

LEP - Growth Deal Management Board

Monday, 2nd July, 2018 in Committee Room 'D' (The Henry Bolingbroke Room) - County Hall, Preston, at 1.30 pm

Agenda

Part I (Items Publicly Available)

- 1. Welcome and Apologies for Absence**
- 2. Declaration of Interests**
- 3. Minutes of the meeting held on 21 March 2018 (Pages 1 - 6)**
- 4. Matters Arising**
- 5. Growth Deal Programme - Governance Documents (Pages 7 – 94)**
- 6. Exclusion of the Press and Public**

The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, it considers that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 12A to the Local Government Act 1972 as indicated against the heading to the item.

Part II (Private and Confidential)

- 7. AMuseum Appraisal Report (Pages 95 - 132)**
- 8. Programme and Project Update Report (Pages 133 - 166)**
- 9. Growth Deal Finance Summary July 2018 (Pages 167 - 172)**
- 10. M55 St Annes Link Road - Business Case Updates**
Oral report

Part I (items publicly available)

11. Reporting to Lancashire Enterprise Partnership Board

12. Any Other Business

13. Date of Next Meeting

The next meeting will be held on 3rd October 2018 at 13:30 in Committee Room 'D', County Hall, Preston.



LEP - Growth Deal Management Board

Minutes of the Meeting held on Wednesday, 21st March, 2018 at 1.30 pm at the Arthur Suite - County Hall - The Exchange

Present

Graham Cowley (Chairman)

Michael Ahern

Alan Cavill

Dr Michele Lawty-Jones

Sue Procter

Julie Whittaker

In Attendance

Jo Ainsworth, LEP and Special Projects Finance Manager, Lancashire County Council

Richard Bond, SKV Communications

John Holden-Ross, Solicitor

Ryan Hyde, Business Support Officer, LCC

Andy Milroy, Senior Democratic Services Officer, LCC

Kathryn Molloy, Head of Service - LEP Coordination, Lancashire County Council

Anne-Marie Parkinson, Programme Manager, Lancashire County Council

1. Welcome and Apologies for Absence

The Chairman, Graham Cowley, welcomed all to the meeting. Apologies for absence were presented from Gareth Smith. In addition it was noted that the Blackburn with Darwen Borough Council representative, Brian Bailey, had left the authority and that a replacement representative was being identified. The replacement would require approval by the Lancashire Enterprise Partnership Board.

2. Declarations of Interest

Julie Whittaker declared an interest in in Item 6 – Northlight – Residential Accommodation and Business Unites Mini Business Case as her employer, Pendle Borough Council is the scheme promoter. It was agreed that Julie would respond to any questions other board members may have but would leave the room whilst the item is formally considered.

3. Minutes of the meeting held on 06 December 2017

Resolved: The minutes of the Growth Deal Management Board meeting held on 6th December 2017 were approved as an accurate record.

4. Matters Arising

Kathryn Molloy, Head of Service LEP Coordination gave an update on the Advanced Manufacturing Research Centre (AMRC). It was confirmed that the Grant Funding Agreement between the parties had been issued for consideration. It is intended that AMRC opens in September 2019.

In addition a finance update was given confirming the current funding amount allocated to the AMRC project and that there could be potential to allocated further funding subject to appropriate assessment and approval by the Board. Further updates will be provided to the Board as necessary including the possibility of a written resolution.

Resolved: The Growth Deal Management Board noted the update regarding the AMRC project.

5. Growth Deal Communication Update

Richard Bond, SKV Communications, provided an update on Growth Deal Communications since the last Board meeting.

It was reported that the communications update provided correspondence from July 2017 onwards. It was reported that there has been over 60 pieces of relevant media coverage since July 2017 (all circulated to the Board).

The majority of these have explicit references to Growth Deal funding, while some others credit the LEP's support more generically.

In nearly all cases the references to funding and support is articulated as an enabler, which is the primary key message used in all communications.

A vast majority of partners who manage and promote Growth Deal funded projects now explicitly reference the LEP's Growth Deal support in all external communications.

Richard presented some recommendations for communications over the next period. Including:

- Proactively contact all communications partners and offer the option of an LEP quote on every GD project they are looking to publicise, with the proviso that SKV require at least three days' notice to respond.
- As sometimes the Growth Deal gets written out of wider Lancashire inward investment pieces by the media, it was recommended that 'Growth Deal' is explicitly referenced somewhere in any LEP spokesperson's quote, even if the story is not directly linked to GD funding. This will improve the chances of getting it referenced in any subsequent coverage.
- It was proposed that the six-monthly coverage book be circulated to all

partners and project sponsors - both within communications and operations teams – to demonstrate how individual, local projects fit into the wider, positive inward investment narrative for Lancashire - with Growth Deal support as the common factor.

- Due to the fact many partners have struggled to give SKV indications of potential PR milestones on the horizon, it was recommended that SKV more closely with LEP/LCC colleagues to anticipate potential PR opportunities based on schedules outlined on the main Growth Deal project planner.

In addition the Board discussed opportunities to do a large cross piece of work on a large Growth Deal project such as AMRC. It was agreed that Kathryn Molloy and Richard Bond would work up 3 or 4 big stories for consideration.

It was also agreed to produce a 12 month programme to capture Strategic Opportunities for review at a future Board meeting.

There was also a discussion regarding photography and if a specific ring fenced budget could be put in place to support to use of professional photographers to ensure high picture quality at events. Kathryn Molloy agreed to pass on this request to Marketing Lancashire as the commissioning agent for Growth Deal Communications.

Resolved: The Growth Deal Management Board noted the update provided and the communications activity as presented.

Part II (Private and Confidential)

At this point the Growth Deal Management Board approved that the meeting move into Part II, Private and Confidential, to consider a number reports that contained information provided in confidence as defined in the Freedom of Information Act 2000. It was considered that in all the circumstances of the case the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

6. Northlight - Residential Accommodation and Business Units Mini Business Case

Anne-Marie Parkinson, Programme Manager Growth Deal Programme, introduced a report (circulated) regarding Northlight Residential Accommodation and Business Units Mini Business Case.

Julie Whittaker provided a technical update to the Board, following this Julie left the meeting room due to her earlier declaration of interest.

Resolved: Following a discussion, and the Growth Deal Management Board:

- (i) Considered the contents of the report, including the independently prepared mini business case; and
- (ii) Approved that the project proceed in accordance with the mini business

case circulated at Appendix 'A' to the report.

Julie Whittaker re-joined the meeting at this point.

7. North West Burnley Growth Corridor - Project Update

Anne-Marie Parkinson presented the report (circulated) regarding the North West Burnley Growth Corridor Project.

It was highlighted that the report presented a change to the scope of the project and provided a further independent appraisal report and funding recommendation. It was confirmed that the independent appraisal had been undertaken by Genecon Consulting Ltd.

Resolved: The Growth Deal Management Board:

- (i) Considered the contents of the report.
- (ii) Considered the Genecon Consulting Ltd Independent Appraisal Report.
- (iii) Agreed to recommend to the LEP Board at its next meeting to be held on 24th April 2018:
 - a. A maximum Growth Deal funding approval of £4.9m subject to the conditions contained in the report.
 - b. Agreed to retain the remaining £2.1m of the original £7m Growth Deal allocation to the project for a period of 4 months, by which time the Local Plan Inspector will make his final recommendations following consultation in March / April 2018.
- (iv) Agreed to receive a further update on progress of each condition, as detailed in the report, at the next Board meeting scheduled for 23rd May 2018.

8. Programme and Project Update

Anne-Marie Parkinson presented a report (circulated) which contained a summary of progress since the last meeting of the Board on the Growth Deal Programme.

With regard to programme performance it was highlighted that it is currently delivering in accordance with Lancashire's Growth Deal agreed milestones and Government's reporting requirements.

No queries have been raised in relation to the last claim submitted to Government in February 2018, the claim reported actuals (both spend / outputs) as at 30 September 2017.

In terms of measuring the performance against the Lancashire Growth Deal's

objectives, the programme is still in its infancy in relation to realising outputs/outcomes, with significant reporting not expected until towards the end of programme 2020/21. However confidence should be felt with 100% of the funding allocated, 81% of the projects within the programme have now received a LEP funding approval in line with their original objectives.

There are 44 projects within the programme, of the 44 projects – 36 have received LEP Approval, 34 have completed contracting / LGFA's are in place and 8 projects will be presented to future LEP Boards in agreed timescales.

The 8 projects are:

1. Blackpool HBVA (Amuseum)
2. Lomeshaye Industrial Estate Extension
3. M55 to St Anne's Link Road
4. North West Burnley Growth Corridor
5. Pennine Gateway Programme
6. Preston Western Distributor
7. Shady Lane
8. South Lancaster Housing Growth Initiative

Updates were provided on each project as set out in the report. It was noted that the Blackpool Amuseum business case was being prepared and would come to the Board in May 2018 for consideration, prior to the LEP Board meeting in June 2018.

The Board agreed that a separate standing update report on Lancaster University Health Innovation Campus was no longer required and that future updates could be reported as part of the general programme updates.

Resolved: The Growth Deal Management Board:

- (i) Noted the contents of the report, and
- (ii) Received the specific Lancashire Health Innovation Campus (LHIC) update presented at Appendix 'B' to the report.

9. Growth Deal Finance Report March 2018

Jo Ainsworth, Specialist Finance Advisor, Lancashire County Council, presented a report (circulated) which provided an update on the financial aspects of the Local Growth Fund.

It was noted that spending was on track for this financial year and that future years continue to be closely monitored to ensure delivery within the appropriate timescales.

It was also agreed that Kathryn Molloy, Head of Service LEP Co-ordination, would deliver a Programme Review workshop in September to monitor future years' delivery, including any slippage or projects which had not come forward in

agreed timescales. The Chair would attend this session along with Jo Ainsworth and Anne-Marie Parkinson.

Resolved: The Growth Deal Management Board:

- (i) Noted the spend to date, together with spend to be made in future years.
- (ii) Noted the forecast of funding to be balanced to the funding available as set out in the report; and
- (iii) Agreed that funding forecasts continue to be closely monitored to ensure they are profiled as accurately as possible, with the Board managing existing projects in order to recoup any slippage and ensure new projects remain on tract in line with their spending profile.

10. Projects requesting additional funding

There were no projects requesting additional funding and it was noted that this was a historical standing item that could now be removed from future agendas.

11. Reporting to Lancashire Enterprise Partnership Board

With regard to reporting to the Lancashire Enterprise Partnership Board it was noted that Item 6 – Northlight and Item 7 – North West Burnley Growth Corridor should now be referred to the LEP Board meeting to be held on 24th April 2018 for consideration.

12. Any Other Business

None

13. Date of Next Meeting

It was noted that the next Growth Deal Management Board meeting was scheduled to be held at 1.30pm on Wednesday 23rd May 2108 in Committee Room 'D', County Hall, Preston.



LEP – Sub Committee

LEP - Growth Deal Management Board

Private and Confidential: NO

Date: Monday, 2 July 2018

Growth Deal Programme - Governance Documents

(Appendices 'A', 'B' and 'C' refer)

Report Author: Anne-Marie Parkinson, anne-marie.parkinson@lancashire.gov.uk

Executive Summary

This report contains refreshed Growth Deal programme governance documents, specially:

- Growth Deal Implementation Plan (GDIP);
- Growth Deal Monitoring & Evaluation Sub Group Terms of Reference; and
- Growth Deal Monitoring and Evaluation Framework.

Recommendation

The Growth Deal Management Board is asked to approve the refreshed documents attached as appendices, namely the:

- Growth Deal Implementation Plan;
- Growth Deal Monitoring & Evaluation Sub Group Terms of Reference; and
- Growth Deal Monitoring and Evaluation Framework.

Background and Advice

The governance documents as detailed below form part of the Growth Deal Programme governance structure.

These documents have been refreshed in accordance with their individual requirements as detailed below.

Growth Deal Implementation Plan (GDIP)

The GDIP sets out the arrangements for the Growth Deal's implementation outlining critical financial and project delivery milestones and risks, and the management mechanisms in support of government monitoring and reporting processes. It also sets



out the broad economic development context and Growth Deal priorities that project outcomes are working towards.

The GDIP is a live document that is intended to evolve over the life of the Growth Deal Programme, and is reviewed/updated on a quarterly basis to reflect projects' status.

A refreshed version of the GDIP is attached at Appendix 'A'. The document has been amended to reflect the current status of each project within the Growth Deal Programme.

Growth Deal Monitoring & Evaluation Sub Group (M&E SG) Terms of Reference

The primary responsibility of the M&E SG is to ensure the implementation of the Growth Deal Monitoring & Evaluation Framework, and to provide progress updates to the GDMB in respect of programme and project activity, whilst also supporting the GDMB in the implementation of the Growth Deal programme.

At the GDMB meeting held on the 8th March 2017, it was advised that a review of the M&E SG had taken place to establish if the ToRs in relation to the objectives and membership were still appropriate. Following the review, members of the group agreed that the original objectives of the group had largely been met and that its remit should be wider than M&E. It was concluded to disband the existing group, replacing it with a group who would not only support the monitoring of the projects, but also support the technical requirements to bring projects forward and complete contracting.

A refreshed version of the M&E SG ToRs is attached at Appendix 'B'. This document has been amended to reflect the operational requirements and revised membership of the M&E SG.

Growth Deal Monitoring and Evaluation Framework

The Monitoring and Evaluation Framework provides the transparent mechanisms required by Government and the Lancashire Enterprise Partnership in order to understand what has been spent and what has been delivered through the Growth Deal Programme, providing information for reporting back to Ministers and the public, and for influencing future policy. It is in this requirement for transparency that the LEP agreed the need for a M&E Framework. The LEP and its Performance Committee will use the monitoring process to manage performance to ensure that the planned delivery of the Growth Deal Programme is achieved.

The LEP and Government recognise that this M&E Framework needs to be a "living" document which is revised periodically and with flexibility built-in to ensure it remains fit-for-purpose throughout the Growth Deal period. The progress and success of the monitoring and evaluation framework is reviewed annually by the GDMB and periodically by the LEP Performance Committee.

In accordance with the annual review, an updated version of the M&E Framework is attached at Appendix 'C'. The document has been updated to reflect; GD3 award, M&E Sub GP revised ToRs, new claims and monitoring guidance and project delivery status.



Lancashire
Enterprise Partnership

Appendix 'A'

GROWTH DEAL IMPLEMENTATION PLAN

(Last updated: 20 June 2018)



Contents



1. Introduction

2. Growth Deal Priorities

3. Funding

4. Projects

- List of Projects
- Lifetime of Projects

5. Governance, Delivery & Implementation

6. Milestones

- Strategic Programme Milestones: Pre-implementation
- Strategic Programme Milestones: Post-implementation

7. Overview of Progress – by Project

8. Monitoring & Evaluation

9. Communications Protocol

10. Glossary

1. INTRODUCTION

The Lancashire Growth Deal aims to realise the growth potential of the Lancashire economy, building on key local economic assets including the Lancashire's universities and colleges, the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC), the Preston, South Ribble and Lancashire City Deal, and the high value business clusters in Central and East Lancashire, and Blackpool and the Fylde coast which are a key component of this growth deal. There is also a strong focus on Blackpool, with a combination of transport and housing interventions designed to support and sustain the visitor economy and address local housing market challenges.

Lancashire's Growth Deal comprises three funding awards from Government, Growth Deal 1, 2 and 3, which have a combined allocation of £320m.

The Growth Deal identifies four key priorities which are generally pan-Lancashire, in terms of coverage, and are rooted in maximising the area's competitive economic strengths. The four key priorities are:

- **Releasing Growth Potential;**
- **Renewal of Blackpool;**
- **Growing the local Skills and Business Base; and**
- **Innovation and Manufacturing Excellence.**

By 2021, this Deal is expected to bring to Lancashire's economy:

- 11,000 jobs;
- 3,900 homes; and
- £1.2bn private sector investment

This document sets out the arrangements for the Growth Deal implementation outlining critical financial and project delivery milestones and risks, and the management mechanisms in support of government monitoring and reporting processes. It also sets out the broad economic development context and Growth Deal priorities that project outcomes are working towards.

Its primary purpose is to enable a regular dialogue between Lancashire and HMG at the programme level of the Growth Deal.

Other features:

- 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, reflecting the priorities of both the LEP and HMG.

How it will be used:

- It will be a 'live' document that will evolve over the life of the Growth Deal.

- It should be reviewed and updated on a quarterly basis, or more frequently if HMG and the LEP agree it is necessary.
- Strategic and project milestones and risks will be updated, and key information extracted in tabular form, to be prepared for HMG and the LEP.

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.

The LEP's Assurance Framework, Strategic Economic Plan, Growth Deal Statements, Growth Deal Implementation Plan and Growth Deal Monitoring & Evaluation Framework can be found on the LEP website (www.lancashirelep.co.uk).

2. GROWTH DEAL PRIORITIES

Lancashire's Growth Deal takes the vision, objectives and priorities of the Strategic Economic Plan and sets out an integrated programme of interventions that the LEP believes are capable of generating the step change required to move the local economy forward.

The Growth Deal identifies four key priorities which are generally pan-Lancashire, in terms of coverage, and are rooted in maximising the area's competitive economic strengths.

Spatially specific interventions are articulated within *Releasing Growth Potential* which includes the LEP's transport proposals and the case to expand Lancashire's *Growing Places* investment fund to accelerate the pace of change in regeneration areas.

In addition the *Renewal of Blackpool* priority concentrates upon the area's unique characteristics which require specific focus. The four key priorities are:

1. Releasing Growth Potential

Create the right conditions for business and investor growth, and unlock new development and employment opportunities across Lancashire by strengthening transport connectivity to create jobs and enable housing development.

2. Renewal of Blackpool

Focus on addressing Blackpool's unique characteristics which require a specific focus, to create economic opportunities for its local communities.

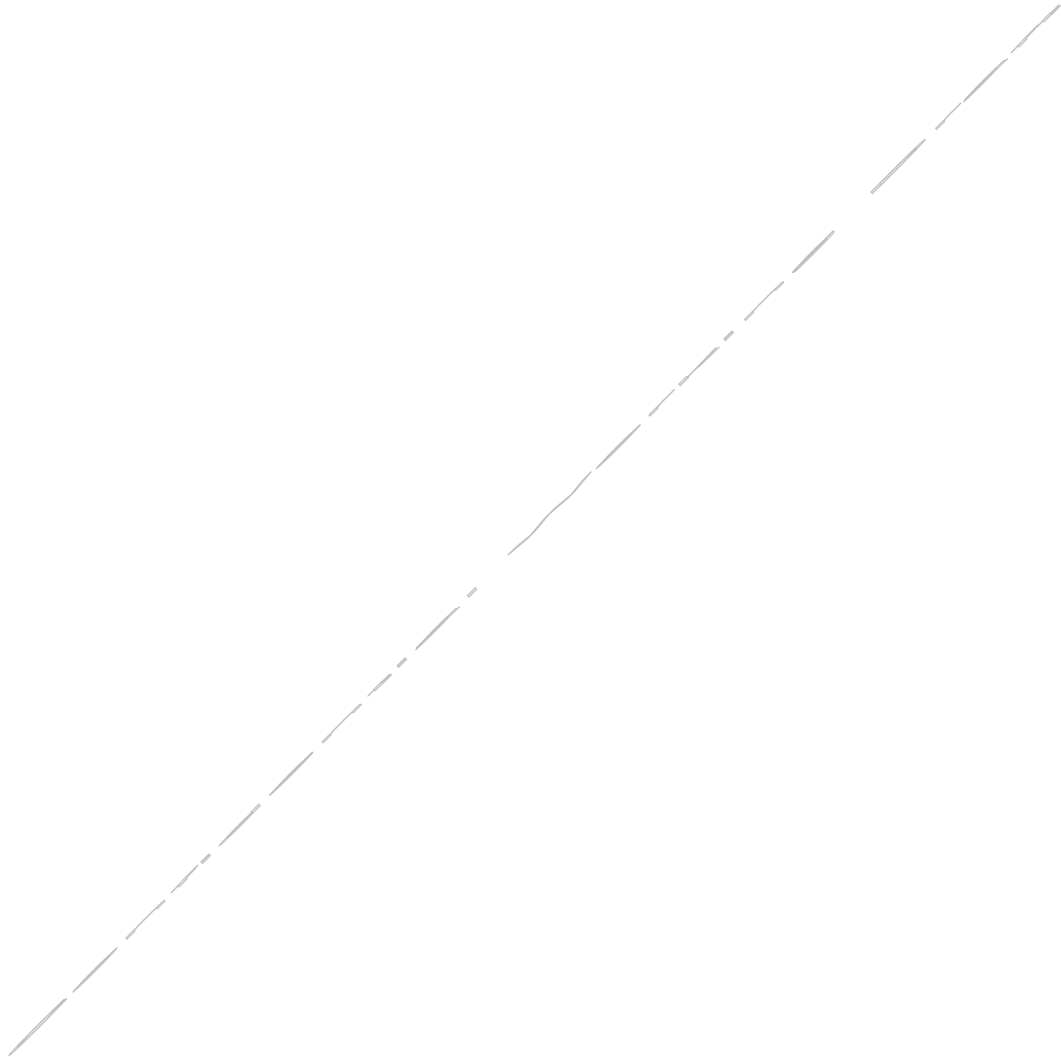
3. Growing the local Skills and Business Base

Realise the full potential of Lancashire's competitive economic strengths and business base and refocussing Lancashire's approach to skills provision, ensuring it is responsive to business needs and demands.



4. Innovation and Manufacturing Excellence

Maximise the economic value of Lancashire's centres of research and innovation excellence and globally competitive business clusters.



3. FUNDING

The financial model that underpins the Growth Deal sets out clearly what Government is "buying" through the Lancashire Growth Deal. The Growth Deal, Strategic Economic Plan (SEP) and the LEP's Assurance Framework provide a compelling story around value for money and delivery capability.

Private sector leverage is clearly shown, and local partners have also clearly demonstrated their commitment to using their resources to deliver the necessary infrastructure to support their local growth ambitions.

Funding for Growth projects will be subject to conditions that Government have agreed with the LEP and which are set out in individual funding agreements between the LEP (via its accountable body, Lancashire County Council) and individual project sponsors.

All projects which have secured Growth Deal funding will be required to agree and sign a Growth Deal Grant Funding Agreement (GFA), prior to draw down of funds. The GFA 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 GFA 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).

The Lancashire Growth Deal brings together different funding streams designed to support local growth, along with a share of the new Local Growth Fund.

4. PROJECTS

There are 44 projects in the GD programme, spread across 4 themes as detailed below:

Releasing Growth Potential

GF01-22CD-TA6	Broughton Bypass
GF01-03-T	Blackburn - Bolton Rail Corridor
GF01-02	Blackburn Town Centre Improvements
GF01-01	Burnley, Hyndburn, Pendle Growth Corridor
GF01-04-T	Centenary Way Viaduct Maintenance
GF01-23-T	Darwen East Development Corridor
GF01-07-T	East Lancashire Strategic Cycle Network
GF03-06	Lomeshaye Industrial Estate Extension
GF01-06-T	M55 to St Anne's Link Road
GF03-04	North West Burnley Growth Corridor
GF03-02-T	Pennine Gateway
GF01-05-CD	Preston City Centre Improvements
GF01-20-CD	Preston Western Distributor
GF03-03	South Lancaster Housing Growth Initiative

Renewal of Blackpool

GF01-10	AMuseum (formerly Blackpool Heritage Based Visitor Attraction (HBVA))
GF03-01	Blackpool 21 st Century Conference Centre and Hotel
GF01-08-T	Blackpool Bridges
GF01-09-T	Blackpool Integrated Traffic Management
GF01-21	Blackpool Town Centre Quality Corridors
GF01-24-T	Blackpool Tramway Extension

Growing the Local Skills and Business Base

GF03-05	Advanced Manufacturing Research Centre NW
GF01-40	Café Northcote @ Cathedral Quarter
GF01-32-S	Energy Simulator Suite (equip.) for the proposed Lancashire Energy HQ
GF01-38-S	Enhancing IT Infrastructure
GF01-16-S	Fleetwood Fire Training Centre Phase 2
GF01-31-S	Lancashire Centre of Excellence for Digital Technology and Innovation
GF01-13-S	Lancashire Energy HQ
GF01-34-S	Lancaster Campus Teaching Hub (Health and Social Care)
GF01-15-S	Maritime Engineering Facility
GF02-27	Northlight (formerly Redevelopment of Brierfield Mill) – this includes the project approved for the relocation of LAL College to Brierfield Mill

- GF02-26** Rawtenstall Redevelopment Zone
- GF01-12-S** Science & Engineering
- GF02-25** Shady Lane (formerly M6 J28 Improvements & Business Growth Centre)
- GF01-18-S** Training 2000 Additional Engineering Training Capability

Innovation and Manufacturing Excellence

- GF01-19-S** Advanced Engineering & Manufacturing Innovation Centre
- GF01-37-S** Advanced Manufacturing Capital for Skills Development and Employer Engagement (ACaDEmE)
- GF02-28** Burnley Vision Park
- GF01-35-S** Edge Hill University Technology Hub
- GF02-29** Engineering & Innovation Centre
- GF01-17-S** Farm, Innovation Technology Centre
- GF01-11** Lancaster Health Innovation Campus
- GF02-30** Making Rooms – Lancashire's first Fab Lab
- GF01-14-S** M&E Bispham Campus
- GF01-33-S** Mechanical & Electrical Replacements, South and Montreal Buildings

LIFETIME OF PROJECTS (Capital Works)

	URN	Scheme	15/16	16/17	17/18	18/19	19/20	20/21
1	GF01-22-CDT	A6 Broughton Bypass	Q4		Q4			
2	GF01-19 -S	Advanced Engineering & Manufacturing Innovation Centre	Q1-Q3					
3	GF01-37-S	Advanced Manufacturing Capital for Skills Development and Employer Engagement		Q2-Q3				
4	GF03-05	Advanced Manufacturing Research Centre NW				TBC		
5	GF01-10	AMuseum (formerly Blackpool HBVA)				TBC		
6	GF01-03-T	Blackburn - Bolton Rail Corridor	Q1 - Q4					
7	GF01-02	Blackburn Town Centre Improvements			Q1 - Q3			
8	GF03-01	Blackpool 21st Century Conference Centre			Q3		Q2	
9	GF01-08-T	Blackpool Bridges		Q2		Q3		
10	GF01-09-T	Blackpool Integrated Traffic		Q4	Q4			
11	GF01-21	Blackpool Town Centre Quality Corridors		Q4			Q1	
12	GF01-24-T	Blackpool Tramway Extension			Q1		Q2	
13	GF01-01-T	Burnley, Hyndburn, Pendle Growth Corridor	Q3			Q3		
14	GF02-28	Burnley Vision Park			Q2			Q4
15	GF01-40	Café Northcote @ Cathedral Quarter		Q1				
16	GF01-04-T	Centenary Way Viaduct Maintenance	Q2 - Q4					
17	GF01-23-T	Darwen East Development Corridor			Q4	Q3		
18	GF01-07-T	East Lancashire Strategic Cycle Network	Q3				Q4	
19	GF01-35-S	Edge Hill University Technology Hub	Q4	Q2				
20	GF01-32-S	Energy Simulator Suite (equip.) for the proposed Lancashire Energy HQ		Q3	Q2			
21	GF02-29	Engineering & Innovation Centre			Q1	Q4		
22	GF01-38-S	Enhancing IT Infrastructure		Q1-Q2				
23	GF01-16-S	Fleetwood Fire Training Centre Phase 2	Q3		Q1			
24	GF01-17-S	Farm, Innovation Technology Centre	Q4		Q2			
25	GF01-31-S	Lancashire Centre of Excellence for Digital Technology and Innovation		Q1	Q3			
26	GF01-13-S	Lancashire Energy HQ		Q1	Q3			
27	GF01-34-S	Lancaster Campus Teaching Hub (Health and Social Care)		Q1	Q1			
28	GF01-11	Lancaster Health Innovation Campus		Q3				
29	GF03-06	Lomeshaye Industrial Estate Extension				TBC		
30	GF02-30	Making Rooms - Lancashire's First Fab Lab			Q1		Q3	
31	GF01-15-S	Maritime Engineering Facility	Q4	Q2				
32	GF01-14-S	M&E Bispham Campus		Q1	Q2			
33	GF01-33-S	Mechanical & Electrical Replacements, South and Montreal Buildings		Q1-Q2				
34	GF01-06-T	M55 to St Anne's Link Road				TBC		
35	GF02-27	Northlight (formerly Redevelopment of Brierfield Mill)	Q4	Q2				Q4
36	GF03-04	North West Burnley Growth Corridor				TBC		
37	GF03-02	Pennine Gateway				TBC		
38	GF01-05-CD	Preston City Centre Improvements	Q1				Q1	
39	GF01-20-CD	Preston Western Distributor				TBC		
40	GF02-26	Rawtenstall Redevelopment Zone		Q1				Q2
41	GF01-12-S	Science & Engineering Facility	Q4	Q2				
42	GF02-25	Shady Lane (formerly M6 J28 Improvements & Business Growth Centre)				TBC		
43	GF03-03	South Lancaster Housing Growth Initiative				TBC		
44	GF01-8-S	Training 2000 - Additional Engineering Training Capability	Q2	Q1				

	RELEASING GROWTH POTENTIAL
	BLACKPOOL
	GROWING THE LOCAL SKILLS AND BUSINESS BASE
	INNOVATION & MANUFACTURING EXCELLENCE
	SUBJECT TO LEP APPROVAL AND / OR CONTRACTING

Last updated 12 April 2018

5. GOVERNANCE, DELIVERY & IMPLEMENTATION

A Shadow Growth Deal Implementation Board, chaired by Mr Graham Cowley, was established in 2014 to oversee the preparation of a Growth Deal Implementation Plan and a Growth Deal Monitoring and Evaluation Framework. These two key Growth Deal documents, which were submitted to Government in April 2015.

Since April 2015 the role and remit of the Growth Deal Management Board have been discussed. Draft Terms of Reference were presented to, and approved by, Lancashire Enterprise Partnership Board on 16 June 2015

The Growth Deal Management Board's primary responsibility is to ensure the implementation of the Growth Deal and to make strategic recommendations to the LEP Board in this regard. The remit of the Growth Deal Management Board is to:

- (i) Implement and monitor the Growth Deal in accordance with the Growth Deal Implementation Plan and Growth Deal Monitoring and Evaluation Framework;
- (ii) Ensure that the Growth Deal Implementation Plan and Monitoring and Evaluation Framework are updated according to operational need, and annually as a minimum;
- (iii) Oversee the work of the Monitoring and Evaluation Sub Group, receive quarterly Reports from the same and approve the submission of quarterly monitoring reports;
- (iv) Ensure that any conditions attached to Local Growth Fund funding agreements are discharged appropriately;
- (v) Refer to the LEP Board any issues arising if project sponsors are unable to comply with the Growth Funding principles agreed by the LEP Board;
- (vi) Make recommendations to the LEP Board on any proposed material changes to funding profiles, including redirecting significant resources in year and between projects; and
- (vii) Make recommendations to the LEP Board (who in turn would need to seek approval from Government) on any proposed material changes to project funding in the event of non-delivery, and / or the withdrawal of grant offer.

6. MILESTONES

STRATEGIC PROGRAMME MILESTONES: PRE IMPLEMENTATION

Condition	Timescale	Lead HMG/LEP	Status
Assurance Framework			
1. LEP and SFA sign MOU for Skills Capital	Dec 2014	LEP /SFA	Completed
2. Assurance framework (AF) principles approved by LEP Board	Feb 2015	LEP	Completed
3. Draft AF Stakeholder engagement	March 2015	LEP	Completed
4. Draft AF considered by Accountable Body Scrutiny Committee	March 2015	LEP / AB	Completed
5. Draft AF approved by LEP	March 2015	LEP	Completed
6. Final AF approved by Accountable Body	April 2015	AB	Completed
7. Accountable Body confirm to HMG that AF has been prepared and approved	April 2015	AB	Completed
8. AF published on LEP website	April 2015	LEP	Completed
Governance			
9. Terms of Reference for Growth Deal Programme Implementation Board approved by LEP Board	April 2015	AP	Completed
10. Skills Board terms of reference revisions approved by LEP Board	March 2015	LEP	Completed
11. LEP Board agree to establish Performance Committee	March 2015	LEP	Completed
Delivery Management			
12. All project boards and working groups in place (for Year 1 projects)	April 2015	Project sponsors	Completed

Communications			
13. Growth Deal Communications Protocol agreed	April 2015	LEP / Projects sponsors	Completed
Monitoring and Evaluation			
14. Monitoring and Evaluation Framework approved by LEP Board	April 2015	LEP	Completed
15. Framework submitted to HMG	April 2015	AB	Completed
16. Evaluation options agreed by LEP Board	April 2015	LEP	Completed
17. Quarterly monitoring systems and resources established	April 2015	AB	Completed

STRATEGIC PROGRAMME MILESTONES: POST-IMPLEMENTATION

Condition	Timescale	Lead HMG/LEP	Status
Communications			
1. Growth Deal Communications Plan approved by LEP Board	October 2015	LEP/GDMB	Completed
2. Growth Deal Communications revised Communications protocol approved by LEP Board	January 2018	LEP/GDMB	Completed
Miscellaneous			
3. West Lancs Borough Council HRAB Limit Increase CLG approval	Oct 2014		Completed

7. OVERVIEW OF PROGRESS – BY PROJECT

LEP Project ID. CLG Project ID.	Name & Description of Project	LEP Approved	GFA Complete	Start on site	Complete on site	Spend complete	Output complete	Growth Deal £M	RAG	Status
GF01-22-CD(T) LGFLAN21	A6 Broughton Bypass	Oct-15	Y	Dec-15	Mar-18	N	2021	15.500	Green	Live - On site
GF01-19-S LGFLAN18	Advanced Engineering & Manufacturing Innovation Centre	Apr-15	Y	May-15	Oct-15	Y	20/21	1.400	Green	Live - Capital works complete. Ongoing reporting of outputs.
GF01-37-S LGFLAN27	Advanced Manufacturing Capital for Skills Development & Employer Engagement	Apr-16	Y	Sep-16	Dec-16	N	2021	0.670	Green	Live - Capital works complete. Ongoing reporting of outputs.
GF03-05 LGFLAN39	Advanced Manufacturing Research Centre NW	Jan-18	N	TBC	TBC	N	N/A	17.200	Green	Approved at LEP Nov 17 - Subject to contracting.
GF01-10 LGFLAN10	AMuseum (formerly BHVA)	N	N	TBC	TBC	N	N/A	1.500	Green	Project to seek funding approval July 18.
GF01-03 (T) LGFLAN5	Blackburn-Bolton Rail Corridor	Apr-15	Y	Jun-15	Dec-15	Y	2021	12.400	Green	Live - Capital works complete. Ongoing reporting of outputs.
GF01-02 LGFLAN2	Blackburn Town Centre Improvements	Jun-17	Y	Jun-18	Nov-18	N	2021	0.200	Green	Live - On site
GF03-01 LGFLAN40	Blackpool 21st Century Conference Centre & Hotel	Jun-17	Y	Oct-17	Sep-19	N	2031	15.000	Green	Live - On site
GF01-08 (T) LGFLAN8	Blackpool Bridges	Apr-15	Y	Jul-16	Dec-18	N	19/20	3.800	Green	Live - On site
GF01-09 (T) LGFLAN9	Blackpool Integrated Traffic Management	Oct-15	Y	Jan-17	Mar-18	N	18/19	1.510	Green	Live - On Site
GF01-21 LGFLAN28	Blackpool Town Centre Quality Corridors	Jun-16	Y	Jan-17	Apr-20	N	20/21	6.600	Green	Live - On Site

GF01-24 (T) LGFLAN38	Blackpool Tramway Extension	Dec-17	Y	Apr-18	Jul-19	N	23/24	16.400	Green	Live - On Site
GF01-01 (T) LGFLAN6	Burnley, Hyndburn, Pendle Growth Corridor	Dec-15	Y	Sep-15	Sep-19	N	20/21	8.000	Amber	Live - On-Site – reporting matters to resolve
GF02-28 LGFLAN29	Burnley Vision Park	Apr-16	Y	Aug-17	Mar-21	N	21/22	1.700	Green	Live - Capital works complete. On-going reporting of outputs.
GF01-40 LGFLAN30	Café Northcote @ Cathedral Quarter	Apr-16	Y	Apr-16	Jun-16	Y	18/19	0.250	Green	Live - Capital works complete. On-going reporting of outputs.
GF01-04 (T) LGFLAN1	Centenary Way Viaduct Maintenance	Apr-15	Y	Jul-15	Feb-16	Y	17/18	1.300	Green	Live - Capital works complete. On-going reporting of outputs.
GF01-23 (T) LGFLAN37	Darwen East Development Corridor	Jan-18	Y	Feb-18	Nov-18	N	20/21	2.500	Green	Live - On Site
GF01-07 (T) LGFLAN7	East Lancashire Strategic Cycle Network	Jun-15	Y	Nov-15	Mar-20	N	20/21	2.600	Green	Live - On Site
GF01-35-S LGFLAN25	Edge Hill University Innovation Technology Hub	Feb-16	Y	Mar-16	Sep-16	N	20/21	3.000	Green	Live - Capital works complete. On-going reporting of outputs.
GF01-32S LGFLAN31	Energy Simulator Suite (equipment) for Lancashire Energy HQ	Apr-16	Y	Oct-16	Jul-17	N	17/18	0.167	Green	Live - On Site
GF02-29 LGFLAN22	Engineering & Innovation Centre	Feb-16	Y	Jun-17	Jan-19	N	2030	10.500	Green	Live - On Site
GF01-38-S LGFLAN26	Enhancing IT Infrastructure Project	Feb-16	Y	Apr-16	Aug-16	Y	20/21	0.204	Complete	Project Complete – Contracted spend and outputs achieved.
GF01-16-S LGFLAN13	Fleetwood Fire Training Centre Phase 2	Apr-15	Y	Oct-15	Jun-17	N	20/21	0.550	Green	Live - Capital works complete. On-going reporting of outputs.
GF01-17-S LGFLAN17	Farm, Innovation Technology Centre	Feb-16	Y	Feb-16	Aug-17	N	20/21	3.000	Green	Live - Capital works complete. On-going reporting of outputs.
GF01-31-S LGFLAN32	Lancashire Centre for Excellence for Digital Technology and Innovation	Apr-16	Y	Jun-16	Oct-17	Y	19/20	0.125	Green	Live - Capital works complete. On-going reporting of outputs.

GF01-13-S LGLAN12	Lancashire Energy HQ	Apr-15	Y	Apr-16	Sep-17	N	2021	6.200	Green	Live - Capital works complete. Ongoing reporting of outputs.
GF01-34S LGFLAN24	Lancaster Campus Teaching Hub (Health and Social Care)	Apr-16	Y	May-16	Apr-17	N	20/21	2.500	Green	Live - Capital works complete. Ongoing reporting of outputs.
GF01-11 LGFLAN16	Lancaster Health Innovation Campus	Nov-16	Y	May-17	Oct-19	N	2034	17.000	Green	Live - On Site
GF03-06 LGFLAN42	Lomeshaye Industrial Estate Extension	N	N	TBC	TBC	N	N/A	4.000	Green	Project to seek funding approval Nov 18.
GF02-30 LGFLAN33	Making Rooms - Lancashire's First Fab Lab	Apr-16	Y	Aug-16	Oct-16	Y	19/20	0.451	Amber	Live - Capital works complete. Performance issues to resolve.
GF01-15-S LGFLAN11	Maritime Engineering Facility	Apr-15	Y	Jan-16	Jul-16	Y	2021	0.840	Complete	Project complete – achieved contracted spend and output
GF01-14-S LGFLAN23	M&E Bispham Campus	Apr-15	Y	May-16	Sep-17	Y	18/19	1.260	Green	Live - Capital works complete. Ongoing reporting of outputs.
GF01-33S LGFLAN34	Mechanical & Electrical Replacements, South & Montreal Buildings	Apr-16	Y	May-16	Sep-16	Y	18/19	0.525	Green	Live - Capital works complete. Ongoing reporting of outputs.
GF01-06 (T) LGFLAN4	M55 to St Anne's Link road	N	N	TBC	TBC	N	N/A	1.980	Green	Project to seek funding approval Nov 18.
GF02-27 LGFLAN36	Northlight (formerly known as Redevelopment of Brierfield Mill)	Feb-16	Y	Oct-16	Mar-21	N	20/21	4.950	Green	Live - On Site
GF03-04 LGFLAN41	North West Burnley Growth Corridor	Y	N	TBC	TBC	N	N/A	7.000	Green	Approved at LEP April 18 - Subject to contracting.
GF03-02 LGFLAN45	Pennine Gateways	N	N	TBC	TBC	N	N/A	12.000	Green	Project to seek funding approval Jun 18.
GF01-05-CD LGFLAN3	Preston City Centre Improvements	Oct-15	Y	Feb-15	Jun-19	N	20/21	6.000	Green	Live - On Site
GF01-20-CD(T) LGFLAN43	Preston Western Distributor	N	N	TBC	TBC	N	N/A	58.000	Green	Conditional approval achieved Jan 18. Seeking Full funding approval Qtr. 1 19/20



GF02-26 LGFLAN35	Rawtenstall Redevelopment Zone	Jun-16	Y	Apr-17	Aug-20	N	20/21	1.900	Green	Live - On Site
GF01-12-S LGFLAN14	Science & Engineering Facility	Apr-15	Y	Mar-15	Aug-16	Y	19/20	4.300	Green	Live - Capital works complete. On-going reporting of outputs.
GF02-25	Shady Lane	N	N	TBC	TBC	N	N/A	1.500	Amber	Project to seek funding approval Jul 18. Queries over deliverability.
GF03-03 LGFLAN44	South Lancaster Housing Growth Initiative	N	N	TBC	TBC	N	N/A	16.250	Green	Approval timeframe to be confirmed.
GF01-18-S LGFLAN15	Training 2000 - Additional Engineering Training Capability	Apr-15	Y	Aug-15	Apr-16	Y	17/18	0.800	Green	Live - Capital works complete. On-going reporting of outputs.

Theme

	Releasing Growth Potential
	Renewal of Blackpool
	Growing the Local Skills and Business base
	Innovation and Manufacturing Excellence

RAG Rating

	Project progressing in line with agreed profiles
	Issue to resolve by the Project Team
	Significant issue with the project requiring corrective action

8. MONITORING AND EVALUATION

A Monitoring & Evaluation Framework has been prepared and can be found on the LEP website (www.lancashirelep.co.uk).

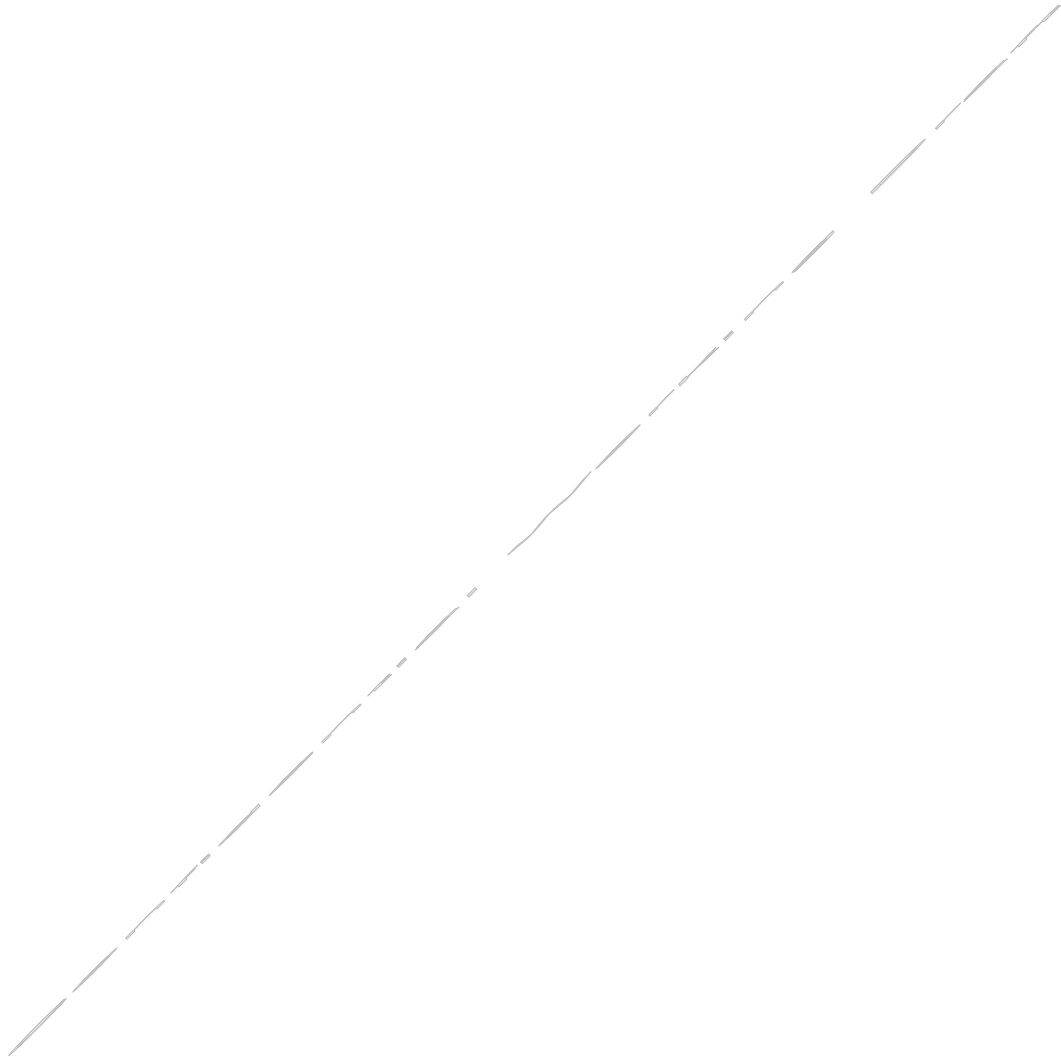
The LEP will continually assess the monitoring and evaluation information collected and will use it to further inform the Strategic Economic Plan and future investment proposals and to identify opportunities to achieved enhanced outcomes and impacts.

The key monitoring and evaluation reporting outputs are as follows;

- The LEP will use the monitoring process to manage performance to ensure that the planned delivery happens is achieved.
- The GDMB, in its capacity as the LEP's sub-committee, receive RAG (Red, Amber, Green) rated reports which highlight key issues and actions which need to be resolved are considered. Where necessary these are escalated to the LEP Board. The RAG rating classifications mirror the Cities & Local Growth Unit (CLG) guidance.
- All Growth Deal projects are contractually required to report quarterly on the metrics as contained in their Grant Funding Agreement. Following completion of the Growth Deal financial claim, projects are required to report on a bi-annual basis for the remainder of their proposed outputs.
- The LEP, via its Audit and Performance Committee will also undertake periodic auditing of the monitoring and evaluation information provided by project sponsors to ensure accuracy and consistency.
- 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 enables the LEP to analyse and collate data for submission to the Growth Deal Management Board, the LEP Board and to Government. 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.
- All Growth Deal projects will be subject to evaluation, with a selection of 6 projects, evaluated in more detail. These were chosen to represent the breadth of activity being supported through the Growth Deal as well as its wide geographical spread and regional significance. Along with the individual projects, the LEP also agreed



that a full evaluation of the Growth Deal Programme should be undertaken, therefore allowing for both project and programme level evaluation.



9. COMMUNICATIONS PROTOCOL



Lancashire
Enterprise Partnership



Lancashire Growth Deal Communications Protocol – October 2017

Overview

This Lancashire Growth Deal Communications Protocol has been developed to assist partners and stakeholders to proactively and effectively communicate key messages relating to Lancashire's £320M Growth Deal programme.

The Communications Protocol focuses on two aspects. Firstly, it provides partners and stakeholders with an understanding of the protocols which the Lancashire Enterprise Partnership (LEP) has agreed to adhere to with government in the promotion of Lancashire's £320M Growth Deal and as part of the wider agenda of promoting the government's Northern Powerhouse initiative. Secondly, it provides partners with an agreed protocol for promoting individual Growth Deal schemes.

Promoting the Lancashire Growth Deal and the Northern Powerhouse Initiative

In November 2016, the Lancashire Enterprise Partnership became one of the first LEPs to become a partner in the Government's Northern Powerhouse Partner Programme.

In signing up to be a Partner, government has encouraged partners to use key messages as part of any promotional activity. These are as follows:

- The government is committed to building a Northern Powerhouse to help the great cities, towns and rural communities of the North pool their strengths and take on the world.
- The government is taking a coherent and targeted approach to building the North's economy, focusing on tackling the major barriers to productivity facing the region – skills, enterprise, connectivity and trade.
- The government is backing business growth right across the North, and giving our great cities the power and resources they need to reach their huge untapped potential.

- Building a Northern Powerhouse is about boosting the local economy by investing in skills, innovation, transport and culture. The government will devolve significant powers and budgets to directly elected mayors to ensure decisions on the North are made by the North.
- The government is committed to fuelling local economies by encouraging investment, improving transport, boosting skills and creating new jobs. The Prime Minister appointed a dedicated Northern Powerhouse Minister to work with colleagues across the whole of government to make the North a driving force in the UK economy.
- The whole machinery of government will push on with plans to build an economy that works for everyone. The government wants to get all of our great cities firing on all cylinders.
- The Northern Powerhouse forms part of our modern Industrial Strategy which will build upon our strong economy and help businesses up and down the country seize the opportunities presented by Leaving the EU.

Building the Northern Powerhouse is also focussed on generating momentum across five key pillars:

- Connectivity and Transport;
- Education and Skills;
- Enterprise and Innovation;
- Trade and Investment; and
- Quality of Life

Growth Deals

To date the government has awarded £3.4 billion in Growth Deals in the Northern Powerhouse. This is providing targeted financial support to locally-determined projects in order to unlock growth and give local people the powers and tools they need to drive forward growth for their areas.

Lancashire has received £320M in Growth Deal funding to date which has been allocated to 44 projects across the County. The Lancashire Growth Deal is focussed around the following four themes:

- Releasing Growth Potential;
- Renewal of Blackpool;
- Growing the local Skills and Business Base; and
- Innovation and Manufacturing Excellence.

Partner Support

The Northern Powerhouse Partner Programme is open to businesses, institutions and organisations with a presence in the region who want to become advocates and pledge support.

Government is actively working with partners to maximise Northern Powerhouse promotional opportunities by collaborating and speaking with one voice to tell a powerful story about the North.

A range of brand assets have been created for partners with content including partner badges, brand guidelines, an extensive image library and press release templates.

Communications Channels

Government is using a range of channels to communicate the Northern Powerhouse initiative, including major investment programmes such as Growth Deal.

These include:

- Digital;
- Media;
- Visits; and
- Events

However, there is also a focus on driving the Northern Powerhouse forward through:

- Increased brand awareness;
- Embedding the Northern Powerhouse narrative in key messages, statistics and in business plans and strategies; and
- Joined up communications.

Delivering a Lancashire Communications Protocol

The Lancashire Growth Deal is a £320M programme, secured by the Lancashire Enterprise Partnership from Government.

Local Growth Fund resources will fund a wide range of high-profile capital projects across the county, all of which aim to realise Lancashire's potential for economic growth.

All Growth Deal projects have leveraged public and private sector investment by way of local contributions and in the delivery of jobs, housing and economic growth.

The Growth Deal is managed as a whole programme by the LEP. This necessitates interaction between the funding secured and the outputs and outcomes generated by individual projects and the programme as a whole.

As communications is a fundamental part of this 'whole programme' approach it is important to ensure:

- Strategic and consistent messages about the significance of the Growth Deal are managed and communicated effectively;
- The Growth Deal is consistently referenced as a Lancashire-wide initiative;
- The LEP is referenced for its role in securing funding and overseeing the implementation of the Growth Deal programme; and

- Recognition of the investment made by Government through the allocation of Local Growth Fund resources to Lancashire.

Individual partners should communicate these points whenever they are involved in any communications linked to any individual Growth Deal projects.

Approach/Governance

As of July 2107, the LEP's appointed Media and Communications Agency, SKV, will lead on the overarching strategic Growth Deal communications strategy to ensure it aligns with the wider Lancashire economic narrative. Updates will be supplied by SKV to the Growth Deal Management Board regarding the overarching communication activity for the Growth Deal programme. This will be supported by local partner reporting.

Partners will still lead on communications for their own projects locally, and should share their proposed PR approach and any draft press releases in advance with SKV to ensure there is consistency and no duplication.

Media handling

Reactive:

- SKV, on behalf of the LEP, will manage all generic reactive media enquiries about Lancashire's overarching Growth Deal programme, informing and working with relevant partner organisations' communications teams as and when appropriate.
- Where there is a specific point relating to an individual project at a local level the media enquiry should be directed to and handled by the appropriate partner in the first instance, liaising with SKV if deemed appropriate.

Proactive:

- SKV will create the first draft of any proactive media releases relating to Lancashire's Growth Deal programme as a whole, and will seek approval from local partners as appropriate.
- Individual partners will continue to produce proactive media releases relating to their own projects for local audiences, and share these with SKV to review prior to being issued.
- Projects which are considered to be of national or regional importance, SKV will liaise with the relevant local partner to ensure appropriate and consistent strategic messaging is reflected in any media releases.

Growth Deal Programme - description and key messages

All proactive releases should include the following boilerplate within **notes to editors**. This copy, or parts of it, can also be included in the body of any press release to describe the wider context of the Growth Deal programme and its key messages:

BOILERPLATE: About Lancashire's Growth Deal Programme

In the last three years the Lancashire Enterprise Partnership (LEP) has successfully secured £320m of Growth Deal investment from the Government's Local Growth Fund.

This funding, one of the largest Growth Deal settlements to be allocated to a LEP, is designed to help improve and upgrade existing commercial infrastructure, kickstart new economic initiatives, and unlock additional private investment to drive further growth across the county.

Over 40 projects have directly benefitted from the LEP's Growth Deal Programme. These include:

- New and improved transport connections including the Blackburn-Bolton Rail Corridor; the Broughton Bypass; the Centenary Way Viaduct; and the Hyndburn-Burnley-Pendle Growth Corridor;
- World-class higher education, research and vocational skills provision and facilities including UCLan's flagship Engineering and Innovation Centre; the national Energy HQ in Blackpool; Lancaster's Health Innovation Campus; and Myerscough College's Food & Farming Innovation Centre;
- A wide-ranging package of regeneration programmes specifically for Blackpool including a new international conference centre at the Winter Gardens complex; the development of Blackpool town centre 'Green Corridors'; traffic management, bridge and road improvements and an extension of Blackpool's tram network.

The Growth Deal programme will help to generate up to 11,000 new jobs, create 3,900 new homes and attract £1.2 billion of additional public and private investment for Lancashire.

Lancashire's Growth Deal programme is also fully aligned to other major economic initiatives such as the £450m Preston, South Ribble and Lancashire City Deal, the £20m Growing Places Investment Fund, and the Lancashire Advanced Manufacturing and Energy Enterprise Zone Cluster.

For more information visit www.lancashirelep.co.uk

Media Spokespeople

On issues relating to the overarching Growth Deal Programme a LEP spokesperson should be quoted and/or be put forward for interview.

Individual partners should continue to nominate their own spokespersons to comment on specific projects at a local level and are encouraged to seek a supportive quote from the LEP for press releases when appropriate.

Branding

Recognising that individual projects are also funded by project sponsors themselves and via other contributions, a co-branding approach will be adopted whereby all signage and other

material produced for individual projects will feature the Lancashire Enterprise Partnership & Northern Powerhouse logos.



Lancashire
Enterprise Partnership



The LEP and NHP logo block (see above) - which will be emailed to you separately in a variety of file types and sizes - should be placed alongside that of the project sponsor and other funders as appropriate, and should be of equal scale and prominence.

If you need to request the logo block to be re-supplied, please contact SKV Communications.

If it is not possible to display the logo on materials or are there are space and size restrictions, a text reference indicating the support received should be used as follows:

This project is part-funded via the Lancashire Growth Deal.

Public Information

Individual partners will retain responsibility for engagement at a local level for their own projects.

Growth Deal Programme Evaluation & Reporting

Local partner PR activity linked to Growth Deal projects need to be fed into the Growth Deal Management Board meetings, which in turn feed into LEP board papers.

Local partner communication teams are asked to continue to briefly summarise any Growth Deal related PR activity undertaken, and any known future PR milestones/opportunities on a six-monthly basis, which needs to be sent to SKV.

SKV will use these reports to inform a wider communications summary which will be included twice yearly in the GDMB report.

A reporting template, and deadlines for submissions, will be provided via email to help partners with this process ten working days before they are required by SKV.

Lancashire Growth Deal Communication Contacts

For any queries or questions about Growth Deal communications, or any aspect of Growth Deal media and PR protocols, please contact SKV Communications on 0161 838 7770.

Email contacts:

richard.bond@skvcommunications.co.uk

jason.grimsley@skvcommunications.co.uk

NB. If the issue is considered to be of high importance please also ensure you copy in the LEP's lead on media and communications activity;

Ruth Connor, Chief Executive OF Marketing Lancashire: ruth@marketinglancashire.com and Kathryn Molloy, Head of LEP Co-ordination: Kathryn.molloy@lancashire.gov.uk

Growth Deal Programme Evaluation & Reporting

Local partner PR activity linked to Growth Deal projects need to be fed into a Communications Update Report which will be presented to the Growth Deal Management Board on a six-monthly basis.

Local partner communication teams are asked to continue to briefly summarise any Growth Deal related PR activity undertaken in the previous quarter, and any known future PR milestones/opportunities.

Growth Deal Programme Communications Protocol Summary

- SKV will be responsible for overarching Growth Deal external PR activity on a regional and national basis on behalf of the LEP from July 2017.
- Local partners will continue to be responsible for all Growth Deal project PR on a local level.
- Local partners are required to liaise with SKV in advance of issuing any local press releases to ensure wider LEP/Growth Deal messages are included when appropriate.
- Local partners will be required to nominate a local spokesperson for local Growth Deal PR activity, but a LEP spokesperson may also be nominated/sourced by SKV in addition when appropriate.
- Local partners are required to include the updated boiler plate (see above) on all Growth Deal related press release notes to editors, and use Growth Deal and LEP descriptors/key messages from within the boiler plate text in press release body copy when appropriate.
- When branding is required on any Growth Deal communications collateral, partners are required to use the LEP/Northern Powerhouse logo block as supplied.
- Local partners will be asked to submit a brief six-monthly summary of past, present and future PR activity in advance of the quarterly Growth Deal Implementation board meeting based on a reporting template which will be sent ten working days in advance of deadline.
- Local partners are encouraged to engage with SKV, and share any ideas or highlight any issues, in advance of undertaking any Growth Deal related PR activity to see where SKV/the LEP can add-value to, or support, the local project's PR.

10. GLOSSARY

AB	Accountable Body
CLG	Cities and Local Growth Unit
DCLG	Department for Communities & Local Government
GFA	Grant Funding Agreement
HMG	Her Majesty's Government
LAMEC	Lancashire Advanced Manufacturing and Energy Cluster
LEP	Lancashire Enterprise Partnership
LGF	Local Growth Fund
NPH	Northern Power House
SFA	Skills Funding Agency

Growth Deal Monitoring & Evaluation Sub Group

Terms of Reference (June 2018)

Composition

1. Unless otherwise agreed by the Growth Deal Management Board (GDMB), the Growth Deal Monitoring & Evaluation Sub Group (M&E SG) shall comprise minimum of 6 members.
2. The Chair and membership of the M&E SG shall be approved by the GDMB.
3. The Chair of the M&E SG shall be an Officer of the Accountable Body or the Lancashire Enterprise Partnership (LEP).
4. The M&E SG membership will include theme leads from; Skills, Economic Development, Transport, Finance and Legal.
5. The Members of the M&E SG, as the date of adoption of these Terms of Reference, are as follows:

Kathryn Molloy *Head of LEP Co-ordination and Development (Chair)*

Anne-Marie Parkinson *Growth Deal Programme Manager, Lancashire County Council (Deputy Chair)*

Robert Latham *Project Development & Funding Manager, Blackpool Council*

Michele Lawty-Jones *Director, Lancashire Skills and Employment Hub*

Dave Colbert *Transport and Planning Specialist Advisor, Lancashire County Council*

Joanne Ainsworth *LEP and Special Projects Finance Manager*

Julia Johnson *Principal Lawyer, Lancashire County Council*

6. The M&E SG may invite any persons it sees fit to attend meetings as observers.

Chair and Deputy Chair

7. The M&E SG shall appoint one of its number to act as Chair ("the Chair").
8. The Chair shall not have a casting vote.
9. The M&E SG may appoint one of its number to act as Deputy Chair ("Deputy Chair").

Quorum

10. The quorum for M&E SG will be:

Sub-Group Meetings – The quorum for attendance at M&E SG meetings will be 3 members, with a minimum of 1 external (non LCC) member in attendance.

Decisions – The quorum for decisions will be 3. However where a decision relates to a particular theme i.e. skills, a response, where possible, is required from the member whom represents that theme.

Meeting Frequency

11. The remit of the M&E SG will largely be undertaken via written procedure, with meetings arranged between individual members, and the M&E SG as a whole according to the operational need.

Secretary

12. The Deputy Chair shall serve as the Secretary ("The Secretary") to the full meeting of the M&E SG.
13. The Secretary shall record 'Action and Decisions' of all meetings of the M&E SG and will maintain a list of conflicts of Interest in accordance with the LEP's Assurance Framework. M&E SG meeting agendas will include a standard item requiring declarations to be made in relation to specific items of business.

Decisions in Writing

14. A resolution in writing (email) signed by the majority of the members of the M&E SG meeting for the time being shall be as valid and effectual as if it had been passed at a meeting of the M&E SG.

Remit

15. The M&E SG primary responsibility is to ensure the implementation of the Growth Deal Monitoring & Evaluation Framework, and to provide progress updates to the GDMB in the respect of programme and project activity, whilst supporting the GDMB in the implementation of the Growth Deal programme.
16. The M&E SG shall:
- (i) Implement the delivery of the Monitoring & Evaluation Framework;
 - (ii) Monitor the progress of the Growth Deal Monitoring & Evaluation consultant commission in accordance with the delivery of the Growth Deal Monitoring & Evaluation Framework and the consultant contract;
 - (iii) Update the Monitoring and Evaluation Framework according to operational

- need, and annually as a minimum;
- (iv) Provide quarterly monitoring reports to the GDMB in respect of the activities being carried out in pursuance of the Monitoring & Evaluation Framework;
 - (v) Facilitate the development and presentation of project business cases seeking funding recommendations;
 - (vi) Support the GDMB in ensuring that any conditions attached to Local Growth Fund funding agreements are discharged appropriately;
 - (vii) Approve project material changes where compliant with the parameters of the Growth Deal Change Notice Procedure;
 - (viii) Advise the GDMB of any issues arising if project sponsors are unable to comply with the Growth Funding principles agreed by the LEP Board;
 - (ix) Advise the GDMB of any proposed material changes to project funding in the event of non-delivery, and/or the withdrawal of grant offer.

Governance Relationship with the GDMB

- 17. The GDMB is responsible for agreeing the Terms of Reference of the M&E SG and has the power to vary the same.
- 18. The M&E SG shall review its Terms of Reference within the first operational year following the appointment of the Monitoring & Evaluation consultants and report their findings to the GDMB.
- 19. The record of actions / decisions of the M&E SG shall be submitted to the GDMB at its request.
- 20. The Deputy Chair (Growth Deal Programme Manager) shall provide update reports to the GDMB at its request.

Relationship with Lancashire County Council

- 21. Lancashire County Council, as accountable body to the LEP, shall provide programme management, economic development, financial, legal and administrative support to the M&E SG.
- 22. The M&E SG will be supported by consultants appointed to advise on the implementation of the Growth Deal Monitoring and Evaluation Framework.
- 22. Lancashire County Council shall maintain an official record of the M&E SG proceedings and a library of all formal M&E SG documents.

20 June 2018



GROWTH DEAL MONITORING & EVALUATION FRAMEWORK



June 2018



1. Introduction

2. Monitoring and Evaluation Requirements

- Government
- Lancashire Enterprise Partnership Board, Growth Deal Management Board and LEP Performance Committee
- Lancashire County Council (acting as Accountable Body)

3. Development of the Monitoring Framework

- Development activity and methodology
- Agreed Approach
- Implementation Arrangements
- Social Value

4. Development of the Evaluation Framework

- Development activity and methodology
- Agreed Approach
- Implementation Arrangements

5. Glossary

Appendices

Appendix A	Core and Supplementary Monitoring Metrics and definitions
Appendix B	Individual Project Metrics Selection
Appendix C	Lancashire Growth Deal Claim – Part A (Financial)
Appendix D	Lancashire Growth Deal Claim – Part B (Progress Form)
Appendix E	Cities & Local Growth Unit – Growth Deal Metrics Definitions
Appendix F	Evaluation Contract Delivery Schedule

1. Introduction

The Lancashire Growth Deal aims to realise the growth potential of the Lancashire economy, building on key local economic assets including the Lancashire's universities and colleges, the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC), the Preston, South Ribble and Lancashire City Deal, and the high value business clusters in Central and East Lancashire, and Blackpool and the Fylde coast which are a key component of this growth deal. There is also a strong focus on Blackpool, with a combination of transport and housing interventions designed to support and sustain the visitor economy and address local housing market challenges.

Lancashire's Growth Deal comprises three funding awards from Government, Growth Deal 1, 2 and 3, which have a combined allocation of £320m.

The Growth Deal identifies four key priorities which are generally pan-Lancashire, in terms of coverage, and are rooted in maximising the area's competitive economic strengths. The four key priorities are:

- **Releasing Growth Potential;**
- **Renewal of Blackpool;**
- **Growing the local Skills and Business Base; and**
- **Innovation and Manufacturing Excellence.**

By 2021, this Deal is expected to bring to Lancashire's economy:

- 11,000 jobs;
- ,900 homes; and
- £1.2bn private sector investment

Monitoring and evaluation of the Growth Deal programme and the projects that sit within it is required by Government and the Lancashire Enterprise Partnership (LEP) in order 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. It is in this requirement for transparency that the LEP agreed the need for a Monitoring and Evaluation Framework. The LEP and its Performance Committee will use the monitoring process to manage performance to ensure that the planned delivery is achieved.

Monitoring (at programme and project level) enables all relevant parties to track momentum towards the achievement of milestones and progress towards the creation of outputs.

The approach to monitoring encompasses consideration of a set of metrics covering the activities, outputs and outcomes associated with the main typologies of intervention.

The purpose of evaluation is to allow more accurate judgements to be made of the effectiveness of projects and the programme as a whole and to understand and learn "what works" in different areas and why.

The LEP is committed to ensuring that monitoring and evaluation add real value to its Growth Deal programme and that project sponsors are fully engaged in the process. As such, the monitoring and evaluation information collected will be used to further inform the Strategic Economic Plan (SEP) and future investment proposals and to identify opportunities to achieve enhanced outcomes and impacts.

The control and management of the Growth Deal projects is the responsibility of the Growth Deal Management Board (GDMB). It is the responsibility of the Board to:

- I. Oversee the implementation of the Growth Deal Programme and make recommendations to the LEP Board.
- II. Oversee the operation of a Growth Deal Monitoring and Evaluation Sub Group and will approve all reports for submission to the LEP Board and Government (HMG).
- III. Receive reports to each meeting of the GDMB to track progress against the planned milestones, including key financial and output information, milestones and risks.
- IV. Ensure that the LEP's arrangements for Monitoring & Evaluation will be implemented in accordance with the LEP's Assurance Framework.

This GDMB oversees the work of Lancashire County Council, the accountable body for the LEP, who will ensure that the LEP's arrangements for monitoring and evaluation of the Growth Deal is implemented, in accordance with the LEP's Assurance Framework. The GDMB also oversees the work undertaken by the Monitoring and Evaluation (M&E) Sub Group. The M&E Sub Group has numerous responsibilities which include:

- I. Implement the delivery of the Monitoring & Evaluation Framework;
- II. Monitor the progress of the Growth Deal Monitoring & Evaluation consultant commissioned in accordance with the delivery of the Growth Deal Monitoring & Evaluation Framework and the consultant contract;
- III. Update the Monitoring and Evaluation Framework according to operational need, and annually as a minimum;
- IV. Provide quarterly monitoring reports to the GDMB in respect of the activities being carried out in pursuance of the Monitoring & Evaluation Framework;
- V. Facilitate the development and presentation of project business cases seeking funding recommendation



- VI. Support the GDMB in ensuring that any conditions attached to Local Growth Fund funding agreements are discharged appropriately;
- VII. Approve project material changes where compliant with the parameters of the Growth Deal Change Notice Procedure, and where necessary escalate to the GDMB;
- VIII. Advise the GDMB of any issues arising if project sponsors are unable to comply with the Growth Funding principles agreed by the LEP Board;
- IX. Advise the GDMB of any proposed material changes to project funding in the event of non-delivery, and/or the withdrawal of grant offer.

The LEP and Government recognise that this Monitoring & Evaluation Framework needs to be a "living" document that needs to be revised periodically with flexibility built-in to ensure it remains fit-for-purpose throughout the Growth Deal period. The progress and success of the monitoring and evaluation framework is reviewed annually by the Growth Deal Management Board and periodically by the Growth Deal Performance Committee.

Information Dissemination

The LEP's Assurance Framework sets out a clear commitment by the LEP to publish Agendas and reports on the LEP website. This MEF will be published on the LEP website along with key evaluation and monitoring findings reported to the LEP Board over the course of the Growth Deal Programme.

2. Monitoring and Evaluation Reporting Requirements

There are three distinct audiences/parties who require monitoring and evaluation information:

(a) Government

Government have specified that on a quarterly basis, for the lifetime of the Growth Deal programme, a suite of specified monitoring information must be submitted on retrospective basis.

This monitoring information incorporates detail about individual project spend, draw down of growth deal monies and realisation of agreed project outputs and metrics. The electronic mechanism for providing this information (LOGASnet) is maintained and managed by Cities and Local Growth Unit (CLG).

In October 2017 CLG issued new guidance for 'Growth Deal Reporting and Data Submission', which introduced a new excel based reporting system, RAG Rating Formula and updated Metric definitions.

(b) Lancashire Enterprise Partnership (LEP) Board

The LEP Board and two sub-committees of the Board (Growth Deal Management Board and LEP Performance Committee) require regular monitoring and evaluation information.

The mechanism for provision of this information is via formal reports tabled, as required, at the scheduled meetings of each forum. This enables an appropriate level of scrutiny and also affords the opportunity to take remedial action should it be required.

(c) Accountable Body (Lancashire County Council)

In order to effectively discharge their responsibilities in relation to the programme management of Lancashire Growth Deal, the Accountable Body monitor information on a pre-determined frequency in support of claims for funding from individual projects. This is determined during the development of the formal Growth Fund Agreements/Memorandums of Understanding for individual projects.

This ensures that the Accountable Body is satisfied that funding is being released appropriately in accordance with contracted arrangements. It also provides the mechanism for the Accountable Body to track the achievement of agreed project activity, spend, milestones, outputs and outcomes.

3. Development of the Monitoring Framework

Development activity and methodology

In September 2014, the LEP asked Growth Deal project sponsors to review the expenditure and output information included in the SEP (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 report/presentation on Monitoring and Evaluating Growth Deals.

A list of monitoring metrics, as provided at **Appendix A**, 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 2014 by Cabinet Office of a comprehensive draft list of monitoring metrics and definitions.

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 Skills Capital projects and a monitoring matrix, containing details of all projects, was submitted to Government in October.2014

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.

Government officials expressed that they were comfortable with the monitoring matrix submitted and were satisfied with the progress that had been made.

Agreed Approach

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

The agreed 'pre-contract' metrics for individual projects is contained at **Appendix B**. These metrics would form the basis of the development of the individual project business cases, tested through the business case assurance, and where appropriate incorporated into the Grant Funding Agreement (GFA).

All projects agreed to report on a pre-determined frequency on the metrics as contained in their GFA.

Implementation arrangements

It was agreed that Lancashire County Council, as the accountable body, should be responsible for the collection, collation and verification of all monitoring data from Growth Deal projects. Lancashire County Council is responsible for ensuring that spend, outputs, outcomes and milestones are met and evidenced in accordance with their GFA. The evidence can be used to satisfy all parties that projects are progressing as per the agreed business case and contract arrangements as detailed in the GFA, and that the accountable body is acting in a transparent and neutral way.

All project sponsors are required to identify within their GFA a named project manager and monitoring officer, with the accountable body informed of personnel changes.

As data owners, project sponsors are responsible for collecting and submitting their monitoring data reporting to the accountable body (Lancashire County Council) in accordance with pre-agreed timescales and GFA requirements.

The mechanism for project sponsors to submit their data to the accountable body is the completion of the "Lancashire Growth Deal Claim – Part A (Financial)" "Lancashire Growth Deal Claim – Part B (Progress Report)". These documents are provided at **Appendices C & D**.

Metrics reported are verified against the contents of the individual project GFA, the Monitoring Metrics and Definitions, provided at **Appendix A**, and CLG Growth Deal Metrics Definitions as provided at **Appendix E**.

Following verification of each projects quarterly reporting, data is input quarterly into the LOGASnet reporting system, with prior consent to submit the reporting to CLG sought from the Accountable Body's S151 Officer and the LEP Board.

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

Social Value

Background

The LEP and GDMB are committed to maximising the Social Value benefits of the individual projects that form part of the Growth Deal Programme, and the Social Value benefits across the Growth Deal Programme.

Social Value benefits being recognised as project activity / outcomes which are not captured via the quantifiable outputs/outcomes reported to government via the Metrics.

Social Value forms part of the GFA, with project sponsors (and their sub-contractors) required to ensure that the Social Value Act 2012 is observed in any procurement processes.

Implementation



In order to progress towards realising this aspiration, the GDMB produced a “Toolkit for Wider Economic and Social Benefits for Growth Deal Projects in Lancashire. This document can be found on the LEP website.

The Toolkit, includes a Social Value template which project sponsors are requested to populate at the start of the project, with the Social Value benefits which they feel the project may achieve during its lifetime.

Project Sponsor provide information on the 'actual' Social Value benefits achieved on an bi-annual basis, which is transferred to a master 'Social Value' Metrics document, which collates returns for all 'live' projects within the programme, to provide information both at a 'Project' and 'Programme' level. This information is reported to the GDMB.

4. Development of the Evaluation Framework

Development activity and methodology

Introduction

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.

As a result Lancaster University provided advice and guidance on the development of an Evaluation Plan and the development and management of a formative evaluation process of the whole Evaluation Plan.

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.

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 and learning between projects clusters, for example skills;
- Generate innovation within sector;

- Provide knowledge and expertise for the use of new and emerging projects.

Determination of Evaluation Options

The LEP agreed that all projects within the Growth Deal should be subject to evaluation, with a selection of 6 projects, as detailed below, evaluated in more detail. These were chosen to represent the breadth of activity being supported through the Growth Deal as well as its wide geographical spread and regional significance. Along with the individual projects, the LEP also agreed that a full evaluation of the Growth Deal Programme should be undertaken, therefore allowing for both project and programme level evaluation.

Agreed Approach

The evaluation approach is threefold:

All Projects: For all projects a general evaluation will be required.

Exemplar Evaluation Projects: For 6 specific projects, as detailed below, a more detailed evaluation and assessment will be undertaken:

- Northlight (formerly known as Redevelopment of Brierfield Mill)
- Lancashire Energy HQ
- Burnley, Hyndburn, Pendle Growth Corridor
- Engineering Innovation Centre (EIC)
- Blackpool Town Centre Quality Corridors
- Food, Farm, Innovation Technology Centre

Programme: An overall evaluation is to be undertaken of the entire Growth Deal programme.

Implementation arrangements

The LEP agreed that the implementation activity for evaluation should be undertaken by an external body. An initial allocation of £100,000 was set aside from within the LEP's existing core funding budget to ensure that these consultancy costs of evaluation can be met in the first years of the Growth Deal Programme. It should be noted that additional resources are likely to be required over the life-time of the Growth Deal Programme.

Government have not confirmed future core funding allocations for LEPs, however once there is further clarity on this position the LEP will make further investment decisions on the resources available for monitoring and evaluation.

In accordance with the requirements set out by the LEP, a tender exercise was undertaken by the accountable body in order to procure a consultant to complete the evaluation of the projects and Growth Deal programme. The winning applicant, Warwick Economics & Development, commenced the evaluation process (working with the accountable body) in April 2016.



The evaluation contract delivery schedule is provided at **Appendix F**.

Glossary

BIS:	Department of Business, Innovation and Skills
CLG:	Cities and Local Growth Unit
GDMB:	Growth Deal Management Board
GFA:	Grant Funding Agreement
HMG:	Her Majesty's Government
LCC:	Lancashire County Council
LEP:	Lancashire Enterprise Partnership
LGF:	Local Growth Fund
M&E SG:	Monitoring and Evaluation Sub Group
MEF:	Monitoring and Evaluation Framework
SEP:	Strategic Economic Plan

Appendices

Appendix A – Core and Supplementary Monitoring Metric 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	<p>Expenditure defrayed directly on the intervention, broken down into LGF funds, other public sector funds and private funds.</p> <p>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).</p>	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	<p>Permanent paid full time equivalent jobs that are directly connected to the intervention, measured by FTE at predetermined "impact sites". This includes:</p> <ul style="list-style-type: none"> - Employment on occupied commercial premises (in the case of site development) - Employment in supported enterprises (in the case of business or innovation support) - Employment in FE space directly improved or constructed by the intervention <p>"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.</p>	Scheme sponsor	Likely to require primary survey work. Employment is counted gross - no account of deadweight or displacement at the monitoring stage.
Commercial floorspace constructed	sq m, by class	A	<p>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</p>	Scheme sponsor	Need to define and agree "impact" sites in advance - can we articulate some criteria relating to planning or

			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.		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 intervention e.g. improved bus service	Scheme sponsor MI	

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	Scheme sponsor MI	
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			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		
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, 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.	Scheme sponsor MI	
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,	LEP to record from Post Occupancy Evaluation reports	

			demolition or disposal. Figures to be provided following completion.	and/or project implementation reports submitted by colleges/providers	
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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	Scheme sponsor	Likely to require primary survey work Impacts are gross - no account of

			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.		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" site	Scheme sponsor	

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	
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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	
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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.	
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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.
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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	This depends on the scale of the proposed

				Annual Average Weekday Traffic, composition of traffic - % Heavy Goods Vehicles, average traffic speeds); Noise monitoring survey	project, the site and local circumstances, and the location of sensitive receptors. This metric applies to 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 measures and travel time calculations using off-the-shelf software	The specific sites targeted for transport schemes.

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		On-going	Collected at the point of initial contact - Age: year of business registration /	Scheme sponsor MI	

(business age, size, sector)			<p>founding year</p> <ul style="list-style-type: none"> - Size: turnover and employment - Sector: to SIC (2007) one digit level (or higher) 		
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 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 assisted to cooperate with research entities/institutions	#	A	The number of treated SMEs working 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	Scheme sponsor	
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.	Scheme sponsor	

			Should be counted up to 3 years following support.		
Number of enterprises supported to introduce new to the firm products	#	A	The number of treated SMEs that introduce a new-to-firm product after assistance has been given. Product to be available for commercial purchase Should be counted up to 3 years following support.	Scheme sponsor	

Note: These metrics are now supplemented and considered alongside the CLG Metrics Definitions

Appendix B – Individual Project Metric Selection

A6 Broughton Bypass	
• Total length of newly built roads	Quarterly
• Total length of new cycle ways	Quarterly
• Type of infrastructure delivered	Biannual
• Type of service improvement delivered	Biannual
• Average daily traffic and by peak/non peak periods	Biannual
• Average AM and PM peak journey time per mile on key routes (journey time measurement)	Biannual
• Average AM and PM peak journey time on key routes (journey time measurement)	Biannual
• Day-to-day travel time variability	Biannual
• Average annual CO2 emissions	Biannual
• Accident rate	Biannual
• Casualty rate	Biannual
• Nitrogen Oxide and particulate emissions	Biannual
• Traffic noise levels at receptor locations	Biannual
• Pedestrians counts on new/existing routes (#)	Biannual
• Cycle journeys on new/existing routes (#)	Biannual

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

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

Burnley - Centenary Way Viaduct Major Maintenance	
• Total length of resurfaced roads	Quarterly
• Type of service improvement	Biannual
• Infrastructure improvement	Biannual
• Economically vital transport route secured	Annual
• Bridges repaired	Annual

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

Darwen East Development Corridor	
• Total length of newly built roads	Quarterly
• Total length of new cycle ways	Quarterly
• Type of infrastructure delivered	Biannual
• Type of service improvement delivered	Biannual
• Average daily traffic and by peak/non peak periods	Biannual
• Average AM and PM peak journey time per mile on key routes (journey time measurement)	Biannual
• Average AM and PM peak journey time on key routes (journey time measurement)	Biannual
• Day-to-day travel time variability	Biannual
• Average annual CO2 emissions	Biannual
• Accident rate	Biannual
• Casualty rate	Biannual
• Nitrogen Oxide and particulate emissions	Biannual
• Traffic noise levels at receptor locations	Biannual
• Pedestrians counts on new/existing routes (#)	Biannual
• Cycle journeys on new/existing routes (#)	Biannual

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

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

Preston City Centre to Bus Station Improvements	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Total length of resurfaced roads	Quarterly
• Type of service improvement	Biannual
• Commercial floorspace occupied	Annual

Preston Western Distributor	
• Total length of newly built roads	Quarterly
• Total length of new cycle ways	Quarterly
• Type of infrastructure delivered	Biannual
• Type of service improvement delivered	Biannual
• Average daily traffic and by peak/non peak periods	Biannual
• Average AM and PM peak journey time per mile on key routes (journey time measurement)	Biannual
• Average AM and PM peak journey time on key routes (journey time measurement)	Biannual
• Day-to-day travel time variability	Biannual
• Average annual CO2 emissions	Biannual
• Accident rate	Biannual
• Casualty rate	Biannual
• Nitrogen Oxide and particulate emissions	Biannual
• Traffic noise levels at receptor locations	Biannual
• Pedestrians counts on new/existing routes (#)	Biannual
• Cycle journeys on new/existing routes (#)	Biannual

Blackpool Integrated Traffic Management	
• Average annual CO2 emissions	Biannual
• Nitrogen Oxide and particulate emissions	Biannual
• Additional day visits over 5 years	Annual
• Additional visitor spend over 5 years	Annual
• Gross direct and indirect jobs supported over 5 years	Annual
• Net additional GVA over 5 years	Annual

Blackpool Heritage Based Visitor Attraction Blackpool	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Utilities installed	Quarterly

• Commercial floorspace refurbished	Annual
• New build training/learning floorspace	Quarterly
• In kind resources provided	Quarterly
• People taking part in skills and training activities	Annual
• New visitor numbers to town	Annual
• Total annual visits attracted	Annual
• Annual economic benefit	Annual

Blackpool Town Centre Green Corridors	
• Total length of resurfaced roads	Quarterly
• Total length of new cycle ways	Quarterly
• Type of infrastructure	Biannual
• Type of service improvement	Biannual
• Follow on investment at site	Annually
• Commercial floorspace occupied	Annually
• Average daily traffic and by peak/non peak periods	Biannual
• Accident rate	Biannual
• Casualty rate	Biannual
• Nitrogen Oxide and particulate emissions	Biannual
• Mode share (%)	Biannual
• Cycle journeys on new/existing routes (#)	Biannual

Blackpool – Fleetwood Tramway extension	
• Type of infrastructure	Annually
• Type of service improvement	Annually
• Average AM and PM peak journey time on key routes (journey time measurement)	Annually
• Accident rate	Annually
• Casualty rate	Annually
• Nitrogen Oxide and particulate emissions	Annually
• Annual average daily and peak hour passenger boardings	Annually
• Bus/light rail travel time by peak period	Annually

Blackpool & The Fylde College - Lancashire Energy HQ	
• Jobs connected to the intervention	Annual
• Area of site reclaimed (re) developed or assembled	Quarterly
• Utilities installed	Quarterly
• New build training/learning floorspace	Quarterly

Blackpool & The Fylde College – Estate Improvement, Nautical College	
• Jobs connected to the intervention	Annual
• New build training/learning floorspace	Quarterly
• Floorspace rationalised	Quarterly

Fleetwood Fire Training Centre Phase 2, Blackpool and the Fylde College	
• Jobs connected to the intervention	Annual
• Area of site reclaimed (re) developed or assembled	Quarterly
• New build training/learning floorspace	Quarterly
• Follow on investment at site, including revenue funding	Annual

M6 J28 Improvements & Business Growth Centre	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Housing unit starts	Annual
• Housing units completed	Annual
• Total length of resurfaced roads	Quarterly
• Total length of newly built roads	Quarterly
• Total length of new cycle ways	Quarterly
• Type of infrastructure	Biannual
• Type of service improvement	Biannual
• Follow on investment at site	Annual
• Commercial floorspace occupied	Annual
• Commercial rental values	Annual
• Number of enterprises receiving non-financial support	Quarterly
• Number of new enterprises supported	Quarterly
• Number of potential entrepreneurs assisted to be enterprise ready	Quarterly
• Number of enterprises receiving grant support	Quarterly
• Number of enterprises receiving financial support other than grants	Quarterly
• Additional businesses with broadband access of at least 30mbps	Quarterly
• Financial return on access to finance schemes	Quarterly

Rawtenstall Redevelopment Zone	
• Jobs connected to the intervention	Annual
• Housing units completed	Annual
• Commercial floorspace occupied	Annual
• Area of site reclaimed (re) developed or assembled	Quarterly

Redevelopment of Brierfield Mill (Northlight)	
• Jobs connected to the intervention	Annual
• Commercial floorspace occupied	Annual
• Area of site reclaimed (re) developed or assembled	Quarterly

Runshaw College, Engineering, Science and Innovation Centre	
• Jobs connected to the intervention	Annual
• New build training/learning floorspace	Quarterly
• Refurbished training/learning facilities	Quarterly
• Floorspace rationalised	Quarterly
• Follow on investment at site, including revenue funding	Annual

Training 2000, Additional Engineering Training Equipment	
• Jobs connected to the intervention	Annual
• Refurbished training/learning facilities	Quarterly
• Follow on investment at site, including revenue funding	Annual
• Number of Apprenticeships	Annual
• Number of re-skill/ Upskill individuals	Annual

Burnley Vision Park	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Area of site reclaimed, (re)developed or assembled	Quarterly
• Utilities installed	Quarterly

• Follow on investment at site	Annual
• Commercial floorspace occupied	Annual
• Commercial rental values	Annual

Engineering & Innovation Centre – UCLan	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Number of enterprises receiving non financial support	Quarterly
• Number of new enterprises supported	Quarterly
• Number of potential entrepreneurs assisted to be enterprise ready	Quarterly
• Number of enterprises receiving grant support	Quarterly
• Number of enterprises receiving financial support other than grants	Quarterly
• New build training/learning floorspace	Quarterly
• Refurbished training/learning facilities	Quarterly
• Floorspace rationalised	Quarterly
• Follow on investment at site, including revenue funding	Annually
• Detail of successful and unsuccessful applicants	Ongoing
• Beneficiary characteristics (business age,size, sector)	Ongoing
• Other support provided to applicant firm	Ongoing
• Number of entrepreneurial readiness assists progressing to full trading	Annual
• Number of enterprises assisted to cooperate with research entities/institutions	Annual
• Number of enterprises supported to introduce new to the market products	Annual
• Number of enterprises supported to introduce new to the firm products	Annual
• Number of learners (additional metric)	Annual


Lancaster University – Health Innovation Park	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual
• Number of enterprises receiving non-financial support	Quarterly
• Number of enterprises assisted to cooperate with research entities/institutions	Annual
• Number of enterprises supported to introduce new to the market products	Annual
• Number of enterprises supported to introduce new to the firm products	Annual

Making Rooms – Lancashire's First Fab lab	
• Jobs connected to the intervention	Annual
• Commercial floorspace constructed	Annual


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

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

Appendix C: Lancashire Growth Deal Project Claim – Part A (Financial)



Lancashire
County Council



Lancashire
Enterprise Partnership

Lancashire Growth Deal Claim
PART A (Financial)

Project Name:	
Project Reference:	
Reporting Period (From – To):	

EXPENDITURE PROFILE

Activity	Initial Estimated Qualifying Expenditure	% of costs	Previous Years		2017-18				2017-18 Total	2018-19	2019-20	2020-21	future years	Total (ALL YEARS)
			2015-16	2016-17	Qtr 1 (Apr - Jun)	Qtr 2 (Jul - Sep)	Qtr 3 (Oct - Dec)	Qtr 4 (Jan - Mar)						
			actual	actual	forecast	forecast	forecast	forecast						
		#DIV/0!							£0					£0
		#DIV/0!							£0					£0
		#DIV/0!							£0					£0
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Monthly Total	£0	#DIV/0!	£0	£0	£0	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

Funding Source	Amount of Funding	% of funding	2015-16	2016-17	Qtr 1	Qtr 2	Qtr 3	Qtr 4	2017-18 Total	2018-19	2019-20	2020-21	future	Total (ALL YEARS)
Growth Deal Funding		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Growth Deal Funding LTP		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Local Funding Contribution:-														
Project Applicant		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
LCC		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total Investment	£0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Please supply a TRANSACTION LIST to support expenditure above.

It is certified that:

- Qualifying Expenditure has been incurred in accordance with the expenditure profile;
- the project is being delivered and Project Outputs, Project Milestones and Project Outcomes being achieved within budget/delivery timescales of the project;
- the terms of the Grant Funding Agreement have been satisfied;
- only declared public funds have been used in relation to the project;
- there are no outstanding Cost Overrun other than one which falls below the threshold of a Material Alteration or one which has been notified to the Council via a Change request Form; and
- evidence accompanies the Claim.

Claim Form Certification (must be signed by Named Personnel as per the Funding Agreement)

Project Manager Signature	
PRINT NAME:	Date:
Project Monitoring Officer Signature (responsible finance officer as named in the GFA)	
PRINT NAME:	Date:-

CLAIM FORM VERSION DRAFT 0.3

Appendix D: Lancashire Growth Deal Claim – Part B (Progress Form)

**Lancashire Growth Deal Claim
PART B (PROGRESS REPORT)**

1. Project Name:	
2. Project Reference:	
3. Reporting Period (From – To):	

4. Financial Claims	Amount claimed to date	
	Amount claimed in this reporting period	
	Indication of claim for the next period	

5. Milestones			
Milestone Description	Target Contract Date	Planned Date	Achieved Date

6. Progress

Please refer to the Project Plan and confirm what activity has been delivered. Describe what activity will be undertaken in the next & future periods and detail plans to mitigate any delay to the programme/planned activity.

This period	
Next period	
Future periods	

7. Risks, Issues and Changes

7a. KEY RISKS

Please provide your **RISK REGISTER** with this claim – and detail below the current **key** risks for the project. (Indicate impact, probability and how the risk can be mitigated)

7b. EMERGING ISSUES

Please use this section to note any obstacles, issues or interruptions to the progress of your project, particularly in relation to assumptions and inputs as noted in you Logic Model.

7c. CHANGES REQUIRED

Detail any significant changes to the project and the effect upon project deliverables, programme and budget. e.g. relevant dates (detailed in section 6), spend, activity, funding, outputs, results. *(Note: these may or may not constitute "Material Alterations" requiring the consent of the Council under clause 5.*

8c. Output Evidence supplied - Re actuals reported this period.

9. Signature

Project Manager

Signed:..... Date :

Print Name:.....

Position:

Completed forms should be submitted to growthdeal@lancashire.gov.uk

Appendix E: Cities & Local Growth Unit – Growth Deal Metrics Definitions

Financial

LGF Outturn this Quarter	The total LGF funds transferred to the project delivery body from the LEP. For projects which utilise funding from different programmes, please state how much funding is attributable to each individual programme, where relevant. As an example, if X LEP commissions "Road Builders" to build a road, Outturn is how much X LEP has given to "Road Builders."
LGF Expenditure	This is the total funding spent by the project delivery body on the project this quarter for Local Growth Fund only.
Total non-LGF Expenditure	This is the total funding spent by the project delivery body on the project this quarter, excluding Local Growth Fund. Expenditure will include programme funds and any non LGF funds spent by the project delivery body e.g. the amount of non LGF money that road builders have spent in total on building the road.
Of which Public	Please enter the proportion of Public Sector non-LGF expenditure this quarter.
Of which Private	Please enter the proportion of Private Sector non-LGF expenditure this quarter.
Of which Third Sector	Please enter the proportion of Third Sector non-LGF expenditure this quarter.
Leveraged Funds	This is any additional private/public/third sector funding or wider investment that is spent in the area as a result of the LGF intervention.
Of which Public	Please enter the proportion of Public Sector leverage this quarter.

Of which Private	Please enter the proportion of Private Sector leverage this quarter.
Of which Third Sector	Please enter the proportion of Third Sector leverage this quarter.

Employment

Jobs Created/safeguarded	The total number of newly created and safeguarded permanent full-time equivalent jobs as a direct result of the intervention at predetermined employment sites. Employment sites include occupied newly developed commercial premises, the premises of supported enterprises, and any FE space directly improved or constructed by the intervention. Created and safeguarded jobs exclude those created solely to deliver the intervention (e.g. construction). A job is deemed as permanent if it lasts at least a year.
Apprenticeships	Number of apprenticeship positions created as a direct result of the intervention.

Housing

Housing Units Completed	<p>At the impact site, the number of completed housing units.</p> <p>Complete refers to physical completion of the individual unit, or, in the case of flats, on physical completion of the block.</p> <p>Housing unit refers to one discrete housing unit (e.g. house, flat, live/work), regardless of size.</p>
Number of new homes with new or	Number of homes with a new or improved fibre optic provision.

improved fibre optic provision	
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Transport

Length of Road Resurfaced This Period	Length of road for which maintenance works have been completed this quarter (km).
Length of Newly Built Road this period	Length of road for which works have been completed and now open for public use (this quarter) (km).
New Cycle Ways	Length of cycle way for which works have been completed and now open for public use (km).

Skills and Education

Area of new or improved learning/training floorspace (m2)	<p>The amount of "new build" training/learning floorspace constructed. Figures to be provided following completion.</p> <p>The amount of 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.</p>
Prior Estate Grade	Condition graded by surveyor – A, B, C, D

Post Completion Estate Grade	Condition graded by surveyor – A, B, C, D
Floorspace rationalisation (m2)	The amount of overall floorspace reduced following completion of the project through, for example, demolition or disposal. Figures to be provided following completion.
Number of New Learners Assisted (in courses leading to a full qualification)	The number of new learners assisted as a direct result of the intervention, in courses leading to a full qualification.
Specialist Capital Equipment	Type of new specialist equipment - Specialist equipment: Resources specific to a particular sector or industry, and which are required in connection with that sector or industry's production of goods and services. These resources will usually comprise specific mechanical devices, but may include bespoke software, or a combination. Includes resources used to produce goods and services, as well as training resources unique to the industry (e.g. simulators). Does NOT include general equipment, IT infrastructure or resources used for several curriculum areas.
Other Capital Equipment	Non-specialist capital equipment (see above).

Commercial

Commercial Floor Space Completed	At the impact site, the area and class of commercial floor space completed. 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 (sqm).
Commercial Floor Space Refurbished	At the impact site, the area and class of refurbished commercial floor space. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007 (sqm).
Commercial Floor Space Occupied	At the impact site, the area and class of commercial floor space constructed/refurbished that is currently occupied by commercial tenants this quarter (sqm).
Commercial Broadband Access	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 (this quarter) (sqm).

Flood Risk Prevention

Area of Land with reduced likelihood of flooding as a result of the project (m2)	Area of land with a reduced likelihood of flooding as a result of the project (m2) this quarter
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Reduced Flood Risk Homes This Period	Number of homes with a reduced likelihood of flooding as a result of the project this period
Reduced Flood Risk Commercial This Period	Number of commercial units with a reduced likelihood of flooding as a result of the project this period

Business and Enterprise

Number of enterprises receiving grant support	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.
No Number of enterprises receiving financial support other than grants	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.

Number of enterprises receiving non financial support	Number of SMEs receiving support (inc. advice and training) with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, 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
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Appendix F: Evaluation Contract Delivery Schedule – As at Nov 17

	Project No.	Name of Project	Commenced Evaluation	Completed Evaluation	
				1 st Process & Follow up Progress Reviews & Emerging Benefits	Benefits/Outcomes/ Impact
1	GF01-22-CDT	A6 Broughton Bypass	Apr-16	December 2016 July 2018	March 2019
2	GF01-37-S	Advanced Manufacturing Capital for Skills Development & Employer Engagement	Apr-16	December 2016 April/May 2017	March 2018 (final project evaluation)
3	GF01-10	AMuseum (formerly BHVA)	TBC	TBC	TBC
4	GF01-03 (T)	Blackburn-Bolton Rail Corridor	Apr-16	December 2016 March 2018	March 2019
5	GF01-02	Blackburn Town Centre Improvements	TBC	TBC	TBC
6	GF01-13-S	Blackpool & the Fylde College - Lancashire Energy HQ	Apr-16	December 2016 March 2018	March 2019
7	GF01-15-S	Blackpool & the Fylde College, Nautical College – Maritime Engineering Facility	Apr-16	December 2016 June 2017	March 2018 (final project evaluation)

8	GF01-14-S	Blackpool and the Fylde College M&E Bispham Campus	Apr-16	December 2016 June 2017 March 2018	March 2019
9	GF01-08 (T)	Blackpool Bridges	Apr-16	April/May 2017 March 2018	March 2019
10	GF01-09 (T)	Blackpool Integrated Traffic Management	Jan-17	April 2017 March 2018	March 2019
11	GF01-21	Blackpool Town Centre Quality Corridors	Oct-16	April 2017 July 2018 March 2019	December 2019/ March 2020
12	GF02-24	Blackpool Tramway Extension	Mar-18	July 2018 March 2019	December 2019/ March 2020
13	GF02-28	Burnley Vision Park	Nov-16	April/May 2017 March 2018	March 2019
14	GF01-40	Café Northcote @ Cathedral Quarter	Apr-16	December 2016	March 2018 (final project evaluation)
15	GF01-04 (T)	Centenary Way Viaduct Maintenance	Apr-16	September 2016 March 2018	March 2019
16	GF01-23 (T)	Darwen East Development Corridor	Mar- 18	July 2018 March 2019	December 2019/ March 2020

17	GF01-07 (T)	East Lancashire Strategic Cycle Network	Apr-16	December 2016 June 2017 July 2018	March 2019
18	GF01-35-S	Edge Hill University Innovation Technology Hub	Apr -16	December 2016 April 2017	March 2018 (final project evaluation)
19	GF01-32S	Energy Simulator Suite (equipment) for Lancashire Energy HQ	Apr-16	March 2018	March 2019
20	GF02-29	Engineering & Innovation Centre - UCLan	Jul-16	April/May 2017 July 2018	March 2019
21	GF01-16-S	Fleetwood Fire Training Centre Phase 2	Apr-16	December 2016 April/May 2016 March 2018	March 2019
22	GF01-01 (T)	Hyndburn-Burnley-Pendle Growth Corridor	Apr-16	February 2017 March 2018	March 2019
23	GF01-36-S	LAL College to move to newly renovated facilities at Brierfield Mill	Nov-16	April/May 2017 March 2018	March 2019
24	GF01-31-S	Lancashire Centre for Excellence for Digital Technology and Innovation	Nov-16	April/May 2017	March 2018 (final project evaluation)

25	GF01-34S	Lancaster Campus Teaching Hub (Health and Social Care), Cumbria	Aug-16	December 2016 April/May 2017	March 2018 (final project evaluation)
26	GF01-11	Lancaster Health Innovation Campus	Dec-16	April/May 2017 March 2018 March 2019	December 2019/ March 2020
27	Gf01-06(t)	M55 to St Annes Link Road	TBC	TBC	TBC
28	GF02-30	Making Rooms - Lancashire's First Fab Lab	Sep-16	February 2017 March 2018 July 2018	March 2019
29	GF01-33S	Mechanical & Electrical Replacements, South & Montreal Buildings	Oct-16	December 2016 April/May 2017	March 2018 (final project evaluation)
30	GF01-17-S	Myerscough College - Farm, Innovation Technology Centre	April-16	December 2016 May 2017	March 2018 (final project evaluation)
31	GF01-19-S	Nelson & Colne College - Advanced Engineering & Manufacturing Innovation Centre	Apr-16	December 2016 April/May 2017	March 2018 (final project evaluation)
32	GF01-05-CD	Preston City Centre Improvements	Apr-17	July 2018	March 2019

33	GF01-20-CD	Preston Western Distributor	TBC	TBC	TBC
34	GF02-26	Rawtenstall Redevelopment Zone - Spinning point	Mar-17	March 2018	March 2019
35	GF02-27	Northlight (formerly Redevelopment of Brierfield Mill)	Mar-17	March 2018	March 2019
36	GF01-12-S	Runshaw College - Science & Engineering	Apr-16	December 2016 April/May 2017	March 2018 (final project evaluation)
37	GF01-38-S	Runshaw College - IT Infrastructure Project	Apr-16	December 2016 April/May 2017	March 2018 (final project evaluation)
38	GF02-25	Shady Lane (formerly M6 J28 Improvements & Business Growth Centre)	TBC	TBC	TBC
39	GF01-18-S	Training 2000 - Additional Engineering Training Capability	Apr-16	December 2016 April/May 2017	March 2018 (final project evaluation)

Agenda Item 7

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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Agenda Item 8

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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Agenda Item 9

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