



City Deal Executive and Stewardship Board – 8th January 2016

6 Monthly Monitoring Report update

Report Author: Report of the City Deal Monitoring Group

Executive Summary

This report provides an update to the Programme Board in respect of monitoring activities and reporting arrangements including the 6 monthly monitoring return for the period April to September 2015 (a mid-year programme overview) and the Infrastructure Delivery Plan (IDP) 2015-2018 Quarter 2 Monitoring update (project-level progress update) attached as Appendix 1. The report should be read in conjunction with the HCA Progress Report which provides an update in respect of the HCA land portfolio.

The Monitoring Group continue to work within a monitoring framework where Core and Supporting metrics are reported on a 6 monthly basis to the joint Executive/Stewardship Board. There is, however, an ongoing review of monitoring activities in respect of metrics that are collected and reported to the City Deal Team (monthly), CLG (quarterly) and Executive/Stewardship Board/HMG (6 monthly).

Dovetailing with this process is a review of metrics to provide more consistent data collection methods across all contributing parties, and to provide wider and more meaningful economic and social impact information. This includes establishing links with other groups such as the LEP Skills Hub and City Deal Construction Hub, whilst being prepared to respond to the information requirements of the LEP's Performance Committee.

To date, since the City Deal Negotiation Document was agreed, the number of new homes delivered is ahead of forecast - the 2014/15 actuals were 1,063 completions against a target of 338.

Progress on the main Core metric that drives the City Deal business model (housing completions) remains strong and generally on track to achieve the annual target. In the first 6 months of the year 371 new homes have been delivered, supported by a strong performance in office to residential conversions and bringing empty properties back into use. For future developments, housing planning consents on three large sites have had their milestones revised, but it is not anticipated that this will affect the construction start date.

Commercial floorspace activity remains more subdued (and is in the main limited to smaller scale industrial developments) but progress is being maintained on the two largest employment sites which are located in South Ribble, Cuerden and Samlesbury Enterprise Zone, and floorspace completion in respect of these sites remains as per the existing 10 year forecast. There was also a significant logistics letting in South Ribble (Amazon) at Lancashire Business Park. Preston continues to



position itself well in the IT and business processing operations market having recently benefitted from a large Global inward investment at Tulketh Mill.

There are signs of recovery in the retail and leisure market with planning applications submitted for a range of new uses, whilst there have been a number of new prestigious tenants in the retail core.

Recommendations

The City Deal Executive and Stewardship Board are requested to:

1. Agree that the data and commentary included within this report is included as part of the Monitoring Return to HMG and the LEP,
2. Note the Infrastructure Delivery Plan Quarter 2 Monitoring Report, attached as Appendix 1,
3. Note the ongoing review of monitoring activity (to encompass the adoption of metrics and resource requirements), including HMG requirements and those of the LEP,
4. Note the linkages established with other groups, for example the Growth Deal Management Board, City Deal Construction Hub, LEP Skills Hub (and the City Deal Sub-Group) to support co-ordinated monitoring activity,
5. Note that Terms of Reference have been prepared for the Monitoring Group in the light of points 1-4 above.

1. Background

- 1.1 This report provides an update on the progress with the City Deal Monitoring Framework and the work being carried out by Local Partners in completing the 6 monthly Monitoring Report (a mid-year programme overview) to be included in the City Deal Monitoring Return to Government and the accompanying IDP Quarter 2 Monitoring Report (project-level progress update) attached as Appendix 1. This work is in addition to the Monthly project updates and Quarterly updates to CLG (via LOGASNET). The report should also be read in conjunction with the HCA Progress Report which provides an update in respect of the HCA land portfolio. A review and greater co-ordination of these monitoring and reporting activities is ongoing, which will include HCA reporting, and further information is provided elsewhere in the agenda.
- 1.2 The Executive/Stewardship Board is reminded that the City Deal and subsequent Stewardship Board Agreement state the purpose and commitment towards monitoring progress in delivering the City Deal, supporting the joint objectives of the Board, Local Partners, HCA and Government. Through the ongoing monitoring review these mechanisms are being enhanced.



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- 1.3 The Monitoring Framework, appended to the Stewardship Board Agreement, sets out a range of information relating to delivery, receipts, expenditure and completions.
- 1.4 The Stewardship Board Terms of Reference set out the responsibility of the Executive/Stewardship Board to provide periodic monitoring reports to central government. Following a previous consultation with HMG, the Executive/Stewardship Board receive two sets of monitoring outputs on a 6 monthly basis;
 - Firstly, a Core Output data set, to include housing units (consented and completed), commercial floorspace (consented and completed), private sector investment and jobs accommodated. It was agreed that this data-set should form the substantive part of the Monitoring Return to Government, and;
 - Secondly, a Supporting Output data set to include metrics to track planning consents, development activity on specific sites (including HCA sites), retail vacancy outputs, and outputs to monitor progress with transport and community outputs. It was agreed that this data-set should be presented to the Executive/Stewardship Board for consideration by the local partners.
- 1.5 As a core part of the implementation arrangements, the City Deal Project Board established a City Deal Monitoring Group, made up of representatives of the three Councils and the HCA, who meet to provide effective monitoring to meet the above purposes.
- 1.6 The monitoring role will become increasingly important in supporting the delivery of the City Deal Programme as well as demonstrating the benefits of the programme to the Lancashire economy to a wide range of audiences. The sub group reports to the City Deal Project Team and Board and is currently chaired by the City Deal Programme Manager.

2. Reporting Arrangements

- 2.1 It was previously reported to the Executive/Stewardship Board that at a 'stock take' meeting with Cabinet Office and DCLG in January 2015, attended by the LEP, the three Councils and the HCA, a review of the reporting frequency was discussed and it was agreed to consider approaches and frequency of reporting that will allow an alignment of monitoring arrangements with HMG as part of a general review of LEP reporting mechanisms. This HMG alignment exercise continues.
- 2.2 It was previously reported that City Deals will be required to report quarterly on the Core metrics, via a standard Information Management System (IMS) which HMG will use to capture information on all LEP initiatives.



This will supplement the monthly qualitative progress reporting. Discussions continue regarding the co-ordination and reporting of outputs to HMG.

3. Review of Monitoring activities

3.1 A review of monitoring activities is underway with the main purpose being to support the Executive/Stewardship Board in its programme management and governance arrangements, and to provide additional information to support programme delivery and risk management.

3.2 This review will take consideration of;

- a need to provide a more consistent approach to understanding progress on housing and employment sites following planning permissions,
- a commitment to understanding the wider economic and social impacts of the City Deal programme, including its contribution to the LEP's growth ambitions,
- the initiation of additional City Deal and associated supporting activities, such as the Growth Deal Management Board, City Deal Construction Hub, the LEP Skills Hub and the LEP's strategic marketing activities,
- associated performance and monitoring activities, such as the LEP's Performance Committee and the possible use of one Information Management System will streamline processes and reduce the amount of time required to report monitoring information and HMG's LOGASNET reporting system.

3.3 The review will have implications on the future activities and representation of the Monitoring Group, and may lead to the inclusion of extra metrics, which may require additional partner resources, and which will be captured in the Resource Review, reported elsewhere on the agenda.

4. Proposed 2015/16 - 6 monthly Monitoring Return

Purpose

4.1 This section of the report provides the basis of the 6 Monthly Monitoring Return that will be submitted to Government for the purpose of providing accountability in respect of public sector investment and real time feedback on performance to inform and improve the City Deal programme delivery. It is based upon the requirement to report upon a set of Core and Supporting Metrics, as per Tables 1, 2 and 3, and further project-level progress updates on a broader range of activities is provided in Appendix 1. To note, the information provided relates to the period April 2015 to September 2015, and takes no account of development progress and activity that has happened since then.



4.2 It should also be noted that the main progress is based upon an assessment against the equal division of annual targets. Unless otherwise stated, forecasts are similarly based upon an expectation of a continuation of progress.

Core Outputs

4.3 The table below shows progress against Year 2 Core output targets (for the first 6 months) which are the key Government performance measures.

Table 1

Core outputs – 2015/16	6 month Target	6 month Actual	Annual target	Comments
Total number of Housing units consented for planning	1,513	463	3,027	Milestones will need to be re-profiled for Pickerings Farm, Moss Side Test Track and Heatherleigh sites following anticipated planning delays
Total number of Housing units completed	400	371	799	On target to be met
Commercial floorspace consented (sq. m)	39,723	10,250	79,446	Original planning milestones revised for large employment sites. Completion targets unaffected
Commercial floorspace completed (sq. m)	2,372	4,602	4,745	On target to be met
Jobs accommodated - Via commercial floorspace completions*	55	107	110	On target to be met
- Construction jobs connected to Capital Investment**			245	Anticipated to be 245 based on public/private sector capital investment
Public Sector Investment (to support Infrastructure programme)	-	£15.391m	£15.850m	Contribution made up front
Private Sector Investment (to support infrastructure programme)		0	£5.522m	Target expected to be met via HCA land sale contribution
Pension Fund			£10m	Target already met in previous year

* Gross jobs based on an average of 43 sq. m per job, as per CLG guidance

** Based on one job per £86,945 of public/private capital investment



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Housing outputs/forecasts

- 4.4 **Housing unit** completions continue to perform well with 371 completions to date – 136 in South Ribble against an annual target of 354, and 238 in Preston against an annual target of 445. Progress towards achieving a re-adjusted target of 799 is on track - the target has been re-adjusted due to site completions amended from the previous year, as some sites have completed ahead of schedule.
- 4.5 A significant number of completions in **Preston** are accounted for by a change of use from office to residential (72 units) and empty homes being brought back into use (53 units), and this over delivery compensates for a slight under delivery across a number of other sites. It is anticipated, however, that the annual assessment of site completions at a large number of the small sites (to be conducted at the end of the year) will confirm an increase in some of these predictions. In **South Ribble** progress is encouragingly being maintained towards completion targets and, despite there being a number of sites where construction has yet to start this year (against planned), others have completions ahead of schedule.
- 4.6 There are 12 sites (highlighted in blue on the Housing sites sheet of Appendix 1) that had no completions in the first 6 months where they had scheduled targets, although a small number of these are currently, or are soon to be on site. The reasons for these delays are wide ranging, and include commercial development technical matters, delays caused by landowners seeking housebuilder partners or planning applications either being revised or technical matters being progressed through the planning system.
- 4.7 To date, since the City Deal Negotiation Document was agreed, the number of new homes delivered is ahead of forecast - the 2014/15 actuals were greater than previously reported (with 1,063 completions against 956 previously reported against a target of 338).
- 4.8 From a **planning perspective** progress has been maintained with planning approvals in **Preston** against the annual target, with 404 consents against an annual target of 557. Three large sites in **South Ribble** are still progressing their planning applications, and for which there will be a re-adjustment of the milestones for this metric.

Commercial Floorspace outputs/forecasts

- 4.9 Year 2 targets were based on a small number of development sites, and the market for **commercial floorspace** has been more subdued, and remains so. The target this year is expected to be met, due to the bringing forward of an industrial site in Bamber Bridge (small light industrial units), whilst a target for commercial development at Cottam Hall, still going through the planning process, will not be achieved, nor will another at Eastway. However, work is underway to ensure that these sites are delivered shortly and to reflect this the targets will be re-profiled for the following year.



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- 4.10 In terms of **planning** Samlesbury Enterprise Zone (covered by a Local Development Order) has had approval for a number of Prior Notice for Developments and construction has started on the Training facility (7,000 sq.m) and Logistics facility (15,000 sq. m) which are scheduled for completion late Summer 2016. Cuerden employment site has an approved Masterplan and the SRBC Site Allocations Plan was also approved in July 2015.
- 4.11 There is commercial activity to note in the City Centre with the start of construction on the Queens Shopping Park.
- 4.12 However, the commercial market is occupier-led and although there are signs of speculative development, in particular for smaller industrial units, significant other opportunities are yet to materialise. In the absence of speculative development there is evidence of a programme of refurbishment of secondary industrial property at business parks taking place until values recover.
- 4.13 Nonetheless there are encouraging market signs; occupancy rates at strategic locations and business parks (where significant levels of future outputs are expected) are in many cases high and have been bolstered by the recent letting of a large logistics unit to Amazon; there is a real shortage of available new and modern manufacturing and logistics buildings across virtually all size ranges in the key locations of the North West, whilst demand also continues to recover; there are pipeline developments at North East Preston employment sites which are being progressed through planning.
- 4.14 There have also been some recent lettings to note in the first 6 months of the year, but comprehensive market information is required to confirm the full extent of demand/lettings, benchmarking this within the North West market;
- ATOS IT Solutions (17,840 sq. ft. unit at West Strand)
 - HGS call centre operation (recruiting 450 staff at Tulketh Mill)
 - FDC Holdings (Pallet Delivery) c100,000 sq. ft. industrial unit at Lancashire Business Park
 - Test-Direct (4,261 sq. ft. office unit at Preston Docks)

Jobs

- 4.15 Related to commercial floorspace outputs, and in particular the light industrial development at Bamber Bridge, the associated **jobs** outputs are estimated at 107. However, in addition to this, year-end construction-related jobs (associated with the highways infrastructure) are estimated at 182 as per profiled (which are based on a cost-per job assessment).

Public/Private sector investment

- 4.16 A combined total £21.372m of public and private sector investment is anticipated by the end of the year; £15.85m of which is to be invested in transport infrastructure, which will result in the achievement of the infrastructure milestones below.



Supporting Outputs

4.17 The detailed list of supporting output targets enable a fuller picture to be provided on achievement and forecasts, measuring activities from pre-planning to post-implementation of projects, and the table below provides a summary of Year 2 achievements in the first 6 months of the year.

Table 2

Supporting output – 201/16	6 month target	6 month actual	Annual target	Comments
Total number of Housing units submitted for planning	1465	484	2,930	Milestones will need to be re-profiled for Pickerings Farm, Moss Side Test Track and Heatherleigh sites following anticipated delays
Quantity of Commercial floorspace from identified and agreed Employment sites submitted for planning	33,626	14,012	67,252	Planning milestones revised, from original targets, for large employment sites. Commercial floorspace completion targets will be unaffected.
Retail vacancy rates in city and town centres - Preston - Leyland	tbc	tbc	tbc	
Number of HCA sites submitted for planning permission	0	0	1	
Number of HCA sites granted planning permission	0	1	0	
Number of HCA sites where construction is actively taking place	3	3	3	
Total number of housing completions on HCA sites	38	44	76	Relates to Brindle Road/Cottam Hall
Total number of new floorspace completed on HCA sites	0	0	0	

4.18 From the **planning perspective** there will need to be revised milestones for three large sites – Pickerings Farm, Moss Side and elements of Heatherleigh/Croston Road due to delays in the submission of these planning applications.



Work is ongoing to progress these, and it is not anticipated to impact upon the start on-site dates. The masterplan for Moss Side is expected in June 2016 (housing unit completions are anticipated in year 4).

4.19 As noted above, commercial sites have been slower coming forward through the planning process, and may do so in a more phased manner than first anticipated. Nonetheless, progress is being maintained on the large employment sites where significant outputs are profiled, and completion targets remain on track.

4.20 There are positive signs of recovery in the retail sector;

- There have been a number of planning applications submitted for a range of new retail and leisure uses,
- St Georges Centre have announced a number of new lettings, including Swarovski, Tiger, Valerie Patisserie, The Entertainer and Jessops.

Infrastructure outputs/forecasts

4.21 Progress towards Highways and Transport Infrastructure and Community Infrastructure outputs are reported upon fully in the IDP Quarter 2 Monitoring Report (attached as Appendix 1), however the Stewardship Board Agreement includes specific infrastructure targets as Supporting Outputs (the major highways infrastructure projects) for which a summary update on 2015/16 milestones is provided in the table below.

4.22 It should be noted that a comprehensive Community Infrastructure Plan (CIP) is being developed where a full set of metrics and a reporting framework will be developed.

Table 3

Infrastructure Programme	2015/16 Target (Q1 + Q2)	2015/16 Actual (Q1 + Q2) Up to and including September 2015
A6 Broughton Bypass (M55 J1 & M6 J32 improvements)	Start construction drawings	Construction drawings completed
	Start Procurement process	Contract tendered
Preston Western Distributor	Continue with detailed design preparation	Detailed design preparation
	Continue with Business Case preparation	Business Case preparation ongoing
	Begin land negotiations	Land negotiations started
Penwortham Bypass	Continue with detailed design preparation	Detailed design preparation ongoing



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	Begin land negotiations	Land negotiations commenced
A582 South Ribble Western Distributor Dualling	Ongoing concept design	Route adopted and approved
Public Transport Priority Corridor	2015/16 Target (Q1 + Q2)	2015/16 Actual (Q1 + Q2) Up to and including September 2015
Broughton-Fulwood (North of M55)	Concept design consultation Concept Design approval Outline design to be finalised	Concept design consultation completed Concept Design approved Outline design revised not yet finalised
Longridge/Grimsthorpe/Ribbleton/City Centre	Concept Design Consultation	Preparation for Concept Design consultation
Fishergate Central Gateway	Phase 2 – Lune Street to Minster Church Start on site	Construction works started and ongoing
Winckley Square THI (includes Cannon Street)	Outline Design to be agreed Planning application to be determined Ongoing Land & Property negotiations Full Business Case approval Phase 1 construction drawings to be completed , construction contract tendered and awarded	Outline design approved Full Business Case approved Phase 1: Construction drawings completed Construction contract tendered and awarded
Hutton to Higher Penwortham/City Centre	Preparation for Concept Design consultation	Ongoing preparation for Concept Design consultation
South of Lostock Lane	Preparation for Concept Design Consultation	Ongoing preparation for Concept Design consultation
Bamber Bridge /City Centre	Ongoing Concept Design consultation Concept Design approval	Slow progress with consultation Design work delayed Work continues on Outline Concept Design



Community Infrastructure	2015/16 Target (Q1 + Q2)	2015/16 Actual (Q1 + Q2) Up to and including September 2015
East Cliff Cycle Link	<p>Funding to be approved by City Deal Executive from the Community Infrastructure Plan (CIP)</p> <p>Commencement of Land and Property negotiations with Network Rail</p>	<p>Cabinet approval of additional CIP funding</p> <p>Land and Property negotiations underway</p>
St Catherine's Park	<p>Concept Design consultation and approval</p> <p>Planning application to be submitted</p> <p>Funding to be approved</p> <p>Procurement of Memorial</p>	<p>Concept Design approved</p> <p>Planning application submitted</p> <p>Funding approved</p> <p>Build has begun, completion of Memorial on target</p>

5. Monitoring Context

Local context

- 5.1 It was previously reported that, nationwide, tougher mortgage rules and a shortage of labour and materials had hit housebuilding over the past year, which represent some of the local challenges the City Deal area also faces. Some of these may be beyond the ability of local partners to directly influence (but will be important to report against), whilst there will be certain areas where local intervention can make a positive, albeit in cases limited, impact. In the immediate time period these issues remain relevant to the City Deal programme.

Risks

- 5.2 Whilst the City Deal Infrastructure Delivery Programme will deliver the critical infrastructure required to enable the full development of significant housing and commercial development schemes, the success of the programme (in so far as achieving its agreed core outputs) is subject to a series of cost, resource and timing risks associated with the infrastructure elements with other planning, commercial, policy and political risks associated with the whole programme but with particular relevance to the achievement of core outputs.
- 5.3 Any risks associated with the delivery of the key infrastructure is reported upon separately, and the completion dates for strategic highways are noted elsewhere.



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- 5.4 The City Deal Programme area is a clearly defined city-area and as such is a tightly drawn geography subject to usual market forces and competition, with the result that development activity can and does vary from year to year.

It should be noted that there have been recent significant developments at Matrix Park, Buckshaw Village, South Ribble and Preston East which has boosted local commercial accommodation supply, therefore it is not surprising that there is a period of 'stock taking', especially in this economic climate, whilst demand and commercial values recover.

- 5.5 The risks that are more specific to housing and commercial development activity are reported below;

Planning risks

Risk	Mitigation
Planning Framework	<p>The City Deal area is supported by a Central Lancashire Core Strategy (2010-2026) that provides an over-arching development and planning framework, with a Local Plan for each of Preston and South Ribble offering more detailed policy on sites. The Community Infrastructure Levy (CIL) is also now in place.</p> <p>North West Preston development sites are covered by a Masterplan that was approved in February 2014, and which provides a comprehensive framework to guide the development process.</p> <p>A City Centre Action Plan covering a range of commercial sites has been prepared and submitted for examination.</p> <p>Other site masterplans have also been prepared for a number of large sites.</p>
Planning permissions not being consented and/or progressed through the planning system sufficiently quickly	<p>Planning consents are already in place for over a third of the housing planning permissions, and 10 year targets have been reviewed and updated which will enable an efficient and manageable processing of future planning submissions avoiding any unnecessary delays.</p> <p>However, it is recognised that greater priority needs to be given to progressing, in particular, large housing site planning applications and the discharge of conditions.</p> <p>More co-ordinated and efficient ways of handling</p>



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	these priority sites are being investigated and are subject to consideration within a separate Resources Review report.
Planning officer capacity	<p>Housing Zone status has also been established for sites in Preston City Centre that cover c750 units, and will enable progress.</p> <p>As per above, capacity issues have been identified, in particular in specialist areas, which are subject to consideration within a separate Resources Review report.</p>
Infrastructure	A North West Preston Infrastructure Group has been established with the major house builders and land-owners to co-ordinate development and resolve land equalisation matters.

Commercial risks

Risk	Mitigation
Planning support	<p>Enterprise Zone is covered by a Local Development Order, and a number of Prior Notice for Developments have been completed to allow construction start on the Training facility and Logistics facility.</p> <p>Cuerden employment site has an approved Masterplan and SRBC's Site Allocations Plan was also approved in July 2015.</p>
Low commercial values	As speculative build remains low stock continues to be reduced which is supportive of the recovery of rental values with an anticipated increase in demand. A City Deal Marketing & Communications Strategy, co-ordinated with LEP-wide strategic marketing activity, will also support the increase in investor, developer and occupier demand.
Supply phasing	<p>Partner working groups, partnerships and alliances have been formed to share market intelligence and support the phasing of development activity to help co-ordinate sustainable development, particularly on the major employment sites.</p> <p>An outline development study has been produced with commercial land owners at Preston North East with the purpose of understanding constraints, aligning developer interests and identifying potential land uses to support incremental development.</p>
Investor awareness	A City Deal Marketing & Communications Strategy is being implemented to raise the profile of the City Deal area, and its impact on the Lancashire economy, on a local, regional and



	national level. Events include a 3 rd City Deal Investor & Developer Forum and a planned Lancashire Business View City Deal event.
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Delivery risks

Risk	Mitigation
HCA site delivery	HCA has undertaken a detailed in-house resource capacity review and have streamlined their site disposal processes.
Site take-up/market demand is slower than anticipated	<p>HCA sites are being de-risked via a package of measures e.g. title due diligence, securing planning, and full engagement with agents and legal team in all land transactions.</p> <p>Carry out regular soft market testing to understand market trends i.e. the current position and future forecasts, and respond accordingly.</p> <p>City Deal Investor and Developer Forums held to ensure house developers and other investors are aware of City Deal site disposal opportunities.</p>
Housing and commercial construction and skills capacity	<p>A LEP Skills Hub has been established in order to understand skills and employment priorities, and introduce interventions to support industry to recruit and retain a skilled and productive workforce. The City Deal Skills and Employment Group will take City Deal-specific elements forward.</p> <p>A Construction Hub has also been established with one of its aims to build capacity within the local construction sector, including technical development.</p>

Policy & Political risks

- 5.6 It was noticeable that there was a slowdown in development activity prior to the election which was not unexpected but, given the anticipated continuation of planning policies and ongoing confidence in the market, 'business as usual' is likely to resume.
- 5.7 The housing market, particularly with relation to certain sectors of the market, will be more sensitive to developments and changes with Government policy which may have a bearing upon, for example, affordable housing, specific housing types and locations or the ability of different groups to enter the housing market.
- 5.8 For example the Right to Buy/Starter Homes policies may have local or site specific effects, whilst the expansion of the Help to Buy Equity Loan Scheme could present opportunities to help stimulate the market.



5.9 The Monitoring Group will begin to examine some of these possible effects and how it may impact upon the housing build programme and sales.

Risk	Mitigation
New Bonus/CIL/NNDR change – risk of Government policy change may reduce resources	This risk will be managed through negotiation between Government, the LEP and CD local authorities
Homes Policy of risk change	
Political administration change	This risk has been mitigated by the respective Cabinets for each of the 3 CD local authorities endorsing the CD. City Deal governance arrangements provide the mechanism for managing this.

6. Future Monitoring Activity

6.1 In order to effectively monitor the City Deal programme and provide meaningful information to the Executive/Stewardship Board in order for it to

be able to, firstly, review the performance of the programme; secondly, inform the ongoing delivery of strategic infrastructure as per the IDP and; thirdly, report back to the LEP and Government on broad achievements and investment benefits, the Monitoring Group will undertake a programme of activities in 2015/16 set within the context of the revised reporting requirement to HMG;

- Review of metrics, to encompass outputs indicators that will support a better understanding of;
 - i) economic impacts,
 - ii) social value, and
 - iii) individual housing and employment site metrics.
- Ongoing review of stakeholder monitoring requirements (HMG) and information needs (LEP),
- Development of a Terms of Reference to reflect the broader monitoring task as per the above, and the additional linkages with other associated groups (for example the LEP Skills Hub and Construction Hub).