

LEP - Joint Scrutiny Committee

**Wednesday, 24th March, 2021 held as a Zoom Virtual Meeting, at
2.00 pm**

(Also Webcast via the Lancashire County Council website)

Agenda

Part I (Open to press and public)

- 1. Appointment of Chairman for this meeting**
Sarah Kemp, LEP Chief Executive Officer to introduce.
- 2. Welcome and Apologies**
- 3. Declaration of Interests**
- 4. LEP Joint Scrutiny Committee - Terms of Reference** (Pages 1 - 8)
Report attached
- 5. Overview of the Lancashire Enterprise Partnership** (Pages 9 - 26)
Report and presentation attached.
- 6. Getting Building Fund - Allocation Process** (Pages 27 - 38)
Presentation attached.
- 7. Refresh of the Lancashire Skills and Employment Strategic Framework**
(Pages 39 - 48)
Report and presentation attached.
- 8. Boost Business Lancashire – Covid 19 Response** (Pages 49 - 54)
Report attached.
- 9. Date of Next Meeting**
TBC

LEP - Joint Scrutiny Committee

Private and Confidential: NO

Date: Wednesday, 24 March 2021

LEP Joint Scrutiny Committee - Terms of Reference

Report Author: Sarah Kemp, Chief Executive LEP
sarah.kemp@lancashirelep.gov.uk

Executive Summary

A Joint Scrutiny Committee has been established for the Lancashire Enterprise Partnership comprised of a nominated representatives from each of the Upper Tier Authorities and Districts Councils of Lancashire.

The Terms of Reference for the Joint Scrutiny Committee are set out for noting within this report.

Recommendation

The Members of the LEP Joint Scrutiny Committee are asked to note their Terms of Reference.

Background and Advice

National Framework Requirements for LEPs – Joint Scrutiny Committees

In January 2019 Government published a new National Local Growth Assurance Framework which applies to all Local Enterprise Partnerships in England.

The National Local Growth Assurance Framework is underpinned by "The Seven Principles of Public Life" (The Nolan Principles) and all LEPs should comply with the spirit of the principles.

One of the seven principles is regarding accountability and, as LEPs are considered to be utilising public funding, holders of public office (in this case the LEP) are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.



Scrutiny Arrangements – Requirement for LEPs

The National Framework states that LEPs should agree with their Accountable Body (Lancashire County Council) the appropriate scrutiny arrangements to ensure that decisions (taken by the LEP Board) have the necessary independent and external scrutiny in place.

In addition to any agreed internal scrutiny arrangements within the LEP, the LEP should participate in relevant Local Authority scrutiny arrangements to guarantee the effective and appropriate democratic scrutiny of their investment decisions. It has previously been agreed by the Leaders of Lancashire Local Authorities, to create a Joint Scrutiny Committee, comprised of all Local Authorities from the LEP area (Lancashire) and relevant representatives that can provide scrutiny from a business perspective, who meet to scrutinise and examine LEP decisions.

These arrangements will be clearly set out in the LEP Assurance Framework and on the LEP website and examined as part of an Annual Performance Review, carried out by the Communities and Local Growth Team; through this process, LEPs are monitored and regulated, ensuring compliance with Government requirements, as part of a moderation / regulation role.

LEP Scrutiny

LEP Scrutiny provides locally elected members, the opportunity to scrutinise the work of LEPs on behalf of the area's constituents. The principal purpose of Scrutiny is to influence the policies and decisions made in relation to the delivery of services undertaken using public funding, in this case by LEPs. A scrutiny committee should gather evidence on issues affecting local people and make recommendations to the LEP based on its findings. A scrutiny process provides an opportunity to investigate any issue which affects the local area or the area's inhabitants. However, effective scrutiny work relies on 'soft' influencing power, as the committee has no formal power to compel changes, but of course, the LEP Board welcomes the positive role scrutiny can play and intends to engage in the full spirit of partnership and collaboration.

For this reason, it is important to think about how the scrutiny process can be used to build a positive working relationship with those who are the subject of scrutiny's recommendations. To be effective, it should be seen in the role of a 'critical friend' to the LEP and it is important to identify areas where decisions could be improved and how to prevent any mistakes being made or repeated.

It is important to emphasise that the focus should be on forward thinking and making positive changes; such an approach will help to foster positive and constructive relationships between scrutiny, local councillors, LEP directors and officers. The purpose of scrutiny is ultimately to improve the lives of local people through improved public services.



Members of the LEP Joint Scrutiny Committee

At the time of writing this report, the following members have been confirmed by their respective authorities

Independent Private Sector Representative – To be confirmed
Blackpool Council – Councillor Paula Burdess
Blackburn with Darwen Borough Council – Councillor Zainab Rawat
Burnley Borough Council – Councillor Marcus Johnstone
Chorley Borough Council – Councillor Graham Dunn
Fylde Borough Council – Councillor Christopher Dixon
Hyndburn Borough Council – Councillor Glen Harrison
Lancashire County Council – County Councillor Cosima Towneley
Lancaster City Council – Councillor Dave Brookes
Pendle Borough Council – Councillor Mohammed Iqbal MBE
Preston City Council – To be confirmed
Ribble Valley Borough Council – To be confirmed
Rossendale Borough Council – Councillor Adrian Lythgoe
South Ribble Borough Council – Councillor James Flannery
West Lancashire Borough Council – Councillor Dave Evans
Wyre Council – Councillor Matthew Vincent

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. Members from council authorities (that operate with Executive Arrangements) cannot nominate Members of their Executive as members of the Joint Scrutiny Committee. 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 webcast broadcast.



LEP - Joint Scrutiny Committee

Private and Confidential: NO

Date: Wednesday, 24 March 2021

Overview of the Lancashire Enterprise Partnership
(Appendix 'A' refers)

Report Author: Sarah Kemp, Chief Executive LEP
sarah.kemp@lancashirelep.gov.uk

Executive Summary

This is the first meeting of the Joint Scrutiny Committee of the LEP and the Chief Executive presents a brief overview of the LEP, in order to set broader context for benefit of the new Committee

Recommendation

The Members of the Joint Scrutiny Committee are asked to note the presentation and raise any questions of clarification or additional information required.

Background and Advice

Please refer to Appendix A – Overview of the Lancashire LEP.

Lancashire LEP
Joint Scrutiny Committee
March 2021



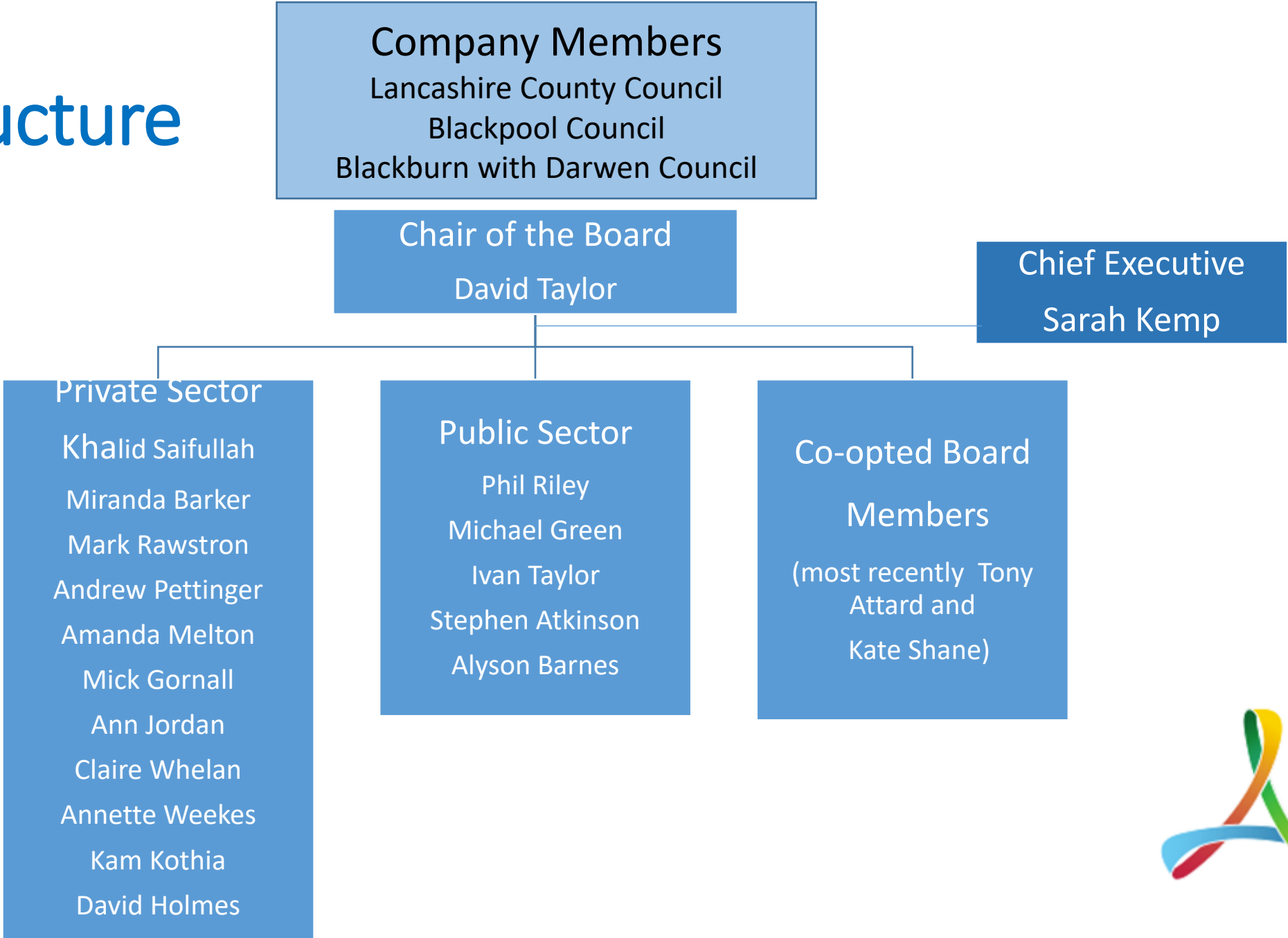
Lancashire
Enterprise Partnership

Local Enterprise Partnerships

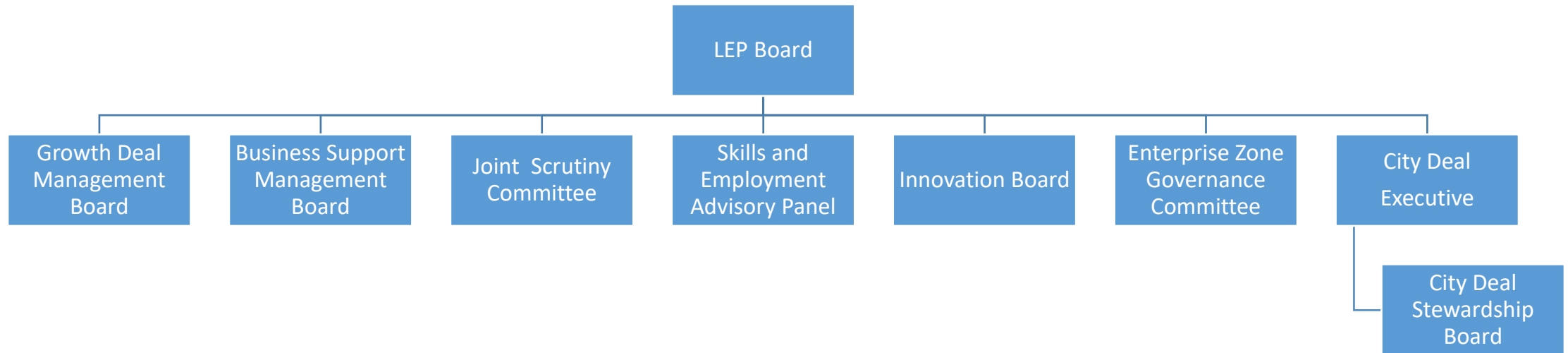


- LEPs are **business led** public-private partnerships
- entrusted with **public funds** and responsibilities to drive growth across England.
- as **legal entities** they are required to follow relevant legislation and governance arrangements which align to the model they adopt. (MCA or CA, a company limited by guarantee or a community interest partnership)
- **drive inclusive growth, increase prosperity and improve productivity**
- required to develop their own **Local Assurance Framework** based on Government requirements and guidance. Formally this guidance was provided through the LEP National Growth Assurance Framework.
- seek to drive growth at a **strategic economic geography**, through place-based and locally-controlled policies and funds.
- required to meet specific requirements on **governance, accountability and transparency arrangements**

LEP Structure



LEP Board Committees



Overview on Governance



Members

Articles of Association

Accountable Body Agreement

Partnership Delivery Framework

Company Law

National

National Assurance Framework

Annual Performance review

Peer to Peer Review

Programme monitoring

Deep Dives/Improvement Plans

Local

Local Assurance Framework

Accountable Body

Section 151 Officer

Audit

Chair/CEX Statements

Independent secretariat

Annual Conference

Role of local authority scrutiny

- National Growth Assurance Framework – agree with Accountable Body – independent and external scrutiny
- opportunity to scrutinise the work of the LEP on behalf of area constituents
- the focus should be on forward thinking and making positive changes
- Intent is to help foster positive and constructive relationships between scrutiny, local councillors, LEP directors and officers
- should gather evidence on issues affecting local people and make recommendations to the LEP
- provide the role of “critical friend” – identify areas where decision making can be improved
- purpose of scrutiny is ultimately to improve the lives of local people through improved public services.

Overview on Delivery



Strategy

Strategic Framework

Local Industrial Strategy

Internationalisation Strategy

Sector Plans

Innovation Strategy

Cultural Strategy

GLP IER (partnership)

Programme Management

Growth Deal £273m

Getting Building Fund £34.1m

Growing Places £19.3m

Partnership Delivery

BOOST Growth Hub

Skills and Employment Hub

City Deal

Enterprise Zones

Innovation

Regional Collaboration

NP11

LEP Network

NetZero North West

LEP Joint Scrutiny Committee March 21



Strategy

Strategic Framework

Local Industrial Strategy

Internationalisation Strategy

Sector Plans

Innovation Strategy

Cultural Strategy

Skills & Employment Framework - Refresh

Programme Management

Growth Deal £273m

Getting Building Fund £34.1m –the bid process

Growing Places £19.3m

Partnership Delivery

BOOST Growth Hub –Response to Covid

Skills and Employment Hub

City Deal

Enterprise Zones

Innovation

Regional Collaboration

NP11

LEP Network

What is the Strategic Economic Framework?

Developed by the Board of the LEP to shape the arena of drive economic growth and job creation

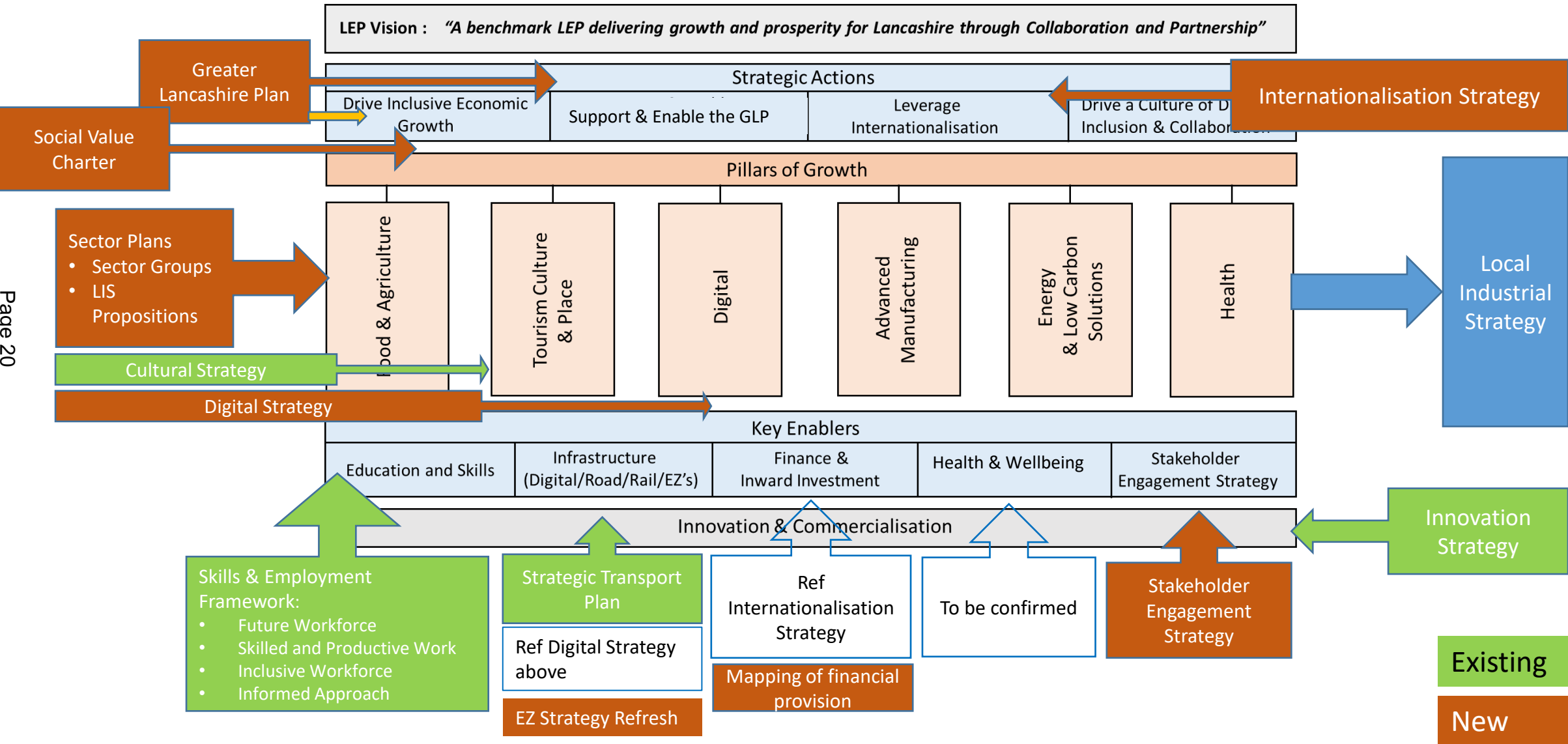
A system of inputs and outputs from which recommendations can be brought forward to achieve resilient and sustainable economic growth and job creation:

- Data and intelligence
- Alignment of stakeholder strategic objectives (e.g Tourism Growth Strategy)
- Strategic analysis, strategy development and strategies for economic growth
- Public and private sector investment
- Programmes of delivery and major projects
- Policy influence and determination
- Resources – shared capability and capacity
- Monitoring and evaluation
- Partnership working

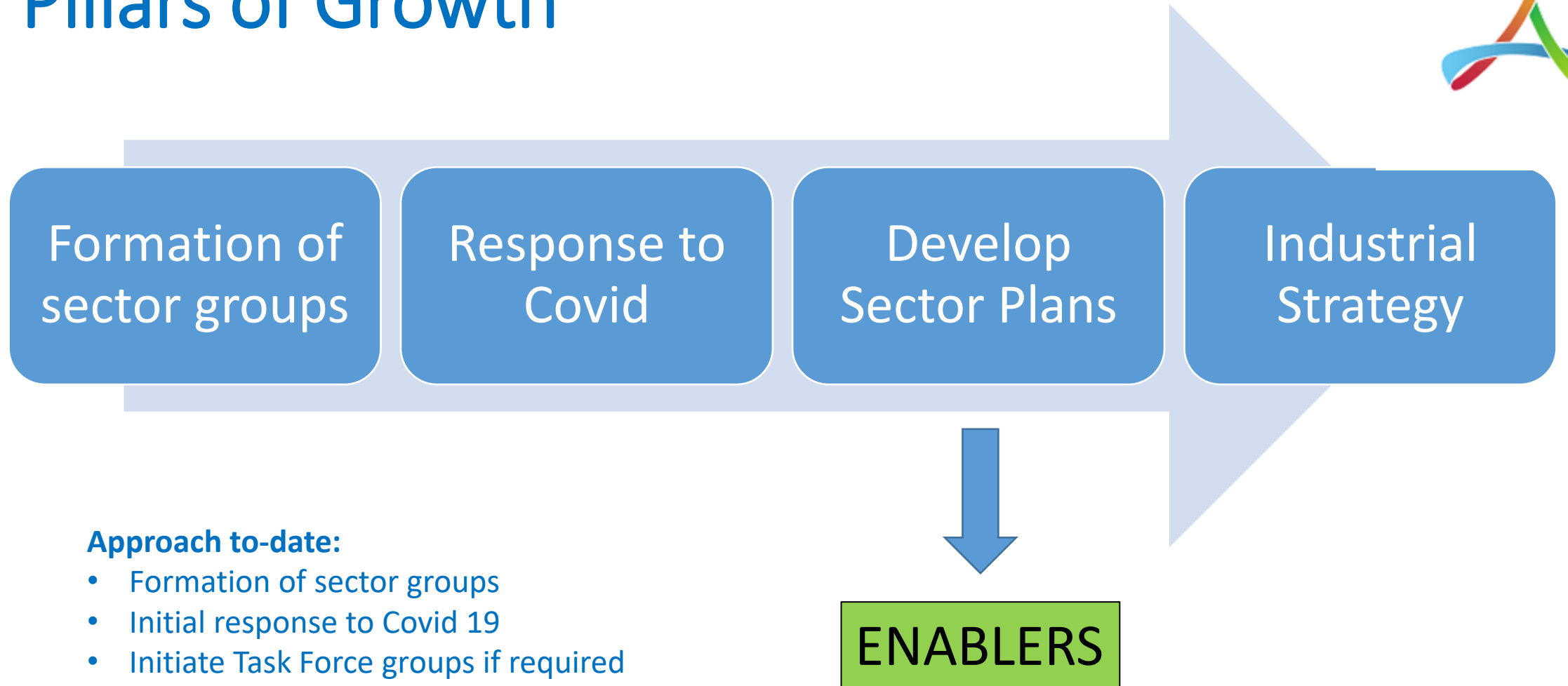


Development of the Framework – strategy elements in development

Page 20



Pillars of Growth

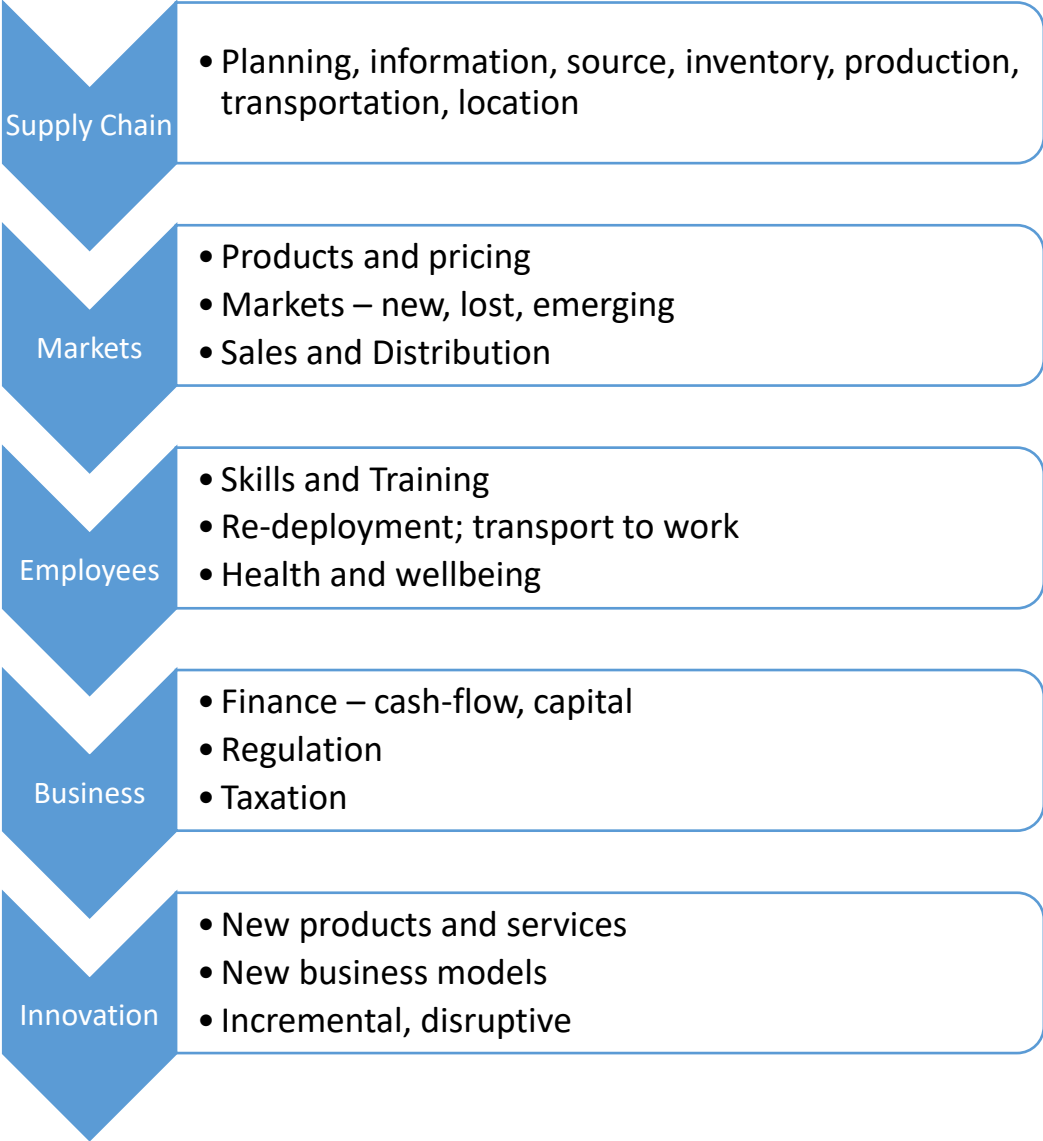


Approach to-date:

- Formation of sector groups
- Initial response to Covid 19
- Initiate Task Force groups if required

Response to Covid

What interventions are needed to address both the challenges and opportunities the sector faces?

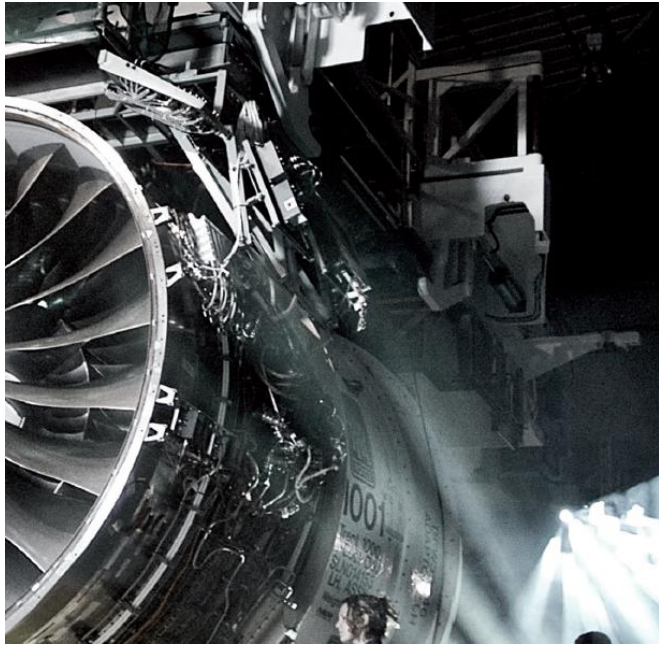


	Survival	Stabilisation	Recovery	Return to Growth
Challenges & Opportunities				
Define Success				
Implications for:				
Supply Chain				
Markets				
Employees				
Business				
Innovation				
Other				

What are the priorities, sequencing, and timing of these interventions?

Sector Groups

Sector	Chair	Current Burning Issues
MANUFACTURING Subgroups Aerospace	Annette Weekes MD PDS Engineering Claire Whelan	Loss of Employment Supply Chain BREXIT
DIGITAL	Kam Kothia – CEX Time2Technology Chair of Star Academy	Skills Investment Infrastructure
ENERGY AND LOW CARBON TECHNOLOGIES	Mick Gornall MD Cavendish Nuclear	National Policy Commercialisation of technology Skills
FOOD AND AGRICULTURE	David Hall Regional Director NFU	Embracing global opportunities Skills Agriculture Bill
HEALTH	StJohn Crean Pro VC Clinical UCLAN	
TOURISM, CULTURE PLACE	Kate Shane MD Merlin	Covid 19 Restrictions Loss of employment Cashflow



Aerospace Task Force

- Blue print for other sectors

Next steps

- Socialising with MPs and other key stakeholders
- Discussing the Plan with the Stakeholder group
- Develop the National campaign
- Convene partners to discuss implementation proposals



Lancashire Aerospace Task Force
Draft of a Scenario Based Delivery Plan
Wednesday 23rd September 2020



Looking ahead...responding to the big challenges



- Continuing impact of Covid 19 – Recovery and return to growth
- BREXIT – mitigating damage, embracing global opportunities
- Climate Change/Net Zero Carbon
- Productivity gap
- Devolution
- LEP Review
- Levelling Up and UK Shared Prosperity Funds

Forward Plan - suggestions



- Local Industrial Strategy
- Implementation of the Innovation Strategy
- Sector Plans – Energy and Low Carbon
 - Food and Agriculture
 - Digital
 - Health
 - Manufacturing
 - Tourism, Culture and Place
- Growing Places loan Fund
- Growth Deal



Lancashire
Enterprise Partnership

Lancashire Enterprise Partnership Joint Scrutiny Committee

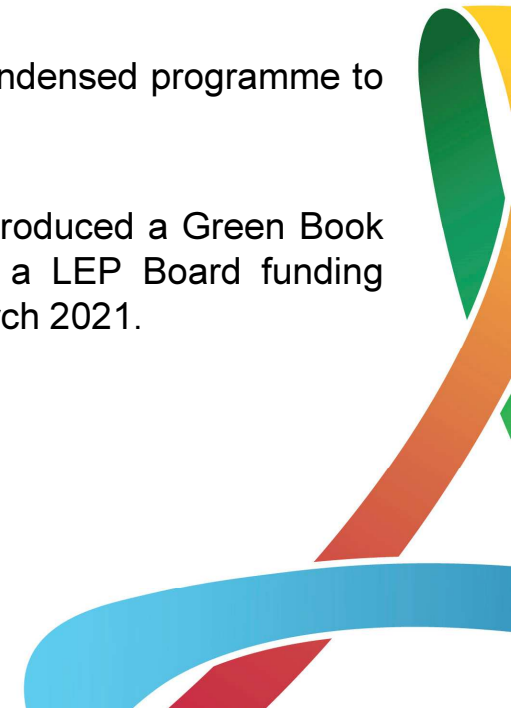
Getting Building Fund - Allocation Process

Anne-Marie Parkinson
Investments Programme Manager



BACKGROUND

- ❖ The Getting Building Fund (GBF) is a £900 million government programme to deliver jobs, skills and infrastructure across the country. This investment targeted areas facing the biggest economic challenges as a result of the pandemic. It is supporting the delivery of shovel-ready infrastructure projects to boost economic growth, and fuel local recovery and jobs.
- ❖ Lancashire secured **£34.1m** GBF in August 2020, which has been allocated to 10 projects. Total programme value **£111m** (GBF & Match).
- ❖ Allocations to projects were made against strict criteria set by government.
- ❖ Projects are required to fully defray their allocation by **31st March 2022** (condensed programme to reflect the nature of the call 'immediate response to the pandemic'.)
- ❖ In accordance with the LEP Assurance Framework, all ten projects have produced a Green Book Business Case, which has been independently appraised and received a LEP Board funding approval. Contracting is expected to complete for all schemes by end of March 2021.
- ❖ By 2025 the programme is expected to bring to Lancashire's Economy:
 - ❖ 1500 Jobs
 - ❖ 1000 Housing
 - ❖ 40,000 sqm Commercial Floor space



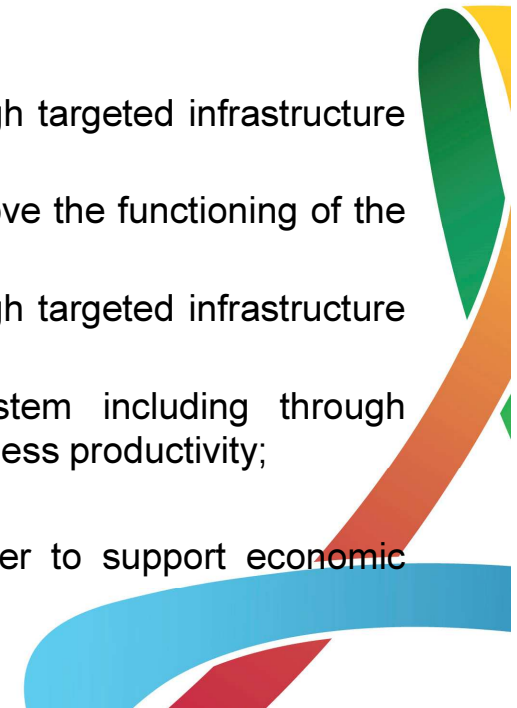


INVITATION

- ❖ 10th June 2020 Secretary of State, wrote to all MCA, LEP Chairs, LA Leaders, LA CEOs requesting information on **existing** Government funded projects which could be accelerated using additional government funds to stimulate demand and the economy, over the next 18 months. It was advised they would also consider exceptional, **new / additional** shovel-ready capital projects which could be delivered within 18 months.

FUNDING CRITERIA

- ❖ Projects were required to be deliverable by March 2022, addressing the objectives and priorities as detailed below, offering VFM:
- ❖ Objective 1 - Driving up economic growth and jobs
- ❖ Objective 2 - Supporting green recovery
 - ❖ Priority Interest Area 1 - Town and city centre modernisation through targeted infrastructure investments unleashing their longer-term economic potential;
 - ❖ Priority Interest Area 2 - Investment in physical connectivity to improve the functioning of the local economy;
 - ❖ Priority Interest Area 3 - Town and city centre modernisation through targeted infrastructure investments unleashing their longer-term economic potential;
 - ❖ Priority Investment Area 4 - Investment in innovation ecosystem including through improvements to research and development facilities driving up business productivity;
 - ❖ Priority Investment Area 5 - Improvements to human capital;
 - ❖ Priority Investment Area 6 - Improving digital connectivity, in order to support economic performance, particularly in more isolated areas.'





PROCESS

- ❖ It was requested that LEP's and MCA complete a template, containing projects from across Lancashire which met the criteria. This 'call' for projects was made with no appreciation of the level of funds which may become available. The template was very high level with limited information. The deadline for completion was 18th June 2020 (one week).

- ❖ 10th - 15th June 2020 – The LEP re-circulated the request from the SoS to organisations, with a deadline for the return of the template for any projects they wish to be considered to the LEP by 16th - 17th June 2020. The correspondence clearly highlighted the requirement to meet the criteria of the call.

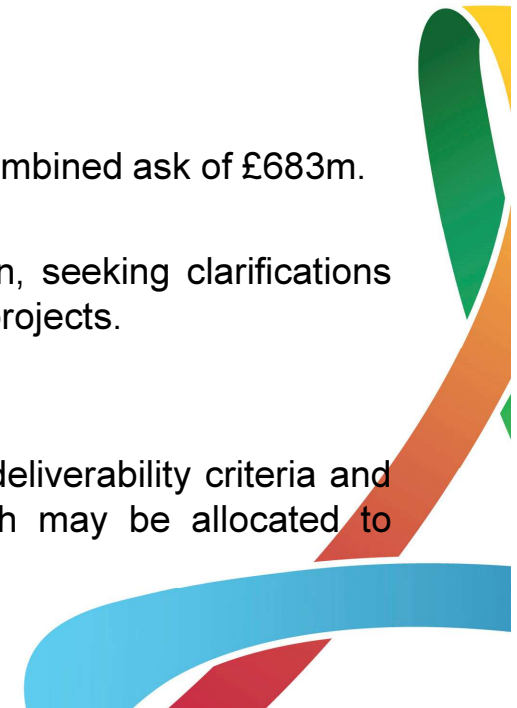
- ❖ 16th June 2020 – The LEP sent a reminder to organisations re the deadline.

- ❖ 17th June 2020 – 27 organisations submitted a total of 72 projects, with a combined ask of £683m.

- ❖ 17th - 18th June 2020 – LEP Officers appraised each project submission, seeking clarifications where required from organisations, collating the master template of the 72 projects.

PRIORITISATION

- ❖ Government requested LEPs prioritise the projects which could meet the deliverability criteria and objectives – again without any appreciation of the level of funds which may be allocated to Lancashire.

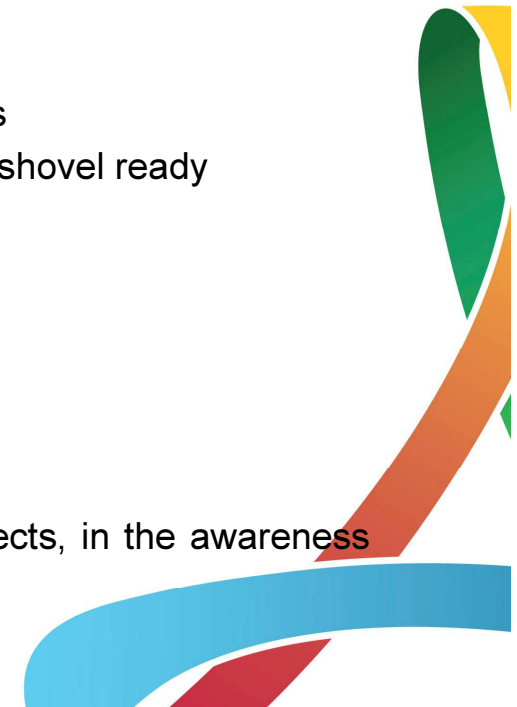




- ❖ LEP Officers prioritised 16 of the 72 projects against the criteria below, in consideration of clarifications and information provided by the applicant:
 - ❖ Deliverable by March 2022 (planning, funding, risks, delivery partners, state aid etc)
 - ❖ Delivered against Objective 1 and / or Objective 2
 - ❖ Deliverable against which of the 6 Priority Interest Area/s
 - ❖ Provided VFM, in line with the LEP Assurance Framework.

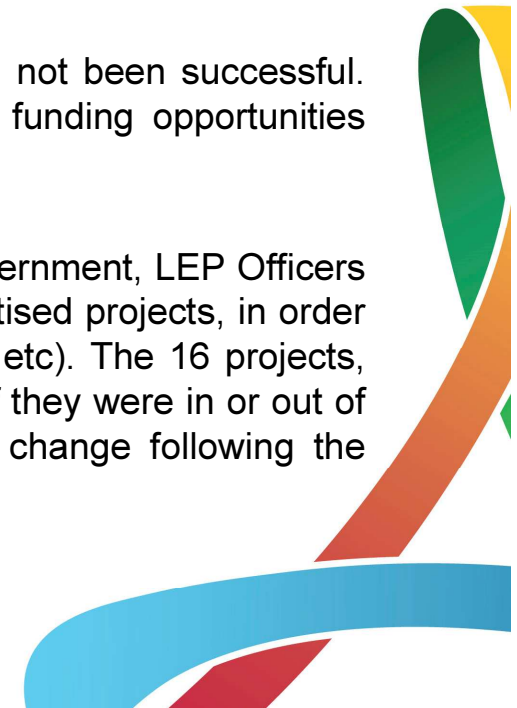
- ❖ In terms of reasons why projects were not prioritised, it was a combination of projects either not meeting the Objectives for the call, or that they were unable to demonstrate that the project was deliverable by March 2022. Examples of deliverability issues included:
 - ❖ Large or complex projects which had lengthy lead in and/or funding tails
 - ❖ Gaps in delivery information, which following clarification identified, not shovel ready
 - ❖ Complex delivery arrangements
 - ❖ State Aid and Security Matters
 - ❖ Match Funding not secured
 - ❖ Significant risks (Planning, CPO, land acquisition etc)
 - ❖ Did not offer VFM, as defined in the Assurance Framework

- ❖ A number of organisations advised they wanted to submit all potential projects, in the awareness that they did not fully reflect the call, and unlikely to be successful.



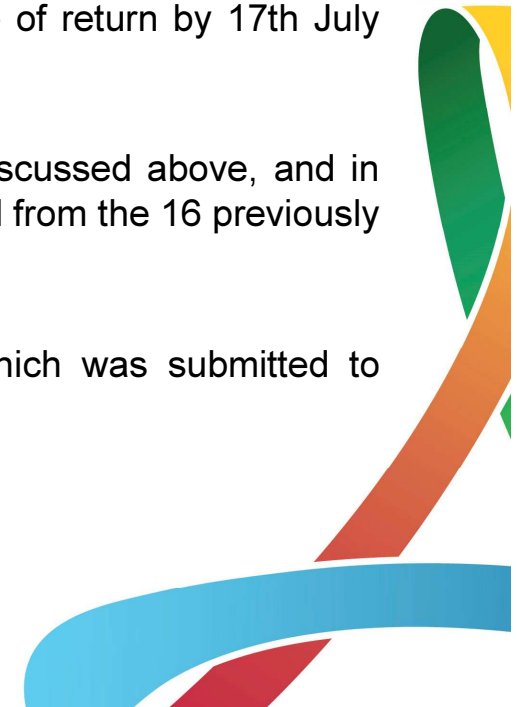


- ❖ 18th June 2020 – LEP CEO gained approval from LEP Board and S151 to submit the combined template, which contained the 72 projects. As requested by government, 16 projects with a combined ask of £62m, were identified within the template as prioritised, having met the core criteria for the call as detailed previously.
- ❖ 2nd July 2020 – Secretary of State notified MPs and the LEP that £34.1m had been allocated to Lancashire. Government advised a further template would be provided for completion, which should only contain those prioritised projects which could fully demonstrate deliverability, including delivery of outputs, ***within the scope*** of the allocation for Lancashire.
- ❖ Projects which were not previously prioritised, were informed that they had not been successful. These projects would remain in the LEP pipeline in anticipation of future funding opportunities suited to their project.
- ❖ 2nd – 10th July 2020 – In anticipation of receipt of the 2nd template from government, LEP Officers arranged detailed assurance meetings with the organisations of the 16 prioritised projects, in order to understand the projects in greater detail (deliverability / strategic fit/ risk etc). The 16 projects, which equated to an ask of £62m, were advised based on current findings, if they were in or out of scope of the £34.1m funding envelope. It was advised this ranking may change following the assurance meetings and subsequent information was provided.





- ❖ Following the assurance meetings, organisations were required to provide; Project Milestones, Output Profile, Expenditure Profile, State Aid, Security, Match Funding, Risk identification and other project specific information i.e. planning status - as these elements are required to ensure the call criteria can be met. The outcome of these discussions, as we drilled down against the criteria, resulted in changes to the ranking of 16 projects.
- ❖ Organisations, were made aware of next steps should they be successful in securing an allocation.
- ❖ 8th July 2020 – Government provided the further template with a deadline of return by 17th July 2020.
- ❖ 17th July 2020 – Following completion of the assurance undertaken as discussed above, and in consultation with the LEP Board and Government, 10 projects were selected from the 16 previously prioritised, equating to the £34.10m allocation.
- ❖ 17th July 2020 – The LEP Board and S151 approved the template, which was submitted to government.



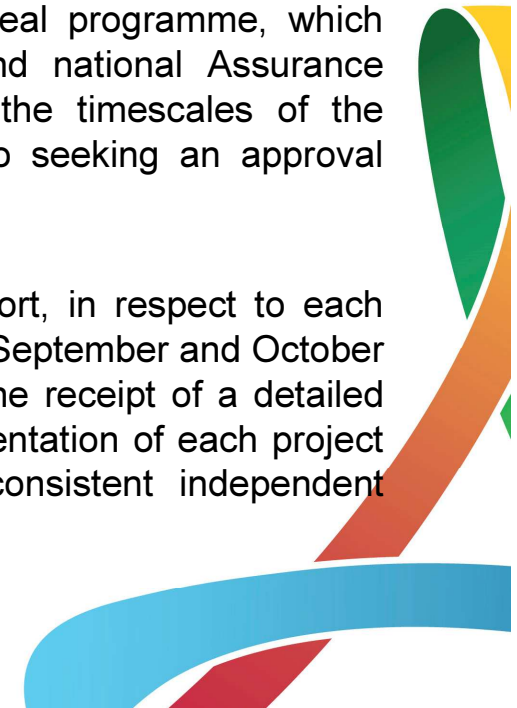


APPROVAL

- ❖ 4th August 2020 – Formal announcement from government detailing which projects had received funding. This reflected the submitted template. Projects which received an allocation were contacted to progress the next steps as follows:
 - ❖ Produce a 5 case green book business case
 - ❖ Independent assurance of the business case
 - ❖ Seek LEP Board Funding Approval
 - ❖ Complete contracting in the form of a Grant Funding Agreement (GFA)

- ❖ The steps as detailed above, follow those undertaken in the Growth Deal programme, which provide a consistent and transparent process, compliant with local and national Assurance Frameworks, as verified by government. The only exception, due to the timescales of the programme, was presentation directly to the LEP Board, as opposed to seeking an approval recommendation from the LEP Sub-Committee (GDMB) to the LEP Board.

- ❖ LEP Board Approval – Upon receipt of the Independent Assurance Report, in respect to each project business case, two special meetings of the LEP Board were held in September and October 2020, to seek GBF funding approvals for the 10 projects. In addition to the receipt of a detailed approval report for each project, Members were also provided with a presentation of each project from the applicant organisation. All 10 projects followed the same consistent independent transparent process.

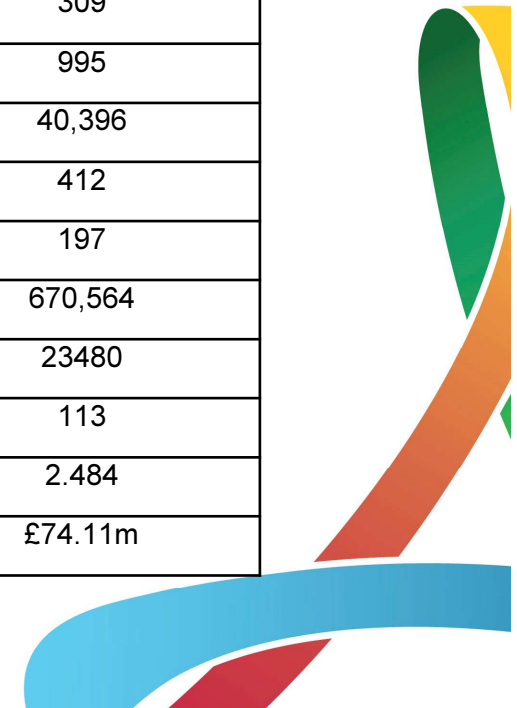


PROJECT STATUS

- ❖ 10 projects have received LEP Board funding approval
- ❖ 1 project has completed contracting (GFA), remaining 9 expected by end of March 2021
- ❖ 6 projects have commenced physical works
- ❖ No issues reported on schemes in terms of delivery at this stage

EXPECTED OUTPUTS

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)	23480
New super/ultrafast broadband connections	113
Roads, cycle lanes and walk ways maintained and built (km)	2.484
Other Investment £m	£74.11m

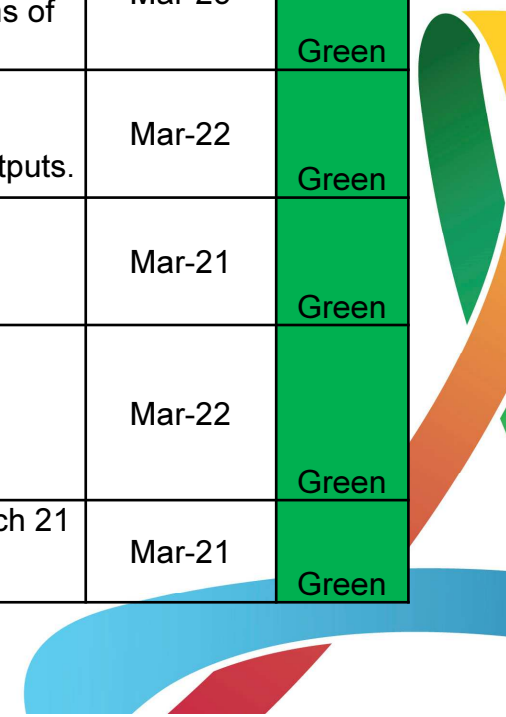




RISK

- ❖ The Getting Building Fund feeds into the LEP Operational Risk Register, which is presented to the LEP Board at each meeting. As a minimum risks are reviewed on a quarterly basis by the LEP Programme Manager, or more frequently if relevant. In addition, each project also maintains a Risk Register, as a key component of the business case development, and an on-going reporting requirements to the LEP with each quarterly claim / reporting. At a programme level current risk include:

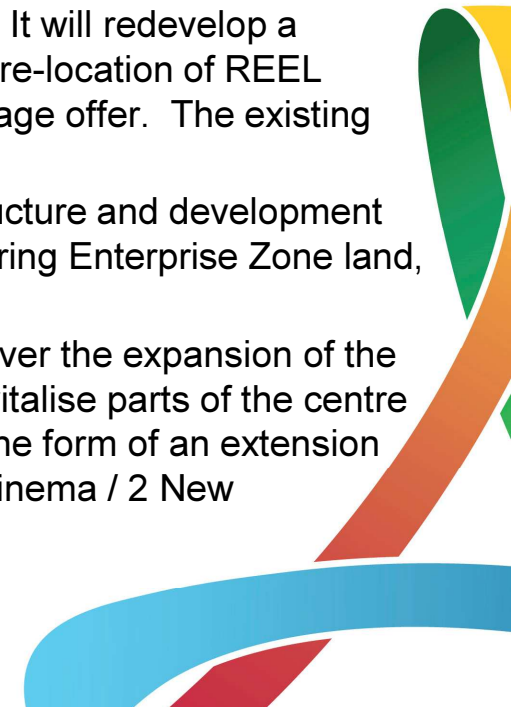
Risk Description	Actions	Target Date	RAG
Failure to deliver the contracted targets (expenditure / outputs)	On-going monitoring, Members Direction, Bring forward projects which address gaps in performance, Change control measurers. Use of Accountable Body Freedom and Flexibilities, in terms of spend slippage post March 2022.	Mar-25	Green
COVID-19 Impact	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.	Mar-22	Green
Subsidy Control (previously state aid)	Continue discussions with CLG and LCC colleagues as Accountable body to identify requirements, to ensure compliance.	Mar-21	Green
Unable to attract future funding opportunities re lack of performance	Clear Strategic Pipeline Proactive approach to PR Communication Opportunities MP Engagement Collation of case studies	Mar-22	Green
Complete contracting (GFA) for all schemes	Contracting is expected to be completed by the end of March 21 for the remaining schemes.	Mar-21	Green





GETTING BUILDING FUND PROJECTS

- ❖ ***Abingdon Street Market (Blackpool £3.634m)*** - Abingdon Street indoor market, has declined significantly in recent years, will have a new and rejuvenated retail and service offer which will address the needs and demands of residents and visitors. It will provide a modern experience at the heart, contributing to the growth and sustainability of the town centre.
- ❖ ***Alker Lane (Chorley £2.250m)*** - Will provide much needed new commercial floorspace comprised of affordable office accommodation and new industrial units. Directed towards scale ups, start-ups and new businesses promoting inward investment into Chorley. The development will provide invaluable accommodation and digital connectivity improvements for businesses in the town centre looking to grow.
- ❖ ***Burnley Pioneer Place Retail/Leisure Development (Burnley £3.681m)*** - 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.
- ❖ ***Hillhouse International Park (Wyre - £0.504m)***- Provide essential infrastructure and development works to enable the extension of the Hillhouse Business Park into neighbouring Enterprise Zone land, to deliver a new secure Business Park, Hillhouse International.
- ❖ ***Houndshill Extension Scheme (Blackpool - £5.00m)***- The project will deliver the expansion of the Houndshill Shopping Centre. The aim of the project is to re-purpose and revitalise parts of the centre through the delivery of a currently stalled leisure and retail development in the form of an extension to the HSC. The mixed use development comprises: 9 Screen Imax Style Cinema / 2 New Restaurants / relocated Wilko Store.





- ❖ **Lancashire Centre for Alternative Technologies – RedCAT (Pan-Lancs £1.500m)**– Work with a first tranche of 6 Lancashire Low Carbon technology innovators, to take their technologies through the commercialisation process, securing for each, a long term consortia of funders to support the development of their technology through the latter stages of development, demonstration, promotion, manufacturing and sale.
- ❖ **Low Carbon Demonstrator - AMRC (Samlesbury EZ £2.500m)** - The project will demonstrate retrofittable smart building technologies, showcasing them within the fabric of the building. Providing access for manufacturers to evaluate and consider adoption in their own factory, reducing the cost of ownership and carbon footprint. The project works in collaboration with RedCAT and the Clean Energy Technology Park to create a local ecosystem of innovation, developing new low carbon energy technologies.
- ❖ **Project Neptune (Wyre £4.030m)** - The first phase of a transformational mixed use development of Fleetwood Docks. This first phase includes the development of a modern purpose built Fish 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 Fish Park development will safeguard local jobs and allow new and existing SME businesses to grow.
- ❖ **M55 St Anne's Link Road (Fylde £5.790m)** - 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.
- ❖ **Tatton (Chorley £5.210m)** – The scheme will deliver assisted living 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.



LEP - Joint Scrutiny Committee

Private and Confidential: NO

Date: Wednesday, 24 March 2021

Refresh of the Lancashire Skills and Employment Strategic Framework
(Appendix 'A' refers)

Report Author: Dr Michele Lawty-Jones, Michele.Lawty-Jones@lancashirelep.co.uk

Executive Summary

The appended slides provide the background to the development of the first evidence based Lancashire Skills and Employment Strategic Framework 2016-20, which was published in February 2016 and developed in consultation with employers, providers, local authorities and stakeholders.

The slides outline a number of the achievements to-date against the original framework, and the process undertaken to refresh the framework as it came to the end of its lifetime. As per the slides, it was agreed to refresh the framework for a one year period, taking into account the evolving impact of the pandemic on employment and skills, and the evolving LEP Sector Groups, Lancashire Industrial Strategy and Greater Lancashire Plan.

The slides set out the process undertaken, including the review of Labour Market Intelligence (LMI) and consultation with stakeholders, approval by the LEP Board and publication of the refreshed Lancashire Skills and Employment Strategic Framework in January 2021. The author will present the slides at the committee meeting and will welcome observations in regard to the process undertaken to refresh the framework.

Recommendation

The LEP Joint Scrutiny Committee is asked to note the content of the slides, as attached in Appendix 'A', and reflect on the presentation at the meeting and process undertaken to refresh the Lancashire Skills and Employment Strategic Framework for 2021.

Background and Advice

Please refer to the slide pack in the Appendix, which will be presented at the committee meeting.



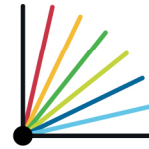
List of Background Papers

Paper	Date	Contact/Tel
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N/A

Reason for inclusion in Part II, if appropriate

N/A



**LANCASHIRE SKILLS
& EMPLOYMENT HUB**

LEP Scrutiny Committee – March 2021

Refresh of the Lancashire Skills and Employment Strategic Framework

**Dr Michele Lawty-Jones, Director, Lancashire Skills
and Employment Hub**



Background



- The Lancashire Skills & Employment Board was established shortly after the formation of the LEP
- The Lancashire Skills & Employment Hub was set up in 2015 to provide executive capacity to the board
- Agreed that we needed an evidence based skills strategy for Lancashire
- Commissioned an evidence base and a range of sector studies
- Undertook consultation: employers, providers and stakeholders
- The Lancashire Skills & Employment Strategic Framework 2016-20 was published in February 2016
- Four key themes: Future Workforce, Skilled and Productive Workforce, Inclusive Workforce, Informed Approach

Background

- The Lancashire Skills & Employment Board & Hub support the work of the LEP and Lancashire Leaders, with a nominated leader and council CEO
- Membership also includes: universities, colleges, independent training provider, third sector, school and industry representatives:
<https://www.lancashireskillshub.co.uk/our-people/the-board/>
- Evolved to the Lancashire Skills & Employment Advisory Panel (SAP) in 2018, in-line with national guidance from the Department for Education (DfE) and the establishment of SAPs

Refresh for 2021

- Much achieved since the publication of the first framework:
 - Open source Labour Market Intelligence Toolkit
 - Award winning Careers Hub / Enterprise Adviser Network
 - First Digital Skills Partnership in the country
 - £30m Growth Deal Skills Capital invested in the learning infrastructure
 - £98m of European Social Funds allocated to projects
 - strategic oversight, partnership approach (Lancashire Skills Escalator & Escalate)
 - Lancashire Skills Pledge

Refresh for 2021

- Pragmatic approach – one year refresh for 2021, rather than a 5 year document
 - Impact of the pandemic only beginning to be understood
 - Development of the Strategic Economic Framework (SEF), Local Industrial Strategy (LIS) and output from the Sector Groups
 - Development of Greater Lancashire Plan (GLP)
 - DfE requirement of Local Skills Reports from SAPs countrywide
- Feed into the SEF, LIS and GLP and refresh accordingly come 2022
- Align with statutory requirements of the DfE

Refresh for 2021: Process

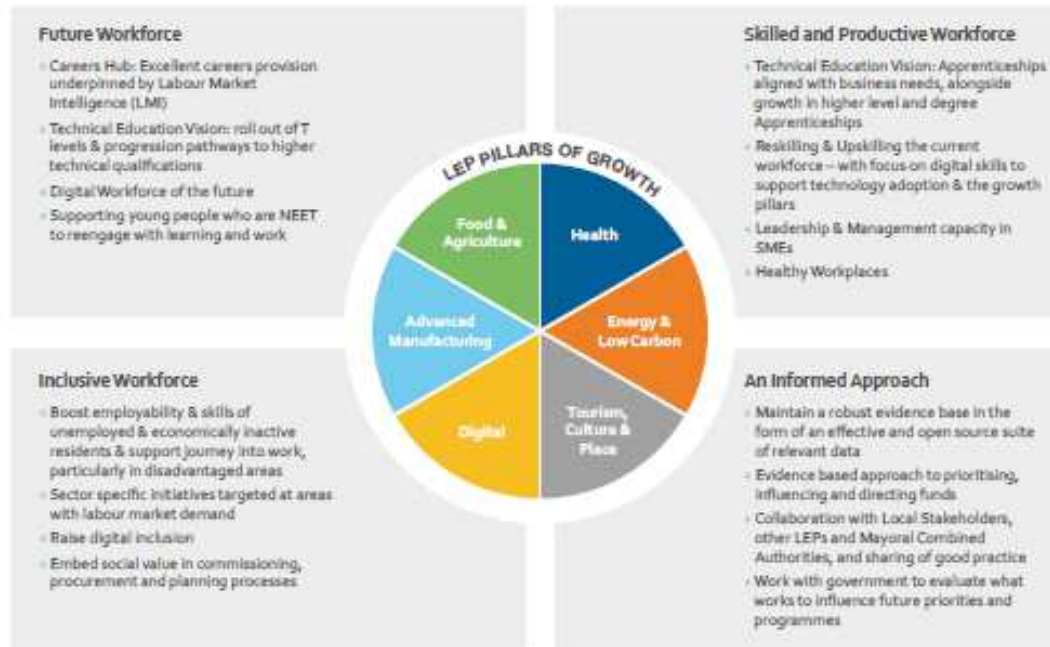
- Summer 2020: updated evidence base / reviewed relevant government policy
- Summer 2020: Identification of priorities and objectives, building on previous Framework
- Autumn Consultation:
 - Two online events with over 50 employers, providers and stakeholders
 - Meetings with the 15 CEOs/senior teams of the councils
 - Meeting with each of the 4 university vice chancellors/senior teams
 - Session with LEP directors
- Presented at LEP Board in December for final approval
- Professionally published in January 2021:
<https://www.lancashireskillshub.co.uk/strategies/strategic-framework/>

Strategic Skills & Employment Framework



LANCASHIRE SKILLS & EMPLOYMENT HUB

Purpose: An enabler of the LEP's Strategic Economic Framework and the Greater Lancashire Plan, the Lancashire Skills and Employment Strategic Framework aims to build a talent pipeline aligned with the needs of the economy, boost the skills of our people to enhance productivity and drive an inclusive workforce in partnership with businesses, providers and stakeholders.





LEP - Joint Scrutiny Committee

Private and Confidential: No

Date: Wednesday, 24 March 2021

Boost Business Lancashire – Covid 19 Response

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

Executive Summary

Boost is Lancashire's Business Growth Hub and sits at the heart of the business support landscape within the Lancashire LEP area.

Boost delivers around £2.5m worth of business support activity each year, supported by European Regional Development Fund grant (60%), Lancashire County Council funding (30%) and variable grants from the Department for Business Energy and Industrial strategy (10%).

The Growth Hub delivers the largest volume of publicly funded business support activity in the area working with around 1,000 each year.

This report provides some detail on the operation of Boost and in particular, how Boost has responded to support businesses impacted by the COVID 19 pandemic.

Recommendation

The LEP Joint Scrutiny Committee are asked to note this report and presentation.

Background and Advice

Boost, the Business Growth Hub for Lancashire is one of 38 such organisations across England. Growth Hubs are local public/private sector partnerships led by the Local Enterprise Partnerships (LEPs). They join up national and local business support to make it easier for businesses to find the help they need.

Boost was formed in 2013 and since then has helped over 8,000 businesses. Boost operates using a combination of direct help for businesses and signposting to appropriate local and national sources of business support. It is resourced through a combination of ERDF, BEIS and Lancashire County Council funding, with an annual budget of around £2.5 million. Since its inception Boost has helped to launch over



800 new businesses and to create over 3,000 new jobs, whilst adding over £100million to the Lancashire economy.

Boost's direct services include:

- **Business Relationship Management** - matching businesses with the support they need;
- **Flying Start** - providing support for new, young and growing small businesses;
- **Growth Mentoring** - matching less experienced SMEs with experienced business mentors;
- **Boost Bespoke** - focussing on Scale Up businesses and those with the greatest growth potential;
- **Boost Marketing** - promoting the Boost services to the Lancashire business community and engaging with those companies and individuals who have not previously used Boost support.

In 2020 a new initiative – **Peer Networks**, was introduced, joining up groups of businesses to provide mutual support and learning.

In a normal year, Boost will typically support around 900 businesses with medium to high intensity support and around 1,000 businesses with light touch signposting and information.

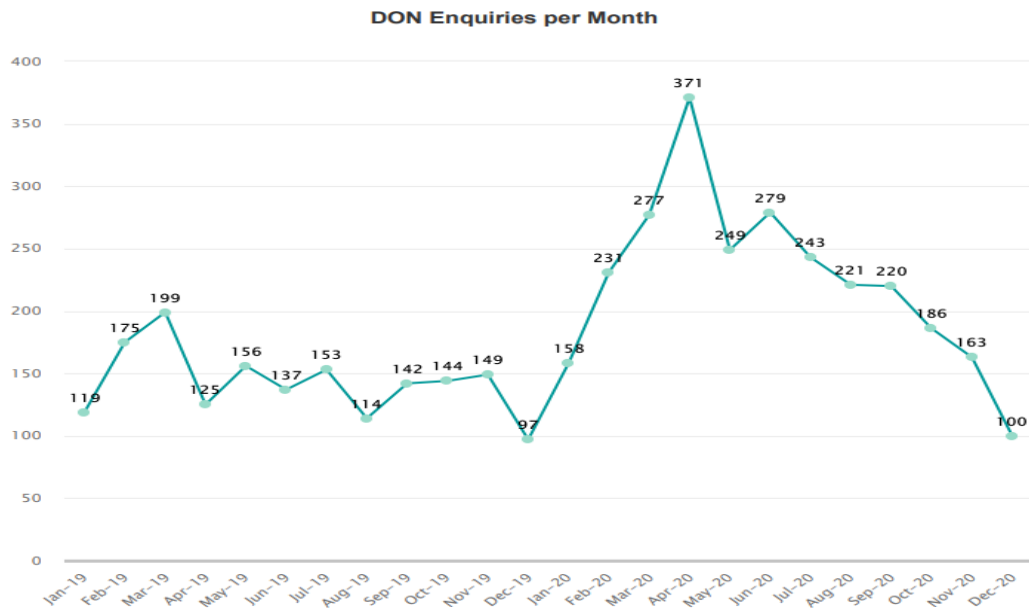
Boost's Response to the Covid Pandemic

The past 12 months have been unprecedented in the history of business support in Lancashire, and Boost has been at the forefront of the County's economic response to the Covid pandemic.

In terms of Growth Hub delivery, there have had to be substantial changes due to the disruption to business brought about by the Covid-19 outbreak. In particular there was the need to provide an urgent response to the wide range of issues faced by local businesses caused by the national lockdown, from cash flow problems to supply chain disruption.

The need for social distancing from March onwards brought about a rapid switch to the online delivery of services, with use made in particular of platforms such as Zoom and Microsoft Teams to deliver both one to one support and group webinars on a wide range of subject areas.

Initially a significant effort was devoted to signposting businesses to the various national offers and support schemes announced by HMG and the local support via the local authorities. This included support for businesses in understanding and interpreting the various offers, and help in accessing the range of financial support that was put in place. Support with cash flow, accessing short-term capital and help with supply chains formed the bulk of the work during this period. The following graph shows the impact of the Covid-19 outbreak on demand for Growth Hub services:



Much of Boost’s funding is conditional and brings with it certain eligibility criteria regarding the types of businesses that can be supported. A decision was taken early on in the pandemic that no business would be turned away, regardless of funding eligibility, with the intention that a reconciliation exercise would be carried out in the latter part of the financial year, in order to match businesses supported with the funding streams available.

At the outset, there was the need to rapidly re-focus the activities of the Growth Hub in response to the Covid-19 outbreak and the national lockdown. We launched an **#AskForHelp** campaign, which supported Lancashire business owners through the coronavirus pandemic.

#AskForHelp transformed Boost into a support service for worried business owners and managers. The campaign was rolled out within a week, launched on the first day of the UK’s national lockdown in March and has since helped more than 7,000 people by utilising Boost’s helpline and online channels to manage the initial impact of coronavirus on their business operations.

Once the initial shock of the national lockdown had been absorbed, Boost launched a new campaign of support to help Lancashire businesses map out their long-term recovery from the coronavirus pandemic. In the period July-September, with many Lancashire businesses more looking towards recovery, Boost launched its **#BoostYourRecovery** initiative. The campaign was made available to all Lancashire businesses to help them understand the key challenges and opportunities in the current situation and develop a strategy for bouncing back.

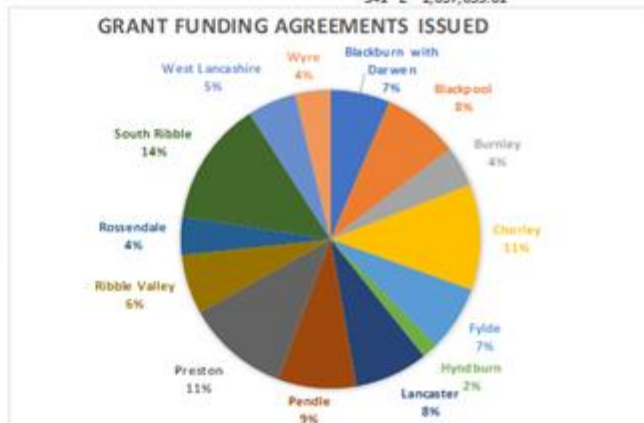
The support included webinars, video content, online coaching, peer learning, tips, other tools and advice focused on key aspects of recovery from coronavirus. A new Recovery Hub was launched on the Boost website supported by Boost’s Helpline for advice.



The Tiered Restrictions from September 2020 and then the second national lockdown in December brought about renewed urgency to support those businesses most acutely affected. A new grant regime was introduced, offering financial support for businesses to adapt and reposition themselves to a post-pandemic environment, and this has helped 341 local businesses.

Area	Projects	Grant	Percent
Blackburn with Darwen	22	£ 71,982.45	7%
Blackpool	28	£ 95,068.37	9%
Burnley	15	£ 50,381.75	5%
Chorley	39	£ 112,568.57	11%
Fylde	24	£ 95,364.23	9%
Hyndburn	6	£ 16,528.17	2%
Lancaster	27	£ 98,589.61	9%
Pendle	29	£ 81,780.58	8%
Preston	38	£ 108,079.21	10%
Ribble Valley	22	£ 64,789.01	6%
Rossendale	14	£ 41,393.85	4%
South Ribble	46	£ 126,341.27	12%
West Lancashire	18	£ 53,152.54	5%
Wyre	13	£ 41,636.00	4%
	341	£ 1,057,655.61	

	Projects	Grant	Percent
Boost Your Recovery Grant	254	£ 684,212.40	65%
Kickstart Tourism Lancashire Grant	87	£ 373,443.21	35%
	341	£ 1,057,655.61	



Over the whole of the past year Boost has worked closely with Lancashire Local Authorities, to ensure that no businesses missed out on eligible support.

To provide additional support to help business weather the pressures placed on their operations by the pandemic, in late 2020 we introduced a new resilience programme to help business managers to deal with the many challenges they are facing.

Resilience Networks offers Lancashire business owners and managers a range of different support options delivered by some of Lancashire's most renowned private sector providers. They all focus on building resilience and include sales coaching, finance advice and mental wellbeing support for male leaders.

The programme is fully funded by the Department for Business, Energy & Industrial Strategy. Private sector partners include Forbes Solicitors, finance experts The F Word and Pink Link Ladies.

We are currently supporting an additional 300 businesses through the Peer Network programme where groups of 8-10 business meet (virtually) to work through business challenges and problems, supported by a facilitator using action learning techniques. The initiative has proved popular with local businesses who provide mutual support in managing issues such as disruption to production, supply chain problems, workforce, EU exit issues and cash flow.

Overall Boost has needed to significantly amend its programme of support over the past 12 months, working closely with other support agencies across Lancashire in the



public and private sectors. As the country emerges from the pandemic, the Boost core programmes will gradually be re-established, but we will continue to respond to local business need to ensure that Lancashire businesses have access to the help they need to re-build their operations and to grow.

List of Background Papers

Paper	Date	Contact/Tel
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None		
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Reason for inclusion in Part II, if appropriate		
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N/A		
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