



Company Number: 07388600

Lancashire Enterprise Partnership Limited

**Tuesday, 23rd March, 2021 as a Zoom Virtual Meeting, at 4.30 pm
(Separate Zoom invite has been sent to meeting attendees)**

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Minutes of the meeting held on 8 December 2020** (Pages 1 - 10)
- 3. Matters Arising**
- 4. Declaration of Interests**
- 5. Town Fund Blackpool**
Presentation – Nick Gerrard
- 6. Town Fund Preston**
Presentation – Beckie Joyce and John Chesworth
- 7. Programmes Update Report** (Pages 11 - 90)
- 8. LEP Strategic Communications Report** (Pages 91 - 134)
- 9. Governance and Committees Report** (Pages 135 - 154)
- 10. Any Other Business**

11. Date of Next Meeting and Programme of Meetings for 2021 / 22

The next LEP Board meeting is scheduled to be held on 22nd June 2021 at 4:30pm, venue to be confirmed.

In addition, the LEP Board are asked to formally note / approve the programme of meetings for 2021 / 22 as follows:

- 22nd June 2021
- 7th September 2021
- **8th December 2021***
- 23rd March 2022

All meetings are scheduled to commence at 4:30pm, venues to be confirmed.

***Please note the December 2021 date has been revised from the dates circulated via email, it was previously scheduled for 15th December 2021.**

12. Exclusion of the Press and Public

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

Part II (Items that are Private and Confidential)

13. Eden North - Update Presentation

14. Annual Business Plan and Operating Budget (2021/22) (Pages 155 - 192)

15. Growing Places Report (Pages 193 - 204)

Lancashire Enterprise Partnership Limited

Minutes of the Meeting held on Tuesday, 8th December, 2020 at 4.30 pm at the Zoom Meeting

Present

Councillor Stephen Atkinson	Amanda Melton CBE
Tony Attard OBE DL	Andrew Pettinger
Miranda Barker	Mark Rawstron
Ann Dean MBE DL	Councillor Phil Riley
County Councillor Michael Green	Khalid Saifullah MBE DL
Dave Holmes OBE	David Taylor CBE DL
Kam Kothia	Annette Weekes
	Claire Whelan

In Attendance

Tony Attard OBE DL, Non-Voting Co-opted Board Member
Phil Green, Director of Growth, Environment and Planning Economic Development,
Lancashire County Council
Sarah Kemp, Chief Executive Officer, Lancashire Enterprise Partnership
Michele Lawty-Jones, Director of the Lancashire Skills Hub
Sue Roberts - Commercial and Business Support Manager
Neil Shaw, Chief Executive, Rossendale Borough Council
Misbah Mahmood, Senior Democratic Services Officer, Lancashire County Council
Andy Milroy, Senior Democratic Services Officer, Lancashire County Council
Anne-Marie Parkinson, Programme Manager, Lancashire Enterprise Partnership
Angie Ridgwell, Section 151 Officer, Chief Executive and Director of Resources,
Lancashire County Council
Laura Sales, Company Secretary and Director of Corporate Services, Lancashire County
Council
Stephen Young, Executive Director of Growth, Environment, Transport & Community
Services
Hannah Race, Business Support Officer, Lancashire County Council
Paul Faulkner, Local Democracy Reporter, Lancashire Evening Post
Nicola Hopkins, Director of Economic Development and Planning, Ribble Valley Borough
Council
Katherine O'Connor, Senior Ministerial and Policy Manager, Department for Business,
Energy and Industrial Strategy
Murrayam Anwar, Area Director, Cities and Local Growth Unit
Max Williams, Ormskirk Court Hotel (for Item 18 only)
Ian Gill, Head of Growth & Development, West Lancashire Borough Council (for item 18
only)

1. Welcome and Apologies for Absence

The following new Directors were welcomed to the meeting:

- County Councillor Michael Green
- Andrew Pettinger
- Annette Weekes
- Kam Kothia

Apologies were received from Mick Gornall and Councillor Alison Barnes.

2. Minutes of the Board meeting held on 30 September 2020

Resolved: The minutes of the Lancashire Enterprise Partnership Board meeting held on 30 September 2020 were approved as an accurate record.

3. Minutes of the Special Board meeting held on 20 October 2020

Resolved: The minutes of the Lancashire Enterprise Partnership Special Board meeting held on 20 October 2020 were approved as an accurate record.

4. Matters Arising

There were no matters arising.

5. Declaration of Interests

Angie Ridgwell, Section 151 Officer, declared an Interest in regards to Item 7 on the agenda as Director of the Lancashire 2025 Company. It was confirmed that Angie Ridgwell took no part in the preparation of this item with her deputy Neil Kissock provided financial clearance on behalf of the Accountable Body.

6. Lancashire Skills and Employment Strategic Framework 2021 Refresh

Dr Michele Lawty-Jones, Director of the Lancashire Skills Hub presented the report. The Skills and Employment Advisory Panel and the Lancashire Skills and Employment Hub had undertaken a refresh of the framework which was produced in 2016 as the framework period was coming to an end. The refresh was for a period of one year only for 2021 to take into consideration the effects of Covid-19, the LEP's Strategic Economic Framework and the Greater Lancashire Plan.

Consultation of the document had taken place with Board members and partners and minor amendments had been made in line with the feedback.

An AOB update was provided to the Board on recruitment vacancies from the key

sectors. The LEP Skills and Employment Advisory Panel (LEP Committee) had undertaken a recruitment process for four new Committee Members. Interviews were held on 3rd December 2020 and following this process the four recommended industry representatives, recommended to the LEP Board for appointment are:

- (i) Manufacturing – Peter Caney
- (ii) Energy and Low Carbon – Stephen Sykes
- (iii) Digital – Nicola Mortimer
- (iv) Health – Kate Quinn

Resolved: The Lancashire Enterprise Partnership Board:

- (i) Approved the final version of the Lancashire Skills and Employment Strategic Framework 2021, for publication in January 2021 for a 12 month period; and
- (ii) Approved the appointment of Peter Caney, Stephen Sykes, Nicola Mortimer and Kate Quinn as Lancashire Skills and Employment Board Members with immediate effect.

7. Growing Places Fund - Lancashire 2025

Sarah Kemp, Chief Executive presented a report on the Growing Places Fund – Lancashire 2025 bid that the LEP Board had recently received.

Lancashire 2025 was a charitable trust which had been established to lead Lancashire's bid for City of Culture 2025. The county would bid to host the title and year' long programme of events and activity, as a "virtual" city. Lancashire 2025 had approached the LEP to request a contribution to the costs.

A detailed overview of the bid and allocation of the £200,000 was provided to Board Members. The contribution would be used to support core operating costs and development of significant digital and community infrastructure, as well as to build cultural capacity across Lancashire and deliver a new model of culture-led regeneration for the county.

Board Members were very supportive of the bid and a request was made to consider further contributions in the future in light of the significant new investment and jobs that the bid would attract to Lancashire.

Resolved: That the Lancashire Enterprise Partnership Board:

- (i) Approved a grant allocation of £200K from the Growing Places Fund, to Lancashire 2025 and are asked to note:
 - This will be an exceptional decision in respect of the use of Growing Places funds.
 - The Board has previously expended £92k from the operating budget for the same purposes.
 - A Grant Funding Agreement will be entered into which will set

- appropriate milestones against which the fund may be drawn down.
- The fund will not be limited to either capital or revenue, but may be used for both purposes.
- There remains sufficient funds within the Growing Places pot to meet this requirement.

- (ii) Delegated the final authority to enter into an appropriate Grant Funding Agreement, to the LEP Chief Executive in consultation with the Section 151 Officer of the Accountable Body.

8. LEP Strategic Economic Framework

Sarah Kemp, Chief Executive presented a report to the Board on the LEP Strategic Economic Framework.

Over the past 12 months, the Board had engaged widely with a range of stakeholders to produce a new Strategic Economic Framework for Lancashire. The Board had an away day in November and considered many of the elements of the strategic framework that were agreed at a previous away day. Focus was on the Pillars of Growth, Key Enablers and Strategic Actions. The Board also spent time looking at the different sector groups and in particular at their initial responses to Covid-19 and then developing longer term strategic sector development plans and how that work will be used to inform a plan for long term sustainable growth and the local Industrial Strategy.

Key outputs of the away day were about developing a delivery plan for the strategic framework under the direction and guidance of the LEP Board. A list of the individual actions were provided in the appendix and a clear set of outcomes that progress would be marked against. An update of the development of the strategic framework would be provided as a standing item to the Board on a regular basis.

Clarity was sought regarding what the LEP was responsible for and what was worked on as a LEP in partnership with other bodies as it was felt the report was not always clear about this. It was clarified that the LEP could not possibly be accountable for the delivery of the framework, the LEP was a partnership, and would work with all partners to deliver the framework with a focus on providing an input on the economic framework. The guiding principle was about working in partnership and bringing the right partners and stakeholders together around the table. It was agreed that a meeting between the Chair and County Councillor Michael Green would take place and any further concerns in regards to this would be addressed.

Resolved: That the Lancashire Enterprise Partnership Board:

- (i) Approved the action plan to develop the Delivery Plan of the Strategic Economic Framework for Lancashire' and
- (ii) Noted the resource envelope of £290k is required to develop the next phase of the Delivery Plan, of which £150k of this envelope has already

been approved under delegated limits and reported within the Operating Budget.

9. LEP - Programmes Update Report

Anne-Marie Parkinson, LEP Programme Manager, presented a report which provided the Board with a high level update for each of the LEP programmes including Boost, City Deal, Enterprise Zones, Getting Building Fund, Growing Places, Growth Deal, Lancashire Skills and Employment Hub and Social Value.

It was noted that this was the third iteration of this report and it was hoped that the report was evolving in the right direction in terms of updating Board members on short and long term outcomes on each programme.

Feedback was sought on the development of the new Dashboard that had been developed and its format and in regards to the KPIs and whether they had covered all aspects of LEP delivery to showcase what was being done.

It was suggested that a profile informing Board Members if they were in trouble would be helpful, it was noted that the Risk Register attached to the report did share information on this. An indication of the direction of travel and in year target would be useful information to add. It was also suggested that a change mechanism may be useful to consider for targets.

In regards to social value, for consistency purposes this should be amended to LEP social and economic value. A deep dive into each programme at some point in the future would be scheduled in.

Resolved: The Lancashire Enterprise Partnership Board:

- (i) Noted the contents of this report;
- (ii) Provided feedback in terms of changes/additional content for future reports; and
- (iii) Provided feedback on the proposed Dashboard.

10. LEP Programmes Finance Report

Sarah Kemp, Chief Executive updated the Board on the LEP Programmes Finance Report which summarised the financial progress of each programme.

The importance of the report was to provide assurance that the LEP was meeting its financial performance targets. Moving forward it was felt that it would be better to integrate the LEP Programmes Finance Report into the Programmes Update Report so that it was all in one place.

Resolved: That the Lancashire Enterprise Partnership Board:

- (i) Noted the updates contained in this report; and
- (ii) Provided feedback in terms of changes / additional content for future reports.

11. LEP Board Financial Update - October 2020

Sarah Kemp, Chief Executive, presented the Board with a detailed update on LEP finances since the last Board meeting and an update on the financial forecast to March 2021.

The Board noted changes in income due to a reduction in growing places interest which had been agreed at a previous meeting due to the effects of Covid-19 and an additional income source of interest on LEP controlled funds held by the Accountable Body.

It was noted that expenditure salary and core costs were as expected. The forecast on year end expenditure had reduced slightly. Updates on project support, marketing and communications, fees and charges and LEP restructuring were also provided.

In regards to sustainability it was noted that the company was still operating on a structural deficient, relying on use of reserves each year to meet its budget, this had implications for the future and therefore there was a number of issues that needed considering for the future in terms of how the LEP operated in a sustainable way moving forward.

In light of this, the Chief Executive would work with the Section 151 Officer and the Accountable Body to consider some of the issues highlighted to provide the Board with a sustainable financial strategy moving forward to address some of these issues.

It was agreed that for the next Board meeting a forecast to look at work projected, costs and how the gap could be bridged should be considered.

It was requested that clarity be provided to make it clear that the LEP was a dormant company and not trading in Appendix A. Thanks was extended to the Chief Executive and the Section 151 Officer on the SAGE advice they were providing.

Resolved: That the Lancashire Enterprise Partnership Board note:

- (i) The position on income and expenditure of the LEPs Operating Budget to October 2020 and changes to the forecast to year end March 2021.
- (ii) The end of year forecast of an in year deficit of £1,560,725 based on the use of retained reserves to fund the delivery of this years agreed budget plus the changes notified in this report.

- (iii) The estimated position at year end of available reserves of £912,284; and
- (iv) The Section 151 officer commentary on the operating budget position and its implications medium term financial strategy.

12. Governance and Committees Report

Andy Milroy, Senior Democratic Services Officer presented a report which contained LEP Governance updates and updates from all the LEP Committee meetings since the last LEP Board meeting.

In regards to current LEP Committee Vacancies an update had already been provided to Board members under Item 6.

Resolved: The Lancashire Enterprise Partnership Board noted the updates provided in this report in relation to Governance, urgent decisions taken since the last LEP Board meeting and the summary updates from the Committees of the Lancashire Enterprise Partnership as set out.

13. LEP Joint Scrutiny Committee

Laura Sales, Director of Corporate Governance presented a report to Board members on the LEP Joint Scrutiny Committee arrangements.

The scrutiny arrangements were last presented to the Board in September 2019. It was highlighted that scrutiny was one of the key aspects of the democratic accountability in the work the LEP did. Terms of reference had been drafted previously and the report was now presented to Board members to refresh the decision that was taken last year to allow the Chief Executive in consultation with the Chair to finalise the arrangements and arrange the first meeting. It was previously suggested all district councils would participate, however it had since been highlighted that this may cause practical difficulties so a different approach was being considered to make scrutiny more efficient and effective.

It was highlighted that scrutiny needed to be embraced as a positive process that would add value to the work of the LEP. A session was planned with district leaders and a conversation around scrutiny process was needed.

The report highlighted that a committee with 16 members may be impractical and proposed reducing the number of district council representatives to 6 who would then alternate on a yearly basis. Board members raised some concerns about this approach as it was felt that 12 months was not enough time for members to fully understand the work of the LEP and therefore a longer term approach may be more suitable. It was suggested that the views of the Lancashire Leaders be sought to find an agreed way forward and a proposal be tabled for consultation.

The Chair commented that a happy medium needed to be found, possibly by keeping a number of people retained for longer on a rotational basis. It was

acknowledged that the scrutiny process needed to commence quickly.

It was suggested that a representative from the private sector such as the Chambers of Commerce should also be considered to provide a broader outlook. A representative from one of the other chambers could provide a scrutiny role.

Resolved: The Lancashire Enterprise Partnership Board agreed to delegate authority to the LEP Chief Executive to:

- (i) Finalise the Joint Scrutiny Committee Terms of Reference, seeking approval from the LEP Accountable Body and by Lancashire Leaders;
- (ii) Identify an Independent Chairperson in agreement with the LEP Accountable Body and Lancashire Leaders; and
- (iii) Liaise with the LEP Company Secretary to arrange the first meeting of the new Joint Scrutiny Committee by the end of March 2021.

14. Any Other Business

Miranda Barker provided the Board with a brief update on positive input from Ministers Grant Snapp and Andrew Stevenson in terms of levelling up for the North and continued investment for HS2.

Councillor Stephen Atkinson provided an update on the Ministerial Task Force for Lancashire following a meeting with MP Paul Scully and the ongoing dialogue for Lancashire. The issue of business rates as part of the levelling up agenda and corporation tax were raised as the dialogue for the North continued.

15. Date of Next Meeting

It was noted that the next LEP Board meeting was scheduled to take place on 2 February 2021 at 4.30.pm.

16. 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.

17. Samlesbury Aerospace Enterprise Zone - Update

Chris Dyson, Lancashire County Council provided a private and confidential presentation to Board Members regarding the Samlesbury Aerospace Enterprise Zone.

Resolved: The Lancashire Enterprise Partnership Board welcomed the presentation and expressed its support for the Samlesbury Aerospace Enterprise Zone.

18. Growing Places Report - Ormskirk Court Hotel

Max Williams, Ormskirk Court Hotel and Ian Gill, Head of Growth Development, West Lancashire Borough Council provided a private and confidential presentation to Board Members regarding the Ormskirk Court Hotel.

Resolved: The Lancashire Enterprise Partnership Board:

- (i) Considered and approved in principle the Ormskirk Court Hotel Ltd request for a Growing Places Loan of £1,600,000 for eight years maximum at an interest rate of 4% over base;
- (ii) Delegated authority to the LEP Chief Executive to enter into negotiations to agree Heads of Terms with the developer, in consultation with the Accountable Body and Section 151 Officer; and
- (iii) Agreed that the finalised Heads of Terms be brought back to the board for final approval.



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 23rd March 2021

LEP - Programmes Update Report
(Appendices 'A' to 'N' refers)

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

Executive Summary

This report provides the Lancashire Enterprise Partnership (LEP) Board with high level updates for each of the LEP programmes.

Recommendation

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

BACKGROUND AND ADVICE

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

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

PERFORMANCE

Programme Update Reports

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

- Boost – Lancashire Business Growth Hub
- City Deal
- Enterprise Zones X 4
- Getting Building Fund



- Growing Places
- Growth Deal
- Inward Investment
- Lancashire Skills and Employment Hub
- Social Value

Key Performance Indicators

The table below contains the combined current core KPIs for all the LEP programmes as sourced from the individual reports (Appendices A-L). Data is as at Qtr. 3 2020/21 (31st Dec 20).

Key Performance Indicator - Programmes Combined

Key Performance Indicator	Actuals	Target	% achieved
Capital Funding Invested £m	£235.46	£307.10	77%
Private Sector Investment £m	£193	£431	45%
Other Investment £m	£328	£818	40%
Housing Units	19006	22315	85%
Jobs Created / Jobs Safeguarded / Apprentices	27,126	43,469	62%
Commerical floor space constructed or refurbished (sqm)	373,526	924,234	40%
New or Resurfaced Road (km)	5	5	100%
New or improved cycle ways (km)	20.57	28.1	73%
New or Improved Training learning facility (sqm)	42371	42969	99%
Additional Leainers leading to qualification (up to L4)	10988	10793	102%
Enterprises or Businesses receiving support (SME)	4644	6167	75%
Specalist Equipment	19	118	16%
New products to Market	40	40	100%
Social and Economic Value Impact £m	£31.10	N/A	N/A

In respect to the above table please note:

- Growing Places, Warton EZ and Social Value programmes – Whilst the programmes have reported 'actuals' which are included in the table above, they do not currently have 'targets' to measure performance against.
- Lancashire Skills and Employment Hub programme - As a strategic unit, gathering local labour market intelligence to identify skills and employment priorities, the programme is not measured against the KPIs within the table above. Please refer to programme report for performance data. An outcome of the KPI review would be to establish if there are KPIs for this programme which should be included in the LEP KPI document.
- Inward Investment programme – The 'actuals' within the report are not included in the table above as these have been achieved through the wider partnership working.
- Double Counting - Some of the programmes crosscut, as such there is the potential for double counting of KPI 'actuals', when combining all the programmes. An exercise has been undertaken to remove the duplicates.
- Reporting Period – Programmes performance periods range from 2013 – 2041.
- Programme review – It is anticipated, as an outcome of the Programme Review, that additional KPIs are identified within programmes to report against.

Programme Review

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

The Scope of Works (SoW) for the review programme, can be found at Appendix N to this report. As detailed in the SoW, the timescales for the completion of reviews are as follows:

- Feb – April 2021 - Growth Deal, Getting Building Fund, Enterprise Zones and Growing Places programmes.
- Apr – July 2021 - Growth Hub / Boost, Lancashire Skills and Employment, City Deal, Social Value, and Innovation programmes.

The reviews are undertaken with the Programme Lead and the respective LEP Sub-Committee Chair.

The Programme Review findings, including actions and recommendations, from each review will be shared with Members when complete.

Key Performance Indicators (KPIs) / Dashboard

As previously presented to Members, a draft set of 'LEP KPIs' has been produced, which are broader than those reported by programmes, and aim to reflecting the ambitions of the LEP.

The next step in terms of finalising the KPIs, is the completion of the Programme Reviews and Social Value Charter, which will inform the final list, in the consideration / context of the LEP Strategic Framework.

Following finalisation of the LEP KPIs, the draft Dashboard previously presented, will be updated and presented to Members for consideration / feedback.

Risk

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

Matters to highlight

- The findings of the individual programme reviews, undertaken between Feb – July 2021, together with the finalisation of the Social Value Charter, will inform future delivery.
- The Social Value Report attachments (SV on PWD and Casey Newsletter), demonstrate the LEP's aim of 'creation', as opposed to simply 'capture' of SV is



developing.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A

Boost – Lancashire Business Growth Hub – Lead Andrew Leeming

BACKGROUND

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

Boost 3 has a total project value of **£6.083m** (£3.650m ESIF (60%) & £2.433m public match) to be defrayed from 1st January 2019 to 30th December 2021.

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

Our #BoostYourRecovery campaign was launched in June 2020 to help Lancashire enterprises reset and plan their return from lockdown. Our #AskForHelp campaign, launched on day one of the lockdown has already assisted more than 5000 Lancashire businesses.

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

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

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

The new **Boost your recovery Covid grant** funds has received in excess of 1000 expressions of interest, totally over £3M of grant ask. The team have been assessing the returns, it looks like around 70% of these will be eligible to apply for a grant.

PERFORMANCE

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

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

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

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

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

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

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

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

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

Programme Milestones

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

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

Key Performance Indicators - as at 31st December 2020*

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

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

- Combined C8 (**Jobs Created**) = **Actual 3507.57 / Target 3,330.71**
- Combined C1 (number of **enterprises assisted**) = **Actual 3811 / Target 3945.**

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

BOOST 3

KPI	Target	Achieved	Comments	RAG
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New to Boost (NTB) businesses.	1250 ¹	3,913	313% of our overall programme target ¹ has been achieved. 84.17% of Diagnosis of Need were 'New to Boost'.	
(P13) Number of enterprises receiving information, diagnostic and brokerage support.	980	978 99.79%	The project has superseded its overall target ² by 195.6% .	
(C5) Number of new enterprises supported.	175	148 84.57%	C5 is one of the primary indicators for MHCLG*. We have a satisfactory pipeline, and confident of achieving our pre-Covid-19 contractual targets for this indicator.	
Boost referrals to wider business support agencies.	Target achieved	2,462		
(P11) Number of potential entrepreneurs assisted to be enterprise ready.	320	254 79.37%	There is a marked improvement in confidence amongst potential Lancashire entrepreneurs to set up their own businesses during quarter 4, 2020. There is a healthy pipeline of beneficiaries for Q1, 2021. Like other programmes, the start-up programme is working to pre Covid-19 targets.	
(C1) Number of enterprises receiving support (12 Hours or more). **	950*	664 69.89%	Mentoring Service underperformance coupled with the fact that both service providers and businesses are taking a longer period to complete 12-hour business assist has resulted in lesser C1 completions in Q4. In spite of additional activity, 'immediate' needs are taking priority over 'long term goals' for some businesses and thus resulting in bursts of shorter interventions. With the added flexibility regarding the categories of businesses that service providers can now engage with, (whilst maintaining ERDF eligibility requirements) we are hoping that some of the shortfall in C1 outputs can be addressed by September 2021. This is subject to market constraints due to Covid-19. Ongoing discussions are taking place with service providers so that 'new solutions' are provided to combat 'new problems' faced by Lancashire businesses.	
(C8) Employment increase in supported enterprises.	650	726.57 111.78%	The programme continues to be ahead of its C8 output target.	
(C28) Number of enterprises supported to introduce new to the market products.	30	06 20%	This is one of the most complex and difficult output for ERDF programmes. We have asked MA if our C28 shortfall can be replaced by a combination of surplus C5, C8, P13 and P11 outputs.	
(C29) Number of enterprises supported to introduce new to the firm products.	40	12 30%	We have asked MA if our C29 shortfall can be replaced by a combination of surplus C5, C8, P13 and P11 outputs. This is one of the most complex and difficult output for ERDF programmes. Core service providers are collaborating with other business support agencies.	
Unique website visits	9,984	10,797 108.14%		
GDPR Compliant database growth	1,500	3664		
Grow Twitter community	1,666	1,742 104.56%		

4 Subject / Thematic campaigns per annum.	6	6 100%		
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¹Identify, engage and support **1250** new to Boost Lancashire businesses

²Programme target for Business Relationship Management Service is **500** BSRs.

Financial Performance

This section covers project performance in terms of actual expenditure against the profiled values contained in the Funding Agreement.

- The amount of Eligible Expenditure Defrayed within the claim period is **£510,539.98**
- The financial profile for this period was **£552,222**
- Total cumulative expenditure to date is **£3,833,750** compared to approved profile of **£3,986,870**

Note - Boost is working to pre Covid-19 targets with regards to job and wealth creation in the midst of an unprecedented economic crisis.

RISKS

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

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

BACKGROUND

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

PERFORMANCE

Programme Milestones

Milestone	Date	Comments
End of Year Performance Monitoring Completed	July 2021	2019/20 report originally delayed due to covid but not released. Work about to commence on 2020/21 report.
Quarterly Infrastructure Monitoring Completed	Ongoing	Achieved
Government Returns submitted six monthly	Ongoing	2019/20 report to be submitted by end of Feb 21 (delayed due to Covid).
Mid Term Review Complete	2019	Negotiations continuing

Key Performance Indicators – as at 30th September 2020

	KPI / Metrics	Actuals	Target	RAG
1	Total number of Housing units completed	6,691	17,420	Yellow
2	Number of Housing units - Planning Consented	17,172 ¹	17,420	Green
3	Commercial floorspace completed (sqm)	91,690	441,657	Yellow
4	Jobs created or safeguarded (includes jobs associated; with new commercial floorspace, to capital investment, with lettings at existing premises)	15,794	20,000	Yellow
5	Public Sector Investment (£m)	£148	£342	Yellow
6	Private Sector investment (£m)	£26	£82	Yellow
7	Construction of Broughton Bypass	Complete	-	Green
8	Construction of Preston Western Distributor	Under Construction	-	Yellow
9	Construction of Penwortham Bypass	Complete	-	Green
10	Widening of A582 South Ribble Western Distributor	At planning, design and land assembly stage - Junctions complete. Widening	-	Yellow

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

		of phase 1 - Golden Way section complete.		
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Outstanding Issues

City Deal Review – Agreement on Terms for a full partnership agreement for the City Deal has not yet been reached. SRBC has resolved at a recent Council meeting to remain on the existing Heads of Terms and the implications of that decision are currently being analysed for further consideration.

In the meantime, discussions with Government on changes to NHB are continuing and the freeze on spend remains in place. Only schemes where there is a contractual, health and safety or planning obligation to fulfil, are exempt from that freeze on spend.

RISKS

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

BLACKPOOL AIRPORT ENTERPRISE ZONE – Lead Rob Green **Report up to end Q3 Oct – Dec 2020**

BACKGROUND

Overall vision is to make Blackpool Airport Enterprise Zone a premier business location in the North West.

In April 2016 the Government awarded Enterprise Zone status to the Blackpool Airport site which includes Blackpool International Airport and the surrounding business parks. Blackpool Airport EZ has benefited from public sector investment including acquisition of Blackpool Airport, phase 1 infrastructure works; fencing, taxiway removal, drainage and grass pitches commitment in excess of £1m. Nine new private sector developments have been completed totalling 186,517 sq ft, including Blackpool & The Fylde College's Lancashire Energy HQ, a 32,000 sq ft flagship training centre for technical and professional education for the energy sector. A further 261,318 sq ft has been refurbished and brought back into the rating list.

Blackpool Council (EZ accountable body) has approved up to £28.8m funding by prudential borrowing for development of Phase 1 Common Edge infrastructure and an overall delivery plan investment of £72 m is anticipated over the lifetime of the EZ. Phase 1 planning application has been approved with completion of 12 no grass sports pitches, which will come into use in autumn 2021 after establishment of the playing surface. Work has commenced on site (Oct 2020) for a 40,000 sq ft manufacturing facility, supported by £800,000 Growth Deal Funding due for completion autumn 2021. Design of new highways and enabling infrastructure is ongoing and negotiations are progressing for acquisition of additional third-party land and property required to support delivery of the masterplan. A planning application for new sports changing facilities is awaiting determination in March with an anticipated investment of £2.27m to follow over the next six months. A provisional allocation of £7.5m from the Towns Fund has been made to support new Highway Infrastructure at the EZ.

PERFORMANCE

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

Key Performance Indicators	Targets (over 25-year lifetime of EZ to 2041)	Actuals up to Qtr. 3 20/21	RAG
Build, convert or re-purpose potential employment space	260,000 sqm	24,277 sq m	
Attract Private Sector Investment	£300m	c.£21.69m	
Jobs created	5,000	1599 (gross)	
New Businesses to the area	140	114	
Develop new infrastructure	£65m	£28.8m *	

To be prudentially borrowed to cover initial costs of new road and infrastructure. Spend to date on infrastructure, property and land acquisitions = £8,925,000

Milestones	Dates
Changing Rooms and car park/3G pitch planning application decision expected	Mar 2021
Appoint Common Edge Changing room and 3G pitches contractor	Mar 2021
Head of Terms to be agreed 20,000 sq ft unit	Mar 2021
Fiscal benefit extension decision from HM Treasury	Mar 2021

Design and outline planning application for eastern gateway access	Apr 2021
Appoint international marketing agents LAMEC brand	Apr 2021
Land / property acquisitions x 4	Q4 2021
Architectural feasibility study & design work for airport complete	May 2021
Marketing of Common Edge phase 1 commences	Jun 2021
Proposition and identifying opportunities for data centre market	Ongoing
Design and outline planning application for Common Edge Road	Summer 2021
No. 12 grass football pitches ready for use	Sep 2021
Release of existing sports pitches and commencement of highway and utility infrastructure	Oct 2021
40,000 sq ft devt complete	Oct 2021
Planning approval for highways	Dec 2021
12-month construction contract for access road	Jan 2022
Airport Control tower, fire station relocation commenced	Jan 2022
Outline planning app for airport redevelopment	Mar 2022
Delivery of spec dev of 20,000 sq ft commercial unit	Apr 2022
Replacement hangar development commenced	Sep 2022

Objectives over 2-3 years

Phase 1 infrastructure complete

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

Commenced relocation of aviation operational infrastructure to enable new development

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

Objectives over 5 years

Common Edge Phase 1 development complete – all plots occupied

Residential development underway

Relocation of airport property stock and infrastructure complete

New airport spec development in planning stages

Objectives over 10 years

Phase 2 continued spec development of remaining plots airport site

Squires Gate Industrial Estate – spec proposals for future development

RISKS

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

Hillhouse Technology Enterprise Zone – Lead Rob Green Report to end Q3 Oct-Dec 2020

BACKGROUND

In April 2016 the Government awarded Enterprise Zone status to Hillhouse Technology Enterprise Zone. Hillhouse EZ has benefited from private sector investment including a gas fired generator station Burn Naze IE, c.30,000 sq ft extension at Addisons Projects, Victrex's c.20,000 sq ft R&D plant and completion of AGC CE's thermal oxidiser. Victrex received circa £1.4m Regional Growth Fund toward the R&D pilot plant which is the only significant public sector investment to date.

PERFORMANCE

KPI Description	Target to 2026	Actuals (Q3 20/21)	RAG
Commercial / R&D floorspace (sqm)	13,000	c.4,600	
Jobs Created	137	58	
Land Sales	£1.5m	-	

Amber RAG has been applied to reflect two key matters:

- The history and layout of the site suits large investments, which take a considerable amount of time to develop, as such the impact of Covid is more likely to have a stronger impact here. However when they do take place, they will have a considerable positive impact upon KPIs.
- Performance is strongly linked to the delivery of the Getting Building Fund project which brings forward (quicker than relying solely on EZ funds) smaller land parcels to a more open market, however there is currently some uncertainty about the timely delivery of this project, and so this impacts upon the confidence of output delivery.

Baselines at April 2016	
Jobs Created	1650
Companies on site	45
Business rates	£2.5m

Milestones	Dates
Fiscal benefit extension decision from HM Treasury	Mar 2021
Revised Delivery Plan	Apr 2021
Appointment of joint international marketing agent LAMEC brand	Apr 2021
Forsa Energy completion of build	Spring 2021
Demolition and clearance of Vinnolit plots complete	Summer 2021
60,000 sq ft speculative development of small multi-use units (planning application submitted)	Autumn 2021
Subsequent roll out of fibre ducting on site	Dec 2021
Utilities and infrastructure upgrade including new gatehouse, (planning submission pending)	Mar 2022

Objectives over 2 years:

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

Objectives over 5 years:

Phase 1 spec build complete and fully let

Phase 2 new spec development in planning pipeline

Access Road

Objectives over 10 years:

50% of site built out and thriving business hub

RISKS

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

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

Background

In April 2012, the Government awarded Enterprise Zone status to the Lancashire Enterprise Zone Samlesbury Aerospace (SAEZ) and Warton Aerospace Enterprise Zone Sites. The SAEZ has benefitted from circa £54.994m public and private sector investment to date, enabling the developments as detailed in the table below.

Development / Works	£m	Funding Body	Completed
Spine Road	£11m	LCC PWLB / Business Rates	Completed 2018
BAE Facilities (ASK, Wincanton Defence & Logistics Centre, AMF)	£42m	BAE	Completed 2020
AMRC Facility	£20m	LEP – Growth Deal	Summer 2021
Side wide infrastructure works, including AMRC plot development.	£16.75m	LEP Growth Deal, LCC PWLB / Business Rates	Summer 2022
Private Sector investment (utility)	£7m	ENW	Summer 2022

Performance

AMRC Development - As part of the site wide infrastructure works as detailed above, the County Council has completed the plot and access road works, and the University of Sheffield's main contractor, Robertson, is progressing the construction of the AMRC Building, with the majority of the steel works being complete and cladding works have recently commenced. The AMRC NW is due to open Summer 2021.

BAE Development - In November 2020, BAE completed the development of a circa £12m, 15,794sqm Asset Management Facility (AMF), in addition to the Ask Facility and Wincanton Defence Logistics Centre already completed.

Site Wide Infrastructure Works - Three claims have been made to date to draw down Growth Deal funding to the value of £1.42m, as part of the £6.725m allocation to deliver the site wide infrastructure provision. In addition, orders have been placed for site-wide utilities. ENWL has commenced its major programme to deliver the cabling to the site for the new primary substation. The gas governor is connected, and the final connection will be made in February 2021. The Telecoms infrastructure routing is being co-ordinated. The County Council's Drainage & Earthworks Strategy for the next programme of works activity has now been prepared and a tender has been placed for the major earth works. Works are to commence in April 2021.

Commercial Development Framework – this has now been completed and is being utilised to inform enquiries and the site development strategy.

Enquiries - A range of major enquiries are currently being pro-actively handled, and interest in the site remains strong despite market disruption caused by Covid-19. Adverse weather conditions remain challenging on site.

KPI Performance	Targets (to 2029/30)	Actuals (Qtr.2 20/21)	RAG
New commercial floor space	125,352 sqm	22,400 sqm	
New jobs created	2,528	200*	
Utility construction project complete	5	0	

Public Sector Investment (site-wide infrastructure)	£28.8m	£12.994m**	
Private Sector Investment -BAE £42m & Utility £7m	£49m	£42m	

* Additional to Growth Deal target

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

Milestone	Target Dates	Achieved Date
Primary sub-station design	May 2020	COMPLETE
Primary sub-station planning approval	July 2020	COMPLETE
Gas main construction commenced	August 2020	IN PROCESS
Commercial Development Framework Commissioned	August 2020	COMPLETE
Drainage & Earthworks Strategy commissioned	August 2020	IN PROCESS
LCC AMRC Plot Works complete	September 2020	PLOT COMPLETE
Utilities orders placed	September 2020	COMPLETE
AMRC Construction (Robertson)	October 2020	COMMENCED
Updated Marketing Strategy & progression of Enquiries	December 2020	Enquiry handling ongoing
AMF Completion	November 2020	COMPLETE
Earthworks & Drainage site works complete (Due to the impacts of Covid-19, subsequent delays & compounded impact of working through winter, this is likely to slip to Q1 2021/22)	Feb 21	
Research and Development Plots full serviced (excluding power) (As above)	Feb 21	
Primary sub-station connection	September 2022	
Site wide utility infrastructure operational	September 2022	
Delivery of enquiries (conducted in parallel to infrastructure delivery)	February 2021 onwards	

Risks

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

LEP – Warton Aviation EZ – Lead Chris Dyson

BACKGROUND

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

The WAEZ has a masterplan and a ten-year Local Development Order in place for the site. Two companies, Accenture and Trescal, have been in occupation at the site since 2015.

Senior officers from the county council and BAE are continuing to discuss opportunities at WAEZ to build and complement on the current high value activity at SAEZ to support the development of Lancashire's Local Industrial Strategy.

PERFORMANCE

KPI Performance	Targets	Actuals (to Qtr. 2 20/21)	RAG
Commercial floor space created	N/A	Sqm TBC	N/A
Jobs created	N/A	7	N/A

Milestones

Milestones will be determined following further discussions between the county council and BAE Systems in early 2021. The outcome of these discussions will enable a re-focussing on how the broader ambitions of the Enterprise Zone are best delivered.

RISKS

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

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

Background

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

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

Performance

Delivery

In terms of progress to date:

- 100% of the £34.1m funding received has been allocated to 10 projects (see table)
- 100% of the projects have provided a 5-Case Business Case, which has been Independently Appraised, focussing on 'Deliverability' and 'VFM', the two key criteria of the funding call.
- 100% of projects have received LEP Board Funding approval, following the completion of the Business Case Independent Assurance for each project.
- 10% - 1 project has completed contracting with the LEP (GFA).
- 90% - 9 project GFAs are in draft form, expected to be completed by end of March. Delays to contracting have largely been in relation to resolving new subsidy control requirements (replacing state aid post Brexit).

Activity has commenced on all ten projects, six have commenced works. Regular discussions have taken place with each project during contracting, no issues have been identified.

Projects are required to commence reporting (claims / progress reports) on a quarterly basis, following completion of contracting (GFA), as such 1st reporting for all projects is expected next Quarter (to 31st March 21).

Projected KPIs / Outputs

The table below contains the forecasted outputs for all ten projects, as confirmed via the completion of the Business Case Independent Assurance for each project. These forecasts will be re-confirmed upon the completion of contracting (GFA) for each scheme, however these are unlikely to change significantly.

Actuals are expected to be reported from March 2022, against forecasts as detailed below.

KPI / Output Description	Forecast
Jobs Created / Safeguarded	1474
Construction Jobs	309
Housing Unit Unlocked or Delivered	995
Commercial & R&D floor space (sqm)	40,396
Learning space improved or created (sqm)	412
Businesses or institutions assisted	197
KG of CO2 emissions avoided	670,564
Public Realm or Green Space created (sqm)	23,480

New super/ultrafast broadband connections	113
Roads, cycle lanes and walk ways maintained and built (km)	2.484
Other Investment £m	£80.39m

Programme Milestones

Milestone	Date	Comments
Programme funding allocated to projects	Aug 20	Complete
Programme funding approved by LEP Board	Sep 20	Complete
Government Offer letter received	Sep 20	Received
Communications Milestones Identified	Nov 20 - Mar 21	Commenced
Social Value embedded within the programme	Nov 20 - Mar 21	Commenced
Programme funding contracted to projects	Nov 20 - Mar 21	Commenced
Programme Review	Apr 21	
Projects achieve practical completion	Mar 22	
Evaluation / Case studies collected	Mar 22	
Programme contracted targets achieved	Mar 25	

Risks

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

Project Summary	Area	Postcode	Start Date	PC Date	GBF	Match Funding	Total
Abingdon Street Market - This project will rejuvenate the visitor experience, growth, and sustainability of the town centre. Abingdon Street indoor market, which has declined significantly in recent years and is currently for sale by its private owner, will have a new and rejuvenated retail and service offer which will address the needs and demands of residents and visitors and provide a modern experience at the heart of the town centre.	Blackpool	FY1 1DE	30/11/2020	31/12/2021	£ 3,634,000		£ 3,634,000
Alker Lane - The scheme will provide much needed new commercial floorspace comprised of affordable office accommodation and new industrial units. The development will be directed towards scale ups, start-ups and new businesses promoting inward investment into Chorley and will complement the adjacent digital office park which is an incubation hub for digital creative businesses. The development will provide invaluable accommodation and digital connectivity improvements for businesses in the town centre looking to grow. Chorley has an undersupply of such space which has led to a number of companies moving away from town centre to find more suitable accommodation. The retention of this growing agglomeration of local businesses will benefit the Boroughs residents, providing opportunities in skilled employment in a sustainable location.	Chorley	PR7 1PQ	30/11/2020	31/12/2023	£ 2,250,000	£ 7,940,000	£ 10,190,000
Burnley Town Centre Master Plan - Pioneer Place Retail/Leisure Development - The Project is identified in the Burnley Town Centre and Canalside Masterplan. It will redevelop a brownfield site and address an identified need for; a leisure anchor with the re-location of REEL cinema from its current out of town location, and; a branded food and beverage offer. The existing cinema site will also be re-developed for a food retailer. The scheme will improve town centre vitality and viability with increased footfall and dwell time, underpinning other masterplan objectives. Funding is required for abnormal infrastructure & public realm.	Burnley	BB112EG	30/11/2020	30/10/2021	£ 3,681,400	£ 18,070,000	£ 21,751,400
Hillhouse International Business Park - Thornton Facilities Management will commit to deliver additional and improved electrical and water supply infrastructure alongside repositioning of existing gatehouse security to allow access to the new secure business park; Hillhouse International. The project will assist in delivering 200 new jobs to the area as part of the Enterprise Zone project through improved infrastructure for all existing businesses and new occupants of the planned new-build Hillhouse International Business Park.	Wyre	FY5 4QD	01/02/2020	31/03/2022	£ 504,000	£ 126,000	£ 630,000
Houndshill Shopping Centre Extension - As part of its strategy to revitalise the town centre Blackpool Council purchased the Houndshill Shopping Centre (HSC) in Nov 19 for £47.6m, the aim being to support its sustainability and to re-purpose parts of it through the delivery of a transformational leisure and retail development. The mixed use development comprises: <ul style="list-style-type: none"> • 9 Screen Imax Style Cinema – (40,575 sqft) • 2 New Restaurants (3760sq ft) • A relocated Wilko Store (22,500 sq. ft) The scheme objectives are to create new complementary leisure uses, secure the site for the tramway terminus, provide land value, amenity, transport, and wider benefits, and promote increased investor confidence in the area.	Blackpool	FY1 4HU	30/09/2020	31/03/2022	£ 5,000,000	£ 14,585,000	£ 19,585,000
Low Carbon Building Demonstrator (AMRC) - The project will demonstrate retrofitable smart building technologies. The demonstrator will showcase technologies within the fabric of the building, providing access for manufacturers to evaluate and consider adoption in their own factory. De-risking the adoption of these technologies in legacy manufacturing facilities will enable manufacturers to reduce the cost of ownership and carbon footprint. In addition to the embedded building technologies the facility would demonstrate low carbon manufacturing methods. The project would work in collaboration with RedCAT and the Clean Energy Technology Park to create a local ecosystem of innovation, developing new low carbon energy technologies.	South Ribble & Ribble Valley	BB2 7FT	01/02/2021	31/12/2021	£ 2,500,000		£ 2,500,000
M55 St Annes Link Road - The road is needed to satisfy the impacts from the Queensway residential development site and to overcome localised congestion problems on the B5261 which is a key corridor for both Fylde and Blackpool. It provides an alternative corridor to the M55 motorway, as well as access to existing employment areas from Lytham. It is required to enable Fylde Council deliver its local plan. It also satisfies future access needs to the Fylde coast for business (including Blackpool's Enterprise Zone), leisure activities and to +C88urism. The road also includes a parallel sustainable corridor satisfying needs of pedestrians, cyclists and equestrians.	Fylde	FY8 4NU	01/04/2021	30/10/2023	£ 5,790,000	£ 21,260,000	£ 27,050,000
Project Neptune - The first phase of a transformational mixed use development of Fleetwood Docks. It will pump prime the development and help bring forward the overall site in line with the aspirations for mixed use development in the Local Plan. This first phase includes the development of a modern purpose built Food Park and the enabling works to bring forward a first phase of serviced land suitable for waterfront residential development with high quality public realm. The Food Park development will safeguard local jobs and allow new and existing SME businesses to grow.	Wyre	FY7 6PS	30/11/2020	31/12/2021	£ 4,030,385	£ 4,777,882	£ 8,808,267
RedCAT <ul style="list-style-type: none"> • Building end to end commercialisation funding and support for low carbon technologies • Identifying the viability of technologies, market, early adopter funders, potential buyers, VC and equity investors and global roll out opportunities • Combining capital support from public, private and VC/Equity sources to enable the initial R&D costs of prototype development, demonstration, first sale product and scale up costs to be supported • Additionally, funding capital costs of Lancashire's advanced manufacturers to diversify into low carbon component manufacture • Driving the manufacture and adoption of low carbon tech across Lancashire to drive economic green recovery and resilience 	Accrington / Pan Lancashire	BB5 5JR	01/01/2021	28/02/2022	£ 1,500,000	£ 1,700,000	£ 3,200,000
Tatton - The scheme will consist of a 63 assisted living units consisting of a mix of a 1-bed and 2-bed units, a new community centre, community café, a GP Surgery and Pharmacy for the NHS, and landscape works to regenerate the existing park and gardens at the Tatton Recreation Ground providing both sporting and civic facilities. There is an identified need for assisted living accommodation and new health facilities in Chorley.	Chorley	PR6 OPR	01/01/2021	28/02/2022	£ 5,210,215	£ 11,933,000	£ 17,143,215
					£ 34,100,000	£ 80,391,882	£ 114,491,882

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 since July 2020 it has the ability to be used for revenue schemes. 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 have been delivered and repaid. There are three live schemes, two schemes have been delivered and one is still in development on three sites. Two sites have sold a number of housing units in the quarter repaying a significant portion of their loan. However, it has been re-drawn as per the terms of their Facility Agreement, which allows for a repetitive draw on repayment to continue with the next development phase; therefore their facility remains fully drawn.

One scheme that was agreed in principle at the Board Meeting of 8 December 2020 is awaiting approval of the Heads of Terms, which will come to the board in due course.

There are currently two schemes in the pipeline that are being actively progressed. One is the development of a factory in Pendle to house a growing manufacturing business (£1.4m) and the other is a revenue scheme to support the establishment of a PPE manufacturing company in Pendle (£2.6m). There are two further enquiries in the pipeline, which are progressing.

The inward investment proposition has been released from the pipeline as the company has decided not to locate in the UK.

PERFORMANCE

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

Development is progressing well on one scheme that is split into three sites. Housing units are being built and demand is strong on all three sites. Sales have been completing on all sites, which has enabled the sites to revolve the funds and continue developing.

Key Performance Indicators

KPI	Actuals as at 31/12/20
Private sector investment	£103,136,991
Jobs Created	2,130
Space developed	210,769 sqm.
Housing Units	686
Original Fund Amount	£19,378,944
Capital Loaned	£32,884,039
Capital Repaid	£25,946,976
Interest Received from loans	£1,784,584
Capital to Invest*	£10,166,328

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

RISKS

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

LEP – Growth Deal Programme – Lead Anne-Marie Parkinson

Background

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

Performance

Approvals and Contracting

The £320m Growth Deal programme is delivering in accordance with Lancashire's agreed Growth Deal milestones and Government's reporting requirements.

There are currently 52 projects within the programme of which:

- 100% of the funding is allocated to 52 projects.
- 100% of the projects have received a LEP funding approval, of which:
 - 100% (52 projects) have completed contracting via a Grant Funding Agreement.
 - 100% (52 projects) of projects have commenced their physical works.
 - 56% (29 projects) of the projects have completed their physical works.
 - 17% (9 projects) of projects have fully completed their contracted spend and output

Key Performance Indicators – as at Qtr. 3 2021/21 (to 31st Dec 2020)

Key Performance Indicators	Actuals to Qtr. 3 2020/21	Forecast to Qtr. 4 2020/21	% Actual v Forecast	Forecast to end 2024/25	Government 'Deal' Target	RAG
Growth Deal Funding defrayed £m	£225.61m	£273.93m	82%	£273.93m	£273.93m	Green
Housing Units	1,298	3,718	35%	8,248	3,900	Yellow
Jobs Created, Safeguarded, Apprentices	3,831	5,880	65%	16,036	11,000	Green
Commercial Floor space constructed / refurbished (sqm)	19,790	93,265	21%	256,786	43,829	Yellow
Public & Private Sector Investment £m	£178.64m	£140m	128%	£367.40m	£140.00m	Green
New or Refurbished Roads (km)	5	5.87	85%	10.17		Green
Length of new cycle way (km)	20.57	26	79%	28.1		Green
New or Improved Training Facility (sqm)	42,371	42,557	100%	42,557		Green
Additional Learners leading to a qualification (up to L4)	10,988	8,486	129%	10,793		Green
Specialist equipment	19	117	16%	118		Yellow
Enterprises receiving support & Business Assists (SME)	833	1232	68%	2025		Yellow

The table above identifies the programme is forecasted to meet or exceed the five government 'deal' targets. In terms of the KPIs with an Amber RAG, as confirmed with applicants, it is anticipated the Qtr. 4 forecasts will be achieved. Amber performance either reflects the outputs are due to be reported at Qtr.4, or in some instance's projects have been unable to provide the output verification data due to officers re-deployed on COVID related activities.

There are no concerns at present in terms of meeting the targets or locally agreed forecasts, however it is expected output forecasts will reduce, as a consequence of the impact of COVID-19. LEP Officers will continue to liaise closely with projects to establish a clearer picture over the coming months.

Programme Milestones

Milestone	Date	Comments
Programme funding allocated projects	Complete	100% - Achieved
Programme funding contracted to projects	Complete	100% - Achieved
BEIS Annual Performance Review – Delivery Element - minimum of 'Good' rating achieved.	Annually	2019/20 – Good achieved. Awaiting outcome of 2020/21 APR, undertaken Jan 21.
Communications Milestones Identified	Ongoing	Updated on a quarterly basis
Projects complete capital works	2021	Currently on target
Achievement of Programme Deal Targets	2025	Currently on target
Social Value embedded in programme delivery	2016-2021	6 monthly reporting by projects
Programme Evaluation Complete	Dec 2021	On schedule

Risks

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

LEP Inward Investment – Lead Sue Roberts/Andy Walker

BACKGROUND

This is the first Inward Investment activity report to the Board.

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

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

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

Local Infrastructure

Local partners work together to promote Lancashire as an inward investment destination and respond to enquiries. The following organisations are involved in inward investment activity.

- Department for International Trade
- Northern Powerhouse Department for International Trade Team
- Other Government Departments such as Business, Energy and Industrial Strategy
- Lancashire Enterprise Partnership
- Lancashire Skills and Employment Hub
- Lancashire County Council
- Unitary and Local Authorities
- Chambers of Commerce
- Universities
- North West Aerospace Alliance
- Northern Automotive Alliance
- Innovation Agency
- Marketing Lancashire
- Lancashire Businesses
- Other Trade Bodies

PERFORMANCE – INWARD INVESTMENT

Previous Years Performance – Inward Investment Performance for the past two years are shown in the table below. For clarity a 'success' is where an inward investment has been made and the data is verified by the Department for International Trade.

Performance Measure	2018/19	2019/20
Total number of inward investment project successes	15	22
Inward Investment project successes with support from Key Account Manager	3	6
Number of Jobs created	2,666	2,157
Value of the investment	£649,705,000	£2,343,957,000

2020/21 Performance - So far this year there have been 10 successful inward investments as shown in the table below.

Project Name	Project Lead	Source Location	Nature of Investment	Jobs Created / Safeguarded	Value of Investment
Assystem	Inward Investment	France	Energy	100	£2,000,000

Hispano Language Advisory	Inward Investment	Argentina	Digital	5	£200,000
Prodalysa	Inward Investment	Chile	Food Manufacturing	20	£2,000,000
Melling Tool	Inward Investment	USA	Advanced Manufacturing	21	unconfirmed
Sioen Industries	Inward Investment	Belgium	Technical Textile Manufacturing	5	£2,500,000
Lanxess Aktiengesellschaft	Inward Investment	Germany	Chemicals	2	£1,390,000
Froneri Lancashire	Inward Investment	France	Food Manufacturing	38	£9,420,000
Kindeva Drug Delivery L.P.	Inward Investment	USA	Pharmaceutical	61	£10,379,326
Heritage Envelopes	Investor Development	Germany	Paper Manufacturer	26	£4,000,000
Beaumont Textiles	Investor Development	Saudi Arabia	Textiles	3	£110,000
Total				281	£31,999,326

Note: Due to the pandemic, DiT is now counting jobs 'safeguarded' and companies 'retained' in the UK as a measure of success, as opposed to those purely 'new / created'.

Unsuccessful Inward Investment Propositions

Project A - A company in the Space sector was looking to locate a manufacturing plant in the UK with access to a talent pool of people with Quantum Physics background. Lancashire received favourable feedback however, two regions had a stronger proposition with more than one university working in the field of Quantum Physics. The company requested the option to come back to us should discussions not go to plan which has been welcomed.

SHINE – A US company in the Medical Isotope sector was looking to locate a European manufacturing facility and research & development centre in the UK. Lancashire and local partners received favourable feedback but without central government support the company was unable to commit to the UK and accepted the Netherlands offer of support. Further details regarding this proposition is the subject of a separate paper.

Site Visits

KAM visits

Due to the pandemic, in depth communications are now undertaken remotely (on-line or telecom), rather than on-site. The Key Account Manager has held such communications with 60 different companies, and undertaken one physical site visit before lockdown.

Pipeline Generating Activity

- Events promoting Inward investment previously included
 - MIPIM Cannes, MIPIM UK, Farnborough and Paris International Air Shows
- Delivering Sector Knowledge video call with Sheffield City Region on Aerospace to the United States trade advisors.
- Provided Lancashire information for the following sector propositions
 - Cyber Security
 - FinTech
 - Data Centres

Current Pipeline

No. of active enquiries	Lead	Sector	Source Location (UK, EU, USA, Asia etc)	Jobs	Investment £	Interest in EZ
3	Investor Development	Manufacturing	Europe	TBC	TBC	N/A
2	Investor Development	Manufacturing	North America	TBC	TBB	N/A
1	Investor Development	Logistics	Europe	TBC	TBC	N/A
1	Investor Development	Medical Supplies	Europe	TBC	TBC	N/A
1	Inward Investment	Nuclear	UK	TBC	TBC	N/A
7	Inward Investment	Manufacturing	Europe	670	£502,000,000	Yes
1	Inward Investment	Logistics	Europe	80	£10,000,000	No
1	Inward Investment	Agritech	Europe	30	£25,000,000	No
1	Inward Investment	Agritech	Asia	30	£17,000,000	Yes
1	Inward Investment	Data Infrastructure	Asia	70	£12,000,000	No

Specific pipeline enquiries to highlight.

The information in this report has been collated from the Key Account Manager, the Department of International Trade inward investment enquiries and inward investment enquiries that have come directly into the LEP. We are not able to report any inward investments that existing Foreign Owned Companies or companies new to the UK or Lancashire have made without support from the public sector.

RISKS

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

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

The Lancashire Skills and Employment Hub is the executive to the Lancashire Skills and Employment Advisory Panel (SAP). 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.

Current Activity

The Lancashire Skills and Employment Strategic Framework 2021 has now been published on both the LEP (<https://lancashirelep.co.uk/key-initiatives/skills-employment/>) and the Skills Hub websites, following consultation with employers, providers and stakeholders in the autumn. Headlines regarding activity since the last LEP Board are provide below, by the strategic themes of the Framework.



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

The Lancashire Careers Hub and Enterprise Adviser Network have continued to develop and share good practice across the network of 154 secondary schools and colleges. The pandemic has reduced the opportunity for young people to participate in employer encounters and workplace experience which has impacted on the Careers Hubs progress against targets. Virtual encounters and experiences are becoming more widely available, which will help to mitigate the risk, and progress will be made against Benchmark 5 (employer encounters). Benchmark 6 is more challenging as this is work experience and experiences of the work place.

	Benchmark 5 (Average %)		Benchmark 6 (Average %)	
	Target (July 2021)	Dec 2020	Target (July 2021)	Dec 2020
Careers Hub Wave 1 (Blackpool, Burnley, Pendle)	80	66	70	45
Careers Hub Wave 3 (Blackburn with Darwen and all other Lancashire areas)	70	65	60	49
Blackpool Opportunity Area	75	73	No target	33

Following the success of START in Blackpool, funding was secured through the Blackpool Opportunity Area (twinning fund), CEC, Lancashire Digital Skills Partnership and Future U to further develop the platform and roll it out across the whole of the Lancashire area. START in Lancashire was launched in December. The interactive platform is organised by travel to work areas and priority sectors, and will provide access to a range of virtual encounters and experiences with employers and education providers.

During the autumn term, an additional 24 business leader volunteers, Enterprise Advisers were recruited. Vacancies have resulted from the growth in the network from 131 to 154 schools and colleges, as well as churn resulting from the pandemic. There still remains 21 EA vacancies (including 14 for Special Educational Needs and Disability (SEND) schools, who were new to the network in September 2020). A campaign is currently being run in tandem with the national Careers and Enterprise Company campaign 'Re-write the Story' <https://enterpriseadviser.careersandenterprise.co.uk/> to attract additional EAs. LEP Directors are asked to help raise the profile of the role with the business community.

Building on the success of the Blackpool Cornerstone Employer group, the Lancashire Cornerstone Employer group had its inaugural meeting in January, following a briefing in December. Cornerstone employers are ambassadors for the Careers Hub, and will work in partnership with the Careers Hub Leaders and ECs to drive the development of plans, activity and employer engagement across Lancashire. Twelve employers have confirmed their commitment: Pendleside Hospice, WEC Engineering, Conlon Construction, Wellbeing Lancashire, In Situ, John Lewis Partnership, United Utilities, Regenda Housing, Jacobs, Keepmoat, NHS, and DXC.

A SEND Community of Practice has been established, and had its first meeting in November with over 25 representatives from SEND schools, EAs, DWP and employers. The key objectives are to develop good practice and innovative practices to applying the Gatsby Benchmarks to the SEND setting.

The first phase of T Level recruitment took place in September across Digital, Education & Childcare and Construction T Levels in four Lancashire colleges. Although most Industry Placements had been planned to start in Spring, discussions are taking place with employers about movement of these placements into the second year. Providers generally have good relationships with prospective employers for placements within T level study programmes and do not envisage a shortfall in placement opportunities for the three T level subject areas. CPD and creation of T Level resources are now being progressed. There is a range of courses/support available from the Education and Training Foundation (ETF). Locally organised CPD will fill gaps, such as the Consultative Sales Training held recently for Industry Placement Co-ordinators.

The first stage bid for the Lancashire Institute of Technology (IoT) was submitted to DfE by the lead institution, Blackpool and The Fylde College.

The Lancashire Digital Skills Partnership (LDSP) has been driving a number of activities with partners to engage young people in digital careers, these include:

Teen Tech Festival Lancashire with Maggie Philbin - online events progressed in mid-January with 6 Innovation Live workshops (11-18 year olds) and one City of Tomorrow workshop (for primary schools) covering topics such as: Game Design, Music, Space, Animation, Health and Future Technology. All sessions had segments from both national and local experts who set students tasks for completion prior to a feedback event. All the workshops have been re-broadcast during February half term, with a further feedback session planned for after half-term. 37 schools and 684 young people have engaged so far. A showcase event will take place online on Friday 26th February 2021.

Digital Careers Videos - a series of short films of local business people talking about their careers in a range of digital roles have been produced in collaboration with Brilliant Trees Media. These short films are in final stages of production and will be integrated into the Start in Lancashire platform. The films include female role models, with view to attracting more females to digital roles to address the Digital Skills Landscape research published last year, which showed that only one in six of the Lancashire digital workforce are female.

Cyber Girls First – the LDSP is working Cyber Girls First to bring one of their careers events to Blackpool in June targeting Year 8 girls. Cyber First Girls hope to follow up this online event in the future with a local face-to-face event and a university visit. DCMS are also very interested in the project and it is hoped that further events can be held across Lancashire.



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

An application to the European Social Fund (ESF) National Reserve Fund under Investment Priority 1.1 to enable provision to be procured to support those unemployed as a result of COVID-19 with barriers to re-entering the labour market to receive additional employability support was successful. A new call worth £4.75m opened for applications on the 15th February 2021. The deadline for applications is the 12th April 2021: https://www.gov.uk/european-structural-investment-funds/active-inclusion-supporting-those-with-barriers-to-entering-the-labour-market-and-most-affected-by-covid-19-oc19s21p1809?utm_medium=email&utm_campaign=govuk-notifications&utm_source=a92a1ac5-54f1-47bf-bb9c-8754e472c554&utm_content=daily

The Adult and Employer Skills Forums have continued to meet regularly with positive attendance. The group review local labour market intelligence and consider priorities for provision, share good practice, and new project information to ensure that any new provision is integrated alongside existing provision. Procurement is underway by DWP for the 'Restart' programme under the Commercial Agreement for the provision of Employment and Health Related Services (CAEHRS) Framework, as part of the 'Plan for Jobs'. The Skills Hub has been working collaboratively with the DWP policy and commercial teams with responsibility for CAEHRS and Restart, and neighbouring LEPs and MCA (Cumbria, Cheshire and Warrington, and Liverpool City Region), who make up the Contract Package Area for the Northwest, to support the procurement process.

The Skills Hub has successfully worked in collaboration with the NHS, Lancashire Adult Learning, People Plus and referral organisations to support the NHS in recruiting clerical and administration staff for the Mass Vaccination Centres which opened across Lancashire in January. Due to the close working relationship with the members of the Lancashire Adult Skills Forum including DWP and the NHS it was possible to develop a pre-employment training course, filter suitable candidates, train and interview those who had successfully completed the training within the time requested. To date over 143 people have been interviewed and 121 have successfully been offered employment.

Over 900 Lancashire and Greater Manchester residents are engaged in the DCMS funded Fast Track Digital Workforce Fund programme and the DfE Digital Skills Bootcamp provision across the two areas. The approach has influenced skills policy and DfE are now rolling out the programme nationally, expanding from digital to digital and technical skills Bootcamps. In January 2021, the DfE released an ITT for a second wave piloting of Digital and Technical Skills Bootcamps. A number of bids covering the Lancashire area have been submitted against the 12th February deadline.

The Digital Freedom 50+ (Lancashire) project is administered by Selnet, in partnership with Lancashire Digital Skills Partnership (LDSP) with funding from the Community Foundation for Lancashire. By working with Distribution Partners (community based organisations), the project will supply 320 digital devices and connectivity to digitally excluded over 50s across Lancashire.



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

A refreshed Apprenticeship Action Plan has been produced, this is the second iteration of the action plan and aligns with the Lancashire Skills and Employment Strategic Framework and the Lancashire Technical Education Vision. A meeting is planned in March with key partners to agree the draft plan and collective actions. National Apprenticeship Week 2021 took place from Monday 8 to Sunday 14 February. The theme for this year's campaign was Build the Future: Train, Retain and Achieve. The Lancashire Skills Hub supported the campaign on their social media channels: Twitter, LinkedIn and Facebook using the national hashtag #NAW2021, sharing stories of Apprentices and the benefits Apprentices have brought to their employers.

The LEP signed up to the Tech Talent Charter (TTC) to advocate greater gender diversity in Lancashire's digital workforce. Provision is in planning to support businesses with inclusion and diversity, covering the business case for inclusion and diversity and whole company buy-in, building an inclusive culture, and recruitment practices. In consideration of the lock down and feedback from local businesses, the working group decided to postpone the TTC training originally planned for January. A [register of interest page](#) has been opened for businesses and in March dates for training will be set.

The Lancashire Digital Skills Partnership, alongside its six fellow DSPs across the country, has teamed up with Google Digital Garage to deliver a series of weekly sessions from the 3rd March providing practical digital advice for small businesses, charities and individuals. Those interested in attending can register through Eventbrite at <https://digitalskillspartnerships.eventbrite.co.uk>.

The Lancashire Redundancy Task Force continues to provide support to businesses planning and making redundancies, with, at present, a particular focus on redundancies in the retail sector.



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

The final guidance for producing a Local Skills Report was issued by the Department for Education (DfE) in November, to be completed by the end of this financial year. There is a significant amount of cross over between the contents of the published Lancashire Skills and Employment Strategic Framework 2021 and the Local Skills Report, and so the Skills Hub and the Skills Advisory Panel Team in the DfE are discussing a pragmatic way forward which brings the two documents together into one. This would not change the substance of the Framework but add elements to it, such as an annex which presents case studies evidencing good practise.

The Skills Hub have continued to deliver regular Lancashire Response Webinars to stakeholders. Four took place up to Christmas with the fifth taking place on 17 March. The webinars:

- Inform people of the Skills Hub and partner's response to date on the impact of COVID-19 on skills and employment, engaging partners with key initiatives
- Provide updates on policy and guidance
- Provide local data on COVID-19 impact to support partner's decision making regarding priorities
- Coordinate locally and work together to the benefit of local businesses and residents
- Enable partners, including DWP and providers, to give updates

The webinars are complemented by a partner data pack, which is an online interactive data dashboard, which builds on the provision of the LMI Toolkit. Stakeholders can interact with the data displayed in the dashboard and drill down to data specific to their geographic area and compare to Lancashire, the North West, and nationally. First published in mid-December it will be updated six times a year, and is circulated to around 150 stakeholders: <http://www.lancashireskillshub.co.uk/our-people/evidence-base>

The Skills for Work microsite was launched in July 2020, to enable Lancashire residents to access support if furloughed, facing redundancy, looking for work or 16-25. As of 16 Feb 2021 the website has received 14,600 views, including around 5,000 to the 16-24 page; and there were 2,500 external links clicked through to the support on partner sites. We have driven people to the site via Facebook activity and the pilot Skills Up Lancashire campaign which was targeted at 16-24 year olds.

Over the last 12 months the number of Lancashire Skills Pledge Members (businesses with at least one active pledge) has grown from 26 to 75 businesses. The second annual Lancashire Skills Pledge celebration took place on 15th December. Of the 75 Skills Pledge Members around half attended the event. Skills Pledge Members received a certificate and a locally sourced 'goody bag' through the post which the LEP chair, Steve Fogg virtually presented to them at the event. There was a lot of positive activity on social media, which will be built upon to reinvigorate the promotion of the Skills Pledge.

Lancashire LEP Social & Economic Value Report – Lead Martin Hill

BACKGROUND

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

Social Value Framework

As outlined in the LEP Programme Report of December 2020, 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).

PERFORMANCE

Growth Deal Social Value Impact

The impact of the adoption of this approach can be seen at programme and project level. As reported in December's LEP Board Report, the Growth Deal programme generated a total of **£31.1m** of added social value in the last reporting period (2019-20). The table below provides a detailed breakdown of social value delivered across the framework metrics:

Future Workforce

Metric	To date	Indicative Social Value
Hours volunteered to support learning and education through curriculum links, careers and STEM activity.	531	£84,271.39
Number of work experience placements for 15-18 year olds at Lancashire schools and colleges	213	£33,702.99
Number of undergraduate project placements offered to Lancashire's Universities.	101	£15,981.23
Number of graduate internships for graduates living in Lancashire	22	£20,886.36

Inclusive Workforce

Metric	To date	Indicative Social Value
Number of local people (FTE) employed on contract through construction phase activity (limited project level data available)	335	£9,633,930.00
Number of work placements or trails offered to unemployed Lancashire residents.	87	£51,834.60
Working days committed from business volunteers to mentor NEET ('not in education, employment or training') young people (16-18 year olds).	43	£37,811.62
Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage.	45	£853,425.00

Skilled and Productive Workforce

Metric	To date	Indicative Social Value
Number of apprenticeships (16-18 year old and Adults).	622	£6,708,145.60
Commitment to workforce planning and investment in training of employees.	1050	£271,372.50

Investment in leadership skills	212	£1,424,576.40
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Wider Community Benefits

Metric	To date	Indicative Social Value
Community based projects driven by the local communities in which the project is based.	146	£16,423.54
Procurement of local Lancashire based supply chain through the contract (limited project level data available)		£11,911,670.95
Procurement and commissioning of local SMEs and social enterprises / third sector organisations (limited project level data available)		£2,763,315.95

The South East Blackburn Link Road project in Blackburn with Darwen has continued to generate some impressive social value outputs through the delivery of the project. The project has an ambitious social value programme to generate a range of local social and economic benefits including work placements, apprenticeships, careers activity and wider community benefits.

The project, valued at over £5 million, has ensured that at least 70% of all costs (labour, subcontractor and other suppliers) has been spent locally, within 25 miles of the borough (see attached for further information).

Performance data across the Growth Deal programme is currently in the process of being reviewed and an annual Growth Deal Social and Economic Report, covering the 2020/21 period to the end of March 2021, will be presented to the LEP Board later in the year.

City Deal Social Value

The adoption of the 'The Central Lancashire Employment and Skills Supplementary Planning Document' (SPD) is embedded within a number of projects and developments across the Central Lancashire footprint.

This is evident in the number of projects who have developed an Employment and Skills Plan and are working toward the delivery of social value outcomes during the 'works' phase of the project. These include the Preston Western Distributor project, which is also a Growth Deal project.

Despite the very challenging conditions of operating a large scale, live infrastructure site amidst the Covid-19 Pandemic, the project has generated some very positive early results in generating social value during the first year of the construction phase of the project.

In brief at the end of year 1 the project had generated the following outputs:

- 40.6% of spend this year is being made with local companies within 25 miles of the project
- Costain, the main contractor, has 30% local staff on the project, with 83 staff on site of which 25 live in the locality
- A total of eight apprentices are currently working on the project
- The project has provided opportunities for a total 14 ex-military members of the team, from main contractor and many supply chain partners
- Barratt Group – the formwork contractors have 21% BAME staff on their team, and 47% of their team are local to the project
- 53% of PSI labour agency staff are local to the project
- 66.6% of Frameworks labour agency staff are local to the project
- The project team have raised £3,080 for charity

A full Social Value Report for the Preston Western Distributor is attached for reference and further information.

Another project falling within the City Deal footprint which has generated a significant amount of local economic benefit is the highways work on the University of Central Lancashire's (UCLan) £200m Masterplan which is supporting local SMEs around Preston and the North West.

The project has been successful in delivering excellent local procurement figures with every penny spent on supply chain by Balfour Beatty being awarded to companies based within 40 miles of the construction site in the centre of the University's Preston Campus. Of which 96p of every pound spent was with small or medium sized enterprises (SMEs).

In addition to spending over £4 million with local SMEs since 2019, Balfour Beatty hired nine graduates and apprentices across the highways improvements project, created twelve new jobs and provided seventy weeks of paid work experience to local people, as well as working with over 2,500 local students via virtual events and participating in twelve volunteer days around the city.

Monitoring & Reporting

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

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



working in partnership



Preston Western Distributor Road Social Value Report - Year 1

December 2020

Estimated Construction Value £154 million
Programme Duration - 42 months



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EXECUTIVE SUMMARY

We appreciate that when we undertake such a large project within a community, it is more than building the road, it is important to provide a positive contribution to the local economy. Our aim will always be to maximise the value of work placed with local businesses and for local people.

To date on the project 40% of the overall spend is with companies within a 25 mile radius, 20% with companies within 25 – 50 miles of the project, 24% with companies with companies within 50 – 100 miles and 15% with companies over 100 miles away from the project. (circa £47m spend as at end of November 2020)

Where national companies are awarded work, they often access materials, supplies and labour local to the project, and this project is no exception. An example of this is Aggregate Industries UK Ltd sourcing local stone and other materials from Back Lane Quarry and Holmepark Quarry.

Costain, the smart infrastructure solutions provider, has around eighty staff working on the project, twenty five of whom live locally. Local people are being recruited into the two labour agencies working on the project. PSI Global have 53% of staff living within 30 miles of the site and Frameworks Recruitment have 67%.

Barratt Group, the formwork contractors have 21% BAME staff on their team, and 47% of their team are local to the project. They have found great steel fixers and joiners in the area. The ex-military community is also well supported with 5 members of the team working as lifting supervisors and slingers. These are skills / courses that they gain before leaving military service which fits nicely with skills needs on site.

Eight apprentices are working on the project, with the main contractor and supply chain, as engineers, quantity surveyors, supervisors, and piling operatives. A variety of case studies to meet some of the apprentices and graduates are seen in this report.

The 2020 COVID 19 pandemic has halted activities around the future workforce, and the team are looking forward to opportunities in the year ahead to visit local schools and colleges to promote the great opportunities the sector has to offer.

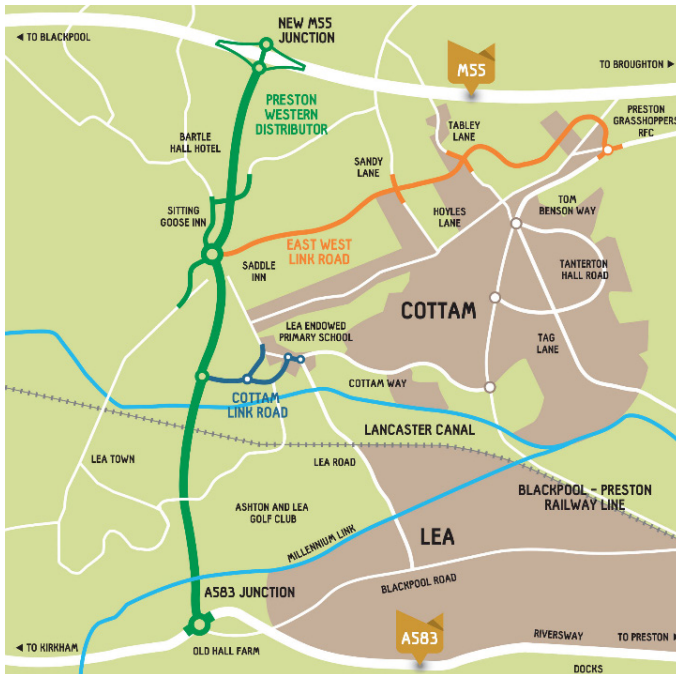
The report shows the strong start the project has made in supporting charitable fundraising activities throughout the first year, raising £5,221 in monies and gifts for various charities, both nationally and locally. Charities include Emmaus, Preston, a homeless charity and two local primary schools who had asked for toys and selection boxes for struggling families.

The project team are working together to develop their Social Value Action Plan for 2021/2022 and look forward to many more great results.

PROJECT SUMMARY

We are building a major new road - the Preston Western Distributor, which will link Preston and southern Fylde to the M55 motorway.

Scheduled to open early in 2023, this £200m road scheme is the biggest new road programme in the Preston, South Ribble and Lancashire City Deal.



It will help to promote new housing and business development in the area, while increasing capacity on the existing local road network.

The Preston Western Distributor will link the A583 and the M55 motorway and will involve the construction of:

- a new motorway junction
- four new bridges, and
- three underpasses

The scheme also includes two new roads connecting to new and existing housing areas of North West Preston and Cottam. The new East-West Link Road and Cottam Link Road will provide convenient access to the Preston Western Distributor, avoiding already congested local routes.

As the working age population in Lancashire is decreasing, we need to build on the sustained economic growth to keep young people in the area and bring in more skilled workers. The transport network serving Preston and the wider area is also becoming increasingly congested. We need to make sure that the road infrastructure supports our ambitious plans across North West Preston including 5,500 new homes.

Building new road capacity will:

- Provide direct access to new housing developments
- Provide an alternative to avoid rush hour traffic in the city centre
- Improve access to the motorway from the Enterprise Zone at Warton
- Improve our existing roads and local centres
- Help to prioritise and promote walking and cycling
- Support delivery of a new parkway rail station at Cottam

Costain, the smart infrastructure solutions provider will manage the works with a range of local, regional, and national supply chain partners.

KEY BENEFITS OF THE SCHEME

The benefits of the scheme are wide ranging, to generate local economic benefits to Lancashire based businesses and people through the supply chain, employment, and training opportunities. Costain are committed to Social Value and Employment and Skills activities whilst working on their projects across the country.



KEY ACHIEVEMENTS IN YEAR 1 FOR PWDR

- 40.6% of spend this year is being made with local companies within 25 miles of the project
- Costain, the main contractor has 30% local staff on the project, 83 staff on site of which 25 live in the locality
- There are eight apprentices currently working on the project
- There are 14 ex military members of the team, from main contractor and many supply chain partners
- Barratt Group – our formwork contractors have 21% BAME staff on their team, and 47% of their team are local to the project
- 53.0% of PSI labour agency staff are local to the project

- 66.6% of Frameworks labour agency staff are local to the project
- The project team have raised £3,080 for charity

Information about project updates and community activities can be found on our Facebook page: <https://m.facebook.com/Preston-Western-Distributor-Road-105432587906910/>

and Lancashire County Council website: [Preston Western Distributor and East-West Link Road - Lancashire County Council](#)

SOCIAL VALUE HIGHLIGHTS

1. FUTURE WORKFORCE

Costain and many of its supply chain have a long commitment to school and college engagement with many staff STEM or CITB ambassador trained. The Covid 19 pandemic has halted activities in this area, with schools having different priorities in our

first year on site. Our Action plan going forward will address this matter, and the companies are also looking at ways of engaging with schools and colleges virtually.

2. INCLUSIVE WORKFORCE

Taffy Chaduka, Chair of Costain REACH network (Race, Ethnicity and Cultural Heritage) works on the PWDR project as a Senior Quantity Surveyor. The work ensures the conversation about developing an inclusive workforce when it comes to BAME is on going. E learning training courses and forums are open to all staff on this project and across the business.

Fairness Inclusion Respect (FIR) facilitators are trained and experienced, planning to role out sessions to the supply chain team members over the next two years.

Some company statistics below of workforce breakdown:

	No of staff	F	M	Local	Local %	BAME	Ex Military	Under 25's
Costain	83	10	73	25	30%	6	3	4
SGC	18	0	18	4	22%	0	0	3
Chevron	6	0	6	3	50%	0	3	2
Barrett	47	0	47	22	47%	10	5	1
Walters	30	3	27	2	.06%	1	1	2
Bachy Solentache	33	0	33	3	.09%	2	2	3
PSI recruitment	62	0	62	33	53%	11		
Frameworks recruitment	15	3	12	10	66.6%	1	0	1



Barrett Group are the formwork contractor on the project, they are based in

Scunthorpe but recruit locally where they can, this project area has proved a good catchment area for steel fixers and joiners. With a foreman coming from Wigan word of mouth has meant around 47% of the team are local and 21% from the BAME community. The company are keen to recruit locally whenever possible, a good commercial reason around need for travel and accomodation. The ex military community is also well supported in the company, with 5 members of the team working as lifting supervisors and slingers. These are skills / courses that they gain before leaving military service which fits nicely with skills needs on site.

Labour agencies

PSI Global Specialist Recruitment manages all aspects of recruiting specialists for roles across a variety of sectors. This includes infrastructure, rail, transportation and utilities, construction, highways

and civil engineering. Currently they have 30 workers on the PWDR, but that figure has been up to 62 workers during the first year of the project.

BAME Profile: White British 82% Indian 7.9% also some Chinese, Czech and Dutch team members. Living in Lancashire: over all 53% - Within 30m 11.29% Within 50m 29.03% Travellers 6.45%. PSI ensure training and development of staff to provide further opportunities for them and support the needs and requirements of the main contractor, Costain in this instance. So far, they have provided a mixture of First Aid, Traffic Marshal (NPORS), NVQ L4 Site Supervision and SMSTS courses for workers on the project.

Case Studies from PSI

Candidate name: Daniel Grant
Start date: 06.01.2020 Starting position: Groundworker

Training provided: SMSTS

Future Opportunities:
Promotion to foreman upon successful completion of the course (2/11/2020) Daniel started on the project as a groundworker, he has been committed to the project and took on extra responsibility working with and shadowing the foremen and supervisors on site, and has been guided and developed in the role by those he has worked with. As a result of his hard work, we paid for Daniel to complete his SMSTS training, and will continue to support Daniel as he develops in the role. By providing this training and the development opportunities and support he receives on site to gain further experience, this will give Daniel the skills needed to take the next step in his career.



training providers to Procure Plus in the North West. In November have directly employed 5 young people from disadvantaged backgrounds, training them up with a range of courses including CSCS cards and placing them within our client network, we will have a continual new stream of potential candidates due to the number of courses we are delivering for the likes of Procure plus and the job centers. The scheme will be run by an ex offender who gets released in mid November, now with a changed mindset, NEBOSH and teaching / mentoring skills.

We are also on hand to deliver any additional training / upskilling to our operatives and have access to a range of funded NVQ's through our training partners. We are in the process of upskilling 3 of the operatives on site at present.

Case Studies from PSI

Candidate name: John O'Reilly
Start date: 15.06.2020 Starting position: Groundworker



Training provided: SMSTS
Future Opportunities:
Promotion to chargehand or foreman with more experience. John started on this project as a Groundworker, and has become an invaluable member of the team, being heavily relied upon by his supervisor to provide assistance by taking on additional responsibilities. In recognition of his effort, PSI Global have funded an SMSTS course for John, and will continue to support his journey going forward. This will give John new opportunities as he gains more supervisory experience, in order to make the next step in his career.

Case Study - Costain

Inclusive Workforce: Ex - Military
James (Jim) Bolton has been working at Costain for the past six years on a number of road and rail projects.

Currently on PWDR in Preston as Systems, Quality and Performance Manager.

The military has been Jim's life since 1980 when he joined the army at 18 years old as a Private Soldier. He worked his way through the ranks to achieve Regimental Sergeant Major (RSM) in 2000.



Jim was then selected for commission in 2002 as a Late Entry Officer - promoted to the rank of Captain and achieved the rank of Major. As a Company Commander (Major) of 1 Para (Special Forces Support Group) he commanded a 250 strong company.

In 2012 Jim left the army as he turned 50 years old. Jim completed a successful 32-years military career with the Parachute Regiment, the British Army's Elite Airborne Infantry Regiment and served in all 4 of the Parachute Battalions on International Operations in various ranks and roles.

With so many skills developed over 32 years in the Army, construction and civil engineering was a great second career for Jim, using his vast organisation skills, people skills and a pair of fresh eyes to challenge processes and procedures. Jim is a member of C&G institute for Leadership and Management.

Jim explained that there are many similarities between construction and the military which suited the transition. The structure that you work in and

Frameworks Recruitment a construction, rail and civil engineering recruitment service.

- Of the 15 operatives they currently have on PWDR;
- 80% are male and 20% are female
- BAME profile - 6.7% are from an Asian UK background, and 93.3% are white UK
- 66.6% live in Lancashire

Our sister company Frameworks Social Enterprise CIC have active links with many other organizations and Social Enterprises working in Preston and are currently in the process of delivering a CSCS training course to unemployed locals, with the aim of placing these within our network of clients in Lancashire. Our Social Enterprise has links with Novus who work in the prisons, and where we regularly attend and place these ex-offenders into work opportunities. We are also one of the main

how teams are set up, the opportunity to take on tasks and responsibilities but still being able to delegate. The use of processes and procedures mean a familiar structure that uses his strengths and experience.

In the photograph Jim is at the Officers Association (OA) where he was giving a talk to Officers of the Military Services (Army, Navy and Airforce) of his transition to civilian life and the construction industry. (29/10/19).

3. SKILLED AND PRODUCTIVE WORKFORCE

Apprenticeship opportunities

Company	No of apprentices
Costain	2
SGC	1
Chevron	0
Barrett Group	0
Walters	1
Bachy Soletanche	4
Lowthers	0

Bachy Soletanche is the piling contractor on the PWDR and they have four apprentices on the project.



Cameron is 21 years old. He has just completed his Level 4 Construction Management course and is now going on to his Level 5 course starting in February 2021.



Adam is 27 years old and is a Piling operative on the project studying his Level 2 Construction Piling Course.

Danny Siddique, 24yrs old, is a Site engineer on PWDR project. He's studying a Level 4 Construction & Built Environment at Stephenson College.



Josh Lindley – Harris, 21yrs is a Piling operative, doing his NVQ Level 2 Piling operations.

Training Provider Bachy Soletanche / R Bullivands with Stevenson College.

Case Study - Apprenticeship

Finlay Rhodes is 21 years old and is an Apprentice Site Engineer with Costain. He lives local to the PWDR at Longridge, Lancashire.

Finlay worked hard from the age of 16 yrs on a number of part time jobs in logistics, catering and finally a full time apprenticeship with PSA Design. He assisted all departments at PSA Design by completing CAD drawings for architecture, structures, highways & drainage. He worked alongside the section leaders delivering high quality drawings for clients for construction & planning purposes. He also achieved his HNC in Civil Engineering.



Finlay joined Costain in October 2019, joining the team at PWDR only a couple weeks after construction had started. He began in the main compound where he assisted with enabling works, including but not limited to; fencing, earthworks, drainage & ducting, foundations right through to snagging, ensuring site welfare was adequate for the entire construction team. He has since been involved with contract works, part of the roadworks team where he is involved with delivering the earthworks package, the most expensive roadworks package on the job.

He has learnt a lot since starting with Costain, gaining a lot more confidence / practical experience while working out on site, setting out for operatives.

Qualifications/ training received since being in construction: AutoCAD training /Sketchup training /HNC in Civil Engineering / First Aid Training /CAT & Genny Training /3A & 3B MEWPs Course/Site surveying & setting out.

Finlay is currently working towards BEng in Civil Engineering, University of Bolton.

What made you want to join the construction industry? After a number of work experience opportunities in sport, mechanical engineering and design Finlay took up an apprenticeship with PSA Design, particularly because it gave him a chance to get a qualification as well as working. He really enjoyed his time there, but much preferred the 'site life' as oppose to being office based. So, when the opportunity to get a job with Costain on the PWDR scheme came up he thought that it was perfect for him.

Finlay said 'I have been here for a year now and loved every minute, working with this friendly team and learning new skills'.

When asked about his 5 year plan he said ' I am currently studying in my second year for my BEng in Civil Engineering. I have found it challenging over the past year, learning a new job role whilst being at university, but my line manager and peers at work have helped me a lot, especially allowing me time to study when I need it. In 5 years time, I hope to have graduated from university, and I want to have gained site experience in lots of different aspects of engineering, such as structures, drainage, kerbing etc. I would also like to be progressing towards becoming a senior site engineer and looking at the programming of works.

Workforce development

Staff development and training is an ongoing activity on the project, both for personal development and mandatory / legislative reasons. Inductions, Visitor Training, Toolbox talks are ongoing from the beginning of the project and ensure all staff and visitors understand their responsibilities on a construction site. The main contractor and supply chain team members undertake this training. The project uses a MOSAIC system to log training and industry certification, a list of activities is below with numbers of those trained in brackets.

- PTS (Personal Track Safety – Rail) - 12
- CAT and Genny - 24
- Scaffolding awareness - 10
- Lift appreciation - 6
- MEWP 3a - 10
- MEWP 3b - 10
- MEWPS for Managers - 10
- Harness training - 10
- Carbon e-learning - 74
- Fire Marshall training - 14
- Tax evasion -74
- RAMS producer - 9
- Lean in construction - 74
- Managers tool kit - 6
- Appointed Person - 2
- Slinger Signaller - 2
- Lifting Supervisor - 1
- CBS - Managers - 21
- CBS - Supervisors - 24
- Spill kit training - 10
- Supervisor health training - 9
- ALO (Adjacent Lines Open – Rail)- 10
- Water Management - 8
- RAMS approver - 6

Costain have around 20 team members undertaking NVQ training and development at the time of writing this report, subjects include:

- Level 7 – Interdisciplinary Design for the Built Environment (IDBE) - Masters
- Level 7 - Construction Law & Practice
- Level 7 - Construction Management
- Level 6 - Construction Site Management
- Level 6 - BSc (hons) Quantity Surveying

- Level 6 - Chartered Surveyor
- Level 6 - Civil Engineering
- Level 6 - BSc Quantity Surveying
- Level 6 - Construction and the Built Environment
- Level 6 - BSc (Hons) Quantity Surveying
- Level 5 - Appointed Person
- Level 5 - Controlling Lifting Operations
- Level 4 - The Survey School Surveying Course
- Level 4 - HNC Civil Engineering
- Level 3 - Construction and the Built Environment
- Level 3 - Slinger Signaller
- Level 3 - Certificate in Project Control Practice
- Level 3 - Laboratory and Associated Technical Activities
- Level 3- Diploma in Construction Contracting Operations
- Level 3- Advanced Land Surveyor
- Level 3 - Advanced Construction Contracting Operations

Case Study - Workforce development

Rosey Thurling, MEng Civil Engineering, a Senior Engineer for Costain, is 27 years old.

She studied A-Levels and then a masters degree in civil engineering. She started a graduate job as a site engineer 5 years ago, and is now a senior structures engineer leading a small team of engineers.



Further training include: SMSTS / Appointed Person for Lifting / PTS Network Rail / Temporary Works Supervisor / ILM Level 3.

Rosey says 'I didn't want 'just a desk job', I love being able to go outside and see something being built in front of my eyes. Working on a live site you can walk in in the morning and you can never predict what will happen, it keeps things interesting. Working in the construction industry really suits my personality and skillset and I couldn't image doing anything else.'

When asked what she loves about her job she says ' Being able to start a project with a green field and build a viaduct up from nothing. The experience you get from a large project is great as you get involved in many different things, for example I'm currently involved with building 5 different structures at once!. The other great thing about PWDR is the people, the subcontractors are really made to feel like part of the team here and it really helps to deliver the project with a collaborative approach.'

When asked what her plans are for the next 5 years Rosey says 'I would like to gain enough experience on PWDR to be able to go onto other projects with more responsibility and lead a larger team. I would

also like to continue and further promote STEM, ED&I and social value within Costain. I am also working towards ICE chartership so that's definitely something I would like to complete within the next few years.'

Case Study - Workforce Development

Gita Ekaputri, 24 yrs old is a Civil Engineer with Costain.

I did a two year International Baccalaureate (IB) Diploma in Jakarta, Indonesia before moving to UK to study MEng (Hons) Civil and Structural Engineering at The University of Manchester. I graduated in July 2018 and I joined Costain through the Graduate Programme.



Further training include:
SMSTS / SEATS / First Aid / Fire Marshal / CITB Core Trades / Setting Out and Surveying / MEWP Course 3A and 3B / Costain Behavioural Management and many more...

I choose career path that allows me to learn by doing. There is a lot of detail on design drawings that I can only understand once I see the actual work on site. I am going to stick to this career path so that in the future when I am asked to build something, I can visualise what it is going to look like and how I am going to build it before the work starts. Also, if my family and friends ask me what I do at work, it would be amazing to point the structures I have worked on and say to them "I built this! I enjoy working with my team. I have the introvert side of me, and I don't get comfortable standing in a big environment that easily. But then they always check on me, see if I need anything or there is anything I don't understand.

Building structures like Lea Viaduct, which I have been working on for the past 7 months, requires high precision in terms of setting out, levelling, materials, and ensuring that we build it right from bottom to top. With the support from my team,

I get to master the skills required to do it right. It has only been two years with Costain but they trust me to be in charge of Earls Farm Cattle Creep and hence I am glad to take ownership and do my best on it! Generally I'd like to level up my responsibility, particularly on temporary works, lifting, programme and commercial. It would be great to see graduate engineers working with me so that I can pass on the skill set that I have been gaining in terms of setting out/levelling and quality management. I am also keen to get site experience in rail/power sector. Getting Chartered through ICE is definitely on my agenda since I am currently more than halfway through it.

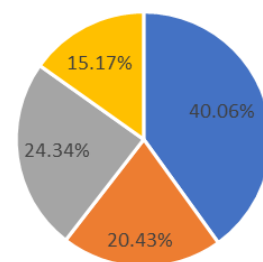
4. COMMUNITY BENEFITS

Local supply chain

The project is one year in to the procurement strategy developed at ECI. This has significantly progressed with the spend to date and committed spend over the next two years. Where national companies are awarded work, they often access materials, supplies and labour local to the project for development and commercial reasons.

To date on the project 40.06% of the spend is with companies within a 25 mile radius, 20.43% with companies within 25 – 50 miles of the project, 24.34% with companies with companies within 50 – 100 miles and 15.17% with companies over 100 miles away from the project. (circa £47m spend as at end of November 2020).

Supporting local companies
- percentage spend by radius from site



■ under 25 miles ■ 25 to 50 miles ■ 50 to 100 miles ■ over 100 miles

Some of the companies local to the project are listed below, with details of the materials and services that they offer the project.

Company	Materials / Services	Area
Keyline Builders Merchants	Drainage, cement, sand supplies	Preston PR2 1AT
Aggregate Industries UK Ltd	Locally sourced stone and other materials	Back Lane Quarry LA6 1EG Holmepark Quarry LA6 1NZ
Armstrongs Group	Aggregate, stone, concrete	Bolton BL6 5NJ
William Moore & Son	Small tools	Preston PR1 5LS
Wingate	Electrical services (office)	Preston

Sainsbury's / Shell	Local petrol stations for all Costain vans	Preston
Speedy hire	Hire tools / equipment	Preston PR2 3AA
Lolly Dees Catering	Canteen run on site	Preston
Firwood Timber & Plywood Co Ltd	Timber for formwork(Barrett group)	Lancashire, L40 8JS
R.M.D Kwikform	Formwork systems (Barrett group)	Skelmersdale, WN8 9PT
Ashlea Landscaping	Landscaping company	Carnforth LA5 9RE
Fox Brothers (Lancashire)	Compound & RMR Earthworks	Blackpool FY4 5LZ
Altitude Services Ltd	Traffic Sign Takedown & Scheme Boards	Bury BL9 5PA
Carnell Support Services Ltd	Z2 & Z7 Drainage Surveys	Cuerden, Lancashire PR5 6BY
Lyndon SGB	Scaffolding	Manchester, M8 0AD
Ainscough Crane Hire Ltd	Crane hire	Preston, PR25 3GR
Bachy Soletanche Ltd	Geotechnical and foundation engineering	L40 8JS
Barton Contractors (NW) Ltd		PR3 5DR

‘Lolly Dees’ Catering A local caterer called Dan has got the catering contract to run the canteen on site, opening from 9 – 2.30pm serving around 100 team members per day. Dan uses local farmers for around 40 pints of milk a day and around £150 a week from another farmer running a farm shop locally, in just bacon and sausages! Dan also has a local pub, Saddle Inn, which due to COVID – 19 has been closed for much of the past nine months, luckily his 5 rooms and 3 caravan pitches are being filled by project staff. Dan says ‘the project has been a great help to my business and the local community. When the road is built my pub will have better visibility due to its location, so will look forward to better trade in future’.

Barrett Group are the formwork contractor on the project, they are based in Scunthorpe, but source materials and services local to the project.



Barrett Project Manager, Eamon goes onto explain that they source all their timber from Firwood Timber & Plywood Co Ltd, L40 8JS and formwork systems from a company in Skelmersdale called R.M D, hire tools from Speedy, Preston and use local builders merchants when needed, a commercial reason but also for speed of service and control of works.

Aggregate Industries is a national company that are working on the project. They have two quarries in Lancashire that feed this project, Back Lane Quarry LA6 1EG and Holmepark Quarry LA6 1NZ, both run with local staff, for quarrying and transport of materials to site.



Access to the project from Back Lane Quarry is mainly from the motorway and is where most of the materials come from at this time. Holmepark Quarry has restricted routes out of the quarry to consider local communities.

Community and charitable fundraising

Cycle Ride - Our first charity fundraiser on behalf of Eammaus, a homeless charity and Brain Tumour Research the project raised £700 after completing a 60 km Cycle Sportive around Preston. <https://emmaus.org.uk/preston/> <https://www.braintumourresearch.org/>



It was National Fitness Day on Wednesday 23rd September 2020, the project team raised money for The Alzheimer's Society. Members of the team cycled the distance of the Preston Western Distributor Road on spin bikes loaned from a local gym, GymWorks at Fulwood. £50 was raised and donated towards a colleague, Gemma Redmond's personal challenge of cycling 100 miles in 30 days in support of Alzheimer's Society. <https://www.alzheimers.org.uk/>



The project held a Macmillan Coffee Morning on Monday 28th September 2020, raising



£150 for Macmillan Cancer Support. Our Star Baker* was Alex Topping from SGC !

<https://www.macmillan.org.uk/>

In November 2020 the project supported 'Movember' making a difference in mental health and suicide prevention, prostate cancer and testicular cancer. Currently at £1,280 raised !

<https://uk.movember.com/>

Costain have had an amazing response to their Toy and Selection Box Appeal during Dec 2020. We have distributed all toys and selection boxes to two local primary schools and ShareIT for the families who have struggled more than ever this year. St Mary's Primary School and Lea Endowed Catholic Primary School are both near the project. The project is in communication with the school and they have agreed this sort of collection would make a big difference to many of the students this Christmas.



Thanks go to the Costain staff and supply chain partners for their support, companies include Walters Civil Engineering, Bachy Solentanche. SGC Civil Engineering, Lowther's Forestry, Barrett Group, Flannery's Plant Hire, PDI Global Recruitment and Frameworks Recruitment Ltd. (@£2100)



Great Harwood Rovers Under 7's – S.G.C Civil Engineering – Drainage contractors on PWDR project, has supported a local children's football team with a new strip, even though they are not based local to the project. John, Project Manager said 'My youngest son Ciaran has severe mental and physical disabilities which has made me and my wife aware of how important it is to contribute towards helping people when I can. It was very difficult when Ciaran was young to get involved with extracurricular activities with our other two children as he was hospitalised for long stretches. I know how hard it is to get help or funds to run a football team as I did it for a couple of years myself. When



I was approached it was an easy choice, and the right thing to do whilst working in the area. (£600)

The project has raised £341 for the poppy appeal this year, conscious that local volunteers were often shielding due to age / health issues.



[The Royal British Legion | Armed Forces Charity](#)

Fundraising total to date £5,221

December 2020

GIVING BACK IN BLACKBURN

SPENDING LOCAL

Casey are currently completing the construction of a new link road for Blackburn with Darwen Borough Council.

The project is valued at over £5 million, and Casey are very pleased that they have met the target of ensuring that at least 70% of all costs (labour, subcontractor and other suppliers) has been spent locally, within 25 miles of the borough.

This means that, as well as a new road to ease congestion, moneys the council pay to Casey are spent in a way that contributes to the local economy.



INTRODUCING A NEW GENERATION TO CONSTRUCTION

Blackburn College and Blackburn University Centre



A group of Blackburn College and Blackburn University Centre Construction students recently benefitted from a guest lecture delivered by Casey and Blackburn with Darwen Borough Council.

Level 2, Level 3 and Higher National Certificate (HNC) Construction and the Built Environment students were joined by Casey Contracts Manager, Alan Watkinson, and Assistant Site Manager and Stakeholder Manager, Sarah Harwood, as well as the Council's Transport Manager, Mike Cliffe.

Sarah, Alan and Mike presented their roles in construction projects and discussed in depth the processes that major contracts require. They also showed examples of a number of projects they have been and are currently involved in, particularly those within the Blackburn and wider Lancashire area.

Caroline Bracewell, Head of School – Business, Health and Technology at Blackburn University Centre, said: "We would like to thank Sarah, Alan and Mike for coming in and going into a high level of detail for our students. It was a wonderful opportunity for our students to see the career opportunities available to them, particularly in the local area."

TEAMING UP WITH CREATIVE FOOTBALL, WITTON PARK

Creative Support is a national provider of Health and Social Care and at a local level it has worked in partnership with Blackburn with Darwen Borough Council and other stakeholders for many years. Based at the new Witton Park 3G Facility, it uses football in a positive way to engage people informally, anchoring football at the heart of relationships to understand and help with wider needs.



When Casey were appointed as one of five contractors to the new Blackburn with Darwen Borough Council Growth Deal 3 Framework, they teamed up with Creative football to provide its participants with a variety of support. You can read more

about Casey involvement in the following pages, and future editions.

Ongoing Commitment to Training

Rob Perry and Mark Stone



Above L-R: Sarah Harwood (Casey), Councillor Phil Riley, Rob Perry (Casey), Paul Hardman (Creative Football), Mike Cliffe (BwDBC Strategic Transport Manager) and Paul Davies (Creative Football)
Below: Mark Stone (Casey)

As part of our commitment to work with Creative Football in Blackburn we have been offering support, mentoring and pathways into Construction to those members that the charity supports.

We were very pleased to have recently employed member Rob Perry as one of our COVID cleaners.

Rob has been attending Creative Football sessions for over 2 years and even helps by volunteering. He has always shown enthusiasm to work but never had much luck or opportunity of a secured job. He impressed us whilst on a work placement, and we offered him a permanent position.

In addition, we have recently taken on Mark Stone for one day per week to assist with our COVID cleaning. Mark has also come to us via Creative Football and has impressed with the amount of effort he puts in!



Honestly Sarah, the support you have given Rob and Mark is priceless and we can't thank you enough. We are a charity and as a charity we are always looking for more equipment and cash funding - it's the nature of the game. But you have changed a couple of people's lives for the better and that beats everything. Thank you!

Paul Hardman, Project Manager, Creative Football

Chris Bullock

Chris started life in Birkenhead, and when he was 9 years old, he moved to Norwich where he lived for the next 20 years. However, he got in with the wrong crowd and made some bad choices that led to him being imprisoned. After his release Chris found himself homeless and on the street. He finally found a place at Emmaus in Salford.

It was during his time here that Eileen Crowe, Emmaus Centre Manager, approached Casey. She asked Tony Doran (Snr Site Manager) if he had any need for a painter as Chris had some experience. Tony explained that most of the painting work had been completed but he could offer Chris a two week work placement as a labourer. Chris made a very good impression and



has consequently been offered a permanent role as a labourer on Fitzwarren Court, our project for Salix Homes.

"I am very grateful to all the people for giving me this golden opportunity. It is hard enough to get a job with all the problems that Covid 19 has caused but when you have the added issues that my past brings then I am a very, very lucky man," said Chris.

Tony Doran commented that "Chris is a really nice guy who just wants the chance to improve his life. Everyone deserves that chance."

Chris is now looking forward to the next chapter in his life and being able to find a nice place to live so that he can make plans for a brighter future.

g and Employment opportunities

Corey Grange and Maksym Kokhan

Corey and Maksym both studied carpentry and joinery at Hopwood Hall College. Both of them volunteered to help out at college during the summer holidays. This involved getting all the equipment ready for the new 1st year students. In addition to this they also provided support to the students.



complete their Level 2 in Joinery. They are both working on our High Peak Housing Project in Glossop. and currently they are learning how to install double glazed units.

Corey said, "I am enjoying the role and I'm very grateful to Cover-all and Casey for giving me a wonderful opportunity."

When Casey approached the college and told them they were looking for two students who would be interested in pursuing a joinery apprenticeship, the head of department had no hesitation in recommending Corey and Maksym.

During their week's work placement both boys made a great impression. They were subsequently offered an apprenticeship with our supply chain partner Cover-all Construction Ltd. The boys are now learning on the job and will attend college on a day release basis to

Maksym said, "I have learned so much and everyone is very welcoming, they are always asking me and Corey if we are ok."

Wes Hanley, Managing Director at Cover-all, said "The lads have been a great addition to our team. They are both keen to learn and turn up each day with smiles on their faces. Its good to see that there are good hard working lads out there!"

Bright Phiri

Currently working on the landscaping project at Fitzwarren Court in Salford, Bright was overjoyed to have been given the opportunity to join Richard Charlesworth and the Civils team. He was born in Malawi but migrated to England in 2007. "I wanted a better life for myself and I knew that if I worked hard I could achieve that."

Bright had gained a lot of experience working through employment agencies within the construction industry but, unfortunately, nothing permanent.

So, when someone from his housing association contacted him to say that there was a vacancy with Casey he jumped at the chance. Bright lives in Radcliffe but was more than willing to travel to work within the Greater Manchester area. He believes that to get on in life you have to take every opportunity to improve your skills. In August 2019 he enrolled on a 5 day course to become a dumper truck driver.

"This opened up a few more doors for me when I added it to my CV," he said. "I am always willing to learn new skills and that is why I am so lucky to have been offered this opportunity with Casey. I am loving every bit of it. I know that there are people on site with a wealth of experience and I will follow their guidance."

Bright is certainly a breath of fresh air. His enthusiasm is infectious and he will be a great asset to Casey.



Helping in the Community

St James C of E Primary School, Lower Darwen



At the commencement of our highways project in Blackburn in March our Health & Safety Team visited the pupils and teachers of St James Primary School in Lower Darwen to deliver a presentation about construction site safety.

We've been back a couple of times since, first to present the children with games, and most recently with selection boxes, donated by Casey, Capita and Blackburn with Darwen BC.



And kind, and to help those less fortunate than ourselves.

Here are some of the things that Casey has been doing for Christmas.



Toy donations for the Mission Christmas Appeal from our

employees, with a special shout out to our Kersal Vale site (who also did a raffle to raise money for gift cards)

Food donations to Rochdale

Foodbank and Barty's Foodbank in Ashton-U-Lyne. Donations have come from Head Office staff and our site teams at Rochdale Fire Museum and Ashton Old Baths.



We've also provided items for hampers for Creative Football in Blackburn. And we've contributed to creating a Christmas atmosphere along two avenues in Croxteth, next to our newbuild project for Cobalt Housing, by installing Christmas trees and lighting on the lighting columns.



Poppy-Mai FC

Formed in Blackburn to promote child cancer awareness, Poppy-Mai FC started out as a charity team that has now entered the football leagues.

They had been struggling with unwanted parking at their ground, so Casey donated soil to create bunds to restrict access.

Neighbourly Kindness

What lovely and caring people we have working at Casey!

Casey are currently working on a newbuild development in Clayton for One Manchester. When (former) Site Manager Mike Banks saw Martin, one of the tenants living next to the site, struggling with his garden he didn't think twice about offering to help.

Mike said, "Martin always used to bob round asking questions about the build. He seemed a bit of a character and we built up a relationship, swapping 5 litres of bleach for the use of his hose pipe to fill our tank up prior to our water connection. Lovely guy and my sort of character."

Mike knew that Martin has been unwell for a while and told him to stop what he was doing, and he would bring his petrol mower, strimmer and clippers in the next day.

Martin was delighted when four volunteers turned up (Mike, Martin Healer, Rick Henry, and Anthony Byron) and just like "Ground Force" they started to cut the grass, trim the privets, strim the lawn edges and clear away the debris.

Once finished Martin and his wife treated the lads to a cappuccino and some Jammy Dodgers.

Mike has since moved to the Isle of Skye but we are sure that Martin will always remember the act of kindness he was shown by Mike and his team.

LEP Programme Risk Register

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

2.2	Failure to deliver the contracted targets (expenditure / outputs)	High reputational damage to the LEP with Government and local population. Impact on ability to secure future funding from Government.	Programme Manager	12
2.3	COVID-19 Impact	Some programmes closed down, some slowed down, some using alternative ways to deliver	Programme Manager	15
2.4	Subsidy Control (previously State Aid)	Funds clawed back by Government / European Commission	Programme Manager	6
2.5	Unable to attract future funding opportunities re lack of performance	Lost opportunity to deliver significant impact	Programme Manager	8
3	Enterprise Zones			
3.1	EZ's fail to achieve strategic objectives including attracting inward investment growth businesses in specific sectors	Few businesses locating on the EZ's with critical mass of clusters not achieved.	Business Support and Commercial Manager / Programme Manager	20
3.2	Insufficient businesses locate on the EZ's to generate the business rates needed to repay the cost of infrastructure and utilities.	LEP are servicing a large debt without the necessary income to repay	CEO/ Business Support and Commercial Manager / Programme Manager	15
3.3	EZ enquires to be shared across EZs.	Enquiries lost and opportunities missed for businesses to locate on to an appropriate site in LAMEC	Business Support and Commercial Manager / Programme Manager	12

3.4	Lack of fiscal incentives leading to lack of enquiries	Lost momentum on EZ activity. Reduced ability of EZ's to repay prudential borrowing from business rates growth.	Business Support and Commercial Manager / Programme Manager	16
3.5	Covid-19 impact on delivery of sites	Delays in construction, temporary lack of market demand and negative impact of the pandemic on existing businesses on sites.	Business Support and Commercial Manager / Programme Manager	20
3.6	Site issues causing delays in delivery	Delays in planning, need for flood mitigation measures, utility upgrades, purchase rights over land and restrictive agreements	Business Support and Commercial Manager / Programme Manager	20
4	Skills Hub			
4.1	Skills and Employment Advisory Panel (SAP) effectively established and delivering against government guidance in relation to governance and analytical role	Inability to deliver against the Lancashire Skills and Employment Strategic Framework and drive up skills and employment across the local labour market	Director of the Skills Hub	16
4.2	Implementation of the Lancashire Skills and Employment Strategic Framework and allied Lancashire Technical Education Vision	Inability to deliver against the Lancashire Skills and Employment Strategic Framework and drive up skills and employment across the local labour market	Director of the Skills Hub	16

4.3	Dependency on the ESIF programme to provide business support and skills and employment programmes and deliver against strategic priorities	Impact on provision to support business resilience and business growth, and drive a skilled, productive and inclusive labour market	Chair of the ESIF Committee	20
4.4	Disruption to the continuation of the Lancashire Digital Skills Partnership (launched in April 2018) which was formed to drive up digital skills across Lancashire.	No funding for this work stream including the salary costs of the DSP Coordinator post. Current objectives linked to the increase in the digital skills of Lancashire's businesses and residents will be difficult to achieve without this resource.	Director of the Skills Hub	16
4.5	Dependency on partnership and funding from the Gatsby Foundation to implement the Technical Education Vision	No core funding for this work stream including the salary costs of the Technical Education Manager and Officer.	Director of the Skills Hub	16
4.6	Dependency on DfE funding and continued commitment to the government's Careers Strategy for the Enterprise Adviser Network and Careers Hub across Lancashire. Dependency on match funding locally via LCDL, Local Authorities and the LEP	Careers and Enterprise Company cease to exist due to DfE funding and national model collapses. Reduction in the quality of careers provision in schools and colleges across Lancashire impacting on aspiration and social mobility, and future talent pipeline.	Director of the Skills Hub	16
5	Boost			

5.1	Failure to deliver the contracted targets (expenditure / outputs)	Funds clawed back by Government / European Commission	Head of Business Growth	12
5.2	Risk over market dilution in regard to start up business support particularly the universities – what offers/volumes are there?	Confusion in the marketplace about where to get business support from. Dilution of the Boost message and ultimately not enough businesses using the Boost service	Head of Business Growth	12
5.3	Covid risks to Boost delivery profile along with risks to individuals/workers	Assimilation of information coming out of government with regards to Growth Hubs and to pivot from Growth messages to supporting businesses messages.	Head of Business Growth	6
6	City Deal			
6.1	Failure to deliver housing and jobs target.	Loss of income for the local authorities due to lack of new homes bonus and future council tax receipts. Lack of house building due to lack of demand (job creation)	City Deal Programme Manager	16
6.2	Covid risks to the delivery of City Deal	Core outputs in this programme relate to housing and jobs, which are likely to be hugely impacted by a downturn in the housing and employment markets	City Deal Programme Manager	16
6.3	Changes to the planning system arising from recently published planning white paper could impact on income into the deal from CIL and S106 payments.	Delays to the programme may occur as solutions to the issues are resolved and core outputs may not be achieved	City Deal Programme Manager	16

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

8.2	COVID-19 Impact	Some programmes closed down, some slowed down, some using alternative ways to deliver	Programme Manager	20
8.3	Subsidy Control (previously state aid)	Funds clawed back by Government / European Commission	Programme Manager	6
8.4	Unable to attract future funding opportunities re lack of performance	Lost opportunity to deliver significant impact	Programme Manager	8
8.5	Complete contracting (GFA) for all schemes	Fund not spend and therefore returned to Government.	Programme Manager	8

Reported to LEP Board

Existing Controls	Residual Risk Score
Quarterly Performance Reporting Urgent Business Procedure for new loans and changes to existing loans Growing Places page on LEP website with Expression of Interest Word of mouth marketing	6
Quarterly Performance Reporting Flexibilities from Government regarding Growing Places criteria Board have agreed to support two borrowers that have asked for suspension of interest and time to pay interest invoice and time to repay loan.	9
Quarterly Performance Monitoring Robust Facility Agreements with step in rights Monitoring Reports from the LEP's monitoring Surveyor Annual accounts from the borrowers Monthly monitoring as per the terms and conditions of the Facility Agreements	6
Quarterly Performance Monitoring Promoted on the LEP website with an Expression of Interest form Prompt response to emails from the LEP mailbox	6
Quarterly Performance Monitoring Sector Working Groups	6
LEP has core team of staff re the delivery of individual programmes	4

Quarterly monitoring of targets / metrics, reporting to Growth Deal Management Board and LEP Board. Corrective action measures implemented where required. Social Value reporting	6
Identify financial solutions for the programme and each project, Support Project Managers in the delivery of projects, Increase monitoring visits when safe to do so, Continue to work with BEIS, Report to LEP Board / Sub Committees.	6
Identify process to report new subsidy controls requirements on transparency database, and further requirements.	4
Information on progress and successful projects on LEP website. PR undertaken on a re-active basis.	6
Clear understanding of the strategic objectives by partners and robust reporting to EZ Committee and LEP Board Fiscal Incentives in place, simplified planning process (LDO) or Local Plans in place and targeted marketing of sites EZ enquires to be shared across 4 sites Engagement with the Department of International Trade. Engagement with LEP network regarding an case for a refresh of EZ's Engagement with key sector partners and agencies, and growth of business development opportunities through provision of Sector Propositions by LEP working groups Samlesbury Commercial Development Framework updated Samlesbury pipeline of enquiries increased	16
Enterprise Zone Governance Committee quarterly reporting Strategic Marketing activity co-ordinated with key partners Joint Commercial Agent commissioned to support more efficient sharing of enquiries	15
Quarterly performance data on enquiries received at EZ Committee Co-ordinated enquiry handling process agreed and adopted Joint Commercial Agent commissioned to support more efficient sharing of enquiries	9

<p>Ongoing engagement with the LEP Network and the UK EZ Network Proposition into the Comprehensive Spending Review from LEP Network Link into other government policies such as Freeports, Department for International Trade new Export and Investment Strategy</p>	<p>9</p>
<p>Safety guidelines now in place Getting Building Fund allocation for some infrastructure work on one site Enterprise Zone Governance Committee quarterly reporting</p>	<p>12</p>
<p>Enterprise Zone Governance Committee quarterly reporting</p>	<p>12</p>
<p>SAP Terms of Reference aligned with guidance from government and approved by DfE. Analytical capability enhanced through the appointment of a Skills and Economic Intelligence Offer. Grant currently in place until end of March 2021. A further grant has been confirmed for financial year 2021/22 at a similar rate to 2020/21 however the actual allocation has not been confirmed - risk in regarding to sustainability.</p>	<p>9</p>
<p>Implementation of the framework is monitored by the SAP.</p>	<p>9</p>

<p>ESIF Committee aligned with the LEP Board - engagement with key government bodies to influence future programme, articulating Lancashire priorities</p>	<p>16</p>
<p>Digital Skills Partnership Steering Group in place with DCMS and local partners. Work closely with national colleagues at DCMS to understand policy direction of travel, communicate local successful impact, communicate necessity for continued funds from DCMS and the return on investment.</p> <p>Work with stakeholders in Lancashire to take ownership and contribute to the achievement of the DSP objectives.</p>	<p>6</p>
<p>Technical Education Steering Group - oversight of project plans for Technical Education. Work closely with The Gatsby Foundation to understand policy direction of travel, communicate local successful impact, communicate return on investment.</p> <p>Work with stakeholders in Lancashire to take ownership and contribute to the achievement of the Technical Education objectives and build sustainability beyond the funds.</p>	<p>12</p>
<p>Working to raise the profile of the work with DfE to demonstrate impact of partnership with CEC on careers aspirations of young people. Action Plans in place locally to drive performance - robust subcontracting process in place with delivery partner, Inspira</p>	<p>9</p>

<p>Projects submit reprofiles and PMT to monitor these to ensure compliance with GFA</p> <p>Regular contract review meetings</p> <p>Business Support Management Board quarterly reporting</p> <p>Performance reported to LCC (Accountable Body)</p> <p>Quarterly reporting to MHCLG</p>	6
<p>Robust engagement with the universities</p> <p>Marketing and communication plan in place with PR provider</p>	3
<p>Urgent guidance sought from MHCLG on implications for project delivery profile and contracted targets.</p> <p>Informed businesses and individuals regarding government and NHS guidance on social distancing.</p> <p>Supported businesses and individuals in the recovery phase of pandemic PMT to reviewed latest guidance and communicated flexibilities to delivery partners.</p> <p>Contract Review meetings.</p> <p>Business Support Management Board quarterly reporting.</p> <p>Weekly reporting to BEIS re Covid and Brexit issue.</p>	3
<p>City Deal Combined Executive and Stewardship Boards quarterly reporting</p>	12
<p>City Deal Combined Executive and Stewardship Boards quarterly reporting</p>	12
<p>City Deal Combined Executive and Stewardship Boards quarterly reporting</p>	12

<p>Engagement with the Department of International Trade Engagement with the Northern Powerhouse Trade and Investment Group Working with other Northern LEPs to promote the Lancashire offer</p>	<p style="text-align: center;">15</p>
<p>Work with the Department of International trade to promote the Lancashire offer, through their network of Embassies and Consulates worldwide. The new Office of Investment as part of DiT to promote the UK offer, including Lancashire's</p>	<p style="text-align: center;">15</p>
<p>Lancashire Key Account Manager supports Foreign Owned Companies to access local and national support offers. Companies can access Department for International Trade data for building a business case for their internal processes to get the funding they need to grow. Trade bodies such as the Aerospace Alliance and the Northern Automotive Alliance supports Foreign Owned Companies in Lancashire and provides intelligence to the LEP.</p>	<p style="text-align: center;">15</p>
<p>The Lancashire Key Account Manager works closely with Foreign Owned Businesses to ensure they are linked into local support offers in Boost, Lancashire's Growth Hub and Key Initiatives along with national programmes such as R&D Tax Credits and Patent Box</p>	<p style="text-align: center;">15</p>
<p>Engagement with the Department of International Trade Engagement with the Northern Powerhouse Trade and Investment Group Working with other Northern LEPs to promote the Lancashire offer</p>	<p style="text-align: center;">15</p>
<p>Quarterly monitoring of contract targets, reporting to LEP Board. Quarterly reporting and review by CLG. Regular dialogue with each project. Corrective action measures implemented where required. Social Value reporting</p>	<p style="text-align: center;">6</p>

<p>Identify delivery solutions for the programme and each project. Support Project Managers in the delivery of projects. Increase monitoring visits when safe to do so. Continue to work with BEIS. Report to LEP Board / Sub Committees.</p>	<p>6</p>
<p>Identify process to report new subsidy controls requirements on transparency database, and further requirements.</p>	<p>4</p>
<p>Information on progress and successful projects on LEP website. PR undertaken on a re-active basis.</p>	<p>6</p>
<p>Work with LCC (legal and finance) in their capacity of accountable body to complete the GFA. Quarterly reporting of progress to LEP Board and CLG.</p>	<p>6</p>

Actions				Target Score	Action Status
Proposed Action Plans	Action Owner	Target Date			
Growing Places Marketing Plan Case Studies on the website PR on Growing Places Loans and successes Promotion through the Annual Report	Commercial & Business Support Manager	Jun-21	6	ongoing	
Growing Places Marketing Plan for each sector group New Criteria for Growing Places Loans for board approval Update website with new information PR on Growing Places Loans and successes	Commercial & Business Support Manager	Mar-22	6	ongoing	
Ongoing monitoring of live schemes as per the terms of the Facility Agreements, no concerns regarding the current schemes	Commercial & Business Support Manager	Jun-21	6	ongoing	
Marketing Campaign to commence if agreed by Board Any changes to criteria promoted on LEP website and through marketing campaign if agreed PR on Growing Places successes and impacts	Commercial & Business Support Manager	Jun-21	6	ongoing	
Alignment of marketing activity with KPIs of Strategic Framework to be agreed with the Board and priorities of the Local Industrial Strategy and Recovery Plan PR on Growing Places successes and impacts	Commercial & Business Support Manager	Jun-21	6	ongoing	
Align programmes to strategic framework. Cross programme links to maximise growth.	Programme Manager	Mar-25	4	ongoing	

Clarify government targets, On-going monitoring, Members Direction, Bring forward projects which address gaps in performance, Change control measurers, Response to COVID-19 impact	Programme Manager	Mar-25	6	ongoing
Work with projects to implement government guidelines to enable them to continue with the projects and support with information regarding the whole programme targets and outputs.	Programme Manager	Mar-21	6	ongoing
Continue discussions with CLG and LCC colleagues as Accountable body to identify requirements, to ensure compliance.	Programme Manager	Mar-21	4	ongoing
Clear Strategic Pipeline Identification of PR Communication Opportunities MP Engagement Successful Evaluation Collation of case studies	Programme Manager	Mar-21	6	ongoing
KPI's to be developed and reporting to Quarterly EZ committee. Ensure alignment to strategic framework Commission review of LAMEC sites to provide recommendations on improvements to performance. Pipeline of enquiries actively managed	Business Support and Commercial Manager / Programme Manager	Dec-21	9	ongoing
Robust Business Rates agreements between LEP/LCC/ relevant Local Authorities, where appropriate Formal agreement between LEP and LCC regarding costs, interest rate charged and repayment Quarterly Performance Reporting included in Programme Report to LEP Board	Business Support and Commercial Manager / Programme Manager	Dec-21	9	ongoing
Plans to drive up enquiries and generate interest in the LAMEC sites Consistent KPIs to be developed and monitored, across EZ sites	Business Support and Commercial Manager / Programme Manager	Dec-21	6	ongoing

MPs briefings to take place with a view to working with UK network to support MPs lobbying of central government Refresh of EZ modelling assumptions Strategic & co-ordinated marketing campaign	Business Support and Commercial Manager / Programme Manager	Dec-21	6	ongoing
Clear marketing strategy with implementation underway Refresh of marketing plan, website and social media Liaison with contractors on site to mitigate delays	Business Support and Commercial Manager / Programme Manager	Dec-21	9	ongoing
Liaison with accountable bodies, local authorities and site owners to deliver solutions to the issues.	Business Support and Commercial Manager / Programme Manager	Mar-21	9	ongoing
Monitor effectiveness of the SAP through regular DfE Reviews and the development of a Local Skills Report, which report on progress against the strategic framework.	Director of the Skills Hub	Mar-22	6	ongoing
Monitoring and Evaluation Framework in development as part of the refresh of the Skills and Employment Strategic Framework. Monitoring and Evaluation is undertaken annually.	Director of the Skills Hub	Jan-22	9	ongoing

Regular ESIF committees key government bodies to raise concerns and lobby. Performance and risks reported to the SAP and LEP Board.	Head of Investment and Funding	Jan-22	8	ongoing
Further year's funding secured from DCMS until 2022. Plan in place to enable continued funding through the LCDL facility in Lancaster to fund the DSP Coordinator beyond funding from DCMS.	Director of Skills Hub and DSP Coordinator	Jan-22	6	ongoing
Funding from the Gatsby Foundation extended until the end of December 2021. Project Plan in place, overseen by the Steering Group.	Director of Skills Hub and Tech Ed Manager	Dec-21	12	ongoing
Currently negotiating funding for academic year 2021/22 with CEC. Regular contract reviews with Inspira against the contract specification. Performance and risks reported to the SAP	Director of the Skills Hub	Aug-22	9	ongoing

Regularly monitoring of service provider performance against targets and any resulting actions actively pursued LCC to press MHCLG for authority to submit the change control	Head of Business Growth	Jun-23	6	ongoing
LCC will facilitate a meeting with the universities to discuss the 'crowded landscape' across Lancashire. Continuing review of Boost messages. Meeting with LA, UCLan, etc. and other key stakeholders will be organised in March 2021	Head of Business Growth	Mar-21	3	ongoing
Thrice weekly updates from providers. Continuing review and amendment of Boost messages. Boost website updates. PCR submitted to MA on 10/02/2021.	Head of Business Growth	Mar-21	3	ongoing
Continue to work with South Ribble and Preston councils on the City Deal Review. Work with Government regarding the New Homes Bonus.	City Deal Programme Manager	Dec-23	9	ongoing
Continue to work with Government regarding a recovery plan	City Deal Programme Manager	Mar-22	9	ongoing
Respond to the City Deal consultation on the planning white paper by 29 October	City Deal Programme Manager	Mar-22	9	ongoing

Department of International Trade are revising their Investment Strategy to ensure the UK remains attractive to Foreign Direct Investment post Brexit The new Office of Investment as part of the new strategy	Business Support and Commercial Manager/ Head of Business Growth	Dec-21	12	ongoing
DiT are consulting on a new Investment Strategy which Lancashire has contributed to, focussing on growth sectors. Government are funding new trade advisors including one in Lancashire to support exporters which will in turn support Foreign Owned Companies	Business Support and Commercial Manager/ Head of Business Growth	Dec-21	12	ongoing
Lancashire Key Account Manger reporting to DiT will ensure real time data is captured and can be acted upon. This information feeds into the LEP's sector groups where appropriate and informs policy and interventions. Not all sectors are affected and there are some opportunities for growth.	Business Support and Commercial Manager/ Head of Business Growth	Dec-21	12	ongoing
Sector groups of the LEP engage with Foreign Owned Companies so policies and interventions include their input. The Lancashire Key Account manager raises concerns with DiT/LCC/LEP if companies are considering withdrawing from the UK to inform policy and interventions.	Business Support and Commercial Manager/ Head of Business Growth	Dec-21	12	ongoing
Feedback from lost enquiries reviewed to improve the Lancashire Proposition. The Internationalisation Strategy in the process of being commissioned will asset Lancashire to proactively target inward investment opportunities.	Business Support and Commercial Manager/ Head of Business Growth	Dec-21	12	ongoing
On-going monitoring, Members Direction, Bring forward projects which address gaps in performance, Change control measurers, Response to COVID-19 impact. Confirm Freedom and Flexibilities with Accountable Body re the potential financial slippage post March 2022.	Programme Manager	Mar-25	6	ongoing

Work with projects to implement government guidelines to enable them to continue with the projects and support with information regarding the whole programme targets and outputs.	Programme Manager	Mar-22	6	ongoing
Continue discussions with CLG and LCC colleagues as Accountable body to identify requirements, to ensure compliance.	Programme Manager	Mar-21	4	ongoing
Clear Strategic Pipeline Proactive approach to PR Communication Opportunities MP Engagement Collation of case studies	Programme Manager	Mar-22	6	ongoing
Contracting is expected to be completed by the end of March 21 for the remaining schemes.	Programme Manager	Mar-21	6	ongoing

LEP Programme Review – Scope of works

Objective

A review will be undertaken on each of the LEP Programme areas, during the period February – July 2021. The objective of the review is to act as a critical friend, establish programme baseline, in order to seek a pattern of continuous improvement, to inform current and future delivery and direction.

Schedule

February – April 2021 - The review of the; Growth Deal, Getting Building Fund, Enterprise Zones and Growing Places programmes will be completed.

April – July 2021 – The review of the; Growth Hub / Boost, Lancashire Skills and Employment, City Deal, Social Value and Innovation programmes will be completed.

Delivery

The review will be delivered by the LEP Investment Programme Manager, in conjunction with the LEP Sub-Committee Chair and the Programme Manager. The findings will be reported to the LEP Board.

The review will include, but not restricted to, establishing the findings to the areas as detailed below.

<u>Purpose</u>
❖ Were the programme outcomes / intentions clearly defined at the onset? Are they now?
❖ Is it clear what objective the programme is intended to achieve?
❖ Does the programme reflect the LEP's strategic priorities?
❖ Have the right people bought into the programme – stakeholder engagement?
❖ Did the programme build upon a previous programmes, and if so were lesson learnt incorporated into the scope?
<u>Value</u>
❖ Does the programme deliver value for money over its lifetime?
❖ Has the programme a clear financial profile, including all programme components?
❖ Does the programme have a baseline?
❖ Does the programme know what measurable change it is going to make, and measure it?
❖ How is performance measured, and how is it performing?
<u>Governance</u>
❖ Are the requirements in the Local Assurance Framework being met?

❖ Are there effective structures (internal and external) which provide strong and effective oversight, challenge and direction?
❖ Are sub-committees well-constituted with the right skills set and experience given the challenging nature of the environment?
❖ Are all the requirements if the Sub-Committee Terms of Reference being met?
❖ Do sub-committees report effectively to the LEP Board?
❖ Are conflicts of interest well managed?
❖ Has the programme the resources (staffing, skills, equipment etc.) required to deliver the programme?
❖ Is there an independent and transparent assurance process in place in terms of investments decisions?
❖ Is there a formal register of change to; scope, outcome, strategy, funding etc?
❖ Are key risks identified, understood and addressed? LEP Board informed re performance related risks?
<u>Delivery</u>
❖ Is progress being measured and assessed including consideration that the programme is still the right thing to do?
❖ Are there appropriate incentives for all parties to deliver (contractual, performance management, or other)?
❖ Is there an effective mechanism to control programme scope (change control)?
❖ Is the programme sufficiently flexible to deal with delays and changes?
❖ Is the programme reviewed periodically to consider; pause, abort or change the spirit and intent?
❖ Is there a current pipeline?
❖ Is Social Value embedded into programme, to create, rather than capture?
❖ How are 'lessons learnt' captured to inform development of new programmes?
❖ Is there a post-delivery independent review / evaluation to be undertaken, which could collate further learning?
❖ Is there a process in place to share best practice, lessons learnt with a wider network?
❖ How are the programme communications and PR delivered
<u>Improvement Recommendations</u>
❖
❖
❖

Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 23 March 2021

LEP Strategic Communications Report

Appendices A-C refers

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Executive Summary

This report provides the Lancashire Enterprise Partnership (LEP) Board with the Communications Framework, Stakeholder Engagement Framework, and the Communications & Stakeholder Plan for the 2021/22 financial year.

Recommendation

The Lancashire Enterprise Partnership (LEP) is asked to:

- (i) Consider and approve both the Communications Framework and the Stakeholder Engagement Framework for business year 2021/22; and
- (ii) Note the Communications & Stakeholder Plan 2021/22.

Background and Advice

These documents set out the communications and stakeholder engagement strategies and a timetable of deliverable actions for the Lancashire Enterprise Partnership for financial year 2021/22.

COMMUNICATIONS FRAMEWORK 2021/22 (Appendix A)

Context

- The Communications Framework sets out the rationale and principles underpinning planned communications activity for Lancashire Enterprise Partnership during financial year 2021/22.
- Communications activities in this plan have been grouped into four core areas of activity:
 - **Communications Management** – providing strategic direction and co-ordination for all communications activity, ensuring consistency in



messaging and compliance with the National Assurance Framework and other codes, and measuring the impact and effect of communications outputs.

- **Stakeholder Relations** – managing the LEP's relationships with its core stakeholders – internally and externally, with partners, across our networks, and with the business community – at local (Lancashire), regional (North West) and national (UK) levels. This also includes public affairs and advocacy activities intended to influence public policy and opinion.
 - **Media Relations** – strengthening relationships with local, regional and national media (whether print, online or broadcast) to ensure LEP messaging and influence is maximised, our reputation is enhanced, and our voice heard.
 - **Social & Digital** – making best use of the LEP website and its social media feeds (specifically Twitter and LinkedIn). The LEP website is the 'shop window' for the LEP and, coupled with our social media feeds, is an important means of engaging a wider audience, disseminating our messages and achievements, and enhancing our impact.
- None of these documents are intended to be an exhaustive list of activities. Whilst the LEP's objective must be to conduct a comprehensive programme of proactive actions to ensure the effective communication of the LEP's work and impact, it is very likely that the LEP will also have to react and respond – either to unexpected events or to seize opportunities as they present themselves.

Objectives

- The LEP plans and conducts communications activities in order to meet the following objectives:
 - Enhance its reputation and increase the effectiveness of its communications to drive Lancashire's economic growth and deliver its strategic intent
 - Ensure the LEP is a trusted source of credible, relevant and insightful intelligence regarding the Lancashire economy
 - Create and develop new partnerships to deliver its core objectives and promote existing partnership working
 - Foster a positive image of the LEP
 - Influence how the general public and key stakeholders see the LEP
 - Nurture a healthy familiarity with all those who come into contact with the LEP and the LEP's activities, its services, its people and its policies
 - Create a constructive climate for businesses for information, recognition and involvement
 - Bring the concerns of Lancashire businesses into the hub of strategic decision-making of the LEP and exert a positive influence on public policy and decision making in the region and at a national level
 - Taking our social and economic values and vision out into the world

Challenges



- In addition to setting out the LEP's communications strategy for the year ahead, this framework also identifies a number of strategic challenges in the field of communications that the LEP needs to confront and overcome. These include:
 - Measuring impact – This is a strategic challenge across all areas of LEP communications activity. It is particularly acute regarding our online presence. Currently, the LEP does not have an established way of measuring the impact of its communications or determining success in the field of communications. This, in turn, means we are unable to benchmark current performance or set accurate, quantifiable targets for improvement when it comes to most of our communications
 - Limited Capacity – The LEP has ambitious plans and a wide array of audiences and stakeholders but only a relatively small inhouse team tasked with communications. To boost the reach of the LEP's communications, bolster capability and strengthen capacity it may prove necessary to retain the services of specialist communications providers (pollsters, public affairs consultants, graphic designers, content producers).
 - Building editorial relationships – Currently, the LEP does not have a robust system in place to monitor the media (either print or broadcast) to see either where it is getting coverage, or to know what relevant and related stories are generating interest nationally or regionally. Further, the LEP needs to widen the pool of media outlets it has a relationship with, including being more ambitious regarding the national media.
 - Profile raising and differentiation – The LEP needs to raise its profile and be better at telling the story of its own success. However, the concept of a LEP is little understood outside specialist, informed audiences and the LEP would benefit from honing and refining how it talks about itself. There is a need to develop more consistent messaging across LEP projects and to taking a more co-ordinated approach to managing the flow of external communications.
 - Control and management of digital and social assets – the current contract for provision of social media and web management services is due to expire at the end of March 2021. In addition, at present neither the LEP team nor the Board have a sufficient flow of performance data regarding the LEP's website or social media feeds. This means we are unable to benchmark current performance or set accurate, quantifiable targets for improvement.
 - Plurality of stakeholders – As the Stakeholder Engagement Framework demonstrates, the LEP has a dizzying array of potential stakeholders to engage and inform, but only a comparatively small team with which to do it.
 - Distance and audience – The LEP's policy stakeholders fall into two distinct geographical groups: those in Lancashire and those in Westminster. Whilst the LEP is conscientious about managing relations with those in Lancashire, it is vital that those in Westminster (and Whitehall) are not overlooked or forgotten.



- The Communications Framework outlines proposed solutions to these strategic challenges. These include: creating a 'Communications Dashboard' to provide an overview of outputs and impact; retaining a media monitoring service; undertaking a Stakeholder Perception Audit; commissioning regular polling of Lancashire business opinion; assembling a roster of potential providers of communication support services; conducting a competitive tender process for the provision of web and social media services (and for any other services commissioned in future).
- This document is intended to be read and considered in conjunction with the **Communications Framework 2021/22**, the **Stakeholder Engagement Framework 2021/22 (see below)** and the **Communications & Stakeholder Plan 2021/22**. All are attached as appendices to this report.
- A review of LEP marketing activity will be undertaken in due course.

STAKEHOLDER ENGAGEMENT FRAMEWORK 2021/22 (Appendix B)

- The Stakeholder Engagement Framework gives more detail on the measures the LEP will undertake to manage its relationships with its extensive array of stakeholders, lays out the rationale for (and principles underpinning) this approach, and sets an ambitious tempo of activity for the remainder of the year.
- The LEP intends to publish the Stakeholder Engagement Framework and share it with stakeholders – this will not only support the LEP's transparency goals but also stimulate dialogue and debate and allow stakeholders to feedback on the plan.

COMMUNICATIONS & ENGAGEMENT PLAN 2021/22 (Appendix C)

- The Communications & Engagement Plan 2021/22 sets out a timetable of planned communications and stakeholder engagement actions that will be undertaken to realise the ambitions set out in the two frameworks.
- Although dates and actions are accurate as of March 2021, it is expected that this timetable will evolve and expand as the year progresses. It is intended that the plan will be reviewed and updated on a monthly basis.

List of Background Papers

Paper	Date	Contact/Tel
N/A		



Reason for inclusion in Part II, if appropriate

N/A

LEP Communications Framework 2021/22

March 2021

LEP Communications Framework 2021/22

OVERVIEW

- This document sets out a framework for communications activity for Lancashire Enterprise Partnership during financial year 2021/22.
- Communications activities set out in this framework have been grouped into four core areas of activity:
 - **Communications Management** – providing strategic direction and co-ordination for all communications activity, ensuring consistency in messaging, and measuring the impact and effect of communications outputs.
 - **Stakeholder Relations** – managing the LEP's relationships with its core stakeholders – internally and externally, with partners, across our networks, and with the business community – at local (Lancashire), regional (North West) and national (UK) levels. This also includes public affairs and advocacy activities intended to influence public policy and opinion.
 - **Media Relations** – strengthening our relationships with local, regional and national media (whether print, online or broadcast) to ensure LEP messaging and influence is maximised, our reputation is enhanced, and our voice heard.
 - **Social & Digital** – making best use of the LEP website and its social media feeds (specifically Twitter and LinkedIn). Our website is the 'shop window' for the LEP and, coupled with our social media feeds, is an important means of engaging a wider audience, disseminating our messages and achievements, and enhancing our impact.
- The Communications Framework is not intended to be an exhaustive list of activities. Whilst the LEP's objective must be to conduct a comprehensive programme of proactive actions to ensure the effective communication of the LEP's work and impact, it is very likely that the LEP will also have to react and respond – either to unexpected events or to seize opportunities as they present themselves. Given the ongoing situation with COVID-19 and unfolding events regarding the UK's new trading arrangements, this is more likely this year than in previous years.
- In addition to setting out the LEP's communications strategy for the year ahead, this framework also identifies a number of strategic challenges in the field of communications that the LEP needs to confront and overcome.
- This document is intended to be read and considered in conjunction with the **Stakeholder Engagement Framework** and the **Communications & Stakeholder Engagement Plan** (the latter of which sets out a provisional timetable of activity for the year ahead)

OBJECTIVES & MESSAGING

Communications Objectives

The LEP plans and conducts communications activities in order to meet the following objectives:

- Enhance its reputation and increase the effectiveness of its communications to drive Lancashire's economic growth and deliver its strategic intent
- Ensure the LEP is a trusted source of credible, relevant and insightful intelligence regarding the Lancashire economy
- Create and develop new partnerships to deliver its core objectives and promote existing partnership working
- Foster a positive image of the LEP
- Influence how the general public and key stakeholders see the LEP
- Nurture a healthy familiarity with all those who come into contact with the LEP and the LEP's activities, its services, its people and its policies
- Create a constructive climate for businesses for information, recognition and involvement
- Bring the concerns of Lancashire businesses into the hub of strategic decision-making of the LEP and exert a positive influence on public policy and decision making in the region and at a national level
- Taking our social and economic values and vision out into the world

It is very important that the LEP engages its audiences effectively; without this, it won't achieve its vision and strategic impact for Lancashire. There will be a degree of overlap of target audiences with other organisations such as local government and Marketing Lancashire, but the emphasis and objectives are different; the LEP must endeavour to respect coherence of communications where audiences and objectives overlap. Key audiences are often opinion leaders, business leaders, regulatory bodies, government, politicians, and pressure groups.

Messaging

Local Enterprise Partnerships are comparatively unique organisations in the UK economic and political landscape, fusing business, education and local government. Any effort to communicate about the Lancashire Enterprise Partnership must recognise that some audiences will be unfamiliar with the concept of a LEP generally in addition to being unacquainted or unaware with the work and successes of our LEP in particular. It is therefore important that we develop and maintain a core narrative, key messaging and a strong sense of brand identity across our communications activities.

Core Narrative

Since its inception in 2011, the LEP has developed bold plans, underpinned by a strong evidence base, to realise its ambitions through the development of the Strategic Economic Plan (SEP), the draft Local Industrial Strategy (LIS) and more recently the Strategic Framework (SF). This strong strategic focus has enabled the LEP to secure a £1 billion growth plan – including funding from the City Deal, Growing Places and the Getting Building fund - which has brought forward over 70 major growth initiatives throughout the county.

Whilst the LEP is not involved in direct delivery, our role is to be a:

- **Strategic leader:** to develop a long-term vision for the Lancashire economy and strategy for economic growth and job creation

- **Co-ordinator:** to encourage collaborative and inclusive behaviours, creating the relationships and networks that are needed for partnership working to flourish
- **Influencer:** we will continue to develop our reputation as the voice for the Lancashire economy to attract Government investment and influence Government policy on behalf of businesses, stakeholders and the wider community
- **Investor:** we will continue to demonstrate our ability to secure significant public sector and leverage private sector investment in projects which will provide the impetus to facilitate economic growth

LEP Key Messages

- **The LEP is partnership driven:** the LEP takes a collaborative, inclusive and supportive approach to all activity which is based on consensus to drive strategic activity based on a robust evidence base to achieve positive demonstrable outcomes and inclusive growth throughout the whole of the County
- **The LEP is business led:** the LEP is viewed as an organisation with strong relationships with the Lancashire business community and a thorough understanding of what the businesses need to grow the Lancashire economy
- **The LEP is strategic:** the LEP is identified as the sole pan-Lancashire organisation with the overarching strategic oversight to inform investment decisions and promoted by BEIS and MHCLG as the lead organisations for economic development growth and job creation
- **The LEP is seen as investment focussed:** promoting Lancashire's key strengths regionally, nationally and internationally to ensure the Lancashire offer is seen as a significant contributor to both the regional and national economies and wins an increased share of government and commercial investment

Guiding Principles for LEP Communications

The 2021/22 Communications Framework is built on the guiding principles detailed in the National Assurance Framework to ensure the LEP is:

- **Transparent:** Information on decisions taken by the LEP Board is available and how ongoing engagement has informed key decisions and strategy development. When we are unable to share information, we will explain the reasons fully and clearly.
- **Two-way:** The LEP will create opportunities for open and honest feedback.
- **Timely and Targeted:** Information is provided when needed, ensuring it is relevant and set within the right context.
- **Clear:** Communication will be in plain English, easy to understand and not open to interpretation.
- **Credible:** The LEP's messages will mean something and the content is trusted and without undue influence.

COMMUNICATIONS CHALLENGES

This section seeks to define the key communications challenges that the LEP's recently appointed Head of Strategic Communications has identified in a communications audit and identifies potential solutions. As with the Communications Framework generally, this list is not exhaustive – I fully expect other challenges to present themselves moving forward. As and when they do, appropriate solutions will be recommended and brought to the LEP Board for consideration and approval.

Again, these challenges have been sub-divided into four categories – the three key pillars of the LEP's communications activity (media relations, social and digital, and stakeholder relations) plus the over-arching, strategic theme of communications management. For the sake of brevity, what is referred to as stakeholder relations includes not just managing our relationships with key stakeholders, but also any advocacy, public affairs or lobbying activities that the LEP undertakes. A key challenge in each category has been identified as 'measuring impact'. This is vital in managing communications performance, and in determining where value is being added. It will also be essential to measure impact to satisfy our most important internal audience – the LEP Board.

(I have sought to minimise, wherever possible, solutions that incur significant additional costs. Furthermore, none of these solutions require the recruitment of additional staff).

Communications Management

Challenge	Solution
<p>1) <u>Measuring Impact</u></p> <p>A challenge impacting each communications pillar, and a strategic goal for the communications function as a whole. Currently, the LEP does not have an established way of measuring the impact of its communications or determining success in the field of communications.</p>	<p><u>Create a 'Communications Dashboard'</u> – a series of measurable outputs to gauge the impact of LEP activity across all pillars of activity. These should be stretching, robust, comprehensive, and ensure that we are still able to distinguish between quantity and quality.</p> <p>This would create the metrics for measuring and reporting on LEP communications performance. This would form the core of reporting to the Board (and other internal audiences) annually, quarterly, and monthly. These metrics would also be incorporated in any contracts or Service Level Agreements with external providers.</p>
<p>2) <u>LEP Communications Capacity</u></p> <p>The LEP currently only has a small team dedicated to delivering communications functions (and would always struggle to justify the creation of a large in-house team).</p>	<p><u>Create a roster of different specialist communications providers</u> – such as graphic design, social and digital media, media monitoring, polling, event management, public relations, and even public affairs.</p> <p>This would allow the LEP to be able to source relevant specialist communications support as required without expanding its internal team.</p>

	<p>Whilst additional costs would be incurred when external providers are used, these are likely to be much less than it would cost to replicate these functions internally.</p> <p>Assembling a roster would be done in compliance with relevant procurement policies and competitive tendering would be used to keep costs down wherever possible.</p>
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Media Relations

Challenge	Solution
<p>1) <u>Measuring Impact</u></p> <p>Currently, the LEP does not monitor the media (either print or broadcast) to see either where it is getting coverage, or to know what relevant and related stories are generating interest nationally or regionally.</p>	<p>Source a media monitoring service, including a press clippings function.</p> <p>This would create a robust metric for measuring performance, both against the LEP's previous performance (month-on-month, year-on-year) and, potentially, the other four LEPs in the North West.</p> <p>Gathering media intelligence not only allows the LEP to measure its proactive press impact (eg pick-up for its own press releases), it also creates the ability to do reactive pieces (including thought leadership and providing comment) on relevant stories.</p> <p>Additionally, a daily press clippings email could be sent to members of the LEP team and the Board.</p>

<p>2) <u>Building editorial relationships</u></p> <p>The LEP needs to widen the pool of media outlets it has a relationship with, including being more ambitious regarding the national media.</p>	<p>Using the media intelligence provided by a monitoring service, the LEP will be able to see which outlets/channels it is successful in placing stories with, and where it is not. This allows the LEP to <u>create a plan for targeting engagement with a wider pool of outlets</u>, including at the national level.</p> <p>This could further allow the LEP to refine the choice of releases it issues or to deliver exclusives with certain outlets. It will hopefully also change the LEPs relationship with key outlets, allowing them to approach us for comment or content.</p> <p>Improved coverage in the media will also help the LEP to maintain its visibility (and sense of momentum) with key stakeholders.</p>
<p>3) <u>Profile raising and differentiation</u></p> <p>The LEP needs to raise its profile and be better at telling the story of its own success. However, the concept of a LEP is little understood outside specialist, informed audiences and the LEP would benefit from honing and refining how it talks about itself.</p> <p>Key to this is not just proving its impact and efficiency but also continually demonstrating the LEP's independence, accountability and transparency.</p>	<p>Create a proactive, centrally controlled 'forward grid' of releases/stories to ensure a regular flow of potential coverage, and to ensure that different areas of LEP activity are not competing with each other.</p> <p>Further develop and refine some key messaging about the LEP and its work (including its key projects).</p> <p>There will still be a need to exercise 'quality control' of the stories the LEP puts out – issuing more releases should not dilute the quality of the content.</p>

Social & Digital

Challenge	Solution
<p>1) <u>Control and Management</u></p> <p>Currently the LEP does not directly manage its own website or social media presence, nor does the team possess the appropriate skills to manage these functions directly. It is also vital that the LEP comply with public procurement regulations and best practice.</p>	<p><u>Test the market by conducting a competitive tender process for the provision of social and digital services</u> when the current provider's contract expires at the end of the current financial year.</p> <p>Whatever the outcome, we would have renewed confidence that the service provided was the best available, at the best price.</p>

<p>2) <u>Measuring Impact</u></p> <p>At present neither the LEP team nor the Board have a sufficient flow of performance data regarding the LEP's website or social media feeds. This means we are unable to benchmark current performance or set accurate, quantifiable targets for improvement.</p> <p>By making metrics and measurement a key 'performance indicator' for the provider of social and digital services going forward, we can build an essential component of the 'Communications Dashboard' – so that both the LEP team and the Board have a monthly snapshot of performance (which, in turn, would build into a quarterly and annual overview).</p> <p>Bidders for the contract would also be encouraged to pitch their strategies for improving the LEP's performance with regard to the key metrics.</p>	<p>Making measuring performance a key component of any successful bid to manage the LEP's social and digital media.</p> <p>This information will form a key component of any 'Communications Dashboard', as well as allowing us to measure the provider's performance.</p> <p>Potential metrics could include:</p> <ul style="list-style-type: none"> • unique hits on the website • identifying the five 'most visited' web pages each month • retweets, likes and follower numbers (for social media)
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Stakeholder Relations

Challenge	Solution
<p>1) <u>Measuring impact</u></p> <p>A series of metrics can be compiled to gauge success.</p>	<p>Commission a benchmark survey of stakeholder attitudes – this is likely to involve a polling or public affairs company surveying an agreed (and representative) pool of stakeholders (including Lancashire businesses) on their awareness of and attitudes towards the LEP, and then repeating the process after a significant period of time (usually 18-24 months).</p> <p>These kinds of exercise are effective at creating a benchmark against which progress can be measured. Furthermore, undertaking this research has the benefit of <i>itself</i> raising the profile and awareness for the LEP amongst those stakeholders surveyed.</p> <p>However, these kinds of surveys can be costly and time-consuming. Therefore, every effort will be made to contain costs (seeking competitive bids for the work will help with this) and find an effective provider.</p>

	<p>Also, additional metrics may be required to measure performance in stakeholder relations given LEP reporting cycles are shorter than 18-24 months.</p>
<p>2) <u>Plurality of stakeholders</u></p> <p>The LEP has a wide audience of potential stakeholders to engage and inform, but only a comparatively small team with which to do it.</p>	<p>Distinguish and prioritise the LEP’s primary stakeholders (those it needs to manage most closely), and create other methods of engaging secondary stakeholders, such as:</p> <ul style="list-style-type: none"> • via a newsletter or economic bulletins • through larger engagement events (such as the annual conference, or local roundtables) • creating channels that facilitate two-way communications between the LEP and stakeholders (such as MPs and the local authorities we work closely with) – just as we want to be able to communicate with our key stakeholders quickly and easily, we understand that those stakeholders also want to have swift, frictionless and direct access to the LEP. <p>Secondary stakeholders can still be engaged on a one-to-one basis as required.</p>
<p>3) <u>Distance and audience</u></p> <p>The LEP’s political/policy stakeholders fall into two distinct geographical groups – those in Lancashire and those in Westminster. It is vital that those in Westminster are not overlooked or forgotten.</p>	<p>The LEP’s stakeholder engagement framework includes engaging stakeholders outside Lancashire. This will inevitably involve actions and activity that addresses its Westminster audience – these could include:</p> <ul style="list-style-type: none"> • intensive Westminster meeting programmes every few months with key ministers and officials, • lobbying days in Parliament (including activity related to Lancashire Day), • Attending major policy events and even Party Conferences, especially when held in the north west <p>We must also make full use of ministerial visits to projects in Lancashire.</p> <p>(It is vital that the LEP remains politically neutral in its activities and engages equally with both the Government and the Opposition).</p>

<p>4) <u>Business Intelligence</u></p> <p>Effective stakeholder engagement is always a two-way conversation. For the LEP, this is especially important when it comes to gathering intelligence from businesses across the county – this has become noticeably harder as a result of COVID-19. Much of the face-to-face networking that we took for granted before has simply stopped.</p> <p>Although our work with sector groups fills some of this gap, the consequence is that the LEP has an incomplete picture of business opinion across Lancashire. Addressing this deficit is essential</p>	<p>The LEP must develop new methods for gauging business opinion and learning of the real-time priorities of local firms. Solutions can include:</p> <p>Curating a broader programme of online forums – especially for small groups of businesses (circa a dozen) – by location, sector, or around key themes. This could be done in partnership with other business groups or local authorities. Larger online events – perhaps with a guest speaker – could also form part of this programme.</p> <p>Commission a regular online survey of Lancashire businesses – this would allow us to test business opinion on key topics on a monthly basis, and to do so on a robust and scientific basis. As well as sharing the results with key policy audiences to improve the LEP's reputation and credibility, these surveys would also form the basis of media and thought leadership activity.</p>
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COMMUNICATIONS FRAMEWORK 2021/22 – OUTLINE ACTIVITY

Communications Management

1) Development of a Strong LEP brand

- **Consistent use of branding and language:** All communications activity undertaken by the LEP will be consistent in the use of branding and language to ensure the LEP and its values are instantly recognisable. A LEP Corporate Communications Protocol will be developed.
Timings: Early 2021
- **Development of Key Messages for LEP Programmes:** The LEP currently has a number of key programmes which contribute to the overall objectives of the Strategic Framework such as the Lancashire Skills Hub, Lancashire Digital Skills Partnership, Careers Advisor Network, Growth Deal and Growing Places Fund. It is important that the LEP showcases success for each of its workstreams and makes best use of the myriad case studies that demonstrate that success. The LEP Communications lead will work with programme leads to develop (if they are not already in place) key messages from each of the programmes of work which align with the overall strategic key messages of the LEP and seek to raise awareness of and encourage engagement with all of these programmes.
Timings: Early 2021
- **Protocols and Boilerplates:** Publicity for all LEP programmes and initiatives will be consistent and will use an agreed format which will include as a minimum a quote from

the Chair of the LEP with agreed boilerplates. Firmer and more effective communication protocols and guidelines for future projects and programmes will be developed to allow for media opportunities with LEP members via appropriate local projects. Publicity guidance for recipients of all future LEP programme monies will be revised with greater emphasis on the LEP and other partners involvement wherever possible.

Timings: In line with LEP Corporate Communications Protocol. New project / programme protocols developed as they emerge whilst aligned with funding requirements

2) Internal Communications & Governance

- **Publication of LEP Corporate Documents:** Develop and publish LEP corporate documents including the Annual Report, Annual Delivery Plan, Achievements Document and 3-year Business Plan on a timely basis and make better use of these documents as a communications tool for the promoting the work and successes of the LEP.
Timings: Annually / on-going
- **Internal communications:** Improve internal communications amongst staff and board members by providing regular updates on key areas of LEP activity, success stories, areas of risk, new policy initiatives and funding opportunities outside of formal channels such as LEP board and sub-committee meetings.
Timings: Weekly through LEP round-up distribution
- **Annual General Meeting:** In accordance with the requirements of the National Assurance Framework, the commitment to transparency and the desire to publicise the successes and impact of LEP activities, the LEP will hold an Annual General Meeting. In 2021 this will be subject to the limitations imposed by COVID-19.
Timings: Annually

Stakeholder Engagement

3) Stakeholder Mapping

- **Mapping:** In order to ensure we are adding value to partners, it is imperative that we identify all stakeholders, understand their expectations, level of interest and how they are able to influence the work and success of the LEP. We also need to understand their current levels of awareness and perception of the LEP which will determine a baseline against which to measure impact. A comprehensive stakeholder mapping exercise will be undertaken between August and September to develop a baseline and will determine the most appropriate platforms through which to communicate and how key messages will be nuanced and positioned, according to the audience and their respective requirements.
Timings: An initial mapping exercise was completed as part of the preparation of the Stakeholder Engagement Framework.

4) Stakeholder Engagement – Local Government

- **Clear and Consistent Messaging:** Development of clear and consistent messaging based on findings from stakeholder mapping exercise aligning the work and activities of the LEP and how they contribute to the respective objectives of the stakeholder organisations.
Timings: On-going
- **Raise the Visibility and Profile of the LEP:** Further increase the visibility and profile of the LEP amongst local government stakeholders – and thereby enhance their engagement and interactions with the LEP - by identifying and attending relevant meetings such as the Lancashire Leaders and Lancashire Economic Development Officer Group. This will provide the opportunity to hear current local issues, opportunities etc as well as the opportunity for the LEP to promote activity and provide insight as to how this activity may provide a solution to issues or how an opportunity can be exploited.
Timings: Monthly
- **Individual Stakeholder Meetings:** Establish periodic individual stakeholder meetings to develop relationships and encourage two-way dialogue and opportunities for collaborative working
Timings: Quarterly
- **Universal Impact:** Identification and promotion of LEP related activity through press releases and case studies which have had a demonstrable positive impact on local businesses and residents, particularly the programmes of work undertaken by the Lancashire Skills Hub and active promotion of Social Value.
Timings: On-going

5) Stakeholder Engagement – Engaging the Voice of Business

- **Lancashire Business View:** Agree a series of editorials / features aligned to the Sector Groups to provide insight, commentary and guidance. The editorials will be complemented by a number of roundtable discussions comprising business, academia and external expertise to have sectoral 'deep dive' discussions to stimulate debate, promote the work of the LEP and enhance visibility amongst the business community.
Timings: Roundtable discussions began in August / September 2020 and every two months thereafter. Editorials / features to be placed commencing August 2020 and every two months thereafter.
- **Engagement with strategic companies:** Develop and implement a business engagement campaign with those businesses which have been identified as having strategic significance for the Lancashire economy. This will also include developing a stronger relationship with the FOC Account Manager at LCC
Timings: Ongoing

- **Establishment of Sector Groups:** To obtain real-time evidence and engagement with business leaders operating within Lancashire's key sectors, sector groups will be established. The groups will be action-focussed and deliver tangible outputs to enable recovery and return to growth. Insight from the groups will further enhance the LEP's reputation amongst MPs, stakeholders, Government and associated departments and agencies.
Timings: All sector groups to be established and first meetings held by the end of March 2021
- **Develop a Lancashire Business Survey:** Create a regular (monthly or quarterly) survey of Lancashire business opinion to gather near real-time business and economic intelligence on the county and to drive media coverage, inform policy making and support thought leadership activity.
Timings: Monthly or quarterly
- **Engagement with Business Relationship and Trade Organisations:** Proactively develop relationships with BROs and trade organisations to identify areas of complementary activity and identify and attend relevant networking events and take up public speaking opportunities at events / panels to raise the profile of the LEP amongst organisations and networks.
Timings: On-going
- **LEP and Growth Hub Collaboration:** Demonstrate how and where the LEP is encouraging business growth and directly supporting SMEs through Boost Business Lancashire and other programme case studies such as Made Smarter. Identify cross over campaign opportunities between the LEP and Boost.
Timings: On-going
- **Webinars:** Arrange and host a series of webinars aligned to key initiatives and the focus of the Sector Groups to engage with the wider businesses operating in Lancashire's key sectors
Timings: Quarterly

6) Public Affairs (MPs and Ministers)

- **Face-to-face meetings and Roundtable Events:** The LEP will proactively instigate more frequent face to face and roundtable meetings with local MPs and Ministers. These will be with regards to both general Lancashire economic updates and horizon scanning (highlighting potential opportunities for MPs to be more closely involved in) and also location-specific projects which would have a direct impact on their constituents or within their portfolio, for example the Minister for Small Business and the Minister for Regional Growth. These meetings will be attended by the LEP Chair and may be on either an individual, grouped or cross-party basis.
Timings: Frequency of meetings will be determined by levels of activity; Roundtable events twice yearly

- **Regular correspondence with local MPs and Ministers:** The Chair will write on a regular basis to all local MPs and Ministers to provide an update of LEP activity and progress on the Strategic Framework with a view to encouraging a two-way dialogue and engagement.
Timings: As required however as a minimum quarterly
- **MP and Ministerial Visits:** The LEP will proactively identify opportunities to arrange Ministerial and MP visits to projects of regional or national significance or of more local relevance for local MPs.
Timings: Key milestones of Growth Deal and other projects
- **Sharing of press information and positive media coverage:** The LEP proposes to circulate relevant, professionally written press releases to local MPs about programmes, initiatives and outcomes which impact on their constituencies. We would also include links to any local/regional press stories placed by the LEP (which are linked to a local MP's constituency) to ensure they knew how our work was being communicated to the wider-public and their constituents via the media. We also seek to work closely with MPs when launching policy campaigns and seek to leverage their influence and relationships to enhance the LEP's prospects for securing positive policy outcomes.
Timings: As and when releases are issued/campaigns launched
- **Inclusion of Ministerial and MP Quotes:** Ministerial quotes for Growth Deal related press releases form part of the Grant Funding Agreement for Growth Deal. The LEP will look to build upon this and, where appropriate, will seek quotes from relevant Ministers and/or for significant announcements which affect their portfolio / constituency.
Timings: As appropriate
- **Social media and personal 'tagging':** The LEP will make more use of its own social media channels and work with other LEP initiatives such as Boost Business Lancashire and other partners to promote contributions to economic growth in Lancashire and will identify opportunities where we can 'tag' relevant local MPs in our communications (such as Twitter), allowing them to quickly and easily share and/or like our original message.
Timings: As and when messages are conveyed through social media channels.

7) Government Departments & Agencies

- **Regular Meetings:** Arrange regular meetings with relevant Government departments, sponsors and agencies to promote the work of the LEP and encourage a two-way dialogue to improve / enhance the reputation of the Lancashire LEP in relation to governance, delivery and strategic impact.
Timings: On-going
- **LEP Annual Review:** The LEP will respond in a timely and comprehensive manner to pre-APR document submissions and the publication of corporate documents and strategies such as the Annual Report, Business Plan to demonstrate strategic impact as well as periodically undertaking compliance checks on the LEP website and Local Assurance Framework to ensure compliance. The LEP will react and respond swiftly to action recommendations and areas for improvement arising from the APR and regularly communicate progress towards full implementation.

Timings: Annually. Compliance checks every 2 months

- **Peer to Peer Reviews:** To enhance the reputation of the LEP and demonstrate a willingness to continually improve its operations, the LEP will participate in Peer to Peer reviews to identify areas for improvement and examples of good practice.

Timings: Six monthly

8) Networks

- **NP11:** The LEP will actively participate in all communications campaigns instigated by the NP11 network to raise the profile of the LEP / Lancashire both within the NP11 region and on the national stage. The LEP will endeavour to be represented at the most appropriate level at NPH meetings and events and position Lancashire's sectoral strengths and economic contribution to the NPH agenda.

Timings: On-going

- **LEP Network:** the LEP will capitalise on all promotional and positioning opportunities arising from LEP Network activity.

Timings: On-going

- **Pan-Regional Bodies:** The LEP will identify appropriate representation at pan-regional bodies such as Transport for the North to ensure Lancashire voice is heard and is aware of any potential opportunities arising from (eg) infrastructure funding.

Timings: On-going

Media Relations

9) Communication and Media Engagement

- **Develop relationships with local and regional media:** Identify and develop relationships with relevant journalists in local, regional, national and trade press.

Timings: On-going

- **Deploy LEP members as experts:** Develop relationships with key media and make journalists aware of the Chair and key board members for print/online/radio/ TV interviews within their area of expertise

Timings: On-going

- **Thought leadership:** Linked to the 6 pillars of growth within the Strategic Framework or emerging themes identify opportunities within local, regional or business focussed media to have published regular think pieces or opinions. The ambition is to achieve on think piece per month.

Timings: Monthly



- **Proactive press releases:** Provision of steady and consistent distribution of press releases to local, regional and national media outlining the strategic activities of the LEP as well as publicising:
 - Funding opportunities through existing initiatives such as the Growing Places Fund as well as opportunities arising through new funding initiatives
 - Promotion of key projects and milestones within all LEP programmes including Growth Deal, Lancashire Skills Hub, Boost, Enterprise Zones

Timings: On-going

- **Reactive press releases:** Issuing reaction and statements to coincide with locally, regionally, nationally significant events linked to the activities and strategic objectives of the LEP.

Timings: On an ad-hoc basis

- **External newsletter:** Revamp of current Lancashire Business Brief to include opinion and commentary from the Chair of the LEP board as well as roundup of relevant business and economic news. Review and development of existing database to include identified stakeholders.

Timings: Quarterly

10) Events and Visits

- **LEP Member Visits:** Series of visits by the Chair or relevant board members to businesses, colleges, universities which have benefitted from LEP funding and whose projects are up and running. This will raise the profile of the LEP as well as providing insight as to how LEP investment has provided the envisaged outcomes and impact.
Timings: Quarterly
- **LEP Funded Projects:** Opportunities will be sought to ensure LEP members are able to attend site, media and ministerial visits to LEP funded projects currently underway to exploit the credibility of the LEP and reaffirm their involvement in these projects. The LEP's Communications lead will have regular ongoing contact with LEP funded projects and programme managers to ensure publicity opportunities are maximised. A programme of potential site visits to be developed according to key milestones.
Timings: Visits to take place on an ad-hoc basis at key milestones
- **Strategic consultation events:** To ensure buy-in from stakeholders on all areas of strategy development, the LEP is committed to engaging and consulting with stakeholders. This approach as worked well previously, during the development of Lancashire's Local Industrial Strategy where two consultation events, held at key phases during the development process, attracted in excess of 100 participants from the private, public, third, education and government sectors. The LEP will continue such consultation as and when the need arises.
Timings: On an ad-hoc basis
- **Department for International Trade (DiT):** Working with colleagues at Lancashire County Council and Marketing Lancashire, the LEP will identify opportunities for DiT

visits to promote key businesses, sectors, assets and the wider Lancashire offer. The ambition is to host two DiT visits a year.

Timings: Twice yearly

Social & Digital

11) Social Media

- **Social Media:** Build engagement and followers of the LEP's existing (Twitter and LinkedIn) and new social media channels – by sourcing and sharing and reacting to relevant business-centric, economic and innovation news and government announcements. Social media communications will be consistent messaging and a presence on social media platforms which will reinforce the LEP's position as the leading body which unites business voices. Key audiences / followers will be identified (eg MPs) and a 'wish-list' of followers developed for active targeting. The LEP's social media channels will also be more effectively used to:
 - Publicise funding opportunities such as the Growing Places Fund
 - Achievements and key milestones of LEP funded projects such as the AMRC
 - Policy positioning
 - Promotion of the diversity of the county and local success stories
 - Using polls to gather feedback from followers
- Timings: On-going

- **Meet the Board:** Board member blogs for social media content, LEP website, e.g. profile pieces about their careers, business, what drives them and why they are members of the LEP board.
- Timings: On-going

12) Digital (LEP Website)

- **LEP Website improvements:** The main LEP website is the shop window of the LEP, not just for all stakeholders but, equally as importantly, potential investors considering Lancashire. Therefore a strong, effective website is not just an important communications asset, it is also a vital economic asset. We will look to enhance the quality of information contained within the site by aligning to the Strategic Framework and use the site as a tool through which to reinforce strategic messaging whilst ensuring compliance. The LEP will also look to redesign other LEP related websites such as the Invest in Lancashire and Lancashire Advanced Manufacturing and Energy Cluster sites to ensure alignment and consistency.
- Timings: On-going

MEASUREMENT AND EVALUATION

As made clear in the 'CHALLENGES' section of this framework, measurement and evaluation have been identified as urgent priorities across all areas of LEP communications activity.

Whilst tangible metrics can and will be identified (in terms of the number of social media connections, visits to the LEP website, number of press releases being used by the media etc) as part of the creation of the Communications Dashboard, the effectiveness of the LEP's Communication Plan will be measured in part by comparing the desired outcomes achieved from the activity set out above. However the success of any LEP communications and public relations activity will be

determined by the impact the outcomes have on the ability of the LEP to achieve its corporate objectives and the ambitions of the Strategic Framework.

COST IMPLICATIONS

To address the 'CHALLENGES' identified earlier in this plan, it is proposed to undertake or commission the following initiatives:

Communications Initiative	Timeline
Undertake a benchmarking Stakeholder Perception Audit	As soon as possible (ideally April or May)
Create a quarterly or monthly business survey/opinion poll	Conduct the first survey in July
Commission a media monitoring service	As soon as possible
Provision of web and social media services	Ongoing – however the current contract expires at the end of March

The financial implications of these initiatives have been included within the Annual Operating Budget for 2021/22.



Lancashire Enterprise Partnership

Stakeholder Engagement Framework

2021/22

Introduction

All LEP activity will, to varying degrees, require engagement with our stakeholders. Building effective relationships with stakeholders is fundamental to the work of the LEP. The success of the wider work of the LEP, the ambitions of the Strategic Framework and core strategies such as the Local Industrial Strategy is dependent upon our ability to engage constructively with our diverse range of stakeholders. Collaboration and partnership working is therefore the backbone to our approach in providing the economic leadership to produce positive outcomes for Lancashire's residents and businesses.

Definitions

Stakeholders

Stakeholders are those who have some kind of *stake* in the performance and the future of the LEP. For the purposes of this Stakeholder Engagement Framework, they are defined as **'those individuals or groups that depend on an organisation to fulfil their own goals, and on whom, in turn, the organisation depends.'**

Stakeholder Engagement

Engagement is a means through which to build better relationships, open dialogue and the process through which the LEP will communicate with identified stakeholders to achieve positive outcomes for the Lancashire economy.

Purpose of the Stakeholder Engagement Framework

The purpose of the Stakeholder Engagement Framework is to set out the rationale, which **identifies** the LEP's existing stakeholders, those with whom we wish to work, and how we aim to gain and retain each stakeholder's **involvement**, their **interest** and supporting **influence** in the LEP's work.

By identifying and engaging with our existing and new stakeholders we will:

- Understand their needs and expectations of the LEP
- Understand their needs and expectations in relation to strategic development and investment decisions
- Understand how their input (knowledge, expertise or resource) can contribute to our strategic and investment activity
- Obtain legitimacy and support for our work, increasing our operational capacity and providing greater public value to businesses and residents

By engaging with stakeholders we will be able to ensure they:

- Understand the role of the LEP purpose and function and where the LEP assumes a lead role, a commissioning role, an advisory role or acts a supporting partner
- Understand their role and relationship with the LEP and how they might engage to align with their strategic objectives, co-producing strategy, programmes and initiatives where appropriate.
- Understand who, how and why we interact with our stakeholders to ensure they are involved and engaged at the most appropriate level allowing time to influence and shape the LEPs strategic and investment priorities and vice versa
- Experience transparency of decision-making and performance monitoring and evaluation in the delivery of strategic objectives, outcomes and outputs

The Framework also identifies the tools with which to engage stakeholders according to their levels of interest and influence which will vary according to the area of LEP activity. As a result, this is not intended to be a

definitive document – it is fluid and evolving and it will be necessary to develop specific engagement plans as policy initiatives, investment opportunities and sector plans emerge.

Strategic Aims of the Stakeholder Engagement Framework

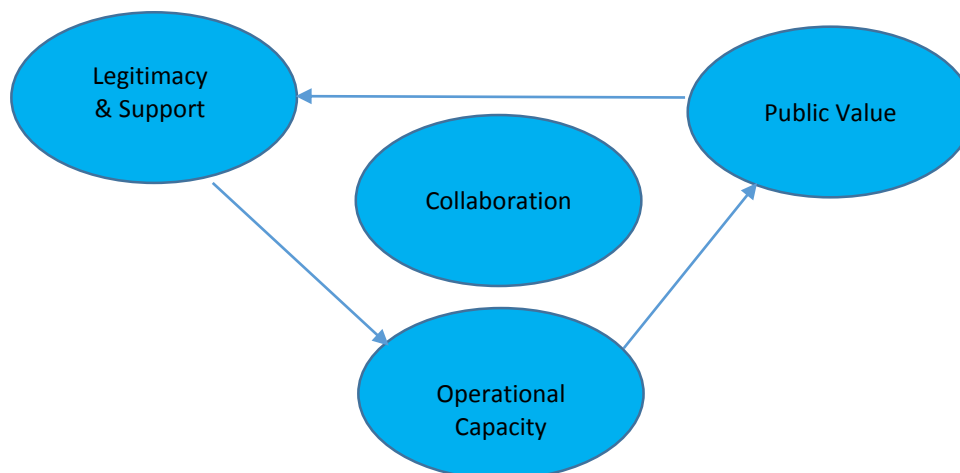
The vision of the LEP's Strategic Framework is:

'A benchmark LEP delivering growth and prosperity for Lancashire through collaboration and partnership'

The LEP's Stakeholder Engagement Framework is our plan which identifies how we will achieve the strategic action within the Strategic Framework to *'Drive a culture of diversity, collaboration and inclusion'*. The LEP is a partnership and is committed to working collaboratively with stakeholders to achieve public value defined as:

The provision of strategic economic leadership for Lancashire, providing the impartial and independent voice of business and through a partnership approach will:

- Set the economic strategy for the county
- Identify the priorities for investment
- Bid for the resources to deliver the priorities
- Co-ordinate responses to local challenges and identify emerging opportunities
- Commission and deliver in the policy areas of business support, skills, inward investment, transport and innovation
- Advocate on behalf of Lancashire's businesses to influence national and local policy making in order to achieve sustainable and competitive economic growth and create jobs



The feedback loop of the Strategic Triangle shows that by engaging more effectively and facilitating knowledge-flows, we will be able to demonstrate how we are able to add public value. By agreeing the problem, and what we are trying to achieve, we will enhance our legitimacy and support. This in turn will increase the inputs into the LEP's operational capacity (resource, skills and expertise) thereby creating more outputs to create public value. Engaging the right people at the right time with a shared sense of ownership and decision-making will then drive a culture of collaboration and establish a knowledge partnership.

The ultimate priority for the LEP is to improve the outcomes for business and people who live and work in Lancashire. This is reflected in our current priorities and programmes of work:

- **Delivery of the Strategic Framework**
 - Sector plans for Manufacturing, Energy & Low Carbon, Tourism, Culture & Place, Food & Agriculture, Digital, and Health
 - Development of the Lancashire Local Industrial Strategy
 - Internationalisation Strategy

- Implementation of the Innovation Plan
- Implementation of the Cultural Strategy
- Development of a Digital Strategy
- Lancashire Skills and Employment Strategic Framework
- Implementation of the Strategic Transport Plan

- **Influencing and shaping policy and investment** (including but not limited to):
 - Post-Brexit investment such as UK Shared Prosperity Fund
 - Levelling-up Fund
 - National Infrastructure Strategy
 - Energy White paper
 - Agriculture Bill and Transition Plan
 - Government's 'Plan for Jobs'
 - Skills White Paper
 - National Tourism Recovery Strategy
 - Cultural Recovery Strategy
 - R&D Roadmap
 - Artificial Intelligence Roadmap

- **Delivery of programmes of work**
 - Enterprise Zones (including EZ strategy refresh)
 - Growth Deal
 - Growing Places Fund
 - Getting Building Fund
 - Growth Hub
 - Lancashire Skills & Employment Hub including the following programmes:
 - Skills & Employment Advisory Panel
 - Labour Market Intelligence
 - Enterprise Advisor Network & Careers Hub
 - Implementation of Technical Vision
 - Lancashire Digital Skills Partnership
 - Lancashire Skills Escalator and ESF provision
 - Social Value
 - Lancashire, Preston and South Ribble City Deal
 - Inward investment

To achieve its vision, and in turn the ambition of the Strategic Framework, the LEP must have the confidence of its stakeholders and be empowered to speak on the area's behalf to effectively influence decision makers at local, regional and national levels, as well as the adoption of a 'Lancashire-first' approach. By enhancing our legitimacy and support through effective stakeholder engagement, we will build the trust of our partners and develop a collaborative culture on strategic issues such as Net Zero, trade and investment, skills, innovation and business support.

Stakeholder Analysis

An initial identification and analysis exercise has been undertaken, the results of which are in the table below. We acknowledge that this is an evolving list and it is inevitable further stakeholders will be identified according to the subject matter of specific engagement campaigns. Likewise the level of interest and influence will also change according to specific activities.

Our analysis has enabled us to determine their **current**:

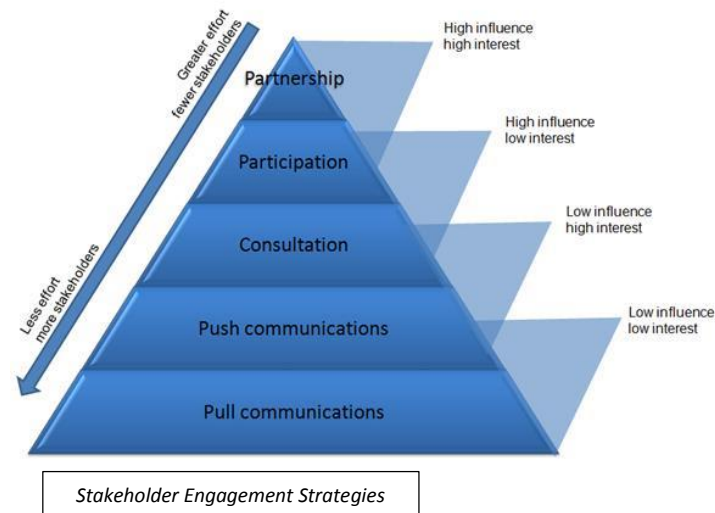
- **Interest and impact**- the extent to which they are impacted (public value) by the work of the LEP will determine their levels of interest and how we engage with them
- **Influence** – the extent to which they are able to influence (positively or negatively) the impact and success of the LEP

- **Legitimacy and support** – how engaged are those stakeholders who lend legitimacy to what the LEP is trying to accomplish and can support through advocacy, strategic backing and the co-creation of solutions
- **Contribution to operational capacity**– the contribution (funding, knowledge and skills) they are able to make to the LEP's work.

Stakeholders

		Influence	Interest	Impacted	Legitimacy	Support	Operational Capacity
1	Internal (board & committees)	High	High	High	High	High	High
2	Internal (staff)	High	High	High	High	High	High
3	Government Departments (A) (BEIS, MHCLG)	High	High	High	High	High	High
4	Government Departments (B) (DoE, DWP, DiT, DCMS, DfT, HMT)	High	High	High	High	High	High
5	Government Departments (C) (DEFRA, MoD, DoH)	Medium	Low	Medium	High	low	Medium
6	Local MPs	High	Mixed	High	High	Mixed	Medium
7	Company Members	High	High	High	High	High	High
8	LA elected members	High	Medium to high	High	High	Mixed	Medium
9	LA officers	High	Mixed	High	High	Mixed	High
10	Sector Groups	Medium	High	High	High	High	High
11	Business Networks	Mixed	Mixed	High	High	Mixed	Medium
12	HEIs	High	High	Medium	High	High	High
13	FE and other educational institutions	Medium	High	Medium	High	High	High
14	Regional and other networks	High	High	High	High	High	Medium
15	Businesses	Mixed	Mixed	High	High	Mixed	Low
16	Residents	Low	Mixed	High	High	Low	Low
17	Investment partners	Medium	High	High	Medium	High	Medium

This analysis then determines the strategies for engagement



Generally speaking, Push / Pull communications activities will be in a written format to impart information for those stakeholders with (overall) relatively low interest and influence but who will be impacted by the work of the LEP. These activities will be articulated and form part of the LEP's wider strategic communications framework and will include (but not limited to):

- Annual Conference
- Publication of LEP corporate documents such as the Annual Report and Delivery Plan
- Publication of LEP strategies such as the Local Industrial Strategy and Sector Plans
- Sectoral and geography specific activities
- Policy briefings
- Evidence-led impact reports
- Traditional and social media campaigns
- LEP Newsletters
- LEP website(s)

Whilst all stakeholders will be in receipt of push / pull communications, wider engagement activities will be those which encourage and facilitate a two-way dialogue to develop understanding and input into strategic and investment activities. This will lead to enhanced collaboration and partnership working on strategic issues and the co-design of solutions to complex issues. These activities will be for those stakeholders with high levels of interest and influence. Engagement activities as part of this Engagement Framework will include (but not limited to):

- Face to face meetings
- Attendance at existing groups such as Lancashire Leaders and LEDOG
- Attendance at business network groups such as Burnley Bondholders
- Mini conferences
- Sector groups
- Specific campaigns including aerospace & advanced manufacturing, energy & low carbon and tourism
- Roundtable events
- Ministerial visits
- General communication and digital platforms
- Annual Conference

The LEP also intends to commission an independent Stakeholder Perception Audit early in financial year 2021/22. This will gauge attitudes towards and perceptions of the LEP amongst key audiences such as MPs, councillors, officers, and businesses (of all sizes and across multiple sectors). The results of the audit will form

a baseline measure of the LEP's reputation and identify specific reputational challenges that the LEP will need to address as part of its ongoing stakeholder engagement. The Stakeholder Perception Audit – which will consist of an independent organisation conducting telephone interviews with a representative sample of stakeholders – will itself serve as a form of stakeholder engagement, as well as being an invaluable tool in shaping the LEP's stakeholder engagement strategy in this and future years. Having a baseline analysis of current stakeholder perceptions that the LEP can benchmark against will also allow for future evaluation and measurement.

Our Engagement Approach and Principles

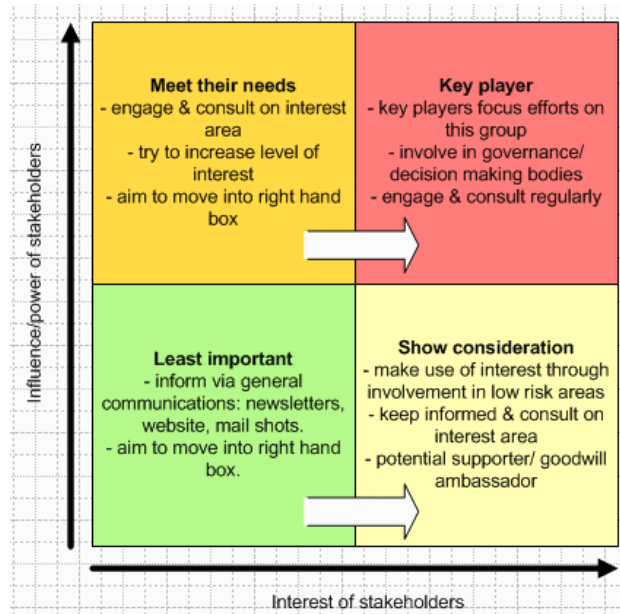
The LEP is committed to inclusion, collaboration and partnership working. We have therefore adopted the following principles for engaging with our stakeholders:

- We value stakeholder input and involvement in our work. This will provide the opportunity to share knowledge, use their feedback to inform part of our evidence base and develop innovative solutions to complex issues within a financially constrained environment
- Input will be encouraged by providing multiple opportunities and channels for engagement, adapting our approach to reflect the diversity of our stakeholders
- We will build partnerships based on trust and areas of mutual interest. This means we will need to forge stronger relationships to enable a two-way dialogue and where appropriate encourage collective responsibility, efficiencies and learning
- We will ensure appropriate information is easily available and accessible as well as ensuring our communications are inclusive
- We will maintain engagement mechanisms that are working well and find better ways to reach those stakeholders where our opportunity for engagement is currently limited or not working
- We will openly communicate the reasons for our decisions, including investment decisions, so our stakeholders can understand what we have done and how their feedback has been considered
- We will proactively help our stakeholders understand the criteria for accessing/ influencing existing or emerging investment and policy initiatives
- We will optimise our engagement by continuing to develop our understanding or knowledge of regional or national initiatives which may impact upon the Lancashire economy
- Our engagement will be purposeful and timely. We acknowledge and understand that all of our stakeholders have wider priorities beyond the work of the LEP. We will therefore ensure we create purposeful engagement opportunities at the appropriate time which are focused on achieving beneficial outcomes

Measuring Success

Stakeholder engagement is more effective when there is equal effort from both partners. This means it will be necessary to prioritise our engagement to keep all stakeholders satisfied as well as prioritising those with whom we collaborate to have the biggest impact on our delivery ambitions.

If executed in a clear and consistent manner, it is hoped those currently in the left-hand side 'low interest quadrants' will move towards the right-hand side.



Successful stakeholder engagement will result in a number of desired outcomes, not least changing the perceptions of the LEP, challenging existing behaviours and realising the ambitions of the Strategic Framework. If the LEP is able to successfully implement an effective Stakeholder Engagement Framework, it will maximise its ability to achieve its vision, which will only be realised through enhanced and effective partnership working. This in turn will enable the LEP to demonstrate its added value to stakeholders, encourage more agile ways of working and make the best use of existing and future resource; thereby facilitating economic growth and securing the LEP's longer term sustainability – providing public value to Lancashire's residents and businesses through an inclusive and partnership approach.

Outcomes will include:

- **Correct interventions** for Lancashire's residents and businesses – the ability to engage with businesses and other stakeholders based on real-time evidence and local knowledge will ensure Lancashire receives interventions which are relevant and will have a positive impact on the Lancashire economy
- **Increased investment** - effective stakeholder engagement, particularly amongst government departments will increase the confidence of government to invest in the LEP and investment activity is having an impact on the Lancashire economy
- **Lancashire's voice is heard** – increasing strategic backing and advocacy amongst local leaders, MPs, Ministers and government departments will position Lancashire's messages regionally, nationally and internationally
- **Influencing policy** – outputs from the sector groups and more effective and targeted stakeholder engagement and collaborations on strategic issues such as Lancashire's and North West's contribution to the Net Zero agenda will provide the means through which to influence policy and therefore investment decisions
- **Improved ratings** – in the Annual and Mid-term Performance Reviews on strategic impact, governance and delivery

Engagement Plan 2021

How we will engage

This table identifies the tools we will use to engage with our range of stakeholders to encourage a two-way dialogue

Key: (1) Internal: Board & Committees; (2) Internal: staff; (3) Govt Deps A; (4) Govt Deps B; (5) Govt Deps C; (6) MPs; (7) Company Members; (8) LA elected members; (9) LA officers; (10) Sector Groups; (11) Business networks; (12) HEIs; (13) FE and other educational; (14) Regional networks; (15) Businesses; (16) residents; (17) investment partners

		Stakeholders																	
Engagement Tool		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	Frequency
A	Annual Conference	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Annual
B	Annual / Mid-Year Review	x	x	x															Bi-Annual
C	1-2-1 / KiT meetings	x	x	x	x		x	x	x	x			x	x					Quarterly
D	Board meetings and sub committees	x						x	x		x	x	x	x	x				Quarterly
E	Attendance at Lancashire All Party Parliamentary Group						x												Bi-Annual
F	Leaders meetings							x	x										Bi-Annual
G	ED officers meetings									x									Bi-Annual
H	Mini conferences	x	x				x	x	x	x		x							Bi-Annual
I	Consultation events in response to policy and investment decisions	x	x				x	x	x	x	x	x	x	x	x	x	x	x	Ad-hoc
J	Government / Ministerial visits	x	x	x	x	x	x	x	x	x		x							Aim: Bi-Annual
K	Traditional & Digital Platforms	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Ad-hoc
L	Attendance at network meetings											x			x	x			Quarterly
M	Roundtable events										x	x				x			3 per annum
N	Area specific newsletters						x	x	x	x	x		x	x		x	x	x	Quarterly
O	Sector Groups										x					x			Monthly
P	Working groups to implement recommendations of sector plans	x	x				x	x	x	x	x								Monthly
Q	Reports on impact of policy initiatives such as Energy WP, Agriculture Bill etc	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			Ad-hoc
R	Progress updates from partners on projects and programmes such as Town Funds, Growth Deal, Getting Building Funds	x		x			x	x	x	x	x	x	x	x	x				Ad-hoc / key milestones

Stakeholder Engagement Framework 2021

Aligning Stakeholder Engagement with Wider Communications Activities

Stakeholder engagement activity is most effective when it employs multiple communication channels. Therefore, the tables below set out how significant moments (events, publications and announcements) in the LEP's year that we want our stakeholders to be aware of could also be marked by complementary, supporting communications activity.

Just as we have set out (above) the range of engagement tools that will be deployed to deliver the Stakeholder Engagement Plan, the following is a list of wider communication activities that will complement and reinforce stakeholder engagement activity. These communications activities have also been mapped against then detailed stakeholder plan (set out below) to ensure that all external communications are aligned and integrated.

Communications Activity		
Code	Type of Activity	Notes
C1	Press Release	Distributed Lancashire-wide, regionally or nationally
C2	Post on LEP Website	Appears either as a 'news item', as a case study for one of our programmes, or on our governance or publications pages
C3	Deploy via Social Media	
C4	Wider Media Opportunity	this is activity that goes beyond a press release, such as a photo opportunity; an interview or series of media interviews; or creating bespoke content (such as a short video which would be used on our website and social media feeds)
C5	Advocacy	this could include an opportunity to write to one or all of our local MPs or to other political stakeholders, such as government ministers; or perhaps organising for one of our MPs to table a question or convene a debate in Parliament;
C6	Thought Leadership	opportunities to discuss an issue or initiative in much more detail, such as: writing a comment piece for a newspaper or submitting a 'letter to the editor' in response to a previous comment piece; delivering a key note speech or a contributing to a high-profile debate or panel discussion; working with a think-tank or academic body on a major policy report; or other opportunities to expand on an area where the LEP has generated an evidence base, identified solutions to public policy challenges, or where other communications fail to provide adequate depth, breadth or scope.

Stakeholder Engagement Framework 2021/22 – Plan of Action

What we will engage on and when

The table below identifies the LEP activities on which we will engage, at what time, and with whom. This is an iterative process and will be subject to change. We do not intend to engage separately on each issue; the majority of activities will be multi-dimensional.

Governance

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
Annual Conference				x							LEP Board	1, 2, 3, 4, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17	C1, C2, C3, C4
Annual Report				x							LEP Board	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	C2, C3, C5
Annual Operating Budget	x										LEP Board	1, 2, 3, 7,	C2
Recruitment of Chair- JO and PS	x										LEP Board	TBC	C1, C2, C3
Recruitment of Chair – Stakeholder Interview Panels			x								LEP Board	TBC	C3
Appointment of Chair				x							LEP Board	TBC	C1, C2, C3, C4, C5, C6
Peer to Peer Review	x						x				LEP Board	1, 2, 3, 7	C2
Annual Performance Review										x	LEP Board	1, 2, 3,	C2
Mid-year review							x				LEP Board	1, 2, 3	C2
Social Value Charter - Scoping	x										LEP Board	1, 2	
Social Value Charter - Development		x	x								LEP Board	1, 2, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	C1, C2, C3, C4, C5, C6

Strategy & Policy

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
UK Shared Prosperity Fund	x	x	x								LEP Board	All	C1, C2, C3, C4, C5,
Levelling-Up Fund	x	x	x								LEP Board	All	C1, C2, C3, C4, C5,
Progress on Strategic Framework	x			x			x			x	LEP Board	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14	C2
Local Industrial Strategy / IER	x	x	x								LEP Board	All	C1, C2, C3, C4, C5
Economic Forecasting		x			x			x			LEP Board	1, 2, 6, 7, 8, 9, 10, 11, 12, 13	C1, C2, C3, C4, C5, C6
Aerospace Recovery Plan	x		x		x		x		x		Aerospace Task Force	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Energy & Low Carbon Plan	x	x		x		x		x		x	Energy & Low Carbon Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Food & Agriculture Plan	x	x		x		x		x		x	Food & Agriculture Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Tourism, Culture & Place Plan		x	x		x		x		x		Tourism, Culture & Place Group	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Digital Sector Plan			x	x		x		x		x	Digital Sector Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Health Sector Plan			x	x		x		x		x	Health Sector Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3,
Lancashire Skills & Employment Strategic Framework	x	x	x	x	x	x	x	x	x	x	Lancashire Skills & Employment	1, 2, 3, 4, 7, 8, 9, 10, 11, 12	C1, C2, C3, C4, C5, C6

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
											Advisory Panel		
Innovation Plan				x			x			x	Innovation Board	1, 2, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4, C5
Availability of Business Finance in Lancashire - Development	x										LEP Board	1, 11, 12, 13	C2, C3
Availability of Business Finance in Lancashire- report	x										LEP Board	1 (wider publication TBC)	C1, C2, C3, C4, C5, C6
Internationalisation Strategy (inc Export Plan) - development											LEP Board	Engagement TBC subject to appointment of consultant	C2, C3
Internationalisation Strategy (inc Export Plan) - report						x	x				LEP Board	All	C1, C2, C3, C4, C5, C6

Programmes

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
Growth Deal Monitoring				x			x				Growth Deal Management Board	1, 2, 3, 4, 6, 7, 8, 9, 11, 12, 13, 14	C1, C2, C3, C4
Growth Deal Evaluation						x	x				Growth Deal Management Board	1, 2, 3, 7	C1, C2, C3, C4
Growth Deal Evaluation Outcome									x	x	Growth Deal Management Board	1,2, 3, 6, 7, 8, 9, 12, 13, 14, 17	C1, C2, C3, C4
Getting Building Fund	x			x			x			x	LEP Board	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4
Growing Places Fund	x			x			x			x	LEP Board	1, 2, 3, 6, 7, 8, 9, 10, 15, 17	C1, C2, C3, C4

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
Boost/Growth Hub			x			x			x		Business Support Management Board	All	C1, C2, C3,
Lancashire Skills Hub	x		x				x		x		Lancashire Skills & Employment Advisory Panel	All	C1, C2, C3, C4
Enterprise Zone (Strategy Refresh)			x			x			x		EZ Governance Committee	1, 2, 3, 6, 7, 8, 9, 10, 12, 13, 14	C1, C2, C3,
Innovation Week								x			Innovation Board	All	C1, C2, C3, C4
Innovation Cluster Showcase			x	x							Innovation Board	1, 2, 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4

Campaigns

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Engagement Vehicle	Stakeholders	Aligned Comms
Manufacturing & Aerospace Campaign		x	x	x	x		x	X			Manufacturing Group/Aerospace Task Force	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15	C1, C2, C3, C4, C5, C6
Energy & Low Carbon Campaign	X		x	x	x		x	X			Energy & Low Carbon Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4, C5, C6
Food & Agriculture Campaign			x	x	x		x	x			Food & Agriculture Group	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	C1, C2, C3, C4, C5, C6

LEP Board, Sub-Committees and Sector Group Chairs

	Chair
LEP Board	David Taylor CBE DL
Lancashire Skills & Employment Advisory Panel	Amanda Melton CBE
Growth Deal Management Board	Michael Ahern
Enterprise Zone Governance Committee	David Holmes OBE
Business Support Management Board	Ann Dean MBE DL
Innovation Board	Graham Baldwin
Manufacturing Sector Group	Annette Weekes
Aerospace Task Force	Claire Whelan
Energy & Low Carbon Sector Group	Miranda Barker & Mick Gornall
Food & Agriculture Sector Group	David Hall
Tourism, Culture & Place Sector Group	TBC
Digital Sector Group	Kam Kothia
Health Sector Group	StJohn Creen

External Work

There will also be key pieces of work, which the LEP is involved in, but which are led by partner organisations, such as the Greater Lancashire Plan. Engagement with the LEP's stakeholders on external pieces of work will be factored into stakeholder engagement activity at the appropriate points.

Appendix C

Communications & Stakeholder Plan 2021/22

The following is a timetable of planned communications and stakeholder engagement activity during financial year 2021/22.

Please note that this timetable is not final – some activities may be added, and some of those listed may move dates. This document will be revised and updated on a monthly basis.

<i>Date</i>	<i>Action/Event</i>	<i>Notes</i>
2021		
MAR		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
	Skills & Employment Framework refresh	
	Joint Scrutiny Committee	
18	Enterprise Zones Governance Committee	
23	LEP Board	
End	Energy & Low Carbon Sector Plan launch	
APR		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
	(Skills & Employment) Cornerstone group launch	
Mid	Stakeholder Engagement Framework published	
End	Quarterly Stakeholder Newsletter distributed	
End	Food & Agriculture Sector Plan launch	
MAY		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
	Stakeholder Perception Audit fieldwork conducted	
12	Enterprise Zones Governance Committee	
Mid	Finance for Business report published	
20	Business Support Management Committee	
26	Skills & Employment Advisory Panel	
End	Tourism, Culture and Place Plan published	Tentative
JUN		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
	Monthly Sector Group meetings	
2	Growth Deal Management Committee	
7	Innovation Board	



Mid	Manufacturing Sector Plan published	
Mid	Stakeholder Perception Audit results	For internal use only
22	LEP Board	
23	Announce new LEP Chair	
End	LEP Annual Report Published	
End	LEP Annual Conference	
JUL		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
	LIS published	
	Social Value Charter published	
Mid	1 st Lancashire Business Survey results published	Quarterly Business Barometer
Mid	Digital Sector Plan published	
End	Quarterly Stakeholder Newsletter distributed	
End	Health Sector Plan published	
AUG		
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
Mid	2 nd Lancashire Business Survey results published	Subject to be decided
26	Business Support Management Committee	
SEP		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
	Seek ministerial visit (project/location tbd)	
	Internationalisation Strategy published	
	Joint Scrutiny Committee	
6	Innovation Board	
7	LEP Board	
8	Skills & Employment Advisory Panel	
8	Growth Deal Management Committee	
15	Enterprise Zones Governance Committee	
OCT		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
	COP 26 related activity	
Mid	3 rd Lancashire Business Survey results published	Quarterly Business Barometer
28	Business Support Management Committee	
End	Quarterly Stakeholder Newsletter distributed	
NOV		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	

	Monthly Sector Group meetings	
Early	4th Lancashire Business Survey results published	(subject to be decided)
Mid	LEP Autumn mini-Conference	
10	Skills & Employment Advisory Panel	
15	Innovation Board	
17	Growth Deal Management Committee	
27	Lancashire Day Parliamentary Event (27 th) – engagement/joint event with Lancs APPG	27 Nov is a Saturday this year – activity is likely to take place during the week before
DEC		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
8	Enterprise Zones Governance Committee	
15	LEP Board	
2022		
JAN		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
Mid	5 th Lancashire Business Survey results published	Quarterly Business Barometer
FEB		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
	Annual Performance Review	
Mid	Quarterly Stakeholder Newsletter distributed	
10	Business Support Management Committee	
23	Skills & Employment Advisory Panel	
End	6 th Lancashire Business Survey results published	(subject to be decided)
MAR		
	Monthly NP11 Chair Meeting	
	Monthly NP11 CEO Meeting	
	LEP Network CEO & Chairs Monthly Meeting	
	Monthly Sector Group meetings	
2	Growth Deal Management Committee	
3	Innovation Board	
9	Enterprise Zones Governance Committee	
Mid	MIPIM (Cannes)	
22	LEP Board	
End	LEP Spring mini-Conference	

Lancashire Enterprise Partnership Limited

Private and Confidential: No

Date: Tuesday, 23 March 2021

Governance and Committees Report

(Appendices 'A' and 'B' refer)

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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) Note that the LEP Joint Scrutiny Committee has now been established and in accordance with the decision taken previously by the LEP Board, note the Terms of Reference attached at Appendix 'A' and that the LEP Performance Committee will now be disestablished with immediate effect.
- (iii) Approve the appointment of Mike Gibson, Managing Director, Miralis Data limited, Judson Smythe, Technical Director, MGS Plastics Limited and Melissa Conlon, Commercial Director, AMRC (NW) as members of the LEP Innovation Board; and
- (iv) Approve the dormant company accounts for the period ending 30th September 2020 as presented at Appendices 'B' and 'C' for filing at Companies House.



Background and Advice

This is a standing report which provides an update on governance issues and meetings of committees of the LEP since the last ordinary meeting on 30 September 2020 in accordance with the LEP Assurance Framework dated December 2019, publicly available on the Lancashire Enterprise Partnership website:

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

Current LEP Committee Vacancies

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

- 1 x LEP Board Chairman
- 1 x Enterprise Zone Governance Committee Member
- 1 x Growth Deal Management Board Chairman
- 1 x Skills and Employment Board FE Sector Committee Member

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

- Lis Smith has resigned as a Committee member on the Skills and Employment Advisory Panel

Proposal for 3 x new LEP Innovation Board Members

Following a recruitment process the LEP Innovation Board has recommended that the following three candidates be appointed as members of the Innovation Board, they are:

Mike Gibson, Managing Director, Miralis Data limited
Judson Smythe, Technical Director, MGS Plastics Limited
Melissa Conlon, Commercial Director, AMRC (NW)

The LEP Board is asked to formally approve their appointment following the recruitment process undertaken by the LEP Innovation Board.

LEP Joint Scrutiny Committee

It was previously agreed by the LEP Board, in accordance with Government requirements for LEP's that a LEP Joint Scrutiny Committee shall be established, in agreement with the Accountable Body for the LEP and Lancashire Leaders. This agreement has now been confirmed and the first meeting of the LEP Joint Scrutiny Committee shall take place on 24th March 2021. The final Terms of Reference (previously circulated to the LEP Board) are attached for the LEP Board to note at Appendix 'A'.



The LEP Board previously agreed that upon the establishment of the LEP Joint Scrutiny Committee that the LEP Performance Committee would no longer be required and would as such be disestablished. The LEP Board are asked to note that the LEP Performance Committee will therefore be disestablished, effective immediately.

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

1. Urgency Business Procedure Decisions

Appointment of Interim Chairman - 21 February 2021

The Lancashire Enterprise Partnership Directors endorsed the appointment of David Taylor as Interim Chairman of the LEP Board, until a permanent Chairman is identified, with immediate effect.

Growth Deal Funding Recommendations

The Lancashire Enterprise Partnership Directors approve:

- Grant funding of an additional £0.500m Local Growth Fund (LGF) (£0.250m previously approved = £0.750m in total) to the Northlight – Business Units project, subject to:
 - The Growth Deal Programme Manager concluding a satisfactory project performance at the Qtr. 3 2020/21 reporting.
 - The Growth Deal Programme Manager, upon receipt of evidence, verifying VFM.
 - Vary the existing GFA to reflect the additional LGF approval, via the Change Request procedure.

- Grant funding of an additional £2.331m LGF (£15.510m previously approved = £17.841m in total) to the Blackpool Conference Centre project, subject to:
 - Vary the existing GFA to reflect the additional LGF approval, via the Change Request procedure.

2. Transport for Lancashire Committee

There have been no meetings of the Transport for Lancashire Committee since the last update.

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

3. City Deal Executive and Stewardship Board

The Combined City Deal Executive and Stewardship Board met on 03 February 2021 and considered / approved the following:

Homes England Quarterly Monitoring Progress Update Report - Q3 2020/21 – Updates were provided on the progress made across the Homes England portfolio. It



was noted that the Covid-19 pandemic had continued to impact the delivery of development across all Homes England sites. Although, despite a second national 'lockdown' taking effect during Quarter 3, construction at most sites had continued. The Board noted the contents of the report and the progress made.

City Deal Employment & Skills Monitoring report – the Board noted the report and the Employment and Skills Case study Dashboard, as presented, and the following points were highlighting:

- The number of apprenticeship starts across all subjects had declined compared to those reported in the 2018/19 academic year, with a 21% fall in apprenticeship starts across the whole of Lancashire.
- Redundancy and furlough figures resulting from the Covid-19 pandemic were expected in the following academic year's statistics, so the full effect of the pandemic was not yet apparent.
- To respond to the Covid-19 pandemic the Skills Hub had launched a Skills for Work microsite, a Lancashire Redundancy Task Force had been established in partnership with national organisations, and the Careers Hub was continuing careers engagement with schools virtually with the help of a new platform, Starting Lancashire.
- Work continued with the Construction Skills Fund to provide employment and skills for local people, with the number of starts and engagements in Lancashire exceeding that of other regions in the North West.

Infrastructure Delivery Quarterly Monitoring report – the Board received a report which provided a progress update on the City Deal infrastructure projects during Quarter 3 of 2020/21, which was noted

Affordable Housing Provision update – the Board received a report giving further information on the delivery and role of affordable housing provision within the City Deal area. It was agreed that Karl Tupling, Homes England, agreed to arrange further discussions with officers at Preston City Council, South Ribble Borough Council and Lancashire County Council regarding Affordable Housing. The following points were highlighted:

- The scheme's design and costing exercise would be extended to July 2021.
- Completion of the Outline Business Case would be extended to August 2021, and submission of the Compulsory Purchase Order would follow.
- The City Deal Executive and Stewardship Board would need to be in a position to approve the full cost of funding for the scheme at the point the Outline Business Case is submitted, which provided a timeframe for funding decisions to be made by the Board.

A582 South Ribble Western Distributor – the Board received a report providing an update on the Department for Transport advice regarding the programme period for the Major Road Network and Large Local Major schemes, which was noted, and the following points highlighted:

- The scheme's design and costing exercise would be extended to July 2021.



- Completion of the Outline Business Case would be extended to August 2021, and submission of the Compulsory Purchase Order would follow.
- The City Deal Executive and Stewardship Board would need to be in a position to approve the full cost of funding for the scheme at the point the Outline Business Case is submitted, which provided a timeframe for funding decisions to be made by the Board.

Re-imagining the Harris – the Board received a private and confidential report which detailed Preston City Council's request for re-confirmation of the £1m City Deal funding, which was committed to the 'Re-imagining of the Harris' project at the City Deal Executive meeting held on 16 August 2018. The Board reaffirmed its support to the 'Re-imagining the Harris' project and its commitment to the project's development, with the drawdown of funds being prioritised as part of the City Deal Review work.

Preston Western Distributor update – the Board received a private and confidential report which provided an update on the programme and financial position of the Preston Western Distributor Scheme. It was highlighted that overall progress on the project was good, though unseasonal wet weather throughout 2020 had caused challenges to construction. Despite the challenges it was anticipated that the scheme would remain on programme for completion in 2023. The report was noted.

Preston Western Distributor Social Value update – the Board received a private and confidential report on the social value delivery of the Preston Western Distributor scheme. It was highlighted that, despite the challenging conditions presented by the Covid-19 pandemic, the project had generated very positive results during Year 1 and examples of the project's positive social engagements were given. The report was noted.

North West Preston East West Link Road Bulwark Development – the Board received a confidential report which detailed a proposal to include access to the housing development of Bulwark Ltd in the Preston Western Distributor Road contract works, at no cost to the City Deal, with the developer bearing all costs via a s.278/38 agreement. The City Deal Executive approved the inclusion of the access to the Bulwark developments in the Preston Western Distributor Road contract works, with costs recovered in full under the Section 278 Agreement referred to in the report, on the condition that there was no financial risk to the City Deal.

South Ribble Position on City Deal – the Board received a private and confidential report which summarised the outcome of a meeting of the Members of South Ribble Borough Council regarding its engagement in the City Deal. The City Deal Executive Requested that by the end of February 2021 Sarah Parry, City Deal Programme Manager work with officers at South Ribble Borough Council to 1) establish South Ribble Borough Council's interpretation of the existing Heads of Terms and 2) compile a list of previous decisions taken by the Executive that could have implications for the content of a full partnership agreement when compared to the original Heads of Terms; and agreed to meet informally following this to discuss the outstanding issues and determine next steps.



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

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

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

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

5. Enterprise Zone Governance Committee

The Enterprise Zone Governance Committee met on 15 December 2020 and considered / approved the following:

Lancashire Advanced Manufacturing and Energy Cluster – the Board received a private and confidential report and resolved:

- i) That the Enterprise Zone Governance Committee continue to work with Marketing Lancashire and the leading authorities delivering the Enterprise Zones to develop collaborative proposals for 2021-22.
- ii) That Sarah Kemp, Chief Executive of the LEP, support the organisation of a set of workshops, working with Marketing Lancashire to discuss the future of the LAMEC branding and to identify:
 - a) The main selling points of Lancashire and the Enterprise Zones to prospective businesses; and
 - b) The best marketing strategy to adopt, knowing the discriminators of the Lancashire offer and the competition across the North West and the country.

Blackpool Airport Enterprise Zone Progress Report – the Board received a private and confidential report and resolved:

- i) That the Enterprise Zone Governance Committee notes the contents of this progress report.
- ii) That the Enterprise Zone Governance Committee notes the refreshed Masterplan report.
- iii) That Rob Green, Head of Enterprise Zones to Blackpool Council, and Anne-Marie Parkinson, Programme Manager to the LEP, collaborate to create a standard template for the Enterprise Zone leads to use to characterise business enquiries.
- iv) That the Enterprise Zone Governance Committee be provided with a short update, for information only, on Lancashire's bid to host a free port, close to the time of the submission deadline.

Hillhouse Technology Enterprise Zone Progress Report – the Board received a private and confidential report and noted:

- i) The building fund for the new gatehouse, with planned works to begin from early 2022;



- ii) Funding from Wyre Borough Council to support the extension of fibre optic network to the site's gates;
- iii) The favoured investment type at the site continues to be Waste to Energy Generation, with three enquiries for such facilities ongoing;
- iv) The energy capability of the site is attracting interest in the site of the old power station at the centre of Hillhouse;;
- v) A number of job losses, which are expected to be temporary or from which staff were immediately re-employed across the site;
- vi) The future of the Fleetwood-Poulton railway line, which if dedicated to heavy rail would significantly impact the site's infrastructure costs and would require the site's single bridge access to be resolved; and
- vii) Transport, flood risk and environmental assessments are to be scoped and commissioned for the entire site, rather than plot by plot, subject to funding.

Salmesbury Aerospace and Warton Aviation Enterprise Zone Progress report – the Board received a private and confidential report and noted:

- i) The completion of a number of KPIs and Milestones across the sites during 2020, in line with targets;
- ii) The construction progress for the North West Advanced Manufacturing Research Centre (AMRC) and the Centre's plans to employ more staff;
- iii) The updated Commercial Development Programme, which has been well-received by stakeholders;
- iv) Collaboration with Electricity North West (ENWL) to deliver the SAEZ electricity supply through significant investment and the investigation of renewable energy and low carbon projects for the site and other/s that will support the Government's net-zero targets;
- v) The BAE Asset Management Facility completion and Lancashire County Council's strong strategic and working relationship with BAE Systems; and
- vi) The marketing and promotion of both sites, through the LAMEC and with the commercial support of Colliers International.

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

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

6. Lancashire Skills and Employment Advisory Panel

The Lancashire Skills and Employment Advisory Panel met on 03 March 2021 and considered / approved the following:

Update from the Lancashire Skills & Employment Hub – the committee noted the update, particularly the following:

- An additional 24 new Enterprise Advisors had been recruited and the network had grown from 131 to 154. A campaign to attract additional Enterprise Advisors was being run in tandem with the Rewrite the Story campaign
- Technical education vision - the first stage bid for the Lancashire Institute of Technology was submitted to DfE by the lead institution Blackpool and the Fylde College, He had been invited to a webinar to hear about the next stage



- Teen Tech Festival Lancashire - it had been delivered virtually and 37 schools and 684 young people had joined the sessions so far
- Digital Careers Videos - a series of short films of local business people talking about their careers in a range of digital roles had been produced
- The application made to the national reserve fund under investment priority 1.1, aimed at boosting labour market mobility, had been successful and a new call worth £4.750m opened for applications in February 2021. The deadline was 12 April.
- The Skills Hub had worked in collaboration with the NHS, Lancashire Adult Learning, People Plus and referral organisations to support the recruitment of clerical and administration staff for the mass vaccination centres in January. 121 people had successfully been offered employment to date.
- The Digital Freedom 50+ Lancashire project, administered by Selnat, had supplied 320 digital devices and connectivity to digitally excluded over 50s across Lancashire
- A refreshed Apprenticeship Action Plan had been produced with the shared aim of enabling the Apprenticeship system to meet the needs of the Lancashire economy. A meeting was planned in March with key partners to agree the draft plan and collective actions.
- The requirement to publish a Local Skills Report by the end of this financial year still remains. As there was significant crossover between the contents of the published Lancashire Skills and Employment Strategic Framework 2021 and the Local Skills Report, the Skills Hub and the Skills Advisory Panel team in DfE were discussing a pragmatic way forward to bring the two documents together into one.
- The partner data pack was an online interactive data dashboard which builds on the provision of the LMI toolkit. It will be updated six times a year and was circulated to around 150 stakeholders
- The Skills for Work microsite was launched in July 2020 to enable Lancashire residents to access support if furloughed, facing redundancy, looking for work or 16-25. The website had so far received 14,600 views.
- Over the last 12 months the number of Lancashire Skills Pledge members had grown from 26 to 75 businesses, despite little promotion due to the pandemic
- This week was national careers week and 21 careers champions would be showcased on social media, including committee member Peter Caney, from BAE

Skills for Jobs White Paper – the committee received a report outlining the White Paper on Skills for Jobs, published in January 2021, and after discussion agreed a further update be brought to future meetings

Fast Track Digital Workforce Fund – the committee received a report overviews the Fast Track Digital Workforce fund and a verbal report on the Tech Lancaster Bootcamp from Nicola Mortimer.

Employment in Lancashire – the committee received and discussed a report on employment in Lancashire following the government's 'Plan for Jobs' announcements.



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

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

7. Performance Committee

There have been no meetings of the Performance Committee since the last update and subject to the recommendations set out in this report, it will now be disestablished.

8. Business Support Management Board

There have been no meetings of the Business Support Management Board since the last update.

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

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

9. Innovation Board

The Innovation Board met on 19 February 2021 and considered/approved the following:

Proposed appointment of additional members – the Board agreed that the following three candidates for membership of the innovation Board are recommended to the Lancashire Enterprise Partnership Board for approval.

Mike Gibson, Managing Director, Miralis Data limited

Judson Smythe, Technical Director, MGS Plastics Limited

Melissa Conlon, Commercial Director, AMRC (NW)

Report on 2020 Innovation Festival – the Board considered a report on the 2020 Innovation Festival which included details of how the event had been delivered, lessons learned from the experience and feedback from participants together with initial plans for a week-long event in October 2021. The Board agreed:

- i) That the initial plan for the 2021 Innovation Festival, as set out in Appendix 'A' to the report presented, is approved for further development.
- ii) That the comments of the Board as specified above be taken into account when developing the 2021 Innovation Festival.
- iii) That any Board Member interested in joining the 2021 Festival Steering Group contact Maya Ellis or Matt Wright outside of the meeting.

Proposal to Establish an Observatory and Mapping web resource – the Board received an update on the proposed Innovation Observatory which would have easy access from the Lancashire Enterprise Partnership home page and incorporate the following functions:

- A searchable map of assets and clusters of innovative companies which can be interrogated against multiple criteria



- A dashboard to set into context for all stakeholders the position in Lancashire and the collective aim for innovation.
- A feed of opportunities relevant to the Boards strategic priorities and the clusters in terms of funding, challenges and projects.
- Access to relevant webinars on technologies, markets and best practice tuned to the clusters and provided by academia, businesses etc.

The Board resolved:

1. That approval is given for Officers to proceed to tender for a local web company to develop the necessary web pages to provide the one stop web resource as set out in the report using the fund allocated for this purpose from Lancashire County Development Limited.
2. That the comments of the Board, as specified above, be taken into account when developing the resource and that individual Board members be given an opportunity to input into the development of content and testing of the resource

City of Culture Bid – the Board received a presentation updating on the bid and resolved:

1. That the Board support the development of the Lancashire 2025 bid for City of Culture, as outlined in the presentation given at the meeting, and be kept informed of progress.
2. That arrangements be made for Board members to meet with the Bid Director to further discuss the Lancashire bid before it is finalised and submitted in March 2022.

Budget Report – the Board were informed that subject to confirmation of the County Council and Lancashire County Development Limited budgets and Business Plans for 2021/22, a budget of £100,000 would available for innovation activities.

Progress Report and Updates – the Board received an update on progress regarding implementation of the Innovation plan and highlighted key areas of activity both within Lancashire and the wider region. It was agreed that a report on lessons to be learned from the existing Elec Tech cluster and Deep Tech companies based around Morecambe Bay be presented to a future meeting of the Board.

List of Background Papers

Paper	Date	Contact/Tel
None		

Reason for inclusion in Part II, if appropriate

N/A

Lancashire Enterprise Partnership – Joint Scrutiny Committee
Governance Structure and Terms of Reference

Composition

1. The Joint Scrutiny Committee shall comprise of one elected representative from each of the 15 councils in Lancashire plus an Independent Private Sector Representative who will act as Chairman.
2. The Members of the Joint Scrutiny Committee, as at the date of adoption of these Terms of Reference, is as follows:

Independent Private Sector Representative
Blackpool Council
Blackburn with Darwen Borough Council
Burnley Borough Council
Chorley Borough Council
Fylde Borough Council
Hyndburn Borough Council
Lancashire County Council
Lancaster City Council
Pendle Borough Council
Preston City Council
Ribble Valley Borough Council
Rossendale Borough Council
South Ribble Borough Council
West Lancashire Borough Council
Wyre Council

Each council shall nominate one member each who must be a Councillor. Existing Lancashire Enterprise Partnership Directors also cannot be members of the Joint Scrutiny Committee.

There are no requirements for the committee to adhere to political balance rules.

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

In addition to the 15 Lancashire Council Members set out above there shall, in accordance with Government guidance for Local Enterprise Partnerships, be one representative from the business sector (nomination to be confirmed). The representative from the business sector cannot be an existing Lancashire Enterprise Partnership Director or Committee Member.

Observers

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

Chairman and Deputy Chairman

4. The Joint Scrutiny Committee shall approve the appointment of the independent person to act as Chairman ("Chairman") in accordance with the fixed term as set out at point 7.
5. The Chairman shall not have a casting vote.
6. The Joint Scrutiny Committee shall appoint one of its number to act as Deputy Chairman ("Deputy Chairman") on an annual basis.
7. The appointment of the Chairman shall be for a fixed term of no longer than three years (plus in exceptional circumstances a further three years) in line with the fixed terms applicable to LEP Directors.

The role of the Chairman (and in his/her absence the Deputy Chairman)

8. The role of the Chairman (and in his/her absence the Deputy Chairman) shall be:
 - To set the Agendas for meetings, having regard to the advice of support officers.
 - To develop a draft Annual Work Programme, having regard to the advice of support officers.
 - To facilitate the smooth running of each meeting.
 - To ensure that Members of the Committee have an equal voice and an opportunity to discuss and debate items of interest.
 - To ascertain the sense of the meeting and ensure realistic recommendations are developed.
 - To ensure the committee maintains its independence.
 - To resolve any dispute in meetings through the exercise of his/her powers.
 - To be a point of contact with regard to scrutiny of the Lancashire Enterprise Partnership.
 - To lead the Committee in its role as critical friend to the Lancashire Enterprise Partnership; and
 - To be a champion for the role of scrutiny.

Quorum

9. The quorum for Joint Scrutiny Committee meetings shall be 3 and shall comprise, as a minimum, the Independent Chairman, one Upper Tier authority and one District Council.
10. If within 15 minutes from the time appointed for the holding of a Joint Scrutiny Committee meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within 2 weeks and if at that meeting a quorum is not

present within 15 minutes from the time appointed for holding the meeting the Members present shall be a quorum.

Secretary

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Joint Scrutiny Committee.
12. The Secretary shall produce minutes of all meetings of the Joint Scrutiny Committee and will maintain a list of conflicts of interests, in accordance with the Lancashire Local Assurance Framework. Joint Scrutiny Committee agendas will include a standing item requiring declarations to be made in relation to specific items of business.

Declarations of interest

13. Declarations of interest will be made in accordance with Government Guidance.

Joint Scrutiny Committee Members are subject to the Code of Conduct for Elected Members adopted by the constituent authority that nominated them including the requirement to declare relevant interests at formal meetings of the Joint Scrutiny Committee. All Members, including the business sector representative are also subject to the Code of Conduct for Lancashire Enterprise Partnership Committee Members as set out in the Lancashire Local Assurance Framework.

Voting

14. In principle recommendations will be reached by consensus, but if a vote is required it will be by a simple majority of all members present.

Meeting Frequency

15. The Joint Scrutiny Committee shall meet at least twice a year in accordance with business needs as and when required.

Remit

16. The objective is to make positive recommendations for how future decisions of the LEP can be effectively implemented.
17. To increase transparency of the decisions made by the LEP and to give further assurance by providing an independent committee that is able to explore and interrogate the rationale for decisions taken by the Lancashire Enterprise Partnership with particular regard to investment decisions including, but not limited to, Growth Deal and Growing Places allocations.
18. To make reports or recommendations to the Lancashire Enterprise Partnership Board, and its Committees, as necessary with respect to the discharge of any functions which are undertaken by the Lancashire Enterprise Partnership.



19. To hold general strategy and policy reviews and to assist in the development of future strategies and policies of the Lancashire Enterprise Partnership and to make recommendations to the Lancashire Enterprise Partnership Board as appropriate.
20. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person whom the Committee considers would assist it in carrying out its functions.
21. To require any Lancashire Enterprise Partnership Chairman, Director or Officer nominated to attend any meeting of the Committee to explain the performance of the Lancashire Enterprise Partnership and / or any particular decision or series of decisions.
22. The Committee does not have the power to delay or refer back the LEP's decision, but it will be able to publicise its conclusions and to make recommendations for improvements to the LEP's decision making processes.

Governance Relationship with the Lancashire Enterprise Partnership

23. The Lancashire Enterprise Partnership is responsible for agreeing the Terms of Reference of the Joint Scrutiny Committee and has the power to vary the same.
24. The Joint Scrutiny Committee shall review its Terms of Reference on an annual basis, and as deemed necessary, and report their findings to the Lancashire Enterprise Partnership Board.
25. The Joint Scrutiny Committee shall make recommendations to the Lancashire Enterprise Partnership as appropriate.

Duty to attend, cooperate and respond

26. The Joint Scrutiny Committee may, as set out in its remit, require by invitation that any Lancashire Enterprise Partnership Chairman, Director or Officer nominated appear before it to explain (in relation to all aspects of the Committee's work) the performance of the Lancashire Enterprise Partnership and / or any particular decision or series of decisions.

Following each meeting of the Joint Scrutiny Committee, the Committee's recommendations will be submitted to the Lancashire Enterprise Partnership Board for consideration. The Board will be required to consider those recommendations at its next meeting, and respond to the Joint Scrutiny Committee indicating what (if any) action the Board proposed to take. The response should be made within 28 days of the Board meeting and will be published.

Additional Scrutiny

27. The formation of this Joint Scrutiny Committee does not preclude any Lancashire Local Authority Scrutiny Committee requesting a review of the work of the Lancashire Enterprise



Partnership in accordance with the Lancashire Local Assurance Framework but there shall be no Sub Committees formed of the Joint Scrutiny Committee.

Publication of Papers

28. The agendas and papers of the Joint Scrutiny Committee will be published on the Lancashire Enterprise Partnership website in accordance with the Lancashire Local Assurance Framework.

Meeting Arrangements

29. Meetings of the Joint Scrutiny Committee shall be webcast from an appropriate venue capable of facilitating webcasting.

Registered Number 07388600

LANCASHIRE ENTERPRISE PARTNERSHIP LIMITED

Dormant Accounts

30 September 2020

Balance Sheet as at 30 September 2020

	2020	2019
	£	£
Net assets	0	0
Reserves	0	0

STATEMENTS

- a. For the year ending 30 September 2020 the company was entitled to exemption under section 480 of the Companies Act 2006 relating to dormant companies.
- b. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.
- c. The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.
- d. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board on 23 March 2021

And signed on their behalf by:

Name

NOTES

Company is limited by guarantee

COMPANY NUMBER: 07388600

LANCASHIRE ENTERPRISE PARTNERSHIP LIMITED

FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 SEPTEMBER 2020

Balance sheet as at 30 September 2020

The company is a Company Limited by Guarantee and therefore has no share capital.

NET ASSETS/LIABILITIES **£NIL**

Notes:

1. The list of Registered £1.00 Guarantor Class of Members of the Company is as follows:

Lancashire County Council
Blackpool Council

2. The period end bank and cash balances were nil

Statements:

- a) For the period from 30 September 2019 to 30 September 2020 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006.
- b) The members have not required the company to obtain an audit in accordance with Section 476 of the Companies Act 2006.
- c) The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts

These accounts have been prepared in accordance with the provisions Applicable to Companies subject to the small companies regime.

These accounts were approved by the directors of the Company on the 23rd of March 2021.

Laura Sales, Company secretary

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Agenda Item 15

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