



**MEETING OF LIVERPOOL CITY REGION
LOCAL ENTERPRISE PARTNERSHIP
BOARD**

AGENDA

DATE: Thursday, 23rd January, 2020

TIME: 8.30 am to 11.00am

VENUE: Liverpool John Moores University
Roscoe Room
Egerton Court
2 Rodney Street
Liverpool
L1 2UA

**LIVERPOOL CITY REGION
LOCAL ENTERPRISE PARTNERSHIP
BOARD**

AGENDA

**Welcome from Professor Ian Campbell, Vice-Chancellor and Chief
Executive at Liverpool John Moores University**

- 1. DECLARATIONS OF INTEREST**
- 2. MINUTES OF THE PREVIOUS MEETING**
(Pages 1 - 8)
- 3. LEP ANNUAL PERFORMANCE REVIEW (V)**
- 4. DIGITAL CONNECTIVITY (PR)**
- 5. TOWN CENTRES (PR)**
- 6. GROWTH PLATFORM MANAGING DIRECTOR'S UPDATE (P)**
(Pages 9 - 12)
- 7. CHAIR'S UPDATE (V)**
- 8. ANY OTHER BUSINESS**

NEXT MEETING - 26 MARCH 2020 - VENUE TBD

Key - (V) - Discussion/Verbal update no paper
(Pr) - Presentation
(P) - Paper

LIVERPOOL CITY REGION LOCAL ENTERPRISE PARTNERSHIP

At a meeting of the Liverpool City Region Local Enterprise Partnership held in the Boardroom at the Totally Wicked Stadium, St Helens on Thursday, 21st November, 2019 the following Members were

PRESENT:

Mr A Hamid MBE, Chairperson of the Board
Professor Dame J Beer,
Elaine Bowker
Paul Corcoran
Cllr P Hackett
Dr Jonathan Hague
Mike Hulme
Dr Liz Mear
Metro Mayor S Rotheram
Laura Pye

APOLOGIES

Mayor J Anderson OBE
Chris Fry
Angela White OBE
Mark Whitworth

ALSO IN ATTENANCE

Jenny Sibden, Co-Director of Cities and Local Growth Fund
Stephen Speed, LCR LEP Senior Government Sponsor
Mark Basnett, Managing Director, LCR LEP
Tony Wade, Finance Director, LCR LEP
Mick Allen, Cities and Local Growth Fund
Frank Rogers, Chief Executive, LCR Combined Authority
Tony Reeves, Chief Executive, Liverpool City Council
John Fogarty, Director of Corporate Resources and Section 73 Officer, LCR Combined Authority
Mark Bousfield, Director of Commercial Development and Investment, LCR Combined Authority
Dr Aileen Jones, Assistant Director of Policy and Strategic Commissioning, LCR Combined Authority
Colin Money Penny, Democratic Services Officer, LCR Combined Authority

WELCOME FROM COUNCILLOR R MCCAULEY, PORTFOLIO HOLDER: ECONOMIC REGENERATION AND HOUSING, ST HELEN'S METROPOLITAN BOROUGH COUNCIL

Dave Hutchinson, the General Manager of St Helens RLFC, welcomed the Board to the Totally Wicked Stadium and provided an overview of the history of the Club and its very proud and key role within the local community.

Councillor R McCauley, Portfolio Holder for Economic Regeneration and Housing at St Helens Metropolitan Borough Council, welcomed Board Members to St Helens, remarking that St Helens RLFC was making a significant contribution to St Helens. Councillor McCauley then provided a presentation on the ongoing economic

development and regeneration schemes taking place within the Borough explaining the new economic approach being taken by the Council, the sources of funding and the main areas which were the focus for investment and new Housing. The intention was to create over 5,000 new jobs. There would be a chance to see a “Glass Futures” presentation after the meeting.

The Chair, Mr Asif Hamid MBE, thanked Councillor McCauley for a very informative presentation and also the ambitions the investments represented offering the support of the LEP Board where necessary. He then moved to open the meeting and introduced Jenny Dibden and Stephen Speed who were in attendance. Jenny is the Co-Director of the Cities and Local Growth Unit as well as Director of Science, Research and Innovation at BEIS and Stephen is the LEP’s Senior Government Sponsor and is Director at BEIS dealing with Nuclear, previously Director of Energy Development at DECC, they were both welcomed to the meeting.

382. DECLARATIONS OF INTEREST

Declarations of Interest were stated by Paul Corcoran in respect of an Agent Marketing contract and by Elaine Bowker in respect of a Skills Capital Application but Mark Bousfield advised that neither conflicted with the agenda items for this meeting.

383. MINUTES OF THE PREVIOUS MEETING

The Board considered the minutes of the meeting held on 19 September 2019 and they were received as a correct record and signed by the Chair.

Elaine Bowker provided an update on the progress of the Diversity and Inclusion Task Group and this included reference to the updated Statement, an audit of where the gaps were to feed into the recruitment process and her meeting with Lynn Collins. Outcomes of the survey were being progressed.

Mark Basnett provided an update to the effect that feedback had been provided to the NP11 about the request of the Liverpool City Region that tidal energy feature prominently within the Energy and Clean Growth report. This had been a valuable intervention by the LEP.

384. SIF AND LGF UPDATE

The Board received a presentation firstly from Tony Wade, LEP Finance Director, who referred to the previously circulated Dashboard for the LGF Q2 Data Return and an attending briefing on that return. He reported that the return was at Green RAG rating, as had been all previous returns, and that the LGF award value for 2019-20 had now been exceeded. He further reported that 83% of the total award had now been committed up from 77% at the end of 2018/19. Not only was overall LGF performance at Quarter 2 rated Green but the number of individual project red or amber/red ratings had reduced from 12 to 8 which was very welcome. The Board were commended to approve the return for submission to BEIS subject to any comments of which there were none from the Board nor from John Fogarty (LCR CA Director of Corporate Resources) who is the Section 73 Officer for the LEP and who was present at the meeting.

Tony Wade reminded the Board that the return presented the position at 30 September but that a more contemporaneous view would be provided by Mark Bousfield, Director of Commercial Development and Investment at the LCR Combined Authority who then provided a detailed update on the Strategic Investment

Fund (SIF). First of all he referred to the LGF and that only £37M was still available for commitment as the rest had been approved, committed or disbursed. The three objectives were Transport and Highways, Skills Capital and Business Growth.

Transport and Highway projects which were complex and had slower lead in times, were proving particularly difficult to take forward and a small number were not progressing. There would be a challenge to replace them with other schemes if they did not proceed. In relation to Skills Capital funding, the LCRCA would be asked to call in a number of projects in December while the challenge for Business Growth items would be to discover which Project would deliver most quickly. Tony Wade defined what constituted Business Growth and how it was distinguished from infrastructure.

Mark Bousfield referred to the disbursement data and how Q1 data was better than Q2 but extrapolating from history it was expected that Q3 and Q4 would be better than Q1 and Q2. Highways would be the key to that. The LCRCA was on course to approve £180M of business this year and once projects were approved they would be tracked and their outputs measured. In summary performance was improving, there was an improvement in taking schemes from amber to green and the support of politicians and officers in this process was proving critical.

Elaine Bowker commented in respect of Skills Capital that the “push and pull” factor was crucial and Mark Bousfield said that only if projects went ahead could their outputs be checked. He suggested that ways of working needed to change with a move from the previously reactive system to the present structured intervention which was marked by looking for strategic and pro-active investment. The ambition was to in future invest in a way that responded to the Local Industrial Strategy as the key guiding document.

Jon Hague at this point argued that a key driver for change in the future must now be related to the climate change emergency. He outlined industry leading research by Unilever to develop smart sustainable packaging to replace plastic and so reduce the immense damage it caused. This was being carried out at the Port Sunlight National Packaging Innovation Centre. There was good support for this from Wirral Council and the LCRCA and Government support was being sought. Academic support would also be welcome.

Mark Bousfield then discussed uncertainty arising principally from Brexit but not solely. There was a huge demand for funding but no certainty of it so this needed to be treated cautiously and realistically. A third aspect to understand was ambition and vision and mayoral aspiration to proceed with the digital loop and the tidal project, despite the austerity measures which local authorities had been placed under. The intention was to make sure that the Local Industrial Strategy aligned with the key strategic projects.

Following a discussion on the development of the Knowledge Quarter, BRC funding, the two still outstanding “Strength in Places Fund” bids and the major opportunity for investment in the Bio-Tech Sector as well as the need to rectify the very poor health outcomes in the City Region, Mark Bousfield concluded his presentation with an examination of the SME Growth Programme and the future direction of the Strategic Investment Fund.

The SME programme included provision for grants and soft loans, Brexit resilience funding, tech enable start ups, inward investment and skills and apprenticeship brokerage. The Metro Mayor, Steve Rotheram, made clear that the Brexit funding

although initially prompted by the possibility of a “no deal” Brexit was not just for that possibility and Tony Reeves confirmed that Brexit uncertainty did feed into confidence and was an issue so LCRCA funding was vital.

With regard to tech enabled start ups, Paul Corcoran said that it was most helpful that the digital and creative sector could see that their concerns were being recognised by the LCRCA. The Chair, Mr Asif Hamid MBE, said that this had to start somewhere and that VC money was intended to kick start further investment. Frank Rogers believed that the certainty of future funding was critical to programmes such as Adult Education and Households into Work. Tony Reeves agreed and added it was also all about achieving successes and attracting evidence led investment in the City Region by creating the conditions that attracted venture capitalists and could produce accelerated growth.

Councillor Hackett indicated how vital the support of the LCRCA was proving for “Big Ticket” investment in Wirral and Asif Hamid asked that thought be given to the development of a simplified outline of funding opportunities and the criteria involved as he believed this could prove very helpful in attracting business. The present system could, he thought, be ambiguous and confusing. Paul Corcoran and Asif Hamid both praised the Scrutiny Panel learning session organised by Democratic Services at the LCRCA the previous day as this had proved to be an excellent opportunity to raise the level of understanding amongst LCRCA elected Members about how the LEP was constituted and what it did. The intention was to organise a similar event in 2020 to bring a range of stakeholders to raise understanding and assess how each could better work together for the further improvement of the economy of the City Region.

In terms of the future direction of the SIF, Mark Bousfield said that the important question to ask would be “what problems do we want to solve?” There was a need for a more pro-active and strategic approach, to show ambition for growth and to lever in money from a variety of sources as well as prepare for competitive bids. Jon Hague commented that the petro-chemical industry was a good example of a sector that could grow into an industry of the future in which this City Region could lead.

It was AGREED that the LGF Q2 Data Return be approved for submission and the updates be noted and TW and MB be thanked for their presentations

385. LOCAL INDUSTRIAL STRATEGY UPDATE

The Board considered a written update and a presentation by Dr Aileen Jones, the Acting Director of Policy and Strategic Commissioning at LCRCA concerning the Local Industrial Strategy (LIS).

Initially Aileen Jones focused on the engagement and consultation process that had been used to gather the evidence basis for the LIS, the opportunities that may be available in the economy and what types of intervention that could be needed. The process had been titled “LCR Listens” and featured various forms of engagement from on street interviews and focus groups to policy workshops with various stakeholders.

As a result of the process, the gathered views were being reflected upon and utilised in the drafting of the strategy and directing an understanding of the required policy interventions to help build a competitive and inclusive economy that would sustain long term growth and benefit all residents. It was a vision of thriving and strong places which were attractive for living, working and visiting.

The socio-economic challenges, such as a low current business density were understood but the intention was to build on the many assets of the region and connect to new opportunities and create a carbon neutral, inclusive economy with “Tech for Good” at the forefront.

Paul Corcoran applauded the vision and particularly the low carbon aspiration but he did think that the approach may be too broad in its focus. However Aileen Jones then suggested that she was moving on to explain that there were to be four competency led ambitions around a digitised, sustainable, creative and innovative economy and they related to:-

- (i) sustainable industrial technologies;
- (ii) Better Healthcare and Health Innovation;
- (iii) Applied Creativity; and
- (iv) Social Innovation.

The Metro Mayor, Steve Rotheram, emphasised that the approach being taken was very much in accordance with the national guidelines and it was strongly evidence based so that the feedback received was guiding the LIS. Paul Corcoran agreed but suggested that there needed to be more clarity on what “applied creativity” and the other categories actually meant. Tony Reeves commented that an example of applied creativity might be how culture provided distinctiveness to the Knowledge Quarter proposals.

Aileen Jones said that there was still much to do in the evaluation of what was needed and she approached the issue of policy development and explained key issue of people and business productivity in the City Region with 26% of the working age population inactive through a range of reasons including health and particularly mental health factors. There were large numbers of people without qualifications and low business density so there was a growing need for early intervention to tackle poor health outcomes. The improvement of careers advice and the skills and apprenticeship hub would help in this regard.

Other plans and policy ideas were then discussed including neighbourhood regeneration, the invigoration of town centres, the “One Front Door” investment platform, overcoming the financial barriers to innovation and the creation of the infrastructure for a fully integrated transport network. The next steps would be to continue to draft the strategy and consult stakeholders while continuing to push forward with the programme which was seeking to ensure the LIS was launched in March 2020.

A question was raised by the Chair regarding who the “audience” was for the Strategy and Steve Rotheram it was designed to show Government how taxpayer funding would be allocated in accordance with a strict evidence base of what was needed. Jon Hague added that it was likely that the LIS could generate interest from some stakeholders and the wider population and he asked that thought be given to developing a short presentation version which could be used in future to demonstrate the purpose and benefits of the LIS so that they could be more widely understood.

Elaine Bowker asked that consideration be given to the need for information on digital, numerical and literacy skills. More information on the changing nature of

perceptions was requested as was the interaction of the Strategy with “Brand Liverpool”. Aileen Jones requested that any further comments on the draft LIS be fed through to her and the team as soon as possible.

It was AGREED that the ongoing process made in the development of the Local Industrial Strategy and the intention for the Combined Authority to submit the final Local Industrial Strategy to Government at the end of March 2020 be noted and any further comments on the presentation submitted to the meeting be forwarded to Aileen Jones as soon as possible. Thanks were expressed to Aileen Jones for her presentation.

386. SKILLS

The Board considered a written submission and a verbal update from Mark Basnett concerning Skills. The report outlined the process to appoint employer members to the refreshed Employment and Skills Board and the proposed Employment and Skills Governance arrangements.

Mark Basnett explained to the Board how there had been a number of developments including Government guidance and the stepping down of the Chair, which had necessitated a need to re-assess the governance approach to employment and skills. As part of the re-focused and re-formed Board, six employers representatives were required to be appointed through the LEP.

Paul Corcoran reminded the Board of the youth engagement work of Ben Dalton from Agent Academy. Ben, who had attended the previous meeting, had been examining ideas to bring fresh younger voices into the LEP process through a new Sub Board across the City Region and he indicated that a report would be submitted hopefully to the next meeting. The intention would be for the Chair of the Sub Board to sit on the full LEP Board.

It was AGREED that:-

- (i) the approach detailed in the submitted report to securing employer membership of the Employment and Skills Board be endorsed; and
- (ii) the proposal that appointments to the Employment and Skills Board are made jointly by the Chair of the LEP Board, the Metro Mayor and the Portfolio Lead for Education, Employment and Skills following an open nomination approach be approved.

387. GOOD BUSINESS FESTIVAL

The Board were introduced to Ste Lingard from the LCRCA and Sue Finnigan from Culture Liverpool who were in attendance to make a presentation regarding the 2020 Good Business Festival.

There was an initial examination of the lessons learned from the original International Festival of Business and so how this Festival was very much being planned around what businesses in the City Region had suggested they would like to see contained in a Business Festival. The theme of the event was ethical business and appointments had been made for Culture Liverpool in association with Hemingway Design to produce the Festival. This was not going to be a Conference but rather a Festival of cultural importance and global relevance which would be both impactful and thought provoking. It was considered that in 2020 business should be about

doing good so a busy and lively event on this theme and the idea of culture meeting business was planned.

There were a range of high profile globally known speakers being targeted along with strategic and media partners integral to building a legacy. The events would be held at a number of venues right across the City Region and different types of spaces were being sought. The Festival would say that “Profit Comes from Purpose” and show that a good business would produce social benefits. The governance arrangements were explained with the LCRCA bearing the ultimate responsibility for the event which would be developed by an appointed Project Team. Around 50 events/activities were planned. The Project timeline was set out with a London launch event planned for January 2020. At its conclusion the Festival would be rigorously assessed and evaluated.

Mark Bousfield said that the intention was for high quality participatory events so it was not just about getting large numbers although significant attendance was anticipated. In a response to a question from the Chair, he indicated that work was underway through Arup to engage with local businesses on the concept and demonstrate the benefits that the Festival would bring to the LCR. The Metro Mayor understood that there was a need from the devolution agreement to undertake the Conference but he was sure that this format would produce beneficial results and he emphasised the importance of the ethical theme and said that there would be co-terminosity on what was being said and what would be done.

As Unilever was ambitious to be a global leader in sustainable business, Jon Hague suggested that it was a possibility that his CEO may wish to have some involvement and Liz Mear also said she would look to engage businesses in her area as the NHS has a major TED licence. The Chair said that it was good to see this change in direction and he praised the chosen theme and he asked that the timetable be re-distributed to all colleagues involved with the LEP. Mark Basnett suggested that the Chair of the new Youth Sub Board be engaged in some way in the development of the Festival.

It was AGREED that the contents of the update be noted and that the Board be further updated on progress at future meetings. Thanks were expressed to Ste Lingard and to Sue Finnigan for their presentation.

388. DIGITAL AND CREATIVE SUB BOARD UPDATE

The Board considered a verbal update from Paul Corcoran, Co-Chair of the Digital and Creative Sub Board on the recent work and activity of the Sub Board.

Paul Corcoran said the Sub Board now had 14 members and it was guided by five pillars of business growth, skills and talent, place making, ensuring the right infrastructure and access to markets and investment. The membership as yet was not truly representative of the whole LCR and a piece of work was needed to attempt to rectify that and make the group representative of all ideas, all sizes of organisation and all geographic areas. Recruitment he thought needed to be looked at in a different way. Councillor Hackett suggested he may be able to provide some contacts in Wirral. More details would be provided about progress to future meetings.

The Chair said that he wished to encourage LEP members when and where they could to attend Sub Board meetings as he believed they would find them of interest.

It was AGREED that the contents of the update be noted.

389. CHAIR'S UPDATE

The Chair, Mr Asif Hamid MBE, reported on the anticipated membership of the LEP of Lynn Collins from the trade unions in February 2020 and he re-emphasised the point made earlier about the success of the Scrutiny Committee event on the work of the LEP held the previous day at No 1 Mann Island. The event had lasted over two hours and had been very beneficial in helping the 16 Councillors present to understand how the LEP worked and it was certainly similarly helpful to the LEP. He, Paul Corcoran, Mark Bousfield and Mark Basnett had all attended and there would be a wrap up session in December.

The Chair also reported to the Board on the review of the Growth Platform, the great success of Digital Marketing Week in Liverpool with the participation of over 6,000 business delegates and the similar success of the recent LEP Conference. The structure of the Conference had been excellent and there had been important contributions by the young people present. Jon Hague fully endorsed this last point saying his CEO had been impressed. Improvements to the exhibition was the only suggestion he had for further improvement.

Minutes 382 to 389 be received as a correct record on the 23rd January 2020.

Chairperson of the Board

(The meeting closed at 11.15 am)



Managing Director's Report: Growth Platform

LEP Board Meeting 23 January 2020

Author:
Mark Basnett
LCR LEP

1. Purpose of the Report

1.1 The purpose of this report is to provide an update for Board Members on the recent establishment of Growth Platform, its purpose, objectives and the significant activity planned over the coming months to support inclusive growth in the City Region.

2. Recommendation

2.1 It is recommended that LEP Board Members note this report, comment on and endorse the proposed actions and priorities set out in the report.

3. Growth Platform

3.1 What is it?

Growth Platform is the new Growth Company for Liverpool City Region formed jointly by the LEP and the Combined Authority. It is a Company Limited by Guarantee, overseen by a Board of Directors appointed by the Combined Authority and LEP.

3.2 What is it for?

Growth Platform's purpose is to increase sustainable investment and business growth in the City Region, to create thousands of new jobs and opportunities and to help local residents and students to take advantage of these opportunities.

3.3 What will it do?

Growth Platform is being commissioned by the LEP and/or the CA to make a significant difference in 5 key function areas and its organisational structure will mirror this:

- Investment: Provide a single, joined up Inward Investment Service, with partners to generate more investment and deliver exceptional service to prospective investors
- Growth: Simplify, integrate and strengthen the business support landscape with improved access to high quality business resilience and growth services
- Talent: Support employers in the attraction, retention and development of talent and enable local residents and students to take advantage of the opportunities created by connecting employers with schools, colleges, universities and community partners
- Sectors: Strengthen the excellence in our key growth sectors through promotion of innovation, productivity and investment within and across the sectors
- Place: Promote the City Region's brand, values, assets and opportunities globally in a joined-up approach leveraging the reach of the City Region's many partners

It will also support the LEP Boards and Sub Boards and resource the LEP's core functions.

3.4 How will it do this?

Growth Platform will deliver according to the **ONE** principle.

On Mission – Everything we do will be to deliver the organisation's purpose
Never alone – Everything we do will be done in collaboration with partners
Everything shared – Everything we do will be transparent and widely communicated

Growth Platform will work with a wide range of key partners in the development and delivery of services. This includes the 6 City Region Local Authorities, Chambers of Commerce and other business organisations, Schools, Colleges and Universities and community/3rd sector organisations and of course, business.

Growth Platform will produce an annual Delivery Plan setting out in detail its planned activities, targets and resources for approval by its Board of Directors. In developing and delivering this plan it will engage widely with Combined Authority members, LEP Board/Sub Boards, Growth Partners and the wider business community as an integrator of the Investment and Business Growth Ecosystem.

Integral to this Delivery Plan will be a marketing and communications plan that creatively and effectively explains and promotes the role of Growth Platform and the services that it provides in a clear and coherent way to a wide audience of stakeholders, partners and prospective customers.

It will actively monitor key aspects of activity and performance and report on these on a quarterly basis using a Growth Dashboard. It will produce a full and detailed report on performance on an annual basis, to include outcome monitoring, shared with CA and LEP, informing the following year's Delivery Plan.

3.5 What is planned in its first year?

Growth Platform will establish and develop a range of services from CA and LEP Commissions and from other public sector and private sector contracts and contributions. These include:

- ❖ Establish Liverpool City Region Inward Investment Service – working closely with LAs, CA, business, universities and institutions to proactively generate investment leads and projects in line with the Internationalisation Strategy and LIS and an outstanding account management service for investors delivering many new jobs and investments over the next 3 years.
- ❖ Establish a Scale up and Growth Brokerage Service within the Growth Hub – to help local business to access the wide range of funding and scale up services backed by the CA and the wider business support ecosystem working closely with local partners, CA procured services and funding providers.
- ❖ Establish a Skills Brokerage Service for Business – helping 1000 local business to develop their talent through Skills for Growth Funding training 10,000 staff and recruiting 1500 apprentices to support their business growth over the next 2 years.
- ❖ Expand and refocus the Sector Development Service – to support existing and new LEP Sub Boards for Clean Growth and Built Environment and a team of sector champions that actively engage businesses in each sector to support investment, growth, innovation and productivity.
- ❖ Promote and manage roll out of a compelling brand narrative for the City Region leveraging the reach of the Liverpool brand, using agreed brand values to provide tools, materials and messages for public and private partners to promote the City Region globally.

3.6 What difference will it make?

Growth Company is here to build a bigger, more competitive business base for LCR and will always link that to opportunities and employment for our residents. Growth Platform therefore is particularly focussed on delivering improvement in the following high-level measures:

- The business density of the City Region
- The number of high growth & inward investing businesses in the City Region
- The City Region's productivity per employee and per capita
- The number and quality of jobs in the City Region

The detailed plan will set out a wide range of activity measures which will, through effective delivery, aim to contribute to improved performance in these measures.

Growth Platform also recognises the supporting role it has to play on the wider City Region and the well-being of residents as measured by:

- The number of residents in employment in the City Region
- Reduction in the Index of Multiple Deprivation across the City Region
- Reduction in the City Region's carbon footprint

These key economic performance measures will be monitored and reviewed annually in conjunction with the CA and reported through the LEP Board.

3.7 How will it be funded?

Growth Platform will be funded through multiple sources including:-

- Commissions from the Combined Authority and LEP
- Core LEP Funding
- Growth Hub and Careers Hub Funding from Central Government
- Growth Partner Contributions, Private Sector Match and Commercial Revenues
- ERDF Match Funding

4. **Next Steps**

4.1 A detailed Delivery Plan for 2020/21 is currently in development that will incorporate the actions planned for the first year.

4.2 This Delivery plan will set out clearly how each element of activity will be delivered, personnel, key performance targets and funding.

4.3 The plan will identify areas where resources are planned but yet to be secured and how it is proposed these will be secured.

4.4 A summary of this plan will be presented to the LEP Board for input.