



Lancashire
Enterprise Partnership

Lancashire **Growth Plan 2013/14**

LANCASHIRE ENTERPRISE PARTNERSHIP April 2013



Economic Development activity in Lancashire



Foreword

Welcome to the Lancashire Growth Plan, which sets out how the Lancashire Enterprise Partnership intends to achieve strong and sustainable economic growth. In describing the scale of our ambition and highlighting some of the significant activities already underway, it should provide great encouragement to all who share our passion for the county.

The opportunity for growth here is tremendous and, to harness that potential, the Lancashire Enterprise Partnership has been rigorous and pragmatic since its inception in creating the conditions for success. The journey began with developing the functionality of the Board, with a strong emphasis on pulling together the private sector and the three primary public authorities into a cohesive body that promotes economic growth.

In doing so, the Board has been swift to take account of the diverse economic drivers in Lancashire and enable private sector directors to specialise and work closely with officers in a number of key areas, particularly:

- Lancashire Enterprise Zone
- Preston and Lancashire City Deal
- European Funding
- Inward Investment & Strategic Development
- Sector Development & Supply Chains
- Skills
- Higher Education & Innovation
- Business Support & SMEs
- Lobbying & Communication
- Strategic Transport

While these building blocks are essential to delivering our Growth Plan, it is the Lancashire Enterprise Partnership's early successes that offer a more vivid sign of our intent, not least with the creation of two linked Enterprise Zone sites in collaboration with BAE Systems. No time has been wasted in establishing streamlined planning processes and putting a governing body in place to oversee the development of what has become a world class opportunity for advanced engineering and manufacturing.

Further evidence of the Board's focus is that it has committed all of its Growing Places Fund allocation at the time of writing. We can now begin focusing on developing a further pipeline of key developments.

Lancashire's Business Growth Hub will be launched in May and become the one stop shop for SMEs and small businesses looking to find support for growth. It is anticipated that 250 businesses will be assisted as early as the autumn of 2013.

Meanwhile the project to deliver Superfast Broadband into Lancashire is now on stream and is intended to have far reaching effects for both large businesses and those situated in remote areas of the county where growth has been constrained. With 97% coverage in the next few years, Lancashire will be well ahead of the game.

These are but a few of the initiatives which are described within these pages and which feed off the stimulus created by Lord Heseltine's plan for growth, "No Stone Unturned".

As the Lancashire Enterprise Partnership looks forward to the years ahead, it will continue to adjust and adapt to economic conditions and the opportunities that arise. In partnership with the key authorities, it will do its utmost to promote an enthusiasm for industry in a quest to make Lancashire an even better place to live and work.



Edwin Booth
Chairman
Lancashire Enterprise Partnership



Context for Change

Established in April 2011, the Lancashire Enterprise Partnership (LEP) was one of the last Enterprise Partnerships to be agreed by Government and is now recognised nationally as one of the strongest performing.

Chaired by Edwin Booth, Chairman of E H Booth & Co Ltd, the LEP is a business-led Board represented by some of Lancashire's largest and most dynamic companies, with a shared commitment to establishing a single economic voice for the area.

To provide the necessary balance the Board also includes key political representation from the county council and Lancashire's two unitary authorities.

A major force for change, the LEP is dedicated to driving local growth through the delivery of a number of strategic economic priorities and national initiatives, with a focus on securing prosperity for the whole of Lancashire.

This first Lancashire Growth Plan provides the strategic framework that will guide and underpin the LEP's economic investment priorities and actions up to 2015. It will also position the LEP to engage positively with Government in its negotiations around multi-year European Structural and Investment Funds from 2014 and Single Local Growth Fund allocations from 2015 onwards, as the recommendations in Lord Heseltine's Growth Review are implemented.

Finally, the Growth Plan consolidates the LEP's progress, early achievements and new ways of working, by clearly articulating its purpose and the key economic outcomes it intends to deliver by 2023.



A Clear Sense of Purpose

At its inception, the LEP commissioned a high-level review of economic priorities.¹ Professor Michael Parkinson's work identified that the LEP's focus should be on those issues and priorities which are central to Lancashire's economic success, ensuring that at all times it remains pro-growth, strategic and forward looking in its decision-making and actions.

This independent analysis also recommended the LEP should support opportunities which maximise jobs and growth, wherever those opportunities are located in Lancashire, whilst ensuring that the benefits of such opportunities are accessible across the county in order to maximise the collective impact and contribute positively to national growth targets.

These guiding principles, which underpin the LEP's decision-making process and drive its action planning, were fully endorsed by the Board in October 2011.

In November 2012, after 18 months of operation, private sector Board Directors participated in a facilitated review of the LEP, at the request of the Chairman. The review agreed the Board is functioning well and that the economic priorities and guiding principles identified by Professor Parkinson should continue to underpin the LEP's actions and investments. Directors also remained committed to a lean organisational structure, using local authority and other partners' resources to implement its economic priorities, as opposed to establishing a dedicated support structure.

The LEP is making strong progress in identifying key opportunities and challenges, and has demonstrated a real commitment to delivering economic change. However, we recognise it is important for new partners and local stakeholders to also understand and share the LEP's programme of action. Our Growth Plan provides the opportunity to articulate the LEP's agenda for change.

The LEP's purpose and focus is to:

Establish Lancashire as a natural home for high growth companies, with a clear focus on maximising the competitive strengths of the local economy. A strong and vibrant private sector business-base is critical to the future economic success of Lancashire.

Reclaim Lancashire's role as one of the nation's key centres for advanced manufacturing, fully realising the economic potential of Lancashire's aerospace and advanced engineering and manufacturing sector (AEM), and its supply chains, which are amongst the strongest and most significant in the UK.

Maximise the economic value and benefits of an emerging arc of innovation across Lancashire, which links world class clusters of industry, technological development and research excellence in Lancaster, Hillhouses, Warton, Preston, Samlesbury, Darwen, Burnley and Barnoldswick.

Drive forward the Lancashire Enterprise Zone and Preston City Deal, as the key drivers of new growth, with the clear potential to deliver economic benefits for the whole of Lancashire and the wider region.

Oversee and develop complementary Local Growth Accelerator Strategies, focused on delivering change at the sub-area level in Lancashire, with the aim of **creating economic opportunities for local communities in acute need**.

Develop Sector Delivery Plans to unlock opportunities of national significance in emerging and established growth sectors, with the potential to create new investment, business growth and employment opportunities. For example, Lancashire has a major contribution to make in helping to deliver the nation's nuclear energy and low carbon strategies. The rural economy of Lancashire also has strong growth characteristics, unlike many other rural areas in England, but its economic potential is still to be fully realised. Lancashire's visitor economy attracts more visitors than the Lake District, but its value and profile can be significantly improved. Subject to regulatory clearances, the LEP will also work with key business partners and investors to capture the economic benefit of local shale gas reserves, which are amongst the largest in Europe.

Create the right local conditions for business success. Superfast Lancashire and the Lancashire Business Growth Hub are key elements of an integrated business support offer designed to support the ambitions of high growth companies. The LEP's Growing Places Fund (GPF) is providing investment support for commercial development schemes across Lancashire. The LEP is one of only a few to have fully committed £20M to enable stalled projects to progress and is now developing its next phase of investments for this recycled investment fund. It will also bring forward plans with Government to invest its £46M Public Works Loan Board allocation.

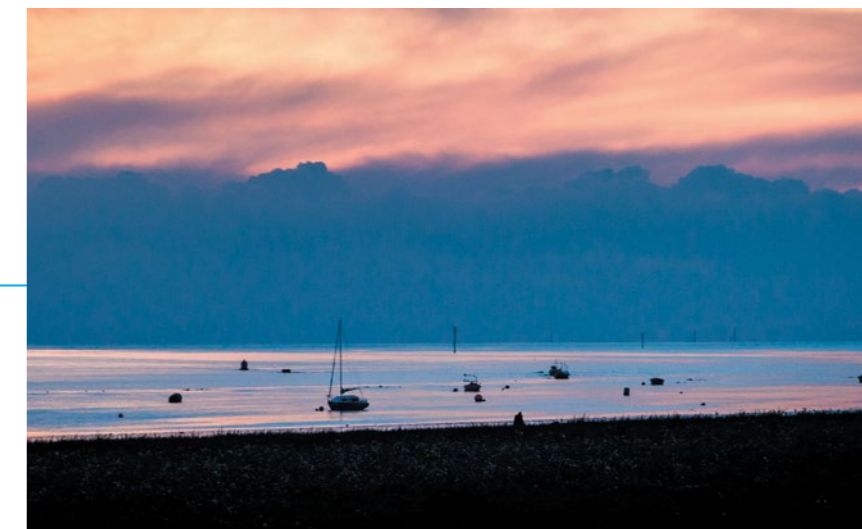
Refocus the local skills system to make it more responsive to business skills demands.

The LEP's Skills Board will develop an agreed skills plan with clear priorities in 2013/14, which will better align adult skills funding and national initiatives such as Employer Ownership of Skills. The Skills Plan will also strengthen linkages between centres of excellence to help address current and emerging skill demands in Lancashire.

Ensure Lancashire's major transport projects are fully aligned with the delivery of key economic priorities. The LEP, in conjunction with Lancashire's three local transport authorities, has established Transport for Lancashire, and will agree major transport investment priorities by summer 2013, which will be underpinned by local **Transport Master Plans**.

Strengthen Lancashire's strategic case-making and refresh the area's offer to attract new investors and businesses. Lancashire has a global reputation and track record of innovation and industrial excellence, but until recently the area has collectively failed to promote a coherent sense of purpose. The LEP, as the economic voice for Lancashire, will work with Government to develop a shared understanding of its key priorities and actions, whilst helping the area and its businesses to compete in international markets for new jobs, trade and investment opportunities. The newly refocused Marketing Lancashire will play a key role in delivering our plans to re-position the area with investors and visitors alike.

¹ The Lancashire Enterprise Partnership: The Way Forward. Professor Michal Parkinson CBE et al, European Institute for Urban Affairs, Liverpool John Moores University, October 2011.





"Lancashire is the birthplace of the manufacturing revolution and now the epicentre of high-tech engineering and aerospace technology. We are fortunate that our place of work is also one of the most celebrated countryside where people are enjoying a high quality of life with a prosperous future.. "

Dennis Mendoros



Making a Real Difference

Lancashire is one of the largest local economies in the North of England, currently generating over £23 Billion in Gross Value Added (GVA) and supporting nearly 620,000 jobs.²

Many world class businesses are located in Lancashire alongside an increasing number of high performing SMEs established in the area, which is home to 45,000 businesses in total.³

Although Lancashire has experienced sustained growth over the last decade or more, the area has lost ground when compared to key national economic benchmarks and neighbouring competitor locations, especially Manchester.

By focusing on key economic strengths, opportunities and competitive advantages, Lancashire can reclaim its position as a national economic leader.

The priorities and actions identified in the Growth Plan have the potential to create up to 50,000 new jobs over the next 10 years and generate additional economic activity, in excess of the current trend rate of growth, valued at over £3 billion.

By achieving these challenging outcomes, Lancashire's employment rate would out-perform the UK average, and the value of the area's economy would rise by an additional 10% by 2023.⁴

Lancashire has sectors with the capacity to become key drivers of growth in their own right and we expect the area's aerospace, nuclear, chemical polymer, automotive and shale gas sectors to exceed national performance benchmarks.

The Lancashire Business Growth Hub will also provide new insights on business trends within the area's high performing SME sector. The LEP will enrich this market intelligence by tracking the [Lancashire 150](#), which will include the area's largest and fastest growing companies, to help better understand local business sentiment, key business growth indices and emerging issues limiting growth prospects.

The LEP will also publish an annual [Statement of Local Economic Performance](#) which will be shared with key partners and local stakeholders.

² Office for National Statistics, 2011.

³ Office for National Statistics, 2012.

⁴ Oxford Economics, 2013.



Core Delivery Programme for 2013/14 – Established Priorities

Lancashire Enterprise Zone

Lancashire has the single largest concentration of aerospace production in the UK, employing over 20,000 people, and remains one of the most important centres for high technology manufacturing nationally, employing almost 90,000 people and accounting for more than a quarter of Lancashire's £23 billion economy.

Enterprise Zone (EZ) status was awarded to Lancashire almost 9 months after other EZs nationally. Despite this, Lancashire has become one of the most advanced Zones in terms of commercial progress, and was one of the first to have a Local Development Order (LDO) approved by the Secretary of State and in place by 1 April, 2012.

The Lancashire EZ, which is solely focused on the AEM sector, is anchored by BAE Systems which has export orders valued at over £19 billion with Samlesbury and Warton central to delivering this programme.⁵

The EZ is designed to exploit the critical mass and "halo effect" of industrial activity at Samlesbury and Warton, which, in turn, will help re-establish Lancashire as a leading global centre for the AEM sector. The EZ is expected to create up to 6,000 high-value high-skilled jobs over its lifetime, with between 5,000-7,000 high-value high-skilled jobs generated in the wider AEM supply chain.

Significant progress is being made in understanding the commercial development profile of the EZ, and agreed master plans for Samlesbury and Warton will soon be in place. However, strong market interest has revealed potential demand for around 85,000m² of AEM accommodation at Samlesbury and Warton, which would make the EZ one of Europe's largest manufacturing centres.

The first occupiers are expected to be on-site at Samlesbury and Warton by late 2014/early 2015, with the potential to create up to 1,200 new jobs in the first phase, underpinned by £12M in investment loan support from the Government's Local Infrastructure Fund.

⁵ As at June 2012.

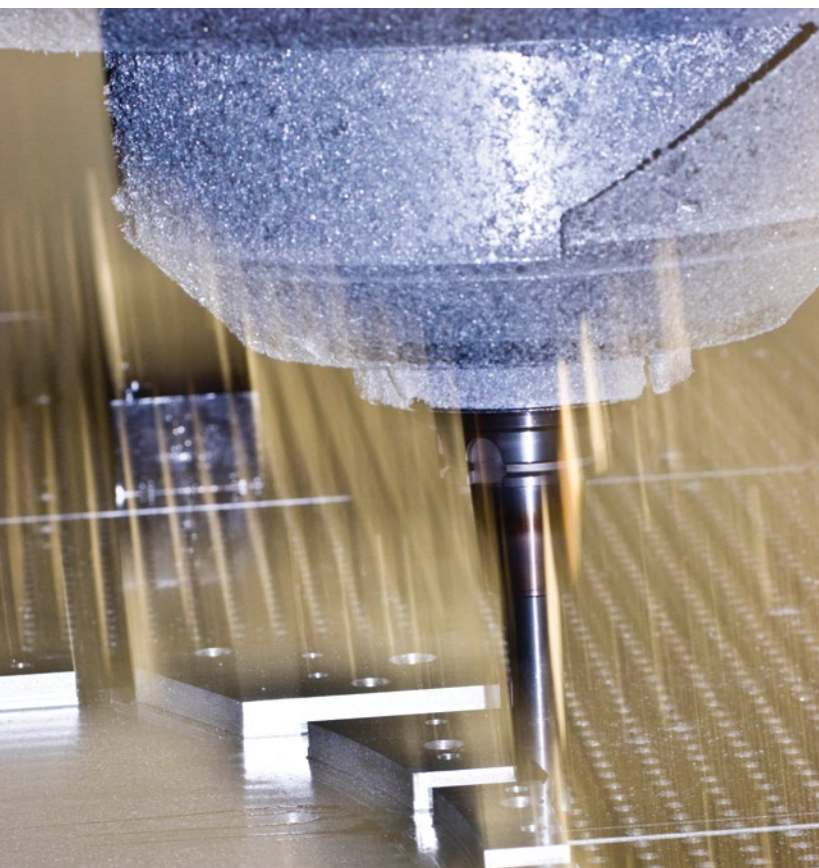


The EZ master plans are also likely to spearhead the LEP's draw-down of loan funding from the Public Works Loan Board in late 2013. The EZ development company will be responsible for delivering the Zone's commercial delivery plan.

During 2013/14, the LEP, with the support of Lancashire County Council, BAE Systems, the EZ development company and UKTI, will actively market the EZ, but in doing so partners will also promote other complementary AEM offers in Lancashire, including Aircelle's Aerospace Supplier Park initiative in Burnley.

Over the coming year, the LEP will work with industry and Government to progress the National Aerospace Supply Chain Centre and the Advanced Engineering and Manufacturing Training Academy.

The aim is to co-locate these projects at the Samesbury site of the EZ, as an integral part of an industrial cluster, whilst strengthening hub and spoke linkages with established FE/HE centres of excellence and new facilities with an industry-focus, such as the Burnley UTC.



Preston and Lancashire City Deal

Over the last 10 years, the Preston City Deal area has created more than 20,000 private sector jobs, largely driven by growth in SMEs, with an economic-base generating nearly £9 billion in GVA. As well as representing nearly half of Lancashire's economic wealth it also outstrips the majority of England's Core Cities for scale and level of performance.

The Preston area has been independently identified by the Centre for Cities and other analysts as a location that can consistently deliver new jobs and economic growth. It is clear to the LEP that the growth of Preston can generate benefits which can be accessed by all across Lancashire.^{6,7}

The LEP's Wave Two City Deal proposal will unlock the undoubted economic potential of Preston by providing the "missing" critical infrastructure needed to bring forward new housing and employment sites in and around Preston City Centre by establishing an Infrastructure Delivery Programme and Investment Fund, worth almost £500M.

Delivering this critical infrastructure provides the potential to create 23,000 new jobs, build 15,000 new homes; and generate new economic activity valued at £1 billion, in terms of additional GVA.

The LEP is making strong progress in bringing forward the City Deal delivery programme, and will benefit from establishing Transport for Lancashire (TfL), which will help ensure major transport schemes are delivered in support of agreed economic priorities.

By Summer 2013, the LEP aims to have secured the Government's full approval for the City Deal delivery programme.

⁶ Centre for Cities: *Cities Outlook and Hidden Potential: Supporting Growth in Sunderland & England's other Mid-Size Cities*, 2011.

⁷ Ekosgen, *Preston City Deal Economic Analysis*, 2012.

Superfast Lancashire

Superfast Lancashire is led by the county council and delivered by BT. This £62.5M project will deliver superfast fibre broadband to parts of the county not covered by commercial deployments and will see the total amount invested in this technology in Lancashire rise to approximately £130M.

Early priority locations to receive superfast fibre broadband include the LEP's EZ sites and GPF priority developments.

The project will transform the broadband landscape across the county by extending access to fibre broadband to 97% of premises by the end of 2014, which will help to ensure Lancashire is one of the best connected locations in the UK.

This represents a major competitive advantage for indigenous businesses and new investors alike to Lancashire.

A new demonstration suite at Lancashire Business Park will allow SMEs to gain firsthand experience of how high speed telecoms can transform their business by increasing productivity and reducing overheads.

The Superfast Lancashire roll-out and business support programme will also boost the local economy by creating around 2,500 new jobs and protecting more than 1,200 jobs, with the greatest economic impacts expected in rural areas.

Lancashire Business Growth Hub

The Growth Hub will provide local high growth companies with improved access to mainstream business support services. The Hub will integrate existing business support and local finance provision and help ensure it is focused on meeting the needs of growing local SMEs. The Growth Hub service will go fully live in May, 2013.

Over the next two-years, the Hub is expected to work with up to 1,300 established businesses in Lancashire, generate 400 new business start-ups and create 1,100 new jobs.

The Hub will provide local companies with access to over £30M worth of business support services, which we hope will be supplemented by further services funded from a successful Regional Growth Fund 4 programme targeting the growth of mid-sized companies in the AEM sector.

"Lancashire is the heart of the British advanced manufacturing industry. The industry is supported by excellent education and training resources which make it an ideal place for new high performance manufacturing businesses. It's the formula for success".

Malcolm McVicar

Transport for Lancashire

Through the establishment of Transport for Lancashire (TfL), the LEP will help to ensure strategic economic development and transport priorities are fully integrated across Lancashire for the first time.

Agreed transport priorities will be informed by local Transport Master Plans. The first of these, the Central Lancashire Transport Master Plan, was agreed in April 2013.

TfL will also work with neighbouring transport bodies and Government to secure maximum benefit from national transport initiatives, including the Northern Rail Hub and HS2, which improve the area's linkages to other major centres of economic growth, including Manchester.

By prioritising Lancashire's key economic/transport schemes, the LEP has already helped to secure nearly £20M in new funding from the Highway Agency's national Pinch Point programme. This funding will be used to support motorway network improvements in Preston, Blackburn and along the Fylde Coast. An additional £3M is currently being sought from Government in support of key development priorities in Burnley, Sarncliffe and Blackburn.

By summer 2013, TfL will have agreed the major transport priorities critical to the economic success of the area.

Growing Places Fund – Second Investment Cycle

The LEP is one of only a few Local Enterprise Partnerships in England to have fully committed its GPF allocation of £20M by April 2013, as a revolving commercial fund. This means the LEP can begin re-investing GPF resources in 2013/14.

With over two-thirds of the GPF invested in commercial schemes located in the east of the county, traditionally identified as an area dependent on grant, the fund is securing a public/private investment leverage ratio of around 1:5, but more importantly it will be responsible for the creation of 3,000 new jobs and 150 new homes.

Over the coming year, we will continue to actively invest in development schemes and co-invest with other private, public and institutional investors to deliver new business growth, jobs and housing in Lancashire.

"Lancashire continues to maintain high levels of economic ambition. We have a skilled workforce, local authorities with a positive and flexible approach towards business investment and innovatory approaches to sector led growth particularly in the environment and energy areas. We also have a can do/will do attitude to business growth".

Professor Steven Broomhead

Core Delivery Programme for 2013/14 – New Priorities

Sector Delivery Programmes

Key developments are underway in support of the AEM sector in Lancashire, and especially in aerospace, but more detailed Sector Delivery Plans are required in support of the area's nuclear, low carbon, automotive and shale gas sectors.

The LEP will also develop Sector Delivery Plans to support rural growth and the visitor economy. These plans will take a pragmatic approach and identify the key actions required to realise the potential of these key economic sectors to Lancashire.

Arc of Innovation

Lancashire has a number of world class centres of industrial excellence. The LEP will maximise the economic value and benefits of these centres, but it will also look to strengthen the growth linkages between these world class clusters of industry, technological development and research excellence.

The LEP will develop a Delivery Plan which will have an initial focus on maximising synergies between centres of excellence in Lancaster, Hillhouses, Warton, Preston, Sarncliffe, Darwen, Burnley and Barnoldswick.

The Arc of Innovation will specifically support the growth plans of Lancaster University and UCLAN (and Edge Hill University), especially their innovation-focused and industry spin-out/spin-in developments in Lancashire.

Local Growth Accelerator Strategies

The Growth Plan is focused on delivering measures designed to lift the long-term performance of the whole of Lancashire.

However, the LEP recognises some economic opportunities are better understood and addressed at a more local level. To this end, the LEP will encourage and oversee complementary Local Growth Accelerator Strategies, which are focused on delivering economic change at the sub-area level in Lancashire.

The LEP will expect these local strategies to also support the delivery of innovative approaches to tackling deprivation and economic inactivity, in particular enabling residents from deprived communities to access new jobs or enterprise opportunities.

The first of these strategies will be delivered in East Lancashire, with Blackpool/Fylde Coast and Lancaster to follow.



Skills for Growth

Given expected levels of local employment growth, new and changing skills demands, and an ageing workforce profile in some key local sectors, there is a clear need to make the local skills system more responsive to business skills demands.

The LEP will work with industry and training providers to ensure a co-ordinated and demand-led approach to skills provision in Lancashire.

The LEP's Skills Board will develop an agreed Skills Plan with clear priorities, which will better align adult skills funding and national initiatives such as Employer Ownership of Skills. The Plan will also look to improve and strengthen hub and spoke linkages between local centres of excellence to address current and emerging skill demands in Lancashire.

Planning for Economic & Housing Growth

To secure economic and housing growth, the LEP will establish a set of guiding principles to underpin its views and responses to strategic planning matters. These guiding principles will recognise the role that positive planning can play in attracting growth and development and creating a business-friendly environment for investors in line with Government's ambitions.

The LEP will also look to use national planning policy frameworks and tools, specifically Local and Special Development Orders and other simplified planning approaches.

International Trade & Investment

The LEP has worked hard to understand key investor requirements, especially in the AEM sector. With inherent strengths and capabilities in this sector, which now combine with the delivery of major initiatives such as the Enterprise Zone and Supplier Park, Lancashire has a compelling investor offer.

The LEP will now focus on promoting this offer in the international market place, in conjunction with Marketing Lancashire and UKTI, as part of an agreed inward investor strategy for Lancashire.

As well as attracting new investors and repatriating overseas activities to Lancashire, the LEP will help local SMEs strengthen trade links and realise export opportunities in new and emerging markets. Lancashire's Chambers of Commerce will play a key role in driving forward SME international trade activities.

Superfast Lancashire will deliver greater global connectivity for the area, but it is important key local gateways also play their full role in strengthening linkages with international trade and visitor markets, especially Heysham Port and Blackpool Airport.

Strategic Communications & Case-making

Lancashire has a global reputation and track record for economic excellence across many spheres, but until recently the area has failed to promote a coherent sense of purpose.

The LEP, as the economic voice for Lancashire, will work with Government to develop a shared understanding of its key priorities and actions. In doing so, the LEP will submit a Single Local Growth Fund proposition, which is fully consistent with national growth priorities.

The LEP's strategic case-making will also help to maximise the level of investment resource available to the area under the new EU funding programme for 2014-20.

The SME sector has strong representation on the LEP Board. The LEP's recently established SME Advisory Group provides the opportunity for wider business engagement. However, it is important the work of the LEP is visible and clearly explained to local SMEs. This is a key LEP priority in 2013/14.





Making it Happen

Although a number of the LEP's priority actions will take a number of years to be fully implemented and to mature, the LEP expects that its delivery focused actions will achieve strong progress in 2013/14.

Progress will be closely reviewed and monitored by the Board ensuring that the LEP is positioned to actively respond to any new opportunities and challenges which have the potential to effect major change.

However, the LEP will maintain the leadership and focus required to drive forward Lancashire's strategic economic priorities, consolidating private and public sector expertise to:

- Create the conditions for private sector investment;
- Develop viable and credible business propositions;
- Drive forward partnership working; and
- Accelerate delivery of key priorities through local implementation of national policy.

The LEP's governance structure commands the support of all key public and private sector partners, with a clear and targeted focus on interventions where the greatest economic opportunities can be delivered. This provides Government and local partners with the confidence required to take forward bold strategic initiatives which will position Lancashire as a key contributor to national growth.

The LEP will also engage with neighbouring LEPs on joint initiatives which require a collaborative approach to delivering economic change across a wider geographical footprint, creating synergy and cross-border benefits which may not otherwise materialise.

As a company in its own right, the LEP's governance arrangements provide Government with confidence that robust legal and financial structures are in place to oversee the delivery of agreed priorities and outcomes.

To this end the county council, in conjunction with the two unitary authorities in Lancashire, will continue to provide technical and financial resources to support the delivery of LEP priorities.

Local authority economic development companies, including Lancashire County Developments, Regenerate Pennine Lancashire and Blackpool and Fylde, will also play a key role in delivering LEP priorities.

In developing this Growth Plan, the LEP welcomes the positive national framework being implemented by Government, which focuses on empowering Local Enterprise Partnerships in support of their remit to drive forward local growth. Lord Heseltine's Growth Review and the Government's response to it, the Chancellor's Autumn Statement in 2012 and Budget and Spending Reviews in 2013 identified significant devolution of central Government resources to LEPs.

The LEP will embrace the opportunity to respond positively to Government, demonstrating that its business-led approach will be fundamental to shaping transport, housing and skills priorities and investment in support of economic growth, to deliver local growth and prosperity.

To provide leadership and impetus to the delivery of LEP priorities, private sector **Board Champions** have been appointed to drive key areas of work.

By utilising the skill-sets of Board Directors, all key areas of LEP activity have a leading Board Champion, including inward investment and strategic development, SME business support, innovation, sector and supply chain development, strategic transport and skills.

The LEP's £250,000 Core Capacity Funding, which has been fully matched by the county council, will also be used to advance the delivery of Board Champions' work programmes.

Board Champions will also work with key partners and stakeholders to harness the capacity and expertise required to deliver key economic priorities, as well as engaging with Government to influence and shape nationally-driven policy interventions and initiatives in support of local growth priorities.



LEP Priorities & Milestones - 2013/14

Strategic Priority	Key Milestones
<i>Lancashire Enterprise Zone</i>	<ul style="list-style-type: none"> Implementation Plan to secure early occupiers in place by Summer 2013. Marketing and Communications Plan in place by Summer 2013. Commence first phase critical access and infrastructure works on the Samlesbury EZ site in Autumn 2013. Work with industry and Government to progress the National Aerospace and Supply Chain Centre and Advanced Manufacturing and Engineering Training Academy.
<i>Preston City Deal</i>	<ul style="list-style-type: none"> Secure Government's full approval for the City Deal by Summer 2013. Finalise the City Deal Implementation Plan by Autumn 2013.
<i>Superfast Lancashire</i>	<ul style="list-style-type: none"> Begin delivery of business support programme in support of roll-out of broadband by Spring 2013. Deliver super-fast fibre broadband to the Samlesbury EZ site by Autumn 2013, in line with first phase access and infrastructure works. Deliver super-fast fibre broadband to the Warton EZ site by Spring 2014. Deliver super-fast fibre broadband to the GPF priority developments by Spring 2014.
<i>Lancashire Business Growth Hub</i>	<ul style="list-style-type: none"> Launch Lancashire Business Growth Hub in May 2013. 250 business assists by Autumn 2013.
<i>Transport for Lancashire</i>	<ul style="list-style-type: none"> Agree Lancashire's major transport priorities critical to the economic success of the area by Summer 2013. Secure over £20M of highways improvements through Pinch Point Funding Programme.
<i>Growing Places Fund – Second Investment Cycle</i>	<ul style="list-style-type: none"> Begin re-investing the LEP's recycled GPF in commercially viable development schemes to deliver new jobs and housing growth in Lancashire, by Spring 2014. Maximise investment leveraged from the private and public sectors.

Strategic Priority	Key Milestones
<i>Sector Delivery Programmes</i>	<ul style="list-style-type: none"> Begin delivery of a programme of Sector Delivery Plans for Lancashire's established and key growth sectors, including nuclear, low carbon, automotive, visitor economy, rural growth and shale gas by Autumn 2013.
<i>Arc of Innovation</i>	<ul style="list-style-type: none"> Identify key opportunities and actions to strengthen Lancashire's world class centres of industrial, technological development and research excellence, including key HEI clusters by Autumn 2013.
<i>Local Growth Accelerator Strategies</i>	<ul style="list-style-type: none"> Begin delivery of Local Growth Accelerator Strategies in East Lancashire by Autumn 2013, Blackpool & Fylde Coast by Spring 2014, and Lancaster by Summer 2014.
<i>Skills for Growth</i>	<ul style="list-style-type: none"> Establish the LEP's Skills Board by Summer 2013. Agree Lancashire Skills Plan by Autumn 2013.
<i>Planning for Economic & Housing Growth</i>	<ul style="list-style-type: none"> Establish a set of guiding principles to underpin the LEP's views and responses to strategic planning matters by Summer 2013. Implement national planning policy frameworks and tools in support of key LEP initiatives, including the Lancashire EZ, Preston City Deal and Local Growth Accelerator Strategies.
<i>International Trade & Investment</i>	<ul style="list-style-type: none"> Agree the LEP's inward investment strategy by Autumn 2013. Establish a joint action plan with UKTI to promote trade and investment in key sectors and markets.
<i>Strategic Communications & Case-making</i>	<ul style="list-style-type: none"> Begin delivery of the LEP's communications strategy by Summer 2013. Establish the Lancashire 150 and LEP business intelligence monitor by Autumn 2013. Establish a Single Local Growth Fund Plan to maximise/influence Lancashire's allocation of Government funding and the next round of EU funding for 2014-20, by Autumn 2013. Publish the LEP's first annual Statement of Local Economic Performance by Spring 2014.

<i>Edwin Booth</i>	Chair of E H Booth & Co Ltd, Chairman of LEP Board, Chairman of the Executive Committee, Chairman of LEP Investment Panel, Chairman of Preston City Deal Committee, Member of EZ Governing Body, Member of Transport for Lancashire
<i>Mike Blackburn</i>	Vice President, BT Global Government, Lancashire Business Growth Hub Champion
<i>Steven Broomhead</i>	Nominee of North and Western Chamber of Commerce, LEP SME Business Champion, Member of LEP Investment Panel
<i>Jim Carter</i>	Deputy Chairman, Eric Wright Group, LEP Strategic Development Champion, Member of Preston City Deal Committee
<i>Graham Cowley</i>	Chief Operating Officer, Capita Symonds, LEP Strategic Transport Champion
<i>Mike Damms</i>	Nominee of East Lancashire Chamber of Commerce, LEP SME Business Champion
<i>Owen McLaughlin</i>	Director, Enterprise plc, Vice Chairman of LEP Board, Member of the Executive Committee, Chair of EZ Governing Body, Member of LEP Investment Panel, LEP Skills Champion, Member of Transport for Lancashire
<i>Malcolm McVicar</i>	Vice Chancellor, University of Central Lancashire, Member of the Executive Committee, LEP Innovation Champion, Member of EZ Governing Body
<i>Dennis Mendoros</i>	Managing Director of Euravia Engineering & Supply Co Ltd. Chairman of Regenerate Pennine Lancashire Limited, Member of the LEP Executive Committee, LEP EU Champion
<i>Cliff Robson</i>	Director of Industrial Capability, BAE Systems
<i>Mike Tynan</i>	Chief Executive, Toshiba Westinghouse UK, LEP Sector and Supply Chain Champion, Member of EZ Governing Body
<i>Councillor Simon Blackburn</i>	Leader, Blackpool Council, Member of Transport for Lancashire
<i>Councillor Julie Cooper</i>	Leader, Burnley Borough Council
<i>County Councillor Geoff Driver</i>	Leader, Lancashire County Council, Member of the LEP Executive Committee, Chairman of Transport for Lancashire, Member of Preston City Deal Committee
<i>Councillor Peter Gibson</i>	Leader, Wyre Borough Council, LEP Rural Growth Champion
<i>Councillor Kate Hollern</i>	Leader, Blackburn with Darwen Borough Council, Member of Transport for Lancashire





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