

Company Number: 07388600

Lancashire Enterprise Partnership Limited Board

**Tuesday, 17th March, 2015 in Cabinet Room 'D' - The Henry
Bolingbroke Room, County Hall, Preston, at 6.00 pm**

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Minutes of the meeting held on 10th February 2015 (Pages 1 - 8)**
- 3. Matters Arising**
- 4. Declarations of Interest (Pages 9 - 10)**
- 5. Lancashire Enterprise Partnership - Approval of Dormant Accounts -
Year Ending 30th September 2014 (Pages 11 - 16)**
- 6. Lancashire Enterprise Partnership - Nomination of new LEP Directors
(Pages 17 - 18)**

Part II (Items that are Private and Confidential)

- 7. Growing Places Update (Part II) (Pages 19 - 22)**
- 8. Growth Deal Update (Part II) (Pages 23 - 40)**

Part I (Items Publicly Available)

- 9. Lancashire Enterprise Partnership - Assurance Framework (Pages 41 -
156)**
- 10. Lancashire Enterprise Partnership - Communications and Marketing
(Pages 157 - 164)**
- 11. Any Other Business**

12. Date of Next Meeting / Programme of Future Board Meetings

Next Meeting: Tuesday 21st April 2015 – 6.00pm, Cabinet Room 'D', County Hall, Preston

2015 / 2016 Programme

Tuesday 16th June 2015 – 6.00pm, Cabinet Room 'D', County Hall, Preston

Tuesday 6th October 2015 – 6.00pm, Cabinet Room 'D', County Hall, Preston

Tuesday 15th December 2015 – 6.00pm, Cabinet Room 'D', County Hall, Preston

Tuesday 2nd February 2016 – 6.00pm, Cabinet Room 'D', County Hall, Preston

Tuesday 5th April 2016 – 6.00pm, Cabinet Room 'D', County Hall, Preston

Tuesday 14th June 2016 – 6.00pm, Room to be confirmed

Lancashire Enterprise Partnership Limited Board

**Minutes of the Meeting held on Tuesday, 10th February, 2015 at 6.00 pm
at the Cabinet Room 'D' - The Henry Bolingbroke Room, County Hall,
Preston**

Present

Mr E Booth (Chair)

Cllr M Bateson	Dr M McVicar
Cllr S Blackburn	CC J Mein
Mr J Carter	Mr C Robson
Mr G Cowley	Cllr M Townsend
Mr M Damms	Mr M Tynan
Mr R Evans	

In Attendance

Mr B Bailey	Mr M Kelly
Mr D Colbert	Mr A Milroy
Ms B Joyce	Mr I Young (Company Secretary)

1. Welcome and Apologies for Absence

The Chair, Mr E Booth, welcomed all to the meeting. Apologies for absence were noted from Mike Blackburn and Councillor Stuart Hirst. Officer apologies were also noted from Harry Catherall, Neil Jack and Jo Turton.

2. Minutes of the meeting held on 15th January 2015

Resolved: The Board approved the minutes of the meeting held on 15th January 2015 as an accurate record, the minutes were duly signed by the Chair.

3. Declarations of Interest

Two Declarations of Interest were made:

Richard Evans declared that in relation to item 8 on the agenda (Lancashire EZ Governing Body) that his employer, KPMG, is the auditor for BAE Systems and Eric Wright and that he is the audit partner for both.

Graham Cowley declared that in relation to items 7,8,10 and 11 (Growth Deal, Lancashire EZ Governing Body, Lancashire Strategic Prospectus and Blackburn

to Manchester Rail Corridor) that his employer, Capita, may be involved in design of projects by virtue of its partnership with Blackburn with Darwen Borough Council, although at this stage nothing specific has been confirmed.

It was agreed that both Directors were able to participate in these items.

4. Matters Arising

It was noted that the agenda for the meeting had not been circulated 5 working days in advance of the meeting and that efforts would be made to ensure it is produced 5 working days in advance for future meetings.

5. Protocol on the Disclosure of Confidential Information for Directors / Observers / Officers and other attendees at Lancashire Enterprise Partnership Board Meetings

Mr I Young, Company Secretary, presented a report (circulated) which outlined a protocol on the disclosure of confidential information for Directors, Observers, Officers and other attendees at Lancashire Enterprise Partnership (LEP) Board meetings.

It was noted that the LEP had at its 9th December 2014 Board meeting agreed to make information it holds freely available to the public in fulfilling its responsibility for openness and accountability, whilst respecting the rights of individuals and other organisations and its own commercial interests to the extent recognised by the Freedom of Information Act.

The report outlined a protocol containing how confidential information will be identified and what is expected of anyone who receives confidential information regarding its disclosure. In addition, the report outlined a protocol for Observers attending LEP Board meetings and their responsibilities regarding disclosure of information and procedure for engagement with the Board at meetings.

Resolved: The Board approved the protocol on the disclosure of confidential information and attendance of Observers as presented.

6. Sub Committee Appointments

Mr E Booth, presented a report to the Board (circulated) that outline a number of changes to the LEP representation on a number of the sub committees of the LEP.

Mr Booth explained that he wished to nominate Mr Graham Cowley as his representative on the Transport for Lancashire Committee and Mr Jim Carter as his representative on the City Deal Executive.

In addition, in light of the recent resignation of the Vice Chair of the LEP, it was proposed that the Lancashire Skills Board be chaired by the current Vice Chair of

the Skills Board, Ms Amanda Melton and in order to strengthen the representation on the Skills Board that two additional members be appointed, namely Mr Graham Howarth (HR and Legal Director of Crown Paints) and Mr Paul Holme (Chair of the North West Training Provider Network).

Resolved: The Board noted and approved that:

- (i) Mr Graham Cowley be appointed as the Chair's nominated representative on the Transport for Lancashire Committee;
- (ii) Mr Jim Carter be appointed as the Chair's nominated representative on the City Deal Executive;
- (iii) The requirement for the Lancashire Skills Board to be chaired by the LEP Skills champion be waived pending revised Terms of Reference being submitted to the Board for approval;
- (iv) Ms Amanda Melton, the current Vice Chair of the Lancashire Skills Board, be appointed as the Chair of the Skills Board; and
- (v) Mr Graham Howarth and Mr Paul Holme be appointed as private sector representatives on the Lancashire Skills Board.

7. Growth Deal 2 Update

Mr M Kelly, Director of Economic Development and Ms B Joyce, Head of Strategic Development both Lancashire County Council presented a report (circulated) which provided an update on the Growth Deal implementation and the Assurance Framework for the LEP.

The Board was reminded that the LEP has secured one of the country's most significant first round Growth Deals, with the announcement of an investment programme valued at £370m, of which £234m was competitively secured from the Government's Local Growth Fund (LGF). In addition, Government recently announced an extension to the Lancashire Growth Deal which was previously described as Growth Deal 2 which confirms an additional £17.2m of LGF, which the LEP has prioritised to be allocated on key projects: including: UCLAN's Engineering and Innovation Centre; Burnley Vision Park; Rawtenstall Redevelopment Zone; M6 J28 Improvements and Employment Growth Opportunities; and Fab Lab – Making Rooms in Blackburn.

Ms Joyce provided an update on the establishment of the Shadow Growth Deal Programme Board following the decision taken by the LEP at its December 2014 meeting to establish the Programme Board, Chaired by Mr Graham Cowley.

The Board was presented with draft Terms of Reference for the Programme Board for consideration and approval. In addition it was suggested that the Programme Board report to the LEP Board on a quarterly basis.

Mr Cowley reported that the initial Shadow Programme Board meeting had been positive with a volume of work identified for the Shadow Programme Board to undertake and report back to the LEP Board.

Updates were also provided on progress of the Assurance Framework, with key

milestones for the approval process for the Framework presented to the Board.

Resolved: That the Board:

- (i) Approved the draft Terms of Reference for the Growth Deal Programme Board, as set out in Annex 1 (to the report).
- (ii) Requested that a detailed report on the LEP's media and communications strategy, in support of key programmes and projects, be submitted to the LEP Board meeting on 21 April 2015.
- (iii) Requested a presentation on evaluation options be made to the LEP Board on 17 March 2015.
- (iv) Requested that the draft Assurance Framework be submitted for detailed consideration at the LEP Board meeting on 17 March 2015.
- (v) Requested that the final draft Implementation Plan be submitted for detailed consideration by the LEP Board at its meeting on 17 March 2015.
- (vi) Requested that the final draft Monitoring and Evaluation Framework be submitted for detailed consideration by the LEP Board at its meeting on 17 March 2015; and
- (vii) Approved the engagement process with local MPs and local authority leaders, as outlined in section 5 of the report.

8. Lancashire EZ Governing Body - Revised Terms of Reference

Mr Kelly presented a report (circulated) the purpose of which was to agree revised Terms of Reference for the Lancashire Enterprise Zone Governance Committee. The report also contained a Membership list and it was noted that due to the significance of the Enterprise Zone the Governance Committee will be chaired by the Chair of the LEP, Mr Booth.

Resolved: The Board approved the revised Terms of Reference and membership of the Enterprise Zone (EZ) Governance Committee, Programme Board and Project Board in relation to the Lancashire Enterprise Zone, as detailed in Appendix 'A' to the report.

9. Blackpool Airport Corridor EZ Application Update

Mr Kelly report gave a verbal update regarding the Blackpool Airport Corridor EZ application. Mr Kelly confirmed that the application had been submitted to Government by the deadline, and that an announcement on the outcome of the application would be made after the Chancellors budget on 18th March 2015.

Resolved: The Board noted the verbal update on the Blackpool Airport Corridor EZ application.

10. Lancashire Strategic Transport Prospectus

Mr D Colbert, Lancashire County Council, presented a report (circulated) that set out the potential implications for Lancashire of the 'Connected North' agenda, and proposed a way forward to enable Lancashire to align its own strategic transport priorities alongside this fast emerging agenda through the preparation of a Strategic Transport prospectus for Lancashire.

The prospectus included those strategic priorities that have emerged to date through the highways and transport masterplanning process and development of the Strategic Economic Plan which was submitted by the Lancashire Enterprise Partnership to the Government in March 2014.

Mr Colbert reported that the Transport for Lancashire Committee had considered the Lancashire Strategic Transport Prospectus at its meeting held on 3rd February 2015 and the feedback received from that meeting would be incorporated into the final version of the Prospectus, the main thrust of which was to include more details about Lancashire as a place and what it offers.

Resolved: That the Board:

- (i) Noted progress to date in preparing the Strategic Transport Prospectus;
- (ii) Noted the proposed modifications proposed by the Transport for Lancashire committee;
- (iii) Approved in principle the approach adopted in preparing the Strategic Transport Prospectus and the priorities set out therein; and
- (iv) Authorised Transport for Lancashire to receive and sign-off a final draft at its next meeting on 13th April 2015.

11. Blackburn to Manchester Rail Corridor Improvement Scheme

Mr Colbert presented a report on behalf of the Chair of the Transport for Lancashire Committee regarding the Blackburn to Bolton Rail Corridor Improvement Scheme. The Board was reminded that Lancashire's transport investment programme as a scheme is due to commence works in 2015/16. In accordance with the Lancashire Enterprise Partnership's Assurance Framework, the scheme is therefore subject to a two stage approvals process, the first stage of which is a Conditional Approval decision by the Board.

Independent scrutiny of the Outline Business Case had been undertaken by Jacobs UK Limited on behalf of the Transport for Lancashire Committee. It was reported that the consultant's view was that the Blackburn to Manchester Rail Corridor Improvement Scheme be granted Conditional Approval to enable it to progress to Full Business Case submission, subject to a number of conditions that the scheme promoter will need to address as part of that submission.

Mr Colbert reported that the Transport for Lancashire Committee had considered the detailed report from Jacobs at its meeting held on 3rd February 2015 and resolved to recommend that the LEP Board grant conditional approval to the scheme.

Resolved: That the Board:

- (i) Approved the granting of Conditional Approval for the Blackburn to Manchester Rail Corridor Improvement Scheme; and
- (ii) Requested that officers advise the scheme promoter that the six conditions set out in the Jacobs report need to be addressed in the Full Business Case submission.

12. Update on the Civil Nuclear Market in the UK

Mr M Tynan, Board Director and Chief Executive of Nuclear Advanced Manufacturing Research Centre (AMRC) provided a presentation to the Board on nuclear fuel.

Mr Tynan explained the setup of the current UK civil nuclear marketplace and that it consists of three fleets, containing 16 operating reactors, all at coastal locations which produce almost 20% of the UK's electricity. 14 are Advanced Gas Cooled Reactors (AFR's) that are due to close progressively from 2018, although owners are seeking a 9 year life extension on average, one Magnox Reactor located at Wylfa on Anglesey which is due to close in December 2015 and one Pressurised Water Reactor (PWR) at Sizewell in Suffolk – due to close 2045, the owner is seeking a 10 year life extension to this site.

There are plans to construct new reactors in the UK. The first of which is likely to be Hinkley Point C, which is a French reactor, the scheme is owned by EDF Energy, this is due on line min 2020's and construction may start in 2017, with a cost somewhere between £20 - £30 billion. A second reactor by scheme promoters from Japan is proposed for Wylfa Newydd, this is also due on line mid 2020's, construction may start in 2019 with cost estimated at £20 billion. A third reactor is planned for Moorside which has two scheme promoters, this reactor is due on line mid 2020's, construction may start in 2019 at a cost of £20 billion.

It was noted that the North West, and specifically Lancashire has opportunities to increase economic development in this area as Sellafield in West Cumbria is a reprocessing facility, Springfield's in Fylde manufactures nuclear fuel and supplies the existing facilities and there are National Nuclear Laboratories at Springfields, Sellafield and Birchwood (Warrington).

It was further noted that Small Modular Reactors (SMR's) are a potential development for the UK, they are not yet licensed but have large potential for exporting, in addition the manufacture of specialised containers that are used in the decommissioning of existing nuclear sites represent another potential development for the UK.

Resolved: The Board thanked Mr Tynan for his presentation, noted the development opportunities in the UK nuclear market and welcomed further information being presented as new nuclear technology develops.

13. ESIF Update

Mr B Bailey, Blackburn with Darwen Borough Council presented a report (circulated) on European Structural and Investment Funding for 2007 – 13 and 2014 – 20.

The Board was reminded that the Government has established a National (England) Growth Programme for EU funding over the period 2014-20. The Growth Programme will include the European Regional Development Fund (ERDF), European Social Fund (ESF) and a proportion of European Agricultural, Farming and Rural Development Fund (EAFRD). The EU Growth Plan is worth £5bn in England, with Lancashire having a notional allocation of £231m. The allocation is split £136.5m ERDF, £89.5m ESF and £4m EAFRD.

It was noted that the first informal meeting of the Lancashire Area ESIFs Partnership was held on 24th November 2014 and was chaired by the LEP Board Champion for European Funding.

More recent discussions at the English National Growth Board have indicated that the Government's proposed governance role for ESIFs Partnerships has changed. The Government has advised that as a result of continuing discussions with the European Commission the role of ESIFs Partnerships will be purely advisory.

In the case of ERDF and ESF activity the Government have indicated, with the formal guidance yet to be received, LEPs can request limited 'at risk' calls in March 2015. Although it not anticipated that the ERDF and ESF Operational Programmes will be formally approved until June 2015 the Government wishes to run limited calls prior to purdah. A more detailed report will be presented to the Lancashire ESIFs Partnership at its next meeting on 5th March 2015.

Resolved: That the Board:

1. Noted the issues raised in the report; and,
2. Endorsed BOOST Growth Hub and LEP Skills Board priorities, as forming the key elements of any early funding calls initiated by Government and the Lancashire ESIFs.

14. Department for Transport Local Highways Maintenance Challenge Fund

Mr Colbert presented a report (circulated) with information regarding the establishment of the Local Highways Maintenance Challenge Fund announced by the Government in the 2014 Autumn Statement.

The LEP Board was invited to endorse three bids:

- Lancashire County Council: M65 Motorway Exceptional Infrastructure Maintenance
- Lancashire County Council: Upgrading of Street Lighting
- Blackpool Council – Bridge Repair

It was noted that an additional bid was forthcoming from Blackburn with Darwen Borough Council and would be circulated to the LEP Board for approval as soon as possible.

Resolved: That the LEP Board approved the three Local Highways Maintenance Challenge Fund bids as presented, and noted a further bid from Blackburn with Darwen Borough Council would be submitted in due course.

15. Any Other Business

Mr M Damms as Chair gave a brief update on the activities of the LEP's private sector and business intermediary Stakeholder Group. It had Terms of Reference and had thus far focussed on business support and on communication through its networks. Membership included Chambers, Institute of Directors, Downtown in Business, NW Society of Chartered Accountants, Federation of Small Businesses and Marketing Lancashire.

16. Date of Next Meeting

It was noted that the next Board meeting was scheduled for 17th March 2015, 6pm, County Hall, Preston.

Agenda Item 4

Director's Declaration of Interest in Proposed Transaction or Arrangement

LANCASHIRE ENTERPRISE PARTNERSHIP LIMITED

Name	
Date of Notification	
Date of Consideration of Item (i.e. date of Board meeting)	17.03.15
Item Number (if relevant)	
Description of Transaction	
Nature of Interest	



Lancashire Enterprise Partnership Limited

Private & Confidential: NO

Date: 17th March 2015

**Lancashire Enterprise Partnership – Approval of Dormant Accounts – Year Ending 30th September 2014
(Appendices 'A' and 'B' refer)**

Report Authors: Andy Milroy, Democratic Services, Lancashire County Council, andy.milroy@lancashire.gov.uk

Executive Summary

The Lancashire Enterprise Partnership (LEP) is a Company Limited by Guarantee and as such is subject to the Companies Act 2006 with regard to the filing of accounts and annual returns. The LEP does not conduct financial transactions itself as Lancashire County Council carries out this function, on behalf of the LEP.

Therefore the LEP's accounts are in essence dormant, however the company is required to file NIL accounts on an annual basis. This report requests Board approval to the attached NIL accounts and financial statements for the period ending September 2014 in order that they can be filed in line with statutory requirements.

Recommendation

The Board is asked to approve the accounts and financial statements for the period ending September 2014 as set out at Appendices 'A' and 'B'.

Background and Advice

The draft NIL accounts and financial statements for the period ending September 2014 are attached at Appendices 'A' and 'B' for consideration. They require approval and filing by 30th June 2015 in line with the requirements of the Companies Act 2006.

Registered Number 07388600
LANCASHIRE ENTERPRISE PARTNERSHIP LIMITED
Dormant Accounts
30 September 2014

Balance Sheet as at 30 September 2014

	2014	2013
	£	£
Net assets	0	0
Reserves	0	0

STATEMENTS

- a. For the year ending 30 September 2014 the company was entitled to exemption under section 480 of the Companies Act 2006 relating to dormant companies.
- b. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006
- c. The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.
- d. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board on 17th March 2015

And signed on their behalf by:

Edwin Booth, Director

NOTES

Company is limited by guarantee:

LANCASHIRE ENTERPRISE PARTNERSHIP LIMITED

FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30th September 2014

Balance sheet as at: 30th September 2014

The company is a Company Limited by Guarantee and therefore has no share capital.

NET ASSETS/LIABILITIES **£NIL**

Notes:

1. The list of Registered £1.00 Guarantor Class of Members of the Company is as follows:

 Lancashire County Council.
2. The period end bank and cash balances were nil.

Statements:

- a) For the period from 30th September 2013 to 30th September 2014 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006.
- b) The members have not required the company to obtain an audit in accordance with Section 476 of the Companies Act 2006.
- c) The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to Companies subject to the small companies regime.

These accounts were approved by the directors of the Company on 17th March 2015

Ian Young, Company Secretary



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: 17th March 2015

Lancashire Enterprise Partnership – Nomination of new LEP Directors

Report Author: Ian Young, County Secretary and Solicitor, Lancashire County Council, ian.young@lancashire.gov.uk

Executive Summary

The Lancashire Enterprise Partnership currently has 15 Directors appointed to it. 10 are private sector and 5 are public sector. The Articles of Association state that the number of Directors shall be not less than 4 and not more than 20. Directors are appointed by ordinary resolution by the sole member of the company (Lancashire County Council).

Following discussion with the Chair of the LEP, it is proposed to appoint two additional Directors to the LEP to increase the membership to 17 Directors, the proposed Directors are Mr Mark Smith, Vice Chancellor of Lancaster University and Mr David Taylor, David Taylor Partnership.

Recommendations

The Board is asked to recommend that the sole member of the company (Lancashire County Council) considers and approves the appointment of Mr Mark Smith and Mr David Taylor as new Directors of the Lancashire Enterprise Partnership.

Background and Advice

The Lancashire Enterprise Partnership currently has 15 Directors appointed to it. 10 are private sector and 5 are public sector. The Articles of Association state that the number of Directors shall be not less than 4 and not more than 20. Directors are appointed by ordinary resolution by the sole member of the company (Lancashire County Council).

This report proposes the appointment of two additional Directors Mr Mark Smith, Vice Chancellor of Lancaster University and Mr David Taylor, David Taylor Partnership to increase the diversity of the Board. If appointed the number of



Directors on the LEP will increase to 17 which is within the limit of 20 specified in the Articles of Association for the company.

Agenda Item 7

Document is Restricted

Agenda Item 8

Document is Restricted

Document is Restricted



Lancashire Enterprise Partnership Limited

Private & Confidential: NO

Date: 17 March 2015

**LEP Assurance Framework
(Appendices 'A' and 'B' refer)**

**Report Authors: Martin Kelly, Director of Economic Development, and
Beckie Joyce, Head of Strategic Development, Lancashire County Council**

Executive Summary

Every Local Enterprise Partnership is required by Government to prepare an Assurance Framework, with each accountable body required to confirm to Government that the Framework has been prepared, and agreed, in line with national guidance. The purpose of this report is to provide a near final draft Assurance Framework for consideration by the LEP Board.

Recommendations

The Board is asked to:

- (i) Approve the establishment of a Performance Committee, as outlined in Section 2.3 of this report;
- (ii) Request that detailed terms of reference for the Performance Committee be brought to the April meeting of the LEP Board;
- (iii) Approve the LEP Board Director Protocol relating to Gifts and Hospitality, as set out in Appendix 'A' Annex 6;
- (iv) Approve the LEP Complaints Policy, as set out in set out in Appendix 'A' Annex 7;
- (v) Note the stakeholder arrangements for engagement with Lancashire local authorities on the draft Assurance Framework;
- (vi) Approve the draft Assurance Framework, attached at Appendix 1 and delegate authority to the LEP Chair, Interim Chair of the Shadow Growth Deal Programme Board and Director of Economic Development and County Solicitor to finalise the document;
- (vii) Note and approve the revised Terms of Reference of the Lancashire Skills Board, as set out Appendix 'A', Annex 1;



- (viii) Approve the submission of the draft Assurance Framework to the Cabinet meeting of Lancashire County Council, as accountable body for the LEP, on 2nd April;
- (ix) Approve the approach to Growth Deal evaluation, as set out in Section 4 of this report, and request that a detailed presentation be made to the LEP Board at a future meeting; and
- (x) Note that, subject to approval by the Cabinet of the County Council, the Assurance Framework, Monitoring and Evaluation Framework and Implementation Plan will be submitted to Government in April.

1. Background

1.1 The Lancashire Enterprise Partnership (LEP) secured one of the country's most significant Growth Deals with over £234M competitively secured from the Government's Local Growth Fund (LGF). Our Growth Deal programme has an investment value of over £500m, with the capacity to generate nearly 8,000 jobs and create over 3,300 new homes. The Growth Deal will enable the delivery of strategic transport, skill and economic development initiatives across the LEP footprint area.

1.2 In addition to confirming the schemes and initiatives to be supported by the Growth Deal, the Growth Deal Statement issued by Government to the LEP in 2014 confirmed that the LEP had been awarded a high degree of flexibility, stating that:

"the Lancashire LEP has demonstrated strong partnership arrangements which deliver collective decisions, has articulated a clear and deliverable vision for growth in the area, and has established strong financial monitoring procedures and cross local authority collaboration. The Lancashire LEP will be expected to deliver the projects highlighted in the Deal, but will have flexibility over the management of these projects in order to deliver the greatest economic benefits to the area"

1.3 In recognition of this performance Government confirmed that the LGF would be paid to the Council on an annual basis, in advance. It is important to note that a number of LEPs have not been awarded the same degree of flexibility and are required to make quarterly draw down requests, based on individual project performance.

1.4 The Growth Deal statement also set out a number of requirements which need to be addressed before the LEP can draw down LGF from April 2015.



- 1.5 The LEP is required to prepare and submit a suite of documents for Government consideration. The documents are: A LEP Assurance Framework; a Growth Deal Implementation Plan; and a Growth Deal Monitoring and Evaluation Framework.
- 1.6 The LEP Assurance Framework is the most significant of the three documents and, as well as being approved by the LEP, also needs to be agreed by Lancashire County Council, the LEP's accountable body.
- 1.7 The Shadow Growth Deal Programme Board, chaired by Mr Graham Cowley, is overseeing the preparation of these documents. The remainder of this report summarises progress on the preparation of the three documents and draws the attention of the Board to key matters arising.

2. Assurance Framework

- 2.1 The current draft of the Assurance Framework is attached at **Appendix 'A'** and the Board will receive a presentation on the document at their meeting. It should be noted that Government expect the Assurance Framework to be reviewed annually, and according to business need. The Assurance Framework, prepared in accordance with Government guidance comprises five sections: Governance and Decision Making; Local Authority Partnership Working; Transparent Decision Making; Accountable Decision Making; and Ensuring Value for Money
- 2.2 **Section 1 - LEP Governance and Decision Making**
This section sets out the terms of reference for the LEP Board and its Committees and also provides further detail on the delivery and implementation arrangements which the LEP has established to progress its key initiatives.
- 2.3 **Proposed Performance Committee**
The LEP oversees the implementation of number of strategic economic growth and development initiative across the footprint of the LEP area. Key initiatives include: the Lancashire Enterprise Zone; the Preston, South Ribble and Lancashire City Deal; Boost Business Lancashire; the Growing Places Fund; and now the Growth Deal Programme. It is important that the LEP Board is continually able to assess and review the performance of these initiatives and, therefore of the LEP itself.
- 2.4 In light of the substantial progress being made by the LEP, the Board is asked to consider the establishment of a Performance Committee to provide oversight on four key areas of performance:
 - i) **Resources** - Assessing the performance of the LEP in getting resources into Lancashire



- ii) **Decision Making** - Assessing the broader decision making processes of the LEP with regard to resource allocation.
 - iii) **Implementation** - Assessing the performance of the LEP's key initiatives, are they on track? On budget? Hitting agreed milestones?
 - iv) **Monitoring and Evaluation** - Assessing monitoring and evaluation data and processes. On an on-going and post project completion basis this will include: Are outputs as anticipated? Based on performance are the outcomes deliverable and will the impacts be achieved? On a longer term basis: Were LEP resources invested in the right projects in the right places? How would the LEP invest resources in the future?
- 2.5 Subject to the decision of the Board on the establishment of a Performance Committee detailed terms of reference for the Committee will be brought to the April meeting of the LEP Board.
- 2.6 **Section 2 - Local Authority Partnership Working**
This section of the final AF will set out the arrangements in place to demonstrate the relationship between the LEP and the Local Authority Leaders. Board members will be aware of the on-going Lancashire wide discussions between Lancashire Leaders regarding the potential to establish combined arrangements and the AF will need to reflect these discussions. Government recognise the current situation in Lancashire and understand that the Assurance Framework will only to be able to set out a holding position.
- 2.7 The draft Assurance Framework will be an agenda item on the 30th March 2015 meeting of the Lancashire Chief Executives. An update on the discussion of this meeting will be provided to the Board.
- 2.8 **Section 3 - Transparent Decision Making**
This section of the Assurance Framework provides the detail and evidence that the LEP has arrangements in place enabling effective and meaningful engagement of local partners and public, and that those arrangements operate transparently with LEP decisions capable of being independently scrutinised. There are two new standard policies which need to be agreed by the Board prior to their inclusion in the Assurance Framework.
- 2.9 **Gifts and Hospitality**
The LEP needs to publish its protocol for gifts and hospitality and the draft protocol is set out in Annex 6 of the Assurance Framework. The Board is recommended to approve this protocol.
- 2.10 **Complaints Policy**
The LEP needs to publish its policy for dealing with complaints and the draft protocol is set out in Annex 7 of the Assurance Framework. The Board is recommended to approve this policy.



2.11 **Scrutiny**

The establishment of specific arrangements for broader scrutiny of the LEP will be influenced by the outcome of the on-going discussions between Lancashire Leaders regarding any combined arrangements. Government recognise the current situation in Lancashire and understand that the Assurance Framework will only be able to set out a holding position, which states that existing legislation already allows for any local authority to scrutinise the LEP.

2.12 **Section 4 - Accountable Decision Making**

This section of the Assurance Framework demonstrates that the LEP, and the County Council, as accountable body, have put in place the administrative, financial and legal support necessary to enable the LEP to carry out its functions in an effective and efficient way.

2.13 **Section 5 - Ensuring Value for Money**

This section of the Assurance Framework sets out the processes which are in place to ensure that value for money is obtained from the LEP's direction of public resources.

3. **Stakeholder Engagement**

- 3.1 At its meeting in February the Board noted a requirement for engagement with two key stakeholder groups, namely local MPs and local authority Leaders, on the emerging Assurance Framework.

3.2 **Local Authorities**

With regard to engagement with local authority leaders, an email has been sent to all Chief Executives, copied to all local authority leaders is attached at **Appendix '2'**. A presentation on the Assurance Framework is being made to Lancashire Chief Executives on 30th March, with a draft Assurance Framework circulated to all Leaders and Chief Executives in advance of the 30th March.

3.3 **Lancashire MPs**

With regard to on-going engagement with local MPs, it is proposed that LEP representatives meet with MPs formally, once every term of Parliament, here in Lancashire - essentially three times per year. In terms of developing the Assurance Framework, the Board agreed in February that Lancashire MPs be offered the opportunity to attend a briefing session with two dates offered in late February/early March. Unfortunately no MPs attended either of the sessions.



3.4 **Accountable Body Approval Process**

The Department for Communities and Local Government (CLG) have requested that all accountable bodies, write to Government, in April 2015, confirming that:

- (i) the LEP has prepared an Assurance Framework;
- (ii) the Framework has been prepared in line with guidance; and
- (iii) the County Council has approved the Assurance Framework

Given the important legal and financial role of the accountable body the Leader of the County Council considered a report at her Leaders Decision Making Session in January and requested that the County Council's Scrutiny Committee be asked to consider a working draft of the Assurance Framework at its meeting on 13th March 2015. The LEP Board will be updated on any matters arising from the Scrutiny Committee meeting.

3.5 Subject to endorsement from the LEP Board, a final draft Assurance Framework will be taken to the County Council's Cabinet for consideration and approval on 2nd April 2015. The Cabinet will be asked to confirm that:

- (i) accountable body arrangements for the LGF and other funding sources received from Government are in place;
- (ii) resources are subject to usual local authority checks and balances and are overseen and checked by the Responsible Chief Finance Officer – the Section 151 Officer;
- (iii) decisions and activities of the LEP conform with legal requirements;
- (iv) the assurance framework will be adhered to; and
- (v) the County Council will keep an official record of LEP proceedings and will hold copies of all relevant LEP documents relating to LGF funding.

3.6 Subject to approval by Cabinet the County Council's Chief Executive and Section 151 Officer will confirm to Government that the document has been prepared in accordance with Government's guidelines.

3.7 The final Assurance Framework will be published on the LEP's website and reviewed annually by the LEP and the County Council.

4. **Growth Deal Documents**

4.1 There are two Growth Deal specific documents which also need to be submitted to Government in April: An Implementation Plan and a Monitoring and Evaluation Framework. Both documents are annexed to the Assurance Framework, and will be key documents which will be referred to by the proposed Performance Committee.



- 4.2 Firstly, the **Growth Deal Implementation Plan**, (listed to follow and will be attached at Appendix 'A' Annex 9), is a living document, which provides a strategic framework with high-level milestones that cover the 6-year life of the Growth Deal. These milestones will be used by the Government, the LEP and its delivery partners to assess and monitor progress.
- 4.3 Secondly, all LEPs are required to provide quarterly progress reports on core financial Growth Deal metrics to Government. As previously reported, there is no additional resource from Government to support this element of work. The Shadow Growth Deal Programme Board has established a monitoring and evaluation sub-group with leading experts from Lancaster University, with retained transport consultants Jacobs, along with officers with significant experience in this area from the County Council, and Blackburn with Darwen and Blackpool Councils.
- 4.4 The **Growth Deal Monitoring and Evaluation Framework** sets out the approach to monitoring and evaluation. All Growth Deal project sponsors are engaged in the process and have each agreed their project specific metrics which will be used for monitoring purposes. Project sponsors understand that the monitoring requirement will be formalised in the legally binding LGF grand funding agreement and that it will be their responsibility to resource this monitoring requirement.
- 4.5 In addition to project monitoring analysis, Government also expects each LEP to undertake/commission project evaluation. Government have advised that the extent, nature and scope of evaluation is a decision for individual LEPs. Notwithstanding that there is no additional budget for evaluation, it is important for the LEP to understand the outcomes and impact of its Growth Deal programme.
- 4.6 The Monitoring and Evaluation sub-group have developed an approach to evaluation which is underpinned by:
- (i) The need for monitoring and evaluation to be inter-linked and embedded at the start of the Growth Deal Programme;
 - (ii) A recognition of the benefits of formative (on-going) evaluation;
 - (iii) A programme approach whereby all project sponsors understand the impact of the performance of their scheme on the overall Growth Deal programme;
 - (iv) The need for detailed project evaluation on exemplar schemes; and
 - (v) An understanding that early intervention where projects are not achieving anticipated outputs can impact positively on the longer term impacts.
- 4.7 The Board is asked to agree the approach to monitoring and evaluation (which is listed to follow and will be attached at Appendix 'A', Annex 10) and



request that a presentation is made by the sub group at the Board's April meeting, to include potential cost and resource implications.

5. Conclusion and Recommendations

5.1 A significant amount of technical work has been undertaken in a relatively short period of time to ensure that the LEP's Assurance Framework can be considered by the accountable body and submitted to Government in April. The Board is asked to approve the recommendations set out at the front of this report.



DRAFT ASSURANCE FRAMEWORK

SPRING 2015

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Foreword

Foreword from Chair of LEP

Working Draft

1. LEP Governance and Decision Making

1.1 Structure

The LEP is a Company Limited by Guarantee, incorporated in England and Wales in September 2010 under the provisions of the Companies Act 2006. Its objects, powers and framework of governance are set out in its Articles of Association. Lancashire County Council is the Accountable Body for the LEP.

1.2 Geography

The geographical area covered by the Lancashire LEP is coterminous with the boundaries of Lancashire County Council and the Unitary Councils of Blackpool Borough Council and Blackburn with Darwen Borough Council. It encompasses the 12 district councils of: West Lancashire; Wyre; Fylde; Preston; Chorley; Lancaster; South Ribble; Pendle; Ribble Valley; Burnley; Hyndburn and Rossendale.

1.3 Board

Whilst Lancashire County Council, as sole Member of the Company, has the power to appoint all of the Company's directors, the County Council only has one representative on the Board: County Councillor Jennifer Mein. Each of the 15 other directors are nominated by other local authorities, organisations or the private sector. The Board is private sector led, with a private sector Chair, Deputy Chair and a total of 10 private sector directors. The Articles of Association provide that the maximum number of directors is 20, with 4 as a minimum. No member of the Board receives any remuneration for their service on the Board. A full list of Board members is provided at **Annex 1**. The Board meets in agreed cycle that is designed to ensure that operational requirements are met. Board meetings are also called on an 'as and when' basis to meet ad hoc operational requirements.

1.4 Committees

The Board of Directors has appointed six Committees each with their own Terms of Reference, provided at **Annex 1**. The Committees meet in accordance with an agreed cycle that is designed to ensure that operational requirements are met. Committee meetings are also called on an 'as and when' basis to meet ad hoc operational requirements.

1.5 Transport for Lancashire Committee

This Committee was appointed by the Board in 2013 and revised Terms of Reference were agreed in September 2014. The primary objective of Transport for Lancashire is to advise the LEP Board on strategic transport initiatives in Lancashire, Blackpool and Blackburn. Full (voting) members of Transport for Lancashire comprise:

- (i) Lancashire County Council (Leader or nominee) – **(Chair)**
- (ii) Blackburn with Darwen Borough Council (Leader or nominee)
- (iii) Blackpool Borough Council (Leader or nominee)
- (iv) Chair and Vice Chair of the Lancashire Enterprise Partnership (or nominees)

Participating observers (non-voting):

- (i) Department for Transport
- (ii) Highways Agency
- (iii) Network Rail

1.6 **Executive Committee**

This Committee was appointed by the Board in March 2013 to enable decisions of the Board to be taken between Board meetings. The Committee has full powers to take decisions on behalf of the Board. The Committee comprises of five Directors and the quorum for decision making being three Directors.

The Membership of the Committee is:

- a. The Chair of the LEP Board **(Chair)**
- b. The Vice-Chair of the LEP Board
- c. LEP Director, Dr McVicar, Former Vice Chancellor, University of Central Lancashire
- d. LEP Director, Mr Mendoros, Owner & MD Euravia Engineering
- e. LEP Director, Cllr Jenny Mein, The Leader of Lancashire County Council

1.7 **City Deal Executive**

The City Deal Executive was set up to oversee the delivery of the City Deal and to take key strategic decisions in this regard. It was appointed by the Board in November 2013 and comprises the following members:

- The Chair of the Lancashire Enterprise Partnership (LEP) (or their nominee) **(Chair)**;
- The Leader of Lancashire County Council (or their nominee);
- The Leader of South Ribble Borough Council (or their nominee);
- The Leader of Preston City Council (or their nominee);
- The Vice-Chair of the LEP (or their nominee); and
- The LEP's Champion for Strategic Development (or their nominee)

1.8 **City Deal Stewardship Board**

The City Deal Stewardship Board has the remit of overseeing the disposal and development of the assets listed in the City Deal document in accordance with wider City

Deal economic and housing growth objectives. It was appointed by the LEP Board in December 2013 and comprises the following members:

- a. The North West Executive Director of the HCA (or their nominee) (**Chair**) ;
- b. The Chief Executive of Lancashire County Council (or their nominee);
- c. The Chief Executive of South Ribble Borough Council (or their nominee);
- d. The Chief Executive of Preston City Council (or their nominee); and
- e. The LEP's Champion for Strategic Development (or their nominee).

1.9 Enterprise Zone Governance Committee

This Committee was established in 2012 and is responsible for setting and overseeing the strategic direction of the Lancashire Enterprise Zone. It comprises the following members:

- Chair of the LEP (**Chair**)
- LEP Director, Richard Evans, Partner, KPMG
- LEP Director Mike Tynan, Chief Executive (Nuclear) AMRC
- LEP Director, Jenny Mein, Leader of Lancashire County
- LEP Director, Dr Malcolm McVicar, Former Vice Chancellor, University of Central Lancashire
- LEP Director, Mark Smith, Vice Chancellor, University of Lancaster
- LEP Director, David Taylor, Chairman, David Taylor Partnership

1.10 Skills Board

This Committee was established in 2013 and is responsible for considering skills development priorities within Lancashire, Blackpool and Blackburn. The Skills Board comprises a minimum of 5 members and a maximum of 10 and current Members comprise.

- Amanda Melton (**Chair**) Chief Executive, Nelson and Colne College
- Beverley Robinson, Chief Executive, Blackpool and Fylde College
- Andrew Atherton, Deputy Vice Chancellor, Lancaster University
- Joel Arber, Director of Marketing and Communications, UCLAN
- Steve Gray, Chief Executive, Training 2000
- Joanne Pickering, Chair of Lancashire HR Employers Network
- Lynne Livesey Pro Vice Chancellor, University of Central Lancashire
- Graham Howarth, HR and Legal Director, Crown Paints
- Paul Holme, Chair of the North West Training Provider Network

NEW SECTION HERE ON PROPOSED PERFORMANCE COMMITTEE

1.11 Committee Structure

A copy of the Company's Committee structure is provided at **Annex 1**.



1.12 Implementation and Delivery Arrangements

Robust governance structure and implementation frameworks have been established to ensure the effective delivery of the LEPs key initiatives, specifically, the City Deal, the Enterprise Zone, the Growth Deal and the Growing Places Fund.

1.13 City Deal Implementation and Delivery

The annual Infrastructure delivery programme is set by the City Deal Executive and Stewardship Board and is implemented under the direction of a Programme Board whose members include the local partner Chief Executives. The Programme Board considers issues to be referred to the City Deal Executive.

A Project Team is responsible for driving forward the Programme, allocating resources, considering quarterly progress reports, managing and addressing risks to the implementation plan and initiating pieces of work to facilitate the delivery of the Deal. The Project Team is chaired by the City Deal Project Director and includes senior representatives from each of the local partners

At the project level, a series of working groups oversee the development, co-ordination and operational delivery of each of the schemes in the Programme.

Planning and Co-ordination Group – supports the Joint Advisory Committee and ensures planning related issues are kept under review.

Infrastructure Delivery Group – is responsible for preparing, implementing and monitoring progress on the City Deal Infrastructure Programme which includes all elements of highway, housing and community infrastructure (health, education, open space).

HCA Liaison Group – supports the City Deal Stewardship Board and the HCA in the preparation of the Business and Disposal Plan, ensuring its alignment with the Infrastructure Delivery Programme and the communications and Marketing Plan. The Group oversees the development of quarterly progress reports for submission to the Stewardship Board.

Finance Group – ensures appropriate operating procedures are in place for the City Deal Infrastructure Delivery fund and prepares quarterly finance monitoring reports for submission to the Executive.

Communications Group – prepares, implements and monitors progress on the City Deal Communications and Marketing plan. The Group is responsible for co-ordinating scheme

specific communications at the local level as well as developing and implementing marketing proposals for the City Deal.

Monitoring Group – responsible for the collation and monitoring of a range of agreed outputs and performance measures. The group prepares six monthly performance reports and prepares an annual monitoring schedule for submission to the Executive.

1.14 Enterprise Zone Delivery and Implementation

The strategic direction of the Enterprise Zone (EZ) is set by the Enterprise Zone Governance Committee.

An EZ Programme Board has been established and is responsible for monitoring and reporting of commercial, financial, development and planning matters and the on-going delivery of the EZ Programme. The Programme Board includes members from commercial partners, national government departments and senior LCC representation and is chaired by the Assistant Chief Executive of the County Council.

The EZ Project Board is responsible for the operational delivery of Enterprise Zone activity including commercial, financial, development, legal, planning, land, infrastructure, and highways works in addition to the reporting on these matters to the EZ Programme Board. The Project Board, includes representation from BAE Systems, the local planning authorities and LCC (for planning, estates, economic development, legal and highways) and is chaired the Assistant Chief Executive of the County Council.

In addition to the Programme and Project Boards, the EZ Technical and Commercial group is responsible for progressing technical specific site, highways, planning, infrastructure, financial and commercial issues and is attended by technical specialists and officers from both BAE Systems and LCC

1.15 Growth Deal Delivery and Implementation

The LEP Board established a Shadow Growth Deal Implementation Board to ensure the Growth Deal Programme moved forward to implementation stage. The Shadow Board, chaired by LEP Director Graham Cowley, has overseen the preparation of the Growth Deal Implementation Plan and the Growth Deal Monitoring and Evaluation Framework. The Shadow Board reports directly to the LEP Board.

The LEP will establish a Growth Deal Management Board as a formal Committee of the LEP in due course and delivery arrangements have already been put in place as set out below:

Growth Deal Implementation Group

This Group (currently operating as the Shadow Growth Deal Implementation Board) comprises individual Growth Deal project directors / lead officers with technical legal, financial and communications support provided by Lancashire County Council. The Group



will provide regular progress reports and advice on all commercial, financial and development matters for consideration by the Growth Deal Management Board. The Group will continue to oversee the operation of a Monitoring and Evaluation Working Group and will approve all monitoring reports for submission to the LEP Board and Growth Deal Management Board. The Group will use the Growth Deal Implementation Plan to track progress against the planned milestones.

Monitoring and Evaluation Working Group

This working group, is responsible for collating and analysing all progress and metric monitoring for the Growth Deal and is tasked with provided quarterly reports to the Growth Deal Implementation Group for their consideration.

GROWTH DEAL MONITORING AND EVALUATION FRAMEWORK AND IMPLEMENTATION PLAN WILL BE ANNEXED TO FINAL VERSION OF ASSURANCE FRAMEWORK

1.16 Boost Delivery and Implementation

INFORMATION TO BE INSERTED

1.17 Growing Places Delivery and Implementation

The LEP is responsible for the strategic investment of its £19.3m Growing Places Fund (GPF) which was established in 2012.

The fund is managed by the County Council through a three stage process, stage one deals with initial expressions of interest in the fund, stage two with the management of prioritised fund applications and stage 3 with the on-going monitoring and performance of the investment.

Stage One

The purpose of stage one is to ensure that the proposed scheme is aligned with the LEP's Strategic Economic Plan and also that repayment terms can be met within a two to three year timeframe. Stage one is progressed through meetings with the project sponsor and concludes with the preparation of Heads of Terms for consideration by the LEP Board, and approval (if agreed by the LEP Board) to prepare a Facility Agreement.

Stage Two

Stage two involves the appointment of solicitors to negotiate and draft the detailed terms of the Facility Agreement.

Stage Three

Stage three ensures that the project is monitored and that the GPF investment is drawn down and re-paid in accordance with an agreed financial and development programme agreed by the County Council and the project sponsor.



The LEP Board receives update reports on the management and performance of GPF. Section 4 of this Assurance Framework provides further information on the financial management of the GPF.

Working Draft



2. Local Authority Partnership working

"This section of the final AF will set out the arrangements in place to demonstrate the relationship between the LEP and the Local Authority Leaders. Committee members will be aware of the on-going Lancashire wide discussions between Lancashire Leaders regarding the potential to establish combined arrangements and the AF will need to reflect these discussions"

Working Draft

3. Transparent Decision Making

3.1 The Lancashire LEP is committed to effective and meaningful engagement of local partners and the public and has established transparent arrangements and practises with regard to the decisions it makes.

3.2 The Website

The Lancashire LEP has a dedicated website through which local partners can keep in touch with progress on the implementation of its key initiatives and where key papers can be accessed.

3.3 Publishing Arrangements

This Assurance Framework and the LEP Board and its-Committees Terms of Reference can be accessed on the Lancashire LEP website. All Agendas, papers, decisions and minutes of the LEP Board and its Committees can be accessed on the Lancashire LEP website and the County Council's website. **Annex 2** sets out the arrangements agreed by the LEP for the treatment by all attendees at Board meetings of confidential information.

3.4 Freedom of Information

The LEP is committed to meeting its duty of fulfilling and maintaining the highest standards of Corporate Governance. The LEP assesses the publication of papers using the relevant Freedom of Information Act exemptions. **Annex 3** provides a summary of the information deemed exempt under the Act. FOI requests are processed by the County Council's Access to Information Team. The Head of Information Governance for the County Council acts as the internal reviewer for all FOI requests for the LEP.

3.5 LEP Board Meetings and Committee Meetings

The LEP publishes and makes publically available all of its papers (with the exception of papers deemed confidential where an FOI exemption applies and following the application of the Public Interest test).

Agendas are split into Part I (open to press and public) and Part II (private and confidential) with the Board being asked to approve that meetings move to Part II as appropriate. Any papers are considered to be FOI exempt and have passed the public interest test and are deemed confidential are clearly marked with the correct Part II exemption paragraph referencing.

Agendas are published and made available 5 clear working days prior to meetings of the Board. Agendas are published on the County Council's and LEP's website.

Minutes are also be split into Part I and Part II, as necessary, and published on the County Council / LEP website, with publication within 3 working days of the meeting taking place.

3.6 Attendance of Observers at LEP Board and Committee meetings

The LEP has an agreed protocol for the attendance of observers at LEP Board and Committee meetings. Observers are requested to make themselves known to the Company Secretary (or their representative) and state their name, the organisation they represent and their purpose for attending the meeting. Observers will usually be excluded from any Part II items and as a general rule will not be permitted to speak at meetings unless invited to do so by the Chair. The full protocol is provided at **Annex 4**.

3.7 Conflict of Interests

As Accountable Body for the LEP, Lancashire County Council ensures that the LEP manages conflicts of interest in accordance with existing County Council protocols and codes of conduct that apply to local councillors. The LEP complies with the Seven Principles of Public Life which are:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

The LEP will act in the interests of the whole of its geographical area and not according to the interests of individual member organisations.

The LEP ensures there is appropriate separation between scheme promoters and LEP decision-making processes. For example, the Terms of Reference for the Committees ensure that there is complete separation between scheme promoters and their own framework consultants and the appraisal team and decision makers. The LEP conflict of interest guidance for Directors is provided at **Annex 5**.

3.8 Register of Interests

The LEP will maintain and enable access to a register of its members' interests, which will be available to the public via the LEP website. The register will include any interests members have that may conflict with LEP business.

3.9 Gifts and Hospitality

The LEP has adopted rules for accepting gifts and hospitality (pending approval at the LEP Board to be held on 17th March 2015). The rules are provided at **Annex 6**.



3.10 Complaints Policy

The LEP has adopted a procedure for responding to complaints from stakeholders or members of the public against the LEP or members of the LEP (pending approval at the LEP Board to be held on 17th March 2015). The Complaints Policy is provided at **Annex 7**.

3.11 Local Engagement for LEP Strategy Development

The LEP wants to ensure that key stakeholders and the public have an opportunity to contribute to and comment on the on-going development of the LEP's Strategic Economic Plan. The degree of involvement will depend on the specific activity and could comprise formal consultation, public engagement, representative working groups, on-going market research and questionnaires.

With specific regard to local engagement with Lancashire MPs on LEP strategy development the LEP will host one session per parliament term to which all Lancashire MPs will be invited.

3.12 Reporting Progress of Delivery of the Strategic Economic Plan

The LEP will undertake a regular review of progress on the SEP, including progress on delivery of key projects and spending commitments. This will be published on the LEP website.

3.13 Project Development, Prioritisation, Appraisal and Approval

The LEP has agreed systems and processes for developing, prioritising, appraising and approving projects and these are set out in section 5 of the Assurance Framework.

3.14 Communications Arrangements

The LEP undertakes a range of communications activities in support of its key initiatives. The City Deal is supported by a communications strategy encompassing media relations, community engagement, web, social media, branding and other associated issues. A protocol is in place to ensure effective governance of communications activity between the LEP and its City Deal partners. A communications protocol has also been adopted for the Growth Deal to support the effective management of messages by the LEP.

Communications activity around the Enterprise Zone is managed through regular liaison between communications representatives of the LEP, county council and BAE Systems. During 2015/16 this will evolve to support the revised governance arrangements for the Enterprise Zone and include the development of a formal protocol with the LEP's delivery partners.

The Growing Places Fund will continue to be supported by communications activity, coordinated with partners as appropriate and also mainstreamed through the LEP's own channels.

4. Accountable Decision Making

- 4.1 Lancashire County Council, as Accountable Body for the LEP, is responsible for ensuring that all funding decisions made by the LEP are made in accordance with this Assurance Framework.
- 4.2 The County Council has put in place the administrative, financial and legal support necessary to enable the LEP to carry out its functions in the most effective and efficient way. These financial systems will fall under the annual audit of the County Council's accounts.
- 4.3 The County Council's Scrutiny Committee has considered and commented on this Assurance Framework and will perform this scrutiny function as and when the Assurance Framework is amended in the future.
- 4.4 The County Council's Cabinet has considered and approved this Assurance Framework.

4.5 Financial and Legal Accountability

As the Accountable Body for the LEP, all financial arrangements are managed and accounted for through County Council financial systems and subject to the Standing Orders and Governance systems of that body. All activities are subject to scrutiny the appropriate Internal Control function within the County Council and (where appropriate) subject to external financial audit. The internal legal service and the County Council Monitoring Officer are involved as appropriate to ensure due diligence is strictly adhered to.

Day to day financial support and management is undertaken by a senior project finance manager and is subject to overview and scrutiny by the Head of Financial Management Development and Schools under whose remit this falls. All accounts are signed off by the Section 151 Officer.

Where appropriate and/or required external commercial specialist support is sought which ensures that the appropriate guidance and advice is used when making investment decisions, both financial and legal.

The County Council is subject to core frameworks which have provided HMG assurance that councils will spend their money with regularity, propriety and value for money. The key elements are legal controls and democratic accountability to local people. The system provides assurance that the government's decentralising agenda can be achieved in relation to local government without compromising the proper spending of public money.

4.6 Growth Deal Project Funding

All projects which have secured Growth Deal funding will be required to agree and sign a Growth Deal Grant Funding Agreement, prior to draw down of funds. The grant funding agreements will set out conditions of funding: including project sponsors commitment to monitoring and evaluation requirements; agreement to the Growth Deal communications protocol and delivery and key milestone requirements. The Grant Funding agreements will include adequate provisions for the protection of public funds (e.g. arrangements to suspend or claw back funding in the event of non-delivery or mismanagement).

4.7 Growing Places Funding

The Growing Places fund is managed according to the following process:

- An outline scheme proposal is presented to the LEP Board for consideration. The scheme proposal identifies the scheme and amount of investment being sought from GPF, along with a brief summary of its fit with LEP/local economic growth priorities, economic impacts generated, other private/public investment leveraged, drawdown and repayment timescales.
- If the Board accepts the outline proposal the scheme is assessed by the accountable body for '*Strategic Fit and Economic Impact*'.
- A report, including draft Heads of Terms between the scheme sponsor and the accountable body is considered by the LEP Board.
- If the LEP Board agrees the scheme it proceeds to formal '*Financial Appraisal and Due Diligence*'. This is performed by officers of the County Council under the guidance of the Assistant Chief Executive, and with support from the County Council's Director of Economic Development, Head of Financial Management Development and Schools and external legal advisors.
- This information is then presented to the LEP Board, with recommendations for proposed loan structure, security and terms.
- Once final loan documentation is prepared, the LEP Board consider and formally approve the facility, which is then executed by the Company Secretary on behalf of the Accountable Body.

4.8 Conflict Resolution

In the event that the accountable body (Lancashire County Council) does not comply with a decision of the LEP, the matter will be considered by the Chair of the LEP, Company Secretary and Section 151 Officer from the accountable body (as appropriate) to seek to resolve the issue. If the conflict remains unresolved all parties will agree to appoint an independent person(s) to assist the LEP and the accountable body to resolve the matter.



4.9 **Independent Scrutiny**

The LEP will be subject to Overview and Scrutiny in accordance with existing legislation, whereby any local authority scrutiny committee within Lancashire can, separately or jointly, scrutinise the role or activities of the LEP or its sub groups. Any such meetings of a scrutiny committee would normally be held in public, and any findings or recommendations will be made public. The LEP would be expected to make its response to scrutiny public.

Working Draft

5. Ensuring Value for Money

5.1 The LEP is able to demonstrate value for money through the systems and processes it has established for developing, prioritising, appraising and approving projects.

5.2 The LEP's Strategic Economic Plan sets out priority themes and spatial investment priorities and the LEP is committed to regularly reviewing the SEP to ensure that existing and emerging growth priorities are well positioned. The LEP Board and Committees have established arrangements to progress the delivery of priorities seeking to utilise Local Growth Fund resources. The LEP's Growing Places Fund is administered in accordance with an agreed framework set out in Section 4 of this Assurance Framework.

5.3 Transport Schemes

The Terms of Reference for Transport for Lancashire, provided at **Annex 1**, set out the arrangements for developing, prioritising, appraising and approving transport projects seeking Local Growth Fund resources, and these are summarised below.

Scheme Eligibility

The LEP Board will consider capital funding for schemes that are priorities in approved highways and transport masterplans or other relevant documents. The highways and transport masterplans are available to view at <http://www.lancashire.gov.uk/council/strategies-policies-plans/roads,-parking-and-travel/highways-and-transport-masterplans.aspx>. The LEP will consider funding exceptional structural maintenance schemes and schemes on the networks of the Highways Agency and Network Rail, including in adjacent Local Enterprise Partnership areas, where such schemes contribute towards the delivery of the objectives of the Strategic Economic Plan.

Local Funding Contribution

The LEP requires scheme promoters to provide an absolute minimum 10% contribution towards total scheme construction cost and 100% of any increase in cost following the granting of Programme Entry.

The Transport Business Case, Scheme Assessment and Appraisal

The LEP requires all transport business cases to adhere to the key principles of the Department for Transport's Transport Business Case guidance (January 2013) and be fully compliant with the approach to modelling appraisal and analysis set out in WebTAG at the time they submit the transport business case

TfL will, using appropriately qualified consultants, scrutinise individual scheme business cases on behalf of the LEP and advise accordingly.



The LEP applies a proportionate approach to the development of transport business cases:

1. For individual schemes requiring a Local Growth Fund (LGF) contribution of greater than £5m and packages of small-scale measures requiring a LGF Contribution of greater than £10m, an Outline/Full Business Case is required.
2. For individual schemes requiring a LGF contribution of less than £5m, a Strategic Outline Business Case is required.
3. For packages of small-scale measures requiring a LGF contribution of up to £10m where no individual scheme has a capital cost greater than £5m, a Strategic Outline Business Case is required.

Scheme Approvals Process

For individual schemes requiring a LGF contribution of greater than £5m and packages of small-scale measures requiring a LGF Contribution of greater than £10m, the LEP adopts a three stage approvals process:

Stage 1: Programme Entry

Programme Entry indicates the LEP's intention to provide funding to a scheme or package following acceptance of a Strategic Outline Business Case and its inclusion in the Strategic Economic Plan.

Stage 2: Conditional Approval

Conditional Approval indicates the LEP's acceptance of an Outline Business Case demonstrating high value for money.

Stage 3: Full Approval

Full Approval indicates the LEP's acceptance of a Full Transport Business Case and approval to proceed to implementation.

For individual schemes requiring a LGF contribution of less than £5m or packages of small-scale measures requiring a LGF contribution of up to £10m where no individual scheme has a capital cost greater than £5m, acceptance of a Strategic Outline Business Case indicates the Lancashire Enterprise Partnership's approval to proceed to implementation. This enables the scheme promoter to commence works and draw down grant funds.

Value for Money

The LEP will approve schemes demonstrating high value for money, with a benefit to cost ratio (BCR) of greater than 2, only in exceptional cases will the LEP consider schemes with a BCR of less than 2, for example where the scheme promoter can demonstrate significant additional monetised or non-monetised benefits that are important in relation to stated strategic objectives.

TfL provides the LEP with a Value for Money assessment in line with published Department for Transport WebTAG guidance at each approval stage.



Programme and Risk Management

TfL form part of the Monitoring and Evaluation working group which has established a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.

Monitoring and Evaluation

All transport scheme promoters have an agreed logic chain template which forms part of the Growth Deal Monitoring and Evaluation Framework. Formative evaluation is an established principle for all transport schemes and sponsors of exemplar transport projects agree the implications of any additional requirements. All transport project sponsors are required to prepare quarterly monitoring returns for consideration by the Growth Deal Management Board.

5.4 Skills Capital Schemes

The Terms of Reference for the Lancashire Skills Board, provided at **Appendix 1**, set out the role of the Board in developing, prioritising, appraising and approving skills capital projects. The process and methodology for the current skills capital projects is summarised below and decisions on any future skills capital projects will be reached based on a similar methodology. The LEP currently has a Memorandum of Understanding with the Skills Funding Agency (SFA) whereby the SFA's Capital Team will undertake a financial and estate condition assessment of any organisation submitting a scheme for consideration. Economic impact will be assessed by LCC officers.

Eligibility

As part of the Growth Deal preparation, the Skills Board commissioned research to provide a retrospective analysis of the use of FE/Skills Capital in Lancashire over the past five years and to begin to compile a "pipeline" of future projects. This analysis was used to understand assets and gaps in the skills infrastructure landscape. Skills providers were then asked to complete project pro-forma aimed at populating a pipeline of indicative projects as far forward as 2020.

A total of 52 potential projects were identified, seeking £95m of Skills Capital grant between 2014 and 2020. These projects represented a combination of planned estate improvement and maintenance, new projects aligned to the growth priorities identified within the Strategic Economic Plan and investment in wider student facilities such as sports, social and learning resources.

A further, more detailed application form was issued, to identify projects with a 2015/16 and 16/17 start date. This resulted in 33 detailed project questionnaires returns seeking circa £45m of SLGF.



In consultation with the SFA and BIS, the 33 projects were prioritised according to strategic importance and readiness. A common frame of assessment was applied to the skills capital projects based on strength of the rationale for the process, outputs, value for money, deliverability and scalability.

Following this further assessment by the Skills Board, projects were designated into one of three categories: High Priority; Developmental; Low Priority / Questionable Eligibility. This resulted in nine projects being categorised by the Skills Board as a High Priority. Negotiations with Government during the Growth Deal process resulted in further prioritisation and projects being split according to 15/16 and 16/17 starts, with 15/16 seeing 8 skills capital projects underway.

The Business Case, Scheme Assessment and Appraisal

The formal consideration of the Detailed Business Cases submitted in support of 15/16 projects is now almost complete. The process brings together the scoring of both the SFA and LEP, reverts to the applicant for further information as appropriate and is then ratified by both Skills Board and LEP. Through this process, we have become aware that the marking criteria of the preceding ESF programme do not align with the type of projects. We are now working with SFA to address this in subsequent rounds of activity.

Local funding contribution

The LEP requires scheme promoters to provide an absolute minimum of 10% contribution towards total scheme costs and 100% of any increase in cost following the granting of programme entry. Where projects are seeking a grant intervention rate above 33% (the stated benchmark under SFA administration of the scheme) the LEP will:-

- a. Consider the views of the SFA in terms of the applicant's ability to offer more
- b. Ensure that projects seeking exceptional intervention rates score highly in assessment
- c. Revert to the applicant for assurances around their financial capabilities and planning assumptions in setting their contribution to the project

Approvals process

All skills capital schemes will be subject to the following approval process:

Stage 1: Expression of Interest

The Expression of Interest (Eoi) stage indicates the LEP's intention to provide skills capital funding for projects which are aligned to the Strategic Economic Plan, are able to demonstrate business need and are deliverable within the required timescales. Providers will be invited to complete an Eoi to demonstrate how the project aligns with the SEP.

Stage 2: Conditional Approval



Projects which have satisfied the EoI requirements will be prioritised by the Skills Board and will subsequently be invited to submit a full business case demonstrating value for money.

Stage 3: Full Approval

Full approval indicates the Skills Board and LEP's acceptance of the full business case and approval to proceed implementation.

Value for money

The LEP will approve skills capital schemes which clearly demonstrate value for money including non-monetised benefits that clearly demonstrate a longer term benefit to economic growth objectives.

Programme and Risk Management

Skills Board advisors form part of the Monitoring and Evaluation working group which has established a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs. A project and process issues log is to be compiled, which will inform future commissioning rounds and as the SFA capital team and LCC have now received all Round 1 Detailed Business Cases, an assessment of deliverability / risk within the project has been undertaken and will be closely monitored by the Skills Board.

Monitoring and Evaluation

All skills capital scheme promoters have agreed a logic chain template which forms part of the Growth Deal Monitoring and Evaluation Framework. Formative evaluation is an established principle for all skills capital schemes and sponsors of exemplar skills capital projects are aware of the implications of any additional requirements. All skills capital project sponsors are required to prepare quarterly monitoring returns for consideration by the Growth Deal Management Board.

5.5 Economic Development Schemes

The LEP's Strategic Economic Plan sets out priority economic development and growth themes and initiatives and the LEP is committed to regularly reviewing the SEP to ensure that existing and emerging growth priorities are well positioned.

Eligibility

The SEP, and on-going reviews of the SEP, set out the economic development priorities in Lancashire and the LEP remains alert and open to emerging priorities to be considered for investment funding. In line with Government guidance, the LEP will not use Local Growth Deal Fund resources to fund feasibility works or revenue schemes.

The LEP Board approved the SEP in March 2014 and in May 2014 considered a prioritised list based on the application of an agreed set of criteria to all project proposals in order to

consider their strategic relevance, impact, value for money, scalability and deliverability. These criteria are set out at **Annex 8**.

The Growth Deal projects were subsequently categorised within one of three groupings:

- **Priority 1 Investment Schemes** - projects ready to start delivery from 2015/16;
- **Priority 2 Investment Schemes** - projects ready to start delivery post 2015/16; and
- **Priority 3 Investment Schemes** - projects seeking investment post 2020/21

The business case, Scheme assessment and appraisal

The LEP applies a proportionate approach to the development of economic development business cases. In line with Government guidance the LEP requires economic development project sponsors to prepare their business cases using the Five Case Model –an approach which is both scalable and proportionate. It is recognised as best practice and is the Treasury's standard methodology.

For individual schemes requiring a Local Growth Fund (LGF) contribution of greater than £5m a full green book appraisal is submitted to Government analysts for comment and approval.

For individual schemes requiring a LGF contribution of less than £5m the LEP requires a proportionate green book appraisal. These are not submitted to Government.

In all cases the LEP, using appropriately qualified consultants, will scrutinise individual economic development scheme business cases before final draw down of resources.

Local funding contribution

The LEP requires scheme promoters to provide an absolute minimum 10% contribution towards total scheme construction cost and 100% of any increase in project cost.

Approvals process

For individual economic development schemes requiring a LGF contribution of greater than £5m the LEP adopts a three stage approvals process:

Stage 1: Programme Entry

Programme Entry indicates the LEP's intention to provide funding to a scheme or package following acceptance of a Strategic Outline Business Case.

Stage 2: Conditional Approval

Conditional Approval indicates the LEP's acceptance of an Outline Business Case demonstrating high value for money.



Stage 3: Full Approval

Full Approval indicates the LEP's acceptance of a final Business Case and approval to proceed to implementation.

Value for money

The LEP will approve skills capital schemes which clearly demonstrate value for money including non-monetised benefits that clearly demonstrate a longer term benefit to economic growth objectives.

Programme and Risk Management

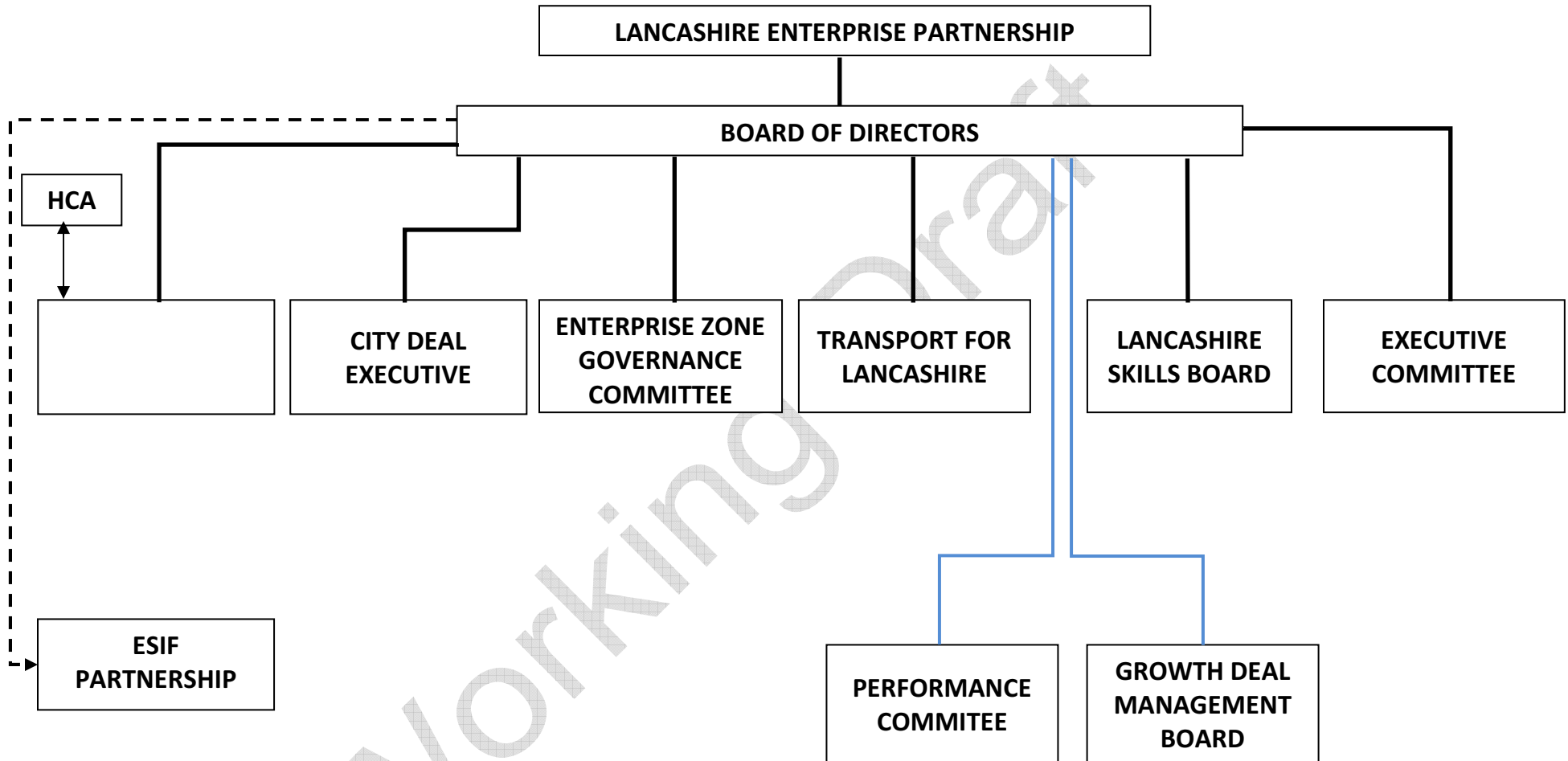
Economic development scheme advisors form part of the Monitoring and Evaluation working group which has established a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.

Monitoring and Evaluation

All economic development scheme promoters have an agreed logic chain template which forms part of the Growth Deal Monitoring and Evaluation Framework. Formative evaluation is an established principle for all economic development schemes and sponsors of exemplar transport projects are aware of the implications of any additional requirements. All economic development project sponsors are required to prepare quarterly monitoring returns for consideration by the Growth Deal Management Board.

Annex 1: LEP Governance Structure

Working Draft



Note: arrows with solid lines indicate established Committees. Dotted lines indicate a partnership relationship. Blue lines indicate committees to be formed.

Annex 1: Committee Terms of Reference

Working Draft



LEP Board Directors

Mike Blackburn	Regional Director of the North West BT
Councillor Maureen Bateson	Executive Director for the Regeneration Portfolio - Blackburn with Darwen Borough Council
Councillor Simon Blackburn	Leader Blackpool Council
Edwin Booth	Chair of E H Booth & Co Ltd
James Carter	Deputy Chair of the Eric Wright Group
Graham Cowley	Chief Operating Officer Capita Symonds
Mike Damms	Nominee of East Lancashire Chamber of Commerce
Richard Evans	Senior partner of KPMG's Preston office
Councillor Stuart Hirst	Leader of Ribble Valley Borough Council
Malcolm McVicar	
County Councillor Jennifer Mein	Leader Lancashire County Council
Dennis Mendoros	Chief Executive Officer of Euravia Limited
Cliff Robson	Director Industrial Capability – BAE Systems
Councillor Mark Townsend	Leader Burnley Borough Council
Mike Tynan	Director - Nuclear Advanced Manufacturing Research Centre

LANCASHIRE ENTERPRISE PARTNERSHIP
EXECUTIVE COMMITTEE TERMS OF REFERENCE

Name

Lancashire Enterprise Partnership Executive Committee

Role

This Committee was appointed by the Board in March 2013 to enable decisions of the Board to be taken between Board meetings. The Committee has full powers to take decisions in respect of matters certified by the Chair as urgent business. The Committee will be able to act on behalf of the Board between formal meetings, or on issues that the Board may not be able to resolve during meetings and to deal with such matters as the Board may refer to it on an ad hoc basis.

Membership

The Membership of the Committee is:

- The Chair of the LEP Board (**Chair**)
- The Vice-Chair of the LEP Board
- LEP Director, Dr McVicar, Former Vice Chancellor, University of Central Lancashire
- LEP Director, Mr Mendoros, Owner & MD Euravia Engineering
- LEP Director, Cllr Jenny Mein, The Leader of Lancashire County Council

Quorum

The quorum for decision making for the Executive Committee shall be 3 of the above Directors

Meeting Frequency

The Executive Committee will not have scheduled meetings, though will meet on an ad hoc basis when required to make urgent decisions on behalf of the full LEP Board.

LANCASHIRE ENTERPRISE PARTNERSHIP
TRANSPORT FOR LANCASHIRE TERMS OF REFERENCE

Name

Transport for Lancashire

Geography

The geographical area covered by Transport for Lancashire will be coterminous with the boundaries of the three local transport authorities (Lancashire County Council, Blackpool Borough Council and Blackburn with Darwen Borough Council) and the Lancashire Enterprise Partnership.

Membership

Transport for Lancashire will be a dedicated committee of the Lancashire Enterprise Partnership. Full (voting) members of Transport for Lancashire comprise:

- Lancashire County Council (Leader or nominee)
- Blackburn with Darwen Borough Council (Leader or nominee)
- Blackpool Borough Council (Leader or nominee)
- Chair and Vice Chair of the Lancashire Enterprise Partnership (or nominees)

Participating observers (non-voting):

1. Department for Transport
2. Highways Agency
3. Network Rail

Given Lancashire County Council's status as the largest local transport authority, the Leader of Lancashire County Council (or their nominee) shall act as Chair of the Committee. The Chair will not have a casting vote.

Transport for Lancashire will review its membership periodically to reflect any changes in national or local policy circumstances and/or requirements, including allowing for expansion if necessary. Transport for Lancashire may invite the Leader (or nominee) of a District Council to attend relevant meetings as a participating observer where that authority is contributing funding to a transport scheme programmed for delivery through the Growth Deal.

Strategic Objectives and Purpose

Transport for Lancashire will:



- Monitor progress on scheme delivery and spend and advise the Lancashire Enterprise Partnership with regard to changed circumstances (cost changes, scheme alterations and changes to delivery timescales);
- Advise the Lancashire Enterprise Partnership on individual scheme approvals and investment decision making in line with the approvals process set out in the Lancashire Enterprise Partnership's accountability framework;
- Scrutinise individual scheme business cases;
- Ensure value for money is achieved;
- Advise the Lancashire Enterprise Partnership with regard to Government consultations on long-term rail planning and franchise specification and provide a co-ordinating role between constituent local authorities; and
- Advise the Lancashire Enterprise Partnership with regard to Government consultations on long-term Strategic Road Network planning and provide a co-ordinating role between constituent local authorities.

As and when necessary, Transport for Lancashire will seek evidence from other organisations, including district councils within Lancashire, representatives of neighbouring local authorities, combined authorities and local enterprise partnerships, transport operators including airports and ports, the business and community sectors and NGOs.

Technical / Professional Support

On behalf of the Accountable Body for the Lancashire Enterprise Partnership, the Director of Commissioning and the Director of Economic Development at Lancashire County Council will ensure that Transport for Lancashire receives the technical support and professional advice necessary for it to carry out its functions. An Advisory Group chaired by the Director of Commissioning at Lancashire County Council and comprising senior officers from the three local transport authorities and the Board Director for Strategic Transport from the Lancashire Enterprise Partnership will be established.

Working Arrangements and Meeting Frequency

Transport for Lancashire will meet in advance of each Lancashire Enterprise Partnership Board meeting. Meetings will be cancelled if there are no substantive items for discussion.

All meetings will take place at County Hall in Preston. The quorum for meetings shall be at least 2 Local Authority Members (or their nominees) and at least one Private Sector member (or their nominee(s)).

THE LANCASHIRE ENTERPRISE PARTNERSHIP ACCOUNTABILITY FRAMEWORK – TRANSPORT

Scheme Eligibility

The Lancashire Enterprise Partnership will only consider funding clearly defined schemes that are priorities in approved highways and transport masterplans. Such schemes could include packages of measures aimed at solving specific problems/issues that when combined support delivery of the Strategic Economic Plan, but subject to the funding only being available for capital expenditure. In all cases, funding will only contribute towards the capital cost of a scheme, including construction costs, land acquisition costs and Part 1 Claims under the Land and Compensation Act 1973. The Lancashire Enterprise Partnership will not fund scheme development and preparation costs nor any post scheme monitoring and evaluation.

The Lancashire Enterprise Partnership will consider funding exceptional structural maintenance schemes including bridges, tunnels, retaining walls and culverts with a minimum cost threshold of £2m. Decisions will reflect the economic importance of the structure(s) and the adverse effects failure to maintain would have. Local highway authorities will need to provide supporting information including the importance of the route, existing or likelihood of imminent weight restrictions, existing or potential diversionary routes and details of the work that they will need to undertake if restrictions are not to be imposed. Local highway authorities will also need to demonstrate why a scheme is not deliverable from other funding sources.

The Lancashire Enterprise Partnership will consider funding schemes on the networks of the Highways Agency and Network Rail, including in adjacent Local Enterprise Partnership areas, where such schemes contribute towards the delivery of the objectives of the Strategic Economic Plan and where funding is unlikely to be available through standard Highways Agency and Network Rail programmes. In such circumstances, the Lancashire Enterprise Partnership will hold early discussions with the Highways Agency and Network Rail, and where appropriate, adjacent Local Enterprise Partnerships, to enable their views to be taken into account. Where any rail schemes affect train services, the Lancashire Enterprise Partnership will also consult the relevant Train Operating Company and DfT Rail.

Local Funding Contribution

For all schemes, the Lancashire Economic Partnership will require scheme promoters to provide an absolute minimum 10% contribution towards total scheme construction cost and 100% of any increase in cost following the granting of Programme Entry. Local transport authorities will therefore need to explore all potential sources of funding, including district council, European, developer / private sector and third party, in line with Department for Transport expectations.

The scheme promoter's Section 151 officer must underwrite the promoter's ability to fund the local contribution and any subsequent cost increases following the granting of Programme Entry. Scheme promoters must adhere to Department for Transport requirements as set out in WebTAG, the Department for Transport's web-based guidance on the conduct of transport



studies, to ensure a consistent approach to variables such as construction inflation, the application of optimism bias and allowance for risk in the derivation of outturn costs.

Scheme Assessment and Appraisal

The Lancashire Enterprise Partnership will apply a proportionate approach to the development of transport business cases in line with the Business Case Development Process Chart attached as Annex 1. For example, the transport business case for a £20m scheme will require significantly more detail than that for a £2m scheme. As a guide:

4. For individual schemes requiring a Local Growth Fund contribution of greater than £5m and packages of small-scale measures requiring a Local Growth Fund Contribution of greater than £10m, the Lancashire Enterprise Partnership will require submission of Outline/Full Business Cases that demonstrate high value for money.
5. For individual schemes requiring a Local Growth Fund contribution of less than £5m, a Strategic Outline Business Case will suffice, although a scheme will still need to demonstrate high value for money.
6. For packages of small-scale measures requiring a Local Growth Fund contribution of up to £10m where no individual scheme has a capital cost greater than £5m, a Strategic Outline Business Case will suffice, although the package will still need to demonstrate high value for money.

For the avoidance of doubt, scheme promoters should seek advice from Transport for Lancashire at the earliest opportunity.

Scheme Approvals Process

For individual schemes requiring a Local Growth Fund contribution of greater than £5m and packages of small-scale measures requiring a Local Growth Fund Contribution of greater than £10m, the Lancashire Enterprise Partnership will adopt a three stage approvals process based on modified current practice. Schemes on the networks of either the Highways Agency or Network Rail may undergo a different approval process.

Stage 1: Programme Entry

Programme Entry indicates the Lancashire Enterprise Partnership's intention to provide funding to a scheme or package following acceptance of a Strategic Outline Business Case and its inclusion in the Strategic Economic Plan. Programme Entry is not an absolute commitment, but intended to provide sufficient assurance for the promoting authority to embark on Outline Business Case development.

Stage 2: Conditional Approval

Conditional Approval indicates the Lancashire Enterprise Partnership's acceptance of an Outline Business Case demonstrating high value for money. It is intended to provide the expectation of funding necessary for the promoting authority to apply for any statutory powers that may be



required such as Transport and Works Act powers, highways orders, planning consents, compulsory purchase orders etc.

The Lancashire Enterprise Partnership will only grant Conditional Approval on the basis that there will be no material changes to the scheme's scope, cost, design, expected benefits and value for money. The granting of Conditional Approval may be subject to a small and limited number of conditions.

Stage 3: Full Approval

Full Approval indicates the Lancashire Enterprise Partnership's acceptance of a Full Transport Business Case and approval to proceed to implementation. It occurs when all necessary statutory powers are in place and any necessary conditions specified at Conditional Approval have been satisfied. Scheme promoters can only apply for Full Approval once procurement has taken place and a preferred bidder with firm and final prices selected. Once granted, Full Approval enables the scheme promoter to commence construction and draw down grant funds.

For individual schemes requiring a Local Growth Fund contribution of less than £5m or packages of small-scale measures requiring a Local Growth Fund contribution of up to £10m where no individual scheme has a capital cost greater than £5m, acceptance of a Strategic Outline Business Case indicates the Lancashire Enterprise Partnership's approval to proceed to implementation. This enables the scheme promoter to commence works and draw down grant funds.

The Transport Business Case

The Lancashire Enterprise Partnership requires all transport business cases to adhere to the key principles of the Department for Transport's Transport Business Case guidance (January 2013) and be fully compliant with the approach to modelling appraisal and analysis set out in WebTAG at the time they submit the transport business case. This will ensure that scheme assessment follows current best practice.

Each transport business case will need to include a clear statement of scheme objectives and the specific outcomes it is intended to deliver. Scheme promoters must base central case assessments on forecasts that are consistent with the latest version of the National Trip End Model (NTEM), the Department for Transport's planning dataset. As a minimum, Transport for Lancashire will expect to consider central case assessments as part of its scrutiny of transport business cases.

Outline Business Cases submitted for Conditional Approval must include a statement confirming that WebTAG has been followed. An Appraisal Summary Table (AST) will need to accompany submissions and demonstrate that the scheme offers high value for money. Scheme promoters must ensure that the Senior Responsible Owner signs off each AST as true and accurate.



Transport for Lancashire will scrutinise individual scheme business cases on behalf of the Lancashire Enterprise Partnership and advise accordingly. In order to secure the required expertise for transport business case scrutiny without Transport for Lancashire having to develop this capability and capacity in-house at considerable cost, Transport for Lancashire will utilise independent specialist consultants. For schemes where Lancashire County Council is not the scheme promoter, Transport for Lancashire will utilise Lancashire County Council's framework consultants to undertake transport business case scrutiny. For schemes promoted by Lancashire County Council, Transport for Lancashire will procure independent advice. This will ensure complete separation between scheme promoters and their own framework consultants and the appraisal team and decision makers.

To guarantee quality assurance, consultants appointed to undertake transport business case scrutiny will need to demonstrate significant previous experience in this field, for example, the successful preparation of major scheme business cases, and be fully conversant with Department for Transport appraisal and assessment processes such as WebTAG. As Accountable Body for the Lancashire Enterprise Partnership, Lancashire County Council will ensure that officers with appropriate technical experience of this type of work oversee the selection process.

The officer with overall responsibility for transport business case scrutiny and for advising Transport for Lancashire Mike Kirby, Director of Commissioning Lancashire County Council This officer will have delegated authority to procure and appoint external consultants to assist Transport for Lancashire with independent business case scrutiny.

Where necessary, consultants appointed to review individual transport business cases and supporting analyses will be able to request the scheme promoter to provide further analysis and information to enable full and proper consideration of the scheme and to ensure that the appraisal and supporting data and assumptions are sufficiently robust and fit for purpose. Consultants will provide Transport for Lancashire with a formal report on each submitted transport business case specifying the outcome of their assessment against the five case model set out in the Department for Transport's Transport Business Case guidance.

Value for Money

The Lancashire Enterprise Partnership will only approve schemes demonstrating high value for money, with a benefit to cost ratio (BCR) of greater than 2. Only in exceptional cases will the Lancashire Enterprise Partnership consider schemes with a BCR of less than 2. In such circumstances, the scheme promoter will need to demonstrate significant additional monetised or non-monetised benefits that are important in relation to stated strategic objectives, for example, schemes necessary to facilitate significant land development for employment or housing, and guarantee a minimum 30% local contribution.

Transport for Lancashire will provide the Lancashire Enterprise Partnership with a Value for Money assessment in line with published Department for Transport WebTAG guidance at each approval stage. As part of the independent scrutiny of a scheme's transport business case, Transport for Lancashire will require the consultant responsible to confirm that the Value for Money assessment aligns with the Department for Transport's Advice Note for Local Transport



Decision Makers published in December 2013. Damon Lawrenson the County Council's interim Director of Financial Resources (and Section 151 officer) will sign off all Value for Money assessments as true and accurate. The Interim Director of Financial Resources is not involved with scheme development and promotion at Lancashire County Council, thus avoiding any potential conflict of interest with regard to schemes promoted by the County Council.

A scheme must satisfy the Lancashire Enterprise Partnership's value for money requirements at both Conditional and Full Approval stages. Where a scheme fails to deliver a minimum benefit to cost ratio of greater than 2, the Lancashire Enterprise Partnership will seek independent professional advice on the magnitude of the stated additional benefits prior to determining whether these benefits are sufficient to offset this requirement.

Programme and Risk Management

In order to secure effective management of the Lancashire Enterprise Partnership's transport investment programme, Transport for Lancashire will set up a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.

Where there are issues of cost increases and/or delays to delivery, the Lancashire Enterprise Partnership will consider the following when deciding whether to continue to support a scheme:

- whether the cost increases and/or delays to delivery were unforeseen and unavoidable;
- whether the scheme promoter is willing and/or able to fund any cost increase;
- whether additional funding has been sought from other sources;
- whether the scale of the scheme can be reduced to fit the available budget;
- the impact of any cost increase on a scheme's value for money as reflected by its benefit to cost ratio; and
- whether any delay in scheme delivery can be accommodated within the programme.

The Lancashire Enterprise Partnership ultimately reserves the right to withdraw its support for a scheme.

The Lancashire Enterprise Partnership will require scheme promoters to submit a quarterly monitoring report (QMR) to Transport for Lancashire setting out progress on scheme preparation and/or delivery. This will include a requirement for a quantified risk assessment. Transport for Lancashire will receive quarterly update reports outlining progress with delivery of the transport investment programme. It will collate the QMR information from scheme promoters, indicate progress against key milestones / deliverables and highlight any risks. A RAG (red/amber/green) rating will identify those schemes that are at risk of not meeting their programme objectives and that need urgent attention.



Monitoring and Evaluation

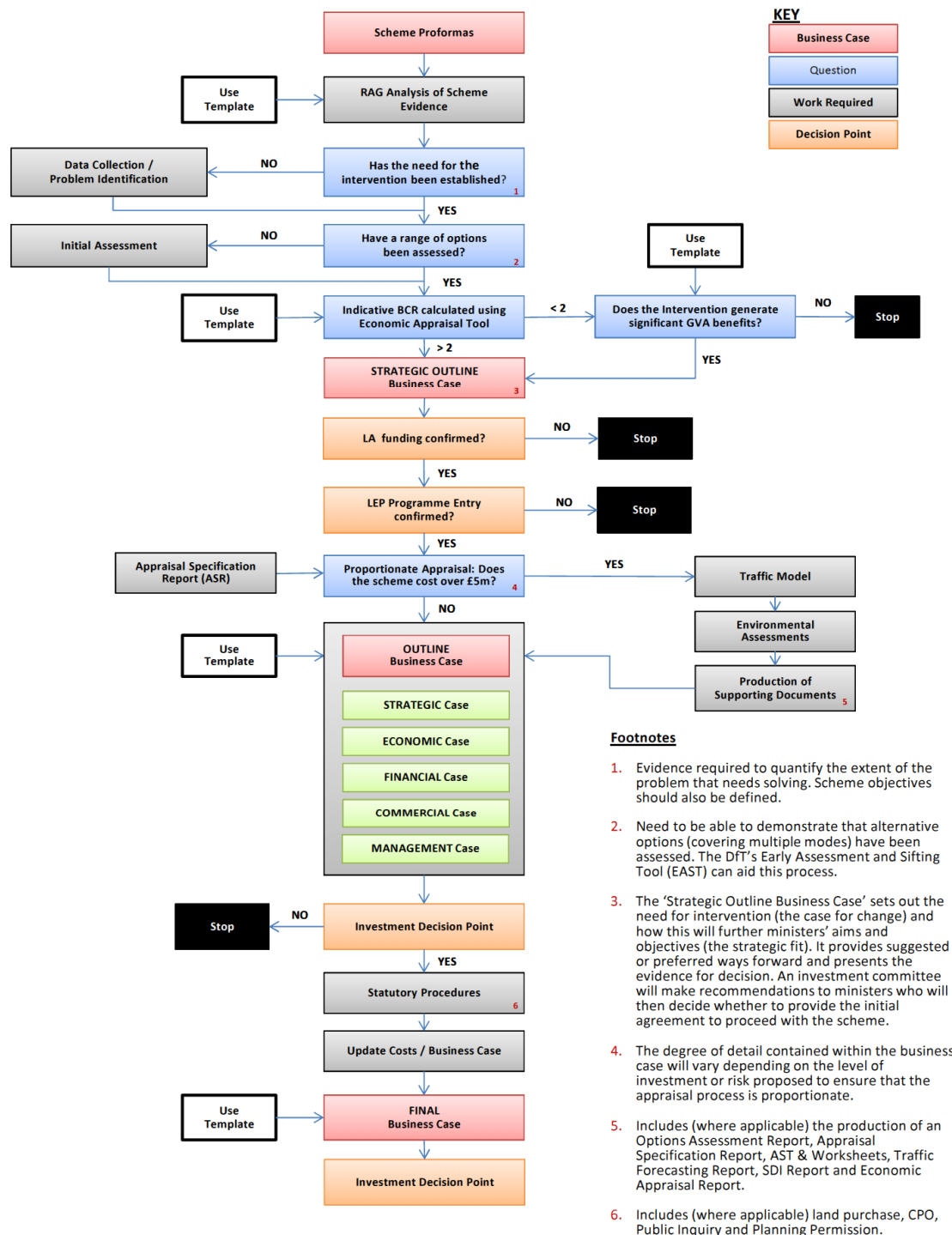
The Lancashire Enterprise Partnership will put in place a mechanism to ensure that it monitors and evaluates schemes in accordance with the appropriate Department for Transport guidance, and will publish the results on its website.

Working Draft



Business Case Development Process Chart

The process chart should be cross referenced against TfL's Assurance Framework in order to determine the status of each scheme.



PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL (CITY DEAL)

CITY DEAL EXECUTIVE

TERMS OF REFERENCE

Composition

1. The City Deal Executive shall comprise the following Members:
 - i) The Leader of Lancashire County Council (or their nominee);
 - ii) The Leader of South Ribble Borough Council (or their nominee);
 - iii) The Leader of Preston City Council (or their nominee);
 - iv) The Chair of the Lancashire Enterprise Partnership (LEP) (or their nominee);
 - v) The Vice-Chair of the LEP (or their nominee); and
 - vi) The LEP's Champion for Strategic Development (or their nominee)

Chair

2. The Chair of the LEP (or their nominee) shall serve as Chair of the City Deal Executive ("the Chair"). If the Chair is not present the Vice-Chair of the LEP (or their nominee) shall serve as Chair.
3. The Chair shall not have a casting vote.

Quorum

4. The quorum for City Deal Executive meetings shall be 4. No meeting shall be quorate unless the following Members (or their nominees) are present:
 - i) the Leader of Lancashire County Council
 - ii) the Chair of the LEP or Vice-Chair of the LEP;
 - iii) the Leader of South Ribble Borough Council; and
 - iv) the Leader of Preston City Council.
5. If within fifteen minutes from the time appointed for the holding of a City Deal Executive meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within fifteen minutes from the time appointed for holding the meeting the Members present shall be a quorum.
6. Any Member may validly participate in a meeting of the City Deal Executive by conference telephone or other form of communication equipment if all persons participating in the meeting are able to hear and speak to each other throughout the meeting.

Secretary

7. Lancashire County Council's County Secretary and Solicitor (or their nominee) shall serve as the Secretary to the City Deal Executive.

8. The Secretary shall produce minutes of all meetings of the City Deal Executive.

Meeting Frequency

9. The City Deal Executive shall meet according to operational need.

Decisions in Writing

10. A resolution in writing signed by all of the members of the City Deal Executive for the time being shall be as valid and effectual as if it had been passed at a meeting of the City Deal Executive.

Powers and Functions

11. The City Deal Executive's primary responsibility is to seek to ensure the delivery of the City Deal, and to take key strategic decisions in this regard.
12. The City Deal Executive shall:
- i) in each year, approve an annual City Deal Infrastructure Delivery Plan, for submission to the Stewardship Board in order to inform the development of an annual 'City Deal Business and Disposal Plan';
 - ii) receive, in each year, from the City Deal Stewardship Board, an Annual Business and Disposal Plan, and if thought fit, approve the same;
 - iii) in each year, approve an annual City Deal Communications and Marketing Plan, and receive regular progress reports on the implementation of the same;
 - iv) receive, on a regular basis all appropriate monitoring and financial information in relation to the City Deal.
13. The City Deal Executive will employ no staff, hold no assets, nor enter into any contractual arrangements. All delivery and operational matters will continue to rest with the City Deal partners.

Governance Relationship with the LEP

14. The LEP is responsible for agreeing the Terms of Reference of the City Deal Executive and has the power to vary the same.
15. The City Deal Executive shall review its Terms of Reference from time to time as necessary.
16. The Minutes of City Deal Executive meetings shall be submitted to the LEP Board at the LEP's request.

17. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council as Accountable Body

18. Lancashire County Council shall act as Accountable Body for the City Deal Executive.
19. Lancashire County Council shall hold the City Deal Infrastructure Delivery funding and make payments to partner delivery agencies in accordance with the decisions of the City Deal Executive. Lancashire County Council shall ensure that these funds remain separate and identifiable from the Accountable Body's own funds, and shall provide financial reports to the City Deal Executive.
20. Lancashire County Council shall provide administrative, financial and legal support to the City Deal Executive.
21. Lancashire County Council shall maintain an official record of the City Deal Executive proceedings and a library of all formal City Deal Executive documents.

Relationship with other Bodies

22. The City Deal Project Board shall report directly to the City Deal Executive and operate under Terms of Reference as agreed by the City Deal Executive.
23. The City Deal Executive shall with the consent of the Homes and Communities Agency and vice versa, have the authority to agree and amend the Terms of Reference of the City Deal Stewardship Board.
24. The City Deal Stewardship Board shall report directly to the Homes and Communities Agency and the City Deal Executive.

PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL (CITY DEAL)
STEWARDSHIP BOARD
TERMS OF REFERENCE

Glossary of Terms

"City Deal Partners" The Lancashire Enterprise Partnership, Lancashire County Council, Preston City Council and South Ribble Borough Council.

"CLG" Department for Communities and Local Government

"HCA" Homes and Communities Agency

Composition

1. The Stewardship Board shall comprise the following Members:
 - i) The North West Executive Director of the HCA (or their nominee);
 - ii) The Chief Executive of Lancashire County Council (or their nominee);
 - iii) The Chief Executive of South Ribble Borough Council (or their nominee);
 - iv) The Chief Executive of Preston City Council (or their nominee); and
 - v) The Lancashire Enterprise Partnership's Champion for Strategic Development (or their nominee).
2. The Stewardship Board shall have the power to appoint up to 2 additional Members.

Chair

3. The North West Executive Director of the HCA (or their nominee) shall serve as Chair of the Stewardship Board ("the Chair").
4. The Chair shall not have a casting vote.

Quorum

5. The quorum for Stewardship Board meetings shall be 5. No meeting shall be quorate unless each Member set out in 1 above is present.
6. If within fifteen minutes from the time appointed for the holding of a City Deal Stewardship Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within fifteen minutes from the time appointed for holding the meeting the Members present shall be a quorum.

Secretary

7. Lancashire County Council's County Secretary and Solicitor (or their nominee) shall serve as the Secretary to the Stewardship Board.

Meetings

8. The Stewardship Board shall meet according to operational need.
9. Meetings shall take place at venues provided by each of the City Deal Partners and the HCA, on a rotational basis where possible.
10. An Agenda and all necessary accompanying papers shall, wherever possible, be despatched 7 days prior to each meeting.
11. The Secretary shall produce minutes of all meetings of the Stewardship Board.

Decisions in Writing

12. A resolution in writing signed by all of the members of the Stewardship Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Stewardship Board.

Duties and Responsibilities

13. The Stewardship Board has the responsibility for guiding the disposal of the assets listed in the City Deal document, in accordance with wider City Deal economic and housing growth objectives.
14. The Stewardship Board shall:
 - i) in each year, receive an annual 'City Deal Infrastructure Delivery Plan' from the City Deal Executive and utilise its content to inform the development of an annual 'City Deal Business and Disposal Plan';
 - ii) in each year, approve an annual 'City Deal Business and Disposal Plan' for submission to the HCA's National Board. As soon as the Plan is approved by the HCA it shall be submitted to the City Deal Executive for their consideration and, if thought fit, approval;
 - iii) at any time, recommend to the HCA and City Deal Executive, in turn, any amendments or additions to the annual City Deal Business and Disposal Plan;
 - iv) approve a 'Monitoring Schedule' for submission to the CLG;



- v) at any time, recommend to the CLG any amendments or additions to the Monitoring Schedule;
- vi) receive Monitoring Schedule progress updates on an annual basis;
- vii) receive regular financial updates in relation to the City Deal Infrastructure Delivery Fund;
- viii) receive regular reports on the Infrastructure Delivery Plan;
- ix) make recommendations as it sees fit, on any matter within its remit, to the City Deal Executive, HCA, City Deal Partners, and/or CLG.

Governance Relationships

- 15. The HCA and City Deal Executive, acting unanimously, shall be responsible for agreeing and, if necessary, amending the Terms of Reference of the Stewardship Board.
- 16. The Stewardship Board shall review its Terms of Reference from time to time as and when necessary.
- 17. These Terms of Reference shall be read in conjunction with the City Deal Stewardship Board Agreement "Agreement" and Memorandum of Understanding "Memorandum". If any provisions of the Agreement or Memorandum conflict with any provisions of these Terms of Reference, these Terms of Reference shall prevail.
- 18. The Secretary shall maintain an official record of all Stewardship Board proceedings and a library of formal Stewardship Board documents.

LANCASHIRE SKILLS BOARD
TERMS OF REFERENCE

Composition

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the Skills Board shall comprise a minimum of 5 members and a maximum of 10.
2. The Members of the Skills Board shall be appointed by the Lancashire Enterprise Partnership and shall draw members from the training, skills and higher education sectors (up to 5, normally including 2 general further education colleges and 2 higher education providers) plus 5 from other private sector industries.
3. The Members of the Skills Board, as at the date of adoption of these Terms of Reference, are as follows:

Amanda Melton (Chair)	Chief Executive, Nelson and Colne College – Further Education Sector
Beverley Robinson	Chief Executive, Blackpool and Fylde College – Further Education Sector
Andrew Atherton	Deputy Vice Chancellor, Lancaster University – Higher Education Sector
Joel Arber	Director of Marketing and Communications, UCLAN
Steve Gray	Chief Executive, Training 2000 – Private Sector
Joanne Pickering	Forbes Solicitors and Chair of Lancashire HR Employers Network – Private Sector
Lynne Livesey	Pro Vice Chancellor, University of Central Lancashire – Higher Education Sector
Graham Howarth	HR and Legal Director, Crown Paints
Paul Holme	Chair of the North West Training Provider Network

4. The Skills Board may invite any persons it sees fit to attend meetings as observers.
5. When considering the appointment of additional members to the Skills Board, perceived gaps in knowledge / experience, together with sectoral and geographical coverage should be taken into account.

Chair and Deputy Chair

6. The Skills Board shall appoint one of its number to act as Chair ("the Chair"). The Chair of the Skills Board will be a private sector representative and be a member of the LEP Board.
7. The Chair shall not have a casting vote.

8. The Skills Board may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

9. The quorum for Skills Board meetings shall be 4.
10. If within fifteen minutes from the time appointed for the holding of a Skills Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

Secretary

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Skills Board.
12. The Secretary shall produce minutes of all meetings of the Skills Board and will maintain a list of conflicts of interests. Future Skills Board agendas will include a standard item requiring declarations to be made in relation to specific items of business.
13. The Secretary shall produce and maintain an action list of all outstanding Skills Board matters, a copy of which shall be circulated to meetings of the Skills Board.

Meeting Frequency

14. The Skills Board shall meet according to operational need.

Decisions in Writing

15. A resolution in writing signed by the majority of the members of the Skills Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Skills Board.

Remit

16. The Skills Board's primary responsibility is to consider skills development priorities within Lancashire, Blackpool and Blackburn and any related issues and make recommendations on the same to the relevant bodies. In doing so, the Skills Board shall:
- i) commission and maintain an evidence-base to help understand key skill demands in the LEP area and support the development and tracking of an agreed Skills Plan with agreed Key Performance Indicators;
 - ii) oversee the production of a Skills Plan for the area which is consistent with the wider economic priorities set out in the LEP's Growth Plan;



- iii) develop and promote skills-related initiatives and programmes aligned with agreed priorities, as part of the LEP's Strategic Economic Plan;
- iv) will identify and work with other LEP areas on skills issues of strategic and cross-boundary significance; and
- v) advise on the deployment of skills funding directly accessed by the LEP.

Governance Relationship with the LEP

- 17. The LEP is responsible for agreeing the Terms of Reference of the Skills Board and has the power to vary the same.
- 18. The Skills Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
- 19. Minutes of Skills Board meetings shall be submitted to the LEP Board at the LEP's request.
- 20. The Chair shall provide update reports to the LEP Board at the LEP's request.

Relationship with Lancashire County Council

- 21. Lancashire County Council shall provide administrative and legal support to the Skills Board.
- 22. Lancashire County Council shall maintain an official record of the Skills Board proceedings and a library of all formal Skills Board documents.

LANCASHIRE ENTERPRISE ZONE
GOVERNANCE STRUCTURE AND TERMS OF REFERENCE

Revised February 2015

Enterprise Zone Governance Committee

Membership

Chair: Edwin Booth, Chair of the Lancashire Enterprise Partnership (LEP)
Directors: Richard Evans, Partner, KPMG, and LEP Director
Mike Tynan, Chief Executive (Nuclear) AMRC and LEP Director
Jenny Mein, Leader of Lancashire County Council and LEP Director
Malcolm McVicar, Former Vice Chancellor, University of Central Lancashire,
and LEP Director
Mark Smith, Vice Chancellor, University of Lancaster
David Taylor, Chairman, David Taylor Partnership
Quorum: Chair and two members of the Governing Body

Frequency of Meetings

Bi-Monthly

Role and Responsibilities

The Enterprise Zone Governance Committee is a sub-committee of the Lancashire Enterprise Partnership.

The Governance Committee is responsible for setting and overseeing the strategic direction of the Lancashire Enterprise Zone. It will also provide regular reports to the LEP Board, specifically focusing on:

- (v) Regular progress updates on the delivery of public infrastructure into the Samlesbury site of the Lancashire Enterprise Zone;
- (vi) Regular progress updates on the delivery of the BAE Systems' Training Centre and Logistics Facility, which will form the first phase of development on the Samlesbury site of the Lancashire Enterprise Zone;
- (vii) Regular progress updates on the establishment and progress of the Dev Co arrangement (a joint venture between Carillion PLC and Eric Wright Group Ltd in their capacity as the County Council's strategic regeneration property partner) to deliver the Samlesbury site;
- (viii) Regular progress reports on the drawdown/development of land on the Lancashire Enterprise Zone;
- (ix) Regular progress reports on the generation of commercial leads and enquiries on the Lancashire Enterprise Zone;



- (x) Regular financial reports regarding the generation of Business Rates growth at the Lancashire Enterprise Zone;
- (xi) Regular financial reports on Business Rates Relief providing to companies locating to the Lancashire Enterprise Zone;
- (xii) Regular financial reports on the provision and repayment of any public investment provided in support of the development of the Lancashire Enterprise Zone;
- (xiii) Regular progress updates on the number of jobs and commercial floor-space created across the Lancashire Enterprise Zone; and
- (xiv) Regular progress reports on planning frameworks and commercial masterplans in place across the Lancashire Enterprise Zone.

Enterprise Zone Programme Board

Membership

Chair: Eddie Sutton, Assistant Chief Executive, Lancashire County Council

Members: Simon Eastwood, Managing Director, Carillion PLC
Jeremy Hartley, Group Managing Director, Eric Wright Group Ltd
Gareth Jackson, Development Director, Dev Co
Dave Holmes, Director of Infrastructure, BAE Systems
Martin Kelly, Director of Economic Development, Lancashire County Council
Representative of CBRE and/or another national agent
Peter Sebastian, Head of EZ Team, Department of Communities and Local Government (DCLG)
Representative of Department Business, Innovation & Skills (BIS Local)
AEM specialist, UK Trade and Investment (UKTI)

Beckie Joyce, Head of Strategic Development, Lancashire County Council, to co-ordinate the County Council's finance, legal, planning and programme management and external professional service support to the EZ Governing Body, Programme Board and Project Board

Frequency of Meetings

Monthly – (and always two weeks in advance of each Enterprise Zone Governing Body)

Role and Responsibilities

The Enterprise Zone Programme Board is responsible for:

- (iv) Providing regular progress reports and advice on all commercial, financial, development and planning matters for consideration by the Enterprise Zone Governing Body;

- (v) Providing regular reports and advice on the implementation of agreed planning frameworks and commercial masterplans developed for the Lancashire Enterprise Zone;
- (vi) Providing reports and advice on the drawdown of land under the Option Agreement in place between Lancashire County Council and BAE Systems in respect of the Samlesbury site of the Lancashire Enterprise Zone;
- (vii) Providing regular progress reports and advice on commercial enquiries received/secured on the Lancashire Enterprise Zone;
- (viii) Providing regular reports and advice on any public or other infrastructure required on the Lancashire Enterprise Zone; and
- (ix) Developing recommendations/reports for the Governing Body on new initiatives, incentives and/or funding opportunities which may be appropriate to support the delivery of the Lancashire Enterprise Zone.

Enterprise Zone Project Board

Membership

Chair: Eddie Sutton, Assistant Chief Executive, Lancashire County Council

Members: Gareth Jackson, Development Director, Dev Co
David Baird, Enterprise Zone Programme Manager, BAE Systems
Kathryn Molloy, Head of LEP Co-ordination, Lancashire County Council
Chris Dyson, EZ Programme Manager, Lancashire County Council
Emma Prideaux, EZ Planning Advisor, Lancashire County Council
Planning Officer Support, representative of Ribble Valley/South Ribble planning authorities
Julia Johnson, EZ Legal Support, Lancashire County Council
Andrew Good, Head of Finance, Lancashire County Council
Phill Wilson, EZ Highways Project Manager, Lancashire County Council
Gary Pearce, Head of Corporate Property, Lancashire County Council

Frequency of Meetings

Every two weeks

Role and Responsibilities

The Enterprise Zone Project Board is responsible for:

- (x) Managing and monitoring operational progress on the Lancashire Enterprise, specifically in respect of all commercial, financial, development, legal, planning, land, infrastructure and highways matters on the Lancashire Enterprise Zone;
- (xi) Preparing regular progress reports on all commercial, financial, development, legal, planning, land, infrastructure and highways matters for consideration by the Enterprise Zone Programme Board;



- (xii) Preparing advice and recommendations for consideration by the Enterprise Zone Programme Board on the implementation of agreed planning frameworks and commercial masterplans developed for the Lancashire Enterprise Zone;
- (xiii) Monitoring progress on the drawdown of land under the Option Agreement in place between Lancashire County Council and BAE Systems in respect of the Samlesbury site of the Lancashire Enterprise Zone;
- (xiv) Monitoring commercial enquiries received/secured on the Lancashire Enterprise Zone;
- (xv) Identifying any public or other infrastructure required on the Lancashire Enterprise Zone; and
- (xvi) Identifying any new local or national initiatives, incentives and/or funding opportunities which may be appropriate to support the delivery of the Lancashire Enterprise Zone.

Working Draft

Annex '2'

**Protocol on the Disclosure of Confidential Information for
Directors / Observers / Officers and other attendees at Lancashire Enterprise Partnership Board Meetings**

The Lancashire Enterprise Partnership seeks to make information it holds freely available to the public in fulfilling its responsibility for openness and accountability.

In doing so, it must respect the rights of individuals and other organisations. It is also in the public interest that its commercial interests are protected to the extent recognised by the Freedom of Information Act.

This protocol sets out the arrangements agreed by the Lancashire Enterprise Partnership for the treatment by all attendees at Board meetings of confidential information.

- Confidential information will be identified in one of the following ways:
 - a. Marked "not for publication" and include a statement that the report contains confidential or exempt information
 - b. Included in Part II of an agenda for a Board meeting
 - c. Received with a covering letter or other communication which indicates the document is confidential
- If you receive confidential information you should assume that it is provided to you for your personal information and you should not disclose it to anyone unless one of the following applies;
 - a. Information at 1b above will be supplied to all other members attending the meeting in question and will be shared and discussed with them. It should not however, be shared with other people who are not involved in the meeting
 - b. You have the written consent of the person who provided you with the information to the specific disclosure made.
 - c. You have received legal advice that you are under a legal obligation to disclose that information to a person who has requested it. The Company Secretary will provide advice on this point if requested.
 - d. You may disclose the information if it is necessary for you to do so in order to obtain advice from a professional adviser, provided that adviser gives a binding obligation not to disclose the information themselves.

Freedom of Information Act 2000 – Extracts

Section 1 - General right of access to information held by public authorities.

(1) Any person making a request for information to a public authority is entitled:

- to be informed in writing by the public authority whether it holds information of the description specified in the request, and
- if that is the case, to have that information communicated to him.

(2) Subsection (1) has effect subject to the following provisions of this section and to the provisions of sections 2, 9, 12 and 14.

(3) Where a public authority—

- reasonably requires further information in order to identify and locate the information requested, and
- has informed the applicant of that requirement,

the authority is not obliged to comply with subsection (1) unless it is supplied with that further information.

(4) The information—

- in respect of which the applicant is to be informed under subsection (1)(a), or
- which is to be communicated under subsection (1)(b),

is the information in question held at the time when the request is received, except that account may be taken of any amendment or deletion made between that time and the time when the information is to be communicated under subsection (1)(b), being an amendment or deletion that would have been made regardless of the receipt of the request.

(5) A public authority is to be taken to have complied with subsection (1)(a) in relation to any information if it has communicated the information to the applicant in accordance with subsection (1)(b).

(6) In this Act, the duty of a public authority to comply with subsection (1)(a) is referred to as “the duty to confirm or deny”.

Section 3 - Public authorities.

(1) In this Act “public authority” means—

1. subject to section 4(4), any body which, any other person who, or the holder of any office which—
 - a. is listed in Schedule 1, or
 - b. is designated by order under section 5, or
2. a publicly-owned company as defined by section 6.

(2) For the purposes of this Act, information is held by a public authority if—

- it is held by the authority, otherwise than on behalf of another person, or

- it is held by another person on behalf of the authority.

Section 6 - Publicly-owned companies.

(1) A company is a “publicly-owned company” for the purposes of section 3(1)(b) if—

- it is wholly owned by the Crown, or
- it is wholly owned by any public authority listed in Schedule 1 other than—
 - a. a government department, or
 - b. any authority which is listed only in relation to particular information.

(2) For the purposes of this section—

- a company is wholly owned by the Crown if it has no members except—
 - a. Ministers of the Crown, government departments or companies wholly owned by the Crown, or
 - b. persons acting on behalf of Ministers of the Crown, government departments or companies wholly owned by the Crown, and
- a company is wholly owned by a public authority other than a government department if it has no members except—
 - a. that public authority or companies wholly owned by that public authority, or
 - b. persons acting on behalf of that public authority or of companies wholly owned by that public authority.

(3) In this section—

- “company” includes any body corporate;
- “Minister of the Crown” includes a Northern Ireland Minister

Part II Exemption Summary **Exemptions – Freedom of Information Act 2000**

Section 21: Information reasonably accessible to the applicant by other means.

The purpose of the section 21 exemption is to ensure that there is no right of access to information via FOIA if it is available to the applicant by another route.

Section 22: Information intended for future publication

There are circumstances when it is reasonable and correct for public authorities to delay the provision of information until it is made generally available through publication.

Section 23: Security Bodies

Section 23 of FOIA provides an exemption for information that was provided by, or relates to, a security body.

Section 24: Safeguarding national security

National security includes more than the security of the UK, its military defence and its systems of government, it also involves co-operation with other states in combating international terrorism and guarding against actions targeted at other states which may impact on the UK and its people.

Section 26: Defence

Section 26 of the Act sets out an exemption from the right to know if the disclosure of information would or would be likely to prejudice: the defence of the British Islands (i.e. the UK, Channel Islands and the Isle of Man) or any colony; or the capability, effectiveness or security of the armed forces or that of any forces cooperating with them.

Section 27: International relations

Section 27 of the Act sets out exemption from disclosure if disclosure would likely prejudice

- a. relations between the United Kingdom and any other state
- b. relations between the United Kingdom and any other international organisation or international court
- c. the interests of the United Kingdom abroad
- d. the promotion or protection by the United Kingdom of its interests abroad

Section 28: Relations within the UK

Section 28 sets out an exemption from the right to know, if the disclosure of the information in question would, or would be likely to prejudice relations between two or more United Kingdom administrations.

Section 29: The economy

Section 29, generally referred to as the 'economy exemption', provides two grounds for withholding information. Firstly, information is exempt if its disclosure would, or would be likely to prejudice the economic interests of the UK or any part of it. Secondly information is also exempt where its disclosure would, or would be likely to prejudice the financial interests of the UK government or any of the devolved administrations. The term 'prejudice', in this context, is generally taken to mean harm or damage.

Section 30: Investigations and proceedings

Section 30 can only be claimed by public authorities that have a duty to investigate whether someone should be charged with an offence, or the power to conduct such investigations and/or institute criminal proceedings. Section 30 is subject to the public interest test. In applying the public interest test it is important to recognise that the purpose of the exemption is to protect the effective investigation and prosecution of offences and the protection of confidential sources.

Section 31: Law enforcement

Section 31 provides a prejudice based exemption which protects a variety of law enforcement interests, for example, prevention or detection of crime. It can protect information on a public authority's systems which would make it more vulnerable to crime. It can also be used by a public authority that has no law enforcement function to protect the work of one that does.

Section 32: Information contained in court records

The information covered by this section of the Act is subject to an absolute exemption. This means that if a request is received for information covered by the section there is neither a duty to disclose it nor to confirm or deny that it is held. Moreover there is no need to consider whether there might be a stronger public interest in making the disclosure despite the existence of an exemption. In other words, information is either exempt or it is not.

Section 32: Information contained in court transcripts

Court transcripts are documents created by members of the administrative staff of the court and information in them is exempt under section 32 of the FOIA.

Section 33: Public audit

Section 33 provides an exemption for information on public audit functions. It applies to public authorities that carry out audits or audit-type inspections of other public authorities.

Section 34: Parliamentary privilege

Section 34 of FOIA provides an exemption for information if its disclosure would infringe parliamentary privilege. The exemption is absolute, which means there is no public interest test.

Section 35: Government policy

Section 35 sets out four exemptions designed to protect government and provide a safe space for policymaking. Only central government can use these exemptions. However, the exemptions are qualified by the public interest test. Even if an exemption is engaged, departments can only withhold the information if the public interest in maintaining the exemption outweighs the public interest in disclosure.

Section 36: Effective conduct of public affairs

Section 36 provides an exemption if disclosure would or would be likely to: prejudice collective responsibility or the equivalent in Wales and Northern Ireland; inhibit the free and frank provision of advice or exchange of views; or otherwise prejudice the effective conduct of public affairs.

Section 36: Record of the qualified person's opinion

If the qualified person's opinion is that section 36 is engaged (i.e. that disclosure of the information would or would be likely to cause prejudice or inhibition), the public authority must then carry out the public interest test. As a matter of good practice, public authorities should also keep a record of the factors considered in the public interest test and the outcome of that test.

Section 37: Communications with Her Majesty and the awarding of honours

Section 37 covers exemption of information relating to communications with The Queen, other members of the Royal Family or the Royal Household.

Section 38: Health and safety

Section 38 provides an exemption from disclosing information if such disclosure would endanger any individual (including the applicant, the supplier of the information or anyone else). In particular the section provides that information is exempt if its disclosure under the Act would, or would be likely to endanger the physical or mental health of any individual, or endanger the safety of any individual. Section 38 is a qualified exemption. This means that even if information is exempt, a public authority is under a duty to consider whether disclosure should nevertheless be made in the public interest.

Section 40: Personal information

When handling a request under FOIA or the EIR for information that may include personal data, the public authority must first establish whether the information constitutes personal data within the meaning of the DPA. If the information constitutes the personal data of the requester, then it is exempt from disclosure. This is an absolute exemption, and there is no duty to confirm or deny whether the information is held. Instead, the public authority should deal with the request as a subject access request under the DPA. If the information requested includes personal data of other people, then how this should be handled depends on whether it is separable from the requester's personal data. If the information constitutes the personal data of third parties, public authorities should consider whether disclosing it would breach the data protection principles. The only one which is likely to be relevant is the first principle. The public authority can only disclose the personal data if to do so would be fair, lawful and meet one of the conditions in Schedule 2 of the DPA (and in the case of sensitive personal data, a condition in Schedule 3)

Section 40: Access to information held in complaint files

Under the DPA, individuals have a right of subject access to information about themselves. It does not give a right of access to information about anyone else – unless it is a parent acting on behalf of a child, for example. The DPA applies to all organisations that process personal data – public or private sector. Under FOIA, any individual can make a request for access to any information held by a public authority. However, an individual's own personal data is exempt from FOIA's access right – that has to be dealt with according to the DPA's subject access rules. Potentially, FOIA does give one individual a right of access to information about another. However, if providing the third party information would breach the data protection principles, then it is exempt from disclosure. Because FOIA only applies to public authorities, individuals will normally have no right of access to third party personal data held by private sector organisations. Complaint files can be complex, often consisting of a mixture of information that is the complainant's personal data, is third party personal data and that isn't personal data at all. This means that sometimes you will need to consider each document within a complaint file separately, and even the content of particular documents, to assess the status of the information they contain.

Section 40: Information exempt from the subject access right

The public authority must first establish that the information in question constitutes personal data, within the meaning of the DPA. Secondly, the personal data must relate to someone other than the requester. The reason for this is that if the information is the requester's own personal data, then it is exempt from disclosure under section 40(1) of FOIA, and this is an absolute exemption. Instead, the DPA gives people the right to obtain their own data, using a subject access request. Furthermore, even if this right is limited in any particular case by an exemption in DPA, a requester still cannot use FOIA as an alternative route to obtain personal data about themselves. If they request it under FOIA, the exemption in section 40(1) still applies. If a public authority receives a FOIA request where the information asked for is the requester's personal

data, they should inform the requester that the information is exempt under FOIA, but at the same time deal with it as a subject access request under the DPA.

Section 40: Neither confirm nor deny in relation to personal data

A public authority is not obliged to confirm or deny whether it holds other personal data if to do so would contravene data protection principles, or a DPA section 10 notice, or if the information would be exempt from the data subject's right of access in the DPA.

Section 40: Personal data of both the requester and others

Requested information may include the personal data of several data subjects. Where 'mixed' personal data is so closely linked that it is not possible to separate it out, there is no requirement to assess the relative extent or significance of the different sets of personal data. A request from any of the data subjects should be refused under section 40(5) or regulation 5(3).

Section 40: Requests for personal data about public authority employees

When a public authority receives a request for information that constitutes personal data about its employees, it must decide whether disclosure would breach Principle 1 of the Data Protection Act (the DPA), ie whether it would be fair and lawful to disclose the information. Whether the disclosure is fair will depend on a number of factors including:

- a. whether it is sensitive personal data;
- b. the consequences of disclosure;
- c. the reasonable expectations of the employees; and
- d. the balance between any legitimate public interest in disclosure and the rights and freedoms of the employees concerned.

If the public authority decides that it would be fair, the disclosure must also satisfy one of the conditions in Schedule 2 of the DPA. In addition, if the information constitutes sensitive personal data, the disclosure must also satisfy one of the conditions in Schedule 3 of the DPA. In some circumstances the authority may neither confirm nor deny that it holds the requested information. This general approach can be applied to various types of employee information, including:

- a. Salaries and bonuses
- b. Information about termination of employment and compromise agreements
- c. Lists and directories of staff
- d. Names in documents
- e. Registers of interests

Where employees request their own data, this is exempt under FOIA and the public authority should instead handle this as a subject access request under the DPA. Employees do not have a right under the DPA to request personnel information that falls into 'category (e)' of the definition of personal data. If the information is requested by others the exemption is qualified, rather than absolute. It may be fair to disclose the names of people representing other organisations. If the information requested is environmental information, the public authority must deal with the request under the EIR. The provisions in the EIR relating to personal data correspond to those in FOIA.

Section 41: Information provided in confidence

Section 41 of the Act sets out an exemption from the right to know where the information requested was provided to the public authority in confidence.

Section 41: Information provided in confidence relating to contracts

Section 41 explains that information will be exempt from disclosure if it was obtained by the public authority from another party (including another public authority), and the disclosure of the information to the public (otherwise than under this Act) by the public authority holding it would result in a breach of confidence actionable by that or any other party. The exemption cannot apply to information the public authority has generated itself. The information must have been provided by someone else.

When a public authority enters into a contract, it should let that other party know before the contract is drawn up that part or all of the contract may be disclosed in response to a freedom of information request. Public authorities can use confidentiality clauses to identify information that may be exempt, but they should carefully consider the compatibility of such clauses with their obligations under the FOIA. They may also help identify occasions where the other party to a contract should be consulted before disclosure. Such clauses cannot however prevent disclosure under the FOIA if the information is not confidential.

Section 41: The duty of confidence and the public interest

Section 41 states that information will be exempt if it was obtained from another person or organisation and disclosure would result in a breach of confidence over which a person could take legal action (ie an actionable breach of confidence). Section 2(3)(g) states this exemption is absolute. This means that if section 41 applies, a public authority does not have to apply a public interest test under the FOIA in order to withhold the information.

Section 42: Legal professional privilege

Section 42 provides an exemption under FOIA for information protected by legal professional privilege (LPP). Section 42 is a qualified exemption, subject to the public interest test.

Section 43: Commercial interest

Section 43 of the Act sets out an exemption from the right to know if the information requested is a trade secret, or release of the information is likely to prejudice the commercial interests of any person. (A person may be an individual, a company, the public authority itself or any other legal entity). Section 43 is a qualified exemption. That is, it is subject to the public interest test which is set out in section 2 of the Act. Where a public authority is satisfied that the information requested is a trade secret or that its release would prejudice someone's commercial interests, it can only refuse to provide the information if it is satisfied that the public interest in withholding the information outweighs the public interest in disclosing it.

Section 43: Commercial detriment of third parties

Section 43(2) explains that information will be exempt if its disclosure would, or would be likely to, prejudice the commercial interest of any person. This exemption is qualified. Even if information falls within section 43, public authorities must then apply the public interest test set out in section 2(2)(b). The information can only be withheld if the public interest in maintaining the exemption outweighs the public interest in disclosure.

If a public authority believes that by responding to a FOIA request it will prejudice the commercial interests of a third party, then it should when necessary (for example to determine whether or not an exemption applies) and wherever possible consult the third party for its view. The public authority must not speculate as to whether there is any

commercial detriment and the reasons why without any evidence or input from the third party.

If the third party does not express any concerns regarding prejudice to its commercial interests, then the public authority should not put forward any arguments of its own. However, there may occasionally be situations where the public authority cannot realistically obtain input from the third party, for example due to time constraints for responding to requests. In such situations, it will be acceptable for a public authority to put forward evidenced arguments based on its prior knowledge of the third party's concerns.

Section 43: Public sector contracts

The Freedom of Information Act (FOIA) recognises that there are valid reasons for withholding some information in response to a request. The Act lays out 23 situations in which information is considered exempt. A public authority cannot contract out of its responsibilities under the Act and unless information is covered by an exemption it must be released if requested.

Any of the 23 exemptions could apply to information concerning the relationship between a public authority and a contractor. Section 40 (personal information) may apply to details of a company's personnel provided in support of a tender. Section 44, statutory prohibition, will apply to information provided by contractors in some circumstances, particularly where covered by the Public Contracts Regulations 2006. The two most relevant exemptions are likely to be section 41, information which has been provided in confidence, and section 43 where the release of information is likely to prejudice someone's commercial interests.

Only information that is in fact confidential in nature, or which could prejudice a commercial interest if released, can be withheld under these provisions. It is important that contractors and public authorities understand what information may be available and how accessibility may change over time.

Section 44: Prohibitions on disclosure

Section 44 covers information which is prohibited from disclosure under other legislation. Information is exempt if its disclosure by the public authority holding it:

- a. is prohibited by or under any enactment
- b. is incompatible with any Community obligation, or
- c. would constitute or be punishable as a contempt of court

Section 44 is an absolute exemption, which means that if information is covered by any of the subsections in s44 then it is exempt from disclosure. There is no need to consider whether there might be a stronger public interest in disclosing the information than in not disclosing it. Information covered by s44 is either exempt or it is not.

Annex '4'

Protocol on the attendance of Observers at Lancashire Enterprise Partnership Board Meetings

The Lancashire Enterprise Partnership will permit the attendance of Observers at Board meetings subject to the following provisions:

- (i) Observers are requested to make themselves known to the Company Secretary (or their representative) and state their name, the organisation they represent and their purpose for attending the meeting. Ideally this should be done in writing (or via email) in advance of the meeting.
- (ii) The Chair will seek formal approval from the Directors present to any request for an Observer to attend for Part I (Items that are publically available) and, if applicable, Part II (Private and Confidential items). Observers will usually be excluded from any Part II items other than in exceptional circumstances.
- (iii) If an Observer is permitted to attend for any Part II items they must agree to adhere to the Protocol on the Disclosure of Confidential Information for Directors / Observers / Officers and other attendees at Lancashire Enterprise Partnership Board meetings. Any Observers present from local authorities will also be bound by their own confidentiality procedures.
- (iv) The Board will determine appropriate action to be taken in the event of any proven / intentional breaches of this confidentiality statement.

Speaking at Meetings

As a general rule Observers will not be permitted to speak at Lancashire Enterprise Partnership Board meetings, unless invited to do so by the Chair.

The Chair may terminate any speech made by an Observer if he/she considers it appropriate to do so. The Chair's judgement will be informed by the following provisions:

Observers must not:

- Speak at a point in the meeting other than those where they are invited to do so by the Chair.
- Interrupt another speaker.
- Reveal personal information about another individual.
- Make individual or personal complaints against any member of the Board.
- Reveal information which they know or believe to be confidential.
- Use offensive, abusive or threatening language.
- Ignore the ruling of the Chair of the meeting.

Persistent disregard of the above protocol may result in Observers being asked to leave the meeting.

Annex '5'

DIRECTORS' INTERESTS

Under the provisions of the Companies Act 2006, as a director of Lancashire Enterprise Partnership Limited ("the company"), there are two different types of conflict of interest that you will need to declare to the company:

Situational Conflicts

Upon accepting your appointment as a director, you should inform the Company Secretary of anything, or any connection you have, which could potentially divert your mind from giving sole consideration to promoting the success of the company.

Although there is nothing to prohibit you from holding multiple directorships or even from engaging in business that competes with Lancashire Enterprise Partnership Limited, any situation where there is a degree of tension must be declared.

For example, as a director of the company it is your duty to act in the sole interest of the company. However, if you have been nominated by another organisation, a tension may arise out of any actual or perceived duty to act in the best interests of that organisation as opposed to the company itself.

Once any potential interests have been declared, they will be put to the other directors, who have the power to authorise them.

You have an ongoing duty to update the Company Secretary of any changes to your situational interests.

Transactional conflicts

A transactional conflict arises where as a director, you or a 'connected person' (for example a family member), has an interest in a proposed or existing transaction or arrangement with the company.

If you realise that you are in any way, directly or indirectly interested in a proposed transaction or arrangement with the company, you must declare the nature and extent of that interest to the other directors. This should be done via the Company Secretary. Any such declarations should be made as soon as practicable, ideally before or at the start of any Board meeting at which the item is to be considered.

If you have made such a declaration, the default position is for you not to be counted as participating in the decision-making process for quorum or voting purposes during consideration of the matter. However Lancashire Enterprise Partnership Limited's Articles of Association do enable the remaining, non-interested directors to, if they see fit, authorise any such conflicts and in these instances they may agree for you to take part.

Please note that specific provisions relating to directors' interests are set out in clauses 13.7 to 13.13 of the company's Articles of Association.

If you require any further information or advice, please do not hesitate to contact:

Andy Milroy, Company Services Officer, Email: andy.milroy@lancashire.gov.uk Telephone: 01772 530354

Annex '6'

Gifts and Hospitality

Directors of the Lancashire Enterprise Partnership (LEP) must (within 28 days of receiving it) notify the Company Secretary in writing of any gifts or hospitality received, the value of which is estimated at being over £25.

"Hospitality" is defined as accommodation, food or drink, or entertainment which is provided free of charge or at a discounted rate. The requirement applies where the gifts or hospitality is received in your capacity as a Director, rather than from friends or family, received from any person or body other than the LEP.

Your notification must also give the identity of the donor of the gift or hospitality.

You should also make a notification of an accumulation of smaller gifts or hospitality valued at £25 or less received over a short period of time which when added together are valued above £25.

If you are uncertain of the value of a gift or hospitality you should declare it. It is also good practice to notify the Company Secretary of offers of gifts or hospitality which have been offered but refused.

A failure to notify the Company Secretary of any gifts and/or hospitality over the value of £25 is a breach of the LEP's Code of Conduct.

Any gifts or hospitality notified to the Company Secretary will be included in the LEP's register of Gifts & Hospitality, a copy of which is made available for public inspection and published on the LEP's website.

However, where you consider that disclosure of the details of any gift or hospitality could lead to you, or a person connected with you, being subject to violence or intimidation the Company Secretary may agree to exclude from the LEP's register such details as he considers appropriate and that information will not be included on the LEP's register.

Working Draft

Complaints Policy

How the Lancashire Enterprise Partnership handles your compliments, comments and complaints

What are compliments, comments and complaints?

A complaint is an expression of dissatisfaction by one or more members of the public about the Lancashire Enterprise Partnership's (LEP's) action or lack of action or about the standard of service, whether the action was taken or the service provided by the LEP itself or a person or body acting on behalf of the LEP.

How complaints are investigated

In the first instance any complaint should be addressed to the Company Secretary, either via email to: enquiries@lancashire.gov.uk or in writing to:

The Lancashire Enterprise Partnership Company Secretary
Lancashire County Council
PO BOX 78
County Hall
Preston
PR1 8XJ

The Company Secretary shall investigate and provide a response to any complaint within 28 working days.

The Company Secretary will report his findings to the LEP Board as soon as is practicable.

Confidentiality

All complaints are treated in confidence. As Lancashire County Council is the accountable body for the Lancashire Enterprise Partnership, the LEP safeguards all personal information in accordance with the County Council's privacy statement which complies with the Data Protection Act 1998. Your information will only be shared with those parties involved in resolving your complaint. For further information, please visit [the County Council's Privacy Statement](#).

Annex '8'

Lancashire Growth Deal Project Proposal Assessment Criteria

Strategic Relevance

For example, does the project deliver across a number of SEP objectives? Contribute to LEP cross-boundary working? Does the project contribute to the delivery of national policy objectives?

Economic Impact

For example, in terms of GVA, does the project generate a high (>£30M), medium (£10-30M) or low (<£10M) level of economic impact? Any details available regarding GVA per job created?

Employment Creation

For example, does the project deliver new and additional employment growth or is the focus on safeguarding local employment? Does the project have a high (>1,000 new jobs), medium (250-999 new jobs) or low (<250 new jobs) employment impact? Any cost per job details available?

Housing Growth

For example, does the project generate a high (>1,000 new homes), medium (250-999 new homes) or low (<250) impact on housing growth?

Business Case Ratio (for Transport Schemes only)

For example, does the transport scheme have a low/medium (<2), high (2>4) or very high (4>) BCR?

Private Leverage

For example, does the project leverage low (1:1), medium (2:1) or high (>3:1) levels of private sector investment?

Deliverability (for projects starting in 2015/16)

For example, are there any outstanding land assembly or ownership issues? Are all relevant planning consents currently in place? If not, will these be in place by 1 January 2015? What is the current status of the relevant Local Plan? Is the required match funding in place and confirmed by relevant funders?

Scaleability

For example, is the project capable of being delivered with less Growth Deal investment? By how much and what is the likely impact on the scale/quality of outcomes delivered?

Annex '9' – Growth Deal Implementation Plan

(Note this is a working document and will continually reviewed, amended and updated prior to submission to Government in April 2015)

Lancashire LEP Implementation Summary

HMG Implementation Champion for LEP: Johanna Howarth

HMG Relationship Manager for LEP: Catherine O'Connor

LEP Lead:

<p>Purpose</p>	<p>This document provides a top-level summary of progress on implementation for the Lancashire LEP Growth Deal. Its primary purpose is to enable a regular dialogue between Lancashire and HMG at the programme level of the Growth Deal.</p> <p>Other features:</p> <ul style="list-style-type: none"> • This document sits above and does not replace local implementation plans. • It is co-owned between HMG and the LEP and the contents should be agreed between both parties. • The contents should be proportionate to the size of the deal - it doesn't necessarily need to include every single project or every wider ask and offer in the deal, but it should reflect the priorities of both the LEP and HMG. • All LEPs will complete this template in conjunction with their HMG lead. <p>How it will be used:</p> <ul style="list-style-type: none"> • It will be a 'live' document that will evolve over the life of the Growth Deal. • It should be reviewed and updated on at least monthly basis or more frequently if HMG and the LEP agree it is necessary. • It will provide a 'snapshot' that enables HMG to report quickly and efficiently on progress to Ministers on a regular basis - LEPs can also use it as a reporting tool to key stakeholders.
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Blackpool Wider Offer	<p>Action / Milestones:</p> <p>1. Investor and Development Strategy for Blackpool</p> <p>Blackpool Growth Accelerator Strategy</p> <ul style="list-style-type: none"> • Strategy and short to medium term priorities approved – Spring 2015 <p>Central Leisure Quarter</p> <p>Specialist Leisure Agency Advice and Technical Constraints</p> <ul style="list-style-type: none"> • Appointment of Consultants – January 2015 (completed) • Final report – April 2015 <p>Relocation of Lancashire Constabulary:</p> <ul style="list-style-type: none"> • Heads of terms agreed with Lancashire Constabulary – Spring 2015 • Design work – Spring 2015 • Planning application – Summer 2015 • Contract – Autumn 2015 • Build commence – Autumn 2015 • Financial transaction agreed – Winter 2015 • Purchase of CLQ lease – Winter 2016 • New premises operational - Spring 2017 <p>Relocation of Magistrates Court:</p> <ul style="list-style-type: none"> • GPU property review – January 2015 • Preferred property option/site selection – Summer 2015 • Development agreement – Winter 2015 • Build commence – Spring 2015 	<p>Lead HMG/LEP</p>	<p>Status (s=started, c=completed)</p>
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	<ul style="list-style-type: none"> • Occupation – Winter 2017 <p>Relocation of County Court:</p> <ul style="list-style-type: none"> • Review of options – Summer 2015 • Vacate premises – Spring 2018 <p>Land disposal:</p> <ul style="list-style-type: none"> • Delivery Strategy agreed – Autumn 2015 • Revised Development Brief – Spring 2016 • Procurement strategy – Summer 2016 • Development agreement – Spring 2017 • Disposal of site – Winter 2017 <p>Enterprise Zone – Blackpool</p> <ul style="list-style-type: none"> • Submission of Business Case to DCLG – January 2015 (completed) • EZ Proposal – Government decision - March 2015 • Establishment of Programme Board - April 2015 • Design EZ Development Programme – April 2015 • Preparation of Aviation Evaluation Study – Spring/Summer 2015 • Preparation of Airport Masterplan <ul style="list-style-type: none"> ○ Commission study – March/April 2015 ○ Study completion – May/June 2015 • Publication of Land Use Strategy – Summer 2015 • Draft Stakeholder Agreement – Autumn 2015 • Draft Infrastructure Delivery Agreement – Autumn 2015 • Delivery Vehicle Agreed – Winter 2015 • Landowner Delivery Agreement Signed – Early 2016 • Programme Board formally constituted – Early 2016 • Preparation of LDO commenced – Spring 2016 • Marketing Strategy commenced – Spring 2016 • First infrastructure complete – Early 2017 <p>2. Measures to address Blackpool Housing Market</p> <ul style="list-style-type: none"> • Blackpool Full Council approval for business case and establishment of structures – February 2015 • Submission of business case to HMG / HMT – February 2015 • Blackpool Council approval to draw down – February 2015 • HMT / BC agreement in place – March 2015 • Company established and secondments in place – April 2105 • First properties acquired – April 2015 <p>3. Mental Health & Employment Integration Trailblazer (2-year 15/16-16/17) Pilot</p> <ul style="list-style-type: none"> • Submission of bid to PSTN – September 2014 (completed) • Outcome of bid – Dec 2014. £1.1m secured(successful) (completed) • Revised project specification (local match, scale, control group) under development and subject to ESF match funding • Independent evaluators appointed by Cabinet Office – Feb 2015 • Randomised control trials approach agreed for local evaluation – March 2015 		
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	<ul style="list-style-type: none"> • Awaiting ESF call for projects – anticipated March/April 2015 • Confirmation of 1st July 2015 start date with ESF co-financing – April 2015 • Integrated Team recruited – May / June 2015 • Team established - First cohort recruited to programme - July 2015 • 3 month review – Oct 2015 • Project completion– August 2017 <p>4. Disadvantaged Adult Learners Pilot (1 year pilot)</p> <ul style="list-style-type: none"> • Stakeholder Meeting – November 2014 (completed) • Development of pilot proposition – December 2014 (completed) • Submission of Business Case to BIS – January 2015 (completed) • Outcome of bid – March 2015 • Project group established – April 2015 • Pilot begins – Aug 2015 • Interim Report completed – February 2016 • Pilot project ends – July 2016 • Final Evaluation Report completed – August 2016 <p>5. West Lancs Borough Council HRAB Limit Increase</p> <ul style="list-style-type: none"> • CLG approval – Oct 2014 (completed) <p>6. Support Extension of SFB coverage to 90% by 2016</p> <p>7. Support Extension of SFB coverage to 95% by 2017</p> <p>8. Shale and Onshore Regulatory Dialogue (BIS to suggest further milestones)</p> <ul style="list-style-type: none"> • Hot desk (for Aberdeen based staff) established at Blackpool College – Jan 2015 <p>9. Multi-LEP Nuclear Energy Network</p> <ul style="list-style-type: none"> • UKTI North West Energy Prospectus scoping mtg – Jan 2015 (completed) • Production of UKTI North West Energy prospectus - June 2015 <p>10. AEM Technology Centre</p> <ul style="list-style-type: none"> • LEP Board presentation on proposal - November 2014 (complete) • Submission of preliminary Business Case to CLGU – November 2014 (complete) • Outcome of Business Case – March 2015 • Confirmation of revenue support and funding – March 2015 • Submission of ESIF revenue support bit – June 2015 • Confirmation of ESIF resources – January 2016 • Delivery milestones • Delivery Milestones <p>11. Boost (£400k contribution – Sept 2015 – March 2016)) this item could be removed altogether as not coming from LGF</p> <ul style="list-style-type: none"> • Confirmation of resource award allocation – Jan 2015 (complete) • Conclude Design of Business Support Infrastructure to be 		
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	<p>supported by ESIF – March 2015</p> <ul style="list-style-type: none"> • Confirmation of Boost Extension to Sept 2015 – Feb 2015 (completed) • Conclude procurement strategy for ESIF supported Business Support - March 2015 – including: <ul style="list-style-type: none"> a. Identify gap from July 15 end of Boost until likely commissioning of new services will start b. Commission Boost central services continuity contract using Growth Deal revenue support c. Commission interim Business Support offer using Growth Deal revenue support • Business Consultation Event – March 2015 • ESIF Call – North West Growth Hubs – March 2015 • Initial round of Business support ERDF calls – June 2015 • Commence local business support simplification process based on best practice from pilots. – Sept 2015 • 250 referrals to national business support programme - March 2016 • Project (contribution element) closure report – June 2016 		
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Key LGF Project Milestones		Status
	<p>1. Centenary Way Viaduct Maintenance (£2.8m LGF)</p> <ul style="list-style-type: none"> • Feasibility work - Q3 2014/15 (complete) • Acquisition of statutory powers - n/a • Detailed design - Q4 2014/15 • Procurement - Q4 2014/15 • LEP Full Approval - 21/04/2015 • Start of construction - Q2 2015/16 • Completion of construction - Q4 2015/16 <p>2. Blackpool integrated Traffic Management (£ m LGF)</p> <ul style="list-style-type: none"> • Feasibility work - Q3 2014/15 • Acquisition of statutory powers - n/a • Detailed design – Q1 2014/15 • Procurement - Q4 2015/16 • LEP Full Approval – Q3 September 2015 • Start of construction – Q3 October 2015/16 • Completion of construction – Q1 2017/18 <p>3. Blackpool Bridges Maintenance (£ m LGF)</p> <ul style="list-style-type: none"> • Feasibility work - Q3 2014/15 (complete) • Acquisition of statutory powers - n/a • Detailed design - Q4 2014/15 • Procurement - Q4 2014/15 	

- LEP Full Approval - 21/04/2015
- Start of construction - Q2 2015/16
- Completion of construction - Q4 2018/19

4. Blackburn Town Centre Improvements (£ m LGF)

- Feasibility work - Q4 2014/15
- Acquisition of statutory powers - Q4 2014/15
- Detailed design - Q4 2014/15
- Procurement - Q4 2014/15
- LEP Full Approval - Sep-15
- Start of construction - Q3 2015/16
- Completion of construction - Q4 2015/16

5. Preston City Centre to Bus Station Improvements (£6m LGF)

- Feasibility work – Q4 2014/15
- Acquisition of statutory powers - n/a
- Detailed design - Q1 2015/16
- Procurement – Q2 2015/16
- LEP conditional Approval - Sep-15
- Full approval - Dec 2015
- Start of construction – Q4 2015/16
- Completion of construction – Q3 2016/17

6. M55 to St Anne's Link Road (£2m LGF)

- Feasibility work – Q4 2014/15
- Acquisition of statutory powers - Q4 2014/15
- Detailed design - Q1 2015/16
- Procurement - Q1 2015/16
- LEP Full Approval - 16/06/2015
- Start of construction - Q2 2015/16
- Completion of construction - Q3 2016/17

7. Heritage Based Visitor Attraction (£1m LGF)

- HLF Stage 2 announcement - March 2016
- LGF Grant funding agreement signed by Blackpool Council and Accountable Body - xx 2016
- Securing planning permission & Listed Building consent - Feb 2016
- Submission of independently appraised Business Case to (ref AF)– Summer 2016
- LEP approval to proceed – Autumn 2016
- Starting physical work on site – Jan 2017
- Attraction open – June 2018

8a) Energy HQ

- Status announcement – Autumn 2014 (completed)
- Business case review by SFA Capital Team – February 2015 (completed)
- Business case to Skills Board – March 2015
- LGF Grant agreement signed by College and Accountable Body – April 2015
- LEP approval to proceed – March 2015
- Contract let – April 2015
- Start on site – May 2015
- Project complete – March 2017

8b) Runshaw Engineering Science and Innovation

- Business case review by SFA Capital Team – December 2014 (completed)
- Business case to Skills Board – January 2015 (completed)
- LEP approval to proceed – January 2015 (completed)
- LGF Grant agreement signed by College and Accountable Body – April 2015
- Contract let – March 2015
- Start on site - March 2015 (at risk)
- Project complete – Nov 2015

- Learner target achieved – financial plan assumes centre will reach full capacity in the year ended 31st July 2020

8c) Training 2000 Additional Engineering Training Equipment

- Business case review by SFA Capital Team – December 2015 (completed)
- Business case to Skills Board – March 2015
- LEP approval to proceed – April 2015
- LGF Grant agreement signed by College and Accountable Body – April 2015
- Equipment Purchased May to September 2015
- Project complete - Sept 2015
- Learner target achieved – within 2 years of project completion – July 2017

8d) Nelson and Colne Advanced Engineering and Manufacturing Innovation Centre

- Business case review by SFA Capital Team – December 2015 (completed)
- Business case to Skills Board – March 2015
- LEP approval to proceed – April 2015
- LGF Grant agreement signed by College and Accountable Body – April 2015
- Start on site – April 2015
- Project complete – March 2016
- Learner target achieved – end of academic year 2016/17

8e) Blackpool & Fylde Estate improvement M&E system replacement

- Business case review by SFA Capital Team – January 2015 (completed)
- Business case to Skills Board – March 2015
- LEP approval to proceed – April 2015
- LGF Grant agreement signed by College and Accountable Body – April 2015
- Delivery milestone 1
- Start on site - April 2016
- Project complete – March 2017

8f) Blackpool & Fylde Nautical College Maritime Engineering

- Business case review by SFA Capital Team – January 2015 (completed)
- Business case to Skills Board – March 2015
- LEP approval to proceed – April 2015
- Delivery milestone 1
- Start on site - April 2016
- Project complete - March 2017

8g) Blackpool & Fylde Nautical College Fire training (completed)

- Business case review by SFA Capital Team – January 2015
- Business case to Skills Board – March 2015
- LEP approval to proceed – April 2015
- LGF Grant agreement signed by College and Accountable Body – April 2015
- Delivery milestone 1
- Start on site - April 2016
- Project complete - March 2017

8h) Myerscough FFIT

- Business case review by SFA Capital Team – December 2014 (completed)
- Business case to Skills Board – March 2015
- LEP approval to proceed – April 2015
- LGF Grant agreement signed by College and Accountable Body – April 2015
- Start on site - June 2015
- Confirmation of local match October 2015 (??)
- Project complete – February 2017

9. Lancaster Health Innovation Park (£17m LGF)

- Establishment of Shadow Board chaired by Deputy VC at LU – March 2015
- Submission of full business case and supporting information to HMG – Oct 2014 (completed)
- response from HMG on Business Case - Dec 2014 "approved" (completed)

- Confirmation of HFCE Funding –summer 2015
- Complete Masterplanning – summer 2015
- ERDF funding call – 2016
- Confirmation of all funding sources –2016
- LEP approval to proceed –2016
- LGF Grant funding agreement signed by LU and Accountable Body - Sept 2015
- Secure detailed Planning Permission – Nov 2015
- Start on site – 2016
- Scheme complete – 2018

10. Blackburn to Bolton Rail Corridor

- Initial scheme design and relevant business case signed off by the LEP for Conditional Approval - 10/02/2015 – completed
- Feasibility work - (complete)
- Acquisition of statutory powers - Q4 2014/15
- Detailed design - Q4 2014/15
- Procurement - Q4 2014/15
- LEP Full Approval - 21/04/2015
- Start of construction - Q1 2015/16
- Completion of construction - Q1 2016/17

11. Burnley Pendle Growth Corridor (£8m LGF)

- Feasibility work - Q3 2014/15
- Acquisition of statutory powers - Q4 2015/16
- Detailed design - Q1 2015/16
- Procurement - Q1 2015/16
- LEP Full Approval - 16/06/2015
- Start of construction - Q2 2015/16
- Completion of construction – Q4 2017/18

12. East Lancashire Cycle Network (£2.6m LGF)

- Feasibility work - Q3 2014/15 (complete)
- Acquisition of statutory powers - Q4 2014/15
- Detailed design - Q4 2014/15
- Procurement - Q4 2014/15
- LEP Full Approval - 21/04/2015
- Start of construction - Q1 2015/16
- Completion of construction - Q4 2018/19

13. Preston Western Distributor (£58.1m LGF)

- Initial scheme design and relevant business case signed off by the LEP for Conditional Approval – April 2016
- Feasibility work - Q2 2014/15
- Acquisition of statutory powers - Q4 2016/17
- Detailed design - Q2 2016/17
- Procurement - Q3 2017/18
- LEP Full Approval - Dec-17
- Start of construction - Q4 2017/18
- Completion of construction - Q3 2019/20

14. A6 Broughton ByPass (£15.5m LGF)

- Initial scheme design and relevant business case signed off by the LEP for Conditional Approval - 16/06/2015
- Feasibility work - Completed
- Acquisition of statutory powers - Q4 2014/15
- Detailed design - Q3 2014/15
- Procurement - Q2 2015/16
- LEP Full Approval - Sep-15
- Start of construction - Q3 2015/16
- Completion of construction - Q4 2016/17

15. Blackpool Town Centre Green Corridors

- Feasibility work - Q1 2015/16
- Acquisition of statutory powers - n/a
- Detailed design - Q3 2015/16
- Procurement - Q4 2015/16
- LEP Full Approval - Apr-16
- Start of construction - Q1 2016/17
- Completion of construction - Q4 2019/20

16. Blackpool – Fleetwood Tramway Extension

- Initial scheme design and relevant business case signed off by the LEP for Conditional Approval - Feb-16
- Feasibility work - Q3 2015/16
- Acquisition of statutory powers - Q3 2016/17
- Detailed design - Q3 2016/17
- Procurement - Q4 2016/17
- LEP Full Approval - Apr-17
- Start of construction - Q1 2017/18
- Completion of construction - Q2 2018/19

17. Darwen East Distributer

- Feasibility work - Q4 2015/16
- Acquisition of statutory powers - Q3 2016/17
- Detailed design - Q1 2016/17
- Procurement - Q3 2016/17
- LEP Full Approval - Feb-17
- Start of construction - Q1 2017/18
- Completion of construction - Q4 2018/19

Outputs	2015/16				Indicative 16/17	Indicative 17/18	Indicative 18/19 – 20/21
	Q1	Q2	Q3	Q4	Annual	Annual	Annual
<i>Spend Profile</i>	[£ figure]				[£ figure]	[£ figure]	[£ figure]
<i>Jobs</i>	[a narrow band covering the year]				[slightly wider band]	[a slightly wider band]	[a wide band]
<i>Housing</i>							
<i>Leverage</i>							
<i>Roads</i>							
<i>Land / Property</i>							
<i>Business Support</i>							
<i>Skills</i>							
<i>Other 1</i>							
<i>Other 2</i>							

	Condition	Timescale	Lead HMG/LEP	Status
Implementation actions	Assurance Framework			
	1. LEP and SFA sign MOU for Skills Capital (Completed)	Dec 2014 Feb 2015	LEP /SFA LEP	
	2. Assurance framework (AF) principles approved by LEP Board (completed)	March 2015 March 2015	LEP LEP / AB	
	3. Draft AF Stakeholder engagement	March 2015 April 2015	LEP AB	
	4. Draft AF considered by Accountable Body Scrutiny Committee	April 2015 April 2015	AB LEP	
	5. Draft AF approved by LEP	April 2016	LEP	
	6. Final AF approved by Accountable Body			
	7. Accountable Body confirm to HMG that AF has been prepared and approved	April 2015 March 2015 March 2015	AP LEP LEP	
	8. AF published on LEP website			
	9. AF reviewed	April 2015	Project sponsors	
	Governance	June 2015		
	10. Terms of Reference for Growth Deal Programme Implementation Board approved by LEP Board		LEP	
	11. Skills Board terms of reference revisions approved by LEP Board	April 2015 June 2015	LEP / Projects sponsors LEP	
	12. LEP Board agree to establish Performance Committee			
	Delivery Management	March 2015		
	13. All project boards and working groups in place (for Year 1 projects)	April 2015 April 2015 April 2015	LEP AB LEP AB	
	14. Year 1 Delivery Plan approved by LEP Board			
	Communications			
	15. Growth Deal Communications Protocol agreed.			
	16. Year 1 Growth Deal Communications Plan approved by LEP Board			
	Monitoring and Evaluation			
	1. Monitoring and Evaluation Framework approved by LEP Board			
	2. Framework submitted to HMG			
3. Detailed Evaluation options agreed by LEP Board				
4. Quarterly monitoring systems and resources established				

Risk Monitoring	Risk	Action suggested/implemented	Contact Responsible	Review Date
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	<p>[Should cover top risks to the successful delivery of the deal - can be at programme level or risks to individual projects that could have a detrimental impact on delivery or where there are interdependencies.]</p>			
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Working Draft

Lancashire Growth Deal –Risks

Blackburn to Bolton Rail Corridor Capacity Improvements

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. Signalling design – record availability due to demand from other schemes	The necessary records are being pre-ordered, and the design works will be planned to fit the availability of each record.
2. Signalling testing and commissioning resource availability	The Contractor has in house resources, which have been confirmed. This will be further assured by the provision of a list of individuals by name, together with personal competence, approximately 3 months before the commissioning.
3. Retaining wall renovation – access to undertake works	Initial proposal would require access from gardens abutting the railway which have been extended on to railway land. Alternative approaches are being identified to avoid potential conflict.
4. Drainage – identification of acceptable solution for culverts	Discussions are ongoing with the relevant Asset Manager to confirm that the previously agreed options are still acceptable.
5. Farnworth tunnel blockade	The programme is planned to fit within the Farnworth tunnel blockade. An extension to the blockade may present opportunities to further de-risk the Blackburn-Bolton programme. A deferral of the Farnworth blockade would necessitate further discussions with BwDC and Northern Trains to identify a mutually acceptable opportunity to undertake the works.

Blackburn Town Centre Highway Improvements

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. Acceptance of scheme from Morrisons Supermarket given the highway change to the delivery access for the store. Disruption to store trade may also present a risk in terms of compensation claims	Early negotiation with Morrisons and agreement on design and traffic management to maintain access for deliveries during construction.
2. Detailed design not completed in time	Early appointment of design consultants at Capita. This has already begun.
3. Scheme design may impact on future development of the Thwaites and Old market sites.	Consider possible site access solutions and ensure these are incorporated within the agreed design
4. Traffic disruption during the delivery phase	Early assessment of traffic management requirements.

Heritage Based Visitor Attraction – Blackpool

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
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1. Failure to secure HLF Round 2 support	High quality application. Close liaison & support from HLF throughout development phase
2. Failure to secure planning permission & Listed Building consent	Active involvement of Built Heritage Manager in project. Early discussions with English Heritage and Theatres Trust already commenced. Continued close liaison with English Heritage, Theatres Trust and Planning Dept.
3. Project overspend	Robust project management in place. Detailed investigative surveys undertaken in development phase to identify key infrastructure requirements.
4. Appointment of key project team members	HLF development phase funding has enabled recruitment of key individuals. Core team will be in place by December 2014.

Preston Shared Space

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. Unforeseen obstructions to implementation of scheme	Rigorous investigation and planning
2. Cost escalating beyond funds available	Robust estimating / sensitivity testing / contingency. Control / warning processes
3. Traffic issues affecting construction programme / process	Pre-consideration of traffic issues and determination of traffic management needs
4. Delays to project delivery programme	Rigorous investigation, planning and monitoring built into project. The delivery plan allows adequate time for delays which may occur, to ensure project delivers within agreed programme

Centenary Way

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. Land Access	Canal and River Trust beneath one of the spans. Early consultation is being undertaken between LCC and CRT to ensure this will not be a problem. Temp works to be designed to ensure canal will not need to be closed.
2. New Bearing Design	Experienced Bridge Design Engineer has been appointed who has been working on the analysis of the bridge monitoring for the last 4 years. 2 stage procurement process to ensure contractor has relevant experience in supplying and manufacturing bearings on similar schemes in place. Longer mobilisation period allowed in procurement programme to reduce risks of delays.
3. Submission of Strategic Outline Business Case	Inexperience in design team of producing these reports. Liaison with transport Planning

	and Jacobs who have more experience in delivering these reports is underway.
4. Lack of Suitable Tender Submission	LCC electronic tendering system is proving difficult to use and putting off prospective tenderers. Contact with prospective tenders to encourage them to sign onto the system early and support from LCC procurement team will be provided.

Blackpool Bridges Maintenance

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. Major disruption to road traffic due to possible imposition of weight/width restrictions, with consequential effects on business, growth and tourism in the area	A project-specific risk register, to be updated/monitored on a monthly basis
2. Major disruption to rail routes in and out of Blackpool due to failing bridges	Early liaison with Network Rail Outside Party Engineers to develop and optimise solutions
3. Statutory undertakers' plant and equipment within the bridge deck requiring diversion or temporary support	Advanced provisional planning with statutory undertakers
4. Availability of track possessions	Early liaison with Network Rail Outside Party Engineers to plan track possessions

Blackpool Integrated Traffic Management

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. Cost of specialist equipment increases	Contingency and equipment scope review
2. Programme delays	Risk register complete
3. Weather impacts	Risk register updated
4. Equipment resilience	To be addressed with suppliers

East Lancashire Strategic Cycleway Network

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. Availability/resources of design, property and legal input	Secure external resources if required
2. Length of time to secure landowner agreements	Include costs for compensation in overall programming, consider the need for use of creation/compulsory purchase powers
3. Overall strategic network not completed within the lifetime of the programme	Completion of the East Lancashire Cycleway Strategy to identify current gaps and potential future links
4. Cycleways not reaching their full potential/being used by less people than forecast.	Engaging with public health & local communities to ensure routes are attractive and interesting to use. Use of signage, interpretation, arts & marketing to maximise

	engagement.
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Burnley / Pendle Growth Corridor

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. An inability to secure local contributions from partner organisations would mean that the budget profile would not be met, requiring alternative funding to be found and/or an amended/reduced programme.	On-going dialogue with Burnley and Pendle Councils to confirm the funding and agree appropriate arrangements. Seek formal confirmation of LCC contribution.
2. If appropriate land acquisitions are not secured it may not be possible to progress schemes without significant design amendments and could result in the delivery of a sub-optimum scheme.	Site acquisition negotiations are on-going. Partners are supporting site owners with identifying alternative sites and premises to facilitate their potential relocation. Alternative schemes designs are being drawn up should acquisition not prove possible.
3. An ability to secure contractors and materials because of capacity issues within the market could affect project and programme delivery putting spend and delivery timescales at risk.	Early discussions with key contractors and particularly LCC Operations Team to discuss the appropriate phasing of works to minimise any adverse impact on capacity. Procurement items to be identified at the earliest opportunity and built in to the construction programme. Strong relationship management with suppliers and contractors.
4. The programme of works will be undertaken over relatively tight timescales and alongside other planned non-Growth Deal supported works to the highway infrastructure in the area. This could result in significant disruption to the network.	Minimising network disruption has been one of the key over-arching factors taken into account when developing the overall programme of works. It will also be important to have a strong communications plan to sit alongside the programme of works.

M55 to St Anne's Link Road

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. Pre-delivery risk (to provide funding/finance)	<ul style="list-style-type: none"> i. LCC to 'cash flow' the private sector contribution, underwritten by a payment plan/payment triggers/financial security ii. Close partnership working with the Developer, underpinned by; legals to agree land values (independently assessed); direct access to the adopted highway network at all stages for bonded plots to ensure no land is locked; a bond for a sufficient proportion of the housing site in lieu of a financial bond; ensure access to all services and utilities iii. Access to additional public funding

	<p>iv. to cover funding shortfall (Fylde BC are to secure £2m via the New Homes Bonus) HCA to offer potential finance options for the associated east-west infrastructure road</p>
2. Statutory Process (Planning Permission/CPO)	<p>i. The link road was included in the Fylde Borough Council Local Plan 1996-2006 (adopted in May 2003). This link remains in the current adopted plan as Policy (TR13 - Fylde Borough Local Plan) and safeguards land for the construction of this link road on the grounds that a new direct link road is necessary, given the status of Lytham St Anne's as a main urban area in which substantial amounts of new growth will need to be accommodated.</p> <p>ii. The link road has recurred planning permission.</p> <p>iii. The link road is in line with agreed priorities of the Lancashire LTP3 Strategy.</p> <p>iv. The link road is supported in the Local Plan Preferred Options, and is an identified project in the Fylde Coast Transport Masterplan. As such the project has been evidenced as being necessary, sustainable and deliverable.</p> <p>v. An Endowment contribution has been included in the overall project costs for mitigation against the loss of farmland and for the support of a nature park</p>
3. Development/planning conditions change ie trigger points/variations	<p>i. Planning permission and conditions will be established prior to any public sector funding/finance agreements, ensuring that the residential/commercial development outputs (at currently determined volumes) are dependent upon the link road</p> <p>ii. Fylde BC are a project partner, part-funder and planning authority therefore will endeavour to ensure no significant and unreasonable variation in planning</p>

	permission conditions
4. Project delivery risk	i. Robust project planning underpinned by project plan (to accommodate the ecological calendar), comprehensive survey, design and procurement

Lancaster Health Innovation Park

<u>Critical Risk:</u>	<u>Measures to mitigate Risk:</u>
1. Site Acquisition	<p>The Science Park site (owned by Lancaster City Council) will be purchased by the University. Terms are verbally agreed between parties with a formal offer now made.</p> <p>The University / Innovation Campus retain an interest in Lancaster City Council's owned land to the north of Bailrigg Lane for a) an integrated residential component to the overall masterplan and b) additional expansion space. Terms for this site will be agreed following completion and financial close of the Science Park site acquisition.</p>
2. Masterplanning, Planning, Highways and Utilities	<p>A revised masterplan is required now to be completed by Christmas 2015. Associated technical studies to be undertaken in parallel. The detailed consent for the highways scheme will be implemented, following discharge of conditions. Reserved matters for the B1 uses only will be implemented, based on the existing outline consent. A new application for the Faculty only buildings will be worked up. An application for the residential elements on land north of Bailrigg Lane will follow in turn.</p>
3. Procurement	<p>A procurement options paper is being discussed with 'a minded to approve' Carillion appointed to project manage the scheme and deliver certain defined projects (to be defined) under the terms of the Lancashire Regeneration Property Partnership. Final checks on their proposal in relation to value for money, design quality and governance, are underway.</p>
4. Match Funding	<p>The University has committed £5m from its capital plan for Phase 1 of the Health Innovation Campus. Discussions are underway with HEFCE to secure £7-8m from their Catalyst Fund, an EOI has been submitted and a follow up meeting and visit to the University is being arranged. The</p>

	University are in discussions with the LEP as regards funding from the forthcoming ESIF programme for Lancashire. It is envisaged that both a revenue and capital bid will be submitted into the preliminary calls as they are launched.
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Draft



Lancashire Enterprise Partnership

Growth Deal

Monitoring and Evaluation Framework – First Draft

Spring 2015

Monitoring and Evaluating the Lancashire Growth Deal

1. Introduction

The Lancashire Growth Deal aims to realise the growth potential of the whole of Lancashire, building on key local economic assets including the universities and colleges, the Lancashire Advanced Engineering and Manufacturing Enterprise Zone, the Preston, South Ribble and Lancashire City Deal and high value business clusters in Central and East Lancashire, and the development of a renewal strategy for Blackpool.

The Lancashire Enterprise Partnership (LEP) secured one of the country's most significant Growth Deals with over £234M competitively secured from the Government's Local Growth Fund (LGF). Our Growth Deal programme has an investment value of over £500m, with the capacity to generate nearly 8,000 jobs and create over 3,300 new homes.

Monitoring and evaluation of the Growth Deal programme is required by Government and the LEP to enable them to understand what has been spent and what has been delivered, to provide information for reporting back to Ministers and the public, and for influencing future policy.

Monitoring is of immense value to local partners as it allows them to review momentum towards the achievement of milestones and progress towards the creation of outputs. In respect of the Growth Deal, monitoring is defined as "the formal reporting and evidencing that spend and outputs are being delivered to target."

The model for monitoring is based primarily around a core set of metrics covering the activities, outputs and outcomes associated with the main typologies of intervention. Evaluation has strong links to monitoring but allows more accurate judgements to be made of the effectiveness of interventions and to understand and learn "what works" in different areas and why.

In respect of the Growth Deal, evaluation is defined as "the assessment of policy effectiveness and efficiency during and after delivery. It uses evidence around outcomes and impacts in order to assess an intervention's success."

The LEP recognises there should be a functional and meaningful relationship between monitoring and evaluation and has put in place mechanisms and resources to ensure this is embedded at the start of the Growth Deal period.

The LEP is committed to ensuring that monitoring and evaluation add real value to its Growth Deal programme and that project sponsors are engaged in the process, rather than it merely being something "done" to them. The LEP and its Performance Committee will use the monitoring process to manage performance to ensure that the planned delivery is achieved. The LEP Board will receive quarterly Red/Amber/Green rated reports which will highlight key issues and actions which need to be resolved.

The LEP will continually assess the monitoring and evaluation information collected and will use it to further inform the Strategic Economic Plan and future investment proposals and to identify opportunities to achieve enhanced outcomes and impacts.

The Shadow Growth Deal Implementation Board oversees the work of a monitoring and evaluation sub group and the County Council, the accountable body for the LEP, will ensure that the LEP's arrangements for monitoring and evaluation the Growth Deal will be implemented, in accordance with the LEP's Assurance Framework.

The LEP and Government recognise that this Monitoring & Evaluation Framework needs to be a "living" document that will be revised periodically with flexibility built-in to ensure it remains fit-for-purpose throughout the Growth Deal period.

This Monitoring and Evaluation Framework is subject to approval at the LEP Board meeting to be held on 17 March 2015.

2. Development of the Monitoring Framework

2.1 Metric Development & Review

In September 2014 the LEP asked Growth Deal project sponsors to review the expenditure and output information included in the Strategic Economic Plan (following an initial consultation exercise to inform this plan) and to identify any additional outputs appropriate to their project from those highlighted in the August 2014 BIS presentation on Monitoring and Evaluating Growth Deals.

A list of monitoring metrics was forwarded to all project sponsors who were asked to identify which were relevant to their project. Projects were therefore ideally placed to respond to the publication on 30th September by Cabinet Office of a comprehensive draft list of core and supplementary monitoring metrics and definitions. A comprehensive list of these metrics is attached at **Appendix A**.

This second consultation exercise culminated in the submission to Government of a completed monitoring matrix in October 2014. A parallel exercise was also undertaken with

the Further Education Skills Capital projects and a monitoring matrix, containing details of all projects, was submitted to Government in October.

A third consultation exercise was then undertaken with all project sponsors being asked to forecast targets against each of the metrics they had identified as being relevant to their project, profiled over the project lifetime. This exercise was completed in November 2014. The same process will be applied to projects in the Growth Deal extension announced in February 2015.

A meeting was held between the LEP (officers of the accountable body), Department of Business Innovation and Skills and Cabinet Office in November to review the LEPs plans for monitoring and evaluation of the Growth Deal programme. Government expressed that they were comfortable with the monitoring matrix submitted and were satisfied with the progress that had been made.

2.2 Monitoring Framework

Following the meeting with Government, the LEP reviewed the metrics which project sponsors had identified as being relevant to their individual projects in the context of those originally included within the SEP and existing good practice. Discrepancies and ambiguities were worked-through with project sponsors.

Transport consultants for Transport for Lancashire, Jacobs, were asked to provide a critique on the appropriateness of the proposed project outputs identified by project sponsors for each of the transport projects.

All projects will report quarterly on the top 3 metrics – "Expenditure", "Funding breakdown" and "In-kind resources provided." The remaining metrics are split into "Core Metrics" and "Project Specific Outputs and Outcomes" which are to be collected where relevant to the intervention, and "Additional Monitoring" for specific schemes.

Agreed monitoring metrics by project are set out at **Appendix B**.

2.3 Monitoring frequency

The LEP is required to provide quarterly monitoring updates as set out in Appendix A. All Year 1 (2015/16) Growth Deal projects are therefore subject to quarterly monitoring of those metrics which are required at this frequency and bi-annual or annual reporting for the remainder of their proposed outputs.

The LEP, via its Performance Committee will also undertake periodic auditing of the monitoring and evaluation information provided by project sponsors to ensure accuracy and consistency.

2.4 Roles, responsibilities and resources

As data owners, project sponsors are responsible for collecting and submitting their monitoring data to the LEP in accordance with a series of pre-agreed quarterly, bi-annual or annual timescales. This will enable the LEP to analyse and collate data for submission to the Growth Deal Implementation Board, the LEP Board and to Government. All project sponsors have identified a named monitoring lead and have agreed to ensure the LEP is kept informed of personnel changes. **Appendix C** sets out project monitoring leads.

The expectation from Government is that the monitoring of activity and output metrics would come from existing management information systems. Government is not providing additional resources to the LEP for the purpose of monitoring the Growth Deal.

The Shadow Growth Deal Implementation Board oversees the work of a monitoring and evaluation sub group and the County Council, the accountable body for the LEP, will ensure

that the LEP's arrangements for monitoring and evaluation the Growth Deal will be implemented, in accordance with the LEP's Assurance Framework.

3. Development of an Evaluation Framework

3.1 Role of Evaluation

Lancaster University was asked by the LEP to work alongside Lancashire's wider higher education institutions in developing the principles for an evaluation framework to sit alongside and compliment the monitoring plan for the county's Growth Deal.

The LEP Evaluation Guidance document specifies that *"Evaluations should serve to improve the efficiency and effectiveness of Deals (and their component interventions) as well as to estimate their effect"*. The implication of this is that the Evaluation Plan should provide for both Formative (ongoing) and Summative (reflective) Evaluation. In line with this, the HE group led by Lancaster University has provided advice and guidance on the development of the Evaluation Plan and the development and management of a formative evaluation process of the whole Evaluation Plan. This has been undertaken in conjunction with establishing a project monitoring and programme management framework.

3.2 Review of Evaluation Options

All project sponsors were invited to an Evaluation Workshop arranged on behalf of the LEP by Lancaster University. This event, held in January 2015, provided an opportunity to bring together project sponsors to share ideas about evaluation options at an early stage in the Growth Deal programme.

The programme for the workshop included sessions on mapping the growth deal projects' Inputs, Outputs and Outcomes, the use of Logic Models to create Project and Programme Evaluation Frameworks; and the use of Evaluation Tools to deliver and demonstrate success. Following the Evaluation Workshop, all projects submitted completed Logic Model Templates to Lancaster University and these will form a core part of project management and implementation arrangements.

In addition to the Evaluation Workshop this Evaluation Plan was also informed by:

- Identification of the projects subject to formative evaluation to be covered by the University's evaluation activities. Whilst ongoing formative evaluation should be a key part of any project delivery it is not necessary for every project to be included for the following reasons:
 - a. Some projects share similar assumptions (such as the constrained demand used to justify transportation problems or opportunities to satisfy demand for industrial or commercial floorspace, constraints on company growth through skills shortage), and similar activities and resource need; it is therefore possible to share a common evaluation methodology, both formative and summative (such as the nature and methods of data collection).
 - b. In line with government guidance "It is better for LEPs to focus on producing a small number of high quality evaluations than to produce high coverage of their interventions by sacrificing evaluation quality."

It was recognised at this Workshop that there would be particular merit in undertaking more detailed formative evaluation on a number of selected projects. The purpose of this, and benefit to the Growth Deal programme, would be to;

- Identify exemplar projects to help promote the activities and achievements of the Growth Deal;
- Support the management of risk, especially of large scale and complex projects;
- Support the transfer of knowledge between projects clusters, for example skills;
- Generate innovation within sector;
- Provide knowledge and expertise for the use of new and emerging projects.

3.3 Determination of Evaluation Options

On the basis of the shared understanding of evaluation objectives the Evaluation Plan will incorporate a selection of key projects for more detailed formative review, and by focussing on those that display characteristics and the criteria noted in section 3.2 lessons learned and changes made can be shared between similar projects through a dissemination and workshop format, whilst supporting the ongoing programme and risk management. The LEP has agreed that a selection of "upper tier" projects should be evaluated. These will be chosen to represent the breadth of activity being supported through the Growth Deal as well as its wide geographical spread. The projects selected for evaluation will also be of varying scale.

Two levels are proposed for the evaluation (a) project level and (b) programme level;

Project Level Evaluation will focus on the process of formative and summative evaluation within selected projects using an exemplar in each group as the focus of the evaluation team's activities. The activities will include:-

- Review of the Logic Models for the selected projects with the project team (including representatives from other projects); this will challenge the identified assumptions highlighting areas of relative structural weakness that will inform project planning;
- Support with the development of an evaluation framework at project level – this is likely to include advice and guidance on both interim outcome indicators and the development of instruments for data collection from potential beneficiaries (since formative evaluation relies heavily on the collection of qualitative data it is important that these are correctly designed); if necessary the University will lead the development of exemplars through a process of semi-structured research interviews;
- Support on-going project planning and adjusted project inputs; and
- Supporting necessary change control and any adjusted outputs and outcomes

Services at **Programme Level** will carry out a formative and summative evaluation across the projects to ensure that regular monitoring is carried out on a consistent basis every quarter. These services will consist of;

- Design of the evaluation framework including, but not limited to, the status of evaluation plans at project level, proposed dates for the commencement of formative and summative evaluation, progress with project delivery, outcome and impact reporting, exceptions reporting and any change control items arising from the project level evaluation.

- Quarterly review of the progress with programme level evaluation including but not limited to reporting on progress with impact collection and any changes suggested to the evaluation framework and change control requests arising from project level evaluation.
- Preparation of reports on formative evaluation to the LEP Growth Board.

3.4 Roles, responsibilities and resources

As with monitoring activity, the expectation from Government is that evaluative activity will be undertaken from within existing resources and that no additional support will be made available to the LEP for the purpose of evaluating the Growth Deal. Sponsors of projects which are selected for evaluation will be expected to work with the evaluation team in supporting the evaluative activity which takes place.

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Appendix A – Core and supplementary monitoring metrics and definitions

1. CORE METRICS - to be collected for all projects and programmes

Inputs	Unit	Frequency	Definition	Data source	Issues / further information
Expenditure	£, by source	Q	Expenditure defrayed directly on the intervention, broken down into LGF funds, other public sector funds and private funds. Where expenditure takes the form of grant support to applicants (e.g. skills capital, some business support), the amount of grant paid to successful applicants should be reported (not the amount approved).	LEP MI	
Funding breakdown	£, by source	Q	Non LGF Funding delivered - including public, private and third sector match funding, broken down by source. This should not include in-kind contributions	LEP MI	
In-kind resources provided	qualitative	Q	Land, buildings or other assets provided to resource the intervention	LEP MI	
Outcomes					
Jobs connected to the intervention	FTEs	A	Permanent paid full time equivalent jobs that are directly connected to the intervention, measured by FTE at predetermined "impact sites". This includes: - Employment on occupied commercial premises (in the case of site development) - Employment in supported	Scheme sponsor	Likely to require primary survey work. Employment is counted gross - no account of deadweight or displacement at the monitoring stage.

			enterprises (in the case of business or innovation support) - Employment in FE space directly improved or constructed by the intervention "Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of Growth Deals projects (e.g. transport, skills capital) - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting. Excludes jobs created solely to deliver the intervention, e.g. construction jobs.		
Commercial floorspace constructed	sq m, by class	A	For both direct employment sites and "impact" sites, the area and class of commercial floorspace completed. "Impact" sites are defined as for jobs created above. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007. A building should be classified as completed once it is on the non-domestic rating list.	Scheme sponsor	Need to define and agree "impact" sites in advance - can we articulate some criteria relating to planning or access? Need to demonstrate the credibility of that outcomes can be attributed (on balance) to the project. Likely to require primary survey work. Does not take account of refurbished floorspace.
Housing unit starts	#	A	For both direct housing sites and "impact" sites, the number of housing units completed. "Impact" sites are defined as for jobs created above.	Scheme sponsor	Same issues as defining commercial floorspace above around establishing impact

					sites.Should we break this up into class of housing? E.g. affordable housing?
Housing units completed	#	A	For both direct housing sites and "impact" sites, the number of housing units completed. "Impact" sites are defined as for jobs created above.	Scheme sponsor	Same issues as defining commercial floorspace above around establishing impact sites. Should we break this up into class of housing? E.g. affordable housing?

2. PROJECT SPECIFIC OUTPUTS AND OUTCOMES - to be collected where relevant to the intervention					
Activity/Output Characteristics					
Transport					
Total length of resurfaced roads	km	Q	Length of road for which maintenance works have been completed	Scheme sponsor MI	
Total length of newly built roads	km	Q	Length of road for which works have been completed and now open for public use	Scheme sponsor MI	
Total length of new cycle ways	km	Q	Length of cycle way for which works have been completed and now open for public use	Scheme sponsor MI	
Type of infrastructure delivered	drop down list	B/A	Identify what has been constructed as a result of the project - utilise units where appropriate e.g. length of cycle path	Scheme sponsor MI	Limit to how long of a list will be provided so interventions will have scope to supplement with other types
Type of service improvement delivered	drop down list	B/A	Identify the nature of service improvement as a result of the	Scheme sponsor MI	

			intervention e.g. improved bus service		
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Land, Property and Flood Protection					
Area of site reclaimed, (re)developed or assembled	ha	Q	Area of land directly improved by the project that is now suitable for commercial development where previously it was unattractive to commercial developers. Reclaimed: making the land fit for use by removing physical constraints to development or improving the land for hard end use; providing services to open it up for development, e.g. provision of utilities or service roads	Scheme sponsor MI	
Utilities installed	drop down list and km	Q	Identify what has been constructed as a result of the project. Drop down list: water pipe; gas pipe, electric cables, internet cable. And km of cabling/piping	Scheme sponsor MI	
Area of land experiencing a reduction in flooding likelihood (ha)	ha	Q	Area of land with a reduced likelihood of flooding as a result of the project	Scheme sponsor MI	

Business Support, Innovation and Broadband					
Number of enterprises receiving non-financial support	#, by type of support	Q	Number of SMEs receiving support (inc. advice and training) with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation,	Scheme sponsor MI	

			exporting). Value of the support should be a minimum of £1,000, calculated at Gross Grant Equivalent (see ERDF guidance) or a minimum of 2 days of consulting advice.		
Number of new enterprises supported	#	Q	As above, but businesses that have been trading for less than three years.	Scheme sponsor MI	
Number of potential entrepreneurs assisted to be enterprise ready	#	Q	Number of individuals receiving non-financial support (i.e. advice or training) with the intention of commencement of trading	Scheme sponsor MI	
Number of enterprises receiving grant support	#	Q	Number of SMEs receiving grant funding support with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). To be counted where the support is at least £1,000.	Scheme sponsor MI	
Number of enterprises receiving financial support other than grants	#	Q	Number of SMEs receiving funding support in the form of equity or repayable loan instruments with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). Counted where amount of support is at least £1,000.	Scheme sponsor MI	
Additional businesses with broadband access of at least 30mbps	#	Q	For broadband interventions only: number of additional commercial premises that, as a result of intervention, now have the option to access broadband of at least 30mbps (average), where this was not previously the case	Scheme sponsor MI	

Skills Capital					
New build training/learning floorspace	sq m	Q	The amount of "new build" training/learning floorspace constructed. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports (standard reports submitted to SFA on project completion) and/or project implementation reports submitted by colleges/providers	
Refurbished training/learning facilities	sq m (where FE colleges are involved, by estate grading)	Q	The amount of new training/learning floorspace refurbished to improve building condition and/or fitness for purpose. For FE colleges, this should be by estate grading. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports and/or project implementation reports submitted by colleges/providers	Unlike FE Colleges, there is no formal building condition benchmarking system for private providers – however the overall amount of floorspace refurbished will be sufficient for private providers.
Floorspace rationalised	sq m	Q	The amount of overall floorspace reduced following completion of the project through, for example, demolition or disposal. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports and/or project implementation reports submitted by colleges/providers	

Outcomes					
Transport					
Follow on investment at site	£, by source	A	For "impact" sites, the volume of public, private or third sector investment undertaken at the site over and above that directly associated with the Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions. "Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of the Growth Deals transport project - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting.	Scheme sponsor	Need to define and agree "impact" sites in advance - defined by LEPs so as to maintain the credibility that outcomes can be attributed (on balance) to the project Likely to require primary survey work. Deliberately constructed as a gross measure, no correction for deadweight or displacement to be applied at this stage.
Commercial floorspace occupied	sq m, by class	A	For "impact" sites, the area and class of commercial floorspace completed that is currently occupied by commercial tenants. "Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of the Growth Deals transport project - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting.	Scheme sponsor	Likely to require primary survey work Impacts are gross - no account of displacement. This outcome is a further link of the chain proceeding from follow-on investment rather than a completely separate outcome
Commercial rental values	£/sq m per month, by class	A	The market rate for leasing commercial floorspace at the "impact"	Scheme sponsor	

			site		
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Land, Property and Flood Protection					
Follow on investment at site	£, by source	A	For the project site, the volume of public, private or third sector investment undertaken at the site over and above that directly associated with the initial Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions.	Scheme sponsor	As for equivalent transport metric above
Commercial floorspace refurbished	sq m, by class	A	For project sites, the area and class of refurbished commercial floorspace. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007.	Scheme sponsor	Likely to require primary survey work
Commercial floorspace occupied	sq m, by class	A	For project sites, the area and class of commercial floorspace constructed/refurbished that is currently occupied by commercial tenants.	Scheme sponsor	As for equivalent transport metric above
Commercial rental values	£/sq m per month, by class	A	The market rate for leasing commercial floorspace at the project sites	Scheme sponsor	

Business Support, Innovation and Broadband					
Financial return on access to finance schemes	%	A	The financial return to the scheme associated with revolving/repayable access to finance interventions - measured as a % return on initial investment.	Scheme sponsor MI	

Skills Capital					
Follow on investment at site, including revenue funding	£, by source	A	For the project site, the volume of public, private or third sector investment undertaken at the site (including revenue funding, for example for training courses) over and above that for the Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions.	College/SFA data	
Post code for new build sites	qualitative	A	Post code for new build sites, for matching with SFA database	Scheme sponsor MI This information can potentially be used by the SFA to draw out metrics on learners and qualifications at the site level, to be shared with LEPs.	

3. ADDITIONAL MONITORING - for specific schemes (see below)					
Transport - to be collected for all projects/programmes involving more than £5m public funding and where these metrics and the collection points are relevant to the intervention					
Average daily traffic and by peak/non-peak periods	# vehicles	B/A	Average daily traffic by direction; AM, Inter- and PM peak hour traffic flows by direction	Automatic Traffic Counters; Manual Classified Counts	Data collection location depends on the potential impact of transport schemes. Peak/inter-peak is

					defined based on local traffic flows. This applies to most transport interventions.
Average AM and PM peak journey time per mile on key routes (journey time measurement)	hr/mile	B/A	Average AM and PM peak journey time per mile on key routes	Trafficmaster data; Automatic Number Plate Recognition	Traffic congestion statistics reported across whole intervention area and on key corridors targeted for investment
Average AM and PM peak journey time on key routes (journey time measurement)	minutes	B/A	Average AM and PM peak journey time on key routes	Journey time surveys	Data collection location depends on the potential impact of transport schemes.
Day-to-day travel time variability	minutes	B/A	Standard deviation of AM and PM peak hour journey time	Journey time surveys; Trafficmaster data	This applies to highway/public transport intervention on key corridors targeted for investment
Average annual CO2 emissions	tonnes	B/A	Average annual CO2 emissions	Use the Local Authority Carbon Tool based on distance travelled, vehicle speed and vehicle mix	Report across whole intervention area
Accident rate	# by severity	B/A	Number of accidents and accident rate by severity and class of road	STATS 19 Accident data	Report on key roads/junctions/area targeted for improvement. This

					metric applies to those schemes which are anticipated to have a significant impact on accidents.
Casualty rate	# by severity	B/A	Number of casualties and casualty rate by severity and class of road user	STATS 19 Accident data	Report on key roads/junctions/area targeted for improvement. This metric applies to those schemes which are anticipated to have a significant impact on accidents.
Nitrogen Oxide and particulate emissions	NO _x (tonnes); PM ₁₀ (µg/m ³)	B/A	NO _x emissions in tonnes per year; PM ₁₀ concentrations per year	Air quality monitoring survey	Affected network is defined as the existing route, the new route, or an improved route on which traffic flow changes are considered to be significant. This metric applies to those schemes which are anticipated to have a significant impact on air quality.
Traffic noise levels at receptor locations	LA _{10, 18hr} (dB)	B/A	Traffic noise levels at receptor locations	Automatic Traffic Counters (18 hour Annual Average Weekday Traffic, composition of traffic - % Heavy Goods Vehicles,	This depends on the scale of the proposed project, the site and local circumstances, and the location of sensitive receptors. This metric applies to

				average traffic speeds); Noise monitoring survey	those schemes which are anticipated to have a significant impact on noise.
Annual average daily and peak hour passenger boardings	#	B/A	Annual average daily passenger boardings; AM, inter- and PM peak hour passenger boardings	Bus/rail ticketing data; Manual counts at stops/stations	The data collection method/location depends on the bus/rail/sustainable transport package.
Bus/light rail travel time by peak period	Minutes	B/A	AM and PM peak bus/light rail travel time	Bus journey time surveys or Automatic Vehicle Location data; Rail journey timetable	The data collection method/location depends on the bus/rail/sustainable transport package.
Mode share (%)	%	B/A	AM and PM peak proportion of trips for different travel modes	Automatic Traffic Counters; Manual Classified Counts	Need to define study area / specific site. This metric applies to bus/rail/sustainable transport package.
Pedestrians counts on new/existing routes (#)	#	B/A	Pedestrians counts on new/existing routes	Manual counts; Video cameras	This applies to sustainable transport initiatives for walking.
Cycle journeys on new/existing routes (#)	#	B/A	Cycle journeys on new/existing routes	Manual cycle counts; Automatic cycling counters; Video cameras	This applies to sustainable transport initiatives for cycling.
Households with access to specific sites by mode within threshold times (#)	#	B/A	Households with access to specific sites within 20/40 minutes using public transport/walking, car and cycle	Accessibility statistics published by DfT; Produce bespoke accessibility	The specific sites targeted for transport schemes.

				measures and travel time calculations using off-the-shelf software	
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Business Support, Innovation and Broadband - to be collected where more robust evaluation is planned and where these metrics are relevant to the intervention					
Detail of successful and unsuccessful applicants		On-going	Administrative database covering company name, address, post code and CRN - company reference number. Named contact, telephone number and email address (and consent for being contacted). This should be captured for both successful and unsuccessful applicants.	Scheme sponsor MI	Required for robust long term evaluation
Beneficiary characteristics (business age, size, sector)		On-going	Collected at the point of initial contact with business: - Age: year of business registration / founding year - Size: turnover and employment - Sector: to SIC (2007) one digit level (or higher)	Scheme sponsor MI	
Other support provided to applicant firm	£, by scheme	On-going	Other types of support received by successful applicants; covering the scheme, timing, type and value (£) of support received	Scheme sponsor MI	
Number of entrepreneurial readiness assists progressing to full trading	#	A	The number of potential entrepreneurs assisted that have subsequently progressed to full trading	Scheme sponsor	Will require a bespoke survey of beneficiaries - could do on a sample basis.
Number of enterprises	#	A	The number of treated SMEs working	Scheme sponsor	

assisted to cooperate with research entities/institutions			jointly with research entities after assistance has been given. Should be counted up to 3 years following support. Knowledge transfer is about transferring good ideas, research results and skills between the knowledge base and business to enable innovative new products and services to be developed		
Number of enterprises supported to introduce new to the market products	#	A	The number of treated SMEs that successfully introduce a new-to-market product after assistance has been given. Product should be available for commercial purchase. Should be counted up to 3 years following support.	Scheme sponsor	
Number of enterprises supported to introduce new to the firm products	#	A	The number of treated SMEs that successfully introduce a new-to-firm product after assistance has been given. Product should be available for commercial purchase Should be counted up to 3 years following support.	Scheme sponsor	

Appendix C – Project metric selection

Lancaster University – Health Innovation Park

- Jobs connected to the intervention
- Commercial floorspace constructed
- Number of enterprises receiving non-financial support
- Number of enterprises assisted to cooperate with research entities/institutions
- Number of enterprises supported to introduce new to the market products
- Number of enterprises supported to introduce new to the firm products

Growth Hub

- Jobs connected to the intervention
- Number of enterprises receiving non-financial support

Blackburn to Bolton Rail Corridor Capacity Improvements

- Jobs connected to the intervention
- Housing unit starts
- Housing units completed
- Type of infrastructure
- Type of service improvement
- Day-to-day travel time variability
- Average annual CO2 emissions
- Annual average daily and peak hour passenger boardings
- Mode share (%)

Blackburn Town Centre Improvements

- Jobs connected to the intervention
- Total length of resurfaced roads
- Total length of new cycle ways
- Type of infrastructure
- Type of service improvement
- Average daily traffic and by peak/non-peak periods
- Accident rate
- Casualty rate
- Mode share (%)
- Pedestrian counts on new/existing routes (#)
- Cycle journeys on new/existing routes (#)

Centenary Way Viaduct Major Maintenance Scheme

- Total length of resurfaced roads
- Type of service improvement
- Average daily traffic and by peak/non-peak periods

Burnley/Pendle Growth Corridor

- Jobs connected to the intervention
- Commercial floorspace constructed

• Housing unit starts
• Housing units completed
• Total length of new cycle ways
• Type of service improvement
• Follow on investment at site
• Commercial floorspace occupied
• Commercial rental values
• Average daily traffic and by peak/non-peak periods
• Average AM and PM peak journey time on key routes (journey time measurement)
• Day-to-day travel time variability
• Average annual CO2 emissions
• Accident rate
• Casualty rate
• Nitrogen Oxide and particulate emissions
• Annual average daily and peak hour passenger boardings
• Pedestrian counts on new/existing routes (#)
• Cycle journeys on new/existing routes (#)
• Households with access to specific sites by mode within threshold times (#)

East Lancashire Strategic Cycle Network
• Total length of resurfaced roads
• Total length of new cycle ways
• Pedestrian counts on new/existing routes (#)
• Cycle journeys on new/existing routes (#)
• Total length of improved cycle ways

M55 to St. Anne's Link Road
• Jobs connected to the intervention
• Commercial floorspace constructed
• Housing unit starts
• Housing units completed
• Total length of newly built roads
• Total length of new cycle ways
• Follow on investment at site
• Commercial floorspace occupied
• Area of land experiencing a reduction in flooding likelihood (ha)

Blackpool Integrated Traffic Management
• Average daily traffic and by peak/non-peak periods
• Average AM and PM peak journey time on key routes (journey time measurement)
• Average annual CO2 emissions
• Nitrogen Oxide and particulate emissions

Blackpool Bridges Major Maintenance Scheme
• Housing units starts

<ul style="list-style-type: none"> • Housing units completed
<ul style="list-style-type: none"> • Total length of resurfaced roads
<ul style="list-style-type: none"> • Type of infrastructure
<ul style="list-style-type: none"> • Type of service improvement
<ul style="list-style-type: none"> • Follow on investment at site

Heritage Based Visitor Attraction Blackpool
<ul style="list-style-type: none"> • Jobs connected to the intervention
<ul style="list-style-type: none"> • Commercial floorspace constructed
<ul style="list-style-type: none"> • Utilities installed
<ul style="list-style-type: none"> • Commercial floorspace refurbished
<ul style="list-style-type: none"> • New build training/learning floorspace
<ul style="list-style-type: none"> • Refurbished training/learning facilities

Preston Bus Station and Fishergate Shared Space Expansion
<ul style="list-style-type: none"> • Jobs connected to the intervention
<ul style="list-style-type: none"> • Commercial floorspace constructed
<ul style="list-style-type: none"> • Total length of resurfaced roads
<ul style="list-style-type: none"> • Type of service improvement
<ul style="list-style-type: none"> • Commercial floorspace occupied

Lancashire Energy Headquarters, Blackpool and the Fylde College
<ul style="list-style-type: none"> • Jobs connected to the intervention
<ul style="list-style-type: none"> • Area of site reclaimed (re) developed or assembled
<ul style="list-style-type: none"> • Utilities installed
<ul style="list-style-type: none"> • New build training/learning floorspace

Fleetwood Fire Training Centre Phase 2, Blackpool and the Fylde College
<ul style="list-style-type: none"> • Jobs connected to the intervention
<ul style="list-style-type: none"> • Area of site reclaimed (re) developed or assembled
<ul style="list-style-type: none"> • New build training/learning floorspace
<ul style="list-style-type: none"> • Follow on investment at site, including revenue funding

Marine Engineering Centre Phase 2, Blackpool and the Fylde College
<ul style="list-style-type: none"> • Jobs connected to the intervention
<ul style="list-style-type: none"> • New build training/learning floorspace
<ul style="list-style-type: none"> • Floorspace rationalised

Mechanical and Electrical Replacements, Blackpool and the Fylde College
<ul style="list-style-type: none"> • Refurbished training/learning facilities
<ul style="list-style-type: none"> • Follow on investment at site, including revenue funding

Engineering, Science and Innovation Centre, Runshaw College
<ul style="list-style-type: none"> • Jobs connected to the intervention
<ul style="list-style-type: none"> • New build training/learning floorspace

• Refurbished training/learning facilities
• Floorspace rationalised
• Follow on investment at site, including revenue funding

Food and Farming Innovation Centre, Myerscough
• Jobs connected to the intervention
• Commercial floorspace constructed
• New build training/learning floorspace
• Refurbished training/learning facilities
• Follow on investment at site, including revenue funding

Additional Engineering Training Equipment, Training 2000
• Jobs connected to the intervention
• Refurbished training/learning facilities
• Follow on investment at site, including revenue funding

Advanced Engineering and Manufacturing Innovation Centre, Nelson and Colne College
• Jobs connected to the intervention
• Refurbished training/learning facilities
• Follow on investment at site, including revenue funding

Appendix D – Project monitoring leads – to be inserted

From: Gorman, Dave

Sent: 05 March 2015 19:45

To: 'Blackburn'; 'Blackburn 2'; Blackburn 3; 'Blackpool'; Blackpool 2; Bridge, Sarah; 'Burnley'; Burnley 2; 'Chorley'; 'Chorley 2'; 'Chorley 3'; 'Fylde'; 'Fylde 2'; Hodkinson, Amanda; 'Hyndburn'; 'Hyndburn 2'; Hyndburn 3; 'Lancaster'; 'Pendle'; 'Pendle 2'; 'Preston'; 'Preston 2'; 'Preston 3'; 'Ribble Valley'; 'Rossendale'; Rossendale 3; 'South Ribble'; 'South Ribble 2'; Turton, Jo; 'West Lancashire'; 'West Lancashire 2'; 'West Lancashire 3'; 'Wyre'; 'Wyre 2'

Cc: Joyce, Beckie; Milroy, Andy; Young, Ian; Blackburn 3; Blackpool 3; Bond, Paul; Borrow, David (Cllr); 'Burnley 2'; Burnley 3; Burnley 4; 'Chorley 3'; 'Fylde 2'; 'Fylde 3'; Fylde 4 (cllr.sfazackerley@fylde.gov.uk); Halliwell, Suzanne; 'Hyndburn 2'; 'Hyndburn 3'; 'Hyndburn 4'; 'Lancaster 2'; Lawrenson, Damon; McGrath, Sean; Mein, Jennifer (Cllr); Mynott, Josh; Pomfret, Anna Maria (OCE); 'Preston 3'; Rimmer, Jill (OCE); 'Rossendale 3'; Sales, Laura; Sutton, Eddie; 'West Lancashire 4'; West Lancashire 5 (julia.brown@westlancs.gov.uk); Wyre 3; Jones, Roy; Benson, Stuart

Subject: LEP Assurance Framework

Importance: High

Dear Chief Executive,
(cc Lancashire Leaders)

You may be aware that Government has asked all Local Enterprise Partnerships to prepare an Assurance Framework. All accountable bodies for LEPs have the responsibility to confirm to Government that the LEP has prepared an Assurance Framework, in line with guidance, and that the accountable body has approved the document. Government has requested that this is done by early April 2015.

As such the Lancashire LEP has been preparing its Assurance Framework. This is a technical document that sets out the process and protocols adopted by the LEP to ensure transparency, accountability and value for money. The Assurance Framework should also set out the relationship between the LEP and the Local authorities within the LEP footprint. The exact nature of this relationship for our LEP will need to be informed by the on-going exploratory discussions between the Lancashire authorities regarding the potential for combined arrangements. Civil servants in Cabinet Office recognise the important stage that discussions are at in Lancashire and understand that the Assurance Framework will only be able to set out a "holding position" until discussions reach a conclusion.

Given the role that the County Council has as accountable body the Leader, CCllr Mein, has requested that the County Council's Scrutiny Committee considers a working draft of the Assurance Framework at its meeting in March.

Following the Scrutiny Meeting the LEP will also consider a further version of the draft Assurance Framework at its meeting in March. It will then be important to share the draft Assurance framework with the local authorities, acknowledging the pressing timescales we are working to.

The next meeting of the Lancashire Chief Executives is 30 March and if you are agreeable it is proposed that there is a presentation on the draft Assurance Framework at that meeting, with a copy of the draft Assurance Framework circulated

in advance with the Agenda. It is also proposed that the draft Assurance Framework be circulated to Lancashire Leaders at the same time as it is circulated to Chief Executives.

Following the meeting of the Lancashire Chief Executives the County Council's Cabinet will consider a final Assurance Framework at its meeting on 2 April.

Please contact Beckie Joyce, at beckie.joyce@lancashire.gov.uk or on (01772) 536617, if you have any queries.

Regards,

Dave

Dave Gorman
Democratic Services
Lancashire County Council
T: (01772 5) 34261
www.lancashire.gov.uk



Lancashire Enterprise Partnership Limited

Private and Confidential: NO

Date: 17 March 2015

Developing a Strategic Marketing Proposition for Lancashire

Report Authors: Tim Seamans, Head of Communications, Lancashire County Council and Ruth Connor, Chief Executive, Marketing Lancashire

Executive Summary

This report is regarding the marketing strategy of the Lancashire Enterprise Partnership.

Recommendation

The LEP Board is asked to:

- (i) Note and comments on the contents of this report;
- (ii) Approve the proposed approach to developing a strategic marketing proposition for Lancashire, as set out in this report;
- (iii) Delegate authority to the LEP Chairman, with the support of the Director of Economic Development of the Lancashire County Council and Chief Executive of Marketing Lancashire, to finalise an agency brief in accordance with this report;
- (iv) Approve the proposals, as set out in 2.5 and 6.4 of this report, regarding the commissioning and management arrangements for the appointment of consultants;
- (v) Identify a LEP Board Director to support the LEP Chairman with this workstream; and
- (vi) Require the Chief Executive of Marketing Lancashire to provide regular updates to the LEP Board on the appointment of consultants and the resultant work programme and stakeholder engagement strategy.

1. Background and Context

- 1.1 Lancashire's historical under-performance regarding the positioning and marketing of the *Lancashire offer* to potential investors, businesses and growth sectors, while supporting the effective marketing of Lancashire, as



one of the UK's leading visitor destinations, remains one of the few priorities still to be comprehensively addressed by the LEP.

- 1.2 Although many local businesses and institutions are recognised as leaders and innovators in their fields, Lancashire, as a whole, has failed to promote these successes and systematically leverage key local assets and opportunities, with a view to attracting other highly motivated businesses and investors to the area.
- 1.3 Given the significant progress made by the LEP in recent years, in establishing Lancashire's most comprehensive growth strategy, investment framework and delivery programme, which includes initiatives of national significance, it is clear there is a need to enhance the understanding of the LEP's role and impact with local business communities, sectors and stakeholders.
- 1.4 To date the LEP has not invested heavily in its digital communication strategy and website and as a result both are in real need of a refresh and upgrade. Key initiatives such as Boost Business Lancashire, the City Deal, Growing Places and the Enterprise Zone have or are developing strong identities, and these and other key priorities need to be framed within an overarching LEP communications strategy.
- 1.5 Lancashire's economic-base is also one of the largest and most important, in terms of rebalancing the UK economy, but its profile and capabilities are often under-represented in the development of new national policy developments and initiatives. This must be addressed with Lancashire's role and contribution to new growth approaches such as the Northern Powerhouse better understood and more accurately portrayed.
- 1.6 This report outlines for Board consideration an initial approach to addressing these matters, including the perceived lack of a coherent Lancashire identity and offer.

2. Developing a Strategic Marketing Proposition for Lancashire

- 2.1 Strong and significant progress has been made by the LEP in driving local prosperity and growth, but the profile of the LEP's activities, and the perception of Lancashire as a major economic centre, are not as strong, or as understood, as they should be in either the regional, national or international media, or, importantly, by the local business community.
- 2.2 There is now a pressing need to overcome this profile weakness by investing more heavily in communications and media management to ensure increased and more positive coverage of the LEP, and the work of partners across Lancashire, by targeting relevant business/investor, sector specific and consumer media.



- 2.3 Key to the next phase of implementing the LEP's growth strategy is the need to challenge perceptions of the area and to reposition the Lancashire brand. This is initially expected to include two key elements:
- i) The requirement for the development of a compelling *Lancashire story*, or economic narrative, that clearly sets out a strong identity and a clear sense of purpose and place. This will underpin future place marketing and positioning by the LEP and also secure the support of its key partners, including Marketing Lancashire, who will find it sufficiently engaging to be able to deploy in support of their own activities. It will also be effective in generating the endorsement and support of the private sector.
 - ii) The requirement for an initial 12-month media and communications campaign, as part of an overarching strategy, to increase awareness of the *Lancashire offer* with key stakeholders and business sectors by employing a range of communication approaches, especially digital channels, appropriate to key target audiences.
- 2.4 To this end, subject to LEP Board approval, an independent and suitably qualified agency will be commissioned to develop a compelling *Lancashire Story*, with initial an agreed 12-month media and communications campaign, as part of an agreed strategy.
- 2.5 It is also proposed that the Chief Executive of Marketing Lancashire manages this commission on behalf of the LEP, under the direction of the LEP Chairman, with the support of the Head of Communications and Director of Economic Development at Lancashire County Council. It is also proposed that another LEP Director also be sought to support the LEP Chairman in managing this commission. The Chief Executive of Marketing Lancashire will provide progress reports to each LEP Board with the first update scheduled for the Board meeting on 16 June.
- 2.6 The Board may be aware of new national guidance following concerns that some LEPs have hired professional lobbyists to engage Ministers and Government officials, as part of their case-making activities. This is a prohibited activity and does not form any part of the proposed LEP commission, as set out in this report.

3. Developing the Lancashire Story

- 3.1 Whilst Lancashire has many key strengths, there is both a real and perceived view that its economic success is undermined by a lack of identity. Lancashire is often perceived as fragmented, misunderstood or unknown by many, not least because:
- Until recently Lancashire has historically struggled to present itself as a single coherent economic unit, which recognises its distinctive local strengths;



- Lancashire is often portrayed as a fragmented and complex place, with many claiming and competing to represent its interests; and with
 - Lancashire often viewed as geographically too diverse and peripheral to be relevant to major national and regional growth priorities.
- 3.2 Lancashire's failure to punch its economic weight over recent decades, even though it is still the third largest local economy in the North of England, is reflected in the area's uneven performance, in terms of securing new Foreign Direct Investment (FDI), which is defined by Government as new foreign owned companies (FOCs) locating to Lancashire and/or expanding FOCs already established in the area.
- 3.3 The key drivers underpinning success in attracting new FDI include proximity to new markets, the ability to cluster with like-minded businesses and supply chains, access to key skill pools, the density and quality of innovation networks, and the availability of high quality sites and business locations.
- 3.4 However, there is no question that Lancashire has a substantial and competitive offer for those seeking to achieve business growth. It has an array of quality development sites suited to a diverse range of business uses, excellent connectivity in a position at the heart of the UK, four high calibre universities, numerous leading schools and colleges, a wide range of business support led by the LEP's own offer, and high living standards with many recreational opportunities and areas of outstanding natural beauty on its doorstep.
- 3.5 The development of a *Lancashire Story*, which is ambitious and credible, will, in turn, tackle prevailing perception gaps by helping to:
- Identify key market strengths and compelling points of difference that enable Lancashire to stand-out in a very competitive environment;
 - Showcase evidential development of positive progress, recent and ongoing;
 - Promote Lancashire as a place where things happen;
 - Determine what is the ambition of the 'place' and ultimately what is the story of the 'place';
 - Engage with the private sector, and identify advocates for the Lancashire Story;
 - Reduce any misunderstandings about what Lancashire is;
 - Facilitate collaboration and local cross-boundary partnership working; and



- Portray a professional approach in communicating a strong identity and clear sense of purpose.
- 3.6 The LEP board, key stakeholders in the local business community and local authorities will need to be engaged as part of the development of the *Lancashire Story*. Creating a sense of ownership and building advocacy will be important to the approach taken.
- 3.7 To help convey the *Lancashire Story*, it is anticipated the agency will propose the development of an identified range of core marketing collateral and event opportunities.

4. Media and Communications Strategy

- 4.1 The media and communications strategy, and initial campaign, will harness the *Lancashire Story* and take it directly to key audiences. It will illustrate, with examples, that Lancashire is a dynamic and progressive place with an important role in the country's economic future. The campaign is expected to employ a range of channels to reach key stakeholders, but especially digital media. The over-arching goal of this initial commission is to project Lancashire's business and academic success, and the area's strategies for development, investment, learning, leisure, as well as its housing and lifestyle offer, to both mainstream and specialist audiences.
- 4.2 The agency will be expected to lead the development and implementation of a media and communications strategy designed to:
- Achieve a sustained period of external communications activity to highlight the *Lancashire Story* and to generate positive references and conversations about the place.
 - Elevate the profile of key LEP initiatives to demonstrate Lancashire's ambition and ability to deliver.
 - Attract interest from relevant parties who may engage in those initiatives.
 - Build the reputation regionally and nationally of Lancashire, as a place of growth and partnership delivery, and a location of choice for new investors/end-users.
- 4.3 Although it is not the purpose of the campaign to promote the LEP per se, the impact and role of the LEP should be a recurring theme promoted at all appropriate opportunities. The LEP Chairman and Board Directors are key figureheads for both the LEP and Lancashire, in this context, but the agency will also be tasked with identifying additional Lancashire champions as ambassadors.



- 4.4 Equally, the LEP should not be considered as the sole or essential element of every activity within the emerging strategy. Lancashire has many high quality businesses, and some very successful locally specific networks such as the Burnley Bondholders, with their own leadership and personalities, who are strong advocates of Lancashire, and who can contribute to achieving the overall goals of the strategy.
- 4.5 Marketing Lancashire is already established as the place marketing organisation for Lancashire and commands strong business and local authority support from across the sub-region. In moving forward, the LEP and other local partners will need to consider the role and contribution of Marketing Lancashire (along with other key business support agencies) in creating the sustainable capacity needed to develop and promote an agreed *Lancashire offer*.

5. Objectives of the Work

- 5.1 In summary, the key objectives of the commission are to:
- Improve the positioning of Lancashire in a national context and the LEP and Lancashire in a regional context.
 - Establish a strong and clear economic identity for Lancashire that highlights key attributes and benefits by sector.
 - Identify key stakeholders and opinion formers regionally and nationally and transform them into supporters and influencers of the Lancashire brand.
 - Stimulate interest, enquiries and subsequent inward investment enquiries to Lancashire.
 - Raise the profile of strategic investment opportunities which flow through the LEP.
 - Identify the key achievements and messages that best portray the *Lancashire Story* through a multi-channel approach to target audiences.
 - Develop engagement and closer working relationships with the private sector in communicating a united and proud Lancashire that has a confident and ambitious voice.
 - Identify a suite of marketing collateral and opportunities to showcase the Lancashire Story regionally and nationally.
 - Develop a LEP media and communications strategy, which will review current communication activities and assets, including the LEP's website and use of digital media to reach key target audiences, with an initial programme of media and communications activity.



6. Proposed Budgets and Timelines

- 6.1 The total budget for the term of the contract, exclusive of VAT, but inclusive of all fees, disbursements, and other expenses is £50,000 for the *Lancashire Story* (including collateral) and £50,000 to develop the media and communications strategy.
- 6.2 This level of funding has been previously agreed by the Board in considering the LEP's core budget for 2015/16.
- 6.3 The proposed immediate timeline for the selection and appointment of the preferred agency to deliver this commission, subject to Board approval, is as follows:
- ITT document to be circulated across relevant media/audiences w/c 23rd March
 - Agencies to submit proposal by 22 April
 - Agencies shortlisted and advised by 30 April
 - Shortlisted agencies interviewed by mid-May
 - Agency (s) appointed by 31 May
 - Inception meeting in early June
 - First progress report to the LEP Board on 16 June
- 6.4 The panel to assess the tenders will comprise the Chief Executive of Marketing Lancashire and Head of Communications Lancashire County Council, with the support of the Director of Economic Development. The LEP Chairman will lead the panel with the support of another LEP Director (to be agreed).

7. Recommendations

- 7.1 The LEP Board is asked to:
- (i) Note and comments on the contents of this report;
 - (ii) Approve the proposed approach to developing a strategic marketing proposition for Lancashire, as set out in this report;
 - (iii) Delegate authority to the LEP Chairman, with the support of the Director of Economic Development of the Lancashire County Council and Chief Executive of Marketing Lancashire, to finalise an agency brief in accordance with this report;
 - (iv) Approve the proposals, as set out in 2.5 and 6.4 of this report, regarding the commissioning and management arrangements for the appointment of consultants;



- (v) Identify a LEP Board Director to support the LEP Chairman with this workstream; and
- (vi) Require the Chief Executive of Marketing Lancashire to provide regular updates to the LEP Board on the appointment of consultants and the resultant work programme and stakeholder engagement strategy.