

## **LEP - Business Support Management Board**

**Thursday 20th May 2021 via Zoom Virtual Meeting at 10.30am**

### **Agenda**

#### **Part I (Items Publicly Available)**

- 1. Welcome and Apologies for Absence**
- 2. Declaration of Interests**
- 3. Minutes of the meeting held on 29 October 2020** (Pages 1 - 4)
- 4. Matters Arising**
- 5. Business Support Performance Overview of 20/21** (Pages 5 - 8)
- 6. Board Membership** (Pages 9 - 16)
- 7. Wider LEP Update**
- 8. Reporting to Lancashire Enterprise Partnership Board**
- 9. Any Other Business**
- 10. Date of Next Meeting**  
The next meeting was scheduled for Monday 26 August 2021, at 10.30am.
- 11. Exclusion of the Press and Public**  
The Committee 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 (Private and Confidential)**

- 12. BEIS Growth Hub Funding 2021-22** (Pages 17 - 30)
- 13. Design and Commissioning of Boost 3.5 Service Offer** (Pages 31 - 36)



## LEP - Business Support Management Board

### Minutes of the Meeting held on Thursday 29th October 2020 at 10.30am via Zoom

#### Present

Ann Dean MBE DL

Miranda Barker  
Paul Foster

Justin Kyriakou  
Sue Smith

#### In Attendance

Andrew Leeming, Boost Programme Manager, Lancashire County Council  
Holly Tween, Democratic Services Officer, Lancashire County Council  
Andy Walker, Head of Economic Development, Lancashire County Council  
Sue Barnard, Senior Manager for the North West at the British Business Bank  
Heather Murray, Senior Leader for External Relationships at Department for Work and Pensions

#### 1. Welcome and Apologies for Absence

The Chair welcomed everyone to the meeting and introductions were made by all in attendance.

Apologies had been received from Stuart Thompson and Sarah Kemp.

Sue Barnard, Senior Manager for the North West at the British Business Bank was in attendance.

Heather Murray, Senior Leader for External Relationships at Department for Work and Pensions was in attendance.

#### 2. Declaration of Interests

Miranda Barker and Paul Foster declared an interest in Item 8, as they worked for organisations involved in the Kickstart gateways.

#### 3. Minutes of the meeting held on 27 August 2020

**Resolved:** that the minutes from the meeting on the 27 August 2020 were approved as an accurate record.

#### 4. Matters Arising

Sue Smith, UCLan, reiterated the Centre for SME Development's offer to support

action learning coaching.

It was noted that the next NP11 meeting was due to take place at the beginning of December, and that the Phoenix Project would be raised as an item of interest.

Covid Recovery Grants – over 12,000 Expressions of Interest had been processed and replies sent out. The process of sending out full applications form had begun, and it was hoped that grants were allocated before Christmas.

**Resolved:** that the updates be noted

It was agreed to take Item 8 as the next item, due to a meeting clash for the presenter.

## **8. Kick Start Programme - DWP**

Heather Murray, Senior Leader for External Relationships, DWP, gave a presentation updating on the Kickstart Scheme, different youth offers and the job finding support services. It was highlighted that the schemes being described were all in addition to the usual provision.

Responding to questions, it was noted that although the many opportunities offered by organisations not currently registered with Companies House could not be included, this was being considered. A new system had also been developed to deal with the current high demand, and further staff were being trained.

**Resolved:** that updated slides, including links to further information, would be circulated to the Board

## **5. Wider LEP Update**

Andy Walker, Head of Service Business Growth, gave an update on the work of the Lancashire Enterprise Partnership.

The Task and Finish Group for Aerospace had completed their work and produced an outline report which was available on the LEP website.

The Energy and Environment Group had also produced a paper to the LEP; the officer group were considering deliver and implementation plans for the recommendations.

The Digital Group would be adding three non-executive directors.

It was noted that Food and Farming task force may also be looking for new members and nominations could be referred to Andy Walker.

Work was restarting on the Local Industrial Strategy, beginning with the evidence base refresh.

## **6. Update on British Business Bank and Northern Powerhouse Investment Fund**

Sue Barnard, Senior Manager for the North West, British Business Bank, gave a presentation outlining the objectives and current programmes of the British Business Bank including Bounce Back Loans, Future Fund and Coronavirus Business Interruption Loan Scheme as well as the Northern Powerhouse Investment Fund.

Discussion and questions followed. Andrew Leeming offered to promote the funds through Boost.

Sue was thanked for her presentation.

**Resolved:** that the information be noted, and several members agreed to contact Sue separately.

## **7. Phoenix Programme**

Sue Smith, Director, Centre for SME Development, gave a presentation, updating on the Phoenix project covering research so far and outlining the proposed 6 remote working principles, with an aim to encourage employers to sign up to these principles.

Following questions and discussion, it was agreed that an event to publicise the principles and encourage uptake would be welcomed.

It was agreed to include an update on the project in the next LEP Board report, and brief the LEP Chairman, with a view to presenting the project and principles to the NP11 and NO11 groups.

Support was also offered from the Chamber of Commerce, ICAEW and the Federation of Small Businesses, as well as an offer to link up with other growth hubs.

**Resolved:** that:

- i. support was given for an event on 25 November for LEPs. Business support organisations and growth hubs
- ii. the various offers of support be followed up outside the meeting

## **9. Any Other Business**

It was noted that Downtown in Business had not sent a representative to the meeting for some time.

It was agreed that Andrew would contact Downtown to check if they wanted to be involved.

There were two suggestions for two further Board members. Miranda and Andy agreed to speak to them before the December LEP Board meeting to confirm they would be interested in joining the Business Support Management Board, before they were presented to the LEP Board for approval.

**Resolved:**

- i) that Downtown in Business and the two suggested nominees be contacted before the LEP Board meeting on 08 December
- ii) that, if agreeable, the names of the two nominees be presented to the LEP Board for approval

**10. Date of Next Meeting**

The next meeting was scheduled for 10.30am on 11 February 2021.  
Venue/virtual details to be confirmed.

**11. Exclusion of the Press and Public**

At this point the Business Support Management Board approved that the meeting move into Part II, Private and Confidential, to consider the remaining agenda items as they contained information defined as confidential or exempt in accordance with the relevant paragraph of Part I to schedule 12A to the Local Government Act 1972 as set out in each report or presentation. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

**12. Growth Hub Bi-annual Report**

Andy Walker presented the report updating on the Growth Hub bi-annual report to be submitted to the Department for Business Energy and Industrial Strategy (BEIS).

It was noted that the current key challenges now are to continue to support businesses, principally focussed on survival, and re-grow demand for growth-orientated services as business become ready.

**Resolved:** that the report and information be noted.



## **LEP – Sub Committee**

### **LEP - Business Support Management Board**

**Private and Confidential: No**

**Date:** Thursday, 20 May 2021

### **Business Support Performance Overview of 20/21**

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

#### **Executive Summary**

This paper provides the Business Support Management Board with a high-level summary of delivery and performance for those publicly funded business support activities which attract central government funding.

Grant to the LEP for Growth Hub activity provides a contribution to a wider local funding pot which sustains Boost. This money was also used to part fund the Access to Finance Service, an integral element of the Boost offer.

In 20/21 this was extended to bring forward the delivery of Peer to Peer business cohorts, co-ordinated by Boost, but delivered by partners across the local business support eco-system.

The LEP also received funds from the Department for International Trade's Northern Powerhouse Team. These provide funding for post to support and work with foreign owned companies and more latterly, a co-ordination resource to maximise business access to trade support.

#### **Recommendation**

Business Support Management Board are recommended to note this report and accompanying presentation. This will form the basis of a formal return to BEIS submitted later in the year.

## **Background and Advice**

Lancashire is able to boast a significant, publicly funded business support offer which is well aligned with the regions strategic objectives, key sectors and ambition for growth. This support network is funded from a range of sources, complementing the private sectors offer locally and maximising engagement in national programmes.



Some elements of this funding are awarded via the LEP for specific purposes, these include Boost – Lancashire's Business Growth Hub, match funding for services like the Access to Finance team and earmarked funding from the Department of International Trade for posts to work with Foreign Owned Companies and to co-ordinate and focus trade support.

### **Boost achievements**

Boost – Lancashire's Business Growth Hub is part of a network of 38 English Growth Hubs which are generally co-terminus with their LEP geography. Boost was one of the first Growth Hubs to be established, partially filling the space left by Business Links, but without the equivalent level of resource.

Boost has now been operational since 2013 and typically has a budget of around £2m per annum to support business engagement, early stage support, and mentoring services. The majority of this resource has come from European Regional Development Funds, which typically have contributed between 60% and 50% of the annual budget. This is matched by local match from Lancashire County Council with a balance of around 12% coming from these BEIS/LEP funds. The remainder of BEIS LEP funds match aligned provision including the Access to Finance service delivered by The Growth Company and support for decarbonising businesses delivered by East Lancashire Chamber.

From June 2013 to the end of 2020, Boost has helped Lancashire businesses to create over 3,000 jobs, helped establish almost 1,000 new starts businesses and increased wages and profits in the local economy by more than £112million.

In the last financial year 2020/21, Boost has been at the centre of the local public sector response to the impacts of COVID-19 on business. From day one of the pandemic Boost dropped its focus on working predominantly with growth orientated businesses, and refocussed as a universal service, built around a social media campaign centred on the phrase #AskForHelp. In July this transition to new messaging #BoostYour Recovery, reflecting the opportunities which businesses were finding increasingly despite the COVID pandemic.

Over the year calls and emails to Growth Hub resulting in short advice and triage type activities doubled amounting to almost 3,000 individual pieces of business support, advice or signposting. Web traffic for 6 months of the year amounted 25,185 visits to the website compared with 12 month figure for the previous financial year 33,284.

In addition to general advice, the Growth Hub also received additional BEIS funding for COVID resilience work and tracking the local impact of BREXIT. This provision was commissioned across a breadth of local providers including Chambers of Commerce and local sector lead organisations.

Finally, Boost secured and distributed an additional £1.1million of COVID Business Adaptation grants within 9 months, supporting over 300 businesses.



## Peer to Peer Business Support Groups – A COVID Resilience Response

Midyear 21/22, the Department for Business Energy and Industrial Strategy brought forward plans to fund Peer to Peer business groups as a tool that had proved to be cost effective and impactful in terms of engagement and enduring business impact.

Boost bid into a competitive national pot and due to reticence on the part of many other Growth Hubs was able to secure funding for 30 cohorts of between 12 and 8 businesses. The lead organisations and groups included sector lead organisations, women only cohorts and geographically based groups. By year end, 31 cohorts had completed, covering 327 participants with a 97% satisfaction record.

### Access to finance service

BEIS growth hub funds are also used to provide match funding to the Lancashire Access to Finance team. The last 12 months have been particularly challenging for Lancashire's SME businesses due to the impact of the COVID-19 pandemic and subsequent lockdowns. This has impacted the way in which the Access to Finance Service has been able to engage with businesses, but despite this the team have worked with over 200 businesses supporting them with broad-ranging needs from cashflow management to assisting with funding applications. During this period Access to Finance Specialists have helped businesses to apply for over £9m of funding including Coronavirus Business Interruption Loans, Grants and Equity Investment.

BBLS		CBILS		Other		Totals	
No	£'s	No	£'s	No	£'s	No	£'s
25	£921,800	24	£3,885,000	24	£4,310,000	73	£9,116,800

The team have identified that there is a need for equity investment to fuel post pandemic growth and have introduced a new 'Equity Funding for Early Stage Businesses' to raise awareness. This has also included the development of a ground-breaking Early Stage Valuation tool which will help owners to better understand the value of their business and more confidently negotiate with investors.

Highlights also include support to Len Wright Salads (based in Tarleton, West Lancashire) which has created substantial jobs over the past 12 months and means that the team have delivered 246 new jobs against a contract target of 164.

### Inward Investment

The growth hub team also host two posts funded by the Department for International Trade and Investment. We have now had resource for a Key Account Manager for Foreign Owned companies for three years. This post supports a range of engagement with key investors providing monitoring and intelligence and identifies and facilitates new investment projects from Lancashire's international business community. In the



last year the officer responsible hit her target of supporting six new investments, which have already resulted in 300 new jobs and £30m of capital expenditure in the local economy.

The International Trade Manager post, funded via the same route, only assumed their duties in the last quarter of 20/21. Despite this, she is already making a significant difference to the planning, priorities and delivery of trade support services in Lancashire.



## **LEP – Sub Committee**

## **LEP - Business Support Management Board**

**Private and Confidential: No**

**Date:** Thursday, 20 May 2021

### **Board Membership**

Appendix A and B refer

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

### **Executive Summary**

At the previous two meetings of the Board, we have taken recommendations of new members to refresh the Board.

The Board agreed to approach Liz Tapner CEO of SELNET the social enterprise promotion and support agency for Lancashire and Damian Waters, Regional Director of the CBI North West. Short biographies are appended to this report at Appendix A.

Additionally, the terms of Reference for the Group needed to be updated to reflect the new chairperson and the representatives who have left – see Appendix B.

### **Recommendation**

It is recommended that the Business Support Management Board:

1. Formally recommend to the LEP Board that its membership should be extended to include Liz Tapner and Damian Waters.
2. That once the above decision is ratified, the Terms of Reference for the Group are updated to reflect recent changes.



### **Biographies – Recommended Additions to the Board**

#### **Liz Tapner**

##### **Social Enterprise Lancashire Network (SELNET) - Chief Executive Officer**

Liz is the driving force behind Selnet, Lancashire's professional network specialising in social enterprises connection, development, growth and impact. For over 15 years, Liz has developed Lancashire's social enterprise network into the major infrastructure organisation it is today.

Recognised as one of the UK's leading sector professionals, Liz has secured funded programmes to benefit and develop social enterprises and the wider Lancashire community, and then leads her team and partners to deliver compelling project goals. The value of the impactful contracts secured by Liz while in post at Selnet is estimated circa £22M, including:

- Building Better Opportunities – a major initiative to provide specialist support to people with multiple and complex barriers in life, overcoming them to move closer to employment.
- Dr!ve Lancashire – a programme of support specialising in the growth and development of new social entrepreneurs to established social enterprises
- Lancashire's Crisis Support Scheme – administering a long-term contract enabling delivery local partners to supply essential furniture and household appliances to people in critical need.

As Chief Executive, Liz ensures that Selnet's staff and partners deliver key social enterprise contracts, on time and on budget. With an active diverse board of Directors, comprised of 12 sector professionals, Liz enables network representatives to be active in Selnet's decision making and impact potential.

As a Chartered business adviser and mentor, Liz has extensive experience of business support programmes, specialising in finance and accounts.

Liz is well known in Lancashire as an advocate for the social enterprise sector and regularly undertakes speaking engagements and issues media articles to promote the work of the sector. From the development of this professional network, to securing multi-million-pound contracts that deliver significant social impact, Liz has been widely recognised as a UK sector leader, nationally acclaimed by Social Enterprise UK.

**Damian Waters** was appointed Regional Director of the CBI North West in January 2003 – prior to that Damian was Assistant Director for the CBI North West and North Wales. Between 2014 and 2017 Damian lead the CBI's national business development team.

He studied Business and Finance at the North East Wales Institute of Higher Education and the University of Central Lancashire, obtaining first an HND and then a BA (Hons). He has worked as an accountant for an oil refining company and a production manager for a manufacturing business in North Wales.

Damian is a member of the Liverpool City Region Professional Services Board, the United Utilities Customer Challenge Board, the Electricity North West CEO Advisory panel and the North West Productivity Forum. He has been Vice Chair of the Nuclear Network North and an Advisory Board Member of Gordon Brown's Joint Economic Council for the North West. For ten years he was Chair of Governors of Britain's largest primary school. As a Director of The Wild Media Foundation, Damian created and managed the Young Ambassador project.

He lives on the Wirral and is married to Úna. He has two children, Martin and Róisín. Damian owns a nature photography business; his images and articles have been published in magazines and books worldwide and he is a columnist for magazines in the UK.

**LANCASHIRE BUSINESS SUPPORT MANAGEMENT BOARD**  
**Governance Structure and Terms of Reference**

**Composition**

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the Business Support Management Board shall comprise a minimum of 4 members and a maximum of 10.
2. The Members of the Business Support Management Board shall be appointed by the Lancashire Enterprise Partnership and shall draw members be drawn from business, business representative organisations, business support providers and business finance specialists.
3. The proposed members of the Business Support Management Board, as at the date of adoption of these Terms of Reference, are as follows:

Mike Blackburn <b>(Chair)</b>	LEP Director
Gillian Bardin	Institute of Chartered Accountants in England and Wales (ICAEW)
Miranda Barker	East Lancashire Chamber of Commerce and LEP Director
Paul Foster	Federation of Small Business
Alan Welsh	North West Lancashire Chamber of Commerce
Frank McKenna	Downtown in Business Lancashire
Sue Smith	Centre of SME Development, UCLAN
Stuart Thomson	Lancashire IOD

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

4. The Business Support Management Board may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
5. When considering the appointment of additional members to the Business Support Management Board, perceived gaps in knowledge / experience, together with sectoral and geographical coverage will be taken into account.

**Chair and Deputy Chair**

6. The Lancashire Enterprise Partnership shall appoint the Chair.
7. The Chair shall not have a casting vote.
8. The Business Support Management Board may appoint one of its number to act as Deputy Chair ("Deputy Chair").

### **Quorum**

9. The quorum for Business Support Management Board meetings shall be 3
10. If within fifteen minutes from the time appointed for the holding of a Business Support Management Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

### **Secretary**

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Business Support Management Board.
12. The Secretary shall produce minutes of all meetings of the Business Support Management Board and will maintain a list of conflicts of interests. Future Business Support Management Board agendas will include a standard item requiring declarations to be made in relation to specific items of business.
13. The Secretary shall produce and maintain an action list of all outstanding Business Support Management Board matters, a copy of which shall be circulated to meetings of the Business Support Management Board.

### **Meeting Frequency**

14. The Business Support Management Board shall meet according to operational need.

### **Decisions in Writing**

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

### **Remit**

16. The Business Support Management Board's primary responsibility is to consider how business support activities are best aligned with the wider strategic and economic ambition across the LEP geography and make recommendations on the same to the relevant bodies. In doing so, the Business Support Management Board shall:
  - a. Develop and promote business support strategy, initiatives and programmes aligned with agreed priorities, as part of the LEP's Strategic Economic Plan;
  - b. Seek to co-ordinate and commission a publicly funded business support offer which is clear, fit for purpose and which complements both commercial and national offers.
  - c. Commission and maintain an evidence-base to help understand key business support demands in the LEP area;



- d. Identify and work with other LEP areas on business support issues of strategic and cross-boundary significance; and
- e. Advise on the deployment of business support funding directly accessed or influenced by the LEP and make best use of public investment in this policy area.

#### **Governance Relationship with the LEP**

- 17. The LEP is responsible for agreeing the Terms of Reference of the Business Support Management Board and has the power to vary the same.
- 18. The Business Support Management Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
- 19. Minutes of Business Support Management Board meetings shall be submitted to the LEP Board at the LEP's request and significant action points will be reported as part of a Chair's Update.
- 20. The Chair shall provide update reports to the LEP Board at the LEP's request.

#### **Relationship with Lancashire County Council**

- 21. Lancashire County Council shall provide administrative and legal support to the Business Support Management Board.
- 22. Lancashire County Council shall maintain an official record of the Business Support Management Board proceedings and a library of all formal Business Support Management Board documents.

#### **Publication of Papers**

- 23. The agendas and papers of the Business Support Management Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.



# Agenda Item 12

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# Agenda Item 13

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