmes underway include Productivity through People; Made Smarter Leadership etc; discussions had with key management academics to explore wider options including adding shorter term practical interventions to enhance leadership around Industrial Strategy opportunities, co-creation techniques, business modelling for innovation, accessing innovation funding and investment.

Maya & Matt

Digital Lancashire advising Strawberry Fields; Maya advising Fraser House (White Cross) & Blackpool developments. Meeting due (Maya, Kathryn) with new potential co-working space investor. Digital City Hubs convo ongoing. Launch of Energy Park at Springfield and meetings with LU to develop Clean Energy projects.

Maya, Matt (& LEP team)

Digital Lancashire scoping; strategy / appetite needed for knowledge sharing. Greater links with STFC through MedTech and HIC plus Infolab and the Digital Catapult.

Maya / Digital Lancashire

Innovation and Digital tour 'schedules' developed, ready to be delivered by Digital Lancashire (& Maya / Matt / others); working with Lancaster InfoLab on establishing Innovation Masterclass series and have developed a Showcase event (Postponed due to Covid19) to be delivered in two parts, digitally in Autumn 2020 and physically in Spring 2021.

Matt, Maya, Vanessa

Scoped as part of Made Smarter programme and the LU Accelerator project around innovation and the three Universities, building on Unite+.

Matt

Boost; LEP co-ordinated accelerator started Feb 2019 / Promoting IN4.0 co-ordinated hardware accelerator started March 2019; Marketing needed, review of need needed (focus shifting away from startups?)

Maya/Amin

Scale-up work Pilots temporarily on hold due to C19.	Amin	
Scoping work started with councils; events lined up to trial / Internal LCC digital transformation work extended?	Maya? (/Other internal LCC lead?)	
TBC - scoping work needed. Needs to be a wider discussion about this and the changing approach to IP in the innovation field. Disussion held with IPO and Ian Skerritt at MGH with on-going work with the IPO.	Matt	
An Innovation Showcase was developed with the three Universities to be held at UCLan on the 5th June showcasing Lancashire capabilities to meet the UKRI Grand Challenges. This was postponed as a result of Covid19 but is being developed to be delivered in two parts, digitally in Autumn and physically in Spring 2021. Initial innovation plan produced; wider plan to roll out from internationalisation strategy	Maya / Matt / Venessa/3Man Factory Maya & Marketing Lancashire	
Freelance journalist engaged; Tech nation enegagement person lined up to do tech focused case studies and case studies perapred ready for roll-out alongside Innovation Board.	Vanessa/Maya	
A closer relationship has been forged with UKRI via Innovate UK and EPSRC and the Regional Manager of IUK is invited onto the Innovation Board, is on the MIT REAP team and has offered to co-fund our Innovation Showcase. The Head of UKRI was hosted at Lancaster University and the Regional manager of EPSRC was hosted at UCLan, LU and Matt Wright was invited to advise on their regional Plan.	Matt	
ToR developed, Members recruited and paper presented to Board for approval to proceed.	Matt/Maya/Andy	
Innovation Exec group meets involving Maya Dibley, Andy Walker, Matt Wright, Ed Matthews-Gentle, Vanessa	Maya + Andy W	
Tbd		

Actions Jan 2020





Lancashire Innovation Board

Terms of Reference

(June 2020)

Background

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

Guiding principles

- Ambitious long-term aims with a focus on solving societal problems
- Best practice and world-class standards with the aim of validation of measures
- Collaborative approach across sectors, types of organisation and common goals
- Enabling science, applied innovation and investment to drive productivity and achieve strategic economic objectives
- Input supporting the LEP's Strategic Economic Plan and emerging Local Industrial Strategy

Purpose

The aim of the Board is to:

- Set and guide the LEP's strategy to support and grow innovation in Lancashire,
- Monitor progress in achieving the delivery of the current Innovation Plan, advise on its evolution and report on progress and key issues impacting broader economy to the LEP,
- Guide on project development and delivery across institutions to ensure that Lancashire coherently develops research and innovation activities and its competitive advantage in key sectors,
- Advise on and approve evaluation measures for the Innovation Plan and activities and where relevant, related aspects of the wider economic development and industrial strategies,
- Provide advice to the LEP Board on Research, Science & Innovation issues or topics referred to the Board by the LEP and address knowledge gaps within Lancashire that hold back innovation,
- Contribute to regional, national and international debates on innovation to broaden Lancashire's influence,
- Communicate and champion Innovation activities and Lancashire's strategic economic plans with the aim of facilitating strategic networks that foster research, innovation and knowledge exchange to establish Lancashire as an exemplar in contributing to the UK's competitiveness and productivity,
- Contribute to high-level institutional and corporate support and problem solving to enable the delivery of strategic economic plans in Lancashire,

Structures and Quorum

The governance structures will be as follows:

- The Innovation Board shall consist of up to 15 members and will meet a minimum of four times per year for half a day, with a minimum of three members to be in attendance to be quorate.
- The Innovation Board will be supported in delivery by an executive team including the Innovation and Digital Lead at Lancashire County Council / Lancashire LEP, the Lancashire Universities Innovation Manager.
- The LEP Company Secretary (or their nominee) shall act as clerk to Innovation Board meetings.
- The Innovation Board will be expected to take detailed advice and guidance from Advisory Working Groups with clear objectives as required. Membership of the Working Groups will be approved by the chair and may include Innovation Board members and wider co-opted members.
- The Innovation Board will take guidance from by an annual public meeting as part of a regionally important event, drawing on a wide range of input from stakeholders to inform the County's strategic innovation aims and feedback achievements.
- Agenda Papers and Minutes shall be published in accordance with the LEP Assurance Framework.

The Board membership will be as follows:

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

At least four members of the Board should comprise Lancashire registered SMEs and two should comprise large Lancashire sited companies to provide at least six private sector members. In line with wider LEP priorities, the board should aim to have a 50/50 gender split and also account for other areas of diversity including geography and ethnicity.

Membership of the Board is not remunerated.

Substitutes may occasionally attend meetings if nominated members are unable to attend Board meetings, this shall be by exception and only where prior notification is given to the Company Secretary. Formally nominated substitutes shall be considered to act with full powers to act on behalf of their respective nominated member and shall therefore be entitled to vote on agenda items.

Other observing/presenting members may be invited to specific meetings or on a standing basis by the Chair, LEP Board Rep and officers; however any such attendees will not be eligible to vote on proposals or constitute part of the quorate requirement.



Lancashire Enterprise Partnership Limited

Private and Confidential: No

Date: Tuesday, 23 June 2020

LEP Governance and Committees Report

(Appendix 'A' refers)

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

Executive Summary

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

Recommendation

The Lancashire Enterprise Partnership Board is asked to:

- (i) Note the updates provided in this report in relation to Governance, urgent decisions taken since the last LEP Board meeting and the Committees of the Lancashire Enterprise Partnership as set out.
- (ii) Approve the membership changes to the LEP Committees as set out in the report and approve the attached updated Assurance Framework attached at Appendix 'A' as part of its required annual refresh ; and
- (iii) Authorise the Company Secretary in consultation with the LEP Chief Executive Officer to make the necessary updates to the LEP Assurance Framework in accordance with these decisions.

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 18 December 2019 in accordance with the LEP Assurance Framework dated December 2019, publicly available on the Lancashire Enterprise Partnership website:

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



Governance Updates

At its meeting held on 11th March 2020 the Lancashire Skills and Employment Advisory Panel requested that the Terms of Reference be amended to explicitly reference employment programmes. The LEP Board are asked to approve that this amendment be made and authorise the Company Secretary to make the necessary change to the LEP Assurance Framework, this change is highlighted in the attached updated Assurance Framework at Appendix 'A'.

Current LEP Committee Vacancies

A number of LEP Committee vacancies exist within the LEP Assurance Framework as follows:

- 2 x Enterprise Zone Governance Committee Members
- 2 x Performance Committee vacancies for a Chairman and an additional Committee Member
- 1 x Business Support Management Board Chairman
- 1 x Transport for Lancashire Committee Member
- 1 x Growth Deal Management Board Chairman
- 1 x Skills and Employment Advisory Panel Private Sector vacancy
- 1 x City Deal Executive Committee Chairman and 1 x Champion for Strategic Development

With regard to Committee vacancies, the LEP Chairman has made the following recommendations for **approval**:

- Ann Dean to become a Business Support Management Board Member and also the Chairman of Business Support Management Board.
- Dave Holmes to become an Enterprise Zone Governance Committee Member and also the Chairman of Enterprise Zone Governance Committee.
- Steve Fogg to become a member of the Transport for Lancashire Committee
- Michael Ahern (UCLAN and existing Growth Deal Management Board Member) to continue as the Interim Chairman of the Growth Deal Management Board, noting that a vacancy remains (to replace former LEP Director Graham Cowley).
- Steve Fogg to become the City Deal Executive Member and LEP Champion for Strategic Development (in place of Jim Carter) and will therefore become Chairman of the City Deal Executive and a Member of the City Deal Stewardship Board.

The LEP Board is asked to **note** the following Committee Member changes that respective organisations have made:

- Geoff Mason has replaced Alan Welsh as the representative from the North and Western Lancashire Chamber of Commerce on the Business Support Management Board.



- Beckie Joyce has left Lancashire County Council to be replaced by Steve Burns, Head of Strategic Development therefore Lancashire County Council have nominated Steve to replace Beckie on the Growth Deal Management Board as the Lancashire County Council Committee Member.
- Heather Murray has replaced Chris Hebblethwaite as the Department for Works and Pensions observer on the Skills and Employment Advisory Panel.
- Joanne Pickering has resigned as a Private Sector representative on the Skills and Employment Advisory Panel, a recruitment process has commenced to fill this vacancy.

In accordance with the above the LEP Assurance Framework has been updated and is attached at Appendix 'A' for approval, changes are marked as tracked and this also completes the requirement to annually review the Assurance Framework for the 2020/21 municipal year.

It should be noted that should the above changes be approved the following Committee vacancies shall remain:

- 1 x Enterprise Zone Governance Committee Member (LEP Director)
- 1 x Growth Deal Management Board Member (LEP Director)
- 1 x Skills and Employment Advisory Panel Member (Private Sector)

LEP Annual Review with Government

The Annual Performance Review of the LEP by CLGU took place on the 13th January 2020. The LEP Chief Executive has provided the following summary of the outcomes:

The purpose of the review was to look at the performance of each LEP across the three themes: governance, delivery and strategic impact.

The outcome of the review was as follows:

- Governance: Requires Improvement
- Delivery: Good
- Strategic Impact: Requirements Not Met

LEP Directors may recall that at previous reviews, governance was rated as 'good' by CLGU including the mid-year review which took place 6 months earlier in September 2019. Consequently the LEP disputed and sought further clarification from CLGU to determine the rationale for the 'requires improvement' rating. The LEP was advised that whilst all compliance criteria had been met and good progress made during the transition year, there remained a number of outstanding legal issues to ensure greater transparency in the relationship between the LEP and LCC. Work is on-going to resolve these issues and the agreed action plan following the review.



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

1. Urgency Business Procedure Decisions

Gatsby Foundation – Extension of 'Routes Ready' Project – 22nd January 2020

The Lancashire Enterprise Partnership Board approved the proposal to the Gatsby Foundation, to extend the current 'Routes Ready' Project until the end of August 2022, and, if successful in the proposal, agreed to the entering into of such legal documentation as is required to drawdown the grant and agreed by the LEP Interim Chief Executive or Chief Executive as presented.

Growth Deal Funding Allocation – South East Blackburn Scheme – 4th February 2020

The Lancashire Enterprise Partnership Board approved Growth Deal funding of £9.050m to the South East Blackburn scheme as presented, via written resolution.

Growth Deal Funding Allocation – Blackpool EZ and EIC Drone Command Centre – 17th April 2020

The Lancashire Enterprise Partnership Directors approved:

1. The contents of the report and approved Growth Deal funding allocations to the following projects:
 - (i) Blackpool EZ - £0.800m
 - (ii) EIC Drone Command Centre project, subject to identification of funds - £1.341m
2. That the Growth Deal reporting submission to the Cities and Local Growth Unit for the Quarter 3 2019/20 as presented be submitted.

Appointment of two additional Co-opted LEP Board Members – Andrew Pettinger and Kate Shane – 17th April 2020

The Lancashire Enterprise Partnership Directors approved the appointment of Andrew Pettinger – Partner at Addleshaw Goodard Llp and Kate Shane – Head of Blackpool Cluster at Merlin Entertainments Group as Co-opted LEP Board Members with immediate effect for a one year period in accordance with Government rules regarding Co-opted LEP Board Members.

Growth Deal Allocations - Blackpool Airport / EIC / Lomeshaye – 28th May 2020

The Lancashire Enterprise Partnership Directors:

1. Approved Growth Deal funding allocations and approvals for the following projects, subject to conditions as detailed in each of the Business Case Assurance reports,



and the finalisation and execution by Lancashire County Council (as accountable body for the LEP) 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:

- (iii) Blackpool Airport Enterprise Zone Specialist Manufacturing Facility - £0.800m
- (iv) EIC Drone Command and Control Centre - £1.210m
- (v) Lomeshaye Industrial Estate Phase 1 Extension - £1.500m

2. Transport for Lancashire Committee

A meeting of the Transport for Lancashire Committee was held on 30th January 2020 and the following items were considered / approved:

South East Blackburn Funding Application – It was reported that this scheme is one of three infrastructure packages that collectively form the 'Pennine Gateways' project. It comprises various improvements in the A6077 Haslingden Road and B6231 Blackamoor Road corridors to support delivery of over 600 houses and 90,000 square metres of commercial floor space.

It was further reported that the total risk adjusted cost of the scheme is expected to be £11.56 million, funded through a maximum £9.05 million contribution from the Local Growth Fund through the Lancashire Growth Deal and a £2.51 million contribution from Blackburn with Darwen Council. The council's Section 151 letter confirmed the council's commitment to fund the local contribution together with any overspend.

Having undertaken independent assurance of the Strategic Outline Business Case on behalf of the Lancashire Enterprise Partnership (LEP), Jacobs advised that they were satisfied that the project had been developed to the expected standard and that they have confidence in a high value for money outcome. They therefore recommended that funding approval be granted to enable works to begin in April 2020.

Resolved: That the Lancashire Enterprise Partnership Board be recommended to grant the scheme a maximum of £9.050m of Growth Deal funding.

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

3. City Deal Executive and Stewardship Board

The Combined City Deal Executive and Stewardship Board met on 3rd December 2019 and considered / approved the following:

Six Monthly performance monitoring report – Year 6 April-Sept 2019 - The City Deal Executive and Stewardship Board noted the overall performance of the Programme in the last six months from April – September 2019 and endorsed the monitoring return to Government as set out in the report.



Social Value Update – the Board received a report focused on capturing Social Value information and the measures being used including the direct employment of construction workers in the supply chain under the Unite Construction Charter. The Board noted the report and considered the logistical challenges of mapping, monitoring and the reporting of Social Value across the programme portfolio.

City Deal Review – a private and confidential report was received regarding City Deal Review – Proposal for a Revised City Deal. Following consideration a series of revised recommendations were approved as follows:

The City Deal Executive and Stewardship Board:

- (i) Noted the draft proposals for a revised City Deal outlined in the report, which comprised a new funding model, infrastructure delivery programme, housing and delivery target and governance for the City Deal.
- (ii) Authorised the Programme Board to prepare Heads of Terms in accordance with the proposals set out in the report, subject to clarification by the Chief Executives of the three local authorities.
- (iii) Requested that the three local authority partners seek their Council's agreement, by no later than 31st January 2020, to the additional housing numbers in order to ensure that the funding bid to Government's Small Sites Fund can progress in accordance with the requirements set out in this report; and
- (iv) Noted that LEP Board approval to the revised terms will be sought at the appropriate time.

Homes England – Small Sites Fund – the Board received a private and confidential report regarding the Homes England – Small Sites Fund. Following consideration a series of revised recommendations were approved as follows:

The City Deal Executive and Stewardship Board:

- (i) Agreed to support the preparation of the SSF business case, in order for it to be considered by HMT and MHCLG, on the basis of the additional housing numbers offered by the district councils and the commitment to continue to work towards an agreed revised Heads of Terms.
- (ii) Agreed to delegate authority to the Council Chief Executives to agree final content of the business case; and
- (iii) Requested that the LEP Board receive an update on the SSF proposal at its meeting in February 2020 (meeting was cancelled) in order to provide its support for the business case.

City Deal Finance Report – the Board received a private and confidential report regarding the City Deal Finance report for the period ending October 2019. Following consideration, a series of revised recommendations were approved as follows:

The City Deal Executive and Stewardship Board:

- (i) Noted the October 2019 Finance Update.



- (ii) Noted the work ongoing and required to be resolved to address the deficit forecast in the infrastructure delivery model.
- (iii) Supported the funding bids in place to attract funds to the model.
- (iv) Noted the key risks and potential going forward and accepted mitigation is needed to ensure the model remains balanced over the lifetime of the deal utilising the three strategies advised by the Steer Review report of expenditure mitigation, income generation and scheme prioritisation.
- (v) Agreed to write to Government seeking clarification on the impact of New Homes Bonus funding to the City Deal; and
- (vi) Agreed to liaise with other City Deal Schemes to see how they might be affected from the current consultation on New Homes Bonus by the Government.

The Combined City Deal Executive and Stewardship Board also met on 03 March 2020 and considered / approved the following:

Homes England Quarterly Monitoring Report – Quarter 3 2019/20 – The City Deal Executive and Stewardship Board noted the contents of this report and the progress made by Homes England during Quarter 3 of 2019/20

Preston Western Distributor – Update - The City Deal Executive and Stewardship Board received a presentation which provided an update on this projected commencing and progress made to date on the key milestones.

City Deal Review – The City Deal Executive and Stewardship Board received a private and confidential report regarding the City Deal Review which was noted.

Finance Monitoring Report – Quarter 3 (October – December 2019) – The City Deal Executive and Stewardship Board received a private and confidential report in which they noted the finance return for Quarter 3 2019/20 and noted the work ongoing and required regarding the current forecasts in the infrastructure delivery model.

Infrastructure Delivery Performance Monitoring Report – Quarter 3 (October – December 2019) - The City Deal Executive and Stewardship Board received a private and confidential report and approved that:

- (i) Only those schemes where there is a contractual, planning or health and safety obligation to meet are delivered with City Deal funding at this point and that all uncommitted project spend is paused, until the City Deal review has concluded and revised heads of terms are agreed.
- (ii) Delegated authority to the City Deal Programme Board to agree exceptions to the pause on spend outlined in (i) above, up to a maximum spending limit of £100,000, in order to avoid significant delays and significant further costs (for example in instances where further restrictions and delay could jeopardise the success of funding bids). Exceptions requiring more than £100,000 would need to be referred to the City Deal Executive for approval, and in order to avoid unnecessary delay, can be determined via written resolution if required; and



- (iii) Noted the Quarter 3 project monitoring report for the period October - December 2019, which takes account of recommendation 1 above.

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

The Growth Deal Management Board met on 04 March 2020 and considered / approved the following:

Growth Deal Programme and Project update – the committee received an update report on the programme and resolved:

1. That the Grant Funding Agreements for the following projects, as presented, are approved:
 - ACADEME Plus
 - Padiham Town Hall Business Hub
 - STEM Technology Centre
 - Preston Western Distributor
 - Samlesbury Aerospace Enterprise Zone
2. That the Programme Manager continue to monitor the M55 St Annes Link Road project and update the Board on the position after the final deadline at the end of March 2020.
3. That the Programme Manager investigate the viability of reallocating the funding from Phase 2 to Phase 1 of the Lomeshaye project, with any remaining balance to be allocated to the Northlight Call Centre and update Board members on the deliverability of the projects and transparency of the process before the next meeting so that if appropriate consideration can be given as to whether to proceed on that basis, or agree that the funding remain unallocated.
4. That officers commence the re-payment processes for Phase 1 of the Spinning Point project and that the balance for Phase 2 of the project be returned to the programme for reallocation
5. That the Lancashire Enterprise Partnership Board be recommended to approve:
 - a) the allocation of £0.800m to the Blackpool Airport Enterprise Zone project
 - b) that, when the remaining unallocated balance reaches £1.341m (or a lesser amount agreed with the applicant) the funding be allocated to the EIC Drone Command Centre project.
6. That the Blackpool Conference Centre project be held on the pipeline list

Growth Deal Finance Report – the committee received a report outlining the fund position as at February 2020 and resolved:

1. To note the spend and forecast as presented.



2. That the current project funding reallocation process be used to reallocate funds clawed back from projects

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 30 January 2020 and considered / approved the following:

Blackpool Airport Enterprise Zone – the committee received a report which included updates on progress on the Enterprise Zone's Masterplan; fiscal incentives; current phase one activity; highways and the Eastern Gateway Access Road; the M55 link road; initial speculative development; planning applications; Squires Gate Industrial Estate; communications infrastructure; marketing; Blackpool Airport; output delivery; the project team; and the risk register.

It was agreed that an extension to existing Enterprise Zone fiscal incentives should be sought.

Hillhouse Technology Enterprise Zone – the committee received a report which included updates on progress on activity since the last meeting including the implementation plan; marketing; site activity; job creation; a joint agent for LAMEC cluster; fiscal benefits; and forthcoming activity.

Samlesbury Aerospace and Warton Aviation Enterprise Zones – the committee received a report which included updates on progress on achievements to date; the North West Advanced Manufacturing Research Centre; governance; whole site delivery strategy; Growth Deal funding; the Asset Management Facility; Warton Aviation.

The Enterprise Zone Governance Committee also met on 12th May 2020 and considered / approved the following:

Blackpool Airport Enterprise Zone: Progress Report – The committee considered a report which included updates on progress on the Enterprise Zone's Masterplan; fiscal incentives; current phase one activity; the M55 link road; initial speculative development; planning applications; Squires Gate Industrial Estate; communications infrastructure; marketing; Blackpool Airport; output delivery; the project team; and the risk register with the report noted and agreement that a separate discussion take place between the Chairman and Officers regarding maturity and scale of the top 10-15 Enterprise Zone enquiries.

Hillhouse Technology Enterprise Zone: Progress Report - The committee considered a report included updates on progress on activity since the last meeting including the implementation plan; marketing; site activity; job creation; Hillhouse EZ Board and Project team meetings; Communications infrastructure; fiscal benefits; and



forthcoming activity with the reported noted and a further request to produce a comprehensive view of the metric set for Committee Members quarterly.

Samlesbury Aerospace and Warton Aviation Enterprise Zone: Progress Report –

The committee received a report that included updates on progress on achievements to date; the North West Advanced Manufacturing Research Centre; governance; Commercial Development Framework; Site Wide Utility Strategy; Growth Deal funding; the Asset Management Facility; Warton Aviation Enterprise Zone; and marketing and promotional activities with it resolved that:

- i. the progress report, and updates presented, be noted.
- ii. Officers contact Marketing Lancashire to receive an update on the progress of the LAMEC website; and
- iii. That the Committee be provided with a KPI showing the milestones and overall balance between the grants and any slippages.

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

A meeting of the Lancashire Skills and Employment Advisory Panel was held on 11 March 2020 and the following items were considered:

Skills Hub update – the panel received an update on Skills Hub activity and, following guidance from the DfE, agreed to recommend to the LEP Board that the Lancashire Skills and Employment Advisory Panel Terms of Reference be amended to explicitly reference employment programmes.

Updates were also received on the Growth Strategy, the Local Industrial Strategy, Institutes of Technology, the Auger Review and College of the Future.

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>

A meeting of the Lancashire Skills and Employment Advisory Panel was also held on 3 June 2020 and the following items were considered:

Impact of COVID-19 on Skills and Employment in Lancashire – It was resolved: that the Director of the Skills Hub would incorporate the comments from the meeting into the developing paper and that feedback from LEP Board would be brought to the committee.

Lancashire Digital Skills Landscape Research – Next Steps – It was resolved that the Skills and Employment Advisory Panel requested that a collated ranking be circulated by email and that the Digital Skills Partnership be congratulated on their shortlisting in the national Digital Leaders 100.



Skills and Employment Advisory Panel – It was resolved that the Skills and Employment Advisory Panel noted the planned use of the SAP grant in 2020/21 and would recommend to the LEP Board that the LEP accept the £75,000 grant being offered by the Department for Education.

Expansion of the Lancashire Careers Hub – It was resolved that the Skills and Employment Advisory Panel note the options submitted to the CEC, and the request to roll out the Careers Hub across the whole of the Lancashire area.

7. Performance Committee

The Performance Committee has not met since the last ordinary meeting of the Lancashire Enterprise Partnership Board held on 18 December 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

A meeting of the Business Support Management Board was held on 17 December 2019 and the following items were considered / approved:

Lancashire Scale Up – the Board received a report on the developments in Lancashire to encourage and support businesses to scale up and the new brand for the Scale Up programme was presented. They requested a further update on the progress of pilot programmes in the New Year, and an item on the Shared Prosperity Fund on the next agenda.

Progressing Procurement Processes and Practices in Lancashire – Matthew Baqueriza-Jackson presented his interim findings, the committee discussed the report and agreed that an update be brought to a future meeting.

A meeting of the Business Support Management Board was also held on 21st March 2020 and the following items were considered / approved:

Boost – use of BEIS Grant in 2020/21 – Andy Walker presented a report on the use of BEIS Grant for Growth Hub Activity in 2020/21 with it resolved: that the Business Support Management Board

- i) Endorse the suggested use of BEIS resource as set out in the report, and recommend that the LEP Board approves the proposals for the grant of £328,000
- ii) Requests the Head of Service Business Growth, Director of Growth, Employment and Planning at Lancashire County Council and the LEP Chief Executive to draw up proposals for the supplementary funding of £208,500, reflecting the need to respond to challenges to Lancashire Businesses as a result of COVID-19



COVID-19 – Business Impact and Responses in Lancashire – Andy Walker gave presentation, supported by Sue Smith, UCLan, regarding national business support offers, a breakdown of Boost enquiries, data from the Chamber of Commerce, cash flow and reserve data and key actions. It was resolved that the Business Support Management Board:

- i) Request the strapline work around recovery be circulated to the Business Support Management Board for review and comment
- ii) Support the bid submission from the Centre for SME Development to the UK Research & Innovation (UKRI) for coronavirus research funding
- iii) Support the Centre for SME Development's request to play a role in helping analyse or coordinate responses to various surveys, or to send out a separate survey

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		



Lancashire
Enterprise Partnership

LOCAL GROWTH ASSURANCE FRAMEWORK

~~DECEMBER 2019~~ JUNE 2020



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1. Background and Purpose

1.1 Background

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

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

In light of this new direction and the Strengthening LEPs White Paper, the Lancashire Enterprise Partnership is now seeking to re-invent itself to ensure it is fit for this new purpose. This means continuing to align itself with key public and private sector partners, to lead and produce the Lancashire Industrial Strategy-.

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

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

1.2 Purpose

In order to achieve a strong economy in Lancashire, the LEP has to be both bold and ambitious. As a result, it is crucial that the LEP has strong and stable leadership. That is why the LEP has recruited a new permanent Chair and ~~more recently in the process of recruiting~~ a Chief Executive. This new combination will cement a new bond at the heart of the Lancashire Enterprise Partnership with a view to transforming both the perception of Lancashire and the role it has to play in the North and on the world stage. Success is dependent upon strong relationships and collaboration with its main partners. In order to achieve this the LEP is aiming to be a strong but lean strategic body, capable of steering the whole local economic system, intervening at institutional and delivery body level, to maximise the sum of all the parts. It will as a result be solely an enabling body, reliant on and mobilising partners for delivery. This will require operating at pace and at the right scale and scope to leverage partnerships to help turn the competitive and local economies around. It requires strong strategy and relationship management skills and capabilities. In response it's Board and sub-Committees are committed to increasingly shift their focus from direct delivery to enabling and steering in the interests of achieving the challenging wider economic outcomes, such as closing the output gap.

The LEP receives grant funding from Government to support it in its day to day activities and it also receives grant funding from Lancashire County Council. This document details how it operates, how decisions are made, how decisions are implemented and that public resources are managed appropriately.

1.3 Functions

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

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

The National Industrial Strategy references five foundations:

- Ideas: encouraging the UK to be the world's most innovative economy
- People: ensuring good jobs and greater earning power for all

- Infrastructure: driving a major upgrade to the UK's infrastructure
- Business environment: guaranteeing the best place to start and grow a business
- Places: creating prosperous communities across the UK

And sets out 4 Grand Challenges:

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

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

1.4 A strong and independent business voice

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

As mentioned above, the Lancashire Enterprise Partnership has recently appointed a new permanent ~~is appointing a new permanent~~ Chief Executive. This Chief Executive will, in consultation with the ~~new permanent~~ Chair and wider Board, review the function and form of Lancashire Enterprise Partnership to align with the ambitions of the Strategic Framework.

~~In the intervening period an Interim Chief Executive is under appointment until a permanent Chief Executive is in place.~~

Both posts will be independent of local government and report directly to the Lancashire Enterprise Partnership Board.

The existing core staff that are funded using Lancashire Enterprise Partnership resources, primarily arising from interest arising from its loans, will continue to provide an independent secretariat to the Lancashire Enterprise Partnership Board. This staffing resource is currently responsible for a mix of activities. This includes managing the Lancashire Enterprise Partnership business cycle, strategy and programmes. Support services are provided through the Accountable Body. The ~~new Interim~~ Chief Executive will provide direct line management for the secretariat.

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

2. LEP Governance and Decision Making

2.1 Structure

The LEP is a Company Limited by Guarantee, incorporated in England and Wales in September 2010 under the provisions of the Companies Act 2006. Its objects, powers and framework of governance are set out in its Articles of Association. The membership of the company is currently under review to ensure the Lancashire LEP has the best possible membership structure that is business led.

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

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

2.3 Cross Boundary and Cross LEP Initiatives

The Lancashire Enterprise Partnership has a good understanding of the dynamics of its competitive and local economies, and has will, as part of developing its evidence base for the Lancashire Industrial Strategy, undertaken a series of~~undertaking~~ deep dives to~~into~~ better understanding the Functional Economic Market Area for Lancashire. In doing so Lancashire Enterprise Partnership will increasingly seek to operate in an outward-facing way, recognising the complexities and spillover opportunities that arise from clusters, supply chains, travel to work areas and agglomeration that do not respect administrative boundaries. On that basis Lancashire Enterprise Partnership works to exploit economic opportunities across its boundaries. This has included close working, for example with Greater Manchester and Sheffield. The Lancashire Enterprise Partnership record is strong on progressing such cross-boundary and cross-LEP initiatives. The Board remains alert to opportunities also with regional and national partners that enable the LEP to both scale-up and progress key initiatives consistent with economic priorities. The Lancashire Enterprise Partnership plays an active role in NP11, has led on two cross boundary Science & Innovation Audit submissions and supported the development and

implementation of the Made Smarter initiative. In relation to links with Sheffield it is currently exploring advanced manufacturing opportunities linked to the Aerospace Enterprise Zone. In addition, work is on-going within NP11 on clean growth, transport, health and aging.

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

2.4 Board

Role of the Lancashire Enterprise Partnership Chair

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

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

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

The Board

The LEP Board has been established in accordance with a Government requirement that all LEPs be chaired by a private sector director with at least two thirds of its Board drawn from the private sector, and public sector members drawn from local authority leaders and other relevant public sector organisations. The Board currently comprises five local authority representatives with 14 Board directors drawn from private sector businesses. The local university sector is represented ~~by the Vice-Chancellor of Lancaster University and~~ the Chairman of The University of Central Lancashire (UCLAN). A succession plan is in place to respond early to the resignation of Board Members, aided by fixed term appointments for the Chair, Deputy Chair and Private Sector

Directors. All recruitment of Board Members is open and advertised in the public arena, as is the case with the recruitment of all future permanent staff.

2.5 Diversity and Succession Planning

The LEP adheres to its Accountable Bodies Equality and Diversity policy which can be accessed here:

<http://www3.lancashire.gov.uk/corporate/web/?siteid=5580&pageid=33450&e=e>

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

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

All Board Champions are set out in Annex 1.

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

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

The LEP's commitment to equality and diversity will be reflected in its HR policies and this will extend to recruitment. Staff vacancies will be advertised externally and recruitment policies will set out clear procedures to ensure that the process is fair and non-discriminatory. ~~and these will be in place before the 1st April 2020.~~

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

2.6 Chair and Deputy Chair

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

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

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

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

Public Sector

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

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

Private Sector and Chair, Deputy Chair Appointments

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

2.8 Board Remuneration

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

2.9 The Local Enterprise Partnership (LEP) Network

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

2.10 Committees

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

2.11 Urgent Business Procedure

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

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

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

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

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

2.12 Transport for Lancashire Committee

This Committee was appointed by the Board in 2013 and revised Terms of Reference were agreed in January 2018. The primary objective of Transport for Lancashire is to advise the LEP Board on strategic transport initiatives across Lancashire and in Blackpool and Blackburn. Full (voting) members of Transport for Lancashire comprise:

- (i) Lancashire County Council (Leader or nominee) – **(Chair)**
- (ii) Blackburn with Darwen Borough Council (Leader or nominee)
- (iii) Blackpool Borough Council (Leader or nominee)
- (iv) Chair and Vice Chair of the LEP (or nominees)

Participating observers (non-voting):

- (i) Department for Transport
- (ii) Highways Agency
- (iii) Network Rail

2.13 City Deal Executive

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

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

2.14 City Deal Stewardship Board

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

- a. The North West Executive Director of Homes England (or their nominee) **(Chair)**
- b. The Chief Executive of Lancashire County Council (or their nominee)
- c. The Chief Executive of South Ribble Borough Council (or their nominee)
- d. The Chief Executive of Preston City Council (or their nominee) and

e. The LEP's Champion for Strategic Development (or their nominee)

2.15 Enterprise Zone Governance Committee

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

- LEP Director, ~~David Taylor~~Dave Holmes (Chair)
- LEP Director ~~David Taylor~~Vacancy
- LEP Director, Councillor Simon Blackburn,
- LEP Director, County Councillor Geoff Driver CBE
- LEP Director, Mark Rawstron
- LEP Director Vacancy

2.16 Lancashire Skills and Employment Advisory Panel

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

Chair

Amanda Melton – LEP Board Director for Skills and Technical Education

FE Sector (2)

Beverley Robinson, Chief Executive – Blackpool and the Fylde College

Dr Lis Smith, Principal and Chief Executive – Preston's College

HE Sector (2)

Dr Lynne Livesey, Deputy Vice Chancellor, University of Central Lancashire

Mark Allanson, Pro Vice-Chancellor, Edge Hill University

Training (1)

Gareth Lindsay, Managing Director, North Lancashire Training Group

School Headteacher (1)



Ruth England, Head Teacher, Shuttleworth Burnley

Voluntary and Community Sector (1)

Liz Tapner, Chief Executive Officer, Selnet

Private Sector

~~Joanne Pickering, Director of HR, Training and Quality, Forbes Solicitors and Chair of the Lancashire HR Employers Network~~
Vacancy (Deputy Chair)

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

Andrew Dewhurst – Digital Sector – Director of the Affilius Group

Neil Conlon – Construction Sector – Divisional Director, Conlon Construction

Recruitment process for further Private Sector and Large Employer members

Local Authorities (2)

Lancashire Leader's Lead Member for Skills and Education – Councillor Charlie Briggs,
Leader of Burnley Council

Lancashire Leader's Lead Chief Executive for Skills and Education – Dean Langton, Chief
Executive of Pendle Borough Council

2.17 Innovation Board (To be established)

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

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

(MEMBERSHIP DETAILS SHALL BE INSERTED HERE IF APPROVED BY THE LEP BOARD)

2.18Joint Scrutiny Committee / Local Government Scrutiny

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

2.19European Structural and Investment Funds (ESIF) Arrangements

The ESIF partnership is not a committee of the LEP but will act as an advisory sub- committee of the National Growth Board providing Lancashire input into the management and delivery of the

three ESIFs (ERDF, ESF & ERDF) programmes. The partnership is made up of a range of local partners inclusive of the public, private, voluntary and environmental sectors, LEP Board Directors and associated groups.

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

~~2.19~~ Local Government Scrutiny Committee

~~A new Local Government Scrutiny Committee is being formed, through the Lancashire Leaders' Forum. This will be inclusive and draw membership from across all fifteen local authorities. It will set its own agenda and programme, meet at least bi-annually and undertake at least two deep dives per annum. It will be live-streamed and incorporate a question and answer session with the public in each session. These sessions will be advertised publicly, including through social media.~~

2.20 Implementation and Delivery Arrangements

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

~~2.21~~ City Deal Implementation and Delivery

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

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

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

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

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

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

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

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

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

2.22 Enterprise Zone Delivery and Implementation

Lancashire has secured three Enterprise Zones across four sites and together they form the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC).

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

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

2.23 Growth Deal Delivery and Implementation

For each round of Growth Deal funding or other national policy initiatives such as Enterprise Zones, the LEP Board is presented with a scoring matrix and prioritisation framework, consistent with prevailing national guidance. This approach was also shared with the Shadow Combined Authority. This Assurance Framework also sets out the LEP's business case development process.

The LEP Board has established a Growth Deal Management Board to ensure the Growth Deal Programme moved forward to implementation stage. The Board has oversight of the preparation

of the Growth Deal Implementation Plan and the Growth Deal Monitoring and Evaluation Framework. The Board reports directly to the LEP Board. The Board comprises the following members:

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

The Growth Deal Management Board has the following delivery arrangements in place:
Growth Deal Programme Manager and Monitoring and Evaluation Working Group

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

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

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

2.244 Business Support Delivery and Implementation

Boost provides an integrated portal and gateway which routes ambitious and growth focussed businesses to the best combination of public and commercial business support. In line with the national growth hub model, Boost brings together the best business support delivery organisations from within the LEP area and beyond, and within 18 months of operation dealt with and referred over 1,000 businesses to a range of business support providers, including national business support programmes.

Given the ongoing direct governmental grant which is paid to the network of English Growth Hubs, the Business Support Management Board has a specific responsibility to endorse the plans

for the use of this resource and the provision of an Annual Performance report to the funding department – The Department for Business, Energy and Industrial Strategy.

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

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

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

2.255 Growing Places Delivery and Implementation

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

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

Stage One

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

Stage Two

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

Stage Three

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

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

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

3. Local Authority Partnership working

- 3.1 Over the last three years, the level and extent of LEP-local authority partnership working in Lancashire has continued to develop and increase. There is still a lot more work to be done, but the LEP has engaged with local authorities in shaping new strategies, investment frameworks and partnership arrangements.
- 3.2 The Lancashire Leaders Forum is now in operation and meets on a regular basis with a range of work committed, including Theme Groups across eight core policy areas, including the Economy. It also includes emerging support for a Greater Lancashire Plan. This will assist in developing a vision, strategic framework and set of inter-related strategies within which the Lancashire Industrial Strategy will sit. It also includes the development of Portfolio Holders, Independent Policy Commissions and a Shared Prosperity Intelligence Unit. The Chair of the Local Enterprise Partnership attends and participates in these meetings.
- 3.3 Local authorities have also engaged with the Local Enterprise Partnership to establish new partnership working arrangements to improve policy alignment and strategic decision-making. For example, in creating Transport for Lancashire, as a sub-committee of the LEP, local highway authorities have established a powerful Local Transport Body to provide for the first time a strategic transport policy and investment framework focused on supporting the delivery of agreed economic and housing growth priorities.
- 3.4 The Local Enterprise Partnership and its local authority partners have also established new local development initiatives of national importance which, in turn, have led to the creation of new governance and partnership working arrangements. For example, the Preston, South Ribble and Lancashire City Deal is recognised as a national exemplar, in terms of its shared decision-making arrangements, and in establishing a pooled strategic investment fund valued at over £430m, which combines local authority, Government and private sector funding streams and assets to support the delivery of agreed priorities.
- 3.5 The commitment to this collaboration as evidenced in the City Deal enabled the Local Enterprise Partnership and all the local authority partners to secure, through the City Deal, a 10-year transport funding allocation for Lancashire, from Government, which will be accelerated over 6-years. Lancashire is the only LEP area in England, without a Combined Authority, to have established such a position with Government.
- 3.6 The Lancashire Enterprise Partnership also established an agreed Strategic Economic Plan with local authority partners. This framework has enabled Lancashire to competitively secure levels of Growth Deal funding that can only be significantly bettered by the leading Core Cities of Manchester, Leeds, Birmingham, Sheffield and Newcastle. There are currently over 50 major growth initiatives underway or planned involving local partners across Lancashire.

- 3.7 The SEP will now be reviewed as part of the development of the Lancashire Industrial Strategy. A view will be taken about whether these strategies will run alongside each other, or whether to secure greater simplicity the Board will replace the Strategic Economic Plan with the Lancashire Industrial Strategy. The Board will nevertheless continue to oversee and ensure development and delivery of the existing programmes, many of which will play into the context for the LIS. The Greater Lancashire Plan will also be factored into these alignment arrangements.
- 3.8 Clearly, much has been achieved over recent years, but the Local Enterprise Partnership and local authority partners recognise the need to further improve collaborative and partnership working arrangements to provide strong, transparent, inclusive and accountable leadership on local growth issues.
- 3.9 There is also a commitment as part of the Greater Lancashire Plan to create more opportunities for pro-active engagement with all fifteen of the local authorities.
- 3.10 Local authorities in Lancashire continue to work together to consider and explore new collaboration arrangements. Local Authorities recognise the need to co-establish arrangements which are transparent, robust and capable of articulating a coherent shared voice and vision for Lancashire, and which formally connect with the business voice to create a fully integrated approach to shaping, delivering and monitoring local growth and regeneration strategies.
- 3.11 All such Local Enterprise Partnership investment decisions refer as a matter of course to appropriate statutory requirements, the conditions of the funding and other relevant objectives, such as transport considerations. This will be actively monitored by the Performance Committee.
- 3.12 All funding opportunities for partners and communities are openly communicated and made available through advertising, marketing and access through the website, including social media. Programmes and projects are all subject to rigorous monitoring and review over the their lifetime, with opportunities for call-in and a robust audit trail in-keeping with expectations signed up to through the Nolan Principles of Public Life. This will also be actively monitored by the Performance Committee.

4. Transparent Decision Making

4.1 Decision-making

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

The decision-making process is currently very simple. All Committees are advisory to the Board. ~~It is expected that t~~The ~~new interim~~ Chief Executive will hold delegated financial powers, in consultation with the Chair, up to £100,000.

4.2 The Website

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

4.3 Publishing Arrangements

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

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

The LEP is committed to meeting its duty of fulfilling and maintaining the highest standards of corporate governance. The LEP assesses the publication of papers using the relevant Local Government Act 1972 exemptions. **Annex 3** provides details of the information deemed exempt under the Act.

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

4.5 LEP Board Meetings and Committee Meetings

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

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

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

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

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

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

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

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

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

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

4.6 Attendance of Observers at LEP Board and Committee meetings

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

4.7 Conflict of Interests and Director Code of Practice

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

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

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

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

4.8 Register of Interests

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

4.9 Gifts, Hospitality and Member Allowances Scheme

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

4.10 Confidential Complaints Policy

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

4.11 Whistleblowing Policy

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

4.12 Local Engagement for LEP Strategy Development

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

For the Local Industrial Strategy there is a strong commitment to formulate a deep and granular understanding of the dynamics of the functioning economic market areas, clusters, supply chains and the translation of the industrial challenges into the competitive and local economies. It is only by working up this evidence base about the Lancashire economy that a differentiated strategy can be produced, that identifies the strengths and opportunities as foundations and resilience strategies against the weaknesses and threats. Working with key partners is key, including building on existing strengths identified through the science and innovation audits, working closely with key sectors, SMEs and the universities, schools and FE.



~~A Lancashire Industrial Strategy design, development and delivery communication strategy is place which has included a range of stakeholder consultation events.~~

With specific regard to local engagement with Lancashire MPs on LEP strategy development the LEP remains committed to engaging with Lancashire MPs. As a minimum, one session per parliamentary term remains the commitment to which all Lancashire MPs are invited. In addition, regular engagement with MPs will also be undertaken in addition to formal sessions, particularly given the ambition underpinning recent developments.

4.13 Reporting Progress of Delivery of the Strategic Economic Plan

The Lancashire Enterprise Partnership will undertake a review of progress on the plan, including progress on delivery of key projects and spending commitments. This will be published on the Lancashire Enterprise Partnership website, as well clarity about the relationship with the Lancashire Industrial Strategy.

4.14 Project Development, Prioritisation, Appraisal and Approval

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

4.15 Communications Arrangements

The LEP undertakes a range of communications activities in support of its key initiatives. The City Deal is supported by a communications strategy encompassing media relations, community engagement, web, social media, branding and other associated issues. A protocol is in place to ensure effective governance of communications activity between the LEP and its City Deal partners. A communications protocol has also been adopted for the Growth Deal to support the effective management of messages by the LEP.

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

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

Communications activity on Enterprise Zones is managed through regular liaison between communications representatives of the LEP, County Council and BAE Systems. During

2018/19 this will evolve to support the revised governance arrangements for the Enterprise Zone and include the development of a formal protocol with the LEP's delivery partners.

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

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

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

5. Accountable Decision Making

- 5.1 Lancashire County Council, as Accountable Body for the LEP, is responsible for ensuring that all funding decisions made by the LEP are made in accordance with this Assurance Framework, including all statutory requirement. An Accountable Body Statement is set out in **Annex 13**.
- 5.2 The County Council has put in place the administrative, financial and legal support necessary to enable the LEP to carry out its functions in the most effective and efficient way. These financial systems will fall under the annual audit of the County Council's accounts.
- 5.3 The County Council's Scrutiny Committee receives annual reports on the work of the LEP and is given opportunity to scrutinise this Assurance Framework. A new Scrutiny Committee involving all fifteen local authorities is being established, to widen involvement and engagement. This will perform this scrutiny function as and when the Assurance Framework is amended in the future.
- 5.4 The County Council's Internal Audit Service also regularly tests and reviews LEP systems and processes.
- 5.5 The County Council's Cabinet has considered and approved this Assurance Framework when originally created.
- 5.6 **Financial and Legal Accountability**

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

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

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

Validation of Decision Making Process

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

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

At present those decisions not taken by the Board or sub-Boards are delegated to the local authority under its scheme of delegation.

Scheme of Delegation

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

The ~~new~~ Chief Executive Officer and Independent Secretariat is responsible for the day-to-day operations of the Lancashire Enterprise Partnership.

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

1. To determine the policies of the LEP including:

The Lancashire Industrial Strategy

The LEP Pay Policy
The LEP Assurance Framework
The LEP Transport Strategy
LEP Equality Strategy

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

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

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

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

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

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

The following decisions may be taken by the Chief Executive Officer

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

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

5.7 Growth Deal Project Funding

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

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

Following funding approval, all sponsors agree and sign a Growth Deal Grant Funding Agreement, prior to draw down of funds. The agreements set conditions including: project

sponsors commitment to monitoring and evaluation requirements; agreement to the communications protocol and delivery of milestones. The agreements will include provisions for the protection of public funds (e.g. arrangements to suspend or claw back funding in the event of non-delivery or mismanagement).

5.8 Growing Places Investment Funding

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

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

5.9 Growth Deal Unallocated Funding Approval Process

There is an agreed process to redistribute any unallocated funding within the Growth Deal programme. The agreed approach is set out below:

1. First call would be given to those schemes within the current programme that had requested additional resource;
2. If no schemes were identified via that process, a second call would focus on Growth Deal 3 schemes which were ranked highest, both in terms of deliverability and economic impact, that had failed to secure an allocation.
3. After exhausting the existing pipeline, LEP Board approval would be sought for an open call for new scheme proposals

5.10 Conflict Resolution

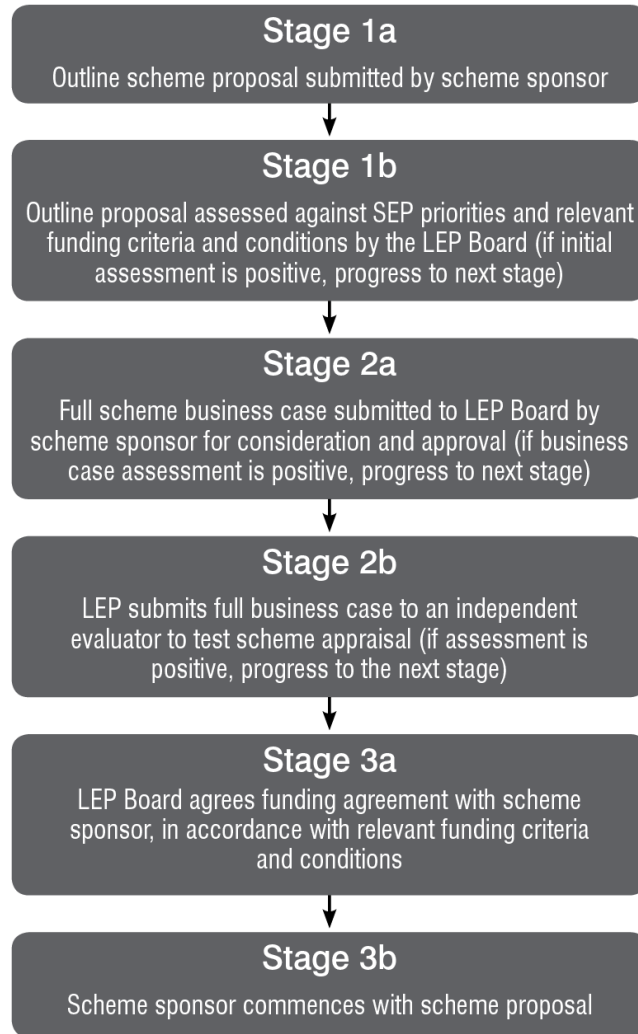
In the event that the accountable body (Lancashire County Council) does not comply with a decision of the LEP, the matter will be considered by the Chair of the LEP, Company Secretary and Section 151 Officer from the accountable body (as appropriate) to seek to resolve the issue. If the conflict remains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

5.11 **Independent Scrutiny**

The LEP will be subject to Overview and Scrutiny in accordance with existing legislation, whereby any local authority scrutiny committee within Lancashire can, separately or jointly, scrutinise the role or activities of the LEP or its sub groups. Any such meetings of a scrutiny committee would normally be held in public, and any findings or recommendations will be made public. The LEP would be expected to make its response to scrutiny public. A new Local Government Scrutiny Committee and operating model is being proposed to improve on existing scrutiny arrangements. This will also look at input into the scrutiny arrangements by other parts of the public, private and community sectors.

6. Ensuring Value for Money

- 6.1 The LEP is able to demonstrate value for money through the systems and processes it has established for developing, prioritising, appraising and approving projects.
- 6.2 The LEP's dedicated Committees, Transport for Lancashire and the Growth Deal Management Board, chaired by County Councillor Geoff Driver CBE and Graham Cowley respectively, receive all independent business case appraisals and assess against the LEP's scoring criteria to ensure Value for Money. This will include the new interim and then permanent Chief Executive, once appointed.
- 6.3 In terms of Risk Management the LEP has a dedicated Performance Committee which has responsibility for monitoring risk.
- 6.4 The SEP sets out priority themes and spatial investment priorities, and the LEP is committed to regularly reviewing the SEP to ensure that existing and emerging growth priorities are well positioned.
- 6.5 The LEP follows a staged process for all projects upon which it makes investment decisions and the LEP Board and Committees have established arrangements to progress the delivery of priorities seeking to utilise Local Growth Fund resources. The LEP's Growing Places Fund is administered in accordance with an agreed framework set out in Section 4 of this Assurance Framework.
- 6.6 Arrangements exist under the county council's scheme of delegation for ensuring value for money such as requiring contracts to be subject to open competition and/or requiring quotations for lower value contracts. These practices will form part of the LEP scheme of delegation to ensure that value for money is considered as part of its operational procedures.
- 6.7 The LEP will maintain a contracts register recording all contracts entered into by the LEP which have a value of £50,000 and over.



6.9 Transport Schemes

The Terms of Reference for Transport for Lancashire, provided at **Annex 1**, set out the arrangements for developing, prioritising, appraising and approving transport projects seeking Local Growth Fund resources, and these are summarised below.

Scheme Eligibility

The Board will consider capital funding for schemes that are priorities in approved highways and transport masterplans or other relevant documents. The highways and transport masterplans are available to view at:

<http://www.lancashire.gov.uk/council/strategies-policies-plans/roads-parking-and-travel/highways-and-transport-masterplans.aspx> The Lancashire Enterprise Partnership will consider funding exceptional structural maintenance schemes and schemes on the networks of the Highways Agency and Network Rail, including in adjacent Local Enterprise Partnership areas, where such schemes contribute towards the delivery of the objectives of the Strategic Economic Plan and Local Industrial Strategy.

Funding Contribution

The Lancashire Enterprise Partnership requires scheme promoters to provide an absolute minimum mandatory 10% contribution towards total scheme cost and 100% of any increase in cost following the granting of Programme Entry.

The Transport Business Case, Scheme Assessment and Appraisal

The LEP requires all transport business cases to adhere to the key principles of the Department for Transport's Transport Business Case guidance (January 2013) and be fully compliant with the approach to modelling appraisal and analysis at the time they submit the transport business case. TfL will, using appropriately qualified consultants, scrutinise individual scheme business cases on behalf of the LEP and advise accordingly. Transport business cases will be published on the LEP website prior to the LEP making final investment decisions. For schemes / packages requiring a Local Growth Fund contribution of greater than £5m, transport business cases will be available on the LEP website a minimum of six weeks before the final investment decision is made and external comments invited. Any comments received will be made available to LEP Board members when final investment decisions are being taken.

The Lancashire Enterprise Partnership applies a proportionate approach to development of transport business cases:

1. For individual schemes requiring a Local Growth Fund (LGF) contribution of greater than £5m and packages of small-scale measures requiring a LGF Contribution of greater than £10m, an Outline/Full Business Case is required.
2. For individual schemes requiring a LGF contribution of less than £5m, a Strategic Outline Business Case is required.

3. For packages of small-scale measures requiring a LGF contribution of up to £10m where no individual scheme has a capital cost greater than £5m, a Strategic Outline Business Case is required.

Scheme Approvals Process

For individual schemes requiring a LGF contribution of greater than £5m and packages of small-scale measures requiring a LGF Contribution of greater than £10m, the Lancashire Enterprise Partnership adopts a three stage approvals process:

Stage 1: Programme Entry

Programme Entry indicates the LEP's intention to provide funding to a scheme or package following acceptance of a Strategic Outline Business Case and its inclusion in the SEP and in future the LIS.

Stage 2: Conditional Approval

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

Stage 3: Full Approval

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

For individual schemes requiring a LGF contribution of less than £5m or packages of small-scale measures requiring a LGF contribution of up to £10m where no individual scheme has a capital cost greater than £5m, acceptance of a Strategic Outline Business Case indicates the LEP's approval to proceed to implementation. This enables the scheme promoter to commence works and draw down grant funds.

Value for Money

The Lancashire Enterprise Partnership will approve schemes demonstrating high value for money, with a benefit to cost ratio (BCR) of greater than 2, only in exceptional cases will the LEP consider schemes with a BCR of less than 2, for example, where the scheme promoter can demonstrate significant additional monetised or non-monetised benefits that are important in relation to stated strategic objectives.

TfL provides the Lancashire Enterprise Partnership with a Value for Money assessment in line with published Department for Transport guidance at each approval stage.

Programme and Risk Management

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

Monitoring and Evaluation

All transport scheme promoters have an agreed logic chain template which forms part of the Growth Deal Monitoring and Evaluation Framework. Formative evaluation is an established principle for all transport schemes and sponsors of exemplar transport projects agree the implications of any additional requirements. All transport project sponsors are required to prepare quarterly monitoring returns for consideration by the Growth Deal Management Board.

6.10 Skills Capital Schemes

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

Eligibility

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

The Business Case, Scheme Assessment and Appraisal

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

Funding contribution

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

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

Approvals process

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

Stage 1: Expression of Interest

The Expression of Interest (Eoi) stage indicates the LEP's intention to provide skills capital funding for projects which are aligned to the SEP, are able to demonstrate business need and are deliverable within the required timescales. Providers will be invited to complete an Eoi to demonstrate how the project aligns with the SEP.

Stage 2: Conditional Approval

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

Stage 3: Full Approval

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

Value for money

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

Programme and Risk Management

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

Monitoring and Evaluation

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

6.11 Economic Development Schemes

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

Eligibility

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

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

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

The business case, Scheme assessment and appraisal

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

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

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

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

Local funding contribution

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

Approvals process

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

Stage 1: Programme Entry

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

Stage 2: Conditional Approval

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

Stage 3: Full Approval

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

Value for money

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

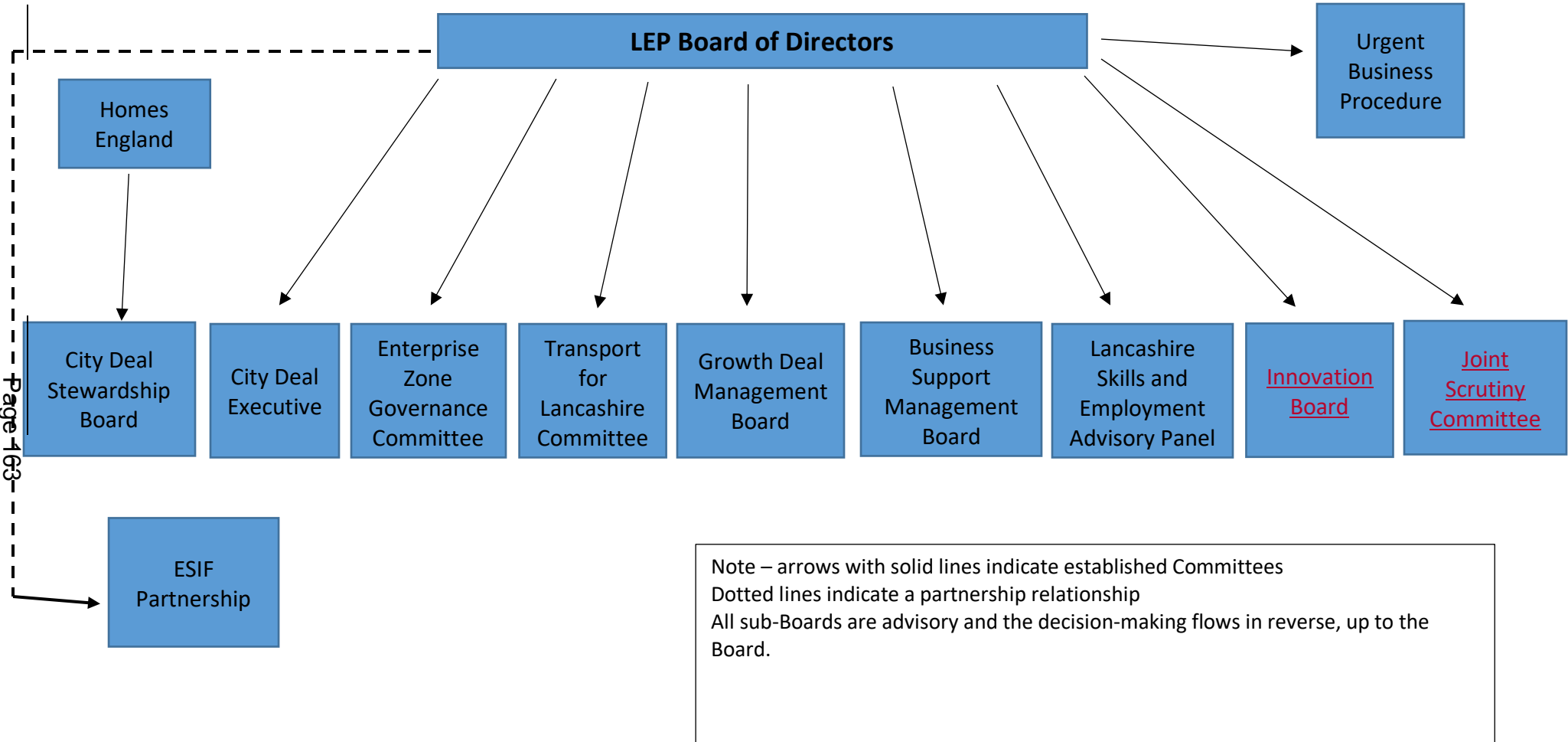
Programme and Risk Management

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

Monitoring and Evaluation

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

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



LEP Board Directors and Board Champions – ~~December 2019~~ June 2020

Steve Fogg (Chairman)	Managing Director – Shared Services, BAE Systems PLC
David Taylor CBE (Deputy Chairman)	David Taylor Partnership
Miranda Barker (Board Champion for SME's)	Chief Executive, East Lancashire Chamber of Commerce
Mike Blackburn (Board Champion for Business Growth Hub)	Mike Blackburn Consulting
Councillor Simon Blackburn	Leader, Blackpool Council
Jim Carter (Board Champion for Strategic Development)	Deputy Chair of the Eric Wright Group
Graham Cowley (Board Champion for Transport)	Director Lancashire LEP and Chair of Blackpool Opportunity Area
Ann Dean	Director of Gutterking Ltd and Director of The Indus Entrepreneur
County Councillor Geoff Driver CBE	Leader, Lancashire County Council
Mick Gornall	Managing Director of Westinghouse Springfields Fuels Ltd
David Holmes	Director of Manufacturing Operations, BAE Systems
Amanda Melton (Board Champion for Skills and Technical Education)	Principle and Chief Executive, Nelson and Colne College with Lancashire Adult Learning
Khalid Saifullah	Chair of the HUVE Business Leaders Network and Managing Director of Star Tissue UK
Councillor Alyson Barnes	Leader, Rossendale Borough Council, Lancashire District Leaders Nominee
Councillor Stephen Atkinson	Leader, Ribble Valley Borough Council, Lancashire District Leaders Nominee
Councillor Phil Riley	Deputy Leader and Executive Member for the Regeneration Portfolio, Blackburn with Darwen Borough Council

Mark Rawstron	Former Head of GVA (Commercial Property Agents) and a Commercial Property Advisor
Claire Whelan	Finance Director, BCW Engineering

LEP (Non Voting) Co-opted Members – ~~March 2019~~

Tony Attard	Chairman, Marketing Lancashire Limited (one year term – re-appointed for a second year on 11th February 20 19 <u>20</u>)
<u>Andrew Pettinger</u>	<u>Partner at Addleshaw Goodard LLP (one year term – appointed 21st April 2020.</u>
<u>Kate Shane</u>	<u>Head of Blackpool Cluster at Merlin Entertainments Group (one year term – appointed 21st April 2020)</u>

Board Champions

Vacancy – Board Champion for Business Growth Hub

Vacancy – Board Champion for Transport

Vacancy – Board Champion for Strategic Development

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

Role

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

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

Process

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

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

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

TRANSPORT FOR LANCASHIRE COMMITTEE **Governance Structure and Terms of Reference**

Name

Transport for Lancashire

Geography

The geographical area covered by Transport for Lancashire will be coterminous with the boundaries of the three local transport authorities (Lancashire County Council, Blackpool Borough Council and Blackburn with Darwen Borough Council) and the LEP.

Membership

Transport for Lancashire will be a dedicated committee of the Lancashire Enterprise Partnership. Full (voting) members of Transport for Lancashire comprise:

- Lancashire County Council (Leader or nominee)
- Blackburn with Darwen Borough Council (Leader or nominee)
- Blackpool Borough Council (Leader or nominee)
- Chair and Vice Chair of the LEP (or nominees)*

LEP Directors ~~Mark Rawstron~~vacancy and Khalid Saifullah are the LEP Chair and Vice Chair nominees

Participating observers (non-voting):

- Department for Transport
- Highways England
- Network Rail

Given Lancashire County Council's status as the largest local transport authority, the Leader of Lancashire County Council (or their nominee) shall act as Chair of the Committee. The Chair will not have a casting vote.

Transport for Lancashire will review its membership periodically to reflect any changes in national or local policy circumstances and/or requirements, including allowing for expansion if necessary. Transport for Lancashire may invite the Leader (or nominee) of a District Council to attend relevant meetings as a participating observer where that authority is contributing funding to a transport scheme programmed for delivery through the Growth Deal.

Strategic Objectives and Purpose

Transport for Lancashire will:

- advise the LEP on individual scheme approvals and investment decision making in line with the approvals process set out in the LEP's accountability framework;
- scrutinise individual scheme business cases;
- ensure value for money is achieved;
- advise the LEP with regard to consultation on long-term rail planning and franchise specification and provide a co-ordinating role between constituent local authorities;
- advise the LEP with regard to consultation on long-term Strategic Road Network planning and provide a co-ordinating role between constituent local authorities; and
- advise the LEP with regard to the ongoing activities of Transport for the North and provide a co-ordinating role between constituent local authorities where appropriate.

As and when necessary, Transport for Lancashire will seek evidence from other organisations, including district councils within Lancashire, representatives of neighbouring local authorities, combined authorities and local enterprise partnerships, transport operators including airports and ports, the business and community sectors and NGOs.

Technical / Professional Support

On behalf of the Accountable Body for the Lancashire Enterprise Partnership, the Director of Community Services at Lancashire County Council will ensure that Transport for Lancashire receives the technical support and professional advice necessary for it to carry out its functions.

Secretary

The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Transport for Lancashire Committee.

The Secretary shall produce minutes of all meetings of the Transport for Lancashire Committee.

Meeting Frequency

The Transport for Lancashire Committee shall meet according to operational need.

Decisions in Writing

A resolution in writing signed by a majority of members of the Transport for Lancashire Committee for the time being shall be as valid and effectual as if it had been passed at a meeting of the Transport for Lancashire Committee.

Working Arrangements and Meeting Frequency

Transport for Lancashire will meet, where possible, in advance of each Lancashire Enterprise Partnership Board meeting. Meetings will be cancelled if there are no substantive items for discussion.

All meetings will take place at County Hall in Preston. The quorum for meetings shall be at least 2 Local Authority Members (or their nominees) and at least one Private Sector member (or their nominee(s)).

Publication of Papers

The agendas and papers for the Transport for Lancashire Committee will be published on the LEP's website in accordance with the LEP's Assurance Framework.

THE LANCASHIRE ENTERPRISE PARTNERSHIP ACCOUNTABILITY FRAMEWORK – TRANSPORT

Scheme Eligibility

The LEP will only consider funding clearly defined schemes that are priorities in approved highways and transport masterplans. Such schemes could include packages of measures aimed at solving specific problems/issues that when combined support delivery of the Strategic Economic Plan, but subject to the funding only being available for capital expenditure. In all cases, funding will only contribute towards the capital cost of a scheme, including construction costs, land acquisition costs and Part 1 Claims under the Land and Compensation Act 1973. The inclusion of capital costs in relation to scheme development and preparation will be considered by Transport for Lancashire on a scheme by scheme basis to ensure Value For Money is achieved. The LEP will not fund scheme post scheme monitoring and evaluation.

The LEP will consider funding exceptional structural maintenance schemes including bridges, tunnels, retaining walls and culverts with a minimum cost threshold of £2m. Decisions will reflect the economic importance of the structure(s) and the adverse effects failure to maintain would have. Local highway authorities will need to provide supporting information including the importance of the route, existing or likelihood of imminent weight restrictions, existing or potential diversionary routes and details of the work that they will need to undertake if restrictions are not to be imposed. Local highway authorities will also need to demonstrate why a scheme is not deliverable from other funding sources.

The LEP will consider funding schemes on the networks of the Highways Agency and Network Rail, including in adjacent Local Enterprise Partnership areas, where such schemes contribute towards the delivery of the objectives of the Strategic Economic Plan and where funding is unlikely to be available through standard Highways Agency and Network Rail programmes. In such circumstances, the Lancashire Enterprise Partnership will hold early discussions with the Highways Agency and Network Rail, and where appropriate, adjacent LEPs, to enable their views to be taken into account. Where any rail schemes affect train services, the LEP will also consult the relevant Train Operating Company and DfT Rail.

Funding Contribution

For all schemes, the LEP will require scheme promoters to provide an absolute minimum 10% contribution towards total scheme cost and 100% of any increase in cost following the granting of Programme Entry. The 10% minimum funding contribution cannot be waived by the LEP. Local transport authorities will therefore need to explore all potential sources of funding, including district council, European, developer / private sector and third party, in line with Department for Transport expectations.

The scheme promoter's Section 151 officer must underwrite the promoter's ability to fund the contribution and any subsequent cost increases following the granting of Programme Entry. Scheme promoters must adhere to Department for Transport requirements as set out in the Department for Transport's web-based guidance on the conduct of transport studies, to ensure a consistent approach to variables such as construction inflation, the application of optimism bias and allowance for risk in the derivation of outturn costs.

Scheme Assessment and Appraisal

The LEP will apply a proportionate approach to the development of transport business cases in line with the Business Case Development Process Chart attached. For example, the transport business case for a £20m scheme will require significantly more detail than that for a £2m scheme. As a guide:

- For individual schemes requiring a Local Growth Fund contribution of greater than £5m and packages of small-scale measures requiring a Local Growth Fund Contribution of greater than £10m, the Lancashire Enterprise Partnership will require submission of Outline/Full Business Cases that demonstrate high value for money.
- For individual schemes requiring a Local Growth Fund contribution of less than £5m, a Strategic Outline Business Case will suffice, although a scheme will still need to demonstrate high value for money.
- For packages of small-scale measures requiring a Local Growth Fund contribution of up to £10m where no individual scheme has a capital cost greater than £5m, a Strategic Outline Business Case will suffice, although the package will still need to demonstrate high value for money.

For the avoidance of doubt, scheme promoters should seek advice from Transport for Lancashire at the earliest opportunity.

Scheme Approvals Process

For individual schemes requiring a Local Growth Fund contribution of greater than £5m and packages of small-scale measures requiring a Local Growth Fund Contribution of greater than £10m, the Lancashire Enterprise Partnership will adopt a three stage approvals process based on modified current practice. Schemes on the networks of either the Highways Agency or Network Rail may undergo a different approval process.

Stage 1: Programme Entry

Programme Entry indicates the LEP's intention to provide funding to a scheme or package following acceptance of a Strategic Outline Business Case and its inclusion in the Strategic Economic Plan. Programme Entry is not an absolute commitment, but intended to provide sufficient assurance for the promoting authority to embark on Outline Business Case development.

Stage 2: Conditional Approval

Conditional Approval indicates the LEP's acceptance of an Outline Business Case demonstrating high value for money. It is intended to provide the expectation of funding necessary for the promoting authority to apply for any statutory powers that may be required such as Transport and Works Act powers, highways orders, planning consents, compulsory purchase orders etc.

The LEP will only grant Conditional Approval on the basis that there will be no material changes to the scheme's scope, cost, design, expected benefits and value for money. The granting of Conditional Approval may be subject to a small and limited number of conditions.

Stage 3: Full Approval

Full Approval indicates the LEP's acceptance of a Full Transport Business Case and approval to proceed to implementation. It occurs when all necessary statutory powers are in place and any necessary conditions specified at Conditional Approval have been satisfied. Scheme promoters can only apply for Full Approval once procurement has taken place and a preferred bidder with firm and final prices selected. Once granted, Full Approval enables the scheme promoter to commence construction and draw down grant funds.

For individual schemes requiring a Local Growth Fund contribution of less than £5m or packages of small-scale measures requiring a Local Growth Fund contribution of up to £10m where no individual scheme has a capital cost greater than £5m, acceptance of a Strategic Outline Business Case indicates the Lancashire Enterprise Partnership's approval to proceed to implementation. This enables the scheme promoter to commence works and draw down grant funds.

The Transport Business Case

The LEP requires all transport business cases to adhere to the key principles of the Department for Transport's Transport Business Case guidance (January 2013) and be fully compliant with the approach to modelling appraisal and analysis at the time they submit the transport business case. This will ensure that scheme assessment follows current best practice.

Each transport business case will need to include a clear statement of scheme objectives and the specific outcomes it is intended to deliver. Scheme promoters must base central case assessments on forecasts that are consistent with the latest version of the National Trip End Model (NTEM), the Department for Transport's planning dataset. As a minimum, Transport for Lancashire will expect to consider central case assessments as part of its scrutiny of transport business cases.

Outline Business Cases submitted for Conditional Approval must include a statement confirming that Department for Transport's Transport Business Guidance has been followed. An Appraisal Summary Table (AST) will need to accompany submissions and demonstrate that the scheme offers high value for money. Scheme promoters must ensure that the Senior Responsible Owner signs off each AST as true and accurate.

Transport for Lancashire will scrutinise individual scheme business cases on behalf of the Lancashire Enterprise Partnership and advise accordingly. In order to secure the required expertise for transport business case scrutiny without Transport for Lancashire having to develop this capability and capacity in-house at considerable cost, Transport for Lancashire will utilise independent specialist consultants. For schemes where Lancashire County Council is not the scheme promoter, Transport for Lancashire will utilise Lancashire County Council's framework consultants to undertake transport business case scrutiny. For schemes promoted by Lancashire County Council, Transport for Lancashire will procure independent advice. This will ensure complete separation between scheme promoters and their own framework consultants and the appraisal team and decision makers.

To guarantee quality assurance, consultants appointed to undertake transport business case scrutiny will need to demonstrate significant previous experience in this field, for example, the

successful preparation of major scheme business cases, and be fully conversant with Department for Transport appraisal and assessment processes. As Accountable Body for the Lancashire Enterprise Partnership, Lancashire County Council will ensure that officers with appropriate technical experience of this type of work oversee the selection process.

Where necessary, consultants appointed to review individual transport business cases and supporting analyses will be able to request the scheme promoter to provide further analysis and information to enable full and proper consideration of the scheme and to ensure that the appraisal and supporting data and assumptions are sufficiently robust and fit for purpose. Consultants will provide Transport for Lancashire with a formal report on each submitted transport business case specifying the outcome of their assessment against the five case model set out in the Department for Transport's Transport Business Case guidance.

Value for Money

The LEP will only approve schemes demonstrating high value for money, with a benefit to cost ratio (BCR) of greater than 2. Only in exceptional cases will the Lancashire Enterprise Partnership consider schemes with a BCR of less than 2. In such circumstances, the scheme promoter will need to demonstrate significant additional monetised or non-monetised benefits that are important in relation to stated strategic objectives, for example, schemes necessary to facilitate significant land development for employment or housing, and guarantee a minimum 30% contribution.

Transport for Lancashire will provide the LEP with a Value for Money assessment in line with published Department for Transport guidance at each approval stage. As part of the independent scrutiny of a scheme's transport business case, Transport for Lancashire will require the consultant responsible to confirm that the Value for Money assessment aligns with the Department for Transport's Advice Note for Local Transport Decision Makers published in December 2013. The County Council's Director of Finance signs off all Value for Money assessments as true and accurate. The Director of Finance is not involved with scheme development and promotion at Lancashire County Council, thus avoiding any potential conflict of interest with regard to schemes promoted by the County Council.

A scheme must satisfy the LEP's value for money requirements at both Conditional and Full Approval stages. Where a scheme fails to deliver a minimum benefit to cost ratio of greater than 2, the Lancashire Enterprise Partnership will seek independent professional advice on the magnitude of the stated additional benefits prior to determining whether these benefits are sufficient to offset this requirement.

Programme and Risk Management

In order to secure effective management of the LEP's transport investment programme, Transport for Lancashire will set up a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.

Where there are issues of cost increases and/or delays to delivery, the Lancashire Enterprise Partnership will consider the following when deciding whether to continue to support a scheme:

- whether the cost increases and/or delays to delivery were unforeseen and unavoidable;

- whether the scheme promoter is willing and/or able to fund any cost increase;
- whether additional funding has been sought from other sources;
- whether the scale of the scheme can be reduced to fit the available budget;
- the impact of any cost increase on a scheme's value for money as reflected by its benefit to cost ratio; and
- whether any delay in scheme delivery can be accommodated within the programme.

The LEP ultimately reserves the right to withdraw its support for a scheme.

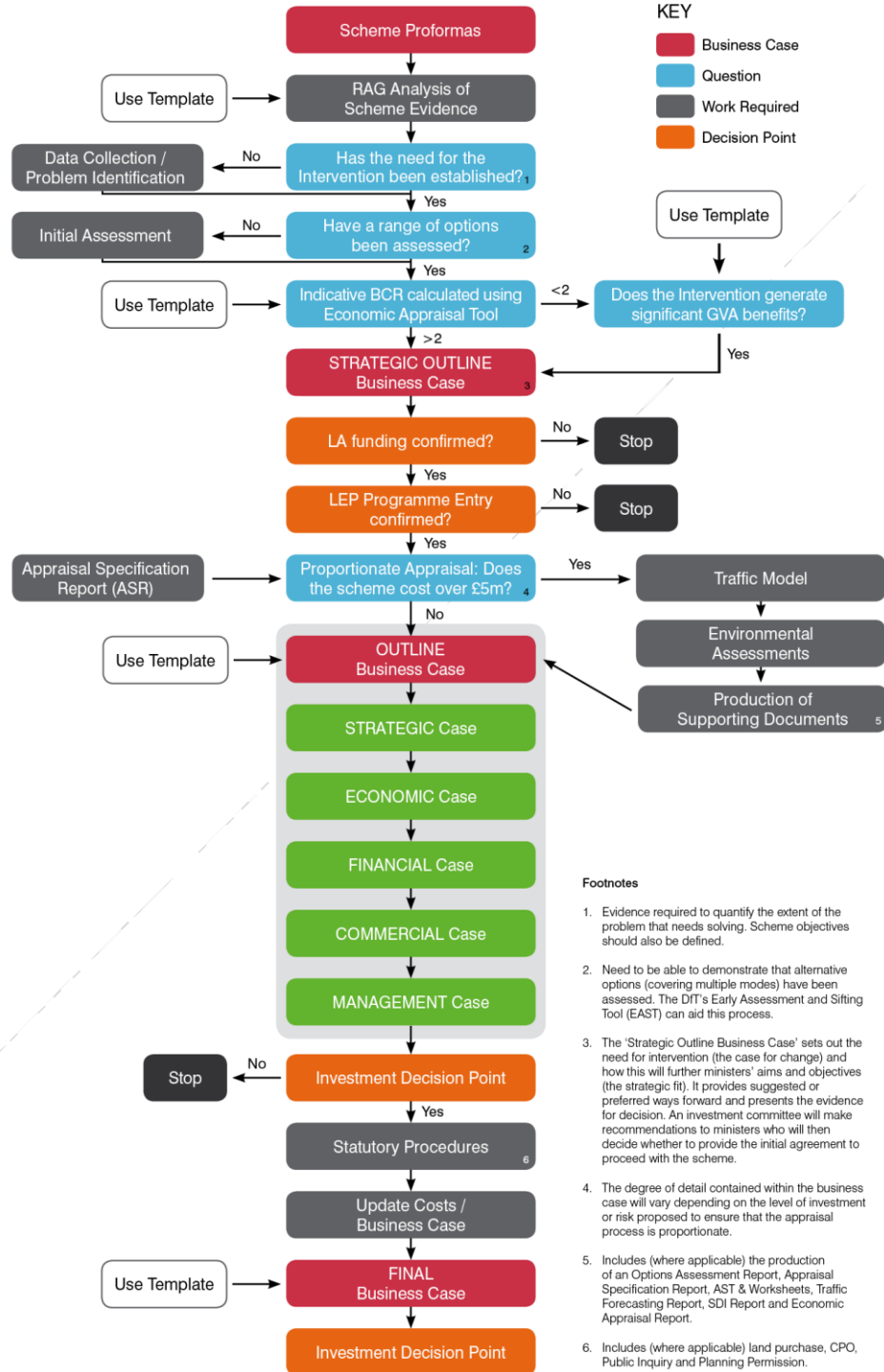
The LEP will require scheme promoters to submit a quarterly monitoring report (QMR) to Transport for Lancashire setting out progress on scheme preparation and/or delivery. This will include a requirement for a quantified risk assessment. Transport for Lancashire will receive quarterly update reports outlining progress with delivery of the transport investment programme. It will collate the QMR information from scheme promoters, indicate progress against key milestones / deliverables and highlight any risks. A RAG (red/amber/green) rating will identify those schemes that are at risk of not meeting their programme objectives and that need urgent attention.

Monitoring and Evaluation

The LEP will put in place a mechanism to ensure that it monitors and evaluates schemes in accordance with the appropriate Department for Transport guidance, and will publish the results on its website.

Business Case Development Process Chart

The process chart should be cross referenced against TfL's Assurance Framework in order to determine the status of each scheme.



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

Composition

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

* ~~The LEP Chair nominee is LEP Director Jim Carter~~

** The LEP Vice-Chair nominee is LEP Director Mark Rawstron

*** The LEP's Champion for Strategic Development is LEP Director ~~Jim Carter~~ Steve Fogg

Chair

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

Quorum

4. The quorum for City Deal Executive meetings shall be 4. No meeting shall be quorate unless the following Members (or their nominees) are present:
 - i) The Leader of Lancashire County Council
 - ii) The Chair of the LEP or Vice-Chair of the LEP;
 - iii) The Leader of South Ribble Borough Council; and
 - iv) The Leader of Preston City Council.
5. If within fifteen minutes from the time appointed for the holding of a City Deal Executive meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within fifteen minutes from the time appointed for holding the meeting the Members present shall be a quorum.
6. Any Member may validly participate in a meeting of the City Deal Executive by conference telephone or other form of communication equipment if all persons participating in the meeting are able to hear and speak to each other throughout the meeting.

Secretary

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

Meeting Frequency

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

Decisions in Writing

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

Powers and Functions

11. The City Deal Executive's primary responsibility is to seek to ensure the delivery of the City Deal, and to take key strategic decisions in this regard.
12. The City Deal Executive shall:
 - i) in each year, approve an annual City Deal Infrastructure Delivery Plan, for submission to the Stewardship Board in order to inform the development of an annual 'City Deal Business and Disposal Plan';
 - ii) receive, in each year, from the City Deal Stewardship Board, an Annual Business and Disposal Plan, and if thought fit, approve the same;
 - iii) in each year, approve an annual City Deal Communications and Marketing Plan, and receive regular progress reports on the implementation of the same;
 - iv) receive, on a regular basis all appropriate monitoring and financial information in relation to the City Deal.
13. The City Deal Executive will employ no staff, hold no assets, nor enter into any contractual arrangements. All delivery and operational matters will continue to rest with the City Deal partners.

Governance Relationship with the LEP

14. The LEP is responsible for agreeing the Terms of Reference of the City Deal Executive and has the power to vary the same.
15. The City Deal Executive shall review its Terms of Reference from time to time as necessary.



16. The Minutes of City Deal Executive meetings shall be submitted to the LEP Board at the LEP's request.
17. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council as Accountable Body

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

Relationship with other Bodies

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

Publication of Papers

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

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

Glossary of Terms

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

Composition

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

* The LEP's Champion for Strategic Development is LEP ~~Chairman Steve Fogg~~ Director Jim Carter

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

Chair

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

Quorum

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

Secretary

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

Meetings

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

Decisions in Writing

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

Duties and Responsibilities

13. The Stewardship Board has the responsibility for guiding the disposal of the assets listed in the City Deal document, in accordance with wider City Deal economic and housing growth objectives.
14. The Stewardship Board shall:
 - i) in each year, receive an annual 'City Deal Infrastructure Delivery Plan' from the City Deal Executive and utilise its content to inform the development of an annual 'City Deal Business and Disposal Plan';
 - ii) in each year, approve an annual 'City Deal Business and Disposal Plan' for submission to Homes England's National Board. As soon as the Plan is approved by Homes England it shall be submitted to the City Deal Executive for their consideration and, if thought fit, approval;
 - iii) at any time, recommend to Homes England and City Deal Executive, in turn, any amendments or additions to the annual City Deal Business and Disposal Plan;
 - iv) approve a 'Monitoring Schedule' for submission to the MHCLG;



- v) at any time, recommend to the MHCLG any amendments or additions to the Monitoring Schedule;
- vi) receive Monitoring Schedule progress updates on an annual basis;
- vii) receive regular financial updates in relation to the City Deal Infrastructure Delivery Fund;
- viii) receive regular reports on the Infrastructure Delivery Plan;
- ix) make recommendations as it sees fit, on any matter within its remit, to the City Deal Executive, Homes England, City Deal Partners, and/or MHCLG.

Governance Relationships

- 15. Homes England and City Deal Executive, acting unanimously, shall be responsible for agreeing and, if necessary, amending the Terms of Reference of the Stewardship Board.
- 16. The Stewardship Board shall review its Terms of Reference from time to time as and when necessary.
- 17. These Terms of Reference shall be read in conjunction with the City Deal Stewardship Board Agreement "Agreement" and Memorandum of Understanding "Memorandum". If any provisions of the Agreement or Memorandum conflict with any provisions of these Terms of Reference, these Terms of Reference shall prevail.
- 18. The Secretary shall maintain an official record of all Stewardship Board proceedings and a library of formal Stewardship Board documents.

Publication of Papers

- 19. The agendas and papers for the City Deal Stewardship Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.

LANCASHIRE SKILLS AND EMPLOYMENT ADVISORY PANEL
Governance Structure and Terms of Reference

Composition

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the Skills and Employment Advisory Panel shall comprise a maximum of 20 members.
2. The Members of the Skills and Employment Advisory Panel shall be appointed by the Lancashire Enterprise Partnership Board. Members shall be drawn from private sector industry (including small to medium enterprises) and relevant large employers, training and education providers, voluntary and community sector and Local Authorities.
3. The Members of the Skills and Employment Advisory Panel, as at the date of adoption of these Terms of Reference, are as follows:

Chair

Amanda Melton – LEP Board Director for Skills and Technical Education

FE Sector (2)

Beverley Robinson, Chief Executive – Blackpool and the Fylde College
Dr Lis Smith, Principal and Chief Executive – Preston's College

HE Sector (2)

Dr Lynne Livesey, Deputy Vice Chancellor, University of Central Lancashire
Mark Allanson, Pro Vice-Chancellor, Edge Hill University

Training (1)

Gareth Lindsay, Managing Director, North Lancashire Training Group

School Headteacher (1)

Ruth England, Head Teacher, Shuttleworth Burnley

Voluntary and Community Sector (1)

Liz Tapner, Chief Executive Officer, Selnet

Private Sector

Joanne Pickering, Director of HR, Training and Quality, Forbes Solicitors and Chair of the Lancashire HR Employers Network (**Deputy Chair**)

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

Andrew Dewhurst – Digital Sector – Director of the Affilius Group

Neil Conlon – Construction Sector – Divisional Director, Conlon Construction

Recruitment process for further Private Sector and Large Employer members

Local Authorities (2)

Lancashire Leader's Lead Member for Skills and Education – Councillor Charlie Briggs,
Leader of Burnley Borough Council



Lancashire Leader's Lead Chief Executive for Skills and Education – Dean Langton, Chief Executive of Pendle Borough Council

4. Members are responsible for declaring potential conflicts of interest at the beginning of each meeting. It is member's responsibility to ensure that they leave the meeting for items for which the conflict of interest may result in inappropriate commercial advantage or gain.
5. The Lancashire Skills and Employment Advisory Panel may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
6. Members are required to attend meetings regularly and attendance will be monitored. If a member is unable to attend a meeting apologies should be given prior to the meeting. Dial-in to meetings will be permitted by exception and must be requested in advance via the Company Secretary (or their nominee), and will require agreement by the Chair.
7. When considering the appointment of additional members to the Lancashire Skills and Employment Advisory Panel, perceived gaps in knowledge / experience, together with sectoral and geographical coverage will be taken into account. Gender balance on the panel should also be considered when new members are appointed; at a least a third of members should be female, and 50% from 2023 in-line with national guidance.

Representatives of Government Bodies

8. Local representatives of Government Bodies including the Education & Skills Funding Agency (ESFA), the Cities and Local Growth Unit and Jobcentre Plus will also be invited to attend meetings. Local representatives do not have voting rights. The named representatives are currently as follows:

ESFA

Stephen Jones, Head of FE Territorial Team (Lancashire, Knowsley and St Helens)

Cities and Local Growth

Paul Evans, Assistant Director

Katherine O'Connor, Senior Ministerial and Policy Manager

~~Jobcentre Plus~~ Department for Works and Pensions

~~Chris Hebblethwaite, External Relationship Manager, Cumbria and Lancashire~~

~~Heather Murray, DWP Service Leader for Service Centres and Jobcentres across Cumbria and Lancashire~~

Chair and Deputy Chair

9. The Lancashire Enterprise Partnership Board shall appoint the Chair. The Chair will also be appointed to the Lancashire Enterprise Partnership Board in accordance with Government guidance for Skills Advisory Panels. The Chair's term and arrangements for

re-appointment will mirror that of the Lancashire Enterprise Partnership Board Chair's terms, i.e. the term will be for a fixed time period as set out in the Lancashire Enterprise Partnership Assurance Framework.

10. The Chair shall not have a casting vote.
11. The Lancashire Skills and Employment Advisory Panel may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

12. The quorum for Lancashire Skills and Employment Advisory Panel meetings shall be 3.
13. If within fifteen minutes from the time appointed for the holding of a Lancashire Skills and Employment Advisory Panel meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

Secretary

14. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Skills and Employment Advisory Panel.
15. The Secretary shall produce minutes of all meetings of the Skills and Employment Advisory Panel and will maintain a list of conflicts of interests. Agendas will include a standard item requiring declarations of interests to be made in relation to specific items of business.

Meeting Frequency

16. The Skills and Employment Advisory Panel shall normally meet up to six times per annum

Decisions in Writing

17. A resolution in writing approved by the majority of the members of the Skills and Employment Advisory Panel shall be as valid and effectual as if it had been passed at a meeting of the panel.

Remit

18. The Skills and Employment Advisory Panel's primary responsibility is to consider skills and employment priorities within Lancashire, Blackpool and Blackburn and any related issues and make recommendations on the same to the relevant bodies. In doing so, the Skills and Employment Advisory Panel shall:
 - i) commission and maintain a robust evidence-base and labour market analysis which identifies existing and futures skill and employment demands and issues in the LEP area;

- ii) oversee the implementation and refresh of the Lancashire Skills and Employment Strategic Framework for the area which is consistent with the wider economic priorities set out in the LEP's Growth Plan and contribute to the development and implementation of the 'People' element of the Local Industrial Strategy;
- iii) develop and promote skills-related initiatives and programmes aligned with agreed priorities, as part of the Lancashire Plan and the Lancashire Industrial Strategy, working proactively with the Lancashire Leaders and the 'All Age Skills, Education and Employment' theme group;
- iv) identify and work with other LEP areas on skills issues of strategic and cross-boundary significance;
- v) foster co-operation between providers in the mix of provision available in the LEP area and actively work with providers to enable skills and employment needs to be met;
- vi) drive the implementation of key policy areas to the benefit of Lancashire employers and learners, for example, the Careers Strategy, T Levels, Apprenticeships and the National Retraining Scheme and policy relating to employment programmes;
- vii) contribute to key LEP objectives including increasing productivity and enabling innovation, working proactively with committees within the LEP governance;
- viii) advise on priorities and the deployment of skills funding locally; and
- ix) work proactively with DfE to influence national policy and the prioritisation and commissioning of funding.

The Skills and Employment Advisory Panel will discharge its duties through the Lancashire Skills and Employment Hub to facilitate/enable a balanced, skilled and inclusive labour market which underpins and contributes to economic well-being and growth across the County.

Governance Relationship with the Lancashire Enterprise Partnership (LEP)

- 19. The LEP is responsible for agreeing the Terms of Reference of the Skills and Employment Advisory Panel and has the power to vary the same.
- 20. The Skills and Employment Advisory Panel shall review its Terms of Reference from time to time as necessary and report their findings to the LEP Board.
- 21. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council

- 22. Lancashire County Council shall provide administrative and legal support to the Skills and Employment Advisory Panel.



23. Lancashire County Council shall maintain an official record of the Skills and Employment Advisory Panel proceedings and a library of all formal Board documents.

Publication of Papers

24. The agendas and papers of the Lancashire Skills and Employment Advisory Panel will be published on the LEP's website in accordance with the LEP's Assurance Framework.



ENTERPRISE ZONE GOVERNANCE COMMITTEE **Governance Structure and Terms of Reference**

Composition

Chair: Dave Holmes, Lancashire Enterprise Partnership (LEP) Director~~David Taylor, Deputy Chair of the Lancashire Enterprise Partnership (LEP)~~

Members: David Taylor, Deputy Chair of the LEP~~Vacancy, LEP Director~~
Councillor Simon Blackburn, LEP Director
County Councillor Geoff Driver CBE, LEP Director
Vacancy, LEP Director
Mark Rawstron, LEP Director

Observers: Katherine O'Connor, Department for Business, Energy and Industrial Strategy
Paul Evans, Department for Business, Energy and Industrial Strategy

Quorum: Chair and two members of the EZ Governance Committee

1. Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

Frequency of Meetings

2. Bi-Monthly, or as required in accordance with operational need.

Observers

3. The EZ Governance Committee may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.

Secretary

4. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the EZ Governance Committee.
5. The Secretary shall produce minutes of all meetings of the EZ Governance Committee and will maintain a list of conflicts of interests. Future agendas will include a standard item requiring declarations of interests to be made in relation to specific items of business.

Decisions in Writing

6. A resolution in writing signed by the majority of the members of the EZ Governance Committee for the time being shall be as valid and effectual as if it had been passed at a meeting of the Committee.

Remit

7. The EZ Governance Committee is a committee of the Lancashire Enterprise Partnership.
8. The EZ Governance Committee is responsible for setting and overseeing the strategic direction of the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC). It will also provide regular reports to the LEP Board, specifically focusing on:
 - Regular progress updates on the delivery of infrastructure into Lancashire's 4 Enterprise Zones;
 - Regular progress reports on the drawdown/development of land on Lancashire's 4 Enterprise Zone sites;
 - Regular progress reports on the generation of commercial leads and enquiries on Lancashire's 4 Enterprise Zone sites;
 - Regular financial reports regarding the generation of Business Rates growth at Lancashire's 4 Enterprise Zone sites;
 - Regular financial reports on Business Rates Relief providing to companies locating to Lancashire's 4 Enterprise Zone sites;
 - Regular financial reports on the provision and repayment of any public investment provided in support of the development of Lancashire's 4 Enterprise Zone sites;
 - Regular progress updates on the number of jobs and commercial floor-space created across Lancashire's 4 Enterprise Zone sites; and
 - Regular progress reports on planning frameworks and commercial masterplans in place across Lancashire's 4 Enterprise Zone sites.

Publication of Papers

9. The agendas and papers of the Enterprise Zone Governance Committee will be published on the LEP's website in accordance with the LEP's Assurance Framework.

GROWTH DEAL MANAGEMENT BOARD
Governance Structure and Terms of Reference

Composition

1. Unless otherwise agreed by the LEP, the Growth Deal Management Board shall comprise a minimum of 6 members and a maximum of 10.
2. The Chair and membership of the Growth Deal Management Board shall be appointed by the LEP.
3. The Chair of the Growth Deal Management Board shall be a Director of the LEP Board.
4. The Members of the Growth Deal Management Board, as at the date of adoption of these Terms of Reference, are as follows:

~~Graham Cowley (Chair)~~ — ~~LEP Director vacancy~~

Michael Ahern (**Interim Chair**) Chief Operating Officer, UCLAN

Alan Cavill Director of Place, Blackpool Council

Dr Michele Lawty-Jones Director, Lancashire Skills Hub

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

~~Beckie Joyce~~ **Steve Burns** ~~Interim~~ Head of Strategic Development,
Lancashire County Council

Gareth Smith Gareth Smith Consulting

Julie Whittaker Economic, Housing and Regeneration Manager,
Pendle Borough Council

Observers:

Katherine O'Connor Department for Business, Energy and Industrial Strategy

Paul Evans Department for Business, Energy and Industrial Strategy

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

5. The Growth Deal Management Board may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.

Chair and Deputy Chair

6. The Chair of the Growth Deal Management Board will be a private sector representative and be a member of the LEP Board.
7. The Chair shall not have a casting vote.
8. The Growth Deal Management Board may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

9. The quorum for Growth Deal Management Board meetings shall be 3, including the Chair.
10. If within 15 minutes from the time appointed for the holding of a Growth Deal Management Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within 2 weeks and if at that meeting a quorum is not present within 15 minutes from the time appointed for holding the meeting the Members present shall be a quorum.

Secretary

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Growth Deal Management Board.
12. The Secretary shall produce minutes of all meetings of the Growth Deal Management Board and will maintain a list of conflicts of interests, in accordance with the LEP's Assurance Framework. Growth Deal Management Board agendas will include a standard item requiring declarations to be made in relation to specific items of business.

Meeting Frequency

13. The Growth Deal Management Board shall meet according to operational need.

Decisions in Writing

14. A resolution in writing signed by the majority of the members of the Growth Deal Management Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Growth Deal Management Board.

Remit

15. The Growth Deal Management Board's primary responsibility is to ensure the implementation of the Growth Deal and to make strategic recommendations to the LEP Board in this regard.
16. The Growth Deal Management Board shall:
 - Implement and monitor the Growth Deal in accordance with the Growth Deal Implementation Plan and Growth Deal Monitoring and Evaluation Framework;
 - Ensure that the Growth Deal Implementation Plan and Monitoring and Evaluation Framework are updated according to operational need, and annually as a minimum, and located on the LEP website;
 - Oversee the work of the Monitoring and Evaluation Sub Group, receive quarterly reports from the same and approve the submission of quarterly monitoring reports;
 - Ensure that any conditions attached to Local Growth Fund funding agreements are discharged appropriately;
 - Refer to the LEP Board any issues arising if project sponsors are unable to comply with the Growth Funding principles agreed by the LEP Board;
 - Make recommendations to the LEP Board on any proposed material changes to funding profiles, including redirecting significant resources in year and between projects; and
 - Make recommendations to the LEP Board (who in turn would need to seek approval from Government) on any proposed material changes to project funding in the event of non-delivery, and / or the withdrawal of grant offer.

Governance Relationship with the LEP

17. The LEP is responsible for agreeing the Terms of Reference of the Growth Deal Management Board and has the power to vary the same.
18. The Growth Deal Management Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
19. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council

20. Lancashire County Council, as accountable body to the LEP, shall provide programme management, economic development, financial, administrative and legal support to the Growth Deal Management Board.



21. The Growth Deal Management Board will be supported by consultants appointed to advise on the implementation of the Growth Deal Monitoring and Evaluation Framework.
22. Lancashire County Council shall maintain an official record of the Growth Deal Management Board proceedings and a library of all formal Growth Deal Management Board documents.

Publication of Papers

23. The agendas and papers of the Growth Deal Management Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.

LANCASHIRE BUSINESS SUPPORT MANAGEMENT BOARD
Governance Structure and Terms of Reference

Composition

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the Business Support Management Board shall comprise a minimum of 4 members and a maximum of 10.
2. The Members of the Business Support Management Board shall be appointed by the Lancashire Enterprise Partnership and shall draw members be drawn from business, business representative organisations, business support providers and business finance specialists.
3. The proposed members of the Business Support Management Board, as at the date of adoption of these Terms of Reference, are as follows:

Vacancy	Ann Dean	(Chair)	LEP Director
Gillian Bardin		Institute of Chartered Accountants in England and Wales (ICAEW)	
Miranda Barker		East Lancashire Chamber of Commerce and LEP Director	
Paul Foster		Federation of Small Business	
Alan Welsh		North West Lancashire Chamber of Commerce	
Frank McKenna		Downtown in Business Lancashire	
Sue Smith		Centre of SME Development, UCLAN	
Stuart Thomson		Lancashire IOD	

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

4. The Business Support Management Board may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
5. When considering the appointment of additional members to the Business Support Management Board, perceived gaps in knowledge / experience, together with sectoral and geographical coverage will be taken into account.

Chair and Deputy Chair

6. The Lancashire Enterprise Partnership shall appoint the Chair.
7. The Chair shall not have a casting vote.
8. The Business Support Management Board may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

9. The quorum for Business Support Management Board meetings shall be 3
10. If within fifteen minutes from the time appointed for the holding of a Business Support Management Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

Secretary

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Business Support Management Board.
12. The Secretary shall produce minutes of all meetings of the Business Support Management Board and will maintain a list of conflicts of interests. Future Business Support Management Board agendas will include a standard item requiring declarations to be made in relation to specific items of business.
13. The Secretary shall produce and maintain an action list of all outstanding Business Support Management Board matters, a copy of which shall be circulated to meetings of the Business Support Management Board.

Meeting Frequency

14. The Business Support Management Board shall meet according to operational need.

Decisions in Writing

15. A resolution in writing signed by the majority of the members of the Business Support Management Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Business Support Management Board.

Remit

16. The Business Support Management Board's primary responsibility is to consider how business support activities are best aligned with the wider strategic and economic ambition across the LEP geography and make recommendations on the same to the relevant bodies. In doing so, the Business Support Management Board shall:
 - a. Develop and promote business support strategy, initiatives and programmes aligned with agreed priorities, as part of the LEP's Strategic Economic Plan;
 - b. Seek to co-ordinate and commission a publicly funded business support offer which is clear, fit for purpose and which complements both commercial and national offers.
 - c. Commission and maintain an evidence-base to help understand key business support demands in the LEP area;

- d. Identify and work with other LEP areas on business support issues of strategic and cross-boundary significance; and
- e. Advise on the deployment of business support funding directly accessed or influenced by the LEP and make best use of public investment in this policy area.

Governance Relationship with the LEP

- 17. The LEP is responsible for agreeing the Terms of Reference of the Business Support Management Board and has the power to vary the same.
- 18. The Business Support Management Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
- 19. Minutes of Business Support Management Board meetings shall be submitted to the LEP Board at the LEP's request and significant action points will be reported as part of a Chair's Update.
- 20. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council

- 21. Lancashire County Council shall provide administrative and legal support to the Business Support Management Board.
- 22. Lancashire County Council shall maintain an official record of the Business Support Management Board proceedings and a library of all formal Business Support Management Board documents.

Publication of Papers

- 23. The agendas and papers of the Business Support Management Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.

PERFORMANCE COMMITTEE

(NB This will be replaced by the Joint Scrutiny Committee once formed**)**

Governance Structure and Terms of Reference

Composition

1. Unless otherwise agreed by the LEP, the Performance Committee shall comprise a minimum of 3 and a maximum of 8 members.
2. The Members of the Performance Committee shall be appointed by the LEP and shall draw a minimum of 3 private sector directors as members.
3. A place will be reserved on the Performance Committee for the nominee of the Lancashire Leaders Group.
4. The Members of the Performance Committee, as at the date of adoption of these Terms of Reference, are as follows:

<i>Vacancy (Chair)</i>	<i>LEP Director</i>
<i>Vacancy</i>	<i>LEP Director</i>
<i>Graham Cowley</i>	<i>LEP Director</i>
<i>Ann Dean</i>	<i>LEP Director</i>
<i>David Taylor</i>	<i>LEP Director</i>
<i>Cllr Matthew Brown</i>	<i>Lancashire Leaders Group Nominee</i>

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

5. The Performance Committee may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
6. The County Council's Director of Governance, Finance and Public Services (and LEP Company Secretary) and Section 151 Officer (or their nominees) will attend meetings of the Performance Committee.

Chair and Deputy Chair

7. The Performance Committee shall appoint one of its number to act as Chair ("the Chair"). The Chair of the Performance Committee will be a private sector representative and be a member of the LEP Board.
8. The Chair shall not have a casting vote.
9. The Performance Committee may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

10. The quorum for Performance Committee meetings shall be a minimum of 3 directors. In the event that the Chair is not present the Committee should appoint one of the members present to act as Chair in his/her absence.
11. If within 15 minutes from the time appointed for the holding of a Performance Committee meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within 15 minutes from the time appointed for holding the meeting the Members present shall be a quorum.

Secretary

12. The LEP's Company Secretary (or their nominee) shall serve as the Secretary ("The Secretary") to the Performance Committee.
13. The Secretary shall produce minutes of all meetings of the Performance Committee and will maintain a list of conflicts of interests, in accordance with the LEP's Assurance Framework. Performance Committee agendas will include a standard item requiring declarations to be made in relation to specific items of business.

Meeting Frequency

14. The Performance Committee shall meet at least once in a 12 month period, and as necessary according to operational need.

Decisions in Writing

15. A resolution in writing signed by the majority of the members of the Performance Committee for the time being shall be as valid and effectual as if it had been passed at a meeting of the Performance Committee.

Remit

16. The Performance Committee will provide oversight on seven key areas of performance:
 - (i) Quantum of resources secured by the LEP;
 - (ii) Monitoring of the LEP's Operational Budget and development of the LEP's Operational Business Plan and Annual Report;
 - (iii) Investment decision making;
 - (iv) Implementation and delivery of key LEP initiatives;
 - (v) Monitoring and evaluation of key LEP initiatives;
 - (vi) Compliance with LEP policies and procedures, as set out in the LEP's Assurance Framework; and
 - (vii) Risk management, including identification and mitigation of risks.

17. The Performance Committee will not make recommendations on individual scheme approvals.

Governance Relationship with the LEP

18. The LEP is responsible for agreeing the Terms of Reference of the Performance Committee and has the power to vary the same.
19. The Performance Committee shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
20. Minutes of the Performance Committee meetings shall be submitted to the LEP Board at the LEP's request.
21. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council

22. Lancashire County Council, as accountable body to the LEP, shall provide legal, audit, financial and programme management support through, respectively, the Director of Corporate Services, (LEP Company Secretary), Head of Internal Audit, Section 151 Officer and Director of Economic Development and Planning.
23. Lancashire County Council shall maintain an official record of the Performance Committee proceedings and a library of all formal Performance Committee documents.

Publication of Papers

24. The agendas and papers of the Performance Committee will be published on the LEP's website in accordance with the LEP's Assurance Framework.

Annex '2'

Protocol on the Disclosure of Confidential Information for Directors / Observers / Officers and other attendees at Lancashire Enterprise Partnership Board Meetings

The Lancashire Enterprise Partnership seeks to make information it holds freely available to the public in fulfilling its responsibility for openness and accountability.

In doing so, it must respect the rights of individuals and other organisations. It is also in the public interest that its commercial interests are protected to the extent recognised by the Freedom of Information Act.

This protocol sets out the arrangements agreed by the Lancashire Enterprise Partnership for the treatment by all attendees at Board meetings of confidential information.

- Confidential information will be identified in one of the following ways:
 - a. Marked "not for publication" and include a statement that the report contains confidential or exempt information
 - b. Included in Part II of an agenda for a Board meeting
 - c. Received with a covering letter or other communication which indicates the document is confidential
- If you receive confidential information you should assume that it is provided to you for your personal information and you should not disclose it to anyone unless one of the following applies;
 - a. Information at 1b above will be supplied to all other members attending the meeting in question and will be shared and discussed with them. It should not however, be shared with other people who are not involved in the meeting.
 - b. You have the written consent of the person who provided you with the information to the specific disclosure made.
 - c. You have received legal advice that you are under a legal obligation to disclose that information to a person who has requested it. The Company Secretary will provide advice on this point if requested.
 - d. You may disclose the information if it is necessary for you to do so in order to obtain advice from a professional adviser, provided that adviser gives a binding obligation not to disclose the information themselves.

Annex '3'

Guidance on publication of meeting papers and agendas – Compliance with the Local Government Act 1972

1. Scope

These rules apply to all meetings of the Lancashire Enterprise Partnership Board (LEP) and its Committees.

The LEP is committed to publishing agenda papers and minutes for Full Board meetings and any Committees which involve decisions about public money. All papers can be accessed via the LEP Website, or, the LEP's Accountable Bodies website (Lancashire County Council). This is based on the National LEP Assurance Framework and is done in accordance with the [Local Government Act 1972](#).

2. Publication Procedure

- The LEP will give at least five clear working days' notice of any meeting by posting details of the meeting on its website.
- Meeting agendas and papers are published at least 5 clear working days before meetings take place.
- Minutes of Board and Committee meetings are published within 10 clear working days of the meeting taking place at the very least in draft format which are subject to final approval by the Board. Once approved final versions of minutes are published within 10 clear working days.

3. Declaration of Interests

The LEP confirms to the Government Best Practice Guidance in relation to Directors Interests and a full LEP Directors Register of Interest can be accessed on the LEP website [here](#).

In addition, any declaration of interest made at a meeting of the LEP Board or one of its Committees is included in the minutes of the relevant LEP Board or Committee meeting. If this is a new declaration not previously notified by that Director, their register of interests is updated with the new declaration included.

4. Guidance on Handling Confidential and Exempt Information

4.1 Confidential information – requirement to exclude public

The public have to be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

4.2 Meaning of confidential information

The LEP complies with [The Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) with regard to confidential information.

Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order and as fully defined in [Section 100A\(3\) of the Local Government Act 1972](#).

4.3 Exempt information – discretion to exclude public

The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

4.4 Meaning of exempt information

Exempt information means information falling within the following 7 categories (subject to the qualifications below):

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.



6. Information which reveals that the authority proposes -
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

5 Qualifications

- (a) Information relating to the financial or business affairs of any particular person is not exempt if it is required to be registered under: the Companies Act 2006; the Friendly Societies Act 1974; the Friendly Societies Act 1992; the Industrial and Provident Societies Acts 1965 to 1978; the Building Societies Act 1986; or the Charities Act 1993.
- (b) Information in one of the seven categories of exempt information which is not prevented from being exempt by definition of point (a) described above is exempt if the public interest in maintaining the exemption outweighs the public interest in disclosing it.

6 Process for Handing Information

- Documents shall be accessed against the above criteria and must be considered to match the criteria in order to be deemed confidential.
- In the event a document is assessed as being confidential it shall be marked as such listing the appropriate Local Government Act 1972 exemption.
- The reason for exemption shall be published on the LEP website within the relevant agenda papers section.
- At present information is processed by the in-house council team who are subject to the council's information governance policies:
<http://intranet.ad.lancscc.net/how-do-i/information-governance/information-governance-policies/>

As the LEP becomes more independent from the council, separate information governance policies will be developed which will govern how the LEP processes and secures the information it holds.

Annex '4'

LEP Director and Committee Member Protocol 'The Nolan Principles'

Directors of the Lancashire Enterprise Partnership and all of its Committee Members shall comply with the Seven Principles of Public Life which are:

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

For further information on the 7 principles and the work of the Committee on Standards in Public Life, visit the Committee's [website](#) and [blogsite](#).

Attendance protocol for LEP Directors and LEP Committee Members

Attendance at meetings is important. LEP Directors and Committee Members are expected to regularly attend meetings.

- (1) If LEP Directors or Committee Members miss three meetings in a row this will be reported by the Company Secretary to the County Council's Director of Economic Development and Planning and the Chair of the LEP Board. This may result in a LEP Director or Committee Member having their appointment reviewed, and, unless deemed to be extraordinary circumstances, could be removed from their post. This will be reviewed on a case-by-case basis.
- (2) In addition, overall attendance statistics will be reviewed by the Company Secretary on an annual basis. If a Director or Committee Members attendance within a period of one year falls below 50% this may also result in triggering the process set out at (1).

The Requirements of the Companies Act 2006 "Directors Duties"

In addition to the requirements placed on LEP Directors in this Assurance Framework it is important to note that the Lancashire Enterprise Partnership is a Private Limited Company and as such LEP Directors have additional requirements placed on them by the Companies Act 2006.

The Companies Act 2006 defines a number of general legal duties for directors of UK companies. Set out below is a brief summary of the main duties directors need to be aware of:

The duty to act within powers

Directors must act in accordance with the company's constitution (i.e. the articles of association and formal resolutions and decisions), and only exercise powers for the purposes for which they are conferred. A copy of the articles is included in this information pack.

The duty to promote the success of the company

Directors must act in a way which they consider, in good faith, will promote the success of the company in delivering its objects, having regard to:

- (a) the likely consequences of any decision in the long term;
- (b) the interests of the company's employees;
- (c) the need to foster the company's business relationships with suppliers, customers and others;
- (d) the impact of the company's operations on the community and the environment;

(e) the desirability of the company maintaining a reputation for high standards of business conduct.

The duty to exercise independent judgement

Each director must exercise independent judgment in his or her decision making.

The duty to exercise reasonable care, skill, and diligence

Directors must exercise reasonable care, skill and diligence in their duties. The meaning of 'reasonable care, skill and diligence' is judged according to what may reasonably be expected of a person carrying out the functions of director of that company. It is also judged according to the general knowledge, skill and experience of the individual director.

The duty to avoid conflicts of interest

Directors must avoid situations in which they could have a direct or indirect interest that conflicts with the interests of the company. This applies in particular to the exploitation of any property, information or opportunity (regardless of whether the company could take advantage of that property, information or opportunity). However, this duty is not infringed if the matter has been authorised by the board.

The duty not to accept benefits from third parties

Directors must not accept benefits from third parties unless the benefit cannot reasonably be regarded as likely to give rise to a conflict of interest.

A separate detailed Annex providing more details on directors' interests is included in the Assurance Framework.

If you require any further information or advice, please do not hesitate to contact:
Andy Milroy, Senior Democratic Services Officer, Email: andy.milroy@lancashire.gov.uk
Telephone: 01772 530354

Annex '5'

Code of Conduct for Lancashire Enterprise Partnership (LEP) Board Members

You are a Board Member of the Lancashire Local Enterprise Partnership (LEP) and hence you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in your conduct at all times, full details on these principles, referred to as the "Nolan" principles are set out below.

Accordingly, when acting in your capacity as a Board Member of the Lancashire Local Enterprise Partnership:

- You must act in a manner consistent with the LEP's equality and diversity strategy and treat your fellow Board Members, members of staff and others you come into contact with when working in their role with respect and courtesy at all times.
- You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
- You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your official duties.
- When carrying out your LEP duties you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, based on evidence.
- You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your position. You must be as open as possible about both your decisions and actions and the decisions and actions of the LEP. In addition, you should be prepared to give reasons for those decisions and actions.
- You must declare any private interests, both pecuniary and non-pecuniary, including membership of any Trade Union, political party or local authority that relates to your LEP duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming to the procedures set out in the section 'Registering and declaring pecuniary and non-pecuniary interests'.
- You must, when using or authorising the use by others of the resources of the LEP, ensure that such resources are not used improperly for political or personal purposes (including party political purposes).
- You must promote and support high standards of conduct when serving in your LEP post, in particular as characterised by the above requirements, by leadership and example.

Registering and declaring pecuniary and non-pecuniary interests

You must, within 28 days of taking office as a Board Member or co-opted, notify your LEP Company Secretary and Accountable Body's Section 151 Officer of any disclosable pecuniary interest¹, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.

In addition, you must, within 28 days of taking office, notify the LEP Company Secretary and the Accountable Body's Section 151 Officer of any non-pecuniary interest² which the LEP has decided should be included in the register or which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life (The Nolan Principles). These non-pecuniary interests will necessarily include your membership of any Trade Union.

Board members should review their individual register of interest before each board meeting and decision making committee meeting. If an interest has not been entered onto the LEP's register, then the member must disclose the interest at any meeting of the LEP at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'³.

Following any disclosure of an interest not on the LEP register or the subject of pending notification, you must notify the LEP Company Secretary and Section 151 Officer of the interest within 28 days beginning with the date of disclosure.

Unless dispensation has been granted, you may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest. Additionally, you must observe the restrictions your LEP places on your involvement in matters where you have a pecuniary or non-pecuniary interest as defined by the LEP.

Footnote

1 For the purposes of this guidance, we are using the definition of a pecuniary interest as set out in the [Localism Act 2011](#) and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

2 A Non-Pecuniary interest is any interest which is not listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#).

3 A 'sensitive interest' is described in the [Localism Act 2011](#) as a member or co-opted member of an authority having an interest, and the nature of the interest being such that the member or co-opted member, and the authority's monitoring officer, consider that disclosure of the details of the interest could lead to the member or co-opted member, or a person connected with the member or co-opted member, being subject to violence or intimidation.

Annex '6'

LEP Observers Protocol

The Lancashire Enterprise Partnership will permit the attendance of Observers at Board meetings subject to the following provisions:

- (i) Observers are requested to make themselves known to the Company Secretary (or their representative) and state their name, the organisation they represent and their purpose for attending the meeting. Ideally this should be done in writing (or via email) in advance of the meeting.
- (ii) The Chair will seek formal approval from the Directors present to any request for an Observer to attend for Part I (Items that are publically available) and, if applicable, Part II (Private and Confidential items). Observers will usually be excluded from any Part II items other than in exceptional circumstances.
- (iii) If an Observer is permitted to attend for any Part II items they must agree to adhere to the Protocol on the Disclosure of Confidential Information for Directors / Observers / Officers and other attendees at Lancashire Enterprise Partnership Board meetings. Any Observers present from local authorities will also be bound by their own confidentiality procedures.
- (iv) The Board will determine appropriate action to be taken in the event of any proven / intentional breaches of this confidentiality statement.

Speaking at Meetings

As a general rule Observers will not be permitted to speak at Lancashire Enterprise Partnership Board meetings, unless invited to do so by the Chair.

The Chair may terminate any speech made by an Observer if he/she considers it appropriate to do so. The Chair's judgement will be informed by the following provisions:

Observers must not:

- Speak at a point in the meeting other than those where they are invited to do so by the Chair.
- Interrupt another speaker.
- Reveal personal information about another individual.
- Make individual or personal complaints against any member of the Board.
- Reveal information which they know or believe to be confidential.
- Use offensive, abusive or threatening language.
- Ignore the ruling of the Chair of the meeting.

Persistent disregard of the above protocol may result in Observers being asked to leave the meeting.

Annex '7'

Directors' Interests

Under the provisions of the Companies Act 2006, as a director of Lancashire Enterprise Partnership Limited ("the company"), there are two different types of conflict of interest that you will need to declare to the company:

Situational Conflicts

Upon accepting your appointment as a director, you should inform the Company Secretary of anything, or any connection you have, which could potentially divert your mind from giving sole consideration to promoting the success of the company.

Although there is nothing to prohibit you from holding multiple directorships or even from engaging in business that competes with Lancashire Enterprise Partnership Limited, any situation where there is a degree of tension must be declared.

For example, as a director of the company it is your duty to act in the sole interest of the company. However, if you have been nominated by another organisation, a tension may arise out of any actual or perceived duty to act in the best interests of that organisation as opposed to the company itself.

Once any potential interests have been declared, they will be put to the other directors, who have the power to authorise them.

You have an ongoing duty to update the Company Secretary of any changes to your situational interests.

Transactional conflicts

A transactional conflict arises where as a director, you or a 'connected person' (for example a family member), has an interest in a proposed or existing transaction or arrangement with the company.

If you realise that you are in any way, directly or indirectly interested in a proposed transaction or arrangement with the company, you must declare the nature and extent of that interest to the other directors. This should be done via the Company Secretary. Any such declarations should be made as soon as practicable, ideally before or at the start of any Board meeting at which the item is to be considered.

If you have made such a declaration, the default position is for you not to be counted as participating in the decision-making process for quorum or voting purposes during consideration of the matter. However Lancashire Enterprise Partnership Limited's Articles of Association do enable the remaining, non-interested directors to, if they see fit, authorise any such conflicts and in these instances they may agree for you to take part.

Please note that specific provisions relating to directors' interests are set out in clauses 13.7 to 13.13 of the company's Articles of Association.

If you require any further information or advice, please do not hesitate to contact:
Andy Milroy, Senior Democratic Services Officer, Email: andy.milroy@lancashire.gov.uk
Telephone: 01772 530354

Annex '8'

Gifts and Hospitality Policy

Directors of the Lancashire Enterprise Partnership (LEP) must (within 28 days of receiving it) notify the Company Secretary in writing of any gifts or hospitality received, the value of which is estimated at being over £50. "Hospitality" is defined as accommodation, food or drink, or entertainment which is provided free of charge or at a discounted rate. The requirement applies where the gifts or hospitality is received in your capacity as a Director, rather than from friends or family, received from any person or body other than the LEP.

Your notification must also give the identity of the donor of the gift or hospitality.

You should also make a notification of an accumulation of smaller gifts or hospitality valued at £50 or less received over a short period of time which when added together are valued above £50.

If you are uncertain of the value of a gift or hospitality you should declare it. It is also good practice to notify the Company Secretary of offers of gifts or hospitality which have been offered but refused.

A failure to notify the Company Secretary of any gifts and/or hospitality over the value of £50 is a breach of the LEP's Code of Conduct.

Any gifts or hospitality notified to the Company Secretary will be included in the LEP's register of Gifts & Hospitality, a copy of which is made available for public inspection and published on the LEP's website.

However, where you consider that disclosure of the details of any gift or hospitality could lead to you, or a person connected with you, being subject to violence or intimidation the Company Secretary may agree to exclude from the LEP's register such details as he considers appropriate and that information will not be included on the LEP's register.

Annex '9'

Board and Committee Members Allowances Scheme (including Hospitality Policy)

Introduction

1. Lancashire Enterprise Partnership (LEP) travel and subsistence policy provides all Board and committee members and their guests/speakers ('the Claimant') who are required to travel on official LEP business the guidance to operate in an efficient and cost effective manner.
2. The LEP will reimburse the claimant for actual and reasonable expenses incurred wholly, exclusively and necessarily in the course of its operation and in accordance with the maximum rates and guidance of the policy set out below.
3. For clarity, the LEP does not pay expenses to Board/sub-board members or sector representatives for attendance at routine, scheduled meetings, but expenses will be paid in exceptional circumstances where agreed in advance with the LEP Chief Executive that they shall represent the LEP on official LEP business. The LEP Chief Executive reserves the right to escalate any concerns to the LEP Board if necessary.
4. LEP Board/committee members are however encouraged to incur a reasonable level of personal expenditure and claims should be made at their own discretion. Expenditure should only be incurred within the constraints of the appropriate budget and will be reviewed annually.

Travel

5. Car mileage can be claimed at a rate of 45p per mile up to 10,000 miles and 25p thereafter. Costs of parking charges may also be claimed. Any fines or penalties incurred for motoring or parking offences will not be reimbursed under any circumstances and are the responsibility of the claimant.
6. The LEP will reimburse the claimant a maximum of the cost of a standard open return rail ticket.

Overnight Accommodation

7. Where the nature of the duties being undertaken result in a LEP Board/committee member being absent from his/her usual place of residence, overnight accommodation will be booked and paid directly by the LEP via the LEP Chief Executive.
8. In exceptional circumstances where it is not possible for the LEP to make a direct booking on behalf of a LEP Board/committee member, the actual receipted cost of accommodation, including breakfast, will be reimbursed to the LEP Board/committee member. Such reimbursement will be subject to a maximum allowance per night of £151.27 for London and £131.71 elsewhere in the UK.

Day Subsistence

9. A LEP Board/committee member may claim **up to** the following maximum amounts when absent for the periods stated below from their normal place of residence:
 - (a) a period less than 4 hours - £6.62
 - (b) a period between 4 and less than 8 hours - £13.15
 - (c) a period between 8 and less than 12 hours - £26.34
 - (d) a period in excess of 12 hours - £39.48

10. All day subsistence claimed is subject to the production of receipts. The cost of alcohol may not be claimed for reimbursement.

Travel Abroad

11. For LEP Board/committee member travelling outside Great Britain on approved official LEP duties (including, for the purpose of this section, travelling in Northern Ireland), a flat daily rate up to a maximum of £73.05 will be provided. This allowance is intended to cover costs incurred on meals and transport whilst actually abroad. All subsistence claimed whilst abroad is subject to the production of receipts. The cost of alcohol may not be claimed for reimbursement.

Hospitality

12. In accordance with Government National Local Growth Assurance Framework requirements, LEP Board/sub-board Members should declare any hospitality received or gifts above the value of £50 they should be reported to the Company Secretary for inclusion in the Expenses and Hospitality register.

Annex '10'

Confidential Reporting of Complaints Policy and Procedure

The Lancashire Enterprise Partnership (LEP) is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment we encourage employees and others with serious concerns about any aspect of the LEP's work to come forward and voice those concerns without fear of reprisal. For employees and those working closely with the LEP, please follow the whistleblowing policy on our [website](#). For third parties and members of the public, please follow the confidential complaints procedure outlined below.

If a member of the public or third party believes that their complaint fits the description below, they may report their concerns through the [whistleblowing policy procedure](#) which is set out at **Annex 11**.

Whistleblowing - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individuals own position and has no or very limited public interest.

Confidentiality

If a member of the public or a third party wants to make a confidential complaint or raise a concern, it will be treated in confidence and every effort will be made to protect the person's identity if they wish to remain anonymous. The LEP will investigate all complaints or allegations.

Anonymous allegations

The LEP takes all complaints and concerns raised by members of the public and third parties seriously. We will investigate anonymous allegations but remind complainants that when people put their names to an allegation the ability to investigate and therefore reach firm conclusions is strengthened. Concerns expressed anonymously will be considered at the discretion of the LEP. When exercising this discretion the factors to be taken into account would include:

- the seriousness of the issue raised;
- the credibility of the concern; and
- the likelihood of confirming the allegation from attributable sources.

The Ministry for Housing, Communities and Local Government may request information arising from this process if they have concerns regarding a LEP or have been approached with similar complaints. The expectation is that this information will be provided on an anonymous basis, but it may be necessary to provide personal details to progress a complaint.

Where details are gathered, the LEP will put in place appropriate data protection arrangements in line with the Data Protection Act 1998.

Confidential Complaints Procedure

The LEP is aware that the organisation's ordinary complaints procedure may not be suitable if someone wants the complaint to remain confidential. If you would like to make a confidential complaint please write or email to:

Laura Sales, Company Secretary, Lancashire Enterprise Partnership
C/O Lancashire County Council
Legal and Democratic Services
Christ Church Precinct
Preston
PR1 8XJ

Email: enquiries@lancashirelep.co.uk

State that you want the complaint to remain confidential.

Action taken by the LEP

The designated complaints officer will raise your concern and investigate the complaint. You can expect the officer to:

- Contact you within 10 working days to acknowledge the complaint and discuss the appropriate course of action.
- Write to you within 28 working days with findings of the investigation. If the investigation has not concluded within 28 working days, the officer will write to you to give reasons for the delay in resolving the complaint.
- Take the necessary steps to rectify the issue.

If you are unhappy with the outcome of the complaint or the complaint involves those responsible for the confidential complaints procedure:

You can escalate your concerns through the LEP's Accountable Body, Lancashire County Council, through their complaints procedure which can be accessed here

<http://www.lancashire.gov.uk/council/get-involved/compliments-comments-complaints.aspx>

Lancashire County Council has its own confidentiality procedures.

If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it direct to the Cities and Local Growth Unit at the Ministry for Housing, Communities and Local Government and the Department of Business, Energy and Industrial Strategy, at the following email address:

LEPPolicy@communities.gsi.gov.uk or by writing to LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as “Official - complaints”.

Annex '11'

Lancashire Enterprise Partnership - Whistleblowing Policy

Introduction

A Discloser is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor or a third party.

This procedure outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for LEP Board Members and staff. The Standards in Public Life include the principles of; integrity, honesty, objectivity, accountability, openness, honesty, leadership and impartiality.

In particular LEP Board Members, as the key decision makers of the LEP, have a right and a responsibility to speak up and report behaviour that contravenes these values.

It is important that this procedure is followed when raising any concerns, to ensure that the matter is dealt with correctly.

Definitions

This document uses the following definitions:

- *Whistleblowing* - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individuals own position and has no or very limited public interest.
- *The LEP* – The Lancashire Enterprise Partnership
- *Discloser* – this is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor or a third party.
- *Responsible Officer* - this is the person, appointed by the LEP Board, with overall responsibility for maintaining and operating this whistleblowing policy. They will maintain a record of concerns raised and the outcomes (but will do so in a form that does not endanger confidentiality) and will report as necessary to the LEP Director of Economic Development and the LEP Board. Her name is Laura Sales,

Company Secretary, Lancashire Enterprise Partnership, and her contact details are laura.sales@lancashire.gov.uk, telephone: 01772 533375. If the concern relates to the Responsible Officer then in the alternative the concern should be raised with Richard Kenny, the Interim Director of Economic Development and Planning richard.kenny@lancashire.gov.uk telephone: 01772 530611.

- *Relevant Concern* – something the Discloser has been asked to do, or is aware of which they consider to be wrong-doing and is in the public interest.

Scope

The LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment, we encourage Disclosers with serious concerns about the work of the LEP to come forward and voice their concerns without fear of reprisal.

Disclosers should note that where the concern is one that might fall under the LEP's staff or work force policies on equality and diversity or harassment and bullying or other staff policies, they should consider using the reporting mechanisms for those other policies first, the LEP's Accountable Body is Lancashire County Council and procedures relating to reporting any of those matters should be reported to the County Council via the Lancashire County Council Complaints website here: <http://www.lancashire.gov.uk/council/get-involved/compliments-comments-complaints.aspx>

The LEP has a pre-existing complaints procedure that in many cases will be more appropriate for third parties or members of the public to follow. Third parties or members of the public should review the separate confidential complaints procedure outlined in the [LEPs complaints policy](#) on the LEP's website first before going through the whistleblowing process.

However, if a member of the public or third party believes that their complaint fits the description of a 'relevant concern' outlined below, they may report their concerns through the whistleblowing policy procedure.

Policy Statement

The LEP acknowledges that Disclosers may often be the first people to realise that there may be something seriously wrong within the organisation.

This policy aims to:

- Encourage people to feel confident about raising serious concerns and to question and act upon their concerns without fear of victimisation or harassment;
- Provide avenues for Disclosers to raise those concerns and receive feedback on any action taken;
- Allow Disclosers to take the matter further if they are dissatisfied with the LEP's response; and
- Reassure all Disclosers, employees in particular who may have specific concerns about their position and employment status in the LEP, that they will be protected from possible reprisals or victimisation if they have a reasonable belief that they have made any disclosure in the public interest.

What is a relevant concern?

If a Discloser is asked to do something, or is aware of the actions of another, which they consider to be wrongdoing, they can raise it using this procedure. The Discloser must have a reasonable belief that raising the concern is in the public interest.

A Discloser may decide to raise a concern under the whistleblowing policy if they are aware of a situation that they feel:

- is against the LEP's procedures and protocols as set out in its code of conduct and LEP Assurance Framework;
- falls below established standards of practice the LEP subscribes to;
- amounts to improper conduct; or
- is an abuse of power for personal gain.

The types of matters regarded as a relevant concern for the purpose of this procedure include, but are not limited to, the following:

- Fraud or financial irregularity;
- Corruption, bribery or blackmail;
- Other Criminal offences;
- Failure to comply with a legal or regulatory duty or obligation;
- Miscarriage of justice;
- Endangering the health or safety of any individual;
- Endangering the environment;
- Improper use of authority; or
- Concealment of any of the above.

Disclosers should not raise malicious or vexatious concerns, nor should they raise knowingly untrue concerns. In addition, this procedure should not be used to raise concerns of a HR/personal nature, for example, complaints relating to a management decision or terms and conditions of employment. These matters should be dealt with using the relevant alternative procedure, for example, the LEP grievance procedure. Equally, this policy would not apply to matters of individual conscience where there is no suggestion of wrongdoing by the LEP but, for example, an employee or LEP Board Member is required to act in a way which conflicts with a deeply held personal belief.

Safeguards

The Public Interest Disclosure Act (1999) gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns. The LEP believes that no member of staff should be at a disadvantage because they raise a legitimate concern.

The LEP will not tolerate harassment or victimisation and will take action to protect Disclosers when they raise a concern in the public interest.

Raising a concern

If a Discloser experiences something in the workplace which they consider a relevant concern, it is important that the concern is raised as early as possible. Proof is not required at this point – it is for the LEP to investigate. The Discloser must, however, have a reasonable belief that disclosing the information is in the public interest before raising a concern.

All concerns will be treated in confidence and every effort will be made to protect the Discloser's identity if they wish to remain anonymous. However, at the appropriate time, it is possible that the Discloser will need to come forward as a witness for the matter to progress.

It is important to follow the correct procedure when raising a whistleblowing concern. The following steps should be adhered to:

- a. It is important that the concern is raised with the person best placed to deal with the matter, in most cases this will be the Responsible Officer. However, the Discloser may want to raise the concern with someone they know and trust, such as their line manager who can raise it with the Responsible Officer on their behalf.

- b. If it is suspected that the concern may implicate the line manager in some way, then it could be raised with a more senior manager in the line management chain.
- c. If the Discloser is unable to raise a relevant concern with a line manager or a senior manager or feel that it has not been adequately addressed, it should be raised directly with the Responsible Officer.
- d. Ultimately, the Discloser can raise their concern with the LEP via the Responsible Officer, the Company Secretary using the following contact details:

Laura Sales, Company Secretary, Lancashire Enterprise Partnership
C/O Lancashire County Council
Legal and Democratic Services
Christ Church Precinct
Preston
PR1 8XJ

Email: enquiries@lancashirelep.co.uk

Information needed to raise a concern

When raising a concern under the procedure the Discloser should try to provide the following information:

- the background and reason behind the concern
- whether they have already raised a concern with anyone and the response
- any relevant dates when actions related to the concern took place.

This information should demonstrate that there are reasonable grounds for the concern to be acted upon. It is important that matters are not investigated by the Discloser themselves.

If applicable, personal interests must be declared from the outset.

How the concern will be handled

All investigations will be conducted sensitively and as quickly as possible. While the LEP cannot guarantee that the outcome will be as the Discloser may wish, it will handle the matter fairly and in accordance with this procedure.

Once a concern has been raised with the Responsible Officer, a meeting may be arranged with relevant staff members to determine how the concern should be taken forward.

The LEP may decide to take the matter forward by a number of methods, including:

- An internal inquiry or other formal investigation
- An internal or external audit
- Referring the matter to the police
- Referring the matter to another relevant authority for investigation.

Before a final decision is taken on how to proceed, or as part of the investigation, the Discloser may be asked to meet with those investigating their allegation.

If a meeting is arranged, the Discloser may wish to be accompanied by a trade union representative, colleague or friend. The person who accompanies the Discloser should not be involved or have a direct interest in the area of work to which the concern relates. The meeting can be conducted over the telephone rather than face to face.

Within 10 working days of a concern being raised, the LEP's Responsible Officer will write to the Discloser to:

- Acknowledge that the concern has been received
- Indicate how they propose to deal with the matter
- Give an estimate of how long it will take to provide a final response
- Tell the Discloser whether any initial investigation or enquiry has been made
- Tell the Discloser whether further investigation will be made, and if not, why not.
- Tell the Discloser how frequently the LEP will keep them up to date on progress of the investigation.

The amount of contact between the LEP and the Discloser concerned will vary, depending on the concern raised, any difficult issues and any further clarity required. If necessary, the LEP will seek further information from the Discloser.

The LEP will confirm when the matter is concluded and, if appropriate, the outcome of the investigation, maintaining security and confidentiality for all parties as far as possible.

Throughout any investigation, the Discloser will still be expected to continue their duties/role as normal unless deemed inappropriate.

Confidentiality and anonymity

The best way to raise a concern is to do so openly, as this makes it easier for the LEP to investigate and provide feedback.

Any disclosures made under this procedure will be treated in a sensitive manner. However the LEP recognises that the Discloser may want to raise a concern in confidence, i.e. they may want to raise a concern on the basis that their name is not revealed without their consent.

The LEP will respect any request for confidentiality as far as possible, restricting it to a 'need to know' basis. However, if the situation arises where it is not possible to resolve the concern without revealing the Discloser (for example in matters of criminal law), the LEP will advise them before proceeding. The same considerations of confidentiality should be afforded to the recipient(s) at the centre of the concern, as far as appropriate.

The LEP always encourages potential Disclosers to speak up about potential serious wrongdoing in a way that they feel comfortable. Disclosers may choose to raise concerns anonymously, i.e. without providing their name at all. If this is the case, the investigation itself may serve to reveal the source of information. Disclosers are therefore encouraged, where possible to put their names to concerns raised. When anonymous concerns are raised, they will be treated as credible and investigated so far as possible.

Protection

If a concern is raised in the reasonable belief that it is in the public interest and procedures have been followed correctly, the Discloser raising the concern will be protected by the terms of this policy and, where applicable, by whistleblowing legislation (see gov.uk for more information on who is covered by whistleblowing legislation). Where a Discloser has been victimised for raising a concern, the LEP concerned will take appropriate action against those responsible, in line with the LEP's disciplinary policy and procedures.

Changes to procedures or policy as a result of whistleblowing

If changes are made to LEP policies and processes as result of whistleblowing investigations, the LEP will publicise the changes as appropriate, taking into consideration the importance of protecting the anonymity and confidentiality of individuals.

Untrue allegations

If a Discloser makes an allegation but it is not confirmed by the investigation, no action will be taken against them. However, if a malicious or vexatious allegation is made without good reason to: cause trouble; for personal gain; or to discredit the LEP an investigation may take place. Where the Discloser is an employee or a LEP Board Member or a contractor this may result in disciplinary or other action if they have

broken the terms of their employment, acted against the LEP Code of Conduct or broken a clause in a contract.

How this matter can be taken forwards if you are not satisfied

This procedure is intended to provide Disclosers with an avenue to raise legitimate concerns. If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it directly to the Cities and Local Growth Unit at the Ministry for Housing, Communities and Local Government and the Department of Business Energy and Industrial Strategy, at the following email address: LEPPolicy@communities.gsi.gov.uk or by writing to: LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as “Official - whistleblowing”.

In addition, if you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you may consider raising it with:

- The police
- The relevant regulatory body or professional body
- Your Trade Union
- Your solicitor
- Your Citizens Advice Bureau

Further information and signposting for potential Disclosers is available on www.gov.uk.

If a Discloser does take the matter outside the LEP, to an external body, they should ensure they do not disclose information that is confidential, for example, if you are an employee your contract of employment may set out expectations of your regarding what is confidential.

Feedback on Whistleblowing Policy

Any feedback or comments on this policy should be directed to the LEP’s Responsible Officer.

Annex '12'

Lancashire Growth Deal Communications Protocol

Overview

This Lancashire Growth Deal Communications Protocol has been developed to assist partners and stakeholders to proactively and effectively communicate key messages relating to Lancashire's £320M Growth Deal programme.

The Communications Protocol focuses on two aspects. Firstly, it provides partners and stakeholders with an understanding of the protocols which the Lancashire Enterprise Partnership (LEP) has agreed to adhere to with government in the promotion of Lancashire's £320M Growth Deal and as part of the wider agenda of promoting the government's Northern Powerhouse initiative. Secondly, it provides partners with an agreed protocol for promoting individual Growth Deal schemes.

Promoting the Lancashire Growth Deal and the Northern Powerhouse Initiative

In November 2016, the Lancashire Enterprise Partnership became one of the first LEPs to become a partner in the Government's Northern Powerhouse Partner Programme.

In signing up to be a Partner, government has encouraged partners to use key messages as part of any promotional activity. These are as follows:

- The government is committed to building a Northern Powerhouse to help the great cities, towns and rural communities of the North pool their strengths and take on the world.
- The government is taking a coherent and targeted approach to building the North's economy, focusing on tackling the major barriers to productivity facing the region – skills, enterprise, connectivity and trade.
- The government is backing business growth right across the North, and giving our great cities the power and resources they need to reach their huge untapped potential.
- Building a Northern Powerhouse is about boosting the local economy by investing in skills, innovation, transport and culture. The government will devolve significant powers and budgets to directly elected mayors to ensure decisions on the North are made by the North.
- The government is committed to fuelling local economies by encouraging investment, improving transport, boosting skills and creating new jobs. The Prime Minister appointed a dedicated Northern Powerhouse Minister to work with colleagues across the whole of government to make the North a driving force in the UK economy.

- The whole machinery of government will push on with plans to build an economy that works for everyone. The government wants to get all of our great cities firing on all cylinders.
- The Northern Powerhouse forms part of our modern Industrial Strategy which will build upon our strong economy and help businesses up and down the country seize the opportunities presented by Leaving the EU.

Building the Northern Powerhouse is also focussed on generating momentum across five key pillars:

- Connectivity and Transport;
- Education and Skills;
- Enterprise and Innovation;
- Trade and Investment; and
- Quality of Life

Growth Deals

To date the government has awarded £3.4 billion in Growth Deals in the Northern Powerhouse. This is providing targeted financial support to locally-determined projects in order to unlock growth and give local people the powers and tools they need to drive forward growth for their areas.

Lancashire has received £320M in Growth Deal funding to date which has been allocated to 44 projects across the County. The Lancashire Growth Deal is focussed around the following four themes:

- Releasing Growth Potential;
- Renewal of Blackpool;
- Growing the local Skills and Business Base; and
- Innovation and Manufacturing Excellence.

Partner Support

The Northern Powerhouse Partner Programme is open to businesses, institutions and organisations with a presence in the region who want to become advocates and pledge support.

Government is actively working with partners to maximise Northern Powerhouse promotional opportunities by collaborating and speaking with one voice to tell a powerful story about the North.

A range of brand assets have been created for partners with content including partner badges, brand guidelines, an extensive image library and press release templates.

Communications Channels

Government is using a range of channels to communicate the Northern Powerhouse initiative, including major investment programmes such as Growth Deal.

These include:

- Digital;
- Media;
- Visits; and
- Events

However, there is also a focus on driving the Northern Powerhouse forward through:

- Increased brand awareness;
- Embedding the Northern Powerhouse narrative in key messages, statistics and in business plans and strategies; and
- Joined up communications.

Delivering a Lancashire Communications Protocol

The Lancashire Growth Deal is a £320M programme, secured by the Lancashire Enterprise Partnership from Government.

Local Growth Fund resources will fund a wide range of high-profile capital projects across the county, all of which aim to realise Lancashire's potential for economic growth.

All Growth Deal projects have leveraged public and private sector investment by way of local contributions and in the delivery of jobs, housing and economic growth.

The Growth Deal is managed as a whole programme by the LEP. This necessitates interaction between the funding secured and the outputs and outcomes generated by individual projects and the programme as a whole.

As communications is a fundamental part of this 'whole programme' approach it is important to ensure:

- Strategic and consistent messages about the significance of the Growth Deal are managed and communicated effectively;
- The Growth Deal is consistently referenced as a Lancashire-wide initiative;
- The LEP is referenced for its role in securing funding and overseeing the implementation of the Growth Deal programme; and
- Recognition of the investment made by Government through the allocation of Local Growth Fund resources to Lancashire.

Individual partners should communicate these points whenever they are involved in any communications linked to any individual Growth Deal projects.

Approach/Governance

As of June 2020, the LEP's ~~Economic Policy and Communications Manager~~ ~~appointed Media and Communications Agency, SKV~~, will lead on the overarching strategic Growth Deal communications strategy to ensure it aligns with the wider Lancashire economic narrative. Updates will be supplied ~~by SKV~~ to the Growth Deal Management Board regarding the overarching communication activity for the Growth Deal programme. This will be supported by local partner reporting.

Partners will still lead on communications for their own projects locally, and should share their proposed PR approach and any draft press releases in advance with ~~the LEP's Economic Policy and Communications Manager~~ ~~SKV~~ to ensure there is consistency and no duplication.

Media handling

Reactive:

- ~~SKV, on behalf of the LEP, will manage all generic~~ ~~All generic and~~ reactive media enquiries about Lancashire's overarching Growth Deal programme ~~will be managed by the LEP~~, informing and working with relevant partner organisations' communications teams as and when appropriate.
- Where there is a specific point relating to an individual project at a local level the media enquiry should be directed to and handled by the appropriate partner in the first instance, liaising with ~~the LEP~~ ~~SKV~~ if deemed appropriate.

Proactive:

- ~~The LEP's Communication Manager~~ ~~SKV~~ will create the first draft of any proactive media releases relating to Lancashire's Growth Deal programme as a whole, and will seek approval from local partners as appropriate.
- Individual partners will continue to produce proactive media releases relating to their own projects for local audiences, and share these with ~~the LEP's Communication Manager~~ ~~SKV~~ to review prior to being issued.
- Projects which are considered to be of national or regional importance, ~~the LEP's Communication Manager~~ ~~SKV~~ will liaise with the relevant local partner to ensure appropriate and consistent strategic messaging is reflected in any media releases.

Growth Deal Programme - description and key messages

All proactive releases should include the following boilerplate within **notes to editors**. This copy, or parts of it, can also be included in the body of any press release to describe the wider context of the Growth Deal programme and its key messages:

BOILERPLATE: About Lancashire's Growth Deal Programme

In the last three years the Lancashire Enterprise Partnership (LEP) has successfully secured £320m of Growth Deal investment from the Government's Local Growth Fund.

This funding, one of the largest Growth Deal settlements to be allocated to a LEP, is designed to help improve and upgrade existing commercial infrastructure, kickstart new economic initiatives, and unlock additional private investment to drive further growth across the county.

Over 40 projects have directly benefitted from the LEP's Growth Deal Programme. These include:

- New and improved transport connections including the Blackburn-Bolton Rail Corridor; the Broughton Bypass; the Centenary Way Viaduct; and the Hyndburn-Burnley-Pendle Growth Corridor;
- World-class higher education, research and vocational skills provision and facilities including UCLan's flagship Engineering and Innovation Centre; the national Energy HQ in Blackpool; Lancaster's Health Innovation Campus; and Myerscough College's Food & Farming Innovation Centre;
- A wide-ranging package of regeneration programmes specifically for Blackpool including a new international conference centre at the Winter Gardens complex; the development of Blackpool town centre 'Green Corridors'; traffic management, bridge and road improvements and an extension of Blackpool's tram network.

The Growth Deal programme will help to generate up to 11,000 new jobs, create 3,900 new homes and attract £1.2 billion of additional public and private investment for Lancashire.

Lancashire's Growth Deal programme is also fully aligned to other major economic initiatives such as the £450m Preston, South Ribble and Lancashire City Deal, the £20m Growing Places Investment Fund, and the Lancashire Advanced Manufacturing and Energy Enterprise Zone Cluster.

For more information visit www.lancashirelep.co.uk

Media Spokespeople

On issues relating to the overarching Growth Deal Programme a LEP spokesperson should be quoted and/or be put forward for interview.

Individual partners should continue to nominate their own spokespersons to comment on specific projects at a local level and are encouraged to seek a supportive quote from the LEP for press releases when appropriate.

Branding

Recognising that individual projects are also funded by project sponsors themselves and via other contributions, a co-branding approach will be adopted whereby all signage and other material produced for individual projects will feature the Lancashire Enterprise Partnership & Northern Powerhouse logos.



The LEP and NHP logo block (see above) - which will be emailed to you separately in a variety of file types and sizes - should be placed alongside that of the project sponsor and other funders as appropriate, and should be of equal scale and prominence.

If you need to request the logo block to be re-supplied, please contact [the LEP or Marketing LancashireSKV Communications](#).

If it is not possible to display the logo on materials or are there are space and size restrictions, a text reference indicating the support received should be used as follows:

This project is part-funded via the Lancashire Growth Deal.

Public Information

Individual partners will retain responsibility for engagement at a local level for their own projects.

Growth Deal Programme Evaluation & Reporting

Local partner PR activity linked to Growth Deal projects need to be fed into the Growth Deal Management Board meetings, which in turn feed into LEP board papers.

Local partner communication teams are asked to continue to briefly summarise any Growth Deal related PR activity undertaken, and any known future PR milestones/opportunities on a six-monthly basis, which needs to be sent to [the LEP's Communication ManagerSKV](#).

~~SKV will use~~ these reports will be used to inform a wider communications summary which will be included twice yearly in the GDMB report.

A reporting template, and deadlines for submissions, will be provided via email to help partners with this process ten working days before they are required by [the LEPSKV](#).

Lancashire Growth Deal Communication Contacts

For any queries or questions about Growth Deal communications, or any aspect of Growth Deal media and PR protocols, please contact:

[Martine Winder, Economic Policy and Communication Manager:](mailto:martine.winder@lancashirelep.co.uk)
martine.winder@lancashirelep.co.uk

~~SKV Communications on 0161 838 7770.~~

Email contacts:

richard.bond@skvcommunications.co.uk

jason.grimsley@skvcommunications.co.uk

NB. If the issue is considered to be of high importance please also ensure you copy in [the LEP's lead on media and communications activity](#);

Rachel McQueen, Chief Executive of Marketing Lancashire: rachel@marketinglancashire.com

and

~~Martine Winder, Economic Policy and Communication Manager
martine.winder@lancashirelep.co.uk~~

Growth Deal Programme Evaluation & Reporting

Local partner PR activity linked to Growth Deal projects need to be fed into a Communications Update Report which will be presented to the Growth Deal Management Board on a six-monthly basis.

Local partner communication teams are asked to continue to briefly summarise any Growth Deal related PR activity undertaken in the previous quarter, and any known future PR milestones/opportunities.

Growth Deal Programme Communications Protocol Summary

- [The LEP's Economic Policy and Communication Manager](#)~~SKV~~ will be responsible for overarching Growth Deal external PR activity on a regional and national basis on behalf of the LEP from ~~June 2020~~~~by 2017~~.
- Local partners will continue to be responsible for all Growth Deal project PR on a local level.
- Local partners are required to liaise with [the LEP](#)~~SKV~~ in advance of issuing any local press releases to ensure wider LEP/Growth Deal messages are included when appropriate.
- Local partners will be required to nominate a local spokesperson for local Growth Deal PR activity, but a LEP spokesperson may also be nominated/sourced by [the LEP](#) ~~SKV~~ in addition when appropriate.
- Local partners are required to include the updated boiler plate (see above) on all Growth Deal related press release notes to editors, and use Growth Deal and LEP descriptors/key messages from within the boiler plate text in press release body copy when appropriate.
- When branding is required on any Growth Deal communications collateral, partners are required to use the LEP/Northern Powerhouse logo block as supplied.
- Local partners will be asked to submit a brief six-monthly summary of past, present and future PR activity in advance of the quarterly Growth Deal Implementation board meeting based on a reporting template which will be sent ten working days in advance of deadline.
- Local partners are encouraged to engage with [the LEP's Economic Policy and Communication Manager](#)~~SKV~~, and share any ideas or highlight any issues, in advance of undertaking any Growth Deal related PR activity to see where ~~SKV~~ the LEP can add-value to, or support, the local project's PR.

Preston, South Ribble and Lancashire City Deal

Cascading information to stakeholders

The draft framework below outlines an order for cascading information/announcements relating to highway schemes, local planning applications and Homes England owned land.

It complements the communications protocol established by partners earlier this year.

Highways and transport master planning messages (LCC lead)

Major update/proposal relating to scheme – if it is linked to a decision making report do not circulate report prior to it being published on the Lancashire County Council website

1. LCC project officers to brief Leader, Deputy Leader, Cabinet Member and Chief Executive
2. LCC project officers to brief Preston/South Ribble key officers
3. LCC comms officers to brief Preston/South Ribble comms, agree media relations approach and circulate draft news release as appropriate
4. LCC project officers to brief local member/s and offer a face to face briefing (if appropriate) prior to report being published online
5. Preston/South Ribble project officers to brief as appropriate in their organisations (officers and councillors) prior to any report being published online or external communications being issued
6. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
7. Report published on the LCC website
8. LCC comms to issue press release and note to a wider group of stakeholders
9. Preston/South Ribble comms leads to cascade information to their stakeholders

Update on scheme delivery

1. LCC project officers to brief local member/s and offer a face to face briefing (if appropriate)
2. LCC comms to issue press release and note to a wider group of stakeholders
3. Preston/South Ribble comms leads to cascade information to their stakeholders

Relevant Local Plan, master planning and local planning applications (district lead)

1. Preston/South Ribble project officers to brief LCC officers
2. Preston/South Ribble comms to brief LCC comms, agree media relations approach and circulate draft news release as appropriate
3. LCC project officers to brief as appropriate in LCC – officers and members
4. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
5. Preston/South Ribble comms issue press release
6. LCC comms to cascade information to a wider group of stakeholders if appropriate e.g. milestone event

Disposal of Homes England land or Homes England planning applications (Homes England lead)

1. Homes England project officers to brief LCC and district key officers
2. LCC/district project officers brief as appropriate in their organisations
3. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
4. Homes England comms to brief LCC/district comms, agree media relations approach and circulate draft news release as appropriate
5. Homes England comms issue press release
7. LCC/district comms to cascade information to a wider group of stakeholders if appropriate e.g. milestone event

Annex '13'

ACCOUNTABLE BODY STATEMENT (DRAFT)

1. Whilst Government recognise that LEPs are business led public-private partnerships, they are also entrusted with significant public funds and as such are required to have the necessary systems and processes in place to provide assurance that they are operating transparently, with accountability and providing value for money. The Accountable Body role is an essential part of this system. This is stated in the National Local Growth Assurance Framework.
2. The Lancashire Enterprise Partnership Limited (the "LEP") was incorporated on 27 September 2010 as a company limited by guarantee. A review by the Government of the operation of Local Enterprise Partnerships in July 2018 led to an updated National Framework for Local Enterprise Partnerships providing guidance as to how the LEP should be structured and lays down principles as to how it should operate. The guidance emphasises the need for strong collaboration between the private and public sectors. Whilst the LEP should be led by the private sector, it should maintain robust governance procedures and operate in a transparent manner in order to ensure accountability in relation to the policies it formulates and its use of public money.
3. The LEP governance arrangements are set out in its Articles and in the Assurance Framework (the "Framework") published in March 2019. Lancashire County Council acts as the Accountable Body to the LEP, an arrangement which is set out in an agreement between the LEP and Lancashire County Council dated [] 2019 (the "Accountable Body agreement"). Under the Accountable Body agreement Lancashire County Council will oversee the proper administration of the LEP's financial affairs and ensure that expenditure of funding and the transaction of LEP business is carried out in accordance with the Framework and all relevant statutory and regulatory requirements.
4. The Accountable Body is accountable to HM Government for the performance of the LEP against the delivery of agreed outcomes and the appropriate expenditure of public money.
5. The Accountable Body shall hold funds advanced to the LEP by HM Government or other funders for the application/ investment by the LEP. The Responsible Financial officer of Lancashire County Council shall be the Responsible Financial Officer for the LEP (the "s.151 Officer") and shall be entitled to be consulted on all proposals presented to the LEP board and LEP sub-boards. The Accountable Body shall also be consulted upon the legal implications of any proposal being presented to the LEP board or sub-boards. The LEP shall ensure that the Accountable Body is given adequate information sufficiently well in advance of any meeting to enable the relevant officers to offer proper and full advice. The LEP shall be responsible for answering any enquiries raised by the Accountable Body in relation to any LEP business.

6. The Accountable Body shall monitor the business of the LEP to ensure compliance with the Framework, any funding obligations and statutory and regulatory requirements and shall raise any irregularities promptly with the LEP. The LEP will act upon any advice offered by the Accountable Body to ensure that it is in full compliance. The LEP and the Accountable Body acknowledge that any decisions taken by the LEP that are in contravention of the Framework, funding obligations or legislation will be ineffective and may be set aside.
7. The Accountable Body shall account for the funds that it holds on behalf of the LEP in accordance with CIPFA guidelines. It shall provide regular financial and budgetary information to the LEP including analysis and predictions of financial variance and shall offer advice where appropriate to ensure that the LEP is able to manage the business. The Accountable Body shall provide regular financial information in relation to LEP schemes so as to enable the board to monitor expenditure against fund and project requirements.
8. The Accountable Body shall ensure, subject to the requirements of commercial confidentiality, that all relevant information pertaining to the LEP including its accounts, board decisions and information relating to funding and other schemes are available to the public and that the LEP complies with all necessary obligations in order that its business is transacted in an open and transparent manner.
9. Appointment of the Chief Executive Officer and the Chairman of the Board shall be in accordance with the Assurance Framework and Articles of Association. The Accountable Body has the power to veto any such appointment in exceptional circumstances in accordance with the procedure set out in the Accountable Body Agreement. An urgent meeting of the board shall be convened to allow the Accountable Body to explain the reasons for any use of the veto and allow the Board to take such actions as may be necessary to allay such concerns. No action shall be taken until such time as the Board meeting has taken place. The Accountable Body shall review the decision to invoke the veto in the light of any views expressed by the Board of Directors. The LEP and the Accountable Body shall work collaboratively and openly and in a spirit of trust to pursue the objectives of the LEP and in so doing ensure that the LEP is fully accountable for its decisions and actions.

Annex '14'

Lancashire Growth Deal Project Proposal Assessment Criteria

Strategic Relevance

For example, does the project deliver across a number of SEP objectives? Contribute to LEP cross-boundary working? Does the project contribute to the delivery of national policy objectives?

Economic Impact

For example, in terms of GVA, does the project generate a high (>£30M), medium (£10-30M) or low (<£10M) level of economic impact? Any details available regarding GVA per job created?

Employment Creation

For example, does the project deliver new and additional employment growth or is the focus on safeguarding local employment? Does the project have a high (>1,000 new jobs), medium (250-999 new jobs) or low (<250 new jobs) employment impact? Any cost per job details available?

Housing Growth

For example, does the project generate a high (>1,000 new homes), medium (250-999 new homes) or low (<250) impact on housing growth?

Business Case Ratio (for Transport Schemes only)

For example, does the transport scheme have a low/medium (<2), high (2>4) or very high (4>) BCR?

Private Leverage

For example, does the project leverage low (1:1), medium (2:1) or high (>3:1) levels of private sector investment?

Deliverability

For example, are there any outstanding land assembly or ownership issues? Are all relevant planning consents currently in place? If not, will these be in place by an acceptable date? What is the current status of the relevant Local Plan? Is the required match funding in place and confirmed by relevant funders?

Scaleability

For example, is the project capable of being delivered with less Growth Deal investment? By how much and what is the likely impact on the scale/quality of outcomes delivered?

Annex '15'

EDUCATION AND SKILLS FUNDING AGENCY

CONFLICT OF INTEREST PROTOCOL

All procurements carried out by the public sector are subject to the EU treaty-based principles of transparency, non-discrimination and equal treatment apply.

The Chief Executive of the Education and Skills Funding (the Agency), as the Contracting Authority, must therefore take effective measures to identify and avoid conflicts of interest which arise in the course of a procurement project which could or be seen to give one or more applicants an unfair advantage and may distort competition.

The protocol applies to all those involved in a procurement process whether employees of the Agency or individuals from any other organisation that may be involved in any stage of the procurement from specification development to decisions on contract award.

The purpose of putting in place a protocol is to

- avoid any conflict of interest which could distort competition;
- give an unfair advantage to bidders;
- avoid challenge at the end of the procurement process
- and/or at future audit

The approach applies equally to individuals and organisations and includes the disclosure or misuse of confidential information.

The Agency reserves the right to exclude from tendering for a contract and may refuse to award a contract to any organisation where its employees, shareholders or anyone else with a financial interest in the outcome of the tender have been involved in any part of the procurement process including the development of the specification or evaluation process and/or any individual where, in the Agency's opinion, this would or has given the organisation an unfair advantage.

All individuals involved in the procurement process will be required to sign a copy of the Conflict of Interest Declaration and Confidentiality Agreements which can be found at Annex 1 and Annex 2 of this protocol.

Signatures will be collected at appropriate times in the process. In addition, when a procurement has reached the evaluation and moderation stage, system based declarations apply to each individual bid/response. Any individual not signing any declaration will be excluded from being involved in the procurement project until the required documents are received. All Declarations and/or Confidentiality Agreements will be retained with the documentation relating to governance.

FOR ESF PROCUREMENT PROJECTS

When the Agency receives a LEP Procurement Initiation Document (PID), it must be accompanied by a list of names of individuals that the LEP wishes to be involved in the procurement project. The

list containing the information required can be found at Annex 3. The Agency will then collect the required signatures ensuring that individuals understand the implications of the Conflict of Interest Declaration. Any individual not signing the required documents will be excluded from being involved in any procurement project until such time as the forms are received.

It is the responsibility of the LEP to ensure that any changes are notified to the Agency as soon as possible to ensure that the Declarations can be put in place without delay.



Agenda Item 13

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Agenda Item 14

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Agenda Item 15

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