



# **Blackpool, Fylde and Wyre Economic Prosperity Board Agenda**

**Fylde Council**  
**Date of Publication: 30 May 2022**  
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**Blackpool, Fylde and Wyre Economic Prosperity Board meeting on  
Thursday, 9 June 2022 at 14:00 in the Reception Room, Town Hall,  
St Annes**

- 1. Appointment of Chairman**
- 2. Apologies**
- 3. Appointment of Vice-Chairman**
- 4. Declarations of Interest**

Members will disclose any pecuniary and any other significant interests they may have in relation to the matters to be considered at this meeting.

- 5. Confirmation of Minutes** (Pages 1-12)

To confirm as a correct record the minutes of the previous meeting.

- 6. Matters Arising**

- 7. Lancashire Enterprise Partnership Update** (Pages 13-31)

Annual report and presentation of Sarah Kemp, Chief Executive of Lancashire Enterprise Partnership

**8. Economic Opportunities of Climate Mitigation and Adaptation** (Pages 32-33)

Report of Scott Butterfield, Strategy, Policy & Research Manager - Blackpool Council.

**9. Fibre Network update and Emerging Digital Opportunities** (Pages 34-36)

Report of Tony Doyle, Head of ICT Services - Blackpool Council.

**10. Exclusion of Public and Press**

If the discussion during items 11 and 12 of this agenda involves the disclosure of "exempt information", as defined in Schedule 12A of the Local Government Act 1972 and the board wishes to move to a confidential session, it will need to pass the following resolution:

"That the public and press be excluded from the meeting whilst the agenda items are considered, on the grounds that their presence would involve the disclosure of exempt information as defined in category 3 (Information relating to the financial or business affairs of any particular person, including the authority holding that information) of Part 1 of Schedule 12(a) of the Local Government Act, 1972, as amended by the Local Government (Access to Information) Variation Order 2006 and, that the public interest in maintaining the exemption outweighs the public interest in disclosing the information".

**11. Blackpool Airport EZ Progress report (standing item)** (Pages 37-61)

Report of Rob Green, Head of Enterprise Zones, Blackpool Council

**12. Hillhouse Technology EZ Progress report (standing item)** (Pages 62-68)

Report of Rob Green, Head of Enterprise Zones, Blackpool Council

**13. Any Other Business**

**14. Date and time of the next meeting**

The next meeting will be held on Thursday, 8 September 2022 at 2pm in the Council Chamber at the Town Hall, St Annes.

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## **Blackpool, Fylde and Wyre Economic Prosperity Board Minutes**

The minutes of the Blackpool, Fylde and Wyre Economic Prosperity Board meeting of Wyre Borough Council held on Thursday, 3 March 2022 at the Council Chamber - Civic Centre, Poulton-le-Fylde.

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### **Blackpool, Fylde and Wyre Economic Prosperity Board members present:**

Councillor Henderson, Leader of Wyre Council  
Councillor Buckley, Leader of Fylde Council  
Councillor Smith, Executive Member for Blackpool Council

### **Apologies for absence:**

Councillor Williams, Leader of Blackpool Council  
Neil Farley, Co-opt Private Sector Representative (Fylde)  
Paul Evans, Civil Service Representative

### **Chief Executive Officers present:**

Garry Payne, Wyre Borough Council  
Allan Oldfield, Fylde Borough Council  
Neil Jack, Blackpool Council

### **Co-opt Private Sector Representatives present:**

Peter Worthington (Wyre)  
Martin Long (Blackpool)

### **Officers present:**

Nick Gerrard, Growth and Prosperity Programme Director, Blackpool Council  
Rob Green, Head of Enterprise Zones, Blackpool Council  
Marianne Hesketh, Corporate Director Communities  
Marianne Unwin, Democratic Services Officer  
Colm Healy, Planning Policy and Economic Development Support Officer  
Nicole Billington, Blackpool Airport Enterprise Zone Marketing & Administration Officer, Blackpool Council  
Lyndsey Lacey-Simone, Principle Democratic Services Officer, Fylde Council

No members of the public or press attended the meeting.

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None.

**31 Confirmation of minutes**

The minutes of the meeting held on Thursday 9 December 2021 were confirmed as a correct record.

**32 An update from the Lancashire Employment Skills Survey on the results of the Fylde Coast**

Geoff Mason, Lancashire Local Skills Improvement Plan (LSIP), submitted a presentation and provided an update on the recent work of the LSIP including the Lancashire Employment Skills Survey.

He explained the purpose of the Local Skills Improvement Plans were to put employers at the heart of skills decisions made in the local area.

Geoff Mason covered the following key points of the presentation:

- The Employers Skills Survey
- The sector split across Blackpool, Fylde and Wyre
- Service sector split across Blackpool, Fylde and Wyre
- A breakdown of the manufacturing sector – priority areas now and in the future
- Barriers found
- General issues identified
- Other research activity
- The future of the Lancashire Local Skills Plan

He assured the board that the completed report, scheduled for the end of March 2022, would include a detailed analysis of the requirements needed for each sector.

Garry Payne, Chief Executive of Wyre Council, mentioned the ongoing work of Lancashire 2050, which set out the headline themes including employment skills, which could be included in a long-term strategic plan and ambition for Greater Lancashire and suggested that the LSIP report be circulated to the policy team to be used as evidence.

In response to questions posed by Councillor Smith, Geoff Mason updated the board that the results of the work have shown that many businesses rely entirely on in-house training and explained some of the issues surrounding this. He then addressed some of the issues with ageing workforces, such as being less willing to take on new training and experience gaps. He also touched on the implications of working from home and how many businesses were looking at more blended ways of learning.

Daryl Platt brought the boards' attention to the potential benefits of the lifelong loan entitlement.

Additional questions and comments were raised regarding opportunities for graduates, the implementation of the plan and explored links with training

associations.

In response to a question around the detail of survey responses, Geoff Mason explained a second survey that they were currently analysing, which asked for more detail of experiences with local providers, he also added that follow up interviews with survey respondents had taken place.

The Chairman, Councillor Henderson, thanked Geoff Mason for his thorough presentation.

### **33 Green job opportunities and skill gaps on the Fylde Coast**

Daryl Platt, Vice Principle Engagement at Blackpool and the Fylde College, submitted a presentation that provided an overview of the green job opportunities and skill gaps on the Fylde Coast and what the college was doing to address this topic.

Daryl Platt introduced his presentation that covered the following key topics:

- The complexity of the green jobs economy (business, jobs, skills)
- Green job titles
- Skills for green jobs
- 'Greenifying' traditional jobs
- Green job group trends and job roles statistics
- Where recruitment is rising
- Job Posting Analytics data and average salaries
- Blackpool and the Fylde College and green provision and meeting the 10 point green plan
- Lancashire Institute of Technology (IoT programme)

Garry Payne alluded to the potential issue of continued upskilling resulting in a gap of more 'traditional industry' skills such as petrol and diesel mechanics. Daryl Platt confirmed that the age of people taking these traditional qualifications would evaporate over time, however assured the board that currently there were still young people taking these qualifications and electric modules were built on top of these existing modules.

Further questions were asked, regarding electric cars, home charging points, and additional businesses, such as Dennis Eagle, for the Lancashire Institute of Technology.

The Chairman thanked Daryl Platt for his attendance and contributions to the meeting.

### **34 Exclusion of the public and press**

The Economic Prosperity Board **agreed** that the public and press be excluded from the meeting whilst agenda items 7 and 8 were considered, on the grounds that their presence would involve the disclosure of exempt information as defined in category 3 (Information relating to the financial or business affairs of any particular person, including the authority holding that information) of Part 1 of Schedule 12(a) of the Local Government Act, 1972,

as amended by the Local Government (Access to Information) Variation Order 2006 and, that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **35 Blackpool Airport Enterprise Zone: progress report**

Rob Green, Head of the Enterprise Zone, submitted a report on the Blackpool Airport Enterprise Zone.

Rob Green introduced the report and summarised some of the key points in the report.

Councillor Karen Buckley raised her concern at the proposed change of logo for the Enterprise Zone, particularly with the removal of the word airport, as she believed this to be misleading.

Following thorough discussion, the board **agreed** for Nicole Billington, Blackpool Airport Enterprise Zone Marketing and Administration Officer, to go back to the Enterprise Zone Governance Committee and the LEP and raise the Blackpool, Fylde and Wyre Economic Prosperity Board's concerns with the logo change.

It was also suggested that Sarah Kemp, LEP, be invited to a future meeting of the EPB to provide an update.

The report was noted.

### **36 Hillhouse Technology Enterprise Zone: progress report**

Rob Green, Head of the Enterprise Zone, submitted a report on the Hillhouse Technology Enterprise Zone.

Rob Green introduced the report and summarised some of the key points in the report.

He updated the board that they had received feedback from one of the submitted proposals to the Department for International Trade (DIT).

In addition, he highlighted the potential issue caused by the manufacturing of hydrogen on Hillhouse that could result in the ruling out of data centre opportunities.

The report was noted.

The Chairman thanked Rob Green for his reports and contributions.

### **37 Proposed dates and themes for the municipal year 2022/23**

The board **agreed** the following dates for future meetings of Economic Prosperity Board:

- Thursday 9 June 2022 – 2pm
- Thursday 8 September 2022 – 2pm
- Thursday 8 December 2022 – 2pm
- Thursday 2 March 2023 – 2pm

**Attached presentation slides**

Both presentation slides from this meeting have been attached to the minutes.

The meeting started at 2.04 pm and finished at 3.57 pm.

**Date of Publication:** 11 March 2022.

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## Blackpool, Fylde & Wyre Economic Prosperity Board

3<sup>rd</sup> March 2022

### Employer Skills Survey

Over 1,000 responses

20.1% from Blackpool, Fylde & Wyre TTWA (21.21% of Lancashire businesses are based in BFW area)

### Sector splits

	Blackpool	Fylde	Wyre	BFW TTWA	Lancashire
Services	72.3%	56.9%	48.0%	62.1%	60.2%
Manufacturing	11.7%	23.5%	20.0%	16.9%	17.1%
Construction	4.2%	9.8%	16.0%	8.7%	9.1%
Transport & Distribution	7.5%	2.0%	4.0%	5.1%	5.0%
Advanced Manufacturing	3.2%	0.0%	8.0%	3.6%	3.0%
Energy & Environment	1.1%	3.9%	2.0%	2.1%	3.0%
Farming & Agriculture	0.0%	3.9%	2.0%	1.5%	2.6%

### Service sector splits

	Blackpool	Fylde	Wyre	BFW TTWA	Lancashire
Hospitality	36.8%	3.4%	4.2%	22.3%	11.1%
Professional Services	10.3%	20.7%	16.7%	14.0%	19.5%
Health Care	7.4%	27.6%	0.0%	10.7%	7.7%
Digital & Marketing	4.4%	10.3%	8.3%	6.6%	5.7%
Retail	4.4%	0.0%	16.7%	5.8%	4.6%
Media	4.4%	0.0%	0.0%	2.5%	1.5%
Software and Computing	4.4%	0.0%	0.0%	2.5%	5.1%
Utilities	0.0%	0.0%	8.3%	1.7%	0.9%
Telecommunications	0.0%	3.4%	0.0%	0.8%	1.4%
Architects/Surveyors	0.0%	0.0%	0.0%	0.0%	1.0%
Travel	0.0%	0.0%	0.0%	0.0%	0.3%
Other (please specify)	27.9%	34.5%	45.8%	33.1%	41.1%

### Manufacturing

	BFW Now	Lancs Now		BFW Future	Lancs Future
Machine Operating	1	1	Machine Operating	1	1
			Servicing Machinery	2=	7=
CAD/CAM/CNC programming	2	2	Programming specific machines & devices	2=	7=
Servicing Machinery	3=	10	Product Engineering	2=	2
Technical equipment/operational skills	3=	5=	CAD/CAM/CNC programming	5=	7=
Fabricating	3=	4	Technical equipment/operational skills	5=	7=

### Barriers

- Hard to find time organise training
- Lack of funds for training
- Lack of good local training providers
- Employee reluctance
- Staff turnover

#### General issues

- Courses too long and too generic
- Apprenticeship levy too restrictive
- Difficulty in attracting young people into 'dirty' industries
- Trainers not up-to-date

#### Other activity

- Focus Groups – sector and thematic employer groups
- Roundtables – sectors dealing with 'meta-themes'
- Roadshows – cross-county events including Myerscough
- Employee and unemployed surveys
- Training provision survey

#### What next?

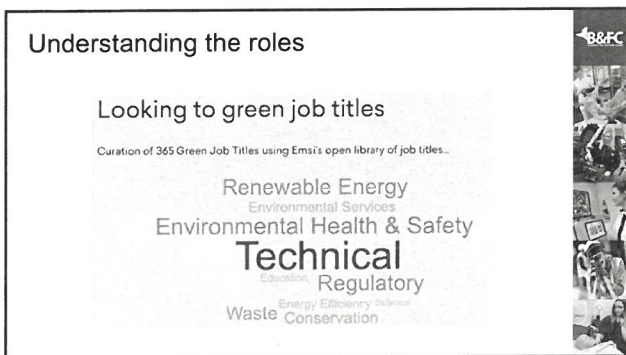
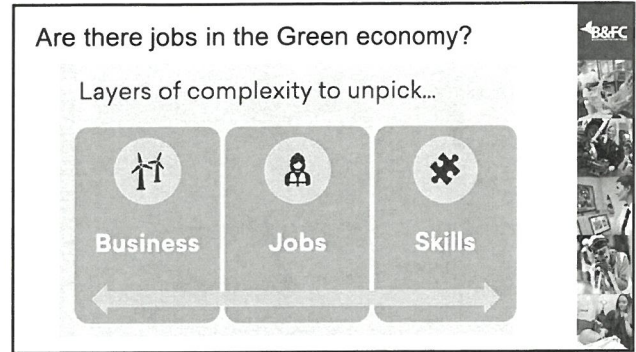
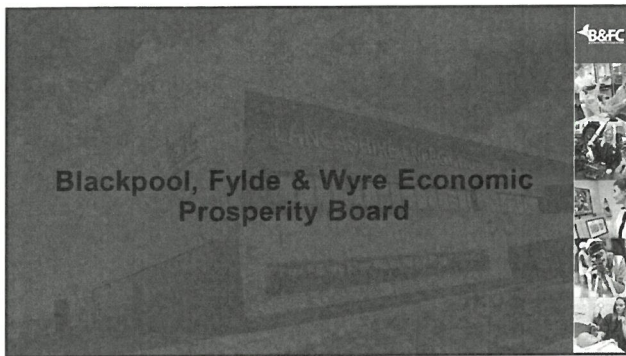
- The future – Levelling Up White Paper – national roll out
- Skills & Post-16 Education Bill
- Continued engagement with providers to work on solutions and delivery
- Working with organisation such as DWP and the prison service
- Look at further opportunities to utilize LSIP methodologies

#### Contacts

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#### Twitter

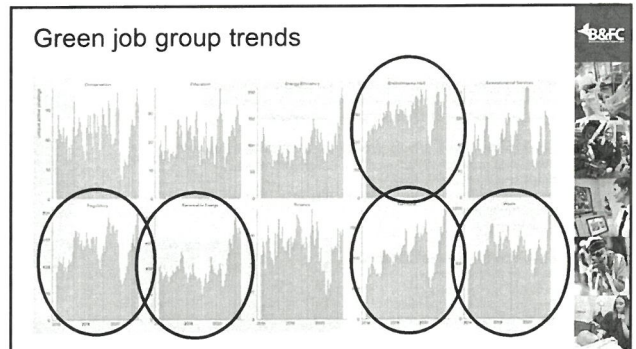
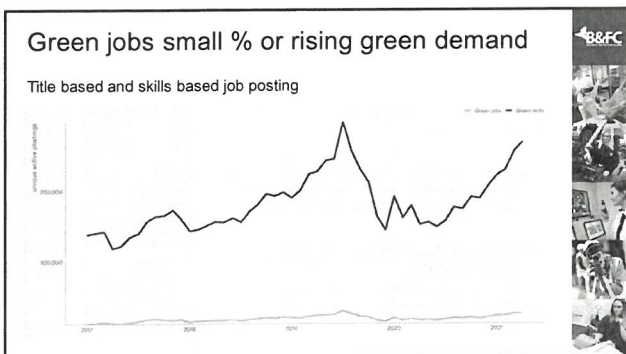
@LancashireLSIP

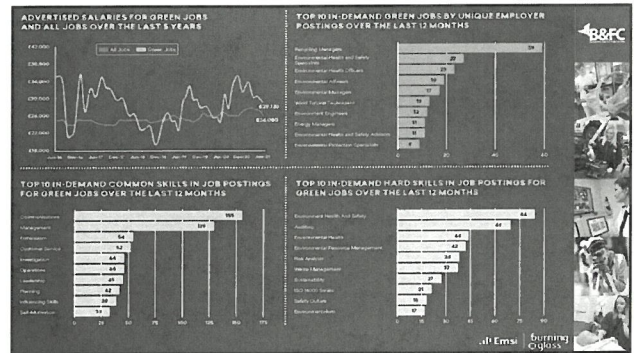
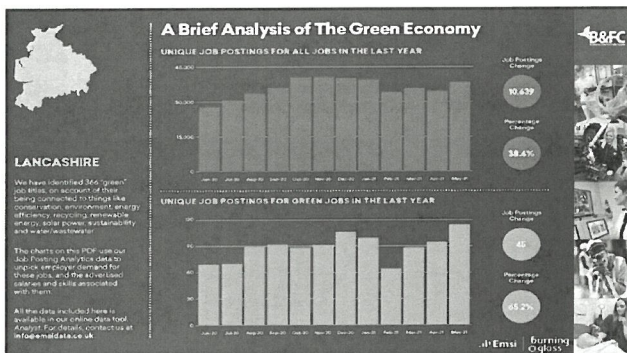
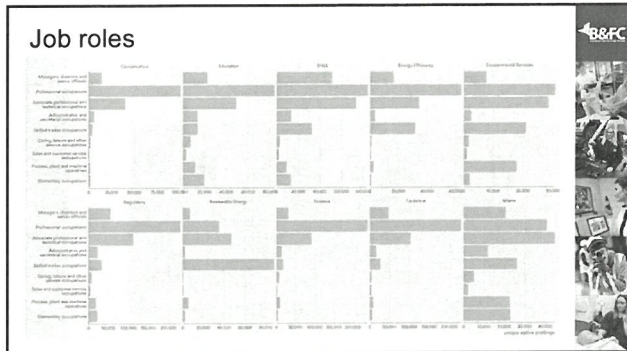


### Unpicking the skills

The identification of our Green Titles has lead us to 112 specific Green Skills using Emsi's open library of skills.

Skills for Green Jobs		'Greenifying' traditional jobs	
Environmental H&S	Recycling Manager	Environmental H&S	Ready Mix Drivers
Sustainability	Sustainability Consultants	Biomass Renewable Energy	Gas Engineers
Waste Management	Renewable Energy Engineers	Environmental Resource Management	Health & Safety Manager
ISO 14000 Series			





### B&FC green provision

- Greenification of existing provision examples include:**
  - Plumbing - new boiler installs include how to convert to Hydrogen
  - Automotive - Modules on Electric vehicle maintenance
- Existing Green/ Low Carbon provision available such as:**
  - Offshore wind provision, GWO provision, Working at height, Manual handling, Survival, First Aid
  - Other wind provision Offshore emergency response, High Voltage
  - Air source heat pumps
  - Nuclear Provision
- Green provision in development**
  - Level 4 low Carbon Energy
  - BSC Chemical Engineering
  - Hydrogen Commercial Vehicles
  - Green recycling - electric vehicles to trains to engineering waste to ships

### B&FC meeting the 10 point green plan

- We currently offer something in 9/10 point plan
  - Many are greenification of existing provision
  - List provided in your pack
- Finance is the one category not included however AAT being rewritten for 2023 and B&FC Finance Degree being re validated and will include green finance
- Lancashire's Strategic Development Fund Pilot is Primarily Green provision
  - Air source Heat Pumps - awareness - Qualifications
  - Electric Vehicles - age of vehicle, moved outside of Main dealer maintenance

## Lancashire Institute of Technology

- **The IoT Programme**
  - Themes Clean Growth, Health, Advanced Manufacturing and Digital
  - L3-L6 provision, main focus is L4 & 5
- **The Green Content Mainly on The Fylde Coast**
- **Main Fylde Coast Partners:**
  - Blackpool Transport, supported by Dennis and Mercedes
  - Leyland commercial vehicles
- **Clean Growth Focus**
  - Electric and Hydrogen/ Electric Commercial Vehicles
  - Advanced Manufacturing
  - Digital – Efficiency
  - Waste and recycling in manufacturing







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Lancashire  
Enterprise Partnership

# Annual Report 2020-21

**NORTHERN  
POWERHOUSE**

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# Chairman's Foreword



At the start of 2020 no one could have anticipated the effect that Coronavirus would have on our lives. Given the challenges this presented, much of the LEP's time and resources have been focused on mitigating its impact.

However, it is worth remembering that Lancashire's economy faced significant challenges before the advent of the pandemic.

Many firms started the financial year in a state of uncertainty regarding the UK's future relationship with the EU. Despite this, we pressed ahead with investment - supporting initiatives which would drive growth regardless of what version of Brexit was eventually negotiated.

This included £20m of *Growth Deal* funding to help progress the Advanced Manufacturing Research Centre North West at Samlesbury Enterprise Zone. Delivered in partnership with Sheffield University, UCLan, and Lancaster University, AMRC North West will help the county's world-class advanced manufacturing sector maintain its leading position.

Another notable investment was made to support the Health Innovation Campus at Lancaster University. The first phase of this £41m R&D facility is now open, bringing together academics, businesses, and the health sector, to tackle global healthcare challenges.

Other new and exciting opportunities have also been progressed. We have supported Lancaster City Council, Lancaster University, and Lancashire County Council, on proposals for Eden North and have worked closely with Marketing Lancashire to support the county's ambitious bid to become the UK's *2025 City of Culture*.

Our support for the *Greater Lancashire Plan*, led by the Lancashire's Local Government Leaders, continues. In addition, we recently published a new *Culture Strategy*.

Unlocking Lancashire's full economic potential remains a core

priority, and a new *Strategic Economic Framework* has been developed.

We have commissioned the final stages of Lancashire's *Local Industrial Strategy*, which will likely evolve to form the government's new *Growth Plan* for Lancashire, and we are developing an *Internationalisation Strategy* to maximise opportunities in terms of international trade and inward investment.

The LEP also remains committed to ensuring Social Value is integral to our work, and we look forward to the publication of a new *Social Value Charter* later this year.

To help us fulfil our vision we require a passionate and committed team and I'd like to thank all Board members for their support in a very challenging period.

This year we have welcomed Annette Weekes, Kam Kothia and Cllr Michael Green as new Board members. I would like to thank Cllr Geoff Driver, recently retired Leader of Lancashire County Council, for his support since the LEP was set up.

My gratitude also goes to Andrew Pettinger who supported the LEP as Interim Chief Executive for a period and has ensured an efficient handover to our new permanent Chief Executive, Sarah Kemp.

Earlier this year Steve Fogg resigned as LEP Chair to take up a new role. We are currently seeking to appoint a permanent Chair of the Board. I would like to thank Steve for his input and wish him well for the future.

**“We look forward to working with all our stakeholders to build a strong recovery and a return to economic growth”**

Thanks also go to the Communities Local Growth Unit (CGLU) and our local government partners for their continued support.

We look forward to working with all our stakeholders to build a strong recovery and a return to economic growth. We will continue to create new opportunities for the people of Lancashire.

**David Taylor, CBE DL**

# The LEP Board



**Cllr Stephen Atkinson**  
Leader, Ribble Valley Borough Council



**Miranda Barker**  
Chief Executive, East Lancashire Chamber of Commerce



**Cllr Alyson Barnes**  
Leader, Rossendale Borough Council



**Mick Gornall**  
Managing Director, Clean Energy & Specialist Services, Cavendish Nuclear



**Cllr Michael Green**  
Cabinet Member for Economic Development, Environment and Planning, Lancashire County Council



**David Holmes OBE**  
Operations and Technology Director, BAE Systems - Air



**Ann Jordan MBE DL**  
Founder, Benetimo PR



**Kam Kothia DL**  
Chief Executive, Time2Technology



**Amanda Melton CBE**  
Principal and Chief Executive, Nelson & Colne College



**Andrew Pettinger**  
Partner, Addleshaw Goddard LLP



**Mark Rawstron**  
Director, Chrysalis General Partner Board



**Cllr Phil Riley**  
Executive Member for Growth and Development, Blackburn with Darwen Council



**Khalid Saifullah MBE DL**  
Managing Director, Star Tissue UK



**David Taylor CBE DL (LEP Chair)**  
Pro-Vice Chancellor and Chair, University of Central Lancashire



**Cllr Ivan Taylor**  
Deputy Leader, Blackpool Council



**Annette Weekes**  
Managing Director, PDS CNC Engineering Ltd



**Claire Whelan**  
Group Managing Director, Ansuka Group

For biographies of our Board members please visit the LEP website at [www.lancashirelep.co.uk](http://www.lancashirelep.co.uk)



# Chief Executive's Overview



## A year like no other

The past twelve months has been one of the most extraordinary years ever, as we've faced the harsh realities of managing the consequences of the pandemic.

Very few communities and businesses remain unaffected as we mourn the lives of lost family members, friends and colleagues, and experience the sharpest economic downturn in over 300 years.

The situation has tested the sustainability and resilience across most industry sectors, impacting some more than others, and having a disproportionate effect on different occupations and different parts of the county.

But the pandemic has also seen many individuals, communities and companies digging deep and rising to the challenge of maintaining jobs, supporting supply chains, and protecting markets.

We've also witnessed firms innovating and diversifying to create new products, services, business models and investment opportunities.

Some sectors - such as energy and low carbon technologies, construction and defence - have even experienced some of the most positive trading periods ever.

It's therefore a diverse and complex economic landscape which lies ahead, and one I'm confident the LEP can and will navigate in a strategic, targeted and inclusive manner.

## Laying foundations for future growth

To help drive our post-Covid recovery, the LEP has over the last year developed a series of initiatives and funding

strategies to stimulate growth.

One is the creation of business-led Sector Groups which are focussed on Lancashire's key industries.

They are made up of business leaders - from both SMES and large employers - who represent different sub-sectors and different Lancashire regions.

These groups have led the development of sector-specific recovery plans - responding to the immediate and urgent opportunities and challenges which different kinds of businesses face - while also forging new route maps for longer-term growth.

The LEP has also been successful in securing £34.1m from the Government's *Getting Building Fund*, now committed to ten key projects, which will help create around 1,800 new and safeguarded jobs.

This investment will support green growth, build 1000 new housing units, and leverage a further £80m of public/private sector investment. Most importantly, these outputs will be delivered between now and the beginning of 2025.

Other LEP funding streams continue to play a key role in stimulating growth across the county.

All remaining funds from the £320m of *Growth Deal* investment previously secured by the LEP is now committed to supporting over 50 projects.

These projects are forecast to create and safeguard over 16,000 jobs, leverage a further £367m of new investment, support almost 12,000 learners to achieve a new qualification, and provide business support to over 2,000 enterprises.

The *Growing Places Fund*, initially established to unlock stalled investment, now operates as a revolving evergreen loan fund and has supported eleven schemes to date, lending over £32m.

This in turn has leveraged a further £103m of investment.

## Supporting Lancashire's businesses

Supporting our businesses at a grass roots level has continued to be a key priority, and Lancashire's *Boost* Business Growth Hub service - which typically helps around 1,000 businesses each year - delivered a full range of services despite the lockdown.

*Boost* was also at the frontline of Lancashire's crisis response to the immediate economic impact of the

pandemic - providing urgent help to our businesses when they needed it most.

*Boost* services were quickly migrated to accessible online platforms, allowing the remote delivery of support for many struggling firms.

A new *Boost* brand, *#AskforHelp*, signposted and supported local businesses to access the different financial support schemes brought forward by Government.

As some Lancashire businesses started to look towards a post-pandemic future, *Boost* then launched its *#BoostYourRecovery* initiative. This was designed to help Lancashire firms develop strategies to help them recover in the short-term, and understand the challenges and opportunities which lie ahead.

## Investing in skills and training

Skills and training has remained a core priority for the LEP this year.

Following consultation with employers, training providers, and stakeholders, a refresh of the *Lancashire Skills and Employment Strategic Framework* was published. This responded to the impacts of the pandemic in addition to progress made since its first publication in 2016.

Other notable achievements within the skills space included the launch of the new *Open Source Labour Market Intelligence Toolkit*, the creation of the country's first *Digital Skills Partnership*, and the expansion of the award-winning *Careers Hub* and *Enterprise Adviser Network*.

We have also invested £40m *Growth Deal* capital, and £98m of *European Structural Funds* revenue, into new skills provision and learning facilities.

## A partnership approach

All of these achievements would not be possible without the continued financial support from government departments, including BEIS and MHCLG, and the members of the LEP Company: Lancashire County Council, Blackburn with Darwen Council, and Blackpool Council.

The LEP works in partnership with many local stakeholders including all of Lancashire's local authorities, Chambers of Commerce, and business networks. Lancashire's MPs, our universities and colleges, and many other agencies, institutions and organisations, are also all valued partners in the work that we do.

Through the LEP Network, NP11, and the Northern Powerhouse initiative, we continue to develop regional

collaborations which generate benefits for Lancashire far greater than we could achieve if acting alone.

For this continued commitment to partnership working and support, I would like to thank all our sponsors, partners and stakeholders.

**“It's a complex economic landscape which lies ahead, one which I'm confident the LEP will navigate in a strategic, targeted and inclusive manner”**

## Looking ahead

Beyond our immediate response to the pandemic, the LEP Board is committed to supporting a prosperous and sustainable economy for the future. It will continue to set strategic direction and oversight for our medium and longer-term goals, as well as facilitating sub-committees, sector groups and partnerships which are key to our progress.

I am very grateful to them for their support and commitment to good governance, and welcome the introduction of new scrutiny arrangements by all the Local Authorities of Lancashire through the Joint Scrutiny Committee.

Finally, I would like to thank the Executive team, and those who deliver our programmes. They have all demonstrated the utmost professionalism and commitment - and have been unstinting in their hard work - in what have been incredibly challenging circumstances.

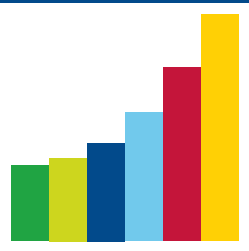
In the year ahead I look forward to working with them, the LEP Board, our partners, our local communities, and our businesses, to help Lancashire build back stronger; creating inclusive economic prosperity for everyone along the way.

**Sarah Kemp**

# The LEP at 10



## TEN THINGS WE ARE PROUD OF...



Raising £1.5bn Capital Investment from the public and private sectors to drive transformational growth across Lancashire



Securing Enterprise Zone status for employment sites at Samlesbury, Blackpool, Hillhouse and Warton, the largest number of EZs awarded to any LEP area in England



Negotiating the £450m Preston, South Ribble and Lancashire City Deal in 2013 which continues to generate new jobs, homes, infrastructure and growth



Investing in over 50 housing, jobs, skills and infrastructure projects, with £320m LEP Growth Deal funding, leveraging an additional £367m of partner investment



Working with the Boost Business Growth Hub which has supported over 3,800 businesses, helped to create over 3,500 jobs, and added £112m to our economy since 2013



Delivering over 2,000 new jobs, 600 new homes, and 1m+ sq ft of new commercial floorspace in some of Lancashire's most deprived areas through the £19.3m Growing Places Fund



Generating £31m of Social Value through Growth Deal projects via our Social Value Toolkit which is now embedded in all of our major investment programmes



Creating and delivering nationally recognised and award-winning skills programmes including the Digital Skills Partnership, Careers Hub and Enterprise Adviser Network, and the Lancashire Skills Escalator



Being a founding partner of the Northern Powerhouse initiative and continuing to work together collaboratively across borders and at scale for greater impact



Enabling the delivery of the long-awaited £32m Broughton Bypass in 2017, reducing road congestion and improving local air quality

## TEN THINGS WE ARE LOOKING FORWARD TO...



The launch of the LEP's Social Value Charter to ensure even more Social Value is generated through our projects, programmes and investments



The completion of the £20m AMRC North West advanced manufacturing facility at Samlesbury Enterprise Zone



Working closely with the LEP's new Sector Groups to help our key industries recover from the pandemic quickly, creating more jobs and driving growth



Progress on the proposals for the transformational Eden North project at Morecambe Bay in partnership with Lancaster City Council, Lancashire County Council, and Lancaster University



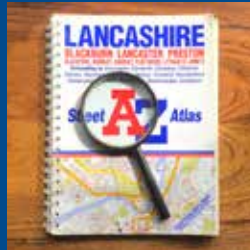
Phase one of the £41m Health Innovation Campus at Lancaster University becoming fully operational, and its next phases of development



The outcome of Lancashire's bold, unconventional bid to be the UK's 2025 City of Culture



Seeing major infrastructure projects complete on site including the £189m Preston Western Distributor and the £18m Blackburn and Darwen Pennine Gateways scheme



The implementation of the LEP's new Strategic Economic Framework, Internationalisation Strategy, and Culture Strategy



Playing a central, proactive role to help the government deliver its Net Zero ambitions, its Green Growth economic plan, and its Levelling Up agenda



The evolution of the visionary Greater Lancashire Plan being led by Lancashire's Local Government Leaders

## IMPACT AT A GLANCE 2011-2021

Capital Funding invested in Lancashire to date:	New homes created:	Jobs created, safeguarded & apprentices:	Commercial floorspace created or refurbished:	Training facilities created or refurbished:	Increase in learners achieving up to L4 qualifications:	SME businesses and enterprises receiving support:	Social Value impact of Growth Deal to date:
£756m	19,006	27,126	373,526 sqm	42,371 sqm	10,988	4,644	£31.1m



# Economic Review 20/21



**The Lancashire Context**

Lancashire has a diverse population of over 1.5m people, over 60% of whom are of working age.

The county also has a significant talent pool. Across four universities, a student population of over 55,000 continuously adds to that talent every year.

Our workforce serves 52,000 businesses, generating £34bn GVA per year. Prior to the pandemic, Lancashire had the second largest economy in the North West.

**Economic Performance**

The biggest determinant of Lancashire’s economic performance this year has been the pandemic. While no region escaped its impact, Lancashire faced a particular set of challenges including experiencing tighter regional restrictions for longer than most.

**GDP**

Nationally, the final quarter of 2019 into the first quarter of 2020 saw the first signs of GDP contraction, culminating in a technical recession. The following two quarters saw a return to growth. Smaller growth in the final quarter of the year followed before a 1.5% contraction in the first quarter of 2021. The North West’s GDP, which is calculated without seasonal adjustments, followed a very similar path to the national one.

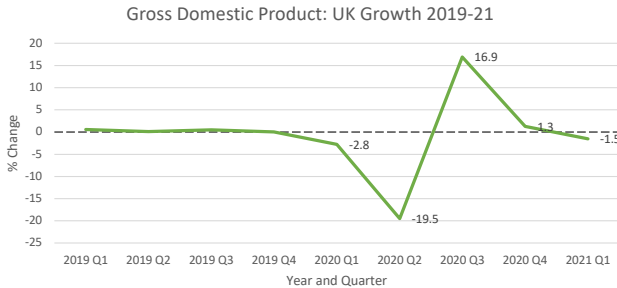


Figure 1: GDP, Quarter on Quarter Growth, Chained Volume Measure, Seasonally Adjusted. Source: ONS GDP first quarterly estimate time series (PN2)

**Hours Worked**

The sharp drop in GDP, and the associated volatility during the course of the pandemic, was also experienced in weekly hours worked. These dropped from over 1,052 million hours worked pre-pandemic to 842 million between April- June 2020. Since then, the rise and fall of hours worked have largely mirrored GDP.

**Employment**

The impact of the pandemic on Lancashire’s workers has been similar to the impact on the North West and nationally. Pay-rolled jobs dropped considerably after March 2020 as businesses shed staff or closed. Large scale redundancies affected all areas of the UK including Lancashire.

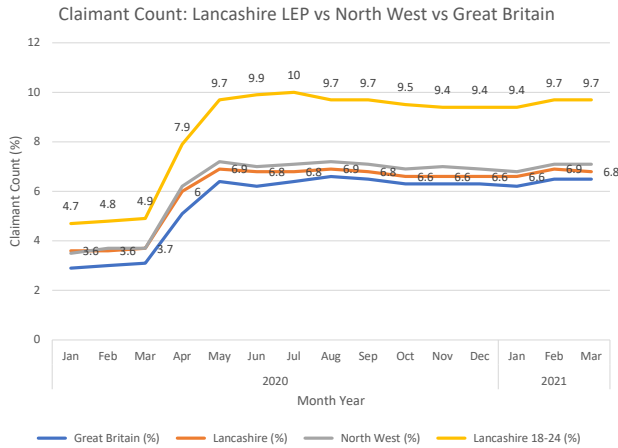


Figure 2: Claimant Count (%), Percentage of economically active residents of the same age claiming universal credit with a requirement to search for work. Source: NOMIS

Large increases in joblessness and persistent joblessness experienced in Lancashire followed the introduction of restrictions in March 2020. The claimant count rose from 3.7% in March 2020 to 6.9% in May 2020, reflecting around 30,000 additional individuals claiming Universal Credit.

A higher claimant count has been persistent throughout the pandemic, still standing at 6.8% as of March 2021. This persistence in the rate is broadly in line with the national and regional picture.

There is significant variation across Lancashire’s authorities, with Blackpool and the East Lancashire authorities (minus Rossendale) all above the county average.

This pattern of regional variation can also be seen in the furlough figures. This reflects the differing vulnerabilities of those areas who have more people employed in the sectors that have been most severely impacted by Covid.

In particular, young people have borne the economic brunt of the pandemic, with the claimant count for those aged 18-24 almost doubling between March and May 2020, the rate sitting at 9.7% as of March 2021.

Job vacancies in Lancashire at the start of the pandemic were below their pre-pandemic levels, such that job postings recorded online were lower in March 2020 than they were in March 2019. However, since August 2020 monthly postings remain above 2019, which is encouraging.

**Impact of Furlough**

Furlough has supported the wages of those in Lancashire who are unable to work but has reduced their spending power and economic output. However, Lancashire has fared reasonably well, showing a rate of furlough of eligible workers consistently below the national average.

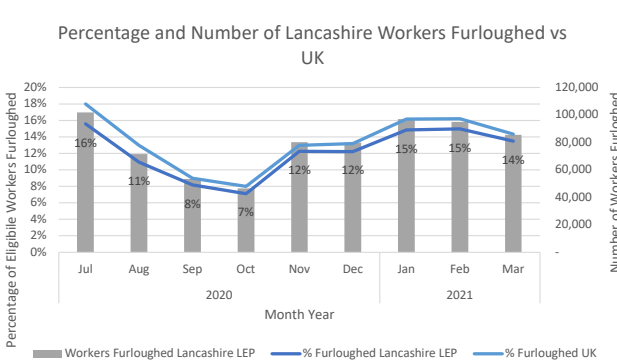


Figure 3: Lancashire LEP Coronavirus Job Retention Scheme Statistics, Percentage of Workers Furloughed vs UK and Number of Workers Furloughed. Source: HMRC Coronavirus Job Retention Scheme Statistics, March 2021.

In the early stages of the pandemic, there were over 100,000 workers in Lancashire having their employment supported by the furlough scheme with around 85,000 still furloughed as of March 2021. The hospitality and leisure - and retail and wholesale sectors - have been particularly badly affected, as

well as the aerospace sector (which has suffered from a loss of demand for civil aircraft).

**Apprenticeships & Skills**

Apprenticeship starts were down in Lancashire by 21% compared to the previous year, compared to 18% reduction nationally. Considering that Lancashire apprenticeship starts were actually up year on year for the first quarter of 2019/20 by 2.2% - compared to a reduction of 4.3% nationally - helps demonstrate how severe the impact of Covid has been.

Lancashire continues to grow its skills base, with the number of residents qualified to NVQ4 or above having grown 3.3% annually over the last five years. In the previous five years the annual growth rate was 0.3%. Lancashire still lags the North West and Great Britain in the rate of growth but is now approaching parity.

**Business Creation**

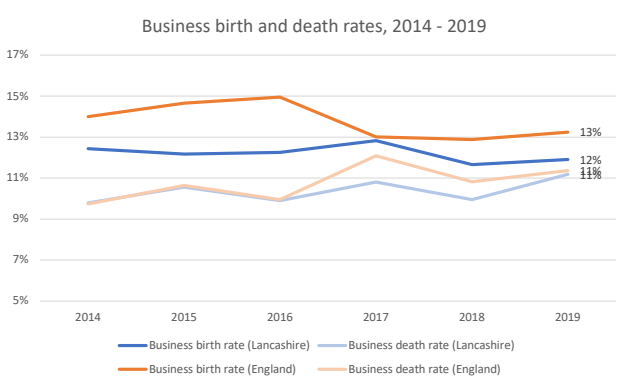


Figure 4: Business Birth and Death Rates, 2015-2018. Source: ONS Business Demography, 2019.

Most recent data suggest business births in Lancashire lag the rate for England, but business deaths are in line. In this way, Lancashire creates net fewer businesses than is typical nationally.

However, new data analysis undertaken during the pandemic suggests that Lancashire’s volume of business creation is outperforming its North West neighbours, with almost 14,000 new businesses registered between 1st April 2020 and 31st March 2021. This was an increase of 17.1% from the previous year. For context, North West business creation grew in 2020/21 by 16.7%.

“New data analysis undertaken during the pandemic suggests that Lancashire’s volume of business creation is outperforming its North West neighbours”

# Economic Strategy



The role of the Lancashire Local Enterprise Partnership is to help set economic strategy and priorities, and drive economic growth, for the county. We are also responsible for producing Lancashire’s *Local Industrial Strategy* as directed by government.

This year the LEP Board also agreed Phase One of the *Delivery Plan*.



**Our Strategic Economic Framework**  
Over the last year the Board, under the leadership of LEP Chair Steve Fogg, consulted widely with stakeholders, partners and businesses to produce a new *Strategic Economic Framework* for Lancashire.

The new *Framework* sets the parameters and areas of focus to be further developed. They include:

- Economic policy and strategy setting for Lancashire
- Enhanced data gathering and analysis to support decision-making
- Key priorities for investment and interventions
- Resource allocation and alignment of public funds to agreed priorities

Essential to being accountable for strategic leadership is the monitoring and evaluation of our strategic impact.

Key outputs and outcomes to be measured include:

- New and sustainable jobs for everyone
- Improved productivity across Lancashire’s business base
- A vibrant ecosystem which supports new business start-ups and growth
- Investment and growth in new

- industries for Lancashire
- Significant contribution to Net Zero carbon targets across all sectors
  - Enhanced sustainable, internationally competitive businesses

The *Framework* outlines a leadership structure which brings the public and private sectors together.

This approach is designed to address the underlying economic challenges of the county while also maximising both existing and emerging opportunities.

It further identifies key industry sectors for employment and productivity growth.

A set of enablers, to help tackle barriers to growth or to ensure greater economic impact, complement the sector analysis.

The *Framework* also sets out principles and values which are to be embedded within the LEP’s new *Delivery Plan*, such as creation of more Social Value.

**Our Delivery Plan**  
This year the LEP Board agreed Phase 1 of a new, comprehensive economic *Delivery Plan* for Lancashire which includes:

- A Social Value Charter
- Stakeholder Engagement Plan

- Internationalisation Strategy
- Support to the Greater Lancashire Plan
- Sector Groups for six key employment sectors
- Response to Covid-19 and Sector Plan for each sector
- Local Industrial Strategy
- Refresh of the Lancashire Skills and Employment Strategic Framework
- Implementation of the Innovation Strategy and Plan
- Review of Finance for Business
- Strategic Financial Strategy

**Our Local Industrial Strategy**  
A key element of the *Delivery Plan* will be our *Local Industrial Strategy* (LIS).

Due to the impact of Covid-19, the LIS’ evidence base has been refreshed and a new economic forecasting model to track changes in the economy at a local level was commissioned.

The same model will support development of the *Greater Lancashire Plan* (GLP) to ensure decisions are based on a single version of the truth.

In addition to strategic input from a wide variety of partners and stakeholders, the LIS and GLP will be informed by our six new Sector Groups.

Their inputs and added value will include:

- Bringing real-time, business-led independent views of the performance of the sector
- Providing evidence and analysis from within a rapidly changing economic environment
- Establishing key priorities for action, with appropriate timing and sequencing of intervention
- Setting benchmarks for performance
- Having oversight of the implementation and impact of specific programmes and projects

The Sector Groups will further identify which economic enablers are most important to the success of their respective sectors, and how to enhance them. Sector-specific enablers include:

- Education and skills
- Infrastructure (physical and digital)
- Finance for business
- Health and wellbeing
- Inward investment and internationalisation

Government has recently announced new *Growth Plans* for the future as we emerge from the pandemic, and the LIS will form the cornerstone of this next stage of the local economic strategy.

**Our Internationalisation Strategy**  
As a core strategic element of the county’s business base and supply chains, internationalisation continues to play a critical role in Lancashire’s economy.

It is also central to our innovation and R&D landscape, sporting and cultural heritage, visitor economy, and our universities.

“This approach is designed to address the underlying economic challenges of the county while also maximising both existing and emerging opportunities.”

In response, a new *Internationalisation Strategy* was commissioned by the LEP to:

- Develop more globally competitive sectors through increased inward investment and exports
- Integrate Lancashire businesses with more international supply chains
- Attract more overseas students to our universities

- Maximise the global potential of our science and innovation offer through increased collaborations
- Leverage economic links with foreign-owned businesses and our global workforce
- Optimise relationships between Lancashire-based influencers (commercial, political, academic and cultural) and their personal international networks
- Attract more migrant workers to support key sectors such as health, tourism and agriculture

Additional frameworks, plans and reports which inform our overarching economic strategy for Lancashire include:

- The Lancashire Local Assurance Framework
- The Lancashire Social Value Toolkit
- The Lancashire Skills and Employment Strategic Framework Refresh
- The Lancashire Innovation Plan
- Remade: A Cultural Investment Strategy for Lancashire
- The Lancashire Technical Education Vision
- The Lancashire Digital Skills Landscape

All our strategic documents are available to download from the LEP’s website: [www.lancashirelep.co.uk](http://www.lancashirelep.co.uk)



# Partnerships



The LEP’s partners include local authorities and government departments, large employers and SMEs, national and regional business networks, public agencies and education providers, and many others.

We also work closely with MPs and policy makers, and collaborate with the Northern Powerhouse, NP11 and the LEP Network.

Artist’s impression of Eden North, Morecambe



**A collaborative approach**  
Generating prosperity and opportunities for everyone in Lancashire can only be achieved by working with others, and the LEP collaborates with a wide range of organisations - locally, regionally, and nationally - to help it deliver its strategy for long-term economic growth.

**Transformational opportunities through partnership**  
The last year has seen the LEP work collaboratively on two multi-partner initiatives in particular which have the potential to deliver transformational benefits for the whole county:

**Eden North**  
Eden North is conceived as a new environmentally focused visitor attraction and research centre that seeks to reimagine the British seaside resort for the 21st century. Situated in Morecambe, it would be a year-round destination which combines indoor and outdoor activities while connecting people with the unique natural environment of Morecambe Bay.

Development of the *Vision and Business Case* for this £125m investment, which aims to open in 2024, is supported by the LEP, Lancashire County Council, Lancaster City Council, and Lancaster University.

From creating new construction jobs and direct employment opportunities, to generating a massive boost for our

tourism and hospitality sectors, and from delivering inspiring education experiences for our young people to facilitating ground-breaking environmental research, so Eden North’s impact on Lancashire would be significant.

**City of Culture 2025**  
Lancashire 2025 is a bold and ambitious bid to DCMS for *City of Culture 2025* status.

Centred on the creation of a Virtual City across the whole of Lancashire - comprised of four digitally connected neighbourhoods - the unique concept is based on how culture in the 21st century is defined by the digital interface between different communities.

Through the creation of 1.5 million connections between individuals and organisations across the county, the *Lancashire 2025* programme would create an integrated cultural experience across an entire county for the first time. The LEP has supported the development of the bid, in partnership with Marketing Lancashire, Lancashire County Council, and the *Lancashire 2025* charity.

**Local partnerships and placemaking**  
The LEP successfully secured £34.1m of the government’s *Getting Building Fund* to support job creation and drive green growth in the county. Ten projects have been approved for investment, which will deliver new housing, new commercial space, highway improvements, and new infrastructure across the county.

Two projects - ReDCAT in East Lancashire (delivered in partnership with East Lancashire Chamber of Commerce), and the Low Carbon Smart Building Demonstrator at the Samlesbury Enterprise Zone (delivered in partnership with the AMRC North West) - will focus in particular on the emerging low carbon technologies sector and contribute to the government’s Net Zero agenda.

The LEP has also worked with West Lancashire District Council to bring forward a scheme, supported by our *Growing Places Fund*, which has enabled the *Transforming Ormskirk* programme to progress. The council believes the scheme will act as a catalyst for further new investment in Ormskirk town centre.

Lancashire continues to benefit from £320m of government *Growth Deal* funding which has supported over 50 projects across the county in recent years. Delivered by local authorities, public agencies, education providers, and private sector partners, *Growth Deal* funded programmes have helped to generate thousands of new jobs, created thousands of new homes, has improved the county’s infrastructure, and has unlocked millions in additional investment.

Details of all *Growth Deal* and *Getting Building Fund* projects, and our highly valued delivery partners, can be found on the LEP website.

**Working together to support business**  
Partnerships are also central to our business support programmes, and we support companies of all types and sizes through a range of initiatives:

**The Boost Business Growth Hub**  
Delivered through a partnership between the LEP and Lancashire County Council, *Boost* sits at the heart of Lancashire’s business support eco-system. The LEP’s role is that of a strategic reference point and conduit for funds, while the council employs the *Boost* delivery team and acts as the Accountable Body for the service.

*Boost* itself also works with multiple partners and supporters, both within Lancashire and beyond. It is part of a North West cluster of Growth Hubs, has strong links with the Northern Powerhouse Investment Fund, and works closely with other Northern Powerhouse colleagues on business support programmes and trade and investment initiatives.

**The Lancashire Skills and Employment Advisory Panel**  
Supported by the Lancashire Skills and Employment Hub, and chaired by LEP Director Amanda Melton, the *Lancashire Skills and Employment Advisory Panel* is a partnership between industry, educational providers, and local authorities. It is responsible for overseeing the *Lancashire Skills and Employment Strategic Framework* and engaging partners in the delivery of

priorities and objectives.  
Other groups involving employers, providers and policy makers which underpin our skills provision include the *Adult and Employer Skills Forums*, the *Digital Skills Partnership*, and the *Health and Social Care Skills Partnership*.

The Hub also continues to work in partnership with businesses and industry networks across the county to promote the Lancashire Skills Pledge, and has successfully extended both its *Careers Hub* offer and its *Enterprise Adviser Network*.

**“Our Growth Deal funded programmes have helped to generate thousands of new jobs and create thousands of new homes”**

**Aerospace Task Force Recovery Plan**  
A sub-group of the LEP’s Manufacturing Sector Group, *The Aerospace Task Force*, chaired by LEP Director Claire Whelan, was convened in urgent response to the catastrophic impact of Covid-19 on the civil aerospace industry.

One key outcome of this group, which is made up of business leaders from the aerospace sector, was a comprehensive *Aerospace Task Force Recovery Plan*. The Task Force’s interventions -

based on a range of different recovery scenarios - are designed to help protect the order book and stem the loss of employment from Lancashire’s aerospace sector, and its extensive supply chain.

Key partners, including the North West Aerospace Alliance and Lancashire County Council, have supported the ongoing delivery of the aerospace recovery strategy.

**The Lancashire Innovation Board**  
The LEP’s Innovation Board is chaired by Graham Baldwin, Vice Chancellor of UCLan. It brings together a range of private and public sector partners to provide strategic leadership and accountability for the LEP’s *Innovation Plan* and has continued to forge relationships with external organisations regionally, nationally, and globally.

The Board also continues to work closely on joint initiatives with UCLan, Lancaster University, and other higher education providers. Additional innovation programmes have been successfully developed in partnership with government departments and the Catapults.

We would like to take this opportunity to thank all our partners for their support and hard work during what has been a very challenging year, and we greatly look forward to working with them - and with new collaborators - as we go forward.

# Priority Sectors



The LEP’s Strategic Framework is aligned to sectors which have been identified as being key to Lancashire’s economic growth.

These include tourism and culture, manufacturing, energy and low carbon, digital, food and agriculture, and health.

BAE Systems, Samlesbury



**Industry-led insights**

To maximise the potential of our priority industries, the LEP has over the last year established dedicated groups - made up of industry leaders drawn from relevant businesses - which focus on individual sectors.

Group members meet regularly and share their professional expertise and sector experience with the LEP; helping us to shape our economic strategy, respond to opportunities and tackle potential issues proactively.

**Priority sectors and Covid**

The Sector Groups, formed in the early stages of the Covid-19 pandemic, initially focussed on developing an appropriate response to its impact.

For some sectors, the impact to be addressed was more severe than for others, but all groups look to identify emerging challenges and opportunities and develop an impactful response, whether for short or longer-term gain.

The groups have also been looking at wider sector issues exacerbated by Covid such as supply chain disruption and skills shortages. Taking this more integrated view of sector-specific issues has helped the LEP target its support more effectively.

**Our Sector Groups:**

**Tourism, Culture and Place**



With businesses having to contend with a year of uncertainty and fluctuating restrictions, Lancashire’s tourism, hospitality and culture sector has been significantly impacted by Covid-19.

However, many businesses also adapted their offer, working within the restrictions to keep trading, albeit at a reduced level. Government support packages have also been helpful, and the Sector Group helped co-design Lancashire’s *Kickstart Tourism* grants which have offered a lifeline to many struggling operators.

But even with the gradual lifting of lockdown the extent of Covid’s impact on our tourism and cultural economy is still largely unknown. As such, the group will continue to look at ways in which we can secure continued support for our tourism and cultural sector during the coming year, and we will work with partners such as Marketing Lancashire to help develop a compelling Lancashire offer which capitalises on current opportunities such as demands for staycations.

**Manufacturing**



With aerospace being one of Lancashire’s most important industries, the severe impact of the pandemic on civil aviation saw our Manufacturing Sector Group convene a dedicated

*Aerospace Task Force* which identified multiple interventions aligned to different recovery scenarios.

Such business-led solutions have proved invaluable to our *Aerospace Sector Recovery Plan* especially when targeting support, working with partners, and negotiating with government.

The LEP has also worked closely with Lancashire’s wider manufacturing industry as it recovers from the impact of Covid. Further, through *Boost*, we are a key delivery partner for the *Made Smarter* Industry 4.0 support programme.

**Energy and Low Carbon**



Lancashire has significant strengths in oil, gas, nuclear and large-scale renewables which is complemented by an emerging specialisation in small-scale renewables. Our expertise in ‘old energy’ and newer, ‘green energy’ means we are well placed to significantly contribute to the government’s Net Zero ambitions.

Lancashire’s energy sector has also been relatively resilient to Covid-19, meaning it has a great opportunity to capitalise on the rising demand for more sustainable energy sources and low carbon solutions. Further, we look forward to COP26, and the opportunity to demonstrate to the world that Lancashire is a hotspot for low carbon technologies innovation.

**Digital**



Lancashire’s Digital Sector Group is in the early stages of development but has already made great strides with regards to mapping Lancashire’s strengths and opportunities in the digital industries space.

The LEP is working closely with Lancashire County Council and other partners - including employers and universities - on a piece of new, deep-dive research. This will look beyond traditional definitions of digital industries and will analyse how Lancashire can benefit from the rapid convergence of digitalised processes.

We will also build on the success of the part-LEP funded Lancashire Skills and Employment Hub who have established Lancashire’s *Digital Skills Partnership* - a strategic body made up of employers, education providers and policy makers which will help ensure the county has the skills base needed to deliver more digital growth.

**Health**



The newly established Health Sector Group will take a holistic view of health and prosperity rooted in the belief that *health is wealth* and *wealth is health*. Comprising of members from both the public and private sectors, the group will articulate the opportunities for businesses to provide solutions to

address some of Lancashire’s health inequalities, increase productivity, and achieve better outcomes for our people.

**“Throughout the pandemic, and as we navigate our recovery, the LEP’s Sector Groups have had a major influence on how we support Lancashire’s key industries”**

The group will also work with healthcare providers and anchor institutions - including employers - to explore how better health and wellbeing provision can boost performance and drive more local economic growth.

We further want to ensure that business-driven innovation addresses the underlying causes of health inequalities and benefit from scaling-up of innovative solutions aimed at health and social care markets.

**Food and Agriculture**



In addition to managing the impact of the pandemic, dealing with the effects of Brexit on our food and farming industries has continued to be a priority for LEP’s Food and Agriculture Sector Group.

Some consequences of leaving the EU, such as recruiting seasonal workforces, may continue to be challenging. While others, such as export opportunities in new territories, may drive more growth.

The group has also been looking at how Lancashire’s self-sufficient food production capabilities can be more closely aligned with government priorities. These include domestic food security and more sustainable farming practises. Further, the adoption of more automation - and the sector’s valuable contribution to the climate change agenda - will be key going forward.

**Looking ahead**



Throughout the pandemic, and as we navigate our recovery, the LEP’s Sector Groups have had a major influence on how we support Lancashire’s key industries. They will continue to develop robust *Sector Plans* and advise on interventions. This will help us maintain a competitive position - in our strongest markets - on a regional, national, and international basis.



# People & Employment



Adult Learners at Linkbridge Community Centre, Burnley

14,600+

Page views for the Covid-specific Skills for Work microsite

4,300+

Employment and training referrals facilitated by the *Lancashire Skills Escalator*

400+

Laptops and tablets distributed to disadvantaged over-50s during the pandemic

160+

Local business leaders who volunteer as Enterprise Advisers in Lancashire's schools and colleges

**A proactive response to Covid**  
The impact of the pandemic has been significant for the people of Lancashire since the initial lockdown in March 2020.

The county has seen a significant increase in the number of people claiming Universal Credit, particularly in more disadvantaged areas, compounding the levelling-up agenda.

In response, the Lancashire Skills and Employment Hub worked with over 50 partners to develop and the launch the *Skills for Work* microsite ([www.skillsforwork.info](http://www.skillsforwork.info)).

The site was launched in the summer of 2020 and provided an easy way for people to find support from a wide range of providers. It offers guidance to residents who are furloughed, looking to reskill or upskill, are facing redundancy, or who are unemployed. There was also specific provision targeted at 16-24-year-olds, taking into account the adverse impact of the pandemic on this group.

The microsite was promoted via social media, and a 'Skill Up' campaign to specifically target young people was run on Instagram, Snapchat and Tik Tok.

Both promotions resulted in increased engagement with our target audiences.

**Supporting people into employment**  
The Hub continued to lead and facilitate the *Adult and Employer Skills Forums* virtually, with high levels of participation from partners. The Forum supports the implementation of the *Lancashire Skills Escalator*, and manages the integration of *European Social Fund (ESF)* programmes and mainstream provision.

It also ensures people are supported to move up the *Escalator* and into sustainable employment. The *Escalator's* online referral tool, *Escalate* - which contains over 140 employment and training offers that support people into work by local area - has facilitated over 4,300 referrals.

In addition, the Hub has been working in partnership with the Department for Work and Pensions (DWP), helping to deliver the government's *Plan for Jobs* and *Sector Skills Work Academy* initiatives and integrating them with local offers.

An example includes the collaboration between the NHS, Lancashire Adult Learning, People Plus and referral organisations. Funded through ESF and Adult Education Budget, this project engaged with over 143 people. As a result, 121 have successfully been offered clerical and administration employment in Lancashire's Mass Vaccination Centres.

Support for young people at risk of or NEET (not in employment, education, or training), and those who are unemployed, has continued to be delivered via ESF, with many providers pivoting provision to online.

To the end of March, 5,987 at risk of or NEET young people have been supported, and 20,717 unemployed and inactive adults.

**Award-winning digital inclusion**  
The pandemic, and the need to connect with public services virtually, brought to the fore the need for more digital inclusion within the skills and employment space. In response, the *Lancashire Digital Skills Partnership* worked with several partners to boost access to devices and data, with a skills wraparound.

For example, *The Digital Freedoms 50+* programme, delivered with SELNET, Lancashire Libraries and community partners, enabled the distribution of over 400 devices to disadvantaged Lancashire people over age 50. In addition, Lancaster's *Connecting Kids* project secured a donation of 80 laptops from National Grid.

The work of the *Partnership* was recognised in the *Digital Leaders 100*. Following a public vote and pitch to a panel of experts it also won the *Digital*

*Leaders 2020 Award* for Skills or Inclusion.

**Inspiring young people**  
Covid-19 and lockdown have had a significant impact on the aspirations of young people and their perceptions of the labour market.

This meant the work of the *Careers Hub* and *Enterprise Adviser Network*, which helps to boost the aspirations of young people, even more vital with regards to breaking myths about a lack of opportunities caused by the pandemic.

Funding from the Careers and Enterprise Company (CEC) and partners enabled our Blackpool, Burnley and Pendle *Careers Hub* pilot to roll out across Lancashire, supported by our expanding *Enterprise Adviser Network*.

Working with our delivery partner Inspira, the *Careers Hub* and *Enterprise Adviser Network* grew to include every Lancashire college and almost every secondary school. All of Lancashire's special schools and alternative providers are also now part of the scheme.

Over 160 business leaders - who act as voluntary Enterprise Advisers - are matched to each of the local institutions, helping to develop bespoke and inspirational careers programmes. The roll-out of the *Careers Hub* and extended *Enterprise Adviser Network*

was launched at a virtual conference in October. Over 160 head teachers, careers leaders, Enterprise Advisers and stakeholders took part in the event.

Digital engagement and virtual employer encounters were also proactively developed to support our careers provision during the pandemic. In December, having secured match funding from a range of partners (including the *Blackpool Opportunity Area Twinning Funds* and Future U) we invested in a county-wide *START* platform.

*START*, which had been successfully piloted in Blackpool, is an online resource which provides high-quality and targeted interactive experiences with both employers and education providers to excite young people about the world of work.

**An evidence-based approach**  
Lancashire's Skills and Employment Hub's interventions and strategies are informed by a robust evidence base which identifies opportunities and barriers to achieving a skilled, balanced and inclusive labour market.

This local management information data, including our *2021 Skills and Employment Strategic Framework Refresh*, is freely available on the Hub website. This ensures all our partners -

including policy makers, employers and training providers - can adopt a joined-up approach to overcoming the challenges we face.



Digital Leaders 100 Award for Skills or Inclusion



Lancashire's expanding Enterprise Adviser Network



# Placemaking



Preston city centre improvements

£103m

Additional investment leveraged by the LEP's £32m evergreen *Growing Places* loan scheme

£80m

Secured by the LEP to support town and city centre redevelopment across Lancashire

£48m

Ongoing investment to support the LEP's overarching *Renewal of Blackpool* programme

52

Capital projects funded to date by the £320m *Growth Deal Fund*

**Transformational investments**  
Revitalising Lancashire's cities and towns are a key priority for the LEP and its partners. But we also recognise that the way our conurbations connect to each other, and the wider region, has a massive impact on both the lives of residents and our economy. We therefore continue to invest substantially in both places and infrastructure, ensuring that people enjoy a better quality of life wherever they live, work or study.

The LEP is also committed to creating opportunities for everyone by generating tangible and measurable Social Value through its investments.

**Lancashire's Growth Deal**  
Lancashire's £320m *Growth Deal Fund* has continued to help drive projects and programmes which are transforming many of the county's key conurbations.

There are 52 capital projects within the *Growth Deal* programme which have been delivered over the last six years. A sample of a projects, which are making a significant contribution to our placemaking strategy, delivered or completed in 2020/21, include:

**Northlight**  
The £32m transformation of a former cotton mill in Pendle, East Lancashire, into a major destination, is nearing completion thanks to *Growth Deal* support.

Delivered by PEARL, a joint venture between Pendle Borough Council and Barnfield Investment Properties, this mixed-use scheme - situated on the banks of the Leeds and Liverpool Canal - will provide leisure opportunities, new adult learning facilities, business units, apartments, and new canal moorings.

**North West Burnley Growth Corridor and Padiham Town Hall**  
This £8.2m project will deliver new infrastructure at two sites which aims to boost the vitality of Padiham town centre, and drive housing and employment growth. Currently on site, and being delivered by Burnley Borough Council, work includes new flood defences, new residential units, and major public realm improvements.

A key element centres on Padiham's iconic Town Hall. A listed civic building, the hall will be refurbished to provide commercial floorspace including the creation of a new business hub. A new public square will also be created in front of the Town Hall's façade.

**Skelmersdale Town Centre redevelopment**  
Currently, on site and due to complete in December 2021, this £16m scheme will provide modern retail units, together with public realm improvements, in Skelmersdale town centre. The project, being delivered by West Lancashire Council, will also create a vital link between Skelmersdale's shopping centre and West Lancashire College.

**Preston City Centre improvements**  
This £8.2m development - being delivered by Lancashire County Council in partnership with Preston City Council - has completed a key phase of public realm works.

Improving connectivity of the city's principal transport hubs, and featuring new developments and commercial sites within the city centre, the scheme has helped to create a distinctive destination for workers, shoppers and residents.

This project will also generate confidence in the market - driving more private sector investment at a time when our town and cities are re-evaluating and reshaping their purpose.

**ETC Urban**  
Funded via the LEP's *Growing Places Fund*, the ETC Urban development has kick-started Preston City Council's *City Living Strategy*. This project has transformed a 120-year-old disused warehouse into 18 duplex apartments, together with new high-grade office space.

**Driving Blackpool's renaissance**  
Revitalising Blackpool continues to be a priority with a cluster of *Growth Deal* funded projects progressing this year. The schemes make up the LEP's overarching £48m *Renewal of Blackpool* investment strategy which is designed to strengthen the town's competitive advantage as one of the

UK's leading visitor destinations, and accelerate its social, cultural and economic renewal.

Major projects currently on site, due for completion in 2021-2022, delivered by Blackpool Council, include:

**Blackpool's 21st century conference centre and 5 star hotel**  
Anchored at Blackpool's famous Winter Gardens, this new £28.8m conference centre and hotel scheme will enable Blackpool to compete for new opportunities within the national and international conferences, meetings and events market.

**Showtown**  
Blackpool's first ever museum, the £10.3m Showtown project will tell the captivating story of how Blackpool became Britain's first and largest seaside resort, and the pivotal role the town has played in the development of British popular entertainment over the past 150 years. Showtown will also celebrate Blackpool's evolution from being a playground for northern manufacturing towns to becoming an international centre of popular culture and performance.

**Blackpool Town Centre Quality Corridors**  
Blackpool Quality Corridors is a £7.8m project which delivers a series of strategically important public realm and streetscape improvements across five locations in the town centre. In addition

to public realm improvements, the project also provides for a small number of strategic property purchases, and a grant scheme to help improve the appearance of shop fronts.

**Blackpool Tramway Extension**  
The £22.8m extension of Blackpool's tram system will see the resort's tram services fully integrated with rail services at Blackpool North Station. This will improve public transport access to Blackpool's seafront hotels and attractions, including the Pleasure Beach, and connect North Fylde to the national rail network.

**Houndshell Shopping Centre and Abingdon Street Market**  
As part of Lancashire's £34.1m funding pot from the government's *Getting Building Fund*, a new £8.6m investment will drive the redevelopment of two landmark Blackpool town centre sites; Houndshell Shopping Centre and Abingdon Street Market.

The Houndshell Extension will feature an 850-seat multimedia, conferencing and entertainment centre (including a nine screen IMAX cinema), while Abingdon Street Market will be completely refurbished to enhance the visitor experience and increase footfall.

Both projects will add substantial value to Blackpool's retail and leisure offer and will create new jobs both directly and indirectly.



Northlight, Pendle



Blackpool's Tramway Extension



# Business Support



Bloom In Box, Ormskirk

**£30m** Value added to the Lancashire local economy by helping foreign-owned companies to grow

**£1.1m** Of Covid Business Adaptation Grants secured to help SMEs pivot during the pandemic

**3,000** Packages of business help and advice facilitated by the *Boost* business support service in response to Covid

**327** Local business owners who directly benefitted from the *Lancashire Peer Network* business support programme

**200+** Lancashire firms supported by the *Access to Finance* service during lockdown

## Stepping up to support local businesses

Lancashire can boast a significant publicly-funded business support offer which is closely aligned to the LEP's strategic objectives, target sectors and ambitions for growth.

This support network is funded from a range of sources, complementing the private sector offer locally, and maximising engagement in national programmes.

Some elements of this funding are awarded via the LEP for specific purposes. These include Lancashire's Business Growth Hub *Boost*, and match-funding for services like the *Access to Finance* programme, to which significant additional local authority resources also contribute.

Significant business support - from the provision of physical infrastructure to one-to-one engagement - is also delivered through many of the LEP's wider funding programmes and strategies. These includes the *Growth Deal Fund*, the *Lancashire Enterprise Zones*, the *City Deal*, the *Growing Places Fund*, and the *Getting Building Fund*.

The Lancashire Skills and Employment Hub also works closely with Lancashire businesses to help them widen their skills base in response to changing demand and increase their overall

capacity. This in turn helps them to drive more growth and create new jobs.

## Boost

*Boost* has been operational since 2013 and engages with local businesses to offer early-stage support, mentoring services, and signposting to other advice and support programmes.

Since its inception, *Boost* has helped Lancashire firms to create over 3,000 jobs, supported the establishment of almost 1,000 new businesses, and increased wages and profits in the local economy by more than £112m.

In the last year, *Boost* has been at the centre of Lancashire's response to the impact of Covid-19 on local business.

During this period, *Boost* saw a 100% increase in inbound enquiries from companies seeking assistance, while average monthly traffic to the *Boost* website rose by over 50%.

At the start of the pandemic, *Boost* pivoted from its day-to-day focus (working primarily with growth-orientated companies) and refocussed its offer as a universal support service for all Lancashire firms.

This was built around a communications campaign centred on an initial campaign message, *#AskForHelp*, which helped triage businesses who were hit hardest by Covid.

As some companies and sectors started to find ways to continue or restart trading, new support and advice packages were promoted under the *#BoostYourRecovery* initiative.

*Boost's* migration to online platforms, and a realignment of its provision, resulted in almost 3,000 separate pieces of business support, advice and signposting being delivered to local firms.

## Securing new funding to help our companies recover

The *Boost* Business Growth Hub, and other partners, were awarded BEIS funding to undertake more strategic activity based around Covid resilience and the impact of Brexit.

*Boost* further secured and distributed an additional £1.1m of *Covid Business Adaptation* grants which helped support over 300 businesses through *#BoostYourRecovery* and *Kickstart Tourism Lancashire* grants.

*Boost* also successfully bid for Covid-response funding from BEIS to develop and deliver a series of peer-to-peer business groups.

By the end of the year over 30 *Peer Network* cohorts - each featuring representatives from between eight and twelve different Lancashire firms - had been delivered online.

In total, Lancashire's *Peer Network* programme engaged directly with 327 participants, and enjoyed a 97% satisfaction rating.

## Helping Lancashire firms to secure more investment

Despite incredibly challenging conditions for both local SMEs and business advisers, over 200 investment-ready firms benefited from a range of support services delivered via the Growth Hub's *Access to Finance* team. As a result, Lancashire firms who engaged with *Access to Finance* have applied for over £9m of loans, grants and equity investment.

The *Access to Finance* programme (which is match funded by BEIS) also identified a need for equity investment to accelerate post-pandemic growth resulting in an *Equity Funding for Early Stage Businesses* initiative. Part of this programme includes a ground-breaking *Early Stage Valuation* tool which helps business owners understand the value of their business more clearly, empowering them to be more confident when negotiating with investors.

We also continue to promote other routes to SME investment, finance and support. These include the *Northern Powerhouse Investment Fund* (NPIF), the *Made Smarter* Industry 4.0 support programme, and many of the government's Covid recovery schemes such as the *Coronavirus Business*

## Interruption Loans.

### Looking beyond Lancashire

With support from the Department for International Trade and Investment (DIT), the Growth Hub continues to benefit from funding for a Key Account Manager who is responsible for relationship management of foreign-owned companies based in Lancashire.

The position, now in its third year, supports a range of engagement with Lancashire's international business community; regularly providing them with market intelligence and sourcing and facilitating new opportunities.

In the last year, the incumbent Key Account Manager reached our KPI to support six new international investments. These have already generated 300 new jobs and have contributed £30m of capital expenditure to the local economy.

The success of the Key Account Manager role has further helped us secure additional DIT funding for an International Trade Manager who took up post at the end of 2020.

Both roles will actively contribute to Lancashire's evolving *Internationalisation Strategy* and other interventions aimed at promoting Lancashire as a dynamic and attractive global investment destination.



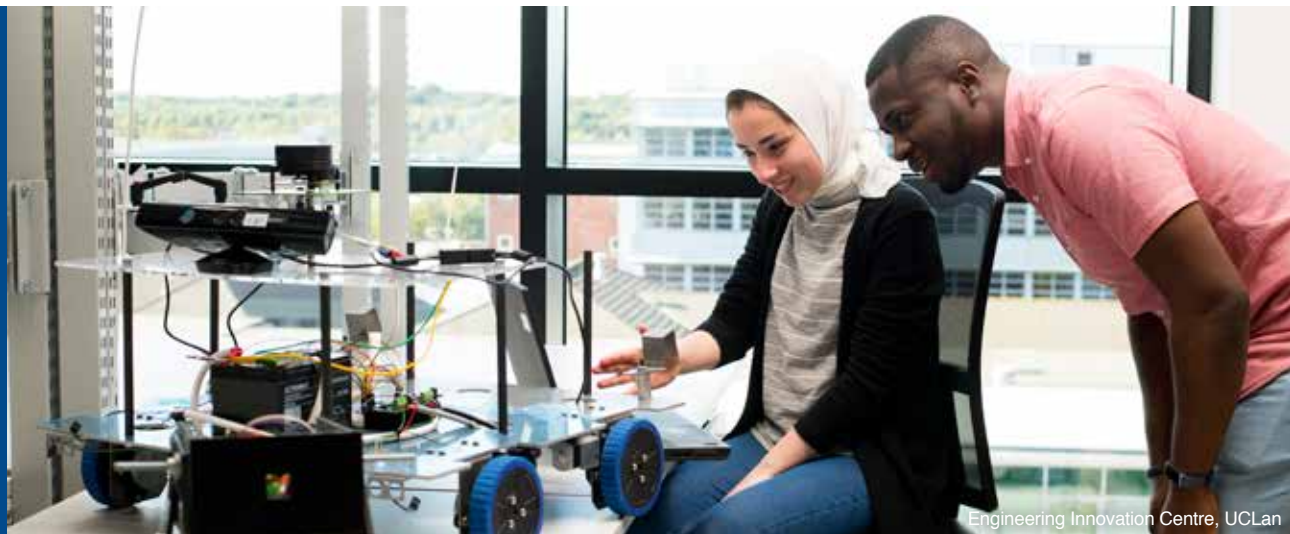
DA Techs, Chorley



Boost online support



# Innovation & Technology



Engineering Innovation Centre, UCLan

£60m+

LEP investments to support innovation projects through *Growth Deal* and *Getting Building Fund*

226

Businesses assisted by LEP Innovation projects in 2020 - 2021

47

Online discussion panels and digital events programmed for Lancashire's first Innovation Festival

13

ESIF-supported projects helping Lancashire SMEs to innovate

**Driving innovation through strategic interventions**  
The LEP's *Strategic Economic Framework* recognises innovation as a cross-cutting enabler which will be at the heart of Lancashire's *Local Industrial Strategy* and forthcoming *Growth Plan*.

Our *Innovation Plan* clearly sets out the challenges Lancashire faces to stay ahead. This includes not only a need to grow sectors where Lancashire is strong - such as aerospace and advanced manufacturing - but also a need to expand into new growth areas.

Economic growth will be delivered by cross-fertilising innovation and technology across different sectors and developing more knowledge intensive firms. We will maximise the opportunities offered by the rapid convergence of digitalised technologies across different industries and supply chains.

Support, funded through the *Growth Deal Fund*, *Getting Building Fund* and the *European Social Investment Fund* (ESIF), is available to firms who can demonstrate their commercial potential and innovate successfully. From ideation and peer learning, to specialist advice and investment, through our partnerships we can offer help at every stage of the business journey.

The Innovation Team has identified four important 'innovation missions' for the next stage of innovation support. This is based on an in-depth analysis of the

strengths, opportunities and challenges which are unique to Lancashire. These are further strengthened by support for management, productivity, investment readiness, and access to funding.

This work, informed by the LEP's *Sector Plans* and its *Technology Roadmap*, will enable a refresh of our *Innovation Plan*, and help shape Lancashire's next wave of investment programmes.

**The Lancashire Innovation Board**  
July 2020 saw the inaugural meeting of the LEP's Innovation Board. Led by Professor Graham Baldwin, Vice Chancellor of UCLan, the Board's private and public sector members include representatives from Innovate UK, Westinghouse, Victrex, Miralis and Lancaster University.

The Board, which supports partners and stakeholders in the delivery of the *Innovation Plan*, has already helped to deliver several initiatives which have supported Lancashire's innovation ecosystem.

These include a month-long Innovation Festival, hosted online last October, and the scoping of a new Lancashire Innovation Observatory.

**Investing in assets to drive growth**  
This year has seen the LEP continue to support several key projects which will facilitate growth within the innovation and technology space:

**The Advanced Manufacturing Research Centre North West**  
In October 2020, work commenced on the AMRC North West facility - which received £20m LEP *Growth Deal* funding - at the Samlesbury Enterprise Zone.

Once operational, it will help Lancashire manufacturers embrace new, transformational technologies. For SMEs in particular, it aims to demystify and de-risk the process of Industry 4.0 adoption and investment.

AMRC North West has also been instrumental in setting up the *5G Factory of the Future* with partners - an open access test bed which will enhance Lancashire's reputation as a centre of Industrial Digital Technologies. With interim facilities at UCLan in Preston, the AMRC North West team has already worked with over a hundred Lancashire SMEs.

**Lancaster's Health Innovation Campus**  
Opened in August 2020, the £41m Lancaster Health Innovation Campus (LHIC) at Lancaster University is focused on the development of health-related services and technologies.

A collaborative space - which brings both businesses and health providers together - the LHIC's mission is to take a solution-led, place-based approach to addressing global health issues.

The facility, which was backed by £17m of LEP *Growth Deal* funding, will also

create new high-value jobs and help Lancashire SMEs to develop new, innovative products and services which can be commercialised globally.

**UCLan's Engineering Innovation Centre**  
Supported by £10.5m of LEP *Growth Deal* funding, UCLan's £35m Engineering Innovation Centre (EIC) in Preston is another major asset which will strengthen Lancashire's position as a world leader in engineering and design.

Designed to provide Lancashire's next generation of technologists and engineers with real-world experience on live industrial projects, the EIC aims to improve productivity across the North West. Through engagement with business, it will further help support the innovation needs of 1,300 SMEs across Lancashire.

**Collaborations to accelerate innovation**  
The LEP understands that collaboration is central to unlocking economic growth and has facilitated several major innovation-led partner projects over the last year.

These include ECO-I North West, a £14m Clean Tech programme which will help to position the county - and the North West - as a centre of low carbon and sustainable innovation.

Working with over 350 businesses to support the research and development of sustainable and Net Zero technologies,

the ECO-I programme is being led by Lancaster University in partnership with UCLan, Liverpool University, Liverpool John Moores University, Manchester Metropolitan University, and the University of Cumbria.

Another example of collaboration is the Advanced Manufacturing Capital for Skills Development and Employer Engagement project (ACaDEmE).

Supported via LEP *Growth Deal* funding, ACaDEmE is a partnership between BAE Systems, Lancaster University, and local SMEs, which enables training for students, apprentices and young people in disciplines such as additive manufacturing and Virtual Reality.

Lancashire has also been forging links outside the county to share best practice and drive new investment.

We have led a multi-LEP programme, sponsored by BEIS, which has engaged with The Massachusetts Institute of Technology's (MIT) *Regional Entrepreneurship Acceleration Programme* (REAP). REAP is a global initiative designed to help regions accelerate economic growth through innovation-driven entrepreneurship.

We have also worked with Innovate UK and the North West Business Leadership Team on a place-based R&D exemplar focused on the *Tech Lancaster Cluster* and our growing electronics capability. Other partnership initiatives include

regional projects with The Engineering and Physical Sciences Research Council, the Science and Technology Facilities Council, and the NP11 group of Northern Local Enterprise Partnerships.



AMRC North West, Samlesbury Enterprise Zone



Health Innovation Campus, Lancaster University



# Skills & Training



Education Secretary Gavin Williamson at BAE Systems with Shuttleworth College students

£10m

Additional funding secured to boost skills and training during the pandemic

900

Participants in the Lancashire-led *Digital Skills Bootcamp* pilot

850

Young people who took part in Lancashire's first *Teen Tech Festival*

+40%

Increase in employers supporting *The Lancashire Skills Pledge*

**Targeted skills interventions**  
The skills of Lancashire's people correlate with employability and earning potential as well as business productivity.

But whilst there has been an increase in the number of people qualified to Level 4 and above, there continues to be a lag in comparison to the national average.

The Lancashire Skills and Employment Hub continues to make great strides towards closing this gap and takes a multi-partner approach in everything it does. This is to ensure its interventions and investments are targeted and effective; addressing the needs of employers, employees, providers, and learners.

Further, through a £40m *Growth Deal* investment, over 20 skills capital projects have been completed with 11,853 learners achieving a qualification and 3,276 Apprenticeships created.

**T-Levels and our Technical Education Vision**

This year there has continued to be a focus on driving the *Lancashire Technical Education Vision* with partners. This aims to enable a balance of academic and technical routes to help close the gap and adopt new approaches to enhancing skills through, for example, T Levels, and the testing of *Digital Bootcamps*. Funding from *The Gatsby Foundation* was secured to support the implementation of the programme.

A key element has been facilitating collaborative work between colleges and employers to prepare for T Levels.

Four Lancashire colleges commenced delivery of these new technical qualifications across Digital, Education & Childcare, and Construction, in September. In response, Continuing Professional Development sessions for Careers, Advice and Guidance professionals have been undertaken to ensure young people are fully informed of the technical education routes on offer, with T Levels being embedded into the *Careers Hub*.

A collaborative bid across *The Lancashire College Network* with Lancashire's three universities has also been submitted for an *Institute of Technology* which will provide pathways to Higher Level Technical Qualifications. It will further support the retraining and reskilling of adults in the workplace, aligning with industrial digitisation and the LEP's growth priorities.

**Supporting Apprenticeships**  
It has been a challenging period for the provision of Apprenticeships. The impact of the pandemic on business recruitment has had a direct impact on Apprenticeship starts, while interruptions in Apprenticeship learning due to lockdowns put pressure on training providers.

We have worked closely with the *Lancashire Work Based Learning*

*Executive Forum* to understand the issues being faced, provided evidence to DfE, and lobbied to gain grant incentives and financial flexibilities for both employers and providers.

**Boosting Lancashire's digital skills**  
The *Lancashire Digital Skills Partnership*, supported by the Department of Digital, Culture, Media and Sport (DCMS) was launched in April 2018 to address digital skills and employment needs in Lancashire. The partnership has now grown to over 200 members and has been driving several activities.

A major report and research piece, *The Lancashire Digital Skills Landscape* was published in spring 2020. This had enabled the *Digital Skills Partnership* Steering Group to identify key issues and priorities. These include skills shortage areas, and a need to address gender inequality in Lancashire's digital workforce.

In response to the pandemic, the *Digital Skills Partnership* has also worked with the *Clockwork City* initiative to enable independent retailers and entrepreneurs across Lancashire to develop their digital marketing skills, improve technical processes, develop more online services, and stay cyber-safe.

In early 2021, Lancashire hosted its first *Teen Tech Festival* in partnership with Maggie Philbin's Teen Tech charity.

Involving many local partners - including the *Careers Hub*, Future U, Stem First,

Creative Lancashire, Digital Lancashire, Lancashire Teaching Hospitals Trust and UCLan - over 850 young people engaged in interactive workshops and tasks which were designed to boost interest in STEM-related skills and careers.

**Shaping the national skills agenda**  
Other activities in the digital skills space have included working in partnership with DCMS and Greater Manchester Combined Authority to engage with over 900 Lancashire and Greater Manchester residents on a DCMS-funded *Fast Track Digital Workforce* programme. This was rapidly followed by a Department for Education (DfE) *Digital Skills Bootcamp* pilot.

The learnings and provision developed through both programmes has enabled employers and providers to collaborate and develop responsive and intensive skills programmes. This will enable us to fast-track people into digital employment in skills shortage areas such as electronics, programming, cyber security, digital marketing, and DevOps.

These test and learn pilots have also informed national policy and have helped shape the *National Skills Fund*. In addition, *Digital and Technical Skills Bootcamps* - based on our pilot - began rolling out nationally in April.

**Continued support for employers and employees**  
Projects and initiatives which support and engage with employers and

employees continued to make a positive impact on economic performance despite the pandemic.

Training and technical education programmes were successfully delivered through projects supported by the *European Social Fund* (ESF).

These included work-based schemes, which boosted the skills of both employees and employers, and SME-specific provision. Over 3,000 employers and more than 15,300 employees have benefitted from these interventions.

Additional funding of approximately £10m was also secured through the *National Reserve Fund* to boost funds available for project calls locally.

**Going remote**  
Many providers migrated to online provision, ensuring a quality service was maintained throughout the lockdown. *Lancashire's Adult and Employer Skills Forums*, which supports the implementation of the *Lancashire Skills Escalator*, also continued to meet virtually.

A virtual event was hosted in December to celebrate the continuing success of the *Lancashire Skills Pledge*. The number of businesses signed-up to the scheme rose by over 40% this year, with multiple pledges being delivered by each employer.

There are now over 80 organisations, from both the private and public sector,

supporting the initiative. By signing up, they are committed to inspiring, developing and employing Lancashire people in variety of different ways.



Advanced Engineering and Manufacturing Innovation Centre, Nelson & Colne College



Lancashire's TeenTech Festival



# Infrastructure



Preston Western Distributor construction, Lea Viaduct

£161m

Growth Deal funding for infrastructure projects progressing in 2021

£34.1m

Investment secured for 10 Lancashire projects via the *Getting Building Fund*

£30m

LEP-funding for enabling and development works at Lancashire's Enterprise Zones

100+

km of new and improved cycle ways delivered via LEP-supported schemes

10

Motorway junctions newly built or improved (to date) with support from the LEP

**Unlocking more regional investment**  
Supported by *Growth Deal* funding and delivered by partners, major infrastructure and connectivity projects, which will unlock significant amounts of economic growth and create new jobs, have progressed this year:

**The Preston Western Distributor**  
This £189m transport project, currently on site, is scheduled to open early 2023. Once complete it will deliver a major new road linking Preston and southern Fylde to the M55.

The scheme - being delivered by Lancashire County Council - will open up new business opportunities, improve access to existing and new housing sites, provide new transportation options, and help reduce congestion on other parts of the network.

It further has the potential to generate increased business activity through greater connectivity to the west coast and the wider national motorway network.

**Blackburn and Darwen Pennine Gateways**  
Complementing existing *Growth Deal* investments in Darwen, the £18m *Blackburn and Darwen Pennine Gateways* project, due to complete 2021, will deliver key transport infrastructure improvements at three main gateways into Blackburn from the M65 at Junctions 4, 5 and 6.

The scheme - being delivered in partnership with Blackburn with Darwen Council - is currently on site and will unlock new housing and employment growth in one of England's most deprived areas. The project also supports the growth plans of the Royal Blackburn Hospital, and its intention to become a university teaching centre.

**East Lancashire Cycle Way Network**  
This £6m programme, delivered in partnership with Lancashire County Council and Blackburn with Darwen Council, is due for completion in 2021. Featuring 118km of new and improved cycle ways, the schemes have been designed to bridge gaps in existing networks and create high-quality, end-to-end cycle networks.

As well as commuting, the routes will act as multi-user 'greenways'; helping to facilitate new leisure, health and tourism opportunities. All of the projects have been co-produced in partnership with the local community, and are aligned to national and regional active travel strategies.

**Lancashire's Enterprise Zones**  
The LEP has invested circa £30m to support development of essential infrastructure and development works at Blackpool Enterprise Zone, Hillhouse Enterprise Zone, and Samlesbury Enterprise Zone. These works, which are also funded by business rates and public and private sector contributions, are needed to deliver critical infrastructure

and developments to accelerate growth.  
Recent Enterprise Zone developments include:

**Blackpool Enterprise Zone**  
Since gaining Enterprise Zone status in 2016, Blackpool Council has continued to strategically target investments at the Blackpool EZ.

In addition to the creation of circa 26,000sqm of employment floorspace, hosting 114 businesses and creating 1,600 jobs, new developments include the delivery of a 40,000 sq. ft HQ for Mult-Ply Components.

Works on the new sports complex are also underway in anticipation of hosting Blackpool's own *European Youth Football Championships*.

**Samlesbury Enterprise Zone**  
LEP investment has supported site-wide utilities and infrastructure at the Samlesbury EZ which will provide the additional power needed to allow the AMRC North West supply chain, and complimentary developments, to be accommodated.

Currently on site and due to completed in Autumn 2021, the £20m AMRC North West will be a new regional hub for the national *Advanced Manufacturing Research Centre*.

The development will be key with

regards to lifting productivity and growth within advanced manufacturing - a priority sector for Lancashire - and will help create more opportunities for local firms to compete globally.

**Hillhouse Enterprise Zone**  
In 2020, investment has been provided from the LEP's *Getting Building Fund* which will provide new essential infrastructure and development works to enable the extension of the Hillhouse Business Park into neighbouring Enterprise Zone land.

**Further capital investment secured in 2020/21**  
In August 2020, Lancashire LEP was successful in securing £34.1m from the government's *Getting Building Fund* programme to support projects which can provide an immediate response to the pandemic through the creation of jobs, skills and infrastructure.

The £34.1m has been allocated to ten projects across the county including major transport infrastructure, regeneration, housing and commercial schemes in Chorley, Burnley, Wyre, Fylde, Hyndburn, Blackpool and South Ribble.

**Investing in our people and communities**  
Social Value continues to be integrated into the commissioning and planning processes across the LEP's project and programme portfolio including the

*Getting Building Fund*, *Growth Deal Fund*, *City Deal* and *Boost*. The *Growth Deal* programme alone has generated £31.1m of Social Value to date.

An example of tangible, impactful Social Value delivery is the construction of the £35m Engineering Innovation Centre (EIC) at UCLan which has successfully generated social and community benefits throughout its construction phase.

Upon completion, the EIC had delivered a total of £5.9m of added Social Value including 82 full-time equivalent employment opportunities, 420 weeks of apprenticeship employment, and £3.5m of spend with local businesses.

Our Social Value interventions also bring many added value outputs, several which are aligned to the *Lancashire Skills and Employment Strategic Framework*. This framework uses the *National Themes Outcomes and Measures* methodology to embed Social Value within the procurement, monitoring and evaluation of projects.

The LEP's commitment to delivering Social Value, and creating more opportunities for all, will be enshrined in the LEP's new *Social Value Charter* for Lancashire which will be published this year.

Our investment in infrastructure also helps significantly improve people's lives through new employment opportunities

and new housing. In recent years, LEP-supported infrastructure projects have helped to create over 17,500 jobs and over 19,000 homes across the county.



Improvement works, Skelmersdale town centre



Samlesbury Enterprise Zone

# Beyond Lancashire



**Communities of people and business don't limit the way they live, work and operate within defined geographical boundaries. Therefore the LEP collaborates with others regionally, across the North, and nationally.**



Boris Johnson,  
Convention of the North  
conference, Rotherham

## Extending our influence

Lancashire has a long history of looking beyond its boundaries and working constructively with others to drive growth and increase regional prosperity.

Forging such relationships and partnerships also means we have the opportunity to influence decisions, shape policy, and lead initiatives, which bring benefits to the whole of the country.

## Working nationally

The LEP Network, comprised of all of England's 38 Local Enterprise Partnerships, champions the impact and value of LEPs in building local economic growth and prosperity across England.

It acts as the lead commentator and negotiator for LEPs at a national level with government, businesses, academia, think tanks, and other key audiences.

It is also a central source of information and data on all LEP activity on a regional and national basis.

The LEP Network Board meets throughout the year and sets the overall policy direction and strategy for LEPs. In 2020/21, key policy developments included:

- Skills Recovery Action Plan
- LEP '5 Point Recovery Plan' drafting and communications
- Post-Pandemic Economic Response
- Levelling Up Enquiry
- Covid Recovery Commission
- Building the case for an Enterprise Zone refresh
- Secured Apprenticeship providing funding with DfE
- Growth Hubs peer-to-peer initiative
- Business Support Review
- Active participation in the Industrial Strategy Council (LISs & Devolution)
- LEP Capability and Capacity review

In addition to contributing to these and other workstreams, the Lancashire LEP has participated in several LEP Network Ministerial roundtables, lobbying for additional Covid funds for Growth Hubs and Peer-to-Peer Reviews.

North West LEPs also meet on a regular basis to pursue intra-regional collaborations where potential synergies for collaboration are greatest.

*More details on the work of the LEP Network can be found at [www.lepnetwork.net](http://www.lepnetwork.net)*

## Working across the North

The LEP is part of the *Northern*

*Powerhouse 11* (NP11), a pan-Northern collaboration comprised of Chairs and Chief Executives from all of the Northern LEPs.

NP11 was brought together in July 2018 by government to drive the transformation of the North into a true economic powerhouse, underpinned by an unrivalled quality of life which brings prosperity and better lives to everyone residing and working in the North, while also competing on a global platform.

NP11 seeks to create partnerships, collaborations, and the sharing of resources - especially when the potential benefits and synergies of acting together are greater in terms of ambition and the scale of impact.

It also identifies practical activities, that will add strategic value and help unlock more of the North's economic potential, which are best facilitated at a pan-regional level.

Much of this is achieved by providing thought leadership and strategic thinking linked to areas of common interest which unite both business and civic leaders in the North.

NP11 is also proactive in facilitating

collaborative, delivery-focused partnerships between:

- Government and the public sector, including advice at strategic level and via formal consultations; working across departments, in particular those focused on growth policy and funding; and engaging Members of Parliament
- The private sector, through mobilising the wider business community
- Strategic Northern partners such as the *Convention for the North*, the *Northern Powerhouse Partnership*, and *Transport for the North*

To best fulfil this purpose, NP11 focuses on maximising the North's business growth, productivity, attractiveness to businesses and individuals, and international competitiveness.

In particular, it builds on the North's Prime Capabilities (as identified in the *Northern Powerhouse Independent Economic Review*) as areas of agreed pan-Northern strength and opportunity.

The Lancashire LEP is an active participant of the NP11.

In the last year we have been closely involved in developing a number of key NP11 agendas including Net Zero, clean growth, trade and inward investment, innovation, and skills.

Our interim Chair, David Taylor, continues to Co-Chair NP11's Innovation Board.

*More details on the work of the NP11 can be found at [www.np11.org.uk](http://www.np11.org.uk)*

**“Lancashire has a long history of looking beyond its boundaries and working constructively with others to drive growth and increase prosperity.”**

## Working regionally

The LEP works very closely with its North West neighbours and has strong links with the Local Enterprise Partnerships serving Greater Manchester, Cheshire & Warrington, Liverpool City Region and Cumbria.

In addition, we have also collaborated at a regional level to deliver the government-backed £20m *Made Smarter* advanced manufacturing support programme in the North West.

The success of the initial regional pilot, which helps SMEs adopt more Industry 4.0 technologies, has seen the scheme extended, with plans to launch the *Made Smarter* initiative into other UK regions this year.

We further support and enable collaborations between our universities and others across the North West.

This includes *The Cyber Foundry*, a partnership between Lancaster University, The University of Manchester, University of Salford and Manchester Metropolitan University, which helps North West SMEs with business growth, stability and security.



# Looking Forward



Looking towards Pendle Hill from Colne

**The current economic landscape**  
Lancashire's economic journey during Covid, and where we are now, is broadly similar to that experienced by our North West neighbours. It has also mirrored the national pattern of both growth and contraction during the different stages of the pandemic.

Our economy, like that of many other regions, will bear the scars for some considerable time. Our priority is to therefore minimise that scarring by stimulating productivity and doing all we can to drive growth.

It's also clear that Lancashire's economy faces challenges which existed before the pandemic, and some which have been accelerated and exacerbated by it. But by knowing what those the challenges are we can take proactive and mitigating action - both in the short and long term - to address them.

**The acceleration of change**  
In 2021, the Lancashire Enterprise Partnership will celebrate its tenth anniversary. However, as we enter our second decade, the combination of Covid-19 and Brexit means many things we used to assume, understand and anticipate have changed significantly.

*Forecasting* has been partly replaced by *nowcasting*, and fully understanding what the 'new normal' might mean, both economically and socially, remains elusive.

What we do know is the last twelve months has seen some of our businesses digging deep to fight for survival while others have experienced some of their busiest periods of trading ever.

As working went remote - and shopping, entertainment, education, and even medical care, went online - companies scrambled to deploy systems and services to accommodate these sudden changes of behaviour.

Some firms embraced change enthusiastically; compressing several years' worth of innovation into just one.

Others were forced to modernise; adopting digital and automation technologies which had been previously resisted.

In either case, the result has been the same; the acceleration of trends - many of which were already underway before the pandemic - that are now here to stay.

**Ensuring a fair and equal future**  
It is anticipated that many of these changes will deliver big benefits in terms of higher productivity, efficiency, and innovation. But they could also lead to an uneven economic recovery, with rising inequality among workers, contrasting outcomes for consumers (depending on their age and income levels), and a widening gulf between outperforming companies and the rest.

In addition, places which are less affluent, less attractive to inward investment, and less able to respond to these new challenges, may struggle to compete with areas that are better resourced.

Business leaders and policy makers, and organisations like ourselves, therefore, need to ensure that interventions and strategies mitigate the risk of a divided society as we look to recover from the pandemic.

Some trends we can expect to see:

- Virtual healthcare, online shopping and home-nesting trends are likely to continue to accelerate, while many 'out of home' activities will gradually resume to pre-pandemic levels
- A higher employment churn rate - with more people switching jobs and changing careers than before
- Increasing opportunities within higher skilled occupations, including STEM professions and the green economy
- A potential incremental rise in productivity over the next five years in sectors where innovation and technology adaption has accelerated the most (including

healthcare, construction, ICT, retail, and pharma)

- Resilience remaining at the top of the strategic agenda for businesses across a wide range of commercial and operational activities
- More collaboration and mutual support within commercial eco-systems to ensure all businesses thrive
- Adoption of more hybrid workplans for employees who can (and want to) work remotely
- More pressure on less affluent regions - with a real risk that 'levelling up' interventions will be uneven

**Our future vision for Lancashire**  
In response to the opportunities and challenges which these and other post-pandemic changes present, the LEP is developing a horizon-scanning theme throughout all its work.

This will help reassess and identify those sectors - both established and emerging - where Lancashire can genuinely compete and lead nationally and internationally.

It will also identify the requisite technology capability and investment roadmaps - and the skills and experience needed within the workforce - to fulfil our ambitions.

Whilst we await government's prescription for a new *Growth Plan* for the county it is likely that it will be shaped by a set of underpinning principles:

- Investing in our people to train, reskill and upskill, in readiness for today's business need and tomorrow's emerging sectors
- Enabling a surge of entrepreneurship to create more start-ups and scale-up businesses
- Diffusing technology to companies of all sizes to innovate, diversify and

increase productivity

- An uncompromising focus on defining strategy and implementation to achieve Net Zero
- Ensuring tangible and impactful Social Value outcomes are embedded in all our activities

We believe these principles will help to create a virtuous cycle of job growth, rising consumption, increased productivity, and inclusive economic prosperity for Lancashire.

**"Many things we used to assume, understand and anticipate have changed significantly."**

In addition to developing a new, long-term plan in response to the seismic shifts triggered by the pandemic, and the evolving impact of Brexit, the LEP is also committed to:

- Supporting businesses now as they recover and return to growth, ensuring the commercial environment is responsive to meet the demand and pace of change for a resilient and sustained bounce-back
- Ensuring partnership remains core to our ethos, as will a relentless focus on achieving strategic leadership and impact for Lancashire
- Continuing to work with the Local Leaders of Lancashire to support the *Greater Lancashire Plan*, in particular the *Independent Economic Review and Environment Commission*
- Undertaking any organisational changes required to improve our performance in response to government's forthcoming *National Review* of all Local Enterprise Partnerships

# Governance

**Accountability Requirements**

LEPs are entrusted with very significant sums of public funds for capital growth investment, business support, innovation and skills, and employment initiatives.

LEPs are required to take an evidenced-led approach to setting the strategic economic priorities for their area and to ensure effective deployment of any resources secured.

**Best Practice**

The reality of a best functioning LEP is one that enables a partnership between the public and private sector, with clarity of role and responsibility and an ability to positively influence government to bring greater resources into an area.

It is a model whereby beneficial outcomes are achieved through its growth objectives which support the economic prosperity of the whole place.

Achieving this requires a focus on outcomes, a common purpose, and collaboration between all involved. In essence:

- An active, private sector-led Board setting economic growth priorities and advocacy work of its area
- Private sector sitting alongside public sector leaders developing a common vision
- The Board draws on and represents the diverse communities of its economies
- The Board recognised as and supported to be independent, with an independent secretariat
- Transparency in how resources are used and how projects are delivered
- A role distinct from that of individual local government organisations
- Active participation in robust audit and scrutiny functions of local government

**National Assurance Framework**

The *National Local Growth Assurance Framework* sets out government

guidance for the LEP to develop its own *Local Assurance Framework*. This is designed to meet local growth priorities, providing a common understanding of the assurance required for local growth funding. It describes the close working of the public and private sectors and seeks to streamline processes and governance for the appropriate use of public money.

It also builds on previous work to strengthen government's assurance of LEPs and addresses the recommendations of the Non-Executive Director Review into Local Enterprise Partnership *Governance and Transparency* (October 2017) and the National Review into LEPs, *Strengthened Local Enterprise Partnerships* (July 2018).

It explains how places should appraise, monitor and evaluate schemes to achieve value for money. This *Framework* provides the departments, government, stakeholders and the public the necessary assurances that LEPs have the policies and processes in place to ensure the robust stewardship of public funds.

**Local Assurance Framework**

The LEP's *Local Assurance Framework* is reviewed and updated on an annual basis reflecting any new requirements from government and recommendations made by the members of the Company, the Board, and the Executive.

It describes the formal decision-making structures and processes of the Board and its committees, responsibilities and accountabilities of the S151 Officer and Accountable body, and Terms of Reference for its committees.

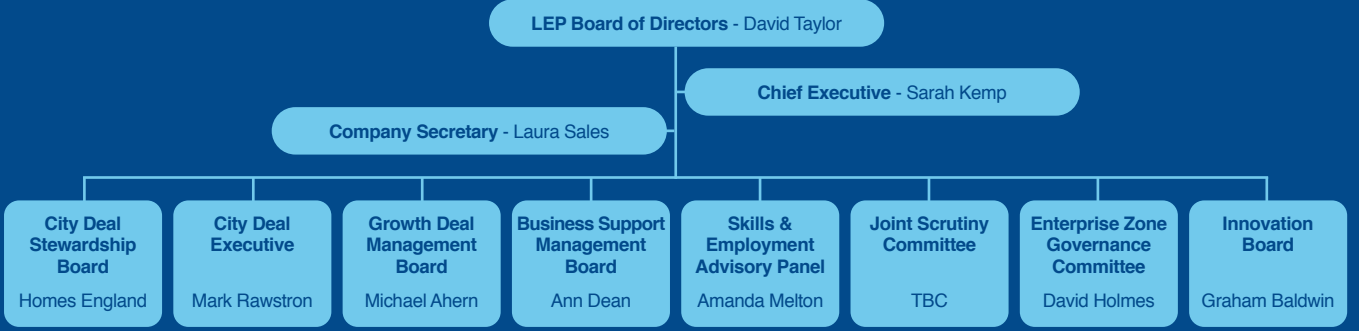
It also outlines protocols and policies relating to Code of Conduct, Observer's Protocol, Director's Interests, Gifts and Hospitality, Complaints and Whistleblowing, Communications, the Accountable Body Statement and Conflicts of Interest, and arrangements to ensure value for money.

Lancashire LEP is a company limited by guarantee and must also have due regard for the relevant legislation for this form of incorporation.

**The LEP Committee Structure (right)**

The committees are advisory and make recommendations to the Board for approval, unless the Board delegates its authority.

The LEP publishes and makes available to the public all its papers (agendas and minutes) with the exception of papers which are deemed as confidential (where an exemption applies as defined by the Local Government Act 1972 and following the application of the public interest test).



**Nolan Principles**

The *Seven Principles of Public Life* (the Nolan Principles) underpin the National and Local Frameworks and LEPs should comply with the spirit of these principles. This is to ensure the LEP, and its public and private Directors and staff are upholding the highest standards of conduct and operating according to these principles, as well as ensuring robust stewardship of the resources it has at its disposal.

**Annual Local Enterprise Partnership Audit**

An *Annual Performance Review* (APR) is carried out by the Communities and Local Growth Unit Area Team and the Department's Assurance Team. Through this process, LEPs are monitored and regulated, ensuring compliance with government requirements, as part of a moderation/regulation role.

Although the APR in January 2020 recognised that delivery is 'good', the LEP was deemed to 'require improvement' in respect of governance, and 'not having met requirements' for Strategic Impact. An Improvement Plan was agreed, and a mid-term review confirmed that significant progress had been made in initiating the changes which were required.

The findings of the *Annual Performance Review* of 2021 in respect of Strategic Impact and Delivery confirm the LEP has met its requirements. In respect of Governance, there is action needed in four specified areas, all of which are being addressed.

**Annual General Meeting**

The LEP has three members - Lancashire County Council, Blackpool Council and Blackburn with Darwen Council - who joined as the third member

this financial year. Formal company meetings are held every quarter.

**Accountable Body and S151 Role**

In line with the government's *LEP National Assurance Framework*, a local authority (Lancashire County Council) fulfils the requirements of a section 151 Officer and Accountable Body to oversee the proper administration of financial affairs.

The Accountable Body provides an Annual Statement to Government to confirm the LEP's compliance with the *National Assurance Framework*.

The Section 151 Officer provides a report to the *Annual Performance Review* on their work for the LEP over the last twelve months, with a specific requirement to identify any issues of concern on governance and transparency. No issues of concern were raised in 2020/21.

While the role of the Section 151 officer is critical in maintaining good governance and standards, the LEP does not rely on this alone.

The establishment of an embedded culture of transparency and accountability requires direct and proactive leadership from the LEP Chair and CEO to ensure adherence to good governance and clarity on standards.

Chair and CEO also provide a formal *Assurance Statement* on the status of governance and transparency as part of its Annual Review, which include details of its overview and scrutiny function.

The Accountable Body carries out the following functions:

- A finance function: involving holding

public funds paid by government on behalf of the LEP

- An oversight function: ensuring public funds are handled in line with the relevant procedures and grant conditions and that funds are used with propriety, regularity and deliver value for money
- An advice function and support function providing technical advice on the relevant law, discussing risks associated with pursuing a particular course of action for the LEP Board to consider

An annual audit plan is agreed with the Accountable Body.

**Joint Scrutiny Committee**

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

A Joint Scrutiny Committee was created this year which comprised of all local authorities from the LEP area who meet to scrutinise and examine LEP decisions.

These arrangements are clearly set out in the *LEP Assurance Framework*, and on the LEP website, and are examined as part of an *Annual Performance Review*.

LEP Scrutiny provides locally elected members the opportunity to scrutinise the work of LEPs on behalf of constituents. The principal purpose of Scrutiny is to influence the policies and decisions made in relation to the delivery of services undertaken by the LEP using public funding.

To be effective, it should be seen in the role of a 'critical friend' to the LEP, and to identify areas where decisions could be improved and how any mistakes could be prevented.

The Joint Scrutiny Committee held its first meeting in March 2021, with a second meeting scheduled for September 2021.

**Peer to Review**

The LEP Network, which is comprised of all 38 LEPs in England, implemented a new *Programme of Peer to Peer Review* and Lancashire was partnered with Solent LEP in 2020-21. Relationships across all levels of both organisations are actively encouraged and each party shares best practice. The peer-to-peer approach also provides constructive challenges to the activities and performance of every LEP in the country.

**Audit, Evaluation and Monitoring**

Each of the LEP's programmes - including *Growth Deal*, *Boost*, *Getting Building Fund*, *Growing Places*, *Skills and Employment* and *Enterprise Zones* - are obliged to comply with the conditions of funding which are monitored and reported to government at regular intervals. In addition, there may also be independent evaluations and audits of the programmes carried out at specific milestones of delivery.

All LEP Board and Sub-Committee meeting Agendas and Minutes, Annual Report, Annual Business Plan, Statement of Accounts, Statements of Assurance, Risk Register, Local Assurance Framework, LEP Achievements, Strategies and Policies, and our Register of Interests, are published and available on the LEP website [www.lancashirelep.co.uk](http://www.lancashirelep.co.uk)



# Annual Accounts

## 2020-2021

Operating budget

	2020-2021	2021-2022	2022-2023	2023-2024
<b>Income</b>				
Grants	750,000	750,000	750,000	750,000
Interest	377,265	232,000	205,000	205,000
BEIS transition grant	87,500			
	1,214,765	982,000	955,000	955,000
<b>Operational expenditure</b>				
Staffing	569,583	761,911	683,022	577,634
Running costs	46,848	60,200	60,200	60,200
Marketing and Comms	116,078	130,000	110,000	90,000
Professional and consultancy fees	277,858	93,000	68,000	53,000
	1,010,367	1,045,111	921,222	780,834
<b>Net operating surplus/(deficit)</b>	204,393	-63,111	33,778	174,166
<b>Project and programme expenditure</b>				
Project support	281,071	391,000	200,000	200,000
Strategic Framework	99,000	121,000		
Restructure	122,428	130,000		
	502,499	642,000	200,000	200,000
<b>Net P &amp; L surplus/(deficit)</b>	-298,101	-705,111	-166,222	-25,834
<b>Reserves</b>				
Reserves b/f	2,473,009	2,174,908	1,469,797	1,303,575
Contribution to/(from) reserves	-298,101	-705,111	-166,222	-25,834
<b>Reserves c/f</b>	2,174,908	1,469,797	1,303,575	1,277,741

# Closing Comments

We asked some of the LEP’s Directors to reflect on a year of disruption and tough decisions. Here’s what they said:



“The last 12 months have been extremely challenging across all economic sectors, with both the public and private sectors having to adapt and respond as best they could. What has been brilliant is how this response has manifested itself, with the public and private sectors working together to develop and deliver outcomes. The real essence of what the Lancashire LEP is all about.

“I would also highlight the progress which the Lancashire Enterprise Zones have made, using time and resources to enable vital infrastructure to be developed, and making the foundations to enable new businesses to develop on these important sites. This is a credit to the teams driving this agenda.”

Mark Rawstron



“This has been a transitional year for the LEP. The work of the Board and the Executive throughout the pandemic have made a significant, positive difference to the LEP’s levels of strategic influence.

“Engagement has increased with local MPs, local authorities, businesses and other stakeholders, and it has a reinvigorated strategic plan to implement which will contribute massively to Lancashire’s economic and social prosperity.”

Andrew Pettinger



“This year has been a challenging year for many industries, clearly it was one of unprecedented change where excellent management skills were needed to negotiate all the economic and social shocks. The main priority has always been the nation’s health but the economic fallout from that has been very significant.

“However, from the very start of the crisis I believe that the LEP has led from the front and helped a great many businesses through schemes administered by *Boost*. I am sure that a great deal will be learned from the experience, but I hope that we will never need to go through it again.”

Tony Attard OBE DL



“The impact of Covid on young people has been disproportionately felt by those most disadvantaged part of the county. That deficit will be felt in Lancashire for a generation unless we can build capacity to redress the balance.

“It’s important now that we build strength, diversity and resilience in our skills capacity across the generations, capitalising on the levelling up, build back better and green recovery agendas.”

Amanda Melton CBE



“A year like no other. A year where, despite our difficulties, we have seen the very best of both the public and private sectors. The public sector has been consumed by the pandemic, yet has stayed focused on keeping us safe and protecting the vulnerable. Government, and organisations like the LEP, have also ensured business has had support, while companies themselves have done everything in their power to refocus, remodel, or just keep going.

“It’s all been a timely reminder of our inter-dependencies, and as a LEP Board member I’m proud of the energy and effort which gone into our work. We now need to ensure that we move forward in the most effective way possible to support what will be a tough recovery for the county”

Alyson Barnes



“As a LEP Director I feel extremely proud to have been able to support activities locally and regionally which have helped protect our communities and the economy through the pandemic.

“Specifically being able to play an active role with our Enterprise Zone, manufacturing, and innovation agendas, feels a very privileged position. Hopefully the industrial and international insights that I have been able to bring to the LEP Board will also help contribute to great results.”

David Holmes OBE





Lancashire  
Enterprise Partnership

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LEP Company Members



<b>Report to:</b>	<b>Blackpool, Fylde and Wyre Economic Prosperity Board</b>
<b>Report Author:</b>	<b>Scott Butterfield, Strategy, Policy and Research Manager, Blackpool Council</b>
<b>Date of Meeting:</b>	<b>9<sup>th</sup> June 2022</b>

## Economic Opportunities of Climate Mitigation and Adaptation

### 1.0 Purpose of the report:

- 1.1 To update the Board on discussions concerning the economic aspects of the climate change mitigation and adaptation agendas. A presentation will be given at the meeting.

### 2.0 Recommendations:

- 2.1 The Board tasks officers with preparing a prioritised list of projects addressing these issues across the Fylde Coast in the light of the presentation.

### 3.0 Background Information

- 3.1 The Board received the report “Addressing Emissions Across the Fylde Coast” on 9<sup>th</sup> September 2021, as a result of which they agreed to act as an influencer and enabler regarding the green agenda across the Fylde Coast on issues relating to the economy.
- 3.2 This role requires a focus on two related concepts:
- **Climate Change Mitigation:** measures to avoid and reduce carbon-based emissions, for example through generating “clean” energy (i.e. where the production of energy minimises or eliminates emissions with an adverse impact on climate change). The Fylde Coast has numerous businesses operating in this field, which present an economic opportunity alongside the environmental imperative;
  - **Climate Change Adaptation:** an acceptance that changing weather and environmental conditions (such as rising sea levels and temperatures, more intense rain, stronger winds and so on) mean that society has to put in place measures to address this. This could include improved sea defences and designing buildings differently. These are measures which are essential for our economy to continue to operate efficiently.
- 3.3 The Board requested that green local projects and businesses across the Fylde Coast that need funding be identified, in order to match up opportunities and ensure resilience.

- 3.4 As a result, a group of officers from Fylde, Wyre and Blackpool Councils covering climate change and economic development was convened to discuss ideas and potential projects. The group will present an update on progress at the meeting.

<b>Report to:</b>	<b>Blackpool, Fylde and Wyre Economic Prosperity Board</b>
<b>Report Author:</b>	<b>Tony Doyle, Head of ICT Services(Blackpool Council)</b>
<b>Date of Meeting:</b>	<b>9<sup>th</sup> June 2022</b>

## Local Full Fibre Network Update

### 1.0 Purpose of the report:

- 1.1 To update the Board on the progress of developing digital infrastructure on the Fylde Coast.

### 2.0 Recommendation(s):

- 2.1 Members are asked to note of the progress of the development of full fibre network infrastructure on the Fylde Coast.
- 2.2 Members are invited to learn more about the work of the Blackpool and Lancaster University Innovation Catalyst at a symposium on the 15<sup>th</sup> September at the Winter Gardens

### 3. Background Information

- 3.1 At a previous meeting the board was informed of the development of a Full Fibre network that was funded by £3million grant by DCMS to create fibre backbone along the Fylde Coast using a ducting asset in the Tramway. The grant was also used to extend the Fibre backbone into the two Enterprise Zones on the Fylde Coast and was further supplemented by Wyre Borough Council to ensure the Fibre network reached the Hill House Enterprise Zone. The Fibre network also interconnects with the North Atlantic Loop an international transatlantic fibre connection at the Blackpool Airport Enterprise. The North Atlantic Loop connects America with mainland Europe.
- 3.2 The Fibre Network enables connectivity to public sector assets along the promenade in Blackpool such as CCTV as columns and publicly owned buildings. A plan is also in place to gradually further extend the network using BT Openreach ducting to connect other Council buildings and Schools. Dialogue is also taking place with the NHS Trust to connect NHS sites.
- 3.3 The space capacity in the Fibre Network is shared with the CNI Co-op(Co-operative Network Infrastructure). CNI is made up of both private sector members and public

sectors members who share a common interest of collaborating and sharing to build out fibre networks to serve local communities. Private sector members are able to access the fibre spine along the Tramway at market rates via the co-operative. Private members use the fibre spine then expand out further building their own networks using existing BT Openreach ducts or by digging new ducts. A core principle of the co-operative is to encourage a 'dig once' approach to Fibre build to avoid unnecessary duplication of fibre ducts and disruption to communities through unnecessary street and highway works. After the previous update to the board both Fylde and Wyre Council's joined the CNI co-operative and are members.

#### **4. Activity in Fylde**

- 4.1 It was hoped that further grant funding would be available to expand the co-operative fibre spine from Blackpool into Fylde but due to a change of emphasis and approach from DCMS this opportunity so far hasn't materialised. An opportunity to expand the Fibre spine via the new M55 link road to Fylde was explored but no response was received from the County Council.
- 4.2 One of the co-operative members ITS Technology Group has independently expanded its network from Blackpool into Fylde mainly along Clifton Drive. Since previously updating the board there has also been considerable investment made by BT Openreach to expand full fibre to homes and businesses in Fylde.

#### **5. Activity in Wyre**

- 5.1 Several co-operative members are active in offering services to businesses in Wyre. Recent contact has also been made with the co-op by a consultant working on the Cleveleys town centre regeneration.

#### **6. Activity in Blackpool**

- 6.1 Since the establishment of the Fibre spine and co-operative many of the private sector co-op members have made announcements of significant investment in Blackpool. This is in the regional of £90 million and it is anticipated with this scale of investment every home and business will have access to a full fibre connection in the coming years. Working closely with Blackpool Coastal Housing, the council and the co-operative it has also been possible to ensure the new social housing at Troutbeck and the Grange have access to co-operative full fibre connectivity at each property. The new conference centre has benefited from a direct fibre as well as a number of other regeneration projects such as Anchorsholme Park, the new museum and the planned new Central car park. In particular the current investment in CCTV and a new control room is significantly benefiting from the fibre spine. Free WiFi is now also offered at every tramstop in Blackpool as a result of the fibre spine. A pilot expansion project to 15 sites in Bispham is on the way which will connect schools, Council sites and a NHS health centre by the end of the summer.

## **7. Blackpool and Lancaster University Innovation Catalyst**

- 7.1 The innovation catalyst is funded by the Community Renewal Fund and seeks to explore the opportunity of developing a cluster of Net Zero data centres in Blackpool by capitalising on the existing and growing investments international and local fibre with offshore renewables. It is believed the Fylde Coast has a unique blend of these assets which makes it very attractive for inward investment for digital infrastructure investors seeking to go net zero. The catalyst is a taskforce that consists of stakeholders from the University, Council, business, digital infrastructure and renewables sectors. The taskforce started meeting in March 2022 and meets every month and is aiming to host a symposium in Blackpool on the 15th September at the Winter Gardens to share its findings. The taskforce would be keen to extended an invitation to the symposium to all EPB board members. [Innovation Catalyst Blackpool | Lancaster University](#)

<b>Report to:</b>	<b>Blackpool, Fylde and Wyre Economic Prosperity Board</b>
<b>Report Author:</b>	<b>Rob Green, Head of Enterprise Zones, Blackpool Council</b>
<b>Title:</b>	<b>Blackpool Airport Enterprise Zone: Progress Report</b>
<b>Date of Meeting:</b>	<b>9<sup>th</sup> June 2022</b>

## **1.0 Purpose of the report:**

To review the work of the Blackpool Airport Enterprise Zone and its future work and priorities against its role and remit.

## **2.0 Recommendation**

That the Board notes the report.

## **3.0 Progress**

### **a) Masterplan and Delivery Plan**

The refreshed EZ Masterplan was approved by Blackpool's Executive in December 2020 reflecting the impact of changes in third party ownership across the site, changes required to satisfy Sport England and address highway and transportation concerns. The Masterplan will continue to be reviewed and where appropriate revised, as new developments progress and new opportunities arise. A full review of the Masterplan will be undertaken in 2025 following completion of the enabling infrastructure to phase one centred upon Common Edge, with a further mini review to be undertaken this summer to reflect development potential within the airport estate following consultation with the Civil Aviation Authority.

The revised Delivery Plan and annual progress report was approved by Blackpool Executive on 4<sup>th</sup> February 2022, reflecting updated modelling of the forecast retained business rates income, to pick up changed layouts and delayed delivery dates for built development. The Executive approved an increase in allocated expenditure (via prudential borrowing) of £29.5m to facilitate the planned delivery of enabling infrastructure to the period end of Financial year 2022/23, with very high levels of spend anticipated in the next 18 months on the highways, drainage and utilities at Common Edge. A further review of the Delivery Plan will be concluded in October 2022 following receipt of tenders for the construction of phase one Highways under the Town Deal scheme, and is expected to reflect the impact of high levels of cost inflation in the construction sector. Value engineering is underway within the ongoing highway design process to identify alternative design and material specification. The approved marketing strategy will continue to be implemented for the Enterprise Zone and where appropriate, will be updated in line with the revised masterplan and emerging opportunities and guidance from Lancashire LEP/Marketing Lancashire and marketing consultants to incorporate LEP priorities.

### **b) Project Management**

The EZ delivery team now comprises four full time staff and support from a part time Finance Officer. An additional project support post will also be created to support the team during the course of the next financial year 22/23. The core team is supported by other team members of Blackpool Council's

Growth and Prosperity team and external consultants led by Cassidy and Ashton. Tenders have been received for the appointment of an engineering consultancy to support all aspects of EZ/Airport projects and will include provision for an engineer to be embedded within the operational EZ team with appointments commencing from 1<sup>st</sup> July 2022 for four years.

#### **c) Fiscal Incentives**

There was an increase in the number of EZ business rates relief applications over the last quarter with a number of new enquiries and also from EZ businesses looking to relocate due to business growth. Eight awards in principle have recently been allocated prior to the expiry of the benefit on 31<sup>st</sup> March 2022. A full report detailing the successful utilisation of the EZ rates relief incentive at Blackpool will be presented to the next meeting of the EPB with Blackpool Airport EZ having seen the greatest take up of the fiscal incentive across the four Lancashire EZ's. The planned report will also provide an update in respect of the retained business rates growth secured to date. This will be compiled on completion of the NNDR outturn reports in May and is expected to see a recovery in levels of income from the past two Covid impacted years.

#### **d) Phase One Current Activity**

Conlon's Construction commenced work on construction of the new changing pavilion site in late September, following clearance from the Football Foundation who are providing £250,000 of grant funding which was confirmed in December 2021. A completion date of July 2022 is now programmed although the facility will not come into full use until highway works at Division Lane are completed in late summer.

The new grass sports pitches came into use on 16<sup>th</sup> October 2021 and were used to stage the successful Blackpool Cup event over Easter and May bank holiday weekends with more than 10,000 participants and visitors over four days.

Detailed design work is progressing for the design and construction tendering of the 3G pitch and rugby league pitch, initially scheduled to be tendered in March, this has now been delayed until September to allow monitoring of ground settlement following infilling of a culvert, to mitigate risk of damage to the new facility, which is targeted to come into use at the start of the 2023/24 season.

Construction of the remodelled junction at Division Lane (for which planning consent was obtained in June 2021 and design was concluded in April 2022) will commence in July/August with the intention that this is completed within 5-6 weeks, work being undertaken by Lancashire County Council Highways. Planning conditions imposed by Lancashire County Council highways, attached to the consent for the new changing rooms prevent the commencement of works before completion of the changing room contract.

Further design work has continued for both the Eastern Gateway Access and the Common Edge Road junction upgrade with Wilde Consulting appointed by Blackpool Highways team, making good progress. Initial site investigations were completed in February and further works have been scoped and will commence in early June, when the football pitches are released for development. Discussions are ongoing with the Statutory Undertakers to progress and finalise the design of enabling infrastructure and the diversion of existing services. All property acquisitions to enable the highway development have now been concluded.



The outline planning application for the new Highways was submitted in March, and will be subject to a final decision by the Secretary of State given the site's present Greenbelt designation. The site's Greenbelt designation is anticipated to be removed by virtue of the modifications to the Local Plan approved subject to public consultation by the Planning Inspector after the Public Examination of part 2 proposals in December.

#### **e) Town Deal**

An application as part of the Blackpool Town Deal for £7.5m toward the costs of an overall £18m project to provide new Highways and enabling utility infrastructure and drainage, was approved by the Town Deal Board and the Council's Executive and also formally signed off by DLUHC in December 2021. The Town Deal project will cover the remodelling of Common Edge Road between School Road and Division Lane incorporating traffic signalled junctions, and the construction of the Eastern Gateway access road to link Amy Johnson Way and Common Edge, opening a further 10.5ha land for commercial development. The project will also enable two new access points to be constructed from Amy Johnson Way to the eastern side of the airport to support development of new aircraft hangars.

#### **f) Multiply Development**

The development for Multi-Ply has been completed and the company, part of the Swedish Medcap group, has taken possession and commenced production. EZ business rates relief has been awarded up to the maximum of £275,000 over a five year period.

#### **g) Squires Gate Industrial Estate (SQIE)**

The owners of Squires Gate Industrial Estate continue subdividing and letting units and an up-to-date tenancy schedule has been received from the new owners, with the property substantially let and the main elevations of the building have been over clad with an investment of £1m + to date.

#### **h) Communications Infrastructure**

The Aquacomms base station facility is operational and three wayleaves for telecoms companies linking into this have been completed. There are presently six ongoing enquiries for data centres that have been generated as a result of the EZ's enhanced connectivity. The most advanced is for a small 4MW facility designed to demonstrate world-leading technology which will substantially reduce energy consumption, with the intention that the specialist technical equipment will be manufactured at the EZ in the future. Work is also underway with Lancaster University, via an innovation catalyst, to further enhance the scope to introduce greener data centre opportunities.

The news that a National Cyber Security facility will be located at Samlesbury EZ will provide a further boost to the Fylde Coast's credentials as a major player in this very significant sector which should drive future investment. The intention is to promote Blackpool EZ as the leader in 'greening the data sector.' A study is underway to assess the feasibility of developing a solar farm at the airport to support the high energy requirements of data centres, alongside proposals for battery storage, and active discussion for the provision of direct power connections from two new off shore wind farms in the Irish Sea.

#### **i) Marketing**

Industrial enquiries continue to see a slight upturn in recent months despite the general economic uncertainties and the team continues to keep dialogue open with interested parties whilst work moves forward to opening up new development land. Several existing EZ occupiers are also looking to move to larger units as they continue to grow.

These enquiries will be confirmed and delivery accelerated as the detailed designs for the highways are completed. Private sector landowners have also been engaged to seek support to bring forward sites to meet the most urgent requirements.

Nick Gerrard presented on Blackpool Airport at the Built Environment Network Airport's Development and Future of Aviation Conference on 4<sup>th</sup> May at the Concorde Conference Centre in Manchester.

A new marketing brochure for the EZ Eastern Gateway development was soft launched at UK REiF staged in Leeds between 17<sup>th</sup> and 19<sup>th</sup> May 2022 and a full marketing roll out of the brochure will be carried out over the next couple of months to developers, investors and end users. The brochure can be viewed online here: [Eastern Gateway brochure](#)

Overall demand is still far greater than the present availability of stock or development plots and a long list of interested parties are being kept warm.

Work continues on developing a collective strategic marketing and communications plan along with updates to promotional literature and a full review and update of the four websites in Q2/3 2022. This is being led by the LEP and undertaken in collaboration with LCC, Marketing Lancashire and Colliers. Colliers have received a formal instruction to commence marketing.

A spring EZ newsletter was issued April 2022. The summer newsletter is due July 2022.

Extensive event, communications and logistical support was provided by the team for the Blackpool Cup Youth Football Tournament that took place at the new pitches at Common Edge Sports Campus over the Easter and Bank holiday weekends. The event was a huge success, hosting over 10,000 visitors over four days with 440 games taking place over the Easter weekend and 460 games over the May Day weekend. Feedback has been extremely positive.

Top enquiries are:

No.	Date of enquiry	Target sector	Size	Type of enquiry	Progress to date
1	May 2022	O	20-30,000 sq ft	Logistics and distribution, international company looking for final mile distribution centre	Initial discussions initiated
1	April 2022	FM	7-10,000 sq ft new build/ existing accommodation	Drink manufacturer	Awaiting further requirements from enquirer
2	March 2022	E	16,000 sq ft	Warehousing, manufacturer renewable energy	Initial discussions initiated
3	Feb 2022	ADM	20,000 sq ft	Furniture manufacturer	Initial discussions
4	Feb 2022	ADM	7-10,000 sq ft	Signage manufacturer	Initial discussions
5	Jan 2022	ADM	20,000 sq ft	Roofing merchants/trade counter	Initial discussions

6	July 2021	DC	Up to 30,000 sq ft	D&B LH for data centre facility, adjoining tech hub using green energy and manufacture of cooling systems	Update April 2022: Discussions ongoing
7	Nov 2021	OA	20,000 sq ft	Office, Online bank	Discussions ongoing
8	Sep 2021	ADM	25,000 sq ft	Springs manufacturer and engineering	Discussions ongoing
9	June 2021	ADM	15,000 sq ft	Engineering	Discussions ongoing
10	June 2021	ADM	8-12,000 sq ft	Storage and manufacturer of flues	Discussions ongoing
11	July 2021	FM	15-20,000 sq ft	Canine food manufacturer	Discussions ongoing
12	Nov 2020	FM	70,000 sq ft	D&B lease for fast growth, local target sector company	Not going ahead with new build but taken 5 year lease at 2 x locations on EZ as short term solution. Jobs retained on Fylde Coast with jobs growth over next 5 years.
13	Dec 2020	ADM	50,000 sq ft	D&B sale for established local manufacturers constrained at existing premises	Update April 2022: Contact re-established, discussions ongoing with overseas parent company

SECTORS: ADM - Adv. Manufacturing & engineering, AV - Aviation, OA - Office administration, FM - food manufacturing, E - Energy, DC – digital and creative, O - Other

#### **k) Blackpool Makes It Work**

Work is progressing to update the website [www.businessinblackpool.com](http://www.businessinblackpool.com) and the team are building a strong portfolio of case studies from successful target sector businesses around the Fylde Coast. Online engagement and followers of the campaign continue to increase month on month.

Lancashire Business View ran a five page feature article on Blackpool in the March/April edition with Blackpool Makes It Work as the main sponsor and it can be viewed online here:

<https://content.yudu.com/web/3uxek/OA3uxel/MARCHAPRIL2022/html/index.html?page=68&origin=reader>

The events team exhibited at the UK REiF Expo in May 2022, a three day real estate conference in Leeds where development and investment opportunities on the Fylde Coast were promoted. The event was a success with over 4,000 delegates in attendance and Blackpool and both Fylde Coast Enterprise Zones were well received. Post event de-briefing and review of all contacts is ongoing.

A new and updated inward investment marketing brochure, profiling Blackpool's £1bn+ Growth & Prosperity Programme was produced to aid conversations on the stand and will be used across digital and print channels and at future events. A pdf copy is attached for information.

The next stage of activity is to build on the momentum from the event and to launch a transport and digital audio campaign to target key investment sector audiences on the run up to the busy Jubilee celebrations and when a high number of visitors are expected to visit the Fylde Coast. The four week campaign will consist of digital screens in motorway services across the country, and a supporting digital audio campaign on radio stations and podcasts targeting business owners and decision makers in identified target sectors.

#### **l) Blackpool Airport**

Steve Peters, the new Managing Director has commenced in his role and will be looking at identifying and securing new business opportunities for the airport. You can read about Steve and his new role in more detail here: [New Airport MD](#)

Discussions have continued to base a new CPL training facility at the airport initially looking at cohort of 20 pilots per annum and potentially rising to 100. Similarly, discussions are ongoing for provision of specialist helicopter pilot and engineering training facilities, with the airport looking to capitalise on opportunities to become a major centre for aviation industry training.

Key to progressing development and securing additional business rests with the relocation of the existing control tower and provision of new and replacement hangar accommodation and apron predominantly within the Fylde Greenbelt. Initial design studies are underway for the new tower and for the development of up to six new aircraft hangars across two locations at the airport. The proposals will be refined over the next two months and following initial consultation with the Civil Aviation Authority, will be discussed with planning officers in Fylde borough and with other key stakeholders, prior to an initial planning application being submitted.

The Airport, which remained fully operational throughout the pandemic and is currently experiencing higher volumes of aircraft movements than before the pandemic, with the more lucrative corporate flights finally growing as international travel restrictions are lifted. A total of more than 45,000 aircraft movements being recorded in the year to 31<sup>st</sup> March.

#### **m) Business Enquiries and Jobs**

To date:

- A review of all live enquiries is ongoing to assess the viability of each requirement. An internal matrix of enquiries has been developed to identify the top enquiries based on potential investment, deliverability, size of development, job creation and strategic implications.
- Some 133 businesses have located to the Enterprise Zone since April 2016.
- A gross cumulative total to date of 2082 jobs have located to the Enterprise Zone, this figure includes jobs new to the area, safeguarded jobs within Blackpool and construction full time equivalent jobs.

#### **n) Project Team**

The latest meeting of the Blackpool Airport EZ Project Team was hosted online on Friday 28<sup>th</sup> January via MS teams. Further to the April meeting being cancelled, the next meeting is scheduled for 1<sup>st</sup> July and invites have been sent out.

#### **o) Risk Register**

The Blackpool Airport Enterprise Zone risk register is reviewed regularly with Blackpool's corporate risk team, the Project Board and the Programme Board (EPB) every quarter.

Many of the main risks are ubiquitous to development in the UK and outside the direct control and influence of the EZ team such as Covid and Brexit, which have in recent months seen significant logistical interruptions to supply chains and to the cost and availability of materials. Strategy to mitigate impacts from such risks is dependent on specific factors pertaining at any one time and these potential impacts are reviewed in all project meetings. As a standard practice construction contracts now all include clauses relating to delays from pandemics and promised delivery date have to extend to account for this, whilst additional levels of contingency for costs inflation are being built into delivery plan budgets. The confidential risk register will be circulated separately to Board members on request.

**Key Risks:**

<b>Risk and Issues</b>	<b>Mitigation and Actions</b>
Slight delays to construction due to Covid-19 working restrictions	Safety guidelines in place and work continuing.
After short period of uncertainty, property enquiries are returning but overall lack of market demand due to Covid-19/Brexit uncertainty and the commercial viability of development.	Clear marketing strategy defined and implementation underway with robust delivery schedule for serviced plots with specific emphasis on future data/digital sector opportunities
Increased construction and material costs are affecting viability of development projects	Work with contractors and architects on regular value engineering to ensure viability and ensuring that adequate contingencies are built into estimates
Due to delays in ability to progress the Common Edge infrastructure, interest may find alternative sites	Regular communication with prospective occupiers and interested parties

**p) Milestones**

<b>Milestones</b>	<b>Dates</b>
Appoint international marketing agents LAMEC brand	complete
Changing rooms and car park/3G pitch planning application decision	complete
Changing rooms and 3G pitch contractor appointed – start on site 6 <sup>th</sup> Sept	complete
No. 12 grass football pitches ready for use	complete
40,000 sq ft development handover for client fit out (Multiply)	complete
Design and submission of outline planning application for eastern gateway access	complete
Focussed marketing of Common Edge Phase 1 commences – launched at UK REiiFF May 2022	ongoing
Proposition and identifying opportunities for data centre market	ongoing
Land / property acquisitions x 4 (two complete two in negotiation)	June & Aug 2022
Formal instruction to be finalised with marketing agents	June 2022
Architectural feasibility study & design work for airport complete	July 2022

Release of existing sports pitches and commencement of highway and utility infrastructure	July 2022
Appointment of engineer	July 2022
Outline planning approval for highways	July 2022*
Design and outline planning application for Common Edge Road	Aug 2022
Outline planning app for airport redevelopment (Phase 1 – P2 car park)	Sept 2022**
3G pitch designed and tendered	Sept 2022*
Airport Control tower, relocation planning application	Oct 2022
12 month construction contract for EGA access road commences	Dec 2022
Replacement hangar development commenced	Feb 2023
Decision on first airport redevelopment planning application	Feb 2023
Completion of airport redevelopment works	Autumn 2026

\*Subject to Secretary of State approval of Greenbelt development

\*\* Subject to satisfactory CAA consultation

#### **Report Author**

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# Blackpool's £1bn+ Growth & Prosperity Programme



# Introduction

Blackpool needs little introduction as a mainstream tourist destination. Loved and visited by millions, it occupies a unique place in the hearts and minds of the British people. With a magnificent seafront, the biggest portfolio of visitor attractions outside of London, and a hugely-impressive programme of shows and events, it retains its place as the UK's most popular seaside resort with 18 million visitors a year and a tourist economy of £1.58bn.

Now, a bold vision, multi-million-pound investment programme and the spirit to succeed are also transforming the Blackpool business environment.

The Council is committed to improving Blackpool's economy and the quality of life for local people through the delivery of its £1bn+ Growth & Prosperity Programme as part of Blackpool's economic recovery which is led by a dedicated team working closely with external partners and other Council teams. We know that success here comes through grit and determination, from a desire to always find a way forward, and most importantly we know that it's delivered by everyone in the community pulling together, supporting each other, and working as a team.

Over £800m has already been invested in the past decade to regenerate Blackpool and this transformational plan continues apace with many new exciting developments underway including three major regeneration schemes at Talbot Gateway, Blackpool Central and Blackpool Airport Enterprise Zone, the new

Winter Gardens Conference & Exhibition Centre, several new hotels and other supporting town centre projects. Blackpool's bright future has also been confirmed by its position at the forefront of the Government's Levelling Up agenda, with significant funding success secured with a £40.5m Town Deal.

As well as helping you find the perfect cost-efficient home for your business, such as at our award-winning Enterprise Zones at Blackpool Airport and Hillhouse, we'll help you recruit the right talent for your business - perhaps from the 18,000 professionals working in science, research, engineering and technology locally, or from our connections with some UK-leading education institutions in the region such as Blackpool & the Fylde College and Lancaster University. You could also benefit from Blackpool-specific advantages such as being connected to a new generation sub-sea fibre optic cable network, joining the UK to North America and Northern Europe and delivering some of the world's fastest and most resilient Internet speeds.

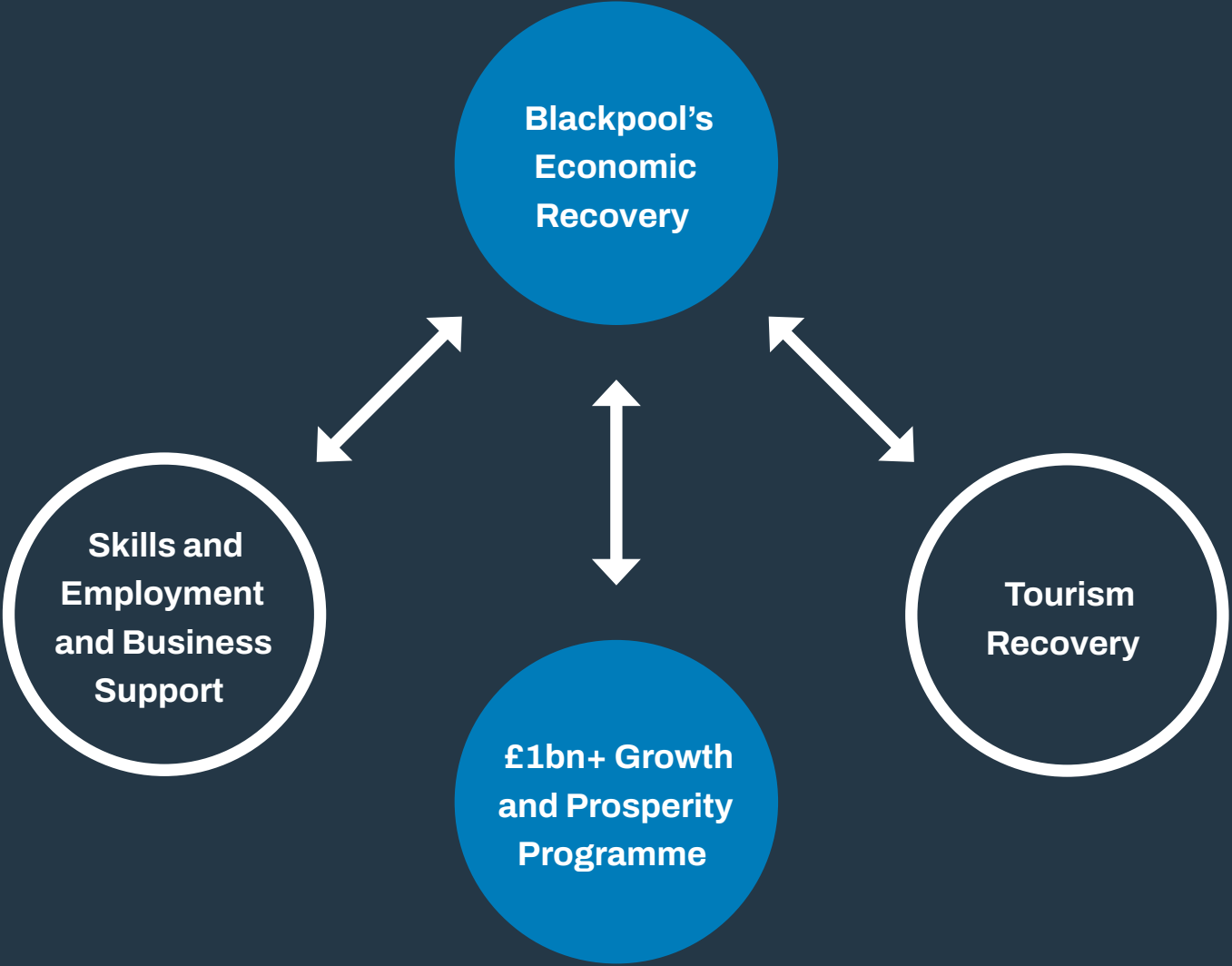
And our Growth and Prosperity team are ready to offer you all the help and assistance you need as you land in your new home.

Here in Blackpool, we work hard for our rewards and as the world knows, we do it with a smile on our faces.

## Discover for yourself how Blackpool makes it work.



# Blackpool's Economic Recovery



**£1bn+ Growth and Prosperity Programme**

## Three Main Strands

-  **Town Centre Regeneration (Talbot Gateway)**
-  **Extending the Tourism Season (Blackpool Central)**
-  **Jobs in Growth Sectors (Enterprise Zones)**

# Town Centre Regeneration

## Talbot Gateway

Total investment for all three phases £220m delivered in partnership with Muse Developments

### Phase 1

This high profile 1.1m sq ft development was completed in 2014 and received £80m worth of investment.

- ▶ BREEAM Excellent Grade A offices
- ▶ Flagship 120,000 sq ft Sainsbury's foodstore
- ▶ 40,000 sq ft retail/leisure space
- ▶ 17,000 sq ft fitness centre
- ▶ Award-winning 650 space, refurbished, multi-storey car park
- ▶ £6m highways, train station and public realm works



## Phase 2

Work is underway on the £35m Phase 2 Talbot Gateway which is due for completion early 2023

▶ 144 bed Holiday Inn (4\* equivalent)

▶ Marco Pierre White's New York Italian restaurant

▶ Ground floor retail units

▶ Interconnecting underpass under the hotel and high street for direct tramway access



## Phase 3

With a total project value of £100m, works will start on-site in summer 2022 with a scheduled completion date of summer 2024.

▶ 215,000 sq ft of BREEAM Excellent office space

▶ The Department of Work and Pensions' new civil service regional hub

▶ Sustainable and energy-efficient design throughout

▶ Home to over 3,000 local civil servants

▶ Winner of the North West Business Insider Letting Deal of the Year 2022







## Houndshill Phase 2 Extension

Blackpool Council acquired Houndshill Shopping Centre with the aim to catalyse the regeneration of Blackpool's retail core and secure the future of the shopping centre. Work is progressing on the £21m extension.

- ▶ 9 screen, 850 seat, 40,500 sq ft IMAX-ready multi-media cinema complex
- ▶ New eating outlets
- ▶ 22,500 sq ft Wilko store
- ▶ The biggest immersive screen in North West
- ▶ £5m Getting Building Funding

## Multiversity

A multi-million town centre skills campus that could accommodate 3,600 students is the Council's priority project as part of the town's Levelling Up Fund bid.

- ▶ £9m already secured as part of Blackpool's Town Deal for land acquisitions
- ▶ World-class education facility to promote lifelong learning
- ▶ Supporting Lancashire's skills growth
- ▶ Delivered in partnership with Blackpool & The Fylde College and Lancaster University





# Abingdon Street Market

Work began on site to rejuvenate this heritage building in August 2021, giving the market a new lease of life and securing its long term future at the heart of Blackpool’s town centre.

- ▶ An extended food and beverage quarter with 250 seats for market dining
- ▶ Stalls for food and beverage, artisan stalls and flexible retail units
- ▶ Coffee stall and bar area
- ▶ £3.6m Getting Building Funding



## The Edge

Awarded £4.5m as one of the seven projects in Blackpool’s Town Deal, The Edge will transform an existing building in the town centre, bringing into use large parts of neglected upper floors creating a vibrant business hub to support new start-ups and growing local businesses.

- ▶ Offices, meeting rooms & breakout spaces
- ▶ Café space
- ▶ Retail Opportunities





## Winter Gardens Conference & Exhibition Centre

Opened officially by the Prime Minister in March this year, the new £30m venue sits within the Winter Gardens complex that hosted this year's Conservative Party Spring Conference and now holds up to 7,000 delegates.

- ▶ 26,000 sq ft centre, set over two floors
- ▶ Cutting-edge audio-visual technology
- ▶ £17.8m of Growth Deal funding
- ▶ £3m from the Coastal Communities Fund

## Quality Corridors and Heritage Action Zone

Completed in 2021, the Quality Corridors programme improved over 40 properties and major gateway routes into Blackpool town centre. With a total value of £7.8m the town centre was transformed.

- ▶ Shop front improvement grants
- ▶ Traffic management measures
- ▶ New public realm
- ▶ Art installations

The £1.25m Heritage Action Zone project, including £700,000 of Government funding, started in September 2020 and due for completion in March 2023, is supporting the restoration of shop fronts on the Church Street façade of the Grade 2\* listed Winter Gardens.

- ▶ Community creative hub
- ▶ Pilot scheme for live/work units in the town centre for local artists
- ▶ Enhancements to Abingdon Street Market restoration
- ▶ £100,000 programme of cultural events on the high street









# Extending the Tourism Season

## Blackpool Central

Blackpool Central is a world-class leisure development on the Central Station site, just off the famous Golden Mile.

As one of the UK's most important regeneration projects, Nikal Ltd's £300m scheme will be the largest single investment in Blackpool for over a century and is expected to create around 1,000 new jobs, bring an estimated 600,000 additional visitors each year, and boost annual spend in the town by around £75m.

### Phase 1 includes

- ▶ A new 1,306 space Multi-Storey Car Park
- ▶ A new Heritage Quarter

### Plans for future phases include

- ▶ A major public events square for live events
- ▶ Three indoor entertainment centres including a Flying Theatre
- ▶ A Hotel and Restaurants
- ▶ Additional leisure and hospitality space



## Showtown

Blackpool's first dedicated museum will celebrate the town's role in developing and supporting British popular entertainment. The investment will support 296,000 annual visits, 39 full-time equivalent jobs, £13.16m of regional economic benefit and conservation of over 800 objects.

£14.2m scheme

£4.4m National Lottery Heritage Fund

£4m Northern Cultural Regeneration Fund

£1.75m Coastal Communities Fund



## New Hotels

Through more than £100m investment, Blackpool is transforming its accommodation offer with new quality hotels from 3\* to 5\* to support a year round, extended tourism season and to cater for a changing visitor market.

Almost 1,000 new upgraded or high-quality rooms

Majority of new rooms delivered by 2023

Creation of over 350 new jobs

3 new hotels already completed and more due by the end of next year



# Jobs in Growth Sectors



## Blackpool Airport Enterprise Zone

One of the largest enterprise zones in the UK, Blackpool Airport Enterprise Zone will transform Blackpool and the Fylde's economic base over its 25-year lifespan, positioning itself as a premier business location in the North West. Blackpool Council has committed £29m+ over the next four years to deliver essential infrastructure to help unlock sites, kick-start development and attract investment to meet occupier demand.

Create 5,000 new jobs

Attract £300m private sector investment

Provide enabling infrastructure of c.£72m

Convert or build 260,000 sq m commercial space

Attract over 200 businesses



So far since 2016 there have been :

- ▶ 9 new developments
- ▶ 133 new companies on site
- ▶ Over 2000 new jobs
- ▶ 333,700 sq ft of new or converted commercial space
- ▶ 40,000 sq ft flagship HQ for Multi-Ply Components with £800,000 support from Growth Deal Funding built



Works ongoing and planned for 2022/23 :

- ▶ 12 x new grass sports pitches opened in October 2021
- ▶ Work started on new changing facility & sports pavilion - complete in autumn 2022
- ▶ £250,000 Football Foundation grant funding awarded Dec 2021
- ▶ Work to start on new 3G pitch and floodlit grass rugby pitch
- ▶ New car park
- ▶ New cycleway and footpaths
- ▶ Upgrades to Common Edge Road
- ▶ A new eastern access gateway road to improve EZ traffic flow
- ▶ Remodelled junction at Division Lane to improve access to sports facilities to start summer 2022





## Blackpool Airport

Blackpool Airport is an important part of the town's development plans and a key North West strategic transport hub, with over £2m having been invested in essential operational facilities since the Council acquired the airport in 2017.

- ▶ CAA licences brought back in-house
- ▶ New managing director
- ▶ Help and advice from the Airport Development Advisory Fund

## Transport connectivity

A multi-million pound upgrade and electrification of the main rail line from Blackpool North to Preston means direct, faster routes to London, Manchester, Liverpool and the West Midlands with potential for more routes opening up.

## Digital connectivity

A multi-million pound investment by Aqua Comms means Blackpool is now connected to the USA and Europe through the next generation, transatlantic undersea fibre optic cable system on what's known as the North Atlantic Loop, positioning Blackpool at the forefront of global internet connectivity.

- ▶ Internet connection speeds sub 0.64 seconds to New York
- ▶ Carrying up to 1/3 of the world's internet traffic
- ▶ Capable of hosting global digital providers and tech-reliant businesses

A multi-million pound investment in full fibre broadband upgrades has set Blackpool up to become one of the UK's best connected towns. The project is expanding a shared fibre infrastructure into the town centre and along the coast - future-proofing the town and enabling internet providers to offer a full fibre to the premises connection (FTTP).

- ▶ Speeds of 1 gigabit and higher to residents and businesses
- ▶ £3.1m funding from the Department for Digital Culture Media and Sport (DCMS)





# Town Deal

With the largest amount awarded in the country, Blackpool made headlines with its £40.5m from the Government's Towns Fund to deliver seven projects which will provide a huge boost to the town's regeneration and post-COVID economic recovery. All of the seven Town Deal projects, described by Blackpool Council Leader Cllr Lynn Williams as 'game-changing', have been approved by the Government's Department for Levelling Up, Housing and Communities (DLUHC).

## Blackpool Central

Supporting the relocation of Blackpool's magistrates and civil court to open up space for a new world-class, year-round visitor attraction.

## Multiversity

Supporting the relocation of the Blackpool & The Fylde College's Palatine Road campus to the town centre, improving education and revitalising Blackpool with over 3,600 learners.

## Blackpool Airport Enterprise Zone

Creating a new road to open up 10.5 hectares of previously inaccessible development land to attract jobs and investment on the Blackpool Airport Enterprise Zone.

## Revoe Community Sports Village

Starting the regeneration of the Revoe area, creating new sports pitches and facilities for community use and creating investment within the Blackpool FC ground and surrounding area.



## The Edge

Redevelopment of a town centre building to create modern office space for new start-ups and growing businesses

## Blackpool Illuminations

Upgrading the world famous Blackpool Illuminations by developing new features and technology for a greener, more sustainable approach and allowing them to shine for longer every year.

## The Platform (Youth Hub)

The development of a 'one place base' to help and support our young people into training and work.







To find out more please contact  
The Growth & Prosperity Team  
T: 0808 1644922  
E: [regeneration@blackpool.gov.uk](mailto:regeneration@blackpool.gov.uk)  
[www.businessinblackpool.com](http://www.businessinblackpool.com)



<b>Report to:</b>	<b>Blackpool, Fylde and Wyre Economic Prosperity Board</b>
<b>Report Author:</b>	<b>Rob Green, Head of Enterprise Zones, Blackpool Council</b>
<b>Date of Meeting:</b>	<b>9 June 2022</b>

## **1.0 Purpose of the report:**

To review the work of Hillhouse Technology Enterprise Zone and its future work and priorities against its role and remit.

## **2.0 Recommendation(s)**

That the Board notes the report.

## **3.0 Hillhouse Enterprise Zone: Progress Report**

### **a) Delivery Plan**

Finalisation of the implementation and delivery plan is being held in abeyance pending the findings of interested parties in developing large areas of the EZ and a decision by Government on the Rail Reinstatement Project for the Poulton to Fleetwood line, and to reflect the demolition of the former Vinnolit properties. It is anticipated that an updated version of the plan will be produced before the end of the year after further consultation with key stakeholder.

Wyre Council have held discussions with interested parties for significant redevelopment of areas of the EZ, these parties are now in contact with LCC to better understand the Rail Reinstatement Project and its impact upon their ambitions, but pending further response from the Department of Transport this interest cannot be progressed and a decision may soon have to be taken to progress highway design on the assumption that a bridge will be required over the former Fleetwood-Poulton rail line. Wyre Council will lead on the Delivery Plan refresh once the Government's position on Rail Reinstatement is clarified.

Plots have been identified in response to recent enquiries received via DiT to accommodate two separate confidential large footprint enquiries, with decisions on Hillhouse being long listed pending.

### **b) Getting Building Fund**

NPL, who have secured funding from the Getting Building Fund toward the costs of essential infrastructure upgrades to enable the new speculative development to progress, have received planning permission from Wyre Borough Council and are progressing with all the works.

The project has been allocated funding of £630,000, comprising £504,000 Getting Building Funding, with additional match funding provided by Wyre council and NPL at £63,000 each.



The project tackles a requirement for some urgent upgrading and repair to ageing enabling infrastructure, including site access road, upgrade of utilities, and an extension and repair to Hillhouse's water ring main and electricity supply mains. It will also incorporate the extension of the Local Full Fibre Network (LFFN) super-fast broadband in a ring around the site, linking to the recently completed LFFN extension of the Fibre from the Tramway to the Hillhouse gatehouse, funded by Wyre BC as EZ accountable body. Planning consent has been secured for the relocation of the gatehouse. Whilst initial construction activity has been commenced by NPL there has of necessity been a short hiatus in progressing work whilst a number of technical issues are resolved. The LEP team have been fully informed and are understood to have agreed a revised delivery programme.

The works are progressing to programme and budget and designs have been completed for all three elements, sub-station, water pipeline and gatehouse move. The design for fibre broadband is also complete and installation will be complete by July 2022. The water pipeline works are to schedule, expected to be completed by June 2022. The new system has been connected and is under test currently. Work on the new gatehouse has commenced, with an expected Q2 2022 completion date. The substation has been installed ready to feed new developments.

#### **c) Residential Development**

BXB have purchased the former Sainsbury retail site and a planning application has been lodged for the main site for residential development of up to 250 homes and potentially a smaller district retail centre which will support employment and provide some retained business rates growth.

If approved, this development should see the further extension of the northern access road to the Fleetwood-Poulton railway line as this is a condition of the original sale of the land to Sainsbury by NPL. A decision is now anticipated Q2/Q3 with a number of technical matters under discussion. BXB are commencing plans for an additional acre 'island' site with a view to a planning application being made Q2 2022.

Substantial progress has been made by Dickie & Moore with their residential development plans for the former Thornton AFC site. The first show home has been completed. The works to complete Bourne Road, the main access route to Hillhouse, to become an adopted Highway will commence in Q2 22. In the meantime NPL have introduced a number of measures to reduce traffic speeds on Bourne Road, including a competition to involve the local children to design road side signage. In addition Dickie and Moore, NPL, Hillhouse remediation and Breck Developments have an agreement to sweep and maintain Bourne Road.

#### **d) Fleetwood/Poulton Rail Line**

An initial study undertaken by LCC leaves all three options on the table and as this includes heavy rail the requirement for a bridge over the track bed to enable the northern access road continues to be a constraint in progressing development. The Department of Transport have confirmed receipt of the Feasibility Study, but there remains no clear indication of when a response may be received. This is the major constraint to progressing key infrastructure to open up the Northern part of the EZ with one prospective developer directly engaged with LCC to try and progress a decision. Cost of a bridge across the line will be circa £3.5m.

Initially NPL considered only an at grade crossing would be acceptable because of potentially high loadings associated with transport of equipment for the proposed gas fired power station development which has now been abandoned. Assuming a bridge option would now be acceptable

funding still needs to be identified and there would likely be a three year plus lead time to development. Planning permission to be targeted for Q3 2022.

#### **e) Marketing & enquiries**

Sarah Kemp CEO of Lancashire LEP visited Hillhouse on 22<sup>nd</sup> March as part of a familiarisation process to aid and benefit a new collaborative marketing strategy for the four EZs.

Site signboards will be refreshed during 2022.

Workshops are ongoing to inform updates to the four websites to reflect each of the current EZs sites and their commercial development land and property availability. Content, searchability and usability will all be addressed to ensure the websites are attractive, visually effective, informative and easy to use.

Regular newsletter updates continue to be issued and the next quarterly edition is due June 2022.

Hillhouse EZ was also represented under the Blackpool Makes it Work campaign banner at UK REiIF (Real Estate Investment and Infrastructure Forum) in Leeds, May 2022, where there were opportunities to promote investment opportunities across the two active Fylde Coast EZs.

Current enquiries include:

<b>Date of enquiry</b>	<b>Target sector</b>	<b>Size and type of enquiry</b>	<b>Progress update</b>
May 2022	Engineering facility via DiT	200,000 sq ft	Initial submission made to DiT and awaiting shortlisting response
May 2022	Civil Construction	Workshop and laydown area 0.2 acres	HOT agreed progressing to sale
May 2022	Small trade counters	1 acre 8 units	HOT agreed progressing to option
April 2022	Green rubber innovation centre and recycling facility via DiT	£30m investment, 180 jobs, 36,000 sq ft	Submitted proposal via LCC, awaiting response
Feb 2022	Low carbon power generation	£100m investment	Request for further information
Jan 2022	European specialist PPT recycling plant via DiT	20 acre £30m investment	Shortlisted to final 4
Jan 2022	Manufacturing	£500k, 1 acre	HOT agreed
Feb 2021	Waste to energy project	10,000 sq ft	HOT agreed progressing to purchase

Jan 2021	Waste to energy recycling project	Up to 2.5 acres	Option signed, planning permission works started
Jul 2021	Window frames manufacturer	1 acre	HOT agreed, factory being prepared.
Jul 2021	Energy from waste project	5 acres, £50m investment	Cancelled due to 2 WTE now progressing on site.
Oct 2021	Engineering manufacturer	60,000 sq ft workshop	To commence spring 22 subject to planning and funding
Oct 2021	Asphalt production	2.5 acres, £2m investment	Pre-application planning discussions held with Wyre Council and LCC progressing to option
Nov 2021	Housing and retail	10 acre £30m investment	Planning Application submitted by BXB Ltd for housing development
Jan 2020	Business park	60,000 sq ft	Spec devt by NPL, HOT in discussion, subject to funding

#### **f) Hydrogen Steering Group**

NPL who are the lead on hydrogen activity, held the most recent meeting at Wyre Council's offices on 17<sup>th</sup> May, with attendees from many Lancashire businesses including, Victrex, Blackpool Transport, AB, and Westinghouse, in addition to Lancashire LEP, Wyre Council and EZ representatives from Blackpool and Hillhouse. Added impetus to the work of the group is anticipated in the wake of Government announcements about the new green agenda and the role of hydrogen as a clean fuel source for transportation.

Hillhouse Vision developed to mirror LEP Vision, NPL planning to develop Green Hydrogen production on site and Victrex to use the H2 produced. New project being developed Q2 2022.

#### **g) Site Activity**

##### **i) Vinnolit**

Majority landowner NPL Estates have acquired the vacant property of the former Vinnolit site and the property is currently been marketed jointly by Avison Young and Robert Pinkus & Co LLP. There is strong market interest in occupying former Vinnolit buildings which are to be retained and upgraded with the events company already having occupied one warehouse. The demolition of a number of the major Vinnolit production buildings will see a reduction in the EZ baseline business rates income which will have a short term impact on total funding available to support investment from retained business rates growth.

All elements of the ex-Vinnolit property, both land and buildings are now under HOT and are progressing. The uses are:

- windows manufacturing - 40 new jobs – Factory is now being fitted.
- waste to energy plant - 20 new jobs
- events company - 7 new jobs
- bottom ash recycling - 10 new jobs
- engineering company - 5 new jobs

**ii) New companies on site**

- A fast growing transport company has located at Hillhouse and also have taken additional office space.
- A small engineering upcycle company has located on the Hillhouse site.
- An expanding company that delivers large events and concerts in Europe have taken additional storage space and are again seeking to expand

**h) Job Creation**

The EZ team will continue to liaise with NPL Estates on any new or safeguarded jobs on the site.

NPL and Additions, supported by Wyre Council, are exploring the opportunity to set up a training centre/centre of excellence for workplace development at the Hillhouse site to cover all aspects of training; providing school experience placements/leavers opportunities and workplace development to include all aspects of the workforce from apprenticeships through to management training. The plan is to improve the availability of suitable candidates for job vacancies for all businesses in the area and the Hillhouse site.

An initial meeting with Lancashire Local Skills improvement and Lancashire Skills Hub has been held. A planning application has been submitted to start the demolition of the old buildings to make space for the planned new building. Discussions were held with Blackpool to join their Levelling up fund Multiversity bid, however Blackpool did not wish to include Hillhouse in their bid. Lancashire University have now been approached as a potential partner.

**i) EZ Board Meetings**

A Board meeting took place on 25<sup>th</sup> March online with a group of stakeholders including Hillhouse tenants. No date has been set for the next meeting at time of reporting, however is expected to take place in early June via MS Teams.

**k) Risk Register**

The Hillhouse Technology Enterprise Zone risk register is regularly reviewed by Wyre Borough Council's corporate risk team and will be reviewed again at the upcoming Project Board. Copies will be available upon request.

Key risks:



<b>Risk and Issues</b>	<b>Mitigation &amp; Actions</b>
Change of key personnel at NPL and staff resources at Wyre BC stretched due to staff departures.	Clarify role and ongoing support from Blackpool EZ Delivery team with new SLA to be put in place and strengthening Wyre support team, new staff members recruited at Wyre BC to strengthen the team
Lack of market demand due to Covid-19/Brexit uncertainty and the commercial viability of development with existing scheme such as Energy from waste/Biomass plant which are in development being cancelled or postponed long term.	Allocated government Getting Building funding to help kick start essential infrastructure to better market the site to potential occupiers and stimulate private investment. Regular responses submitted to DiT large scale enquiries.
Continuing delays in applying for and securing planning and highway approvals and potential land contamination issues that need to be overcome.	Close liaison with NPL, Wyre (accountable body) and LCC, refresh of EZ Project board and securing additional delivery support resource
Requirement for flood mitigation measures and utility upgrades across the site and issues surrounding the ability construct western access road over Fleetwood-Poulton railway line. Delay in commissioning essential pre-planning surveys	Close liaison with NPL, Wyre (accountable body) and LCC and securing additional delivery support resource
Failure to secure purchase or rights over the Fleetwood rail line will impact upon ability to construct Northern Access road and add costs.	Close liaison with NPL, Wyre (accountable body), LCC and Network Rail
Decision on future use of rail line will impact on cost and timing of western access road if bridge is required	Participation in Fleetwood and Poulton working group chaired by LCC

#### **I) Milestones:**

<b>Milestones</b>	<b>Dates</b>
Forsa Energy completion of build and commissioning	Completed
Getting Building Fund grant fund agreement - LEP/NPL agreed	Completed
Appointment of joint international marketing agent LAMEC brand	Completed
Planning application submitted utilities and infrastructure upgrade including new gatehouse	Completed
Planning permission granted for utilities infrastructure and new gatehouse	Completed
Demolition and clearance of Vinnolit plots complete	Completed
Procure subsidy control advice once Implementation plan complete	TBC
Completion of revised Delivery Plan and masterplan refresh	Ongoing
Risk Register updated regularly by Project Board	Ongoing
Planning application submitted for 60,000 sq ft development	July 22
Construction commences for utilities infrastructure and new gatehouse	Underway

Planning Application for energy from waste plant ex Vinnolit store	Q2 2022
Planning application to demolish old buildings (Lab)	Submitted
Subsequent roll out of fibre ducting on site	Q2 2022
A flood risk assessment to be scoped and commissioned for the entire site subject to identification of funding	Q2 2022
A transport assessment be scoped and commissioned for the entire site subject to identification of funding- subject to progress on study of options for Fleetwood Poulton rail route	Q2 2022
An Environmental and Ecology study to be scoped and commissioned for the entire site subject to identification of funding *	Q2 2022
Planning application for energy from waste plant HH North	Q3 2022
Planning application for new training centre to replace demolished buildings	Q3 2022
Planning application for new rail bridge crossing	Q3 2022
Completion of electric and water main upgrades	Oct 2022

\*Habitat assessments to be undertaken Nov 21-Mar 22

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