



Lancashire
Enterprise Partnership

GROWTH DEAL IMPLEMENTATION

(Last updated: 03 Nov 2015)



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1. INTRODUCTION

The Lancashire Growth Deal aims to realise the growth potential of the whole of Lancashire, building on key local economic assets including the universities and colleges, the Lancashire Advanced Engineering & Manufacturing Enterprise Zone, the Preston and South Ribble Lancashire City Deal, and the high value business clusters in Central and East Lancashire. Improving transport connectivity to release economic activity and housing potential particularly in Preston, East Lancashire, and Blackpool and the Fylde coast is 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.

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 - it doesn't necessarily need to include every single project or every wider ask and offer in the deal, but it should reflect the priorities of both the LEP and HMG.

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 at least a monthly 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 and SEP provide a compelling story around value for money and delivery capability.

Plausible private sector leverage is clearly shown, and local partners have also clearly demonstrated their commitment to using their resource 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, prior to draw down of funds. The grant funding agreements will set out conditions of funding: including project sponsors commitment to monitoring and evaluation requirements; agreement to the Growth Deal communications protocol and delivery and key milestone requirements. The Grant Funding agreements will include adequate provisions for the protection of public funds (e.g. arrangements to suspend or claw back funding in the event of non-delivery or mismanagement).

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

Releasing Growth Potential

- GF01-22-CD** A6 Broughton Bypass
- GF01-03** Blackburn - Bolton Rail Corridor
- GF01-02** Blackburn Town Centre Improvements
- GF01-04** Centenary Way Viaduct Maintenance
- GF01-01** Burnley - Pendle Growth Corridor
- GF01-23** Darwen East Distributor
- GF01-07** East Lancashire Strategic Cycle Network
- GF01-06** M55 to St Annes Link Road
- GF01-05-CD** Preston City Centre Improvements
- GF01-20-CD** Preston Western Distributor

Renewal of Blackpool *(This priority includes a suite of projects to stimulate investment and development, address the housing market and employability and skills issues)*

- GF01-09** Blackpool Integrated Traffic Management
- GF01-10** Blackpool Heritage Based Visitor Attraction (HBVA)
- GF01-21** Blackpool Town Centre Green Corridors
- GF01-24** Blackpool Tramway Extension
- GF01-08** Blackpool Bridges

Growing the Local Skills and Business base

- GF01-13-S** Blackpool & the Fylde College – Lancashire Energy HQ
- GF01-15-S** Blackpool & the Fylde College, Nautical College – Maritime Engineering Facility
- GF01-16-S** Fleetwood Fire Training Centre Phase 2
- GF02-25** M6 J28 Improvements & Business Growth Centre
- GF02-26** Rawtenstall Redevelopment Zone
- GF02-27** Redevelopment of Brierfield Mill
- GF01-12-S** Runshaw College – Science & Engineering
- GF01-18-S** Training 2000 – Additional Engineering Training Capability

Innovation and Manufacturing Excellence

- GF01-14-S** Blackpool & the Fylde College M&E Bispham Campus
- GF02-28** Burnley Vision Park
- GF02-29** The Engineering & Innovation Centre – UCLan
- GF01-11** Lancaster Health Innovation Park
- GF02-30** Making Rooms – Lancashire's first Fab Lab
- GF01-17-S** Myerscough College - Farm, Innovation Technology Centre
- GF01-19-S** Nelson & Colne College - Advanced Engineering & Manufacturing Innovation Centre

LIFETIME OF PROJECTS

			15/16	16/17	17/18	18/19	19/20	20/21	21/22
	URN	Scheme							
1	GF01 - 04	Centenary Way Viaduct Maintenance							
2	GF01 - 03	Blackburn - Bolton Rail Corridor							
3	GF01 - 07	East Lancashire Strategic Cycle Network							
4	GF01 - 02	Blackburn Town Centre Improvements							
5	GF01 - 22 - CD	A6 Broughton Bypass							
6	GF01 - 05 - CD	Preston City Centre Improvements							
7	GF01 - 01	Burnley - Pendle Growth Corridor							
8	GF01 - 23	Darwen East Distributor							
9	GF01 - 20 - CD	Preston Western Distributor							
10	GF01 - 06	M55 to St Annes Link Road	TBC						
11	GF01 - 09	Blackpool Intergrated Traffic							
12	GF01 - 10	Blackpool HBVA							
13	GF01 - 08	Blackpool Bridges							
14	GF01 - 24	Blackpool Tramway Extension							
15	GF01 - 21	Blackpool Town Centre Green Corridors							
16	GF01 - 16 - S	Fleetwood Fire Training Centre Phase 2							
17	GF01 - 18 - S	Training 2000 - Additional Engineering Training Capability							
18	GF01 - 13 - S	Blackpool & the Fylde College - Lancashire Energy HQ							
19	GF01 - 15 - S	Blackpool & the Fylde College, Nautical College - Maritime Engineering Facility							
20	GF01 - 12 - S	Runshaw College - Science & Engineering							
21	GF02 - 25	M6 J28 Improvements & Business Growth Centre							
22	GF02 - 26	Rawtenstall Redevelopment Zone							
23	GF02 - 27	Redevelopment of Brierfield Mill							
24	GF01 - 14 - S	Blackpool and the Fylde College M&E Bispham Campus							
25	GF01 - 17 - S	Myerscough College - Farm, Innovation Technology Centre							
26	GF01 - 19 - S	Nelson & Colne College - Advanced Engineering & Manufacturing Innovation Centre							
27	GF01 - 11	Lancashter Health Innovation Park							
28	GF02 - 28	Burnley Vision Park							
29	GF02 - 29	The Engineering & Innovation Centre - UCLan							
30	GF02 - 30	Making Rooms - Lancashire's First Fab Lab							

 RELEASING GROWTH POTENTIAL

 BLACKPOOL

 GROWING THE LOCAL SKILLS AND BUSINESS BASE

 INNOVATION & MANUFACTURING EXCELLENCE

Note: Whilst the Growth Deal Programme concludes in 2020/21 the retrospective submission of financial claims by individual projects along with the provision of monitoring information will necessitate activity within quarter 1 of 2021/2022

GROWTH DEAL PROJECTS MAPS

Growth Deal Projects

RELEASING GROWTH POTENTIAL

- GF01-22-CD - A6 Broughton Bypass
- GF01-03 - Blackburn to Bolton Rail Corridor
- GF01-02 - Blackburn Town Centre Improvements
- GF01-04 - Burnley - Centenary Way Viaduct Maintenance
- GF01-01 - Burnley - Pendle Growth Corridor
- GF01-23 - Darwen East Distributor Route
- GF01-07 - East Lancashire Cycle Network
- GF01-06 - M55 to St Anne's Link Road
- GF01-05-CD - Preston City Centre to Bus Station Improvements
- GF01-20-CD - Preston Western Distributor

RENEWAL OF BLACKPOOL

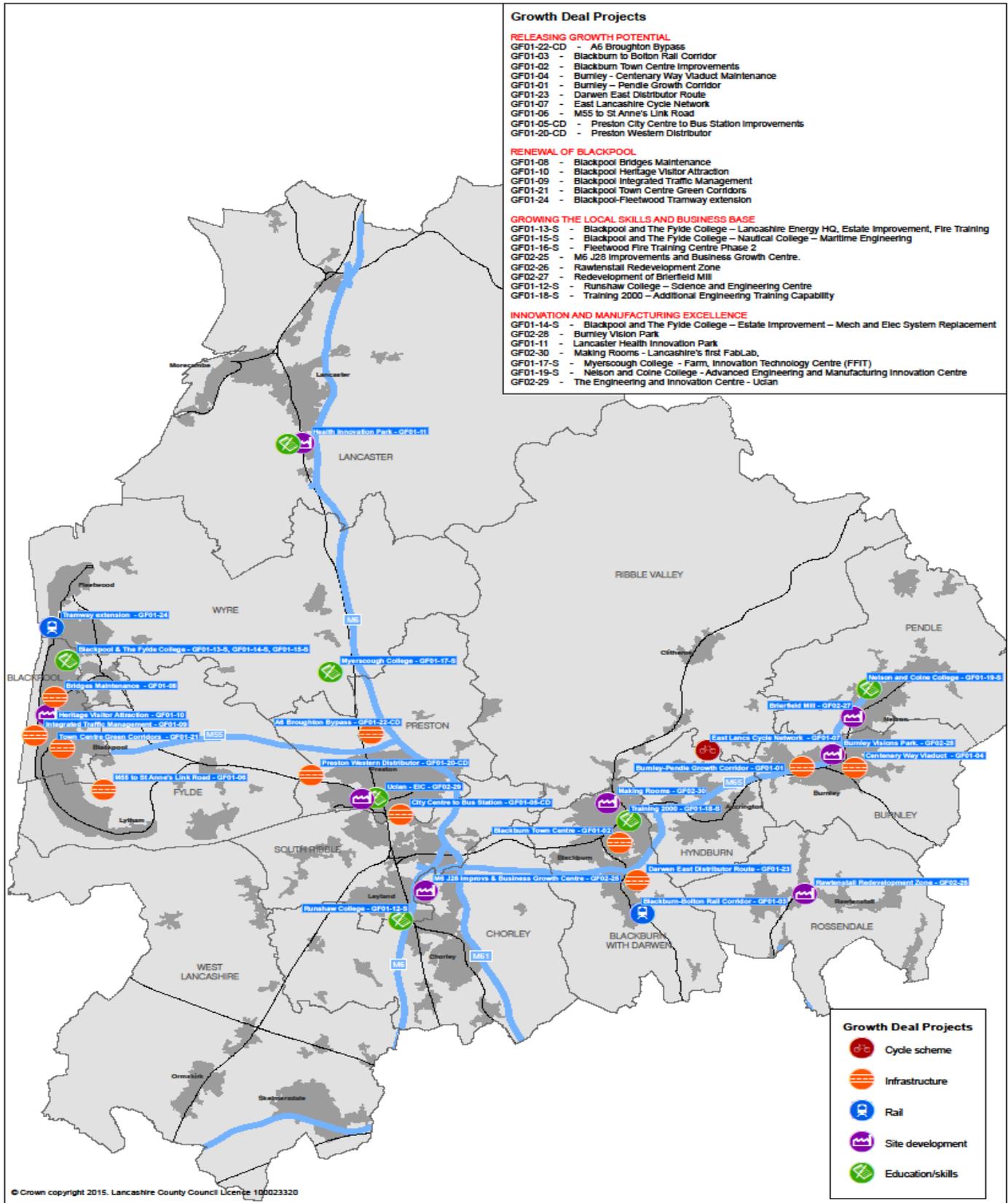
- GF01-08 - Blackpool Bridges Maintenance
- GF01-10 - Blackpool Heritage Visitor Attraction
- GF01-09 - Blackpool Integrated Traffic Management
- GF01-21 - Blackpool Town Centre Green Corridors
- GF01-24 - Blackpool-Fleetwood Tramway extension

GROWING THE LOCAL SKILLS AND BUSINESS BASE

- GF01-13-S - Blackpool and The Fylde College - Lancashire Energy HQ, Estate Improvement, Fire Training
- GF01-15-S - Blackpool and The Fylde College - Maritime Engineering
- GF01-16-S - Fleetwood Fire Training Centre Phase 2
- GF02-25 - M6 J28 Improvements and Business Growth Centre
- GF02-26 - Rawlensall Redevelopment Zone
- GF02-27 - Redevelopment of Bierfield Mill
- GF01-12-S - Runshaw College - Science and Engineering Centre
- GF01-18-S - Training 2000 - Additional Engineering Training Capability

INNOVATION AND MANUFACTURING EXCELLENCE

- GF01-14-S - Blackpool and The Fylde College - Estate Improvement - Mech and Elec System Replacement
- GF01-11 - Burnley Vision Park
- GF01-11 - Lancaster Health Innovation Park
- GF02-30 - Making Rooms - Lancashire's first FabLab
- GF01-17-S - Myerscough College - Farm, Innovation Technology Centre (FFIT)
- GF01-19-S - Nelson and Colne College - Advanced Engineering and Manufacturing Innovation Centre
- GF02-29 - The Engineering and Innovation Centre - Uclan



Growth Deal Projects

- Cycle scheme
- Infrastructure
- Rail
- Site development
- Education/skills

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	On track
Miscellaneous			
2. West Lancs Borough Council HRAB Limit Increase CLG approval	Oct 2014		Completed
3. Support extension of SuperFast Broadband coverage to 90% by 2016	December 2015	AB	On track
4. Support extension of SuperFast Broadband coverage to 95% by 2016	December 2015	AB	On track

7. 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 LEP Board will receive quarterly RAG (Red, Amber, Green) rated reports which will highlight key issues and actions which need to be resolved.
- All projects are expected to report quarterly on the top 3 metrics – "Expenditure", "Funding breakdown" and "In-kind resources provided." The remaining metrics are split into "Core Metrics" and "Project Specific Outputs and Outcomes" which are to be collected where relevant to the intervention, and "Additional Monitoring" for specific schemes.
- All Year 1 (2015/16) Growth Deal projects are subject to quarterly monitoring of those metrics which are required at this frequency and bi-annual or annual reporting for the remainder of their proposed outputs.
- The LEP, via its 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 Implementation 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.

8. COMMUNICATIONS PROTOCOL

The purpose of this protocol is to ensure that:

- (i) strategic level messages about the significance of the Growth Deal are communicated effectively;
- (ii) the Growth Deal is consistently referenced as a Growth Deal for Lancashire;
- (iii) and the LEP is referenced for its role in securing funding and overseeing the implementation of the Growth Deal programme;
- (iv) support project delivery and risk management, where appropriate.

Approach/Governance

As the Accountable Body for the LEP, Lancashire County Council Communications Service will provide the lead on the Growth Deal Implementation Programme Board, feeding back to the communications teams of the partner organisations (Blackpool Council, Blackburn with Darwen Council, Lancaster University, UCLan, Blackpool and the Fylde College, Chorley Borough Council, Rossendale Borough Council, Pendle Borough Council and Burnley Borough Council).

Partners will lead on communications for their own projects and will share their approach with the LCC communications service, acting on behalf of the LEP;

- There will be a plain English approach to all communications.
- The Growth Deal Communications activity will feed into existing communications plans to ensure there is consistency and no duplication.
- All projects will have a named communications lead.
- The Growth Deal will have web presence on the LEP website and be linked to from all partner sites.
- This protocol will form part of the LEP's Assurance Framework which will be published on the LEP website.

Media handling

- **Reactive** - LCC will manage all generic reactive media enquiries about the Growth Deal – informing relevant partner organisations' communications as appropriate. Where there is a specific issue relating to an individual project, the media enquiry will be dealt with by the appropriate partner, with the response shared with the LCC communications service, acting on behalf of the LEP.
- **Pro-active** - LCC will create first draft of any pro-active media releases relating to the Growth Deal as a whole, this will be approved with partners.
- Individual partners will produce proactive media releases relating to their own projects.
- All proactive releases will include the boilerplate description below.
- An agreed list of spokespeople for each organisation will be maintained.

- A social media schedule will be developed and actioned by the most appropriate authority, depending on the message – all other authorities will re-tweet/link to this activity.

Stakeholder Engagement

In addition to the stakeholder engagement work carried out by partners to support individual projects, LCC communications service will support the LEP on broader stakeholder engagement, using channels such as the LEP website and the LEP chair's regular blog.

Public Information

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

Evaluation

- Communications outputs include Media/social media statistics
- Web hits

9. GLOSSARY

AB	Accountable Body
BCR	Benefit Cost Ratio
CLQ	Central Leisure Quarter
CPO	Compulsory Purchase Order
DCLG	Department for Communities & Local Government
ESF	European Social Fund
ESIF	European Structural & Investment Fund
EZ	Enterprise Zone
GPU	Government Property Unit
HEFCE	Higher Education Funding Council for England
HMG	Her Majesty's Government
HMT	Her Majesty's Treasury
LEP	Lancashire Enterprise Partnership
LGF	Local Growth Fund
MOU	Memorandum of Understanding
PSTN	Public Service Transformation Network
SFA	Skills Funding Agency