



Lancashire
Enterprise Partnership

Appendix 'A'

GROWTH DEAL IMPLEMENTATION PLAN

(Last updated: 20 June 2018)



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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.

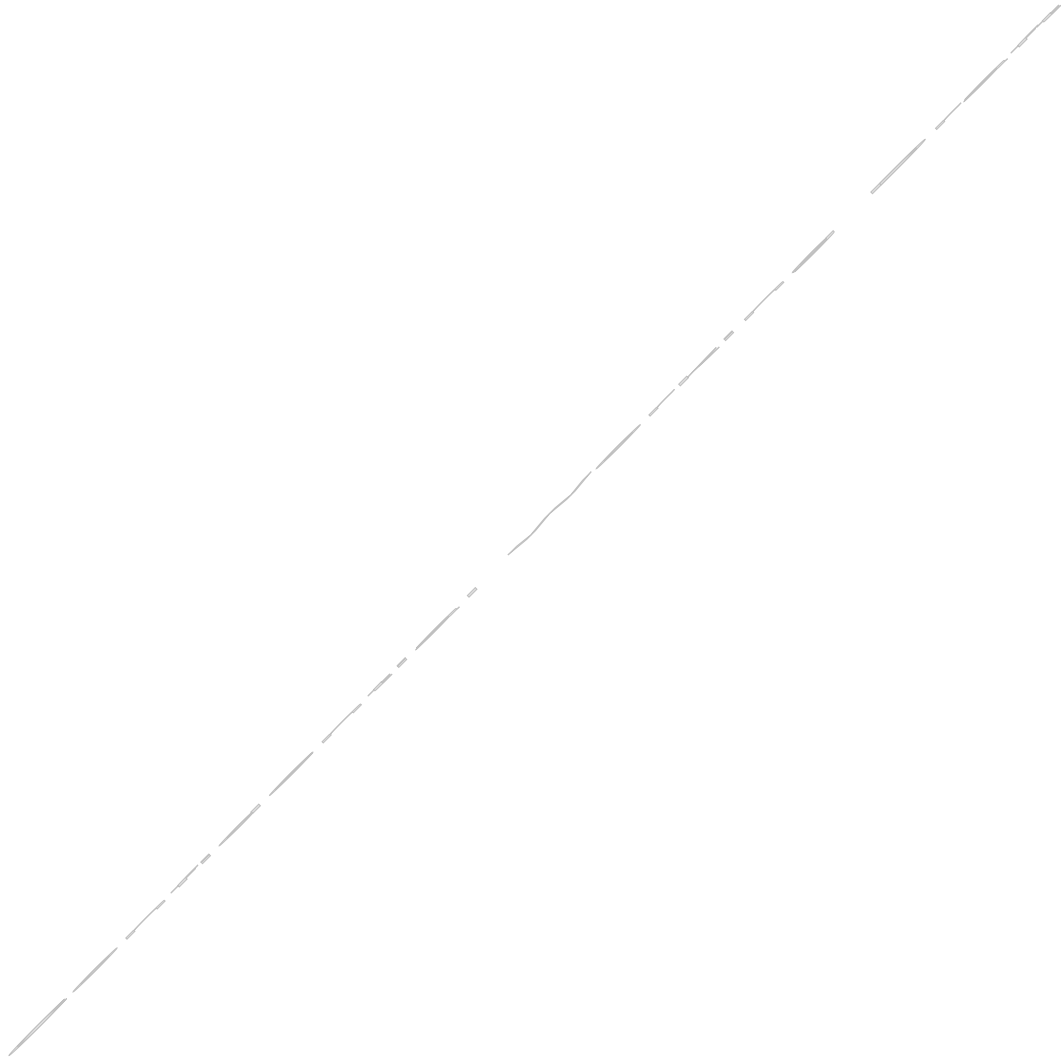
3. Growing the local Skills and Business Base

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

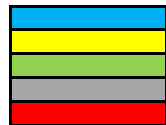
- GF02-26** Rawtenstall Redevelopment Zone
- GF01-12-S** Science & Engineering
- GF02-25** Shady Lane (formerly M6 J28 Improvements & Business Growth Centre)
- GF01-18-S** Training 2000 Additional Engineering Training Capability

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. On-going 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. On-going 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. On-going 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. Ongoing 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. Ongoing 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. Ongoing 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. Ongoing 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. Ongoing 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. Ongoing 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. Ongoing 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).

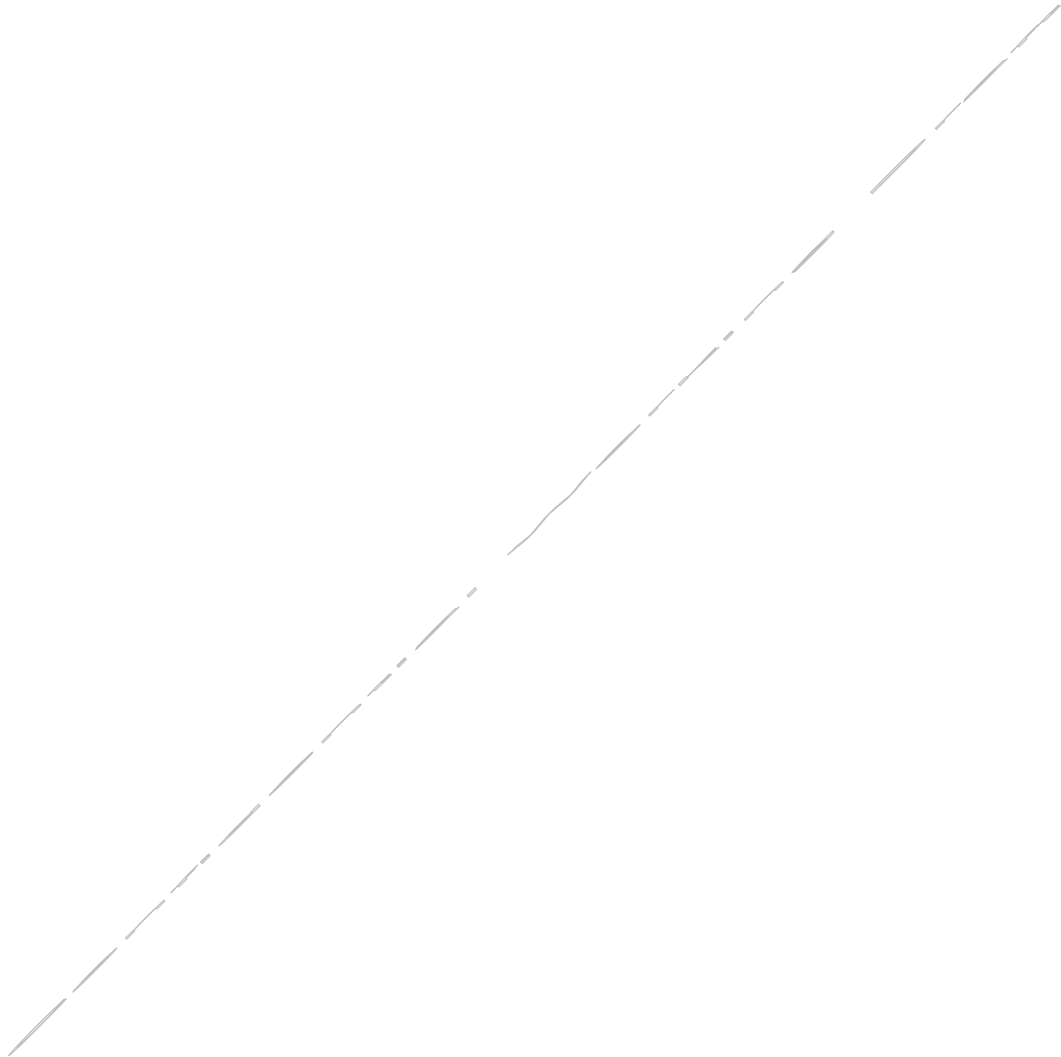
The LEP will continually assess the monitoring and evaluation information collected and will use it to further inform the Strategic Economic Plan and future investment proposals and to identify opportunities to achieved enhanced outcomes and impacts.

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