

Growth Lancashire Ltd

Annual Report
2021 – 2022

&

Business Plan
2022 – 2023

Contents

- 3** Chair's Foreword
- 4** Boost Business Lancashire contract delivery
- 6** Specialist services delivery
- 13** Timeline
- 14** Mission, Vision, Values
- 15** Resources
- 16** Governance

Pendle's Panopticon

*'Atom', Wycoller Country Park
Courtesy of Marketing Lancashire*

Chair's Foreword



It has been a very busy 12 months with the ongoing challenges brought about by the Coronavirus pandemic and transition from the EU Exit

Despite this, the company remains focussed, agile and capable of adapting to meet the changing needs of its partners and environment within which the company operates. Our vision remains for Lancashire to maximise its potential, capitalising on its economic strengths and its built and natural environment.

We are proud to deliver Boost services and despite the difficult circumstances facing Lancashire's business community in 2021, we exceeded the majority of our contractual targets and supported over 500 businesses with a least 3 hours of tailored support via an experienced Relationship Manager.

Once again the company has been competitively re-procured to remain a partner within Boost, Lancashire's Business Growth Hub and provide a "Gateway" service handling all website, email, and telephone traffic for the Growth Hub. In addition to this Relationship Managers will undertake one-to-one meetings with business owners who are new to Boost to assist them to understand their key challenges, navigate the business support landscape

to find the right support and maintain an ongoing relationship with eligible clients. We look forward to working with colleagues from Lancashire County Council and will engage 750 Lancashire based SMEs with growth ambition who have not accessed Boost services before.

Our role as a specialist service provider has successfully grown and with the recent addition of Pendle Council the company now provides heritage support to seven Local Authority partners and over the last 12 months has provided advice on around 765 planning applications for listed building consent, or proposed developments affecting conservation areas and other heritage assets, totalling over 1950 hours of support. Our Arboricultural Officer provided advice on more than 180 applications concerning Tree Preservation Orders, High Hedges and works to trees in conservation areas and provides support to three Local Authorities.

We have been progressing use of our framework with suppliers appointed across a diverse range



of 12 service areas and will use this to help build efficient and cost effective additional capacity for both Heritage and Arboricultural services.

In 2022 we look forward to further engaging with Local Authority partners to help provide them with quality and good value specialist services to meet their delivery needs and market the expanded range of services with the private sector.

As we look forward to the next 12 months, we are pleased to be delivering demand-led activity in both the public and private sectors that offers quality and good value services.

● **Tim Webber** MBE

Chair, Growth Lancashire Ltd.

Chairman and Managing Director,
Barnfield Construction Ltd.

Boost overview:

Growth Hubs are local public/private sector partnerships. In Lancashire, the Growth Hub, branded Boost Business Lancashire, has been backed by funding from the European Regional Development Fund, Department for Business, Energy & Industrial Strategy, and Lancashire County Council, and is supported by the Lancashire Enterprise Partnership. Through Boost, Lancashire businesses from start-ups to SMEs (less than 250 employees) can get access to a number of funded programmes in areas such as mentoring, scaling up, innovation, international trade, leadership development, and accessing finance.

As an ongoing response to the Covid-19 pandemic, Boost has provided a Resilience Programme for Lancashire business leaders to access support on leadership, mental health and wellbeing, solving business problems and a range of other areas – all designed to improve resilience and help them build a stronger, more sustainable company. Support ranges from one-to-one coaching to workshops, events and other services. Many of the sessions have a Boost Relationship Manager from Growth Lancashire on hand to offer advice and discuss how businesses can receive further support.

Peer Networks is a national Government funded initiative which encourages business leaders to learn, share and grow via practical no nonsense support from other local businesses. In Lancashire, Peer Networks is delivered by Boost. Each cohort includes interactive action learning, trained facilitators, small groups, flexible topic selection and one to one coaching.

Growth Lancashire's role:

Growth Lancashire is proud to have been a key delivery organisation since Boost's inception in 2012. Under the current programme, the company provides a Relationship Management service, which sits at the heart of Boost's day-to-day operations.

We help businesses to navigate the complex local, regional and national business support landscape, ensuring that companies in Lancashire get the right support. This starts with our central role of handling all incoming enquiries via the Boost Freephone and website, which over the last two years, has included providing Boost's frontline response to businesses seeking information, advice and guidance following the Covid-19 pandemic.

During 2021, we have provided at least 3 hours of assistance to 570 of Lancashire's SMEs, introducing them to over 70 different sources of support across more than 50 partner organisations. This includes the core Boost programmes (Flying Start, Mentoring, Bespoke), Lancashire's Universities, Chambers of Commerce and Access to Finance specialists. We also had more than **650 "Covid conversations"**, reflecting a trend for shorter and more focussed interventions, delivered through our team of Relationship Managers on-line and face-to-face.

Growth Lancashire were commissioned to deliver a peer-to-peer group whereby 11 SME owners from a diverse mix of manufacturing and service sector businesses met fortnightly for a 2 hour peer support session. These were facilitated by our experienced Relationship Managers, who also provide wider wrap-around support through the delivery of our Boost contract. Topics included finance, marketing, digital transformation, data, as well as leadership and management.

Our Relationship Managers are experienced advisers in the world of business and have amassed many years of supporting thousands of Lancashire businesses. The team is an eclectic mix of sector and subject specialists covering manufacturing and engineering, food and drink, marketing and sales to name just a few.

SPOTLIGHT ON:

Boost Business Lancashire contract delivery

Our Boost activity in 2021:

- 9** Experienced Relationship Managers used in delivery
- 570** Businesses supported with at least 3 hours of support
- 653** "Covid Conversations"
- 1,071** enquiries handled
- 719** Introductions made by Relationship Managers
- 35** Partner organisations worked with
- 60+** Over 60 support products referred to
-  **Won the extension to continue delivering the service in 2022 and 2023**
-  **Successfully delivered Peer Network activity and won a tender to deliver a cohort in 2022**

Activity for 2022:

- Continue to provide a key route for businesses into Boost, handling new enquiries from existing and start-up companies
- Support more than 440 businesses with at least 3 hours of assistance via an experienced Relationship Manager
- More than 260 referrals to the Boost programmes of Flying Start, Mentoring or Bespoke support
- Effective relationship management of existing Boost clients
- Continue to build great relationships with other Boost delivery partners and wider provision, fulfilling our role as the "matchmaker" between business needs and support available
- Deliver 3 hot topic events

Overview:

The company has a long history of providing services for its Local Authority partners. This includes the company's specialism in providing heritage and conservation advice, and in 2020, also included a new in-house arboricultural service.

This last year has seen the company continue to grow its heritage service and add further heritage staffing capacity and expertise.

Our activity in 2021:

- Across seven Local Authority partners, we have provided advice on around 765 planning applications for listed building consent, or proposed developments affecting conservation areas and other heritage assets
- Provided advice on Council-owned heritage assets, heritage projects and provided heritage support for Local Plan work. Projects included the repairs of Astley Hall for Chorley Council, the updating of Conservation Area Appraisals for West Lancashire and Preston City Councils and flood attenuation measures on the River Irwell on behalf of Rossendale Council. On-going advice was also provided on the High Street Heritage Action Zone (HSHAZ) in Bacup Town Centre
- Continue to progress the Lancashire Local List, funded by the Government, on behalf of the Lancashire Local Authorities which includes the production of a new Web site to store and illustrate all the information gathered through the project
- Recruited a recently qualified Heritage and Conservation Assistant, to help deliver our Local List work across the County
- Provided a number of Heritage Statements for private clients across the North-West
- Delivered heritage and planning training to Local Authorities and UCLAN students
- Continued to provide professional Arboricultural/tree advice to Blackburn and Darwen Council, supported both West Lancashire and Pendle Councils with regards to short term capacity issues. Our Tree Officer and Associate Tree Officer have advised on over 180 applications concerning Tree Preservation Orders, High Hedges and works to trees in conservation areas
- Advised Local Authority Environment teams on the suitable approaches and methodology regarding effective Tree Management

Activity for 2022:

- Further engage with Local Authority partners across the Region to help provide them with quality and good value specialist services to meet their delivery needs
- To build additional capacity through our Associates model to help us further develop our heritage skills and available services with the private sector
- Provide new heritage training events to our Local Authority partners to help build in-house skills and internal capacity
- Continue to engage with Local Authority partners and regional partners, including Historic England, in helping to deliver wider strategic heritage projects
- Continue to mobilise the company's new framework of suppliers across 12 different services
- Market the expanded range of company services and further promote our suite of services with the private sector
- Continue the delivery of existing Service Level Agreements across Heritage and Conservation and Arboriculture, growing the activity to provide support for other Local Authorities, where there is demand
- To continue to promote and deliver sustained progress in the Lancashire Local Heritage List Campaign project



Heritage advice for Local Authority partners

Preston City Council: in 2021 the Council appointed the company to update the **Inglewhite Conservation Area Character Appraisal**, which has involved undertaking a visual assessment of the properties in the conservation area. The work will re-define the special interest of the small rural village and help the Local Authority to preserve its high architectural and historic importance.

Chorley Council: over the last year, Growth Lancashire has continued to provide the Council with heritage and conservation advice in relation to essential repairs to the **Grade 1 Astley Hall** to help facilitate improvements to the building as a key visitor and leisure attraction for the local area. The works have involved removing the problematic render and restoring the original brickwork and appearance of the iconic main Hall.

Within the grounds and alongside the historic house are acres of stunning parkland, the modernised Coach House which includes a Café, the scenic Walled Garden, a Pets Corner and an array of sports pitches and play areas.



Astley Hall

Inglewhite Conservation Area

Specialist services

Heritage advice for Local Authority partners

Rossendale Council: Throughout 2021 the company has been helping Rossendale Council with its planning duties in relation to the assessment of the impacts of development on heritage including listed buildings and development in conservation areas. In **Bacup Town Centre** we have also been assisting the Local Authority with projects identified through its High Street Heritage Action Zone project, ensuring that they come forward and are delivered within the programme timetable. The conversion of the former Lancashire and Yorkshire Bank on Market Street is one of the priority buildings under the project.

Heritage consultancy for private clients

Project: The Foundry, Hammerton Street, Burnley

Growth Lancashire was appointed to provide a Heritage Impact Statement to help resolve an issue regarding window replacements in the impressive former Proctors Mill, which was being converted into 26 self-contained apartments. The Grade 2 Listed, 8 bay – 4 storey former Spinning Block, chimney and engine house lie on a prominent town centre location in Burnley Town Centre Conservation Area.

The focus of the work was the assessment of the building's significance and the whether a small number of the replacement windows would harm the character of the listed building. Our review of the case and assessment has helped in the understanding of the building and the effects of the changes on the heritage values of the retained building.

The Foundry, Burnley

Project: The Red Lion Inn, Earby

We have recently provided a Heritage Statement for the alteration and extension of an early C19 Inn on the edge of the historic town of Earby on the Lancashire-Yorkshire boarder. The work focused on providing assistance in the pre-planning phase with the design of the lounge extension and the writing of a Statement identifying the significance of the old Inn and its contribution to Earby Conservation Area, which will accompany the planning application to Pendle Council.



The Red Lion Inn, Earby

CASE STUDY

Lancashire Local Heritage Lists

Lancashire is one of 22 areas, which benefitted from a share of £1.5m of Government funding to develop or improve local heritage lists. Lancashire like many areas throughout the Country has a mixed coverage of Local Lists with some Local Authority areas having existing lists and being keen to review and develop these, whilst other areas currently have no list. Working in partnership we are engaging with local communities, groups and organisations throughout Lancashire to help promote, and improve the recognition and protection given to locally important buildings.

Whether a building, monument, site, place, area or landscape, Lancashire has a rich collection of local heritage assets. Whilst non-designated (not listed as Grade 2, for example), these assets hold a great deal of significance and importance for

the area's communities, and because of their heritage interest, they help promote local distinctiveness and shape future development.

They are an eclectic mix of places both past and present; places of work, places to visit, places to spend our leisure time, and importantly, places where we live.

Growth Lancashire is pleased to be co-ordinating the work in collaboration with its Local Authority partners, heritage organisations and communities across the County. As an existing vehicle for partnership working and a provider of heritage services to a number of Local Authorities, we already help support and deliver a range of activities across the County.

The project will be completed in 2022/23.



SPOTLIGHT ON: New Services

Overview:

Whilst we will continue to develop and grow our heritage specialism, offering a broader set of demand-led services continues to be a key driver for increasing the company's value to its Local Authority partners, and increasing the potential of the company to generate additional revenues from other sources, including work for private clients.

However, to do this effectively, the company needs flexible access to more high-quality resource which complements its existing in-house Specialist services team.

Progress:

In 2020, the company launched a call for consultants via a Dynamic Purchasing System (DPS) and since then we have been progressing its use in 2021. Unlike a traditional Framework, a DPS is open to suppliers throughout its duration, allowing new providers (subject to assessment) the ability to be considered for work.

Suppliers have been appointed to the DPS across a diverse range of 12 service areas, which had been jointly identified as part of the company's earlier scoping exercises with Local Authorities across Lancashire. In doing so we acknowledge that the work put through the DPS will be largely led by the needs of our Local authority partners.

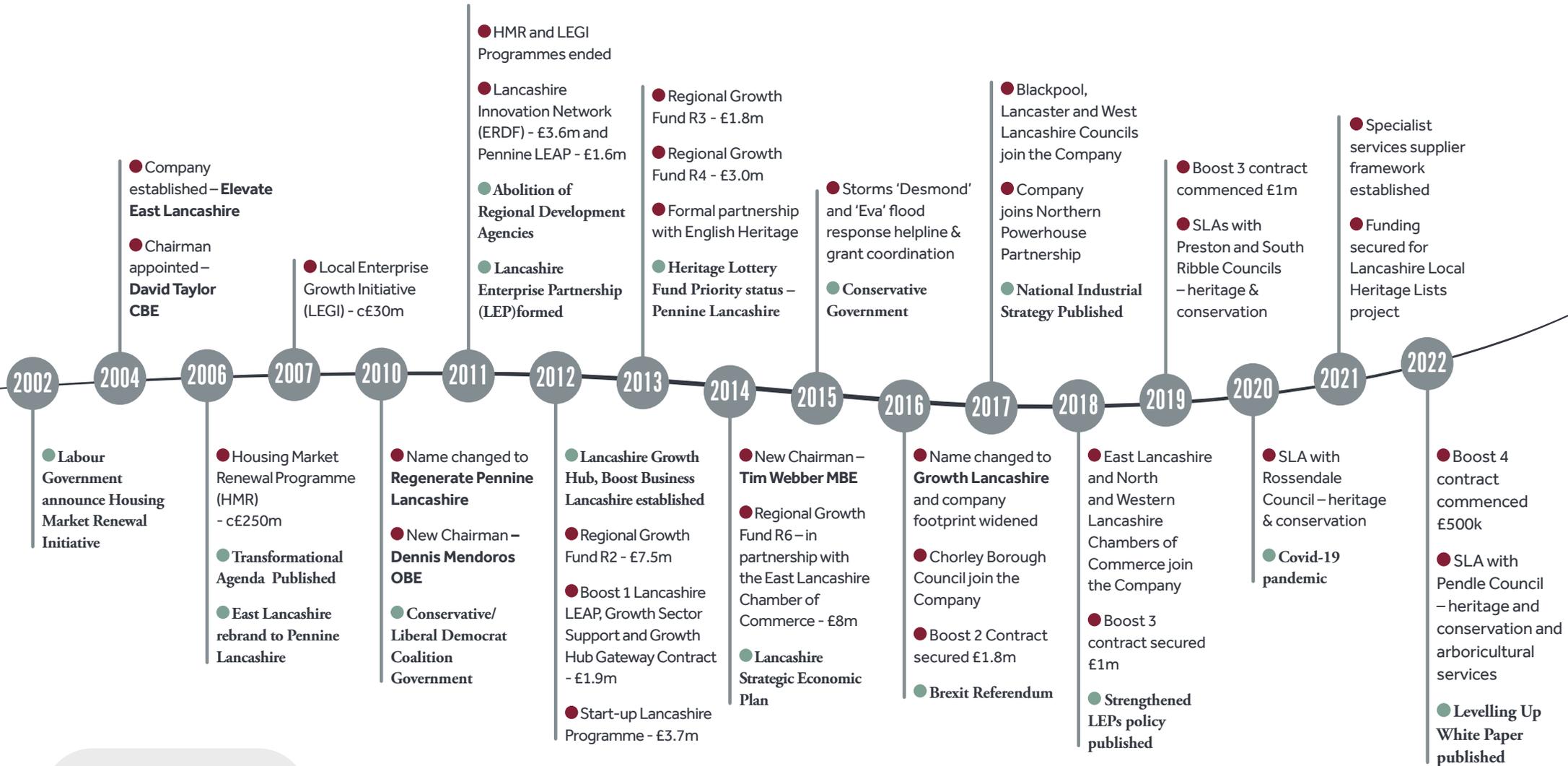
The 12 services cover:

- 1 Heritage and conservation services**
- 2 Planning, urban design and landscape services**
- 3 Bid writing, business development and research services**
- 4 Arboricultural services**
- 5 Agricultural services**
- 6 Archaeology and historic environment services**
- 7 Architectural services**
- 8 Structural engineering and surveying services**
- 9 Climate change and environmental services**
- 10 Valuation and viability services**
- 11 Project/Programme/Contract Management services**
- 12 Ecology services**

Actions for 2022/23:

- Continue to have regular engagement with Local Authority partners to understand current and future requirements, and where the company can add value, either through its in-house team or procured services through the DPS
- Build effective relationships with existing procured suppliers, and introduce new suppliers where there is demand for the particular service or specialism
- Business development activity with wider stakeholders, notably private sector clients – and to include appropriate marketing of all new services
- To use the DPS to help build efficient and cost effective additional capacity for both Heritage and Arboricultural services

Timeline



- COMPANY
- WIDER CONTEXT

Mission, Vision, Values

OUR CAPABILITIES

- Business engagement and support
- Heritage, environment and other specialist services
- Economic development and regeneration
- Research and intelligence



OUR ROLE

- ✓ A vehicle for partnership working
- ✓ Delivery capacity and expertise for Local Authorities and other stakeholders
- ✓ Supporting businesses to grow and simplifying support
- ✓ Caring for and developing Lancashire's heritage and environmental assets
- ✓ Securing and delivering external funding

Resources

Income

	<i>2022/23 Estimates</i>
Boost Business Lancashire contract delivery	£ 310,000
Local Authority core funding	£ 195,000
Specialist services delivery	£ 239,000
Government grant – Lancashire Local Heritage Lists project	£ 20,000
Total	£ 764,000

Expenditure

	<i>2022/23 Estimates</i>
Staffing	£ 659,000
Overheads and project delivery	£ 105,000
Total	£ 764,000

Reserves

	<i>Estimated balance 31.03.2023</i>
Total	£ 219,000



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 Councillors** from Blackburn with Darwen, Blackpool, Burnley, Chorley, Hyndburn, Pendle, Rossendale, Lancashire, Lancaster and West Lancashire Councils.

The company provides services across the entire County area and it remains the aim of the Board for its governance arrangements to be pan-Lancashire.

Further details and biographies of Growth Lancashire's board can be found at www.growthlancashire.co.uk



Chairman

Tim Webber MBE
(Barnfield Construction Ltd.)



Deputy
Chairman

Cllr Phil Riley
(Blackburn with Darwen Borough Council)



Company
Secretary

Laura Sales
(Lancashire County Council)



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County Hall, Fishergate,
Preston, PR1 8XJ

Growth
Lancashire Ltd

**NORTHERN
POWERHOUSE**

*View from Clitheroe Castle
Courtesy of Marketing Lancashire*

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www.growthlancashire.co.uk

 @growthlancs