

## **Private and Confidential**

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

**Minutes of the Meeting held on Tuesday, 30th August, 2016 at 12.00 pm  
at the Cabinet Room 'B' - The Diamond Jubilee Room, County Hall,  
Preston**

#### **Present**

Michael Blackburn

Michael Damms  
Gary Lovatt

Barbara Murphy

#### **In Attendance**

Andy Walker

#### **1. Welcome and Apologies for Absence**

Chair welcomed members and apologies were noted from Timothy Webber and Councillor Frank Mckenna.

Chair also welcomed Susan Smith, Director for SME Development, UCLAN attending to present information under item 9.

#### **2. Declarations of Interest**

There were no declarations of interest noted at this time.

#### **3. Membership**

The Board were presented with an update to the membership of the Business Support Management Board which clarified the position on nominating substitutes to attend meetings in place of members and the need to ensure that any new members are ratified with the LEP Board.

It was confirmed that there were three vacancies on the Board and a request made to the Board for Susan Smith, University of Central Lancashire (UCLan) and Kevin Duffy, RSM UK (ICAEW representative) to be nominated as representatives. This would leave one vacancy for the Board to recommend.

Members discussed possible suggestions for the vacant place on the Board. In addition it was suggested that it would be more practical to have named organisations rather than named representatives on the Terms of Reference

(TOR) as many only hold their posts for a year. It was also recommended that the membership is reviewed every three years.

**Resolved:**

- i. Susan Smith and Kevin Duffy to be added as BSMB members by the next LEP Board
- ii. Vacancy carried for further discussion by the Board
- iii. That as a standing item, future agenda will provide BSMB members with an update on the wider work of the LEP
- iv. Nominated representatives of the Board members to be confirmed with the clerk
- v. Recommendation to the LEP Board for named organisations to be agreed for the terms of reference
- vi. Recommendation to the LEP Board that the membership is reviewed every three years

**4. Minutes of the meeting held on 25 May 2016**

**Resolved:** Minutes from the meeting held on 25 May 2016 were agreed as an accurate record.

**5. Matters Arising**

Matters arising covered in the agenda.

**6. Growth Hub Update**

Andy Walker, Head of Business Growth, Lancashire County Council, presented a report to the Board on the progress of the next phase of Boost Business Lancashire which included information on:

- The redesigned service with four support strands.
- The Gateway service which is up and running although further appointments still required.
- First outputs have been completed with a good response from those taking part.
- There is an improvement plan in place to attract more businesses (with Growth Lancashire)
- Gateway staff are in the process of being trained to improve product knowledge and to ensure Gateway assessment is consistent.
- Propel have an agreed Memorandum of Understanding (MOU) with Boost.

Members were invited to comment and raise questions on the information provided:

It was agreed there was a need to monitor the quality of the marketing and feedback of the service to identify outcomes achieved.

It was felt that there was a need for a more structured referral system.

It was confirmed that each of LEPs will have an operational growth hub providing six monthly reports on progress and activity. This would give comparative benchmarking on how these were working and could be shared with members.

**Resolved:**

- i. Board noted and commented on the report
- ii. Freshfields to be requested to attend the next meeting of the Board
- iii. MOU to be circulated with the minutes
- iv. Further detail on the referrals to be provided

## **7. International Trade - Strategy and Provision**

Michael Damms, EL Chamber of Commerce discussed the paper circulated with the agenda on the International Trade Strategy for Lancashire.

In light of the Government objective to double exports to £1 trillion by 2020 and to increase the number of exporters by 100,000, the paper outlined the areas for consideration for a comprehensive strategy for Lancashire to support trade capabilities not only in the short term but for long term activity.

It was reported that there is a need to identify current trade against requirements to meet this objective through the bringing together of key partners.

The Board were advised that a verbal report would be presented to the next LEP Board with a draft strategy for a future meeting which could be circulated to the Board for comment.

It was suggested that the Growth Hub could take on the challenge to question the international element of development.

Looking forward, it was agreed there was a need for advice from Government around how 'Brexit' could impact.

The Board were advised that work identified to form a strategy for North West. It was agreed that this was a significant area of work and Lancashire needs to take lead.

**Resolved:** Board noted and commented on the report.

## **8. European Structural Investment Funds Update**

Andy Walker presented the three structures circulated with the agenda on approved ESIF projects, those awaiting contract and those in full pipeline.

It was confirmed that the majority of the projects were for around a two year time

period and that the ESIF Partnership would monitor the outcomes.

It was discussed that there was a need to identify where projects could become undeliverable if funding was delayed and therefore reduce the time to produce identified outcomes.

In addition, the Board questioned the sustainability moving forward with 'Brexit' and linking in to other opportunities.

**Resolved:**

- i. The Board noted and commented on the information provided.
- ii. Executive summary/aggregated table to be presented to the Board.
- iii. Position statement and future needs to be presented to the Board.

## **9. Briefing on UCLAN Productivity Research for LEP**

Susan Smith, Director for SME Development, UCLAN, was welcomed to the meeting to present to members the report circulated with the agenda on Exploring the Productivity Gap in Lancashire – Project Plan.

The report outlined the project which included research in the following areas:

- Secondary research on SME landscape in Lancashire
- Primary quantitative research surveying SME's in Lancashire
- Primary qualitative research through workshops and interviews to look at relationship between capital and productivity at individual level for SME managers/owners

It was reported that this project aimed to assess productivity, map the SME landscape in Lancashire, barriers to growth and future resources required.

It was confirmed that the secondary research was underway.

Board members agreed that a key part of this project was to agree the definition of productivity, if it is too broad, it could affect the conclusion.

Board members were advised that once the questions had been formulated they would be circulated for input.

**Resolved:** Board noted and commented on the report.

## **10. Wider LEP Update**

Andy Walker provided a presentation which was tabled at the meeting (to be circulated with the minutes) that provided a broad update and information on the wider LEP.

**Resolved:** Board noted and commented on the presentation and asked for it to be circulated electronically with the minutes.

## **11. Reporting to Lancashire Enterprise Partnership Board**

The Board discussed items to be reported to the next LEP Board meeting.

**Resolved:** The Board confirmed the following to be reported to the next LEP Board meeting:

- i. Membership – the Board would like to recommend 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 and that seats held on the BSMB by the Chairman of the Institute of Directors Lancashire 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
- ii. Strategy Development – that the Board approve 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 and increasing internationalisation (East Lancs. Chamber of Commerce)
- iii. Growth Hub (Boost) – That the BSMB noted good progress in sustaining Boost through contributions from LCC and ERDF and recommended that LEP formally endorse the use of additional BIS funds for the financial year 2016/17
- iv. Lobbying – that they group would recommend to the LEP Board that it 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

## **12. Any Other Business**

None.

## **13. Dates of Future Meetings**

**Resolved:** Dates of future meetings confirmed.

The next meeting is due to take place on the 25 October 2016 at 12pm, Cabinet Room C, County Hall, Preston.



## Memorandum of Understanding with Pipeline ESIF Projects

### Practical Collaboration With Boost –Lancashire’s Business Growth Hub

This document is intended to provide high level guidance on what the requirement for projects to show that they are well aligned with the activity of Boost – Lancashire's Business Growth will actually mean in practice. This relationship brings both benefits and responsibilities but is driven by the aspiration to ensure businesses are receiving the best mix of services to realise and drive their growth.

### Core Principles

The Lancashire Enterprise Partnership through its Business Support Management Board is trying to ensure that there is a coherent business support offer in Lancashire which:-

- Meets the identified needs of businesses and allows them to grow
- Is clear and easily navigable
- Makes best use of limited public resource
- Doesn't "crowd out" private sector activity

Boost – Lancashire’s Business Growth Hub sits at the centre of this and is resourced to fully understand what business support is available, to conduct and manage a dialogue with businesses to determine a hierarchy of needs and to draw in those who are not currently using business support services.

### Use of the Boost Gateway Service (Provided by RPL)

The Boost Gateway consists of the web portal and a business advisory team who generate and respond to enquiries from a variety of communications activity and channels.

The Gateway Service is the premier provider of Information Diagnosis and Brokerage services to business and is impartial (running no other projects of its own).

Whilst it is recognised that individual projects will have their own diagnostic and client outcome planning processes, we will aim to ensure processes are aligned in order to liberate as much time and resource as possible to work to address the business requirements.

#### Principle 1:

Business support organisations are encouraged to direct initial business enquiries to the Boost Gateway so that company needs can be independently assessed and they can be directed to the most appropriate source of assistance

### Project Advocacy and Referral

In order for the Gateway to be fully able to refer businesses to another ESIF funded programme, it is vital that the staff are well briefed on what the individual projects offer and can match the profile of the typical beneficiary business/ individual to the offer. In order to do this, projects must be prepared to brief and update the gateway staff and commit to keep product knowledge current, through scheduled regular briefings.

#### Principle 2:



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Business support organisations undertake to provide the Boost Gateway with up to date information on the availability of their business support products and services.

### **Tracking Business Engagement**

It remains the aspiration of LEP to understand which publicly funded projects are working with which Lancashire businesses at any given time. This is an aspiration shared by Local Authorities who are keen to see the impact of activity within their own boundaries.

Boost has worked with RPL and Alcium over a number of years to develop a bespoke CRM system run on the Evolutive platform. All Boost activity is recorded on this system.

Whilst we respect the need for individual projects to show that they have properly procured their own CRM solutions, we would suggest that Evolutive be considered as part of that process.

Should projects choose to retain or select a separate CRM, we would request a monthly upload of data in a form which could be imported into the Evolutive system and which contains sufficient data to evidence which businesses are engaged, the nature of the project, how far the intervention has progressed and what the state aids value of the intended intervention is.

The exchange and use of this data will be subject to an appropriate data sharing and use policy.

The Growth Hub is also charged by BIS to understand and report business satisfaction with local services.

### **Principle 3:**

ESIF funded business support projects must undertake to share data on the businesses they are assisting in order that an accurate assessment of the effectiveness of business support in Lancashire can be obtained.

### **Co-ordination, Arbitration and Cumulative State Aids accrued by individual businesses**

As a corollary of the data sharing set out above, gateway systems are able to provide some key benefits to projects in respect of co-ordinating engagement.

Where a business is identified as working with two initiatives simultaneously the Gateway / LCC can:-

- Identify if the two programmes are discrete and can be delivered as a dual assist
- Reference IDB information to determine which programme should be the priority for the client.

In addition, the Gateway/ Evolutive system can provide projects with a cumulative value of the state aids assistance received by an individual business in the past 3 years if De Minimis is the chosen form of state aid exception.

### **Principle 4:**

Organisations accept that LCC as agent of the LEP will have the ability to arbitrate between providers in the event of any dispute regarding the most appropriate provider of support and the allocation of relevant ERDF outputs.

### **Co-ordination of the Lancashire Business Support Offer**



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In addition to co-ordination activity through the gateway, the Growth Hub Management Team will run specific business support co-ordination forums. Initially these forums will be run quarterly and we will review frequency as the landscape of provision becomes more established.

Given that there are likely to be a number of organisations with multiple projects, the request is that at least one representative should attend but be capable of speaking for all that organisations projects.

As well as briefing partners on the project offer, representatives will also be required to report on the current performance of the programme.

Show unique and complementary nature of intervention

In addition to this co-ordination activity, the Boost marketing contract will convene a separate marketing sub group. Attendance arrangements as above.

#### **Principle 5:**

Organisations will commit to attendance at business support coordination meetings organised by LCC.

#### **Incubation / Capital Projects**

Revenue based support to develop businesses within new incubator facilities should first call on Growth Support Programme or Boost Mentoring (for more mature businesses) where that offer is appropriate to their tenants.

Other (in project) business support should only be used where it provides:-

- Specific sector expertise
- Technology based expertise, or where
- A greater intensity of provision is required.

#### **Principle 6**

New publicly funded business support services should only be provided if the do not duplicate existing support available through the growth hub and its aligned partners.

#### **Partner Agreement**

We acknowledge the above MOU and its core principles and will work with Boost and LCC as described, to ensure that business support in Lancashire meets the needs of businesses, is well aligned and is easily reported to those seeking to validate its impact and impact.

**Signed on behalf of partner organisation:-**

Print Name \_\_\_\_\_



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Position \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

**Signed on behalf of Boost / LCC**

Print Name \_\_\_\_\_

Position \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_



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## **Update for LEP Business Support Management Board**

**Andy Walker – Head of Business Growth LCC**

**30<sup>th</sup> August 2016  
County Hall**





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## POTENTIAL DEVOLUTION DEAL FOR LANCASHIRE

A Lancashire Combined Authority along with the LEP will be seeking a first devolution deal with progress on the following:

- More devolved funding – transport, business support, skills
- Greater influence over skills – aligning skills provision to sector needs and demands extending to schools
- Steps towards integration of health and social care
- Unlock public sector land for development – residential and employment
- Co-ordinated housing supply across the area





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## LEP Overview

- Summary
- Enterprise Zones
- Growing Places
- City Deal
- Growth Deal
- Transport for Lancashire
- Business Growth Initiatives
- Skills for Growth Initiatives
- Lancashire ESIF Strategy 2014-20
- Strategic Marketing and Communications
- Northern Powerhouse





## Summary

- LEP established in 2011 as a private sector led public/private partnership for Lancashire, chaired by Edwin Booth
- LEP has developed an investment growth programme valued at nearly £1 Billion – a level of performance only bettered by a few larger Core City LEPs with much greater capacity
- 50 major initiatives planned/underway across all parts of Lancashire with key programmes delivering ahead of schedule and exceeding delivery targets
- A robust Strategic Economic Plan (SEP) and business case approach informs key decision making
- A refreshed SEP is planned for later this year
- LEP has enabled local partners to bring forward new initiatives of scale underpinned by innovative investment frameworks
- Government has a positive view of the LEP's overall performance with recent *Annual Conversation* and review of the LEP's Assurance Framework reporting strong progress and robust accountability systems
- LEP and local partners continue to work on strategic project pipeline to take advantage of local and national investment streams and new policy initiatives
- LEP recognises the need to raise its profile and strengthen communications with local stakeholders
- LEP welcomes the opportunity to work with local authorities on developing Combined Authority arrangements and Devolution Deal proposals
- LEP views the Northern Powerhouse as a positive framework that enables Lancashire to position its economic strengths and forge stronger cross-boundary linkages





## LEP INITIATIVES UPDATE

### Enterprise Zone Programme

- New £15M national training facility for BAE Systems and new £10M industrial logistics centre on Samlesbury EZ. Major enabling infrastructure works underway funded by (£18.5M) loan finance facility provided by the LEP/LCC. First two new business occupiers are on Warton EZ. Focus on AEM sector growth. Opportunity to establish AMRC (NW) at Samlesbury.
- Blackpool Airport EZ business-case approved by Government. Formal announcement made in November's Autumn Statement. EZ to come into full force in April 2017 with the potential to support 140 new businesses and 3,000 new jobs. EZ will be home to the national Energy College. Focus on energy sector growth and aero-park developments.
- Government's Summer 2015 Budget announced new EZ bidding round. LEP submitted Hillhouse International Business Park which was also announced in the Autumn Statement. EZ launched on 1 April with implementation plan to be agreed by this Autumn. Focus on chemicals and energy sector with prospect of creating c. 1,500 new jobs.
- LEP's EZ programme has the potential to create c.10,000 new jobs with an investor offer of Northern Powerhouse significance

### Growing Places Investment Fund

- LEP's £20M Growing Places loan fund is on its 9<sup>th</sup> commercial investment with £1M committed to secure 450 new jobs with an global investor expanding in Preston
- Growing Places fund has fully revolved and leveraged over £100M in public/private investment and supporting the creation of nearly 3,500 jobs and 200 new homes
- Growing Places continues to welcome commercially-focused investment proposals from public and private sector partners



## LEP INITIATIVES UPDATE

### City Deal

- All first year targets of £450M City Deal programme delivered in 2015/16
- £23M invested in Year 1 infrastructure delivery with all road schemes ahead of schedule
- Housing Zone Status secured in Preston City Centre to bring forward stalled and new housing schemes with 750 housing units already identified
- City Deal Employment and Skills Strategy in development focused on securing local benefit
- Lancashire Pension Fund has invested nearly £30M in commercial schemes in the City Deal area
- Work underway on re-shaping community infrastructure to support the delivery of growth plan

### Growth Deal

- LEP's Growth Deal has received its first year £38m allocation from Government in 2015/16, with £53M released for 2016/17, as part of a 6-year £232M devolved investment programme
- Lancashire has competitively secured one of the largest Growth Deal programmes in the country with over 30 defined projects in development/delivery
- Growth Deal 3 proposals are currently in development for submission to Government by 21 July

### Transport for Lancashire

- Local Strategic Transport and Highway Masterplans underpin development of key priorities
- Transport for Lancashire tests scheme business cases and makes recommendations to LEP Board
- Strategic Transport Prospectus promotes the importance of Lancashire's connectivity priorities within Northern Powerhouse framework – priority schemes have potential to create 15,000 new jobs and over £600M per year in GVA uplift
- Leader of the County Council represents Lancashire on Transport for the North





## LEP INITIATIVES UPDATE

### Business Growth and Innovation

- Boost first phase completed in September 2015, with 3,000 SMEs engaged and 1,000 businesses improved across the Lancashire sub-region, with 1,200 new jobs created
- County Council has agreed to invest £3M, in a new 3-year Boost business growth programme valued at £8M, with a further £1M secured in revenue funding from Government. This investment will help to secure Lancashire's core business support infrastructure
- Lancashire's Chambers of Commerce with LEP support has secured £8M from RGF6. This business growth fund can be accessed via Boost with capital grants for projects generating new jobs and additional private investment
- LEP has commissioned Regenerate to undertake an audit of local publicly-funded business support in Lancashire, at the request of Government
- £400M Northern Powerhouse Investment Fund established, covering 10 LEP areas, with Lancashire investing £12.5M from its ESIF programme
- LEP has recently secured Science and Innovation Audit status with Government (one of only 3 places in England to do so out of more than 30 competing areas) – a joint initiative with Sheffield City Region which positions the AMRC (NW) at Samlesbury EZ

### Skills for Growth

- Nearly 4,000 employees in Lancashire have benefited from our Skills Support for the Workforce programme
- Employment and Skills Board has defined a £30M Skills Capital programme as part of the Growth Deal, with £26M already allocated to priority skills facilities
- Lancashire Skills Hub established with strong linkages to Boost
- Employment and Skills Strategy, underpinned by 7 sector skills analyses, approved in February



## LEP INITIATIVES UPDATE

### European Strategic Investment Funding (ESIF) Strategy 2014-20

- Government agreed the ESIF operational programme for England in June 2015
- LEP successfully secured a 100% improvement in Lancashire's Assisted Area coverage
- LEPs can only advise local ESIF Partnerships which are managed by and accountable to Government - unless renegotiated as part of devolution deals with Government
- £188M allocated (revised down from £232M) to our ESIF programme (£113M ERDF/£75M ESF)
- Government has varied the original output framework and thematic funding allocations, which has generated technical and operational difficulties
- A number of ESIF funding calls underway and planned
- Focus on developing a strong project pipeline and generating the ESIF match required

### Strategic Marketing & Communications

- LEP has commissioned the development of a place marketing and communications strategy, with Marketing Lancashire managing this work programme
- Need to ensure coherent and relevant messages are promoted with regard to Lancashire's economic successes and opportunities
- Commission is not about the LEP, more about Lancashire, the place, though the LEP is keen to improve communications with local stakeholders
- New marketing strategy to be launched in Autumn 2016 with trailers in advance, but improved communication activities already in place with key stakeholders, including the weekly Lancashire Business Brief and a much greater presence achieved in social, regional and national media





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## City Deal Achievements to date – Years 1-2

### Housing

- Strong progress against targets with 1,599 housing units completed to date
- c50% of planning consents in place
- Key sites progressing well through planning/masterplanning

### Commercial sites

- Year 2 completion targets exceeded
- Progress on track to unlock key development sites at; Lancashire EZ, Samlesbury site, Cuerden Strategic Employment site
- Encouraging signs of market recovery, eg; large letting to Amazon at Lancashire Business Park; Phase 1 of Queens Shopping Park, Preston completed; Speculative industrial development at South Rings, Bamber Bridge and Vision, Red Scar, Preston East; Growing market interest in HCA large development sites

### Skills & Employment

- Action Plan in place to; Improve skills to support employment growth and meet replacement demand; Provide skills, training and recruitment support to Inward Investors; Support the construction sector and supply chain opportunities; Increase Social Value via Procurement;

### Infrastructure

- £26m of public/private investment in transport infrastructure
- Widening of sections of the A582/junction improvements completed
- Major progress with other schemes; Broughton by Pass start on site; Preston Western Distributor planning application submitted; Lancashire Enterprise Zone, Samlesbury site access in place; Phase 2 Preston City Centre public realm improvements in progress



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## City Deal

## 2016-19 Business Plan

### Housing

- 3,000 new homes to be completed
- Preston North West East-West Link Road to be completed
- Pickerings Farm Link Road to be completed/Heatherleigh/Croston Road spine road to be completed

### Commercial sites

- 157,668 sq m of commercial floorspace to be completed
- 1<sup>st</sup> phase development scheduled at Cuerden Strategic Employment site
- 2<sup>nd</sup> phase development scheduled at Lancashire Enterprise Zone, Samlesbury site
- Phase 3 Public Realm improvements in Preston to be completed
- Completion of Preston development sites, including; Cinema development, East Cliffe Hotel, 2<sup>nd</sup> Phase Queens Shopping Park, UCLan Engineering Innovation Centre

### Skills & Employment

- Continue to deliver Skills & Employment Action Plan to maximise growth opportunities and help mitigate against any development constraints

### Infrastructure

- £200m of investment to be made in transport infrastructure schemes
- Continuing sections of the A582 to be widened
- Preston Western Distributor start on site scheduled
- Broughton & Penwortham by Passes to be delivered
- District Centre improvements completed, for example; New Hall Lane, Longridge/Grimsargh, Bamber Bridge, Broughton



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## Northern Powerhouse - 1

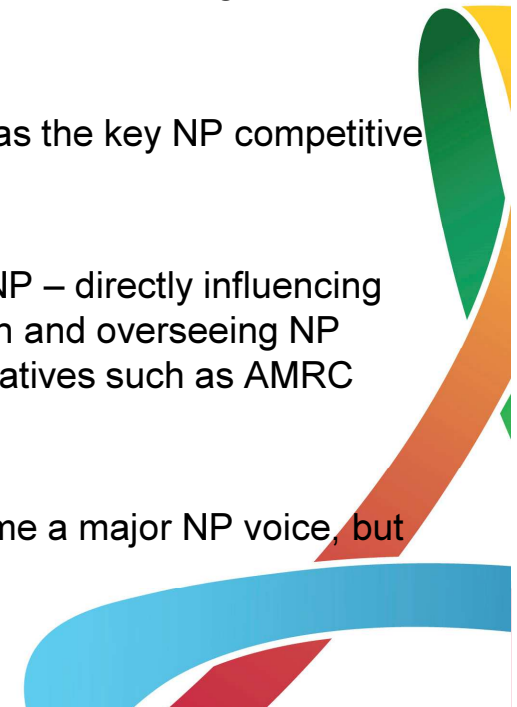
- Northern Powerhouse (NP) first referenced by the Chancellor in 2014 with further announcements in Autumn Statements and Budgets
- NP aims to close the North of England's performance gaps and rebalance the UK economy
- Much of the initial case-making with Government has been made by Manchester and the other Core Cities
- At this stage, NP should be considered as an emerging framework for change and not a fully worked-up programme of action
- NP considered to be a central element of the Government's emerging devolution agenda which links to Combined Authorities and Devolution Deals
- Still very early days, but NP approach ultimately to be underpinned by 11 Combined Authorities and 11 LEPs working with Government to develop initiatives of Northern significance that transcend local boundaries
- At this stage, very little new funding available, given the scale of the challenge and opportunity and the legacy of national investment in the North





## Northern Powerhouse - 2

- Early NP focus on inter-city transport connectivity with the work of Transport for the North
- A £400M NP investment Fund has been launched (see earlier reference)
- NP has value as a vehicle to promote the North of England in international markets with NP trade missions and the development of NP investor propositions for economic strengths with global reach
- An Independent Economic Review (IER) has been undertaken to review NP economic strengths with work underway on developing a NP economic narrative to be launched in June
- Advanced manufacturing, energy, health sciences and digital will be identified as the key NP competitive strengths – Lancashire has major strengths and assets in these sectors
- Lancashire's local authority and LEP leaders are playing key roles in shaping NP – directly influencing Transport for the North, securing support for key transport priorities, investing in and overseeing NP Investment Fund, working on IER and economic narrative, developing new initiatives such as AMRC (NW) which link Lancashire's strengths with neighbouring city-regions, etc.
- Still more to be done with Lancashire needing to seize the opportunity to become a major NP voice, but local authorities and LEP are committed to getting the best from the NP





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## Upcoming Activities

- Negotiation and Outcome of Growth Deal 3 - £120m submission
- New LEP Business Plan – Autumn 2016
- New Strategic Economic Plan – Spring 2017
  - Innovation – Science and Innovation Audit submitted Sept 2016, Smart Specialisation mapping, Innovation Plan
  - Internationalisation – see Item 7
  - Productivity – Item 9



## Lancashire Combined Authority

### Background and Progress

- 18 months of exploratory work to determine most suitable governance arrangements for Lancashire to realise our ambitions
- Throughout March and April 2016, Lancashire Leaders have recommended to their Councils to join a Combined Authority for Lancashire (excluding Wyre Council)
- Councils have now made that commitment and operate as shadow Combined Authority from July 2016
- Governance arrangements in place – one member one vote
- Public consultation – 70% of respondents agree that a Combined Authority is right for Lancashire





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## ABOUT A COMBINED AUTHORITY

### What it is:

- A combined authority is a legal entity set up to undertake joint functions relating to transport, economic development, regeneration
- A body which can receive devolved funding and powers from the Government
- A body which can influence and shape provision of services in the area, for example skills, business support, NHS and social care

### What it isn't:

- They are not unitary authorities and are not a step towards creating a unitary
- They are not a take-over by any authority or a merger
- It isn't a shared service, but will add capacity to deliver economic and housing growth, improved skills, greater connectivity, better health outcomes

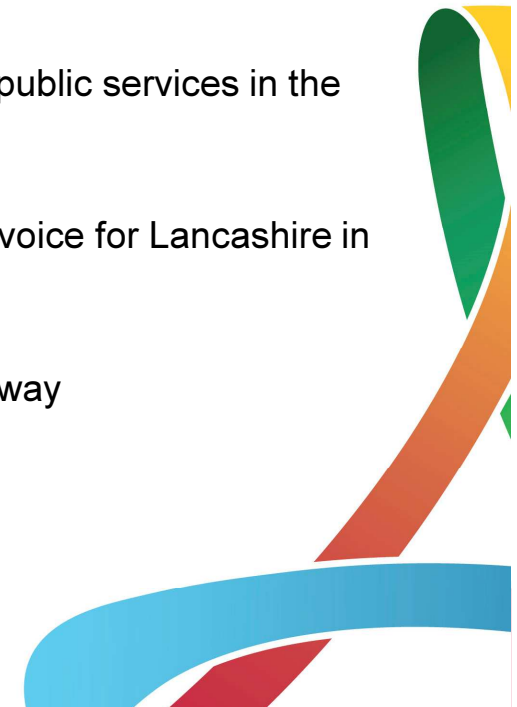




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## AMBITION

- An opportunity to demonstrate Lancashire is a serious economic player with local leaders committed to making strategic decisions to deliver sustainable economic and housing growth and linking residents and communities in greatest need to the new growth opportunities
- An opportunity to establish a single, coherent local authority voice for Lancashire to influence regional and national priorities, including further devolution opportunities and new approaches to public service delivery
- An opportunity to work collectively on the challenge of delivering sustainable public services in the future
- Greater ability to influence strategic transport priorities with an even stronger voice for Lancashire in shaping the priorities of the Transport for the North
- An opportunity to share capacity, expertise and experience in a co-ordinated way



## FOCUS OF COMBINED AUTHORITY

### Priority Themes

- **Prosperous Lancashire** – to be recognised as a destination of choice, to invest in, do business in, live or visit
- **Connected Lancashire** – digital and transport connectivity to promote inclusive growth
- **Skilled Lancashire** – a skilled workforce to meet the demands of employers and future business growth
- **Better Homes for Lancashire** – residents to have better living standards with good quality homes and a wide housing offer to attract commuters
- **Public Services Working Together for Lancashire** – integrated public services at the heart of local communities giving everyone the opportunity for a healthier life.





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## NEXT STEPS

- Formal submission to the Government with Combined Authority proposals
- Parliamentary Order to establish Combined Authority
- Devolution discussions continue and proposals developed in detail for sign off
- First meeting of Shadow Lancashire Combined Authority to be held 11<sup>th</sup> July 2016
- Lancashire Combined Authority to be fully functional by April 2017, subject to Government consents

