



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: Tuesday, 7th September 2021

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

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Executive Summary

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

Recommendation

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

BACKGROUND AND ADVICE

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

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

PERFORMANCE

Programme Update Reports

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

- Boost – Lancashire Business Growth Hub
- City Deal
- Enterprise Zones X 4
- Getting Building Fund
- Growing Places
- Growth Deal
- Inward Investment (This appendix is Private and Confidential and will be discussed under Part II of the agenda)
- Lancashire Skills and Employment Hub



➤ Social Value

Key Performance Indicators

The table below contains the combined current core KPIs for all the LEP programmes as sourced from the individual reports (Appendices A-L). Data is as at Qtr. 4 2020/21 (31st March 2021). Please refer to the individual programme reports and risk register, as contained in the appendices to this report, for the current performance and risk for the individual programmes.

Key Performance Indicator - Programmes Combined

Key Performance Indicator	Actuals	Forecast	% Achieved
Capital Funding Invested £m	£286.20	£307.10	93%
Private Sector Investment £m	£201	£431	47%
Other Investment £m	£411	£817	50%
Housing Units	11991	22326	54%
Jobs Created / Jobs Safeguarded / Apprentices	29,836	43,105	69%
Commercial floor space constructed or refurbished (sqm)	432,121	951,226	45%
New or Resurfaced Road (km)	5	5	100%
New or improved cycle ways (km)	20.57	28.1	73%
New or Improved Training learning facility (sqm)	42963	42969	100%
Additional Leavers leading to qualification (up to L4)	11853	10793	110%
Enterprises or Businesses receiving support (SME)	4644	6217	75%
Specialist Equipment	118	117	101%
New products to Market	40	40	100%
Social and Economic Value Impact £m	£31.10	N/A	N/A

In respect to the above table please note:

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

Key Performance Indicators Dashboard

As members may recall a draft 'Dashboard' and set of 'LEP KPIs', were previously circulated to Members for comment.



It was advised these would be finalised, later this year, upon completion of the individual programme reviews, and also in the context of the LEPs strategic ambitions. This work will also consider the outcome of governments review of LEPs nationally, and local strategies which are emerging e.g. Growth Plan, Internalisation Strategy, GLP etc.

Programme Reviews

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

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

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

Please see below a summary of the review of the Growing Places programme recently completed.

Growing Places Programme Review – Findings

Background - In 2012 the government provided £19.3m Growing Places Fund to Lancashire LEP. The fund is for capital developments to unlock stalled sites in Lancashire with an ambition that the fund should become evergreen (a recycling loan fund).

The Fund has three overriding objectives: • to generate economic activity in the short term by addressing immediate infrastructure and site constraints and promote the delivery of jobs and housing • to allow local enterprise partnerships to prioritise the infrastructure they need, empowering them to deliver their economic strategies • to establish sustainable revolving funds so that funding can be reinvested to unlock further development, and leverage private investment.

Government encouraged LEPs to be flexible in their approach (loans, grants, mix), suggesting, but not specifying the funds to be issued as loans, thereby establishing revolving funds that can be reinvested to unlock further development. From a government perspective the programmes' outcomes and intentions were clearly defined, but of a high level, with no targets set.

The Fund has successfully recycled itself and is now free of the original constraints so can be used to support the LEP's ambitions and agreed priorities. Government have confirmed that the funds can be used for revenue schemes which give the Fund more flexibility.

Review findings – The review was completed August 21, in consultation with the Programme Lead and LEP CEO. A summary of the findings is included below. The full detailed report is available upon request.

Summary - As detailed above, the original government objectives of the fund have been achieved. In addition, the fund continues to provide an investment stream to contribute to the delivery of the LEP Strategic objectives. In terms of impact please refer to Appendix H of this report.



There are a number of improvements recommendations as included in the table below. Further detail can be found in the detailed report, available upon request.

Improvement Recommendations
❖ Clearly define measurable targets for outputs and impact
❖ Consider the utilisation of the funds to support wider LEP Strategic Objectives, whilst balancing maximising loan potential
❖ Financial Performance – Consideration of all programme costs to be included.
❖ Local Assurance Framework Updated as per the contents outlined in the report
❖ O & S challenge in decision making process role
❖ Social Value Captured
❖ Marketing / Promotion activity – Communications Plan / Review LEP Website contents
❖ Internal processes improving <ul style="list-style-type: none"> ○ Transparency ○ Resource (legal and finance) ○ Register / Log – Lessons Learnt, changes to scope, decisions.
❖ Review Process to be implemented within the programme
❖ Sharing best practice e.g. LEP Network once review recommendations have been completed

Risk

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

List of Background Papers

Paper	Date	Contact/Tel
None		

Reason for inclusion in Part II, if appropriate

Appendix J of this report will be considered as a Part II item.