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Chairman’s Foreword

The foundations have been firmly built to ensure that the company remains fit for the future.

Over the last 12 months, the company has successfully delivered the remainder of its 2016-18 contract for the County’s Business Growth Hub, Boost Business Lancashire. We have exceeded the targets of handling 4,000 enquiries into the Growth Hub, making 3,000 referrals to appropriate business support provision and providing at least 3 hours of consultancy to 1,640 existing businesses. Feedback from clients has remained strong, with 9 in 10 businesses being satisfied with the support they received.

In building upon this track record, the company has been competitively procured to remain a Growth Hub delivery partner for the period 2019-21. On behalf of Boost, we will engage with 1,500 existing Lancashire based SMEs, providing a relationship management service for both businesses and other providers of business support.

We look forward to continuing to work with colleagues from Lancashire County Council on the programme, along with the many other organisations providing valuable support to the area’s business community.

The aim to make Lancashire the best place to start and grow a business in the Country will always remain. This year however will also see greater focus on our mission to contribute towards growing productivity, prosperity and places across Lancashire.

As our Local Authority partners continue to respond to the challenge of growing their income against a backdrop of declining budgets and often increased demand pressures, we will continue to provide cost-effective capacity. Including expertise in heritage, conservation and culture, we look forward to exploring the additional requirements of our Local Authorities across a broader economic development and regeneration agenda.

The growth of privately commissioned work is a key opportunity for the business too, and we were pleased to complete activity during the current year.

As we look ahead, the company remains well placed to help the County reach its economic potential. We will support partners as necessary, including the continued development of the Lancashire Enterprise Partnership as it responds to the Government’s “Strengthened LEPs” policy, as well as developing a Local Industrial Strategy for Lancashire.

2019 marks our 15th year as a public-private partnership. Whilst there has been considerable change over the years, a strength of the company has been its continued ability to be agile, adapting to meet the changing needs of our partners. Further changes are inevitable; however, we will continue to be guided by the core values of the company – to be impartial, collaborative, honest and hardworking.

Tim Webber MBE
Chairman, Growth Lancashire Ltd.
Chairman and Managing Director, Barnfield Construction Ltd.
Timeline

2002
- Labour Government announce Housing Market Renewal Initiative
- Company established – Elevate East Lancashire
- Chairman appointed – David Taylor CBE

2006
- Housing Market Renewal Programme (HMR) - c£250m
- Transformational Agenda Published
- East Lancashire rebrand to Pennine Lancashire

2007
- Local Enterprise Growth Initiative (LEGI) - c£30m

2008
- Regional Growth Fund R2 - £7.5m
- Boost 1 Lancashire LEAP, Growth Sector Support and Growth Hub Gateway Contract - £1.9m
- Start-up Lancashire Programme - £3.7m

2010
- HMR and LEGI Programmes ended
- Lancashire Innovation Network (ERDF) - £3.6m and Pennine LEAP - £1.6m
- Abolition of Regional Development Agencies
- Lancashire Enterprise Partnership (LEP) formed

2011
- Regional Growth Fund R3 - £1.8m
- Regional Growth Fund R4 - £3.0m
- Formal partnership with English Heritage
- Heritage Lottery Fund Priority status – Pennine Lancashire

2012
- Storms ‘Desmond’ and ‘Eva’ flood response helpline & grant coordination
- Conservative Government
- Company joins LEP Business Support Management Board
- Regional Growth Fund R6 – in partnership with the East Lancashire Chamber of Commerce – £8m
- New Chairman – Tim Webber MBE
- Regional Growth Fund R6 – in partnership with the East Lancashire Chamber of Commerce – £8m
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- Regional Growth Fund R6 – in partnership with the East Lancashire Chamber of Commerce – £8m
- New Chairman – Tim Webber MBE
- Regional Growth Fund R6 – in partnership with the East Lancashire Chamber of Commerce – £8m

2013
- Lancashire Growth Hub, Boost Business Lancashire established
- Regional Growth Fund R2 - £7.5m
- Boost 1 Lancashire LEAP, Growth Sector Support and Growth Hub Gateway Contract - £1.9m
- Start-up Lancashire Programme - £3.7m

2014
- New Chairman – Tim Webber MBE
- East Lancashire and North and Western Lancashire Chambers of Commerce join the Company
- Boost 3 contract secured £1m
- Strengthened LEPs policy published
- Blackpool, Lancaster and West Lancashire Councils join the Company
- Company joins Northern Powerhouse Partnership

2015
- National Industrial Strategy Published

2016
- Blackpool, Lancaster and West Lancashire Councils join the Company
- Company joins Northern Powerhouse Partnership

2017
- Coalition Government
- New Chairman appointed – Dennis Mendoros OBE
- Coalition Government
- East Lancashire and North and Western Lancashire Chambers of Commerce join the Company
- Boost 2 Contract secured £1.8m

2018
- Brexit Referendum

COMPANY
- Labour Government announce Housing Market Renewal Initiative
- Company established – Elevate East Lancashire
- Chairman appointed – David Taylor CBE

WIDER CONTEXT
- Housing Market Renewal Programme (HMR) - c£250m
- Transformational Agenda Published
- East Lancashire rebrand to Pennine Lancashire
- Local Enterprise Growth Initiative (LEGI) - c£30m
- Regional Growth Fund R2 - £7.5m
- Boost 1 Lancashire LEAP, Growth Sector Support and Growth Hub Gateway Contract - £1.9m
- Start-up Lancashire Programme - £3.7m
Our Mission, Vision, Values

**OUR MISSION**

is to contribute towards growing productivity, prosperity and places across Lancashire

**OUR VISION**

is for Lancashire to maximise its potential, capitalising on its economic strengths and its built and natural environment

**OUR VALUES**

- Impartial
- Collaborative
- Honest
- Hardworking

**OUR CAPABILITIES**

- Business engagement and support
- Heritage, conservation and culture
- Economic development and regeneration
- Research and intelligence

**OUR ROLE**

- Delivery capacity and expertise for Local Authorities, LEP and other bodies
- Supporting businesses to grow and simplifying support
- Caring for and developing Lancashire’s heritage and cultural assets
- Securing and delivering external funding
- Promoting Lancashire and encouraging investment
Policy Context

Growth Lancashire continues to be well placed by providing capacity and expertise which can contribute towards the delivery of national, sub-regional and local strategic policy objectives.

Foundations of productivity:
1. Ideas
2. People
3. Infrastructure
4. Business Environment
5. Places

UK Industrial Strategy

Lancashire Industrial Strategy

Grand Challenges:
1. AI & Data Economy
2. Clean Growth
3. Future of Mobility
4. Ageing Society

Growth Hubs policy

Strengthened Local Enterprise Partnerships Policy

Local Growth Funding

Future UK Shared Prosperity Fund

Capabilities:
- Business engagement and support
- Heritage, conservation and culture
- Economic development and regeneration
- Research and intelligence
## Economic Context / Dashboard

<table>
<thead>
<tr>
<th></th>
<th>GVA per head</th>
<th>Employment Rate</th>
<th>Self Employed</th>
<th>Median Weekly Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lancashire</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highest: £36,999</td>
<td>£21,209</td>
<td>74.8% ↑ 0.1%</td>
<td>9.3% ↓ 0.1%</td>
<td>£518 ↑ 6.1%</td>
</tr>
<tr>
<td>(Ribble Valley)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>North West</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highest: £22,899</td>
<td>£22,899</td>
<td>73.5% ↑ 0.9%</td>
<td>9.2%</td>
<td>£530 ↑ 3.1%</td>
</tr>
<tr>
<td>England</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highest: £27,060</td>
<td>£27,060</td>
<td>75.2% ↑ 0.5%</td>
<td>10.9% ↑ 0.1%</td>
<td>£575 ↑ 4%</td>
</tr>
<tr>
<td>Highest: £605</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Ribble Valley)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Sources:
- % changes reflect the 2019/20 Business Plan economic context/dashboard versus 2018/19
- Regional gross value added (income approach) to 2016: ONS Crown Copyright Reserved
- Annual survey of hours and earnings - resident analysis: ONS Crown Copyright Reserved
## Sectors and Skills

### Employment by Industry (%)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Lancs</th>
<th>NW</th>
<th>England</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry &amp; fishing</td>
<td>1.8</td>
<td>1.1</td>
<td>1.3</td>
</tr>
<tr>
<td>Mining, quarrying &amp; utilities</td>
<td>1.2</td>
<td>1.2</td>
<td>1.1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>13.3</td>
<td>9.7</td>
<td>7.9</td>
</tr>
<tr>
<td>Construction</td>
<td>5.8</td>
<td>4.8</td>
<td>4.9</td>
</tr>
<tr>
<td>Motor trades</td>
<td>2.1</td>
<td>1.9</td>
<td>1.8</td>
</tr>
<tr>
<td>Wholesale</td>
<td>4.3</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Retail</td>
<td>10.1</td>
<td>10.3</td>
<td>9.5</td>
</tr>
<tr>
<td>Transport &amp; storage</td>
<td>3.5</td>
<td>5.0</td>
<td>4.8</td>
</tr>
<tr>
<td>Accommodation &amp; food services</td>
<td>6.6</td>
<td>6.6</td>
<td>7.4</td>
</tr>
<tr>
<td>Information &amp; communication</td>
<td>2.5</td>
<td>3.0</td>
<td>4.4</td>
</tr>
<tr>
<td>Financial &amp; insurance</td>
<td>1.5</td>
<td>2.7</td>
<td>3.5</td>
</tr>
<tr>
<td>Property</td>
<td>1.5</td>
<td>1.9</td>
<td>1.8</td>
</tr>
<tr>
<td>Professional, scientific &amp; technical</td>
<td>5.7</td>
<td>8.2</td>
<td>8.8</td>
</tr>
<tr>
<td>Business administration &amp; support services</td>
<td>6.6</td>
<td>8.5</td>
<td>9.1</td>
</tr>
<tr>
<td>Public administration &amp; defence</td>
<td>4.8</td>
<td>4.3</td>
<td>3.8</td>
</tr>
<tr>
<td>Education</td>
<td>9.0</td>
<td>8.7</td>
<td>8.7</td>
</tr>
<tr>
<td>Health</td>
<td>15.3</td>
<td>13.9</td>
<td>12.6</td>
</tr>
<tr>
<td>Arts, entertainment, recreation &amp; other services</td>
<td>4.3</td>
<td>4.5</td>
<td>4.6</td>
</tr>
</tbody>
</table>

### Number of Enterprises

<table>
<thead>
<tr>
<th>Enterprises</th>
<th>Lancashire</th>
<th>North West</th>
<th>England</th>
</tr>
</thead>
<tbody>
<tr>
<td>Micro (0 To 9)</td>
<td>46,110 88 %</td>
<td>238,155 88.9 %</td>
<td>2,073,890 89.5 %</td>
</tr>
<tr>
<td>Small (10 To 49)</td>
<td>5,195 9.9 %</td>
<td>24,290 9.1 %</td>
<td>199,135 8.6 %</td>
</tr>
<tr>
<td>Medium (50 To 249)</td>
<td>905 1.7 %</td>
<td>4,315 1.6 %</td>
<td>36,050 1.7 %</td>
</tr>
<tr>
<td>Large (250+)</td>
<td>180 0.3 %</td>
<td>1,005 0.4 %</td>
<td>8,985 0.4 %</td>
</tr>
<tr>
<td>Total</td>
<td>52,390 0.6 %</td>
<td>267,765 0.3 %</td>
<td>2,318,060 0.1 %</td>
</tr>
</tbody>
</table>

### Qualifications

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Lancashire</th>
<th>NW</th>
<th>England</th>
</tr>
</thead>
<tbody>
<tr>
<td>NVQ4 And Above</td>
<td>285,700 31.8 %</td>
<td>34.5 %</td>
<td>38.3 %</td>
</tr>
<tr>
<td>NVQ3 And Above</td>
<td>474,900 52.9 %</td>
<td>54.2 %</td>
<td>57.1 %</td>
</tr>
<tr>
<td>NVQ2 And Above</td>
<td>667,600 74.3 %</td>
<td>74.0 %</td>
<td>74.6 %</td>
</tr>
<tr>
<td>NVQ1 And Above</td>
<td>774,300 86.2 %</td>
<td>85.2 %</td>
<td>85.5 %</td>
</tr>
<tr>
<td>Other</td>
<td>56,200 6.3 %</td>
<td>5.8 %</td>
<td>6.9 %</td>
</tr>
<tr>
<td>No Qualifications</td>
<td>67,700 7.5 %</td>
<td>9 %</td>
<td>7.6 %</td>
</tr>
</tbody>
</table>

Sources: Business Register and Employment Survey: open access 2017
UK Business Counts - enterprises by industry and employment size band 2018

% changes reflect the 2019/20 Business Plan economic context/dashboard versus 2018/19

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### Sources

- Business Register and Employment Survey (Jan - Dec 2017): ONS Crown Copyright Reserved
- UK Business Counts - enterprises by industry and employment size band 2018
- % changes reflect the 2019/20 Business Plan economic context/dashboard versus 2018/19
This image was taken at the construction site for Chorley Borough Council’s new Strawberry Fields Digital Hub as part of a “beam signing” ceremony. The development is scheduled to complete in 2019. The building will offer 54,000 sq ft of state-of-the-art office space for the digital community.

During the year, Senior Business Advisors from Growth Lancashire were employed by Chorley Council to provide a programme of business support which is running alongside the physical build.
Heritage Context/Dashboard

The **UK’s Industrial Strategy** highlights that investment in **heritage and culture** can contribute to positive economic and social outcomes, and research continues to show that heritage is a key resource to connect people to places. Strengthening that connection brings a whole host of benefits to those places.

In partnership with the Heritage Lottery Fund, the RSA (Royal Society for the encouragement of Arts, Manufacturers and Commerce) produces an **annual Heritage Index** for all England’s unitary and district Local Authority areas. It consolidates over 120 data sources to provide a rich picture of **heritage assets and heritage activity** across 6 key domains:

- Historic Built Environment
- Museums, Archives and Artefacts
- Industrial Heritage Activity
- Parks And Open Spaces
- Landscape And Natural Heritage
- Cultures and Memories

Out of 325 English Local Authorities, the league table adjacent showcases where each **Lancashire area is ranked**. According to the Index, Blackpool ranks the highest for having the most heritage in Lancashire, closely followed by Lancaster.

<table>
<thead>
<tr>
<th>Heritage Index Ranking (of 325) number</th>
<th>Previous Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blackburn with Darwen 173</td>
<td>↓25</td>
</tr>
<tr>
<td>Blackpool 67</td>
<td>↓39</td>
</tr>
<tr>
<td>Burnley 111</td>
<td>↓78</td>
</tr>
<tr>
<td>Chorley 165</td>
<td>↓19</td>
</tr>
<tr>
<td>Fylde 116</td>
<td>↓15</td>
</tr>
<tr>
<td>Hyndburn 239</td>
<td>↓116</td>
</tr>
<tr>
<td>Lancaster 74</td>
<td>↓18</td>
</tr>
<tr>
<td>Pendle 229</td>
<td>↓14</td>
</tr>
<tr>
<td>Preston 141</td>
<td>↓37</td>
</tr>
<tr>
<td>Ribble Valley 174</td>
<td>↑3</td>
</tr>
<tr>
<td>Rossendale 210</td>
<td>↓69</td>
</tr>
<tr>
<td>South Ribble 294</td>
<td>↓46</td>
</tr>
<tr>
<td>West Lancashire 198</td>
<td>↓42</td>
</tr>
<tr>
<td>Wyre 92</td>
<td>↑2</td>
</tr>
</tbody>
</table>
According to the RSA’s Heritage Index, the areas which are shaded darker have the greatest heritage potential, with heritage-led activities lagging behind heritage assets. In Lancashire, areas of notable potential include Chorley, Pendle, Lancaster and West Lancashire.

<table>
<thead>
<tr>
<th>Area</th>
<th>Heritage Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blackburn with Darwen</td>
<td>49</td>
</tr>
<tr>
<td>Blackpool</td>
<td>80</td>
</tr>
<tr>
<td>Burnley</td>
<td>99</td>
</tr>
<tr>
<td>Chorley</td>
<td>288</td>
</tr>
<tr>
<td>Fylde</td>
<td>46</td>
</tr>
<tr>
<td>Hyndburn</td>
<td>76</td>
</tr>
<tr>
<td>Lancaster</td>
<td>207</td>
</tr>
<tr>
<td>Pendle</td>
<td>257</td>
</tr>
<tr>
<td>Preston</td>
<td>83</td>
</tr>
<tr>
<td>Ribble Valley</td>
<td>29</td>
</tr>
<tr>
<td>Rossendale</td>
<td>173</td>
</tr>
<tr>
<td>South Ribble</td>
<td>149</td>
</tr>
<tr>
<td>West Lancashire</td>
<td>305</td>
</tr>
<tr>
<td>Wyre</td>
<td>97</td>
</tr>
</tbody>
</table>
Activity, Targets and Case Studies

This year marks the start of the company’s new contract on the County’s Growth Hub, **Boost Business Lancashire**.

Growth Hubs are local public/private sector partnerships. In Lancashire, the Growth Hub (branded Boost) is led/funded by the Lancashire Enterprise Partnership, Lancashire County Council, and funding from the European Regional Development Fund.

Growth Lancashire has been working with Boost since its inception in 2012 and has been competitively procured to provide a **Business Relationship Management service** for 2019-21. The company’s core values of being impartial, collaborative, honest and hardworking, align appropriately with the role which the company performs.

During the financial year 2019/20, the company will engage with and support a minimum of **450 existing Lancashire based SMEs**, providing a relationship management service for both businesses and other providers of business support. Within the businesses supported this year, we aim to ensure that at least 75 are “**new to Boost**”, and that more than 225 referrals are made to the core Boost services of **start-up support** (trading less than 3 years), **mentoring**, or a **bespoke package** of activity for those companies with the highest growth potential.

Under Boost, the company will continue to ensure that business needs are met through a wide range of **referrals to partner organisations**, with an even greater focus in this programme on the take-up of support referred into, and building longer-term relationships with the companies which Boost supports.

**Local Authority business engagement**

Complementary to our role on Boost Business Lancashire is our continued **activity with Local Authorities**. Growth Lancashire can add value by providing capacity which supports a Council’s pro-business/growth agenda. Services during 2019/20 are expected to include administering **Blackburn with Darwen Borough Council’s Assistance to Industry programme**, supporting **Business Weeks** taking place across the County, providing development or management capacity to **local Business Networks, Business Surveys** and providing a **front-of-house helpline** for incoming business enquiries on behalf of a Local Authority.
Chris Smith, Managing Director of Pendle Engineering

During the year, Growth Lancashire conducted a Boost Business Support Review which led the firm to receiving mentoring support from Boost, Lancashire’s Business Growth Hub.
Heritage, Conservation and Culture

The company has a long history of providing a range of services, specialising in conservation, heritage and cultural activities.

Strategic support we can provide includes:

• Development of a **Heritage Investment Strategy** to stimulate private and public sector investment into key heritage schemes

• **Conceptual development** of heritage led regeneration schemes and creating **business plans** for heritage assets

• Writing, reviewing and advising on **applications for finance** relating to strategic heritage projects

Operational support we can provide includes:

• **Interim capacity** to cover vacancies, or additional project management support on heritage and/or cultural schemes

• Service Level Agreements to deliver all **Local Authority Conservation Officer duties**

• Completing **Statements of Significance/Heritage Statements**

• Business performance reviews and implementing action plans for **cultural and visitor attractions**
Blackburn with Darwen Borough Council conservation service:

Growth Lancashire has a Service Level Agreement with the Council to deliver its conservation service. As an alternative to a fixed Conservation Officer post, the Council draws upon the company’s capacity and expertise on a flexible basis. Activity includes reviewing Listed Building consents and planning applications relating to Listed Buildings, reviewing planning applications relating to development within conservation areas, and responding to Listed Building and conservation area pre-application enquiries.

Darwen Jubilee Tower

During the current year, Growth Lancashire was asked to advise on proposed structural works to this Grade II Listed Building.
Chapel Gallery, Ormskirk

Growth Lancashire has been appointed by West Lancashire Borough Council to undertake a review of this cultural and visitor attraction in the market town of Ormskirk.

The Gallery has been recently refurbished and bookings are increasing for various activities in the building. The Council is seeking to establish the income generation potential of the Gallery. Growth Lancashire will draw upon the team’s previous experience of developing and maximising the potential of cultural and heritage assets, such as their involvement in the Pennine Lancashire Museums project.
The Landmark Growth Lancashire was commissioned by a private developer to assist with proposals to develop the former grade II listed Burnley Grammar School building into co-working, office and event space for the area’s digital community.

The building itself occupies a highly visible and prominent position in one of Burnley Town Centre’s most historic locations and is a fine example of Victorian Gothic revival. Growth Lancashire was engaged early in the project to research and analyse the building and its surroundings to assess areas of significance.

The resulting heritage statement produced by Growth Lancashire not only protected and conserved important heritage elements within the building, but identified areas which could be developed and enhanced to help the building function more effectively for the future.

New business development
Over the next 12 months, the company will engage with Local Authorities to consider additional requirements across a broader economic development and regeneration agenda. The company will also build upon the conservation, heritage and cultural activities offered to Local Authorities by developing and adapting its services for private land owners, developers and other businesses. Services offered by the company will consider opportunities both within and outside the sub-region.

Why use Growth Lancashire’s conservation and heritage Services?

- A limited company under Local Authority control; this informs our commitment to act with transparency and impartiality

- A cost effective and flexible service

- A comprehensive understanding of the regulatory framework for the heritage sector, and the Local Authority planning process

- Local people who hold thorough knowledge of the local economy and have a track record of delivery

- More than 30 years of heritage experience within the team, and a commitment to CPD
We are Lancashire

The place for growth

- Number 1 in the UK for aerospace with 500 aerospace supply chain companies, 4th largest aerospace cluster in the world
- 13,000 aerospace employees, UK’s largest concentration of aerospace employment
- 85,000 employees in the engineering sector
- Lancashire Advanced Manufacturing and Energy Cluster, 4 Enterprise Zone sites of Northern Powerhouse Significance
- Number 1 in the UK for advanced manufacturing

- London to Preston in 2 hours
- Linked by 6 major motorways
- 35 minutes from Manchester airport
- A potential global leader in the development of Small Modular Nuclear Reactors
- 41,000 working in the energy and environment sector
- 41,000 working in the energy and environment sector
- 4 successful universities producing the UK’s largest source of STEM graduates
- Lancashire’s visitor economy is valued at £4.25 billion
- Food and drink sector worth £1.04 billion to Lancashire’s economy
- More than 59,000 people employed in Lancashire’s visitor economy
- 4 Michelin star restaurants & 3 Top 50 Gastropubs

Data courtesy of Marketing Lancashire
**Governance**

*Established in 2004, Growth Lancashire is a private company limited by guarantee.*

Growth Lancashire’s Board of Directors comprises representatives from the private sector and Local Authority elected members from the Councils of Blackburn with Darwen, Blackpool, Burnley, Chorley, Hyndburn, Pendle, Rossendale, Lancashire, Lancaster and West Lancashire.

Further details and biographies of Growth Lancashire’s board can be found at [www.growthlancashire.co.uk](http://www.growthlancashire.co.uk)

**Resources**

**Income 2019/20**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Boost Business Lancashire</td>
<td>£317,000</td>
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<tr>
<td>Local Authority core funding</td>
<td>£180,000</td>
</tr>
<tr>
<td>Income target</td>
<td>£127,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£624,000</strong></td>
</tr>
</tbody>
</table>

**Expenditure**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing (including on-costs)</td>
<td>£494,000</td>
</tr>
<tr>
<td>Overheads</td>
<td>£130,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£624,000</strong></td>
</tr>
</tbody>
</table>

**Reserves**

**Total** £141,000

**Location:**
The Globe Centre, St. James Square, Accrington, Lancashire, BB5 0RE

**Registered Office:**
Lancashire County Council, County Hall, Fishergate, Preston, PR1 8XJ

**Chairman**
Tim Webber MBE
(Blackburn with Darwen Borough Council)

**Deputy Chairman**
Cllr Phil Riley
(Lancashire County Council)

**Company Secretary**
Laura Sales
(Lancashire County Council)
Growth Lancashire team working on Boost Business Lancashire