



Company Number: 07388600

Lancashire Enterprise Partnership Limited Board

Tuesday, 13th September, 2016 in Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston, at 4.30 pm

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Declarations of Interest**
- 3. Minutes of the Board meeting held on 14th June 2016 and Special Board meeting held on 5th July 2016 (Pages 1 - 12)**
- 4. Matters Arising**
- 5. LEP Governance and Committees Decisions Report (Pages 13 - 24)**
- 6. Lancashire Area Based Review (Pages 25 - 28)**
- 7. European Structural and Investment Funds (ESIF) - Post EU Referendum Update (Pages 29 - 44)**
- 8. Lancashire and Sheffield Science and Innovation Audit**
To follow
- 9. Lancashire Strategic Economic Plan Refresh**
To follow
- 10. Strategic Marketing and Communications Update (Pages 45 - 56)**
- 11. Growth Deal 3 Update**
Verbal Update
- 12. Any Other Business**

13. Date of Next Meeting

The next LEP Board meeting is scheduled to be held on Tuesday 8th November 2016, 4.30pm at County Hall, Preston.

Part II (Items that are Private and Confidential)

14. Lancashire Combined Authority Update (Pages 57 - 58)

15. Growing Places Funding Update and Scheme Approval

To follow

16. Lancaster University's Health Innovation Campus - Update (Pages 59 - 62)



Lancashire Enterprise Partnership Limited Board

Minutes of the Meeting held on Tuesday, 14th June, 2016 at 6.00 pm at the Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston

Present

Edwin Booth (Chairman)

Jim Carter
Graham Cowley
Mike Damms
Richard Evans
Dave Holmes

County Councillor Jennifer Mein
Councillor Phil Riley
Professor Mark Smith
David Taylor

In Attendance

Jo Ainsworth, Specialist Advisor: Finance, Programme Office, Lancashire County Council
Brian Bailey, Head of Policy and Programmes, Blackburn with Darwen Borough Council
Harry Catherall, Chief Executive, Blackburn with Darwen Borough Council
Alan Cavill, Director of Place, Blackpool Council
Ruth Connor, Chief Executive, Marketing Lancashire
Andrew Good, Head of Service Financial Management, Lancashire County Council
Martin Kelly, Director of Economic Development, Lancashire County Council
Anthony Lockley, Strategic Head of Development, Blackpool Council
Andy Milroy, Company Services Officer, Lancashire County Council
Jo Turton, Chief Executive, Lancashire County Council
Ian Young, Company Secretary

1. Welcome and Apologies for Absence

The Chairman, Edwin Booth, welcomed all to the meeting. Apologies for absence were presented from Malcolm McVicar, Councillor Mark Townsend, Councillor Stuart Hirst and Councillor Simon Blackburn.

2. Minutes of the meeting held on 5th April 2016

Resolved: The minutes of the Board meeting held on 5th April 2016 were approved as an accurate record and signed by the Chairman.

3. Matters Arising

Professor Mark Smith provided an updated under Matters Arising on the Science and Innovation Audit. A team has now been formed to work on the audit consisting of representatives from the LEP, University of Lancaster and BAe

Systems. The audit requires submission by mid September 2016, with a draft to be circulated to the LEP Board in advance for comment.

Resolved: The Board noted the update on the Science and Innovation Audit.

4. Declarations of Interest

None

5. LEP Governance and Sub-Committees Report

Andy Milroy, Company Services Officer, Lancashire County Council presented a report (circulated) that updated the LEP Board on governance matters and the recent meeting of the LEP Committees.

It was reported that all LEP Committees had met since the last meeting of the LEP Board with updates on each presented. In addition, it was reported that since the last meeting of the LEP Board, Edwin Booth and Mike Damms had volunteered to fill the two newly created vacancies on the Performance Committee.

Attention was drawn to the most recent meeting of the Growth Deal Management Board where the Board endorsed the methodology that going forward Growth Funding Agreements would not insist on BREEAM accreditation and would adopt the use of the Growth Deal Design standard as a set of build criteria.

Graham Cowley, Chair of Growth Deal Management Board, explained the rationale behind this recommendation and emphasised that the change to adopting the use of Growth Deal Design standard would not change quality.

Resolved: The LEP Board

- (i) Noted the updates provided in the report in relation to the Committees of the LEP.
- (ii) Approved the appointments of Edwin Booth and Mike Damms to the Performance Committee of the LEP.
- (iii) Approved the proposal from the Growth Deal Management Board that the Growth Deal Design standard, rather than BREEAM, be adopted for the Growth Funding Agreements.

6. LEP Assurance Framework Update 2016/17

Martin Kelly, Director of Economic Development, Lancashire County Council presented a report (circulated) that provided an annual update to the LEP Assurance Framework for 2016 / 17.

It was reported that the Assurance Framework had been in existence since April 2015 and as a matter of governance it had been reviewed with some minor alterations made which were now presented to the LEP Board for approval.

Resolved: The LEP Board approved the revised LEP Assurance Framework as presented for 2016 / 17.

7. Growth Deal 3 Update

Martin Kelly presented a report (circulated) regarding the latest position on Growth Deal 3 and the work underway to support the development of Lancashire's GD3 submission by the deadline of 28 July 2016.

It was highlighted that Government is investing all of its remaining Growth Deal funds of £1.8billion in this latest funding round, though over half of all Growth Deal 3 will only be made available in 2020/21.

It was explained that the proposed Lancashire projects came to over £150m and at some point they will need to be ranked and prioritised. Consideration will also need to be given to the HCA Housing Growth Schemes and if any of the projects can be picked up by this funding.

With regard to recommendation (vi), the Chairman, Edwin Booth stated that the Board should consider adding additional Directors, with consideration to diversity and ethnicity, particularly in view of recent indications of retirement by some LEP Directors. It was agreed that Directors consider any potential suitable candidates for discussion at the Special LEP Board meeting to be held on 5th July 2016.

Resolved: The LEP Board:

- (i) Noted the contents of this report, including the outline GD3 schemes set out at Appendix 'A' to the report;
- (ii) Authorised the Chair of the LEP to continue engaging with Lancashire Leaders to improve and prioritise GD3 scheme proposals in advance of the Special LEP Board on 5 July, using the established factors, as set out in section 2 of the report;
- (iii) In conjunction with the above recommendation, requested local authority partners with multiple schemes to assist the prioritisation process by ranking their own proposals with authorities reviewing the status of their least developed proposals;
- (iv) Approved the use of the LEP's independent economic appraisers to assist in the GD3 prioritisation process;
- (v) Authorised the LEP's Executive Committee to approve Lancashire's GD3 "snapshot" for Government officials by the deadline of 28 June, based on the scheme proposals set out in Appendix 'A' to the report; and

- (vi) Provided initial views on the proposal to ask Lancashire's two major Chambers of Commerce to each identify a dynamic SME business leader with the appropriate skillsets to enable them to play a positive role on the LEP Board, and agreed to provide further feedback on LEP Board Directorship at the Special LEP Board meeting to be held on 5th July 2016.

8. Area Based Review (ABR) and Growth Deal 3

Dr Michele Lawty-Jones, Director of the Lancashire Skills Hub and Amanda Melton, Principal, Nelson and Colne College presented a report (circulated) regarding the Area Based Review and Growth Deal 3.

It was reported that a working group had been established to facilitate joint discussion between the LEP, Combined Authority / Local Authorities and the Colleges to prepare for the review in September. The working group feeds into the Skills and Employment Board.

The group has reviewed lessons learnt from other reviews, has met with JARDU to discuss the process and is currently focused on the collection of data. This includes data from the Local Authorities, the existing skills and employment evidence base (which underpins the Skills and Employment Strategic Framework) and clean data commissioned by The Lancashire Colleges (TLC). This will enable the scoping of the LEP's skills conclusion and the Local Authority perspective. A shared vision in regard to the 'high level' outcomes (as opposed to options) is the desired outcome, prior to the review commencing.

An initial view of the principles, mapped against the Lancashire Skills and Employment Strategic Framework was presented to the LEP Board. This will be developed further with the working group and the Skills and Employment Board and presented at a future LEP Board for endorsement, prior to the review commencing.

Resolved: The LEP Board:

- (i) Endorsed the draft high level principles, mapped against the Lancashire Skills and Employment Strategic Framework and noted that the principles will be worked up further via the Skills and Employment Board and presented to a future LEP Board meeting; and
- (ii) Supported the ask of Government for future Growth Deal Skills Capital funding, to support the outcomes of the ABR.

9. Developing a Strategic Marketing Proposition for Lancashire

Ruth Connor, Chief Executive, Marketing Lancashire, presented a report (circulated) regarding the development of a strategic marketing proposal for Lancashire.

Resolved: The LEP Board:

- (i) Noted the contents of this report;
- (ii) Approved the proposed approach to continuing to develop a strategic marketing proposition for Lancashire, as set out in this report;
- (iii) Agreed that Lancashire is represented at MIPIM UK and that the estimated £20,000 cost for exhibiting is funded from the LEP's strategic marketing budget;
- (iv) Approved that the LEP become a key partner in the Great Exhibition of the North Bid as set out in paragraph 5.5 of this report and that the LEP provides the £12,000 funding required from its strategic marketing budget to formulate a bid and employ the services of a quality bid writer;
- (v) Approved the recommendation of the EZ Governance Committee to use up to £5,000 from the LEP's agreed strategic marketing budget to commission the proposed work from Freshfield;
- (vi) Approved the extension of the SKV Communications' contract at a cost of £33,000 plus VAT for a further 6 months as set out in section 7.2 of the report, using funding from the LEP's strategic marketing budget; and
- (vii) Noted that the Chief Executive of Marketing Lancashire, as the LEP's Media Communications and PR lead, will continue to provide regular updates to the LEP Board on the strategic marketing outputs generated.

10. Transport for Lancashire Committee Decisions Report

Martin Kelly presented a report (circulated) which contained two projects recommended for approval by the Transport for Lancashire Committee. Namely the Department for Transport Large Local Major Transport Schemes: New Ribble Crossing Development Funding Bid and the East – West Connectivity: Lancashire to North and West Yorkshire Draft Economic Study Brief.

Resolved: The LEP Board:

- (i) Approved the submission of the bid, as presented, to the Department for Transport's Large Local Major Transport Schemes Fund for a contribution towards development funding to support the preparation of a fully worked up Outline Business Case for a New Ribble Crossing; and
- (ii) Approved the commissioning of the East – West Connectivity: Lancashire

to North and West Yorkshire Economic Study as set out in Appendix 'B' to the report and agree to fund Lancashire's contribution from its strategic case-making budget.

11. Any Other Business

None

12. Date of Next Meeting

The LEP Board considered and agreed the future schedule of meetings for 2016 / 2017, and approved that all future meetings be held at a new start time of 4.30pm as follows:

2016

- 5th July 2016, 4.30pm, Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston (This is a Special Meeting arranged to solely consider Growth Deal 3)
- 13th September 2016, 4.30pm, Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston
- 8th November 2016, 4.30pm, Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston
- 13th December 2016, 4.30pm, Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston

2017

- 31st January 2017, 4.30pm, Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston
- 28th March 2017, 4.30pm, Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall, Preston
- 13th June 2017, 4.30pm, County Hall, Preston (Room tbc)
- 12th September 2017, 4.30pm, County Hall, Preston (Room tbc)
- 7th November 2017, 4.30pm, County Hall, Preston (Room tbc)
- 5th December 2017, 4.30pm, County Hall, Preston (Room tbc)

13. Growth Deal 1 & 2 Project Funding Approvals

Graham Cowley, Chair of Growth Deal Management Board, presented a report (circulated) which requested approval by the LEP Board to two existing Growth Deal projects, namely Spinning Point and Blackpool Town Centre Quality Corridors.

The report presented also provided the LEP Board with an overview of progress made in developing the business case for Lancaster University's Health Innovation Campus (HIC) project, which has secured the LEP's second largest Growth Deal funding allocation of £17m.

Resolved: The LEP Board:

- (i) Noted the contents of this report;
- (ii) Approved a maximum Growth Deal funding contribution of up to £1.9m to the Spinning Point project subject to:
 - The satisfaction of the GDMB that all other funding for the scheme is secured; and
 - That Rossendale Borough Council agree to manage and operate the bus station for a period of 25 years.
- (iii) Approved a maximum Growth Deal funding contribution of up to £6.6m for the Blackpool Town Centre Quality Corridors project subject to the satisfaction of the GDMB that aspects of the economic, commercial and financial cases are addressed; and
- (iv) Noted the significant progress outlined in this report in respect of developing the business case for Lancaster University's HIC project in advance of a more comprehensive report being provided at the special meeting of the LEP in July.

Lancashire Enterprise Partnership Limited Board

Minutes of the Meeting held on Tuesday, 5th July, 2016 at 4.30 pm at the Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston

Present

Edwin Booth (Chairman)

Jim Carter
Graham Cowley
Mike Damms
Richard Evans
Dave Holmes

Dr Malcolm McVicar
Dennis Mendoros
Councillor Phil Riley
David Taylor

In Attendance

Jo Ainsworth, Specialist Advisor: Finance, Lancashire County Council
Brian Bailey, Head of Policy and Programmes, Blackburn with Darwen Borough Council
Dave Colbert, Specialist Advisor Transportation, Lancashire County Council
Martin Kelly, Director of Economic Development, Lancashire County Council
Dr Michele Lawty-Jones, Skills Hub Director, Lancashire County Council
Anthony Lockley, Strategic Head of Development, Blackpool Council
Andy Milroy, Company Services Officer, Lancashire County Council
Kathryn Molloy, Head of Service LEP Coordination, Lancashire County Council
Councillor Ivan Taylor, Blackpool Council
Ian Young, Company Secretary

1. Welcome and Apologies for Absence

The Chairman, Edwin Booth, welcomed all to the meeting.

Director apologies for absence were noted from Councillor Simon Blackburn, Councillor Stuart Hirst, County Councillor Jennifer Mein, Councillor Mark Townsend, Mike Blackburn and Professor Mark Smith.

In addition, officer apologies were also noted from Harry Catherall, Pam Smith, Tom Flanagan and Jo Turton.

It was agreed that Councillor Ivan Taylor (Blackpool Council) could attend as an Observer to the meeting.

2. Declarations of Interest

None

3. Growth Deal 3 Update

Martin Kelly, Director of Economic Development, Lancashire County Council presented a report (circulated) regarding the development of the Lancashire Enterprise Partnerships Growth Deal 3 bid.

It was reported that Government has made available £1.8billion of Growth Deal 3 funding to the 39 LEP's in England with most of the available funding back loaded to 2020/21.

The report presented contained a list of 24 scheme proposals which were categorised into priority 1, 2 and 3 schemes, the total value of the schemes funding ask is £155.95M.

Martin clarified that the same matrix used previously to rank the Growth Deal 1 and 2 schemes was used for the Growth Deal 3 bids to prioritise them, this included ranking them on local strategic fit, strategic outcomes and deliverability including within the required timescales for funding release.

It was reported that the next steps are a formal feedback Ministerial Challenge Session which will be held on 6th July 2016. Following this the LEP's scheme prioritisation analysis will be shared with the shadow Combined Authority at its meeting to be held on 11th July 2016. It is intended to have all final comments by 15th July 2016 in advance of the submission to government by the deadline of 28th July 2016.

In addition a late submission from UCLAN was presented to the Board. After consideration of the bid the Board concluded that it was worthy of inclusion in the Growth Deal 3 submission and should be ranked towards the lower end of Priority 1 (around 10 or 11) based on the information provided.

Resolved: The LEP Board:

- (i) Noted the contents of this report and consider and agree the proposed GD3 scheme priorities, as set out at Appendix 'A' to the report.
- (ii) Noted and approved that the GD3 scheme proposal submitted by UCLAN, as set out at Appendix 'B', be included as a lower ranked Priority 1 scheme.
- (iii) Authorised the LEP Chair to continue working with Lancashire Leaders and the shadow Lancashire Combined Authority to agree GD3 scheme priorities.
- (iv) Noted the proposed arrangements for Lancashire's Ministerial Challenge Session on 6 July 2016.
- (v) Noted the use of the LEP's independent economic appraisers to assist in the GD3 prioritisation process.

(vi) Endorsed the need to provide a further GD3 update to Lancashire MPs following the inaugural shadow Lancashire Combined Authority meeting to be held on 11th July 2016; and

(vii) Noted the potential need for a further special LEP Board, or Board approval via written procedure, to sign-off Lancashire's final GD3 submission by the deadline of 28 July 2016, should the submission change significantly.

4. Combined Authority Developments Update

Graham Cowley, LEP Director, presented a report (circulated) which provided an update on Combined Authority Developments.

It was reported that the working documents as presented were being developed between the shadow Lancashire Combined Authority and the LEP, with positive discussions involving the LEP Chair and the Chair of the Growth Management Board. These documents aim to capture the intent of the shadow LCA and LEP to work together. Both Edwin and Graham will be able to update the Board on these emerging documents.

Some early working principles include the need to adapt ways of working and not to seek change for change sake. Clearly, we do not want to create two separate sets of strategies and policies, but look for jointly adopted approaches, with opportunities to refresh the LEP's Strategic Economic Plan in the Autumn.

The key change for the LEP, in terms of accountability, is the transfer of TfL to the new LCA, which reflects the proposed scheme of governance, but there are no changes proposed in terms of LEP representation of the Board of TfL.

Resolved: The LEP Board noted the Lancashire Combined Authority Developments update.

5. Lancaster Health Innovation Campus Update

Graham Cowley gave a verbal update on the development of Lancaster Health and Innovation Campus. The Board was informed that the project had been delayed through the summer in order to cross off gaps in the submission. Overall the project looks excellent and further updates will be provided to the LEP Board as the project develops after the summer.

Resolved: The LEP Board noted the update regarding Lancaster Health and Innovation Campus.

6. Any Other Business

Jim Carter, LEP Director, presented a documentation circulated in advance of the meeting regarding the InterCity West Coast Rail Franchise Consultation it was agreed that everyone was welcome to feed into it and that Directors could, if they wished, send any comments to Kathryn Molloy to be collated centrally on behalf of the LEP. It was also agreed that individual authorities could still submit their own responses to the consultation if they wished to do so.

Resolved: That the update regarding the consultation on the InterCity West Coast Rail Franchise be noted and that responses can be submitted as discussed.

7. Date of Next Meeting

It was noted that the next LEP Board meeting was scheduled to be held on 13th September 2016 at 4.30pm in Cabinet Room 'D' – The Henry Bolingbroke Room, County Hall, Preston.



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: 13th September 2016

LEP Governance and Committees Decisions Report

**Report Author: Andy Milroy, Company Services Officer, (01772) 530354,
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Executive Summary

This report extracts the key items considered by each of the Lancashire Enterprise Partnership (LEP) Board 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 the Committees for approval.

Recommendations

The LEP Board is asked to:

- (i) Note the updates provided in this report in relation to the Committees of the LEP, and;
- (ii) Approve the recommendations of the Business Support Management Board as set out in the report in relation to the membership of the Board.

Background and Advice

The Lancashire Enterprise Partnership Board (LEP) approved a LEP Assurance Framework on 17th March 2015 which was subsequently submitted to Government as final in April 2015. The Assurance Framework is made publically available on the LEP website: <http://www.lancashirelep.co.uk/about-us/about-the-lep.aspx>

The Assurance Framework ensures that the LEP records decisions taken by the LEP and its Sub-Committees in an open and transparent way. The purpose is to ensure that arrangements are in place enabling effective and meaningful engagement of local partners and the public, and that those arrangements operate transparently with LEP decisions capable of being independently scrutinised.

Since the implementation of the LEP Assurance Framework, the LEP and its Sub-Committees publish their agendas and minutes on the LEP website. In order to ensure the LEPs decision making is open and transparent in relation to the Sub-Committees this report presents updates from each of the Sub-Committees and,



where applicable, contains decisions that are outside of the Sub-Committees powers and require referral to the LEP Board for approval.

Governance Updates

There are recommendations in relation to the membership of the Business Support Management Board detailed within that section and revised Terms of Reference are attached at Appendix 'A' for approval.

Updates from recent LEP Committee Meetings

1. Executive Committee

No decisions have been taken by the Executive Committee since the last meeting of the LEP Board held on 14th June 2016.

2. Transport for Lancashire Committee

No meetings of the Transport for Lancashire (TfL) Committee have taken place since the last meeting of the LEP Board held on 14th June 2016. The next TfL meeting is scheduled to be held on 1st November 2016.

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

3. City Deal Executive and Stewardship Board

The City Deal Executive and Stewardship Board, Chaired by Jim Carter (Executive) and Danielle Gillespie (Stewardship Board) met on 22nd June 2016.

Executive and Stewardship Board Meeting – 22nd June 2016

The Executive and Stewardship Board considered the following:

- A presentation from the Environment Agency on the Flood Risk in the City Deal area – this presentation was noted.
- An update from the Homes and Community Agency (HCA) including the Preston East Site, Croston Road South and a brief update regarding Starter Homes Programme and brownfield land – this update was noted / approved.
- City Deal Programme – End of Year Review. The City Deal Members noted the 2015 / 16 End of Year Review and requested that it be presented the three member Councils for formal approval.
- City Deal Programme – End of Year Finance Report. The City Deal Members noted the end of year report including the current projected financial position.
- Business and Delivery Plan 2016 / 19 including Future Monitoring Arrangements. The City Deal Members requested that a Draft Business and Delivery Plan 2016 – 19, for publication, be presented at the next meeting and



that approval be given to the proposed future monitoring arrangements as reported.

- Communications Update – City Deal Members were apprised of recent communications activity, including Preston Markets Quarter and Preston Youth Zone / Bus Station.
- Proposed New Scheme Approval Process – The City Deal Members approved the proposed new scheme approval process and template to be used for all new City Deal Schemes, and, that the process be reviewed in 12 months time.
- Preston Bus Station and Youth Zone. The City Deal Members noted progress on the Preston Bus Station and Youth Zone project and its position within the City Deal.
- Further reports were considered in Part II (Private and Confidential) with regard to Implementation Issues and a Resources Review Update.

Full agendas and minutes for the Combined City Deal meetings can be accessed here: <http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1072>

4. Growth Deal Management Board

The Growth Deal Management Board, Chaired by Graham Cowley has, met on 6th September 2016.

Board Meeting held on 6th September 2016

The Board considered the following:

- A report on Lancaster Health Innovation Campus. Some aspects of the project were approved by the Board with some others to be reported back to the October 2016 Board meeting. A separate detailed report is included on this LEP agenda.
- A report regarding the Growth Funding Agreement for the Brierfield Mill Project. The Board were informed of material deviations from the core local growth fund agreement which were approved.

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, Chaired by Edwin Booth, met on 1st September 2016.

Committee meeting held on 6th September 2016

The main item the EZ Governance Committee considered was an oral report regarding the Positioning and Promotion of Lancashire's Enterprise Zone Programme which was noted.

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 Board

The Skills and Employment Board, Chaired by Amanda Melton, has met three times since the last LEP Board meeting on 15th June 2016, 27th July 2016 and 7th September 2016.

Board meeting held on 15th June 2016

The Board considered the following:

- A report regarding Skills Partnerships that had developed out of studies into the seven priority sectors for Lancashire which were identified by the LEP and the Committee as either being high GVA or high employment sectors.
- A Higher Education White Paper report and the key points of the paper which was published in May 2016, the Board requested a further update be provided at a future Board meeting.
- A Report on the Area Based Review and Growth Deal updated following the LEP Board meeting held on 14th June 2016 and agreed that the Board be kept informed of developments in relation to ABR and Growth Deal 3.

Board meeting held on 27th July 2016

The Board considered the following:

- A report regarding European Social Fund targeting young people at risk of and NEET (Not in Education, Employment or Training) and noted that a consortium had been established in relation to the delivery of the project.
- An update on the Lancashire Moving on Project.
- A presentation regarding the Lancashire Enterprise Advisor Network.
- A further update on the Area Based Review following work undertaken by the Working Group.
- A City Deal Metrics report and gave their views which will be fed into the overarching City Deal business plan for consideration.

Board meeting held on 7th September 2016

The Board considered the following:

- A report on the Draft Apprenticeship Growth Plan was considered which took account of comments previously made by the Board and recommended that Option 2 – an incremental approach to growth be adopted.
- A further update on Area Based Review and considered the LEP's draft 'skills conclusion' slide pack, and made some suggested changes and recommended that the LEP's skills slides be integrated with the Combined Authority slides, officers will take this action point forward.
- That the final LEP 'skills conclusion' is presented to the Lancashire Area Based Review Steering Group on the 4th October 2016.
- A Communications Plan report was considered the Board noted progress on the 2015 / 16 Communication Plan and Board Members were requested to feedback comments outside the meeting, and agreed to change some of the content of the website.
- An Annual Review of the Lancashire Skills and Employment Hub, the Board noted the update.

Full agendas and minutes for the Lancashire Skills Board meetings can be accessed here: <http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1011>

7. Performance Committee

The Performance Committee, Chaired by Richard Evans, met on 2nd September 2016.

Performance Committee meeting held on 2nd September 2016

The Performance Committee considered the following:

- A presentation by Jim Carter on the Preston, South Ribble and Lancashire City Deal including an overview of the City Deal and background context, financial and governance updates, performance against targets, future plans and delivery targets. The Committee endorsed the presentation and made some recommendations regarding future delivery of the City Deal, and requested that the Chairman of the City Deal Executive regularly attend future meetings of the Performance Committee to keep the Committee apprised of developments.
- A summary update of reports from the other LEP Committees was presented which contained updates on developments with, amongst other items, Growth Deal projects and Skills and Employment. The Committee noted the reports.
- Monitoring and Evaluation Framework – The Performance Committee approved the proposed Monitoring and Evaluation Framework and the



suggestion to include the LEP's key economic initiatives as standing items on future LEP agendas.

Full agendas and minutes for the Performance Committee meetings can be accessed here:

<http://council.lancashire.gov.uk/ieListMeetings.aspx?CommitteeID=1216>

8. Business Support Management Board

The Business Support Management Board, Chaired by Mike Blackburn, met on 30th August 2016.

The Business Support Management Board (BSMB) considered the following:

- Membership
 - The BSMB agreed to recommend to the LEP that Dr Sue Smith Director of the Centre for SME Development at UCLAN be formally invited to become a member of the Business Support Management Board.
 - In addition in order to further enhance the expertise of the BSMB it was recommended to the LEP Board that the Institute of Chartered Accountants in England and Wales (ICEAW) be added as a member of the Board with Kevin Duffy of RSM appointed as the representative.
 - It was also proposed that the membership held on the BSMB by the Chairman of the Lancashire Institute of Directors and the ICEAW Lancashire, should pass to the respective annual office bearers without the need to formally ratify these changes as new appointments to the LEP Board. The new Chairs for 16/17 are, respectively, Lee Petts of Remsol and Kevin Duffy of RSM. A revised Terms of Reference is attached for approval.
- Strategy Development – The BSMB approved further work under the auspices of the BSMB to support the update to LEP's Strategic Economic Plan in respect of maximising productivity (UCLAN), supporting innovation (building on SIA) and increasing internationalisation (East Lancs. Chamber of Commerce).
- Lobbying – the BSMB recommended that the LEP Board considers individual and collective action to lobby for a commitment to retain Lancashire's ESIF funding programme, in full, to 2020 over and above the commitment given by the new Chancellor, and, that the LEP should take any opportunities to clearly articulate Lancashire's aspirations for key sectors as the newly formed Department for Business, Energy and Industrial Strategy begins to revisit this area of work. This is reported in more detail in the separate ESIF report on this agenda.



Lancashire
Enterprise Partnership

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

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

LANCASHIRE BUSINESS SUPPORT MANAGEMENT BOARD
TERMS OF REFERENCE (SEPTEMBER 2016)

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 members of the Business Support Management Board, as at the date of adoption of these Terms of Reference, are as follows:

Mike Blackburn	Chair / LEP Board Member
Mike Damms	Vice Chair / LEP Board Member / EL
Babs Murphy	NWL Chamber
Frank McKenna	Downtown in Business Lancashire
Gary Lovatt	Federation of Small Business
Tim Webber	Regenerate Pennine Lancashire
Dr Sue Smith	Centre for SME Development - UCLAN
The serving officer / chair	Lancashire Institute of Directors
The serving officer / chair	Institute of Chartered Accountants in England and Wales

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 and persistent none attendance may result in a review of membership.

In addition the group will seek by nomination members offering expertise on:-

HEI's as a provider of Business Support Business Finance as a constraint on business growth ambitions.

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 skills development priorities within across the LEP geography and any related issues 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.

Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: 13th September 2016

Lancashire Area Based Review (ABR)

Report Author: Dr Michele Lawty-Jones, Director of the Lancashire Skills Hub,
michele.lawty-jones@lancashire.gov.uk

Executive Summary

This paper provides background information to the Area Based Review (ABR) of Colleges. As reported at the May LEP Board, the review aims to deliver an infrastructure across England which is financially viable, sustainable, resilient and efficient with an offer that meets each area's educational and economic needs. The review in Lancashire is due to commence this month, with the first Steering Group scheduled on the 4th October. The paper provides an overview of the process.

The LEP and the Local Authorities have the opportunity to provide a 'skills conclusion' which will articulate high level outcomes which frame the review at the onset. A draft of the high level principles was agreed at the May Board, this has been developed further into a slide pack. LEP Board members are asked to comment on the draft slides.

Recommendations in relation to representation at the Steering Group are also provided.

Recommendation

The LEP Board is asked to:

- (i) Comment on the draft slide pack, which is mapped to the Lancashire Skills and Employment Strategic Framework, and authorise the Chair of the LEP, with support from the Director of Economic Development and the Director of the Lancashire Skills and Employment Hub, to finalise the LEP's slide pack and input to the ABR.
- (ii) Endorse and consider the recommendations in relation to Steering Group membership.



1 Background Information

- 1.1 As presented and discussed at the June Board meeting, the ABRs, led and driven by Government and the FE Commissioner, will review the College infrastructure across England with view to delivering institutions which are financially viable, sustainable, resilient and efficient with an offer that meets each area's educational and economic needs.
- 1.2 The ABR guidance re-iterates the vital role of the FE sector in developing a technical and professional education system which meets the skills demands of the economy, including driving up the number of apprenticeships. Reviews should deliver:
- Institutions which are financially viable, sustainable, resilient and efficient, and that deliver maximum value for public investment.
 - An offer that meets each area's educational and economic needs.
 - Providers with strong reputations and greater specialisms.
 - Sufficient access to high quality and relevant education and training for all.
 - Colleges well equipped to respond to the reform and expansion of the apprenticeship programme.
- 1.3 The review in Lancashire is in 'Wave 4' and is due to commence this month. A steering group is being established to drive the review which will involve representation from the LEP, Local Authorities and each College's Chair of Governors and Principal / CEO. Secretariat is provided from the Joint Area Review Development Unit (JARDU). The first steering group is on Tuesday 4th October 2016.
- 1.4 As per other reviews, the LEP is required to produce a slide pack providing the economic context and challenges for the review.

2 Process

- 2.1 The role of the LEP is to contribute to the analysis of the current and future economic and educational needs of the Lancashire area.
- 2.2 Local Authorities also have a key role in contributing to the analysis of the current and future economic and educational needs in their local areas, including engaging school sixth forms in maintained schools to support analysis and to inform future deliberations about schools provision.
- 2.3 Governing bodies have a key role in the consideration of options and taking decisions on institutional recommendations. As institutions are independent, each will need to make its own decision on its future where necessary relying on its own independent advice on financial and legal matters.
- 2.4 In terms of process, JARDU are currently undertaking desk research which will be shared with Steering Group members, reviewing local, sub-regional and the regional environment and local provision, as well as financial health



and viability of current provision. This will be shared with members prior to the first steering group, and will build on the existing evidence base. JARDU will also provide briefings to the Colleges and Governing Bodies, and undertake College visits which will add to the desk research.

- 2.5 A schedule of 5 Steering Group meetings have been set; starting in October, and ending with the final meeting on the 21st February. The first meeting will set the context for the review, including inputs from the LEP and the Local Authorities on skills needs in the County and JARDU's desk research. The second meeting will provide an overview of the findings from the College visits and the developing options, including a response from the Colleges to the challenges set in the first meeting. The third meeting will focus on the options that have emerged, and testing. Meeting four will provide draft recommendations and meeting five will involve feedback from the Corporations on decisions in relation to the recommendations, agreement of the Area Review report, discussion about implementation and communications.

3 Progress to-date

- 3.1 As reported at the Board in June, a working group has been established to facilitate joint discussion between the LEP, evolving Combined Authority / Local Authorities and the Colleges to prepare for the review. The working group feeds into the Skills and Employment Board. The working group has been a useful mechanism to bring together key partners to prepare for the review.
- 3.2 The group has reviewed lessons learnt from other reviews, has met with JARDU to discuss the process and has focused on the collection of data to support the development of the slides packs for the first steering group. This includes data from the Local Authorities, the existing skills and employment evidence base (which underpins the Skills and Employment Strategic Framework) and clean data commissioned by The Lancashire Colleges (TLC). A draft slide pack has now been produced, providing the economic context and perspective. This will be brought together with the Local Authority slides; the Skills and Employment Framework has provided a joint reference point.
- 3.3 A shared vision in regard to the 'high level' outcomes (as opposed to options) is the desired outcome, prior to the review commencing. We set the scene and the challenges, and the Colleges respond to these in Steering Group 2, and the structural options are appraised against the challenges in 3 and 4.
- 3.4 An initial view of the principles, mapped against the Lancashire Skills and Employment Strategic Framework, was reviewed by the LEP Board in June and supported. This has been used to develop the slide pack in Appendix 1. Board members are asked to review and provide comment, as the pack is further developed for presentation at the first Steering Group.



4 Membership of the Steering Group

- 4.1 As previously the Steering Group will include each College's Chair of Governors and Principal / CEO, and representation from the LEP, Local Authorities, and other stakeholders e.g. The Lancashire Colleges Executive Director and the Diocese of Salford and Diocese of Lancaster. West Lancashire College's Chair and Principal will also be included, although the College will be formally reviewed through the North East review as the College is owned by the Newcastle College Group (NCG). It is useful that both reviews are being undertaken in Wave 4.
- 4.2 The Skills and Employment Board recommend that Dr Michele Lawty-Jones, as Director of Skills and Employment attend and present the slide pack, and that Paul Holme, Skills and Employment Board member, represent the views of the LEP. Paul is an independent consultant who has a strong track record and history in the skills and employment sector and has been providing expert advice in the run-up to the review. The LEP Board may wish to consider whether a LEP Board member is also required.

Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: 13th September 2016

European Structural and Investment Funds (ESIF) – Post EU Referendum Update
(Annexes 'A', 'B' and 'C' refer)

Report Author: Sean McGrath, Development and Corporate Resources, Lancashire County Council.

Executive Summary

The report sets out the latest position on the implementation of Lancashire's European Structural and Investment Funds (ESIF) Strategy and indicative funding allocation; including the emerging implications of 'Brexit' and specifically the impact of the Treasury's recent announcement regarding funding guarantees in support of the ESIF programme.

The report highlights the success of the ESIF programme in supporting priority activity and the need to ensure that any changes to the ESIF programme, and/or creation of a successor programme, continue to support existing activity and allow for support for priority activity not yet contracted. It is currently estimated that up to £112.5m of ESIF financial support for priority activity is at risk if no further projects are approved after the Autumn Statement. A number of key projects are due to continue/come forward later in the programme which are integral to Growth Deal and Lancashire's Skills and Employment Strategy. Without these projects there will be a short fall in (amongst others);

Enterprises receiving support	58%
Enterprises cooperating with research institutions	88%
Business and Properties with reduced from Food Risk	100%
Participants in Skills and Employment programmes	48%

A significant reduction in funding will jeopardise key activities supporting business growth and have a detrimental impact on plans to enhance skills levels and increase technological development and innovation in Lancashire.

Recommendations

The LEP Board is asked to:

- (i) Agree that a joint letter from the Chair of the LEP Board, Chair of the shadow Lancashire Combined Authority and Chair of the Lancashire ESIF Committee is sent to the Chancellor stressing the importance of continued support for Lancashire's priorities, whether through ESIF funding or a successor funding stream, highlighting



local strategic objectives and key pre-planned activities, as well as cross-funding dependencies to other major funding streams such as Growth Deal;

- (ii) Request additional clarity on the Chancellor's recent funding guarantee on the status of projects/activity already within the ESIF programme that might not be contracted by the Autumn Statement;
- (iii) Work with the shadow Combined Authority to brief Lancashire MPs and secure their support for Lancashire's case-making with Government;
- (iv) Request a more detailed discussion with senior Government officials regarding the nature of Lancashire's current allocation and the importance of local flexibility in meeting specific needs related to Research and Innovation and Flood Mitigation activity; and
- (v) Request Lancashire's ESIF lead officers urgently review the current pipeline of ESIF activity and undertake a rapid consultation exercise in order to identify key objectives, projects and outputs that are still to be supported by the current ESIF programme.

Background and Advice

1. European Structural and Investment Funds 2014-20 Implementation

1.1 As reported at previous meetings the Government established a National (England) Growth Programme for EU funding over the period 2014-20, overseen by a National Growth Board. The Growth Programme is based upon an UK wide agreement with the European Commission (EC) until 2020.

1.2 The Growth Programme includes the European Regional Development Fund (ERDF), European Social Fund (ESF) and a proportion of European Agricultural, Farming and Rural Development Fund (EAFRD). The EU Growth Plan is worth approximately £5bn in England, with Lancashire having an original indicative allocation of £231m (6th largest allocation in England). Allocations are made in Euros from the EC and therefore the sterling value is subject to Exchange rate fluctuations.

1.3 In order to access this funding all LEPs submitted a European Structural and Investment Funds (ESIFs) Strategy, in advance of the 3 Operational Programmes for the funds that make up the ESIF programme being agreed. The national ESIF programme was finally launched in 2015, over a year after the original start date.

1.4 The Lancashire ESIF programme was designed to support key local priorities and operation in conjunction with/complement other funding streams and investments. Any changes/withdrawal will have an impact on the ability of Lancashire to achieve its strategic objectives and deliver key outputs. The delivery of the ESIF programme remains in the control of three Government Departments managing the key Operational Programmes, namely:



- ERDF – Department for Local Communities
- ESF – Department for Work and Pensions
- EAFRD – Department for the Environment, Farming and Rural Affairs

1.5 As previously referenced, LEP area sub-committees of the National Growth Board provide advice on calls, project assessments (local strategic fit) and performance management as well as overseeing project pipeline development. In Lancashire this work is undertaken by the Lancashire ESIF Committee, whose membership was nominated by the LEP Board, with the Committee reporting to the National Growth Board.

1.6 Lancashire's original £231m allocation was split; £137m ERDF, £90m ESF and £4.6m EAFRD based upon a Euro Exchange Rate of £0.8562. It was agreed by Government that the Exchange Rate would be reviewed on a six monthly basis. As a result of the last Exchange Rate review the indicative allocation to Lancashire reduced to £211m; ERDF £124m, ESF £82m, EAFRD £4.2m, of which only £198m (94%) can be committed (the remaining funds can only be accessed when certain targets are met).

1.7 In order to draw down the ESIF allocation project providers need to provide a minimum of 40% of match funding which, at the current exchange rate, makes the programme worth at least £351m.

1.8 There is no information as to when, or if, the next Exchange Rate review will take place but, based upon the current relative strengths of Sterling and Euro, any review could result in an increase in the sterling value of the ESIF programme without an increase in targets.

1.9 The national ESIF programme contains 25+ main outputs, with the key Lancashire ones set out in the table below.

Output	Target	Outputs Contracted/ Contracting	%	Outputs To be achieved	%
Productive investment: Number of enterprises receiving support	9,800	4,118	42%	5,682	58%
Productive investment: Number of new enterprises supported	2,859	699	24%	2,160	76%
Research, Innovation: Number of enterprises supported to introduce new to	160	26	16%	134	84%



the market products					
Research, Innovation: Number of enterprises supported to introduce new to the firm products	974	400	41%	574	59%
GHG reduction: Estimated annual decrease of GHG	33,166	1,328	4%	31,838	96%
Number of researchers working in improved research or innovation facilities	44	-	0%	44	100%
Research, Innovation: Number of enterprises cooperating with research institutions	403	48	12%	355	88%
Businesses and properties with reduced flood risk	1,365	-	0%	1,365	100%
Total Training and Employment Participants	69,350	36,189	52%	33,161	48%

1.10 In response to the allocation of targets to Lancashire ESIF programme, the ESIF Committee felt that some did not meet Lancashire's economic needs and/or were not achievable. In particular, it was felt that

- the allocation to the Research and Innovation priority was too small given Lancashire's aspirations in this area and priorities set out in the ESIF Strategy (the Lancashire allocation was below the national average)
- the targets for the ICT priority did not take into account Lancashire's progress on the delivery of Superfast Broadband Infrastructure
- The allocation to the Low Carbon priority was too high (above the national average) and should be swapped to the Research and Innovation and Climate Change (Flood Mitigation) priorities to support other projects of greater local significance. The latest National Growth Board papers indicate that the performance of the Low Carbon priority is a concern across a number of LEPs in the North of England.



- 1.11 However, there was no significant movement in the Lancashire allocation or targets as a result of the submission although it was indicated that some changes would be considered at the mid programme review in 2018 (it is not clear if this will now take place).

2 Current position of the ESIF programme

- 2.1 The Lancashire ESIF Committee has overseen a number of calls since the ESIF programme was launched and has recommended for approval approximately £100m of activity. Where Government has issued contracts it has been for up to 3 years, not the full length of the programme to 2020.
- 2.2 Given the late start of the national ESIF programme, over a year later than planned, the Lancashire programme has been successful in issuing calls and progressing projects to approval; all based on local priorities and within the context of national programmes, e.g. the BOOST business support programme and associated activity.
- 2.3 The Lancashire programme is operating in line with national expectations and it is envisaged that this performance will be maintained/improve further as more project approvals take place. A summary of the financial position of the programme is attached as Annex A and the detail of programme activity is attached as Annex B.

3. ESIF Programme Risk/Forward Planning Issues

- 3.1 There has been limited formal guidance from Government on the impact of the EU Referendum other than suggestions to carry on with 'business as usual'. The Treasury's recent statement regarding the future of ESIF funds (see attached at Annex C) has provided some clarity on projects that have been/are to be contracted. To summarise, projects that have been contracted, in the normal course of business, by the Autumn Statement 2016 will have their funding guaranteed even after the UK leaves the EU. It is assumed that being 'contracted' refers to a project having returned a signed Grant Funding Agreement.
- 3.2 The ESIF Committee had scheduled a number of further calls, up to Spring 2017, in order to allocate all Lancashire's resources as effectively as possible. The calls are based upon the project pipeline development work that has been undertaken over the past two years. The calls have been brought forward and are currently with Government departments for consideration. At the time of writing the position of calls prior to/after the Autumn Statement is unclear.
- 3.3 The latest information from Government would suggest, though does not confirm, that projects currently in the process of being contracted/appraised are not at risk (see Annex B). However, given national uncertainty, the potential scale of funding at risk to Lancashire is currently estimated at £112.5M, if not



covered by the Treasury's currently time limited guarantee. This figure is broken down as follows:

• ERDF	£78.48m
• ESF	£30.62m
• EAFRD	£3.4m
Total	£112.5m

3.4 As indicated in Annex B, there are plans for most of the resource highlighted above including £36m of proposed calls currently being considered by Government. However, these calls might need to be curtailed/amended dependent upon the length of the ESIF programme (which is still to be decided). Calls that are currently awaiting a Government response include

• Research and Innovation	£12.29m
• Apprenticeships	£4.59m
• Flood Risk Mitigation	£2.82

In addition delays in the contracting process could be problematic especially if delays are caused as a result of a lack of Government capacity.

3.5 Regarding projects still to be considered and proposed new calls, any decisions appear to be predicated on agreement from the Treasury on the value of the remaining ESIF programme from now until formal 'Brexit'. The papers for the National Growth Board on 15th September indicate that all the relevant Government departments are currently discussing calls, and the values of, with the Treasury but no date has been given for any agreement. It is likely that any such agreement will be linked to the content of the Autumn Statement.

3.6 The operational view taken by Government departments is that new calls are likely to take place, and therefore new projects agreed, but with no certainty when the calls will be launched, if there will be a financial limit (below that of current allocations) on calls and the length of any contracts.

3.7 If Article 50 is enacted in January 2017, and the negotiation process takes two years as currently planned, the ESIF programme will finish at the end of December 2018 (with project and programme financial completion taking place some 6 to 12 months later). For projects currently contracted the Government has said it will honour spending commitments beyond December 2018. This will not necessarily be the case for any projects currently contracting or still to be approved. This will have a significant impact upon project delivery as effectively it would give them two years, or less, to deliver their outputs. It also means that any successor domestic funding regime, if there is one, will need to be in place by mid-2018 in order to prevent any funding gaps for priority activity.

3.8 It should be noted that the ESIF element of the Northern Powerhouse Investment (loan) Fund is currently going through the approval process and could be contracted before the Autumn Statement. This project is likely to be



contracted until at least 2020, due to the nature of the investments/outputs it will deliver and this should allow the fund to begin offering investments within the next three months. In addition the Government has confirmed that the EC funded Horizon 2020 HE Research and Innovation programme will run for its full length. This approach may have implications for other priority projects in terms of length of contracts. It should also be borne in mind that Article 50 may not be enacted in January 2017 and the associated negotiations may take longer than two years.

3.9 From a Lancashire perspective, key issues include:

- The ability to support priority activity through new calls, already lodged with Government, as identified through our extensive pipeline development activity;
- Any future calls to be able to allocate the full ESIF allocation in order to maximise support for priority activity and deliver key outputs;
- The length of contracts for any activity to ensure projects have adequate time to deliver meaningful outputs and outcomes rather than a 'rush to spend';
- Continued support for approved projects where they meet local priorities and are delivering to target in order to overcome any funding gaps; and
- The need to establish a new national investment programme, of at least similar scale, to replace EU funding that supported the delivery of locally determined economic growth and regeneration priorities.

3.10 Crucially, those resources not yet contracted, but either committed or ring-fenced for future priority activity by the Lancashire ESIF Committee, need to be retained for Lancashire. There are a number of LEP priority activities that have been identified through the pipeline development process that are still to come forward and/or whose position is unclear.

3.11 In addition, the Autumn Statement 2016, as well as affecting decisions related to ESIF funding, is also likely to have an impact upon match funding for ESIF projects, e.g. Environment Agency Flood Mitigation activity, Skills Funding Agency etc. As a result decisions on ESIF resources need to take into account wider impacts, both locally and nationally. In addition, reductions/removal of ESIF funding, without a viable successor funding stream(s), will place additional pressure on existing domestic funds.

3.12 For example £41.1m was allocated to the Skills Funding Agency to deliver skills and employment activity in Lancashire, matched with the SFA's own resources. However, the SFA has always indicated that it could not guarantee match funding to deliver ESF past March 2018, due to the impact of devolved funding elsewhere, and therefore has only contracted £27.5m of activity. As a result the uncertainties over future SFA and ESIF funding means that £13.7m (plus match funding) of Skills and Employment activity will be at risk by the time of the Autumn Statement.



- 3.13 All of the activity funded under Priority 3 SME competitiveness supports and/or works under the umbrella of the BOOST Business Growth Hub with £27m of activity either contracted or contracting. Any changes to funding in this area will have a significant impact upon the ability of Lancashire to continue to support growth and increased productivity within our local business base.

Annex A ESIF Programme – Post EU Referendum Update

ERDF Allocation (Feb 16)	£124m
<ul style="list-style-type: none"> • <i>Contracted</i> • <i>Contracting</i> • <i>Awaiting consideration by ESIF Committee</i> (Either by written procedure/Oct 16 Meeting) 	<ul style="list-style-type: none"> £5.65m £38.37m £1.50m
<u>Total</u>	£45.52m
<ul style="list-style-type: none"> • At Risk 	£78.48m
Scheduled Calls (with Government)	£22.75m
Low Carbon	£15.44m
(requested that most of this allocation be moved to the Research&Innovation /Climate Change priorities to support other project activity)	
Evergreen Development & Local Impact Social Enterprise Loan Funds	£15m
Project extensions/additional activity	£17.85m
Performance Reserve (6% of total allocation)	£7.44m
ESF Allocation (Feb 16)	£82.77m
<ul style="list-style-type: none"> • <i>Contracted (includes Opt In organisations)</i> • <i>Awaiting consideration by ESIF Committee</i> 	<ul style="list-style-type: none"> £38.95m £13.2m
Total	£52.15
<ul style="list-style-type: none"> • At Risk 	£30.62m
Scheduled Calls (with Government)	£9.54m
Committed to SFA Opt In but not Contracted	£13.66m
Extensions/additional activity	£2.46m
Performance Reserve (6% of total allocation)	£4.96m
EAFRD Allocation (Feb 16)	£4.2m
<ul style="list-style-type: none"> • <i>Contracted</i> • <i>Contracting</i> • At Risk 	<ul style="list-style-type: none"> £0m £800,000
Scheduled calls	£3.4m

List of ESIF Programme Activity and Status

Activity	Organisation	Designation	Status	ERDF						ESF			EAFRD	
				Priority Axis	1	2	3	4	5	6	1		2	
				Thematic Objective	TO1	TO2	TO3	TO4	TO5	TO6	TO8	TO9	TO10	
				Description	Innov	ICT	SME Comp	Low Carbon	Climate Change	Enviro	Employment	Social Inclusion	Skills	
Fund	ERDF	ERDF	ERDF	ERDF	ERDF	ERDF	ESF	ESF	ESF	EAFRD				
							1.1	1.2	1.4	2.1	2.2			
SFA Skills Support for the Unemployed (1.1)	SFA	Opt-In	Contracted											
SFA Support for Young People (NEET) (1.2)	SFA	Opt-In	Contracted											
SFA Skills Support for the Workforce (2.1)	SFA	Opt-In	Contracted											
SFA Skills Support for the Unemployed (1.1)	SFA	Opt-In	To be allocated											
SFA Support for Young People (NEET) (1.2)	SFA	Opt-In	To be allocated											
SFA Skills Support for the Workforce (2.1)	SFA	Opt-In	To be allocated											
Big Lottery (1.4)	Big Lottery	Opt-In	Contracted											
DWP Reducing Worklessness (1.1)	DWP	Opt-In	Contracted											
Employment & Mental Health Integration	Blackpool Council	Approved Project	Contracted											
UCLan Innovation Clinic	UCLan	Approved Project	Contracted	1.43										
BOOST	LCC	Approved Project	Contracted											
Access 2 Finance	GMBS	Approved Project	Contracted											
Better Off in Business	Princes Trust	Full Application	Recommended to progress											
Propel to Grow	Vedas	Full Application	Recommended to progress											
Enhancing SMEs International Trade Performance	Chamberlink	Full Application	Recommended to progress											
Engineering Innovation Centre (EIC)	UCLan	Full Application	Recommended to progress	5.80										
DigitME2	UCLan	Full Application	Recommended to progress	1.13										
Digital First	UCLan	Full Application	Recommended to progress											
Investment Readiness	UCLan	Full Application	Recommended to progress											
UNITE+	UCLan	Full Application	Recommended to progress											
U Start	Lancaster University	Full Application	Recommended to progress											
Lancashire Forum	Lancaster University	Full Application	Recommended to progress											
Low Carbon Lancashire Innovation Hub	Lancaster University	Full Application	Recommended to progress											
Digital Office Park, Euxton Lane Chorley	Chorley BC	Full Application	Recommended to progress											
Building Capacity & Capability in Health & Life Businesses	Innovation Agency	Full Application	Recommended to progress											
Pan-LEP Specialist Manufacturing Service	GMBS	Full Application	Recommended to progress											
Northern Powerhouse Investment Fund	NPIL	Full Application	Stage 2 Appraisal											
Transmission	UCLan	Outline Application	Progress to Stage 2											
Brilliance (Blackburn Rivers)	The Rivers Trust	Outline Application	Progress to Stage 2											
Evergreen (JESSICA)		Indicative allocation												
Local Impact Fund		Indicative allocation												
TOTAL EARMARKED FUNDING (£million)				8.36	0.00	43.16	8.46	0.00	0.56	15.11	6.67	7.50	23.33	0.00
Outline Applications														
EAFRD Business Development	Various	Outline Application	8 applications recommended to proceed to full application											0.868
Call for Proposals														
ESF 1.4 Active Inclusion		Call for Proposals	Closed											
ESF 2.1 Widening Participation		Call for Proposals	Closed											
ESF 2.1 Leadership & Management		Call for Proposals	Planned											
ESF 2.2 Apprenticeship Capacity Building		Call for Proposals	Planned											
ERDF PA1 Innovation		Call for Proposals	Planned	12.29										
ERDF PA2 ICT		Call for Proposals	Planned		5.94									
ERDF PA4 Low Carbon	No set budget for call	Call for Proposals	Planned											
ERDF PA5 Flood Mitigation		Call for Proposals	Planned											
ERDF PA6 Environment		Call for Proposals	Planned											
EAFRD Business Development		Call for Proposals	Planned											
EAFRD Tourism		Call for Proposals	Planned											
EAFRD Food Processing		Call for Proposals	Planned											



HM Treasury, 1 Horse Guards Road, London, SW1A 2HQ

Rt Hon David Davis MP
Secretary of State for Exiting the European Union
Department for Exiting the European Union
London
SW1A 2AG

12 August 2016

Dear David

EU FUNDING

1. The result of the referendum has caused uncertainty for a number of sectors and organisations which currently receive a range of different EU funding streams. I want to update you on the steps Treasury will be taking now to address this uncertainty for recipients of all these funding streams.

2. First, many individuals and organisations bid for and carry out multi-year projects funded by European Structural and Investment Funds (ESIFs) and administered by government. ESIFs include agri-environment, employment, and regional development schemes. These individuals and organisations face immediate decisions about starting, or progressing, such multi-year projects, and some are nervous about proceeding given concerns about what will happen when we leave the EU.

3. In the short term, I can confirm that the Treasury will give an assurance that all multi-year projects administered by government with signed contracts or funding agreements in place, and projects to be signed in the ordinary course of business before the Autumn Statement, will be fully funded, even when these projects continue beyond the UK's departure from the EU. In the medium term, the Treasury will work with departments, Local Enterprise Partnerships and other



relevant stakeholders to put in place arrangements for considering those ESIF projects that might be signed after the Autumn Statement but while we still remain a member of the EU. Further detail will be set out ahead of the Autumn Statement and we will ensure these spending commitments remain consistent with value for money and our own domestic priorities.

4. Second, a number of UK organisations bid directly to the European Commission on a competitive basis for EU funded multi-year projects. Partner institutions in other EU countries have raised concerns about whether to collaborate with UK institutions on EU funding projects, such as universities and businesses participating in Horizon 2020, and some UK participants are concerned about longer-term participation.

5. The Commission have made it clear that the referendum result changes nothing about eligibility for these funds. UK businesses and universities should continue to bid for competitive EU funds while we remain a member of the EU and we will work with the Commission to ensure payment when funds are awarded. The Treasury will underwrite the payment of such awards, even when specific projects continue beyond the UK's departure from the EU. The UK will continue to be a world leader in international research and innovation collaboration, and we expect to ensure that close collaboration between the UK and the EU in science continues.

6. Third, the UK agricultural sector receives annual direct payments through Pillar 1 of the Common Agricultural Policy (CAP). The Treasury will therefore reassure the agricultural sector that it will receive the same level of funding that it would have received under Pillar 1 of CAP until end of the Multiannual Financial Framework in 2020, alongside considering the options for long-term reform beyond that point. The government will work closely with stakeholders to ensure that funding in the period immediately after exit is used to help the agricultural



sector transition effectively to a new domestic policy framework. These funds will be allocated using the principles of CAP Pillar 1, and we will of course consider the opportunities post exit for making any short-term improvements to the way the system operates once we cease to be bound by EU rules.

7. Naturally, we will need to address the future of all programmes that are currently EU-funded, once we have left the EU. Leaving the EU means we will want to take our own decisions about how to deliver the policy objectives previously targeted by EU funding. Over the coming months, we will consult closely with stakeholders to review all EU funding schemes in the round, to ensure that any ongoing funding commitments best serve the UK's national interest, while ensuring appropriate investor certainty.

8. The administration of EU funding is largely devolved. We are offering the devolved administrations the same level of reassurance as we are offering to UK government departments in relation to programmes they administer but for which they expected to rely on EU funding. We will also work with the devolved administrations on subsequent funding arrangements to allow them to prioritise projects within their devolved responsibilities.

9. I am copying this letter to Cabinet colleagues.

A handwritten signature in black ink, reading 'David Gauke'.

DAVID GAUKE



Lancashire Enterprise Partnership Limited

Private and Confidential: No

Date: 13 September 2016

Strategic Marketing and Communications Update

Report Author: Ruth Connor, Chief Executive, Marketing Lancashire

Executive Summary

This report updates the Board on the development of marketing and communications activity for the Lancashire Enterprise Partnership (LEP), including the development of a strategic marketing proposition.

Recommendation

The LEP Board is asked to:

- (i) Note and comment on the contents of this report;
- (ii) Approve the proposed approach to continuing to develop a strategic marketing proposition for Lancashire, as set out in this report; and
- (iii) Note that the Chief Executive of Marketing Lancashire, as the LEP's Media Communications and PR lead, continues to provide regular updates to the LEP Board on the strategic marketing outputs.

Background and Advice

1. Context

- 1.1 The delivery of strategic marketing activity for the LEP continues with outputs from media and communications, branding, events planning and delivery and development of the Lancashire narrative. This report outlines progress being made in each area.
- 1.2 Further to approval at the last Board Meeting in June, SKV Communications' contract has been extended by a further 6 months. SKV were appointed to deliver an initial 12-month media and communications campaign to increase awareness of the Lancashire offer with key stakeholders and business audiences.



2. Activity update - Developing the Lancashire Economic Narrative

- 2.1 The launch of the Lancashire Story will be held at Burnley Football Club on 18 October between 08.30 and 10.30am. We are currently awaiting confirmation from Sean Dyche, team manager of Burnley FC and Andrew Percy Northern PowerHouse Minister, who have both been invited to speak. Director of Communications for the NPH, David Watson, will also be attending. The event will not only be an opportunity to launch both the Lancashire Story and Ambassadors programme but also to showcase the new EZ positioning and the Lancashire Business Growth Hub.
- 2.2 Work continues to develop the Lancashire brand and Lancashire narrative, as well as a supporting creative campaign and video, a new Ambassadors Programme and collateral for the launch in October. A “save the date” has already been sent to the Board and an invitation to all those who took part in the consultation is to be sent with the aim to have approx 250 at the event.

3. Activity update – Media and Communications

Activity Overview

- 3.1 The last three months has seen communications activity for the LEP continue, building on the momentum and positive outputs of the previous quarter with a number of significant milestones being widely publicised.
- 3.2 Several of these were closely linked – the announcement of Colliers as the appointed agent for the Samlesbury EZ site, the launch of the ‘Aerospace Lancashire’ (AL) initiative at Farnborough International Airshow and the visit of The Times’ Industrial Editor Robert Lea to Burnley.
- 3.3 All of these stories highlighted the current strengths of Lancashire with regards to aerospace and Advanced Engineering and Manufacturing (AEM), and also helped to promote the opportunities and potential the area offers within these sectors via a deliberate ‘ready for ramp up’ positioning. These stories also marked a step-change in the type of media coverage enjoyed by the LEP in terms of national exposure in trade press and national news.

Changing Perceptions of the LEP (and Lancashire).

Colliers appointment to market the Samlesbury EZ

- 3.4 The PR for Colliers’ north west office is also managed by SKV Communications and on this basis it was agreed that Colliers’ would take the lead on the Colliers appointment to market the Samlesbury EZ announcement. This would allow the LEP to benefit from the strength of Collier’s reputation in the regional and national



property sector. The LEP Chair was quoted in the announcement.

- 3.5 The result of this approach saw the EZ announcement enjoy ten separate pieces of media coverage secured by SKV including *Property Week*, *Insider*, *Place North West*, *Move Commercial*, *The Business Desk*, Manchester Evening News' *GM Business Week* supplement and on the *pro.Manchester* business network bulletin.
- 3.6 SKV were also present at the multi-partner EZ positioning and branding workshop held in early August, and facilitated by marketing agency Freshfield, sharing insights from SKV's previous EZ communications such as announcing Hillhouse and Blackpool Airport in addition to the Colliers recent appointment announcement.

Aerospace Lancashire launch at Farnborough

- 3.7 Pre-Farnborough it was clear that Lancashire simply taking some exhibition space as part of the NWAA stand wouldn't necessarily gain any meaningful media attention or coverage.
- 3.8 However, by creating and 'launching' the Aerospace Lancashire (AL) initiative, Lancashire was able to develop a news hook that allowed it to tell a wider Lancashire aerospace story and reinforce its position as the UK's largest aerospace cluster of activity.
- 3.9 SKV also emphasised within this story that Lancashire was geared up for the anticipated national and international ramp-up in aerospace manufacturing, and that through the EZ at Samlesbury and other assets, the county was already addressing next generation aerospace needs in addition to maintaining its current high levels of output.
- 3.10 SKV undertook a range of pre-event activities to maximise the PR opportunity offered by the launch of AL's presence at the show. These included interrogating the Farnborough International Airshow (FIA) exhibitor list to identify Lancashire firms attending, which greatly helped to add to the AL story and make it more 'real' for key media; targeting journalists registered to attend FIA and pitching the AL launch story to them in advance of the show; and undertaking a thorough pre-event sell-in with all key local and regional media highlighting the AL launch as significant news for Lancashire.
- 3.11 This approach helped secure a substantial number of articles in national trade press and regional media prior to Farnborough itself which included *The Manufacturer*, *Advance* magazine (ADS' official magazine), *Aerospace Manufacturing*, *Air International* and *Classic Aircraft*. Regionally Lancashire attending Farnborough was covered on BBC North West Tonight as part of a report primarily about BAE and the F-35 making its debut at RAF Fairford the week before FIA. As BBC North West did not go on to cover Farnborough itself, and

Granada ITV pulled out of attending FIA at the last minute, 'Aerospace Lancashire' enjoyed the only directly Farnborough-related mention on any North West regional broadcast.

- 3.12 Other positive pre-FIA regional and local coverage included Insider, Business Quarter and Lancashire Business View. This pre-announcement strategy meant Lancashire was able to articulate its positive message through influential media before the show commenced, allowing us to avoid getting drowned out during FIA itself with many global players monopolising the aerospace media's attention by announcing deals and new tech innovations.
- 3.13 SKV attended FIA on two of the show's key days to liaise with media, promote AL's presence via twitter and to manage photography. This included working closely with BAE Systems, who flew a number of local journalists down to the show where they were jointly chaperoned by BAE Systems and SKV, visiting both BAE Systems' chalet and AL's stand.
- 3.14 Post-FIA output also includes two national trade titles, Aerospace Manufacturing and Air International, expressing interest in follow-up pieces about the AL initiative, and a very positive and detailed piece about the launch of AL in the Lancashire Evening Post. Simultaneously BAE Systems' Farnborough briefings saw a number of local and regional press articles appear talking up a boom in BAE Systems' orders and other positive news for the local aerospace sector.
- 3.15 Following a briefing a forthcoming Insider magazine feature on East Lancashire is also due to have a specific focus on aerospace, and SKV also arranged interviews for Insider with a number of East Lancashire SMEs who themselves are part of the aerospace supply chain. SKV utilised the Aerospace Lancashire brand - and the positive 'ready for ramp up' message - in an advert due to appear in the NWAA's Plane Talk magazine. A debrief from Farnborough with the LEP and County Council officers will take place w/c 12th September to determine key outputs and benefits from the activity.
- 3.16 September's NW Business Insider magazine has a strong focus on Lancashire's role in the production of the F35 and its manufacturing pedigree generally, reflecting the LEP's key messages, as part of double page feature on the new director of BAE Systems' F35 programme.

The Times' Burnley feature

- 3.17 In May, on the back of the promotion of Burnley FC to the Premier League, SKV pitched to The Times' Industry Correspondent Robert Lea the opportunity to write a feature about Burnley's thriving AEM and aerospace sector. This was linked to the wider Lancashire strengths in this sector.



- 3.18 Having gained Robert's interest, SKV worked with partners in Burnley and the NWAA, to set up a day's itinerary including visits to Burnley FC, Safran Aircelle, Barnfield Construction and several Burnley aerospace/AEM SMEs (BCW Engineering, FDM Digital Solutions and Velocity Composites).
- 3.19 The LEP and LCC were represented on the day by Ruth Connor and Andy Walker, together with contributions from Mike Damms. Robert Lea was also fully briefed, in advance of the wider Lancashire picture, on the work of the LEP across its many different economic initiatives and the county's position as the UK's biggest aerospace cluster.
- 3.20 The resulting article, published to coincide with the start of the football season, was a feature which in many ways was positive for the LEP and Lancashire's position as no.1 for aerospace, and highlighted Burnley's thriving aerospace and AEM cluster alongside the town's enterprise culture.
- 3.21 However and understandably there was disappointment as the article also referenced a number of issues facing the town, and pointed out a number of challenges it still faces going forward. It was surprising for all those involved on the day that the piece didn't contain more of the upbeat and positive content that was evident especially after so much time and effort was put into arranging the day's events with people giving up their time to meet with Robert.
- 3.22 The article dwelled on Burnley's enthusiasm for Brexit, raised questions about the effectiveness of the 'Northern Powerhouse', and highlighted a number of social and economic divisions that still remain in the area.
- 3.23 One of the key lessons that SKV has taken from this exercise is that when dealing with credible and authoritative media at this level it cannot be assumed that everything put in front of them will be replayed without a thorough editorial filter unless you have paid for the space and that with regard to all PR activity we need to be continually wary of both the risks and rewards when putting Lancashire in the spotlight.

Recent communications highlights

Inward Investment

- 3.24 Positive coverage linked to investment and regeneration, which has been driven by references the LEP, continues to be secured in a wide range of local and regional media stories. In the last quarter these include:
- Insider's East Lancashire Review (see above) which includes extensive quotes from Edwin about the LEP's support for East Lancashire;



- Lancashire Business View article highlighting the LEP's role in securing the Hillhouse EZ, including a 250-word comment from Edwin, in its focus on Wyre;
- The contribution Boost has made to the local economy with support from the LEP;
- The LEP's supportive role in Blackpool's bid to host the Great Northern Exhibition;
- The support of the LEP towards the regeneration of Blackburn's Cathedral Quarter;
- The support of the LEP towards the regeneration of Spinning Point in Rawtenstall;
- The support of the LEP towards the regeneration of Blackburn town centre;
- Potential Growth Deal-funded improvements for Blackpool's Winter Gardens and parts of Burnley; and
- Graham Cowley has been quoted in a story regarding the completion of a phase of the Burnley-Pendle Growth Corridor covered by the Burnley Express, Two Boroughs Radio, www.bqlive.co.uk and the Clitheroe Advertiser.

3.25 The digital edition of *NW Business Insider's* September magazine also includes a very positive two-page spread on East Lancashire with quotes from Mike Damms along with content placed by SKV, including quotes from Edwin Booth and background information to showcase the LEP's work in the area to good effect.

Business Engagement and Support

3.26 SKV secured a place for Mike Damms, on behalf of the LEP, on the expert panel at *Insider's* Doing Business in Blackburn breakfast event. He was then quoted in the follow up article in September's magazine.

3.27 SKV also secured a speaker slot for Dennis Mendoros on *Insider's* Made in Lancashire event in Burnley. Unfortunately, timings meant this opportunity couldn't be fulfilled. Tony Attard, Chief Executive of Panaz Textiles and Chair of Marketing Lancashire attended.

3.28 It has been agreed that in order to complement BOOST marketing activity, a BOOST section will be included in every Lancashire Link and where possible in the Lancashire Business Brief.

3.29 A full briefing with SKV has taken place regarding Lancashire's attendance at MIPIM UK and the Lancashire Story launch to ensure maximum business engagement and awareness can be secured.

Skills and Education

3.30 Excellent coverage was achieved for the award of £11m for new training facilities and apprenticeships, with extensive coverage in *Insider*, the *Lancashire Evening Post*, *Lancashire Evening Telegraph* and *Blackpool Gazette*. Local weekly papers



also picked up on aspects of the story relevant to their local audiences, and a majority of articles contained key messages and quotes about the LEP's investment in skills. The £11m education and investment story also enjoyed a high volume of likes and shares on Twitter.

- 3.31 Other recent skills stories which have enjoyed local coverage and social media traction included the announcement regarding the LEP's investment in the new Training 2000 facility and the presence of the City Deal and Lancashire Skills and Employment Hub at the UCLan Science Fair.
- 3.32 SKV has also been working closely with Inspira (the organisation delivering the Enterprise Advisor roll-out) to determine how best to incorporate the LEP's branding guidelines into their own marketing and promotional collateral. This is another encouraging indication that partners are increasingly seeking to be associated with the LEP.

Digital Communications

- 3.33 Over the last 12 editions of the *Lancashire Business Brief (LBB)*, the number of subscribers has grown to 950. The LBB continues to be the county's best source of positive economic stories and business news on a weekly basis.
- 3.34 The LEP website has seen increases in sessions, users and page views of 37%, 31% and 18% respectively over the last three months compared to the same period last year.
- 3.35 The LEP twitter account (*@lancslep*) now has 830 followers (up by 230 in three months) and continues to regularly tweet positive LEP news, promote links to key stories and retweet partner news on a daily basis. The LEP is also increasingly engaging directly with a range of influential individuals and organisations via Twitter which is helping extend its reach and influence.
- 3.36 The monthly *Lancashire Link* newsletter continues to highlight the LEP's work in key areas to influential stakeholders, showcase local businesses and provide a platform for thought leadership for LEP board members and partners.
- 3.37 The www.lancashirelep.co.uk news pages have been kept up to date with strategically important stories delivering key messages on behalf of the LEP and partners. The Enterprise Zone information on the site has been updated to include Hillhouse and Blackpool airport information.

Upcoming activity and opportunities

3.38 September will see the following news stories and events:

- **Samlesbury update story** - SKV are liaising with BAE Systems and the County Council's communications teams to update local media on developments at Samlesbury including a piece around the official opening of the new spine road.
- **Enterprise Advisers scheme** - Extended roll-out to schools in Lancashire.
- **Apprenticeships levy and changes to GCSEs** - LBV piece due including a quote from Dr Michele Lawty-Jones
- **The LEP is hosting a visit by Minister for Employment Damian Hinds** - the minister is meeting the LEP and local business leaders to get their views on work, jobs and the support offered by Job Centreplus.
- **Business Cloud's Lancashire Tech Roundtable** - SKV has secured a panellist slot for Dr Michele Lawty-Jones for *Business Cloud* magazine's forthcoming roundtable to talk about technical and vocational skills. Business Cloud is a new national tech magazine edited by Chris Maguire and backed by UK Fast's Lawrence Jones.
- **Blackburn Advanced Manufacturing and Engineering Centre** - official launch.
- **Runshaw College Science and Engineering Innovation Centre** - official opening.

3.39 October will see the following news stories and events:

- **Launch of Lancashire Story and Ambassadors Programme.**

4. City Deal

- 4.1 The Chief Executive of Marketing Lancashire has been working with the City Deal Communications Programme Director to agree elements of the marketing and communications strategy which promote the benefits, progress and scale of the project at a regional and national level.
- 4.2 The City Deal pages on the LEP's website are a key resource for many stakeholders including partners and media. There are now refreshed City Deal key messages and a new positioning piece uploaded to the City Deal pages within the LEP's website.
- 4.3 Marketing Lancashire is currently in talks with property and investment publisher Place North West about a potential City Deal focused event in early 2017 and City Deal will also be incorporated in to the MIPIM UK proposition in October.

5. Activity update - events



- 5.1 There has been considerable progress with ensuring Lancashire's presence at key events nationally, including the previously mentioned Farnborough International Airshow.
- 5.2 Lancashire has also taken a stand at the MIPIM UK exhibition 19 - 21 October at Olympia. MIPIM UK is the UK's largest exhibition and conference for property professionals providing a market place for British and International Investors to meet. The conference attracts 5,000 delegates from 35 cities, 100 exhibitors and over 60 conference sessions and networking opportunities. A plenary session entitled PowerHouse Progress Lancashire will take place on Wednesday 19th October in Olympia. Frank McKenna will interview representatives from the property and construction sector in Lancashire. Marketing Lancashire has been working with several local authorities who will be partners at the MIPIM event, including Burnley, Chorley, West Lancashire, South Ribble, Blackburn and Blackpool, Fylde and Wyre EDC. Eric Wright have been confirmed as headline partner. A private Lancashire dinner will also take place on Wednesday 19 October at the President's Dining Room at the Royal Institute of Chartered Surveyors HQ.
- 5.3 Following the Department for Culture, Media and Sport's call for places and venues to host the Great Exhibition of the North in 2018, Marketing Lancashire working with Blackpool Council, submitted a bid with the LEP as a partner to host the event at the Winter Gardens. The bid has been shortlisted along with Bradford, Sheffield and Newcastle. The winning venue will create and implement an exhibition that celebrates the great art, culture and design of the North of England, showcasing local artists and performers, cultural organisations and creative businesses, promoting innovative and entrepreneurial activity, and highlighting research conducted by universities in the region. The exhibition is part of the Government's investment in the North of England, and follows funding for the Factory Manchester and Hull UK City of Culture.
- 5.4 A DCMS panel visit took place in Blackpool on 31 August and 1 September to showcase the resort and the venues. A breakfast meeting was also held with Sir Gary Verity, Chair of the Board of the Great Exhibition. This event was hosted by Councillor Simon Blackburn and attended by the Chair of the LEP, Chair and Chief Executive of Marketing Lancashire, Chair of Creative Lancashire, the High Sheriff of Lancashire, the Lord Mayor of the City of London (originally from Blackpool) and Laurence Llewelyn Bowen who is Creative Curator of Blackpool Illuminations. Final interviews are taking place on Friday 9 September in Leeds.
- 5.5 In agreement with the Leader of Lancashire County Council, plans are being progressed to host a Lancashire Day event at the House of Commons at the end of November aimed at engaging with MPs. Discussions are taking place to confirm the content of the event but there may be an opportunity to hold a "Meet the Producers" event showcasing Lancashire's strengths in the Food and Drink sector whilst also launching the Lancashire Story. In the meantime, each Lancashire MP

will receive communications introducing them to the Lancashire Business Brief and the Lancashire Link in order that they can start to receive these updates.

- 5.6 Dialogue has taken place with Paul Unger, the Editor at Place North West to develop an event which will take place in early 2017 at RSM Headquarters in Preston. The event will focus on developments in and around the City Deal area. One theme currently being discussed is whether this event could act as a driver to create a wider understanding of the city of Preston and central Lancashire, a positioning which could be an easier sell to both the media and to agents/developers interested in investing in the City Deal catchment area.

6. Positioning and Promotion of Lancashire's Enterprise Zones

- 6.1 At the EZ Governance Committee (EZGC) meeting on 7th June it was agreed that the Chief Executive of Marketing Lancashire and the Head of LEP Co-ordination and Development, in consultation with local authority partners and key EZ landowners prepare an initial 12 month EZ marketing and communications plan for consideration by the EZGC at its September meeting.
- 6.2 A workshop to consult and collaborate with local authority, landowner, commercial agent partners and key stakeholders took place early August. The purpose of the workshop was to capture current progress of the Enterprise Zones and to generate ideas and debate around the potential brand names / logos for the sites and how they can be used individually or as a collective.
- 6.3 The session was well attended showing the intent amongst stakeholders for collaboration to deliver a world class Enterprise Zone offer. Present at the meeting were Simon Towers NPL Developments, Andy Delany Colliers, Tim Flesher BAE Systems, Ian Whittaker UKTi, Karen Hurst Eric Wright Group, Katherine O'Connor from BIS and representatives from the LEP, Marketing Lancashire, FreshField, SKV, Blackppol Council, Wyre Council, BFW EDC, South Ribble and the Ribble Valley.
- 6.4 Matters discussed ranged from the identity and latest progress of the sites, target audiences, the support offer, enquiries to date, key messages and proposition. The outputs were fed back to the recent EZ Governance Committee and it has been agreed that a special meeting will take place on 26th September to give time for Freshfield to create visual options and naming suggestions for the stakeholder group to comment on. The preferred naming options and visual representations will be considered and reviewed at 26th September meeting with a view to have a decision in order for the EZ's to be a key part of MIPIM messages.



- 6.5 A further meeting will take place with stakeholders to discuss EZ marketing and promotional activity, enquiry generation and handling, regular communication to monitor progress and to feedback challenges and opportunities.

Agenda Item 14

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Agenda Item 16

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