



**MEETING OF LIVERPOOL CITY REGION
LOCAL ENTERPRISE PARTNERSHIP
BOARD**

AGENDA

DATE: Thursday, 15th September, 2016

TIME: 8.30 am

VENUE: Foyer Conference Room, Jaguar Land Rover, South Road, Halewood, L24 9PZ

**LIVERPOOL CITY REGION
LOCAL ENTERPRISE PARTNERSHIP
BOARD**

AGENDA

1. DECLARATIONS OF INTEREST

Board members to declare any interests in items under consideration.

2. MINUTES OF THE LAST MEETING

To consider the minutes of the last meeting held on 21st July 2016.

(Pages 1 - 10)

3. CHAIRMAN'S VERBAL UPDATES AND FROM LEP BOARD REPRESENTATIVES ON EXTERNAL BODIES

To receive a verbal update from the Chairman and any updates from Board members representing the LEP on external bodies.

(a) **ATLANTIC GATEWAY – CONSULTATION BROCHURE**

(Pages 11 - 12)

4. EU REFERENDUM

Standing Item for discussion.

5. SINGLE GROWTH STRATEGY

Verbal update.

6. LOCAL GROWTH FUND IMPLEMENTATION

(a) **SKILLS CAPITAL INVESTMENT**

(Pages 13 - 20)

(b) **LOCAL GROWTH DEAL IMPLEMENTATION MAGHULL NORTH RAILWAY STATION SCHEME**

(Pages 21 - 36)

7. GROWING PLACES FUNDING - REPORT OF THE LEAD CHIEF EXECUTIVE FOR ECONOMIC DEVELOPMENT

(Pages 37 - 40)

8. THE EDGE 2016 EVALUATION REPORT

(Pages 41 - 66)

9. ANY OTHER BUSINESS

The next meeting of the Board is to be held on 20 October 2016 at a venue to be confirmed.

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LIVERPOOL CITY REGION LOCAL ENTERPRISE PARTNERSHIP

At a meeting of the Liverpool City Region Local Enterprise Partnership held in the LEP Boardroom 12 Princes Parade Liverpool L3 1BG on Thursday, 21st July, 2016 at 8.30am the following Members were

PRESENT:

Asif Hamid (Chairman)
Mayor Joe Anderson OBE
Chris Bliss
Kath Boullen MBE
Richard Else
Amanda Lyne
Councillor Andy Moorhead
Councillor Rob Polhill
Neil Sturmey
Kate Willard

APOLOGIES:

Councillor Phil Davies
Councillor Barrie Grunewald
Councillor Ian Maher
Professor Nigel Weatherill

IN ATTENDANCE:

Ged Fitzgerald	Liverpool City Council
Frank Rogers	Merseytravel
Mark Basnett	Liverpool City Region LEP
Tony Wade	Liverpool City Region LEP
Gillian Bishop	Liverpool City Region LEP
Wes Rourke	Halton MBC (for minute 225)
Andrew Bilsborrow	Knowsley MBC

221. DECLARATIONS OF INTEREST

No situational conflicts were declared by Board members.

222. MINUTES OF THE LAST MEETING

The minutes of the Inquorate Meeting of the Board held on 9th June 2016 were received as a correct record and signed by the Chairman.

223. CHAIRMAN'S VERBAL REPORT AND UPDATES FROM LEP BOARD REPRESENTATIVES ON EXTERNAL BODIES

The Board considered:-

- (a) the Chairman's verbal report in which he referred to Britain's decision to leave the European Union following the EU

Referendum on 23rd June 2016. He stressed the importance, in the current uncertain climate, of conveying a unified positive message that the Liverpool City Region was open for business.

From a business perspective, Richard Else reported that for Jaguar Land Rover it was 'business as usual' and there were no plans for change.

Kath Boullen referred to 22 smaller investment schemes, where 5 - 20 jobs would be created, and reported that all such schemes were going ahead.

Mayor Anderson highlighted the concerns raised by the University sector regarding the future of research and development funding. He also pointed out that as Government was not likely to invoke Article 50 until sometime next year, the period of uncertainty was likely to be lengthy.

The Chairman also pointed out that there was an item on the agenda in respect of the EU Referendum that would allow the Board to consider the issue in more detail.

- (b) A verbal update by Kate Willard on the impact of the EU Referendum decision on Atlantic Gateway and the resultant change in focus of in the current business planning. She also highlighted the emerging clarity of connectivity between the 3 LEPs.
- (c) Kate Willard gave an update on the ongoing Area Based Review of Post-16 Skills Provision and highlighted her concerns about the process. In this respect, Mayor Anderson referred to the Combined Authority's Skills Commission and the ongoing work to build up an evidence base and welcomed the opportunity to hold more detailed discussions with Kate Willard and officers of the Combined Authority and the LEP. It was suggested that a Skills Task Group be established

It was **agreed** –

- (i) That the verbal updates be noted; and
- (ii) that the appropriate LEP officers seek to establish a small, high level membership, Skills Task Group to discuss the concerns raised regarding the Skills agenda.

224. EU REFERENDUM

The Board considered a presentation that provided an outline of the potential implications for the LEP and the City Region following the outcome of the recent EU Referendum and the decision for Britain to

leave the European Union (Brexit). In this respect, the presentation indicated that:-

- A survey of LEP members had been undertaken with 50% expressing concern that Brexit would have a negative impact
- Set out an overview of potential impacts, risks and challenges including:-
 - Devolution – timescales and remit
 - EU Funding especially ESIF programmes
 - the European Investment Bank
 - National Infrastructure Plan – HS2
 - Foreign Investment
 - EU University Students - future of Horizon 2020 funding
 - Trade – 44% of UK exports are destined for the EU
 - Trade in goods – specific sector impacts
 - Trade in Research and Development
 - Trade in services – future of global institutions
- Set out the role of the LEP:-
 - active engagement – keep business informed
 - a single voice to inform government
 - communicate positive message that the LCR is open for business.

During the consideration of the item, the following comments were made by Board members:-

Neil Sturmeley felt that it was crucial for LEP to be in a position to build upon its knowledge and understanding of the issues in order to obtain local intelligence and be in position to provide advice and support to those organisations adversely affected by BREXIT. Amanda Lyne pointed out that, from Low Carbon Board perspective, the available mechanism for such Sectors to feed in their concerns was unclear.

Mayor Anderson suggested that an engagement/feedback process should be developed and Board members suggested that a Brexit Task Group be established that covered all sectors. In addition, a short paper summarising the issues and setting out the way forward should be circulated to LEP Board members seeking nominations for representation on the Task Group.

The Chairman pointed out that during this period of uncertainty it was important to convey positive messages about inward investment and the available opportunities. He also highlighted the need for the Board to receive further information on those elements of the third sector, and other organisations that receive match funding, that would be affected,

Councillor Moorhead referenced the impact of reduced Research and Development funding on the University sector and stressed the need for the compilation of a robust evidence base that could be used to

lobby Government and argue the LCR's case for the ring-fencing of funding in the period 2018 to 2020.

It was **agreed** –

- (i) That BREXIT be included as a standing item on the agenda for future LEP Board meetings;
- (ii) that a BREXIT Task Group be established that will:-
 1. oversee a process to invite, and collect, evidence from businesses and all sector and thematic groups; and
 2. consider the results of the evidence gathering and assess the risks and opportunities with a view to considering any actions that would mitigate such risks or exploit such opportunities where appropriate.
- (iii) that a short briefing paper be drawn up that summarises the issues, and the above way forward, for circulation to the LEP's membership organisations and shared with other interested parties; and
- (iv) that a further report be submitted to the next LEP Board meeting setting out further information on those elements of the 3rd sector, and other organisations who have match-funding arrangements, whose funding may be impact most by BREXIT.

225. SINGLE GROWTH STRATEGY

The Board considered a presentation on the next steps on the journey from strategy to delivery for the Single Growth Strategy (SGS) which indicated:-

- The launch event for the Strategy had resulted in extremely positive feedback. It was accepted that the SGS was a starting point, not a destination and the key aim was to turn it into action and growth;
- The need to maximise the promotion of opportunities was highlighted, and to get the SGS out into the market and encourage development and innovation;
- That the SGS had provided the strategic context for the Local Growth Fund 3 Bid;
- That there was an emerging Government requirement for the development of a UK Industrial Strategy that included a whole place, spatial dimension; and
- The future role for the LEP.

During the consideration of the presentation, the following comments were made by Board members:-

Neil Sturmey pointed out that whilst the SGS was an excellent piece of work, and the key central growth driver, there were many City Region stakeholders who were still not aware of its existence. In this respect he felt that communication/marketing was a key element to address.

Major Anderson accepted that the City Region needed to improve the way it communicates. He felt that it was important for the region to effectively convey the right messages in view of the recent Government changes at ministerial level and the need to win friends and maximising influence.

Board members felt that there should be a single CR wide Communication Strategy that:-

- was simple and effective and utilised all available contacts to showcase what the CR does well;
- linked together all the positive 'real life' stories that have the SGS as their common link; and
- was innovative and embraced emerging technologies to maximise impact such as the filming of events like the recent SGS Launch.

It was **agreed** :-

- (i) That the presentation be noted; and
- (ii) that the appropriate officers of the LEP and Combined Authority liaise with a view to developing a joint LCR Communication Strategy.

226. LOCAL GROWTH FUND ROUND 3 SUBMISSION

The Board considered a presentation on Local Growth Fund 3 which set out a summary of the:-

- application process including the deadline for submissions;
- proposed bid format;
- economic landscape;
- opportunities for future growth by realising potential;
- City Region's track record;
- Key elements of 'Building Our Future: Our Strategic Approach – Productivity, People and Place';

The Chairman also gave an update on the 'Challenge Session, that took place with the Minister for Local Growth and Northern Powerhouse on 5 July 2016. He reported that the LCR's submission had been well received.

The Board also considered a verbal report by Frank Rogers who reported that there was an available funding stream as part of £475m

pot for large local transport schemes. He indicated that whilst the City Region was currently not in a position to bid for such large £75m plus schemes, there was an opportunity to bid for development funding of between £1.5 to £2m funding for 2017/18. In this respect, an outline proposal had been received from Knowsley MBC for an Eastern access road to Liverpool John Lennon Airport.

It was **agreed** –

- (i) That the Board place on record its thanks to all parties who have had an input into the development of the LGF3 submission;
- (ii) that the Chairman of the LEP Board and the Combined Authority's Head of Paid Service be authorised to consider the robustness of the proposed Liverpool John Lennon Airport Eastern Access Road scheme bid for transport scheme development funding, and if appropriate, submit the bid by the 28th July deadline; and
- (iii) that the Chairman of the LEP Board be authorised to sign-off the final LGF3 submission.

227. SOUNDING BOARD UPDATE

The Chairman gave an update on the outcome of recent meetings of the Sounding Board and he suggested that the Board should continue to meet in order to inform the ongoing discussions with the Combined Authority on resource and capacity issues.

It was **agreed** - that the Sounding Board continue to meet and a detailed report on resource and capacity issues be submitted to a future meeting of the LEP Board.

228. SINGLE INVESTMENT FUND (SIF) ASSURANCE FRAMEWORK

The Board considered a report that set out the Single Investment Fund (SIF) Assurance Framework that was approved by the LCR Combined Authority at its meeting held on 15th July 2016.

The report indicated the SIF Assurance Framework would subsume and replace the LCR LEP Assurance Framework that was introduced to provide reassurance to Government of proper and appropriate management of Local Growth Funds.

During the consideration of the City Region's formal submission, the following issues were raised by Board Members:-

Amanda Lyne, using two major energy investment schemes as examples, felt that there was a lack of clarity in the SIF Assurance Framework document with no specific reference to the appraisal

methodology and scheme monitoring/evaluation for the Low Carbon Sector. She felt that the document did not make it clear how the required expertise would be leveraged in.

In response Ged Fitzgerald accepted that SIF investment involved many complex issues but pointed out that the Assurance Framework was not to be viewed as all inclusive or a prospectus for SIF funding.

Kath Boullen also pointed out that the Timeline for the Appraisal and approval of SIF projects, detailed in figure 3.1, indicated that technical expertise would be drawn upon to enable the framework to apply to different projects.

It was **agreed** – that having been satisfied that the document accurately explained the role of the LEP, the SIF Assurance Framework be endorsed for submission to Government.

229. LOCAL GROWTH FUND IMPLEMENTATION

Note: The following four items of business were considered by the Combined Authority at its meeting held on 15 July 2016. With the exception of the item on the Local Growth Fund Performance 2015-16, the items related to the investment of Local Growth Funds and as such require LEP endorsement in accordance with the Assurance Framework.

(a) Skills Capital Investment Fund Investment Recommendations

The Board considered a report that provided an update on the progress made on the implementation of the Skills Capital Investment Fund and presented for approval the Skills Capital Investment Panel's recommended investment package to support two full applications, following their successful Expressions of Interest, received under the latest round of the Skills Capital Investment Fund.

Kate Willard felt that, in the longer term, the methodology of allocation of such capital funds needed to be turned around with commissioning undertaken in a demand not supply lead place.

It was **agreed** –

- (i) That the progress made to date on the skills capital projects approved for funding, as set out in section 3 of, and appendix One to, the report be noted;
- (ii) that the recommendations made by the Skills Capital Investment Panel, as set out in paragraphs 5.4 and 5.5 of Section 5 of the report be endorsed; and

- (iii) that the grant commitments, as outlined in section 6 of the report, and the next steps, as outlined in section 7, be noted.

(b) Skills for Growth Delivery Model for 2016/17 and 2017/18

The Board considered a report that outlined proposals for the implementation of an impartial skills and apprenticeship brokerage service for the delivery of the Skills for Growth programme, working within the landscape of existing provision, in 2016/17 and 2017/18.

In terms of the operational delivery models, the report set out details of the following 3 potential operational models, and their benefits and relative constraints, for such a service:-

Model A – Liverpool City Region Centrally Operated Function – a single centrally located skills and apprenticeship brokerage service within the City Region aligned with the Growth Hub;

Model B – A fully commissioned operating function with the successful applicant taking on responsibility for the skills and apprenticeship brokerage service functions and management and administration of the grant alongside the due diligence process.

Kate Willard highlighted her concerns on the proposal as she felt it there was an over-emphasis on college and trainer based provision. She also questioned the need for resources to be allocated to enable colleges and training providers to articulate their offer in a way that employers would understand. The need for more detailed discussions, between representatives of the Combined Authority, LEP and Employment and Skills Board, was stressed. This was to be facilitated through the Skills Task Group, as established at Minute 223.

It was **agreed** – that the matter be deferred pending the outcome of further discussions to address these concerns and secure appropriate alignment with the Growth Hub.-

(c) Transport - Alstom Transport Technology Centre

The Board considered a report that sought approval of the outline business case for the Alstom Transport Technology Centre proposal and the allocation of £5m to the project subject to the satisfactory appraisal.

It was reported that the Combined Authority, at its meeting held on 15th July 2016, had approved the recommendations as set out in section 2 of the report.

It was **agreed** – that the recommendations, as set out in section 2 of the report, be endorsed.

(d) LGF Performance - 2015-16

The Board considered a report on the financial outturns of various schemes within the 2015/16 Local Growth Fund 1, that was considered by the Combined Authority at its meeting held on 15 July 2015. It was reported that the Combined Authority had approved the recommendations as set out in section 2 of the report.

It was **agreed** – that the report be noted.

230. SKILLS FOR GROWTH AGREEMENT: HEALTH AND CARE

The Board considered a report that presented the final draft of the Skills for Growth Agreement: Health and Care.

It was **agreed** – that pending the outcome of the detailed discussions on the Skills Agenda, by the Skills Task Group, as established in minute 223:-

- (i) the Skills for Growth Agreement: Health and Care, as set out at Appendix 1 to the report now submitted, be endorsed in principle; and
- (ii) that the proposal for the implementation of the Skills for Growth Agreement: Health and Care to be monitored by the Health and Life Sciences Board, be approved in principle.

231. ACCESS FUND FOR SUSTAINABLE TRAVEL

The Board considered a report which outlined the potential funding opportunity that Merseytravel, on behalf of the Liverpool City Region, wished to exploit through the Access Fund for Sustainable Travel. The report indicated that the Access Fund would operate as a competition between English Local Transport Authorities, excluding London, with the closing date for submission of bids to the DfT being 6.00pm on 9th September 2016.

It was **agreed** -

- (i) That, as the proposed bid supports the delivery of the recently launched LCR Growth Strategy and in particular under transport connectivity within the Place growth pillar, the development of the bid be endorsed in principle; and
- (ii) that the LEP Chairman be authorised to provide endorsement of the final bid for submission on 9 September 2016.

232. ANY OTHER BUSINESS

The Chairman referred to the location of Board meetings and indicated that, rather than holding such meetings at the LEP Offices at Princes Dock, future meetings would be held at the offices of partner organisations. In this respect, the next meeting of the Board on Thursday 15th September 2016 would be held at Jaguar Land Rover, Speke Boulevard, Halewood L36 9BJ at 8.30am.

Minutes 221 to 232 received as a correct record on the 15th day of September 2016.

Chairperson of the Board

(The meeting closed at 10.29am)



Atlantic Gateway AG Brochure 2016

About the Atlantic Gateway Partnership

The Atlantic Gateway (AG) Partnership is a private-sector led board established in 2012 with members from the area's leading public and private sector leaders, including the area's three LEAs. Its vision is to support the growth of the economy of the East-West corridor between the cities of Liverpool and Manchester and including the immediate surrounding areas in Cheshire and Warrington.

It prioritises high growth opportunities which have the greatest opportunity to transform long term economic success. AG is outward looking, and has played a critical role in:

- influencing Government policy and investment decisions;
- attracting investment;
- supporting collaboration both inside and outside of AG; and
- unblocking issues and barriers to investment.

It has prioritised infrastructure, including transport, and two high growth sectors of logistics and science and innovation.

It has helped to secure funding and break down barriers associated with several major developments and initiatives including the Mersey Gateway Bridge, the Port of Liverpool, Port Salford and strategic transport for the North. Developments like Transport for the North, the Northern Powerhouse, devolution and result of the EU referendum have given it the opportunity to consider its strategic role.

A 2016 stakeholder survey confirmed that 71% believed that AG has had a positive effect on raising the profile of long term growth opportunities in the area. 86% agreed that the AG brand has a good resonance with government and adds value to the region.

However, the survey also suggested that AG should establish its fit with the developing Northern Powerhouse and strengthen its role with Central Government.

Looking Ahead

The UK is in a period of political and economic uncertainty following the result of the EU referendum. The AG Board believes that it is important that the momentum is not lost and that AG should play a lead role in:

1. Maintaining business confidence in the AG area;
2. Demonstrating that the area is "open for business";
3. Promoting the key investment opportunities across AG;
4. Reinforcing the most recent success stories in the AG area; and
5. Highlighting the role of AG in unlocking key development opportunities.



The AG Board is committed to the development of a consistent message which aligns with its key partners across the AG area, especially Northern Powerhouse. Collaboration with key partners is essential during this period of uncertainty.

AG would like to arrange a series of meetings with the area's key private and public sector leaders to inform the development of an AG Brochure. This will be used to communicate these five points and to explain the purpose of AG, the value it provides and its fits with a range of high profile Northern and National Initiatives. The publication would be used to communicate with Government, key partners, investors and local and national press.

We believe that AG has, and can continue to, add value across the AG area by:

1. Providing a united consistent voice on key issues and opportunities
2. Providing a joined up AG voice within the Northern Powerhouse;
3. Focusing on AG priorities - AG's agreed priorities are infrastructure, freight and logistics, and science and innovation. Each of these priorities are key drivers of productivity and economic growth within the Northern Powerhouse Independent Economic Review;
4. Supporting collaboration - AG provides a framework for bringing together the area's public and private sector partners on its agreed priorities;
5. Unlocking investment - accelerating the development of AG projects to drive growth; and
6. Influencing Government and investment decisions.

Have your Say

Your views are welcomed to inform the next phase of AG, focusing on the following questions:

1. What is your current understanding of AG and its role/value?
2. What can AG do more/less of?
3. What role can AG play in the short term during this period of potential economic uncertainty?
4. Do you support the development of an AG brochure to reinforce key messages?
5. What would you like to be included in the brochure? What should be off-limits?
6. What should AG focus on moving forward? Do you agree with the roles set out above? Where can AG add most value?
7. What role should AG play with Northern and National Initiatives including for example Northern Powerhouse, Transport for the North, National Infrastructure Plan?
8. Should AG build upon the evidence and growth sectors as identified in the NP Independent Economic Review?
9. How can AG work more effectively with partners and Government to support growth?
10. Is there anything else that AG should do now to support and add value its partners?

The Atlantic Gateway team will contact you to arrange a convenient time to meet.

August 2016



Skills Capital Investment

LEP Board Meeting 15 September 2016

Author:
Mike Harden
Knowsley Council

Presented by:
Sue Jarvis
Knowsley Council

1. PURPOSE OF REPORT

- 1.1 The annexed paper is prepared for the Combined Authority meeting on 16 septemebr and is presented to the LEP Board to allow it to consider an investment proposal for Skills Capital Funds.
- 1.2 The proposal received an in principle agreement from the LEP at its meeting in February 2016 and proceeded to full application with a number of conditions. The report updates on the evaluation of the full application and the conclusions drawn and recommendations now made.

2. RECOMMENDATIONS

- 2.1 It is recommended that the LCRLEP agrees to:
 - a) Endorse the recommendation made by the Skills Capital Investment Panel to approve the Digital Academy project for investment, as set out at Section 4, paragraph 4.5 of the annexed paper; and
 - b) Note the overall grant commitment at Section 5 of the annexed paper.

LIVERPOOL CITY REGION COMBINED AUTHORITY

To: The Chairman and Members of the Combined Authority

Meeting: 16 September 2016

Authority/Authorities Affected: All

EXEMPT/CONFIDENTIAL ITEM: No

SKILLS CAPITAL INVESTMENT

1. PURPOSE OF REPORT

1.1 This report presents for approval the Skills Capital Investment Panel's recommendation to support the City of Liverpool College – Digital Academy skills capital application. This application was approved by the Combined Authority as an Expression of Interest at the meeting on 5 February 2016.

2. RECOMMENDATIONS

2.1 Liverpool City Region Combined Authority is recommended to:-

- a) Agree the recommendation made by the Skills Capital Investment Panel to approve the Digital Academy project for investment, as set out at Section 4, paragraph 4.5; and
- b) Note the overall grant commitment at Section 5.

3. BACKGROUND

3.1 The Skills Capital Investment Fund (£41.1m of Local Growth Fund monies) is indicatively split across 4 key strands of activity as set out in Table A.

Table A – Skills Capital Allocation

Investment Strand	2015/16	2016/17	Total
1. Sites and Premises	£8.6m	£15m	£23.6m
2. Improved Facilities	£2m	£2m	£4m
3. Equipment	£1m	£6m	£7m
4. Low Carbon Fund	£1.5	£5m	£6.5m
Total	£13.1m	£28m	£41.1m*

*NB this headline figure may change subject to future skills capital need / call for projects.

3.2 To help the Combined Authority and Local Enterprise Partnership make determinations on Skills Capital Investment Fund applications, the Skills Capital Investment Panel provides oversight to the appraisal process of new applications. The Panel reviews projects in detail to ensure the application and appraisal process

is robust, consistent, fair and has been transparently applied (in line with the Growth Deal Assurance Framework). The Liverpool City Region Employment and Skills Board acts in an advisory capacity to the Local Enterprise Partnership Board and the Combined Authority in providing any comment (as it wishes) on the appraisal outcomes from the Skills Capital Investment Panel.

- 3.3 The process for approval of skills capital projects is in two stages (Expression of Interest followed by submission of a Full Application). The City of Liverpool College Digital Academy project was approved by the Combined Authority and Local Enterprise Partnership as an Expression of Interest in February 2016 (having previously been supported by the Employment and Skills Board).
- 3.4 Following the successful Expression of Interest stage, the College was invited to submit a Full Application. This was considered by the Skills Capital Investment Panel on 31 May 2016; they resolved to defer the decision on the City of Liverpool College's Digital Academy Full Application pending clarification on a number of deliverability issues including the level of match funding. This decision was noted at the 15 July 2016 meeting of the Combined Authority and 21 July 2016 meeting of the LEP Board.

4. CITY OF LIVERPOOL COLLEGE – DIGITAL ACADEMY INVESTMENT RECOMMENDATION

- 4.1 Following meetings with the City of Liverpool College, the deliverability issues raised by the Skills Capital Investment Panel have been satisfactorily resolved. As a result, the Investment Panel has reconsidered the Full Application and the remainder of this report summarises the Digital Academy project and sets out the Panel's investment recommendation.
- 4.2 The Digital Academy project seeks to re-configure part of the City of Liverpool College's existing Myrtle Street site in Liverpool to create an industry standard digital learning environment for the City Region, and is seeking £2.180m of grant funding (85% of project costs). Increasing the level of match funding by the College has been explored; this is not possible at this time because of existing financial constraints. However, the College have stated there are additional in-kind benefits within the project as a result of the partnership they have established with Microsoft which will support the overall value for money offered by the project in terms of ensuring the facility is designed to the latest industry standards.
- 4.3 Success rates within the ICT computer science and digital curriculum area for the College are very high (90.3%, according to the latest published dataset) and above national benchmarks; supporting the growth of provision. The development of the digital academy will allow for a wider range of specialisms to meet market need and diversify learner pathways. The project has demonstrable employer support in the form of letters from large organisations such as Barclays and the Royal Liverpool and Broadgreen University Hospitals NHS Trust and from smaller digital businesses such as PH Creative.
- 4.4 Digital and Creative is a key growth sector for the Liverpool City Region (as set out in the Single Growth Strategy); there are a number of existing economic assets and capabilities in the digital sector and many high growth companies are in need of

skilled digital workers. Specific strengths include high performance computing (at Sci Tech Daresbury), sensor technology and a thriving digital start up culture clustered around the Baltic Triangle in Liverpool. In addition, as identified in the Digital and Creative Skills for Growth Agreement, cross-cutting digital skills are needed for all sectors of the local economy (in both software and hardware skills).

4.5 Taking into account the above factors and the importance of the sector to the Liverpool City Region, the Skills Capital Investment Panel are now recommending to the Combined Authority and Local Enterprise Partnership Board that the project is given final funding approval (subject to a due diligence process). This decision is also supported by the Employment and Skills Board.

5. RESOURCE IMPLICATIONS

5.1 Financial

If the City of Liverpool Full Application is approved (as below), the Sites and Premises Strand 1 (Round 2) investment package will be £6,379,747 (with an overall grant intervention rate of circa 57%) giving a total Sites and Premises (Strand 1) investment of £17,127,343 as below (see Table B).

Table B – City of Liverpool College Round 2 Full Application

Project	Total Project Value	Grant Sought	Intervention Rate
City of Liverpool College - Digital Academy	£2,564,408	£2,179,747	85%
Strand 1 Total Grant Funding (Round 1 and 2) to date	£28,082,251	£17,127,343	61%

NB individual percentage figures have been rounded by applicants in some cases.

5.2 Human Resources

There are no direct issues as a result of the recommendations set out within this report.

5.3 Physical Assets

If taken forward, the recommendations in this report will result in local improvements to Further Education sector buildings and facilities and improve the quality of teaching, learning and employer responsiveness.

5.4 Information Technology

If taken forward, the Digital Academy will significantly enhance the industry standard IT equipment and digital learner facilities available for publicly funded learners in Liverpool City Region. This will include specialist hardware/software delivered in collaboration with Microsoft.

6. RISKS AND MITIGATION

6.1 There are a number of risks and issues in the development and successful implementation of Skills Capital projects as follows:-

Table C – Risk Log

Risk Issue	Mitigation
<p>Ensuring the award of Skills Capital Investments is open and transparent and that conflicts of interest are effectively managed whilst at the same time ensuring the approval and decision making process is agile and fit for purpose by way of managing risk and maximising spend.</p>	<p>The operation of the fund has been managed through a clear and transparent process, including the publication of the Assurance Framework, scheme paperwork and establishment and role of the Investment Panel and LEP Board and Combined Authority. This practice has been adopted in the scheme design for the new Single Investment Fund.</p>
<p>Awarding the funding to successful applicants is only the start of the process for Skills Capital Investments. The Accountable Body (via Merseytravel) has an on-going programme/project and risk management role to ensure effective deployment of the grant.</p>	<p>The City Region Employment and Skills Team and Merseytravel have developed a close working relationship to commission projects to funding agreement stage. To ensure accurate reporting of project scheduling and spend post-commissioning, the Programme Management Office within Merseytravel is supporting monitoring of the larger Skills Capital projects.</p>
<p>The post 16 Area Based Review may impact on the deliverability of approved Skills Capital schemes.</p>	<p>The Combined Authority has safeguarded existing Skills Capital Investment Fund commitments (and those already in train before the scheme was paused). Digital and Creative is a key sector within the Liverpool City Region Skills Needs Analysis.</p> <p>The Combined Authority and LEP will work closely with successful projects through the implementation phase of the Area Based Review to ensure the maximum return on investment for skills capital funded projects. Specifically, in terms of ensuring projects deliver effective learner benefits well aligned to employer demand and have strong employer engagement. In addition, this engagement will be used to ensure that the curriculum on offer meets key City Region priorities e.g. as contained in the Single Growth Strategy.</p>

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 If realised, the investments proposed will have a positive impact on equality and diversity including learner benefits for local young people and adults including those living in deprived communities. As part of the due diligence process for any

projects taken forward, applicants will be asked to consider these impacts in full including realising any skills through procurement opportunities.

8. COMMUNICATION ISSUES

- 8.1 The recommendations from this report will be communicated to City of Liverpool College following determination from the Combined Authority and Local Enterprise Partnership Board.

9. CONCLUSION AND NEXT STEPS

- 9.1 This paper has set out the Skills Capital Investment Panel's recommendation for investment in City of Liverpool College Digital Academy project.
- 9.2 If approved by the Combined Authority and Local Enterprise Partnership, the City Region Employment and Team in liaison with Merseytravel will work with the applicant to bring the project to funding agreement and enable works to proceed to schedule. The project is due to complete by September 2017.

MIKE HARDEN
Lead Officer: Employment and Skills

Contact Officers:

Sue Jarvis, Knowsley Council (0151 443 3559)

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Local Growth Deal Implementation Maghull North Railway Station Scheme

LEP Board Meeting 15 September 2016

Author:
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Merseytravel

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1. Purpose of report

- 1.1 The purpose of this report is to advise the LEP Board on the progress of the Maghull North railway station scheme. It will highlight the changes of timescale of the project, the significant increase in the cost of the project and the need to provide additional funding to deliver the project.

2 Recommendations

- 2.1 To note the current stage of development of the Maghull North railway station Scheme and the completion the Full Business Case and the positive BCR of 1.89 that has been generated.
- 2.2 Note the increase in the scheme costs above the original cost estimate and approve the recommendation to seek additional funding from the Combined Authority increasing the Local Growth Fund contribution from £6.2m to £10.7m
- 2.3 Note the endorsement of the Transport Advisory Group for the project at the higher cost of £13.0m.

3 Background

- 3.1 Merseytravel on behalf of the Combined Authority is managing a programme of developing major schemes utilising Local Growth Deal Funding (LGF). The Maghull North railway station is one of the schemes within the programme.
- 3.2 The Maghull North railway station was specifically highlighted by the DfT for inclusion within the City Region's LGF programme in addition to the funding made available for the City Region programme. This was in recognition of the wider benefits the project.
- 3.3 The LGF funding for the scheme was established at £6.2m which, in addition to the local support provided by Merseytravel and a Section 106 contribution gave a total potential project cost of £7.37m. This figure was based upon a Fast Track GRIP 1-4 study developed by Network Rail from work undertaken by Hyder and Mott MacDonald on behalf of Merseytravel.
- 3.4 Maghull and Lydiate are currently only served by the original station at Maghull located close to the Victorian centre of the community. As part of the Sefton Local Plan this part of south east Sefton is to see significant housing development of about 1800 properties and other development.
- 3.5 The new railway station, which will be in addition to the existing station at Maghull, will assist this developing part of the community in providing a sustainable means of transport within the city region and beyond. It is intended that the station has the same facilities as other stations on the Ormskirk branch. The level of staffing is proposed to be from first train to last train and the calling frequency is to be every 15 minutes for most of the day.
- 3.6 The scheme has been developed through the Business Case process with the Outline Business Case completed in December 2014.
- 3.7 The Full Business Case has been completed and has been subject to an independent review. The report from that review is appended as Appendix A. The reviewer, Waterman, considers that the scheme can be recommended by TAG to the CA for approval subject to any final identified issues being resolved with the scheme promoter.
- 3.8 A report was presented to the Transport Advisory Group on 6 September at which it was endorsed to seek additional funding for the project from the Combined Authority.

Development

- 3.9 In order to progress the scheme to a level of development to allow the Full Business Case to be completed, Merseytravel appointed Network Rail to progress the scheme through their Guide to Rail Investment Projects (GRIP) process through to GRIP Stage 3. This stage identifies the option to be taken forward and incorporates elements of outline design development. The commission started in July 2015 and is due to have been completed in late September / early October 2016.
- 3.10 One of the key deliverables within the Network Rail commission was the production of a more detailed point cost estimate for delivery of the scheme. This would be based on further development work undertaken as part of the GRIP 3 stage. The Cost Estimate is necessary to form the basis of the cost information within the Full Business Case.
- 3.11 The further development of the scheme and cost estimate highlighted a number of scope elements and assumptions in the original estimate that had either been underestimated or not considered necessary at the time by Network Rail. These include:-
- A more thorough design process through GRIP 3 including Approvals in Principle from the Route Asset Managers (RAMs) and Interdisciplinary Checks (IDCs) of the design;
 - Knowledge of utilities and services in the area;
 - Costs associated with track possessions and compensation to the train operator Merseyrail during the possessions;
 - The standard Network Rail modular station is larger than necessary for the station of the identified footfall and of excessive cost;
 - Robust platform construction rather than lightweight modular design;
 - The default headroom for the footbridge allows for overhead electrification although the Ormskirk branch uses 3rd rail electric traction;
 - Technical Standards for Interoperability require, where possible, the platforms to be located on straight track;
 - The position of the station to the “striking in” point for the level crossing immediately south of the existing Maghull station
- 3.12 In addition to the above, due to the wider changing picture of Network Rail’s operation, a number of reviews have been undertaken into Network Rail’s performance on scheme development and delivery. These include principally the reports of Hendy, Bowe and Shaw. The results of these reviews have indicated that Network Rail has systematically underestimated the costs and time scales required to deliver projects across the country. Maghull North is just one of the projects which has suffered and this has resulted in a rise in the cost to deliver the scheme.
- 3.13 The Cost Estimate produced by Network Rail in October 2015 and refined in June 2016 represents a whole scheme cost. Including the costs for the development of GRIP 3 which have been met by Merseytravel outside of the LGF and the local contribution it is estimated that the cost will be £13m and this represents a BCR of 1.89.
- 3.14 Significant challenge has been made by Merseytravel and the other stakeholders to the cost estimate produced by Network Rail including an independent verification of the Network Rail

estimate. The independent review has identified that Buckingham / Network Rail costs align with other project costs currently used in the rail industry.

- 3.15 Merseytravel has more confidence in the information now being provided by Network Rail due to a closer working relationship with Network Rail. Regular joint progress meetings are held between Merseytravel, Network Rail and the scheme contractor. Director level meetings are held to cover all major projects and the Merseytravel Programme Management Office has developed links with their counterparts in the rail industry.
- 3.16 The current scheme programme is based on an understanding of other railway works on the network of the Liverpool City Region, notably the slab track works on the Liverpool Loop Line, the remodelling of Lime Street main line station and the proposed introduction of the new rolling stock. A failure to secure funding approval at this stage would jeopardise the programming of Maghull North with the other projects which in turn could drive additional costs to the Maghull North scheme if it were delivered after the Lime Street and rolling stock works:-

Milestone	Dates
Planning consultation and determination	September 2016 - January 2017
GRIP 4 (Design Development)	September 2016 – February 2017
Target Cost approval	February 2017
GRIP 5 (Detailed Design)	June 2017 – November 2017
GRIP 6 (Implementation)	August 2017 – May 2018
Practical completion and station opening	May 2018

Cost Implications

- 3.16 The revised Cost Estimate of June 2016 has significant cost implications above the existing LGF and local contribution funding available.
- 3.17 Taking in to account the LGF, an increased local contribution and those costs already met by Merseytravel (£630k), the revised cost profile is:-

	2016/17	2017/18	2018/19	Total
Local Growth Fund	£0.022m	£10.477m	£0.201m	£10.700m
Merseytravel	£0.002m	£1.165m	£0.023m	£1.190m
Local Contribution	£0.480m	£0m	£0m	£0.480m
Sub-Total £m	£0.504m	£11.642m	£0.224m	£12.370m
Sunk costs already met by Merseytravel	£0.630m	£0m	£0m	£0.630m
Total £m	£1.134m	£11.642m	£0.224m	£13.000m

- 3.18 The current shortfall between the available funding and the cost estimate is £4.5m. The recommendation of TAG and LEP Board is that this funding shortfall is sought from the LGF.
- 3.19 Whilst this is a significant increase in costs, given the £6.2m allocated to the project in the LGF and the increased local contribution, the need to provide an additional £4.5m from the LGF still represents good value for money for the City Region.
- 3.20 On 26 August the DfT announced the NSF2, the second New Stations Fund. £20m will be available to contribute to schemes of new stations on the heavy rail network of England and Wales. The NSF2 will be administered by Network Rail. The closing date for applications is 25 November and Merseytravel is currently exploring an application for funding as a contribution to Maghull North.

4 Conclusions

- 4.1 The Maghull North railway station scheme has been developed by Merseytravel and stakeholders as part of its programme of LGF schemes. The Full Business Case is now complete and has been assessed by the TAG's Independent Assessor, Waterman. Based on the advice of the Independent Assessor, TAG recommends the Combined Authority to approve the Full Business Case.
- 4.2 In order to develop the scheme and to support the Full Business Case, Merseytravel has appointed Network Rail to develop the scheme through its Guide to Rail Investment Projects (GRIP) process through to GRIP Stage 3 (option development with elements of outline design). Included within this commission was the development of a revised scheme cost estimate.
- 4.3 The revised cost estimate places the scheme at £13.0m which results in a funding shortfall of £5.0m between the estimate and the funding available from the LGF, local contribution and costs already met by Merseytravel.
- 4.4 Despite the cost increase the scheme still remains good value to the City Region. Subject to the approval of this report the Liverpool City Region would benefit from the scheme with a BCR of 1.89 for a funding contribution of an additional £4.5m.
- 4.5 A report was considered by the Transport Advisory Group at its 6 September meeting and it was endorsed to seek the required additional funding for the project from the Combined Authority.
- 4.6 In order to meet the proposed opening date in May 2018, when the summer railway timetable change takes place, approval is required at the 21 October 2016 Combined Authority meeting to meet the existing programme dates.

Appendix A - Liverpool City Region Major Schemes Full Business Case Assessment

Maghull North Railway Station

Introduction

The purpose of this report is to present to the Transport Advisory Group (TAG) the findings of the Major Scheme Business Case assessments carried out for the Outline Business Cases and Full Business Cases by Waterman for the Maghull North railway station major scheme.

This report sets out recommendations based on the formal assessment for TAG to consider before making any final recommendations to the Combined Authority (CA).

Background

Headline Description

The development of a new station in the northern area of Maghull will help provide much greater public transport access both for the north of Maghull and the wider hinterland including adjacent areas of West Lancashire. The proposed site of the station is located adjacent to land which has been allocated for future housing and employment development in Sefton's Local Plan.

The site of the station is located between Maghull and Town Green stations on the Liverpool Central to Ormskirk branch of the Merseyrail Northern Line. The site lies approximately one mile to the north of the existing station of Maghull. It is expected that the station would be served by the existing Liverpool Central - Ormskirk service, which operates at 15 minute intervals throughout the day.

The Scheme

There are a number of important transport problems in the area that need to be addressed, namely:

- Car parks at existing rail stations are frequently full and are not able to cater for off-peak passenger demand. Roads around the stations are protected by waiting restrictions which limits access to rail services;
- There is poor accessibility by public transport from the northern areas of Maghull; and
- Road traffic congestion is often experienced in Maghull, as well as on the radial routes towards Liverpool.

The north eastern areas of Maghull are presently earmarked for future housing and employment development in the Sefton Local Plan, and such new development will exacerbate the existing traffic problems unless alternative public transport options are introduced.

The proposed scheme at Maghull North involves a number of features:

- The introduction of a new railway station, with platforms to accommodate 6 car trains;
- Step-free access to both platforms via lifts and footbridge within station footprint. Access will also be provided via steps;
- Secure, staffed ticket office operating up to 18 hours a day, from first to last train;

- Booking hall at ground level, and glazed passenger waiting shelters on both platforms;
- Real time passenger information, CCTV and help points;
- 156 space car park accessed from School Lane and Goldcrest Road, including blue badge, wide spaces, as well as motorcycle parking;
- Covered secure cycle parking and storage, as well as cycle routes linked to School Lane and Park Lane;
- The introduction of new footpaths to School Lane and Park Lane; and
- Bus stops on School Lane with a walking route to station.

Scheme Benefits

The scheme will greatly improve accessibility in the northern areas of Maghull, providing new public transport services in the local area. Importantly, it will provide improved connections with Liverpool and the wider City Region with proposed housing and employment development sites to the east of Maghull. This contributes towards improved access to employment, education and leisure facilities in Liverpool and the larger centres of the wider City Region and surrounding area.

The car park at the station will provide important park and ride facility for commuting trips, especially for passengers travelling to Liverpool. Its location, with good access from Junction 1 on the M58, should be attractive for passengers who rail head from outside the City Region especially from Skelmersdale. Consequently this will have several implications:-

- replace some existing park and ride trips from stations such as Ormskirk, Aughton Park, Maghull and Town Green;
- encourage car drivers to park and ride at the new station; and
- reduce overflow parking in streets adjacent to existing rail stations.

In turn, reduced demand at the existing station car parks will enable them be able to better serve all markets (for example, off-peak leisure travellers who may currently have trouble parking at stations where the car parks are full or nearly full).

By attracting car drivers to park at the station there will be a consequential reduction in traffic from the local area towards Liverpool. This has the potential to produce marginal economic benefits, through reductions in congestion and improved reliability of journey times for all road users. There are also wider benefits in terms of improved accessibility to employment opportunities, and enhanced public transport connectivity with the wider City Region.

Table 1: Maghull North railway station Scheme Costs

	2016/17	2017/18	2018/19	Total
Local Growth Fund	£0.022m	£10.477m	£0.201m	£10.700m
Merseytravel	£0.002m	£1.165m	£0.023m	£1.190m
Local Contribution	£0.480m	£0m	£0m	£0.480m
Sub-Total £m	£0.504m	£11.642m	£0.224m	£12.370m
Sunk costs already met by Merseytravel	£0.630m	£0m	£0m	£0.630m
Total £m	£1.134m	£11.642m	£0.224m	£13.000m

Business Case Assessment – Summary Headlines

Set out below is a summary of the key headlines from the assessment of the Outline Business Case (OBC) and Full Business Case (FBC) for the Maghull North Railway Station scheme. A more detailed breakdown of identified issues for the OBC is set out in Appendix 1 and the detailed assessment of the FBC is set out in Appendix 2.

In assessing business cases, Waterman is required to consider the following:

- Business Cases accord with DfT requirements and are therefore webTAG compliant;
- Business Cases are proportionate to the size of the scheme; and
- Business Cases are sufficiently robust and offer the best value for money to help meet the ambitions of the CA.

Outline Business Case

Following submission of the Options Appraisal Report, the OBC focusses on a detailed assessment of the options presented to find the best solution. Full economic and financial appraisals take place during the OBC (building up the economic and financial cases), a preferred option is selected and where relevant, preparations are made for the potential contract through the development of the commercial case. The arrangements required to ensure successful delivery of the scheme are set out in the management case. In summary, the OBC is used to:

- Align the progress of the project towards achieving city region objectives;
- Confirm the strategic fit and the case for change;
- Set out a detailed assessment of the options to find the preferred solution;
- Refine the investment / intervention proposal; and
- Provide details of the scheme's overall balance of benefits and costs against objectives.

The assessment of the OBC by Waterman did highlight some issues with the Commercial case. However, these issues were resolved following discussion between Waterman and the scheme promoters which has been fully reflected at the Full Business Case stage. Appendix 1 highlights those areas that required further information to be addressed during the development of the Full Business Case.

Full Business Case

Using the feedback from the assessment of the OBC, scheme promoters are required to complete a FBC for each of their schemes. The FBCs will be assessed by Waterman and TAG will consider each FBC assessment and make recommendations to the Combined Authority as to whether business cases should be approved and a scheme therefore proceeds to implementation. The FBC should:

- Provide details of the schemes overall balance of benefits and costs against objectives and set out plans for monitoring and evaluating these benefits when required;
- Confirm the strategic fit and the case for change;
- Provide the business and financial rationale for the scheme;

- Detail the proposed contract management resourcing, processes and benefits realisation plans;
- Show how the return would justify the overall investment of time and money; and
- Continue to be used to align the progress of the scheme towards achieving Combined Authority objectives.

The detailed feedback from the assessment by Waterman of the FBC is set out in Appendix 2.

The BCR for the scheme shows that the Maghull North Railway Station scheme offers medium value for money with a BCR of 1.89.

While the assessment does highlight shortfalls in the FBC, these are relatively minor in nature and do not significantly impact on the conclusions drawn by Waterman.

Conclusions

Following the assessment of the FBC, it is the view of the appointed independent assessor that the business cases for Maghull North railway station is a well written, robust business case, generally well laid out, easy to review and in line with the requirements of WebTAG and offers medium value for money to the LCR. Waterman considers therefore that the scheme can be recommended by TAG to the CA for approval subject to any final identified issues being resolved with the scheme promoter.

Appendix 1 - Outline Business Case Assessment

Any issues identified in the assessment of the Outline Business Case for Maghull North railway station to be addressed in the Full Business Case are summarised below.

The Strategic Case

Element	COMMENTS
S.I. Business strategy	
S.II. Problem identification	Existing problems and transport-related issues have been discussed.
	Relevant future trends and potential problems have been identified.
S.III. Impact of not changing	Consequences if scheme did not progress set out.
S.IV. Scheme objectives	The objectives are clearly identified but definitions of success are only partially provided
S.V. Measures for success	Definition of success linked to problems and issues identified
S.VI. Scope	Scope of scheme and relevant parameters all clearly identified.
S.VII. Constraints	Scheme constraints have been discussed
S.VIII. Interdependencies	No interdependencies with other schemes identified.
S.IX. Stakeholders	No formal consultation undertaken to date
S.X. Options / scenarios	No details of sifting process mentioned
	OAR completed

The Economic Case

Element	COMMENTS
E.I. Introduction	Introduction has been included outlining the work carried out in developing the Financial Case for the scheme.
E.II. Options appraised	Options Appraisal Report contains details of the options considered.
E.III. Assumptions	Traffic modelling assumptions are reliable and consistent with the LCRTM (Liverpool City Region Transport Model).
E.IV. Sensitivity and risk profile	A Quality Risk Assessment (QRA) is included in Appendix K

E.V. Appraisal summary table	Relevant economic impacts have been assessed as indicated in Appendix H
	Qualitative assessments only provided
	OBC considers social impacts other than those derived from transport modelling and economic assessment to be insignificant or not relevant to the Scheme.
	Increases to 1.78 which represents Moderate Value for Money.
E.VI. Value for Money statement	The scheme represents low-medium Value for Money

The Financial Case

Element	COMMENTS
F.I. Introduction	Introduction has been included outlining the work carried out in developing the Financial Case for the scheme.
F.II. Scheme costs	Some Base costs are set out in the OBC
	Likelihood of the identified key risks occurring is relatively low (between 25-40%). The QRA suggests that in 50% of cases (p=50) the costs associated with the risk will be £2.94 million
	Optimism bias for GRIP 3 of 40% has been applied
F.III. Budgets / funding cover	Funding split between S106 contributions, Merseytravel contributions, and Major Scheme funding equating to £7,370,000, 84% of which would come from Major Scheme funding.
	£480,000 will be sought through S106 Agreements associated with the adjacent hospital site through the HCA as developer.
	No letter has been provided

The Commercial Case

Element	COMMENTS
C.I. Introduction	Introduction has been included outlining the work carried out in developing the Financial Case for the scheme.
C.II. Output based specification	Outputs have been summarised in the OBC for the overall Scheme but further detail required.
C.III. Procurement strategy	The scheme will be procured using Network Rail and their procurement rules (pages 97 & 99)

C.IV. Sourcing options	Discussions have taken place between Network Rail and Merseytravel regarding the option of adopting a design and build approach to the scheme. This would provide optimum early engagement with the specialist contractors and mitigate the limited scheme delivery timeframe.
C.V. Payment mechanisms	Insufficient information on payment mechanisms and incentives are outlined in the OBC to fully assess commercial viability.
C.VI. Pricing framework and charging mechanisms	Proposed incentives, deductions and performance targets are not outlined in the OBC.
C.VII. Risk allocation and transfer	Risk allocation is mentioned in term of the Network Rail risk fund.
C.VIII. Contract length	Neither scenarios for Contract length nor key contractual clauses are outlined in the OBC Commercial Case.
C.IX. Contract management	Contract management methodology and resources outlined in OBC.

The Management Case

Element	COMMENTS
M.I. Introduction	Introduction has been included outlining the work carried out in developing the Financial Case for the scheme.
M.II. Evidence of similar projects	Only one of three projects is directly comparable.
M.III. Programme / project dependencies	No external dependencies identified.
M.IV. Governance, organisational and structural roles	LCR Strategic Transport Governance together with Roles & Responsibilities is fully covered.
	Roles and responsibilities have been outlined.
M.V. Programme / project plan	Programme needs to include milestones and critical path.
M.VI. Assurance and approvals plan	Assurance Plan and Review process outlined but further details and goals for Stages 1 to 3 need clarification.
M.VII. Communications and stakeholder management	The OBC states that overall, there is there is strong support for this scheme to address congestion and support economic growth in the LCR but this is not evidenced in formal scheme consultations but in feedback from a Planning Application for housing on the Ashworth Hospital South site

	Risk Assessment states that 'Comprehensive engagement / consultation is underway with key stakeholder groups, local community forums etc.' and that 'Robust strategic and local communication plans are in place' but no details are provided.
M.VIII. Programme/project reporting	Reporting arrangements are proportionate and appropriate.
M.IX. Risk management strategy	Risk Management Strategy lacks description of risk responsibility and authority.
M.X. Benefits realisation plan	Benefits realisation plan requires details.
M.XI. Monitoring and evaluation	Monitoring and evaluation methodology described.
	Some detail missing
M.XII. Options	Summary of the overall approach for project management is adequate and proportionate.

Appendix 2 - Full Business Case Assessment

Strategic Case

Element	COMMENTS
S.I. Business strategy	The aims and responsibilities of the organisation have been outlined in the Strategic Case
S.II. Problem identification	Existing problems and issues have been discussed
	Future problems and trends have been accounted for
S.III. Impact of not changing	Impacts of not changing have been set out
S.IV. Scheme objectives	Objective to improve accessibility by public transport clearly detailed
S.V. Measures for success	Definition of success has been included but not broken down. Further information provided in the Management Case
S.VI. Scope	Scope of the scheme and relevant parameters are all clearly identified. Lack of clarity on what is out of scope
S.VII. Constraints	Relevant scheme constraints have been discussed
S.VIII. Interdependencies	Interdependencies with other projects have been identified. Dependency of area development is alluded to
S.IX. Stakeholders	Information on consultation events to date and the attitudes of the stakeholders have been included
	The method for engagement with identified stakeholders has been provided
S.X. Options/scenarios	List of options has been included but lacks clarity on sifting process
	Full details of the four options have been provided

Economic Case

Element	COMMENTS
E.I. Introduction	Introduction has been included
E.II. Options appraised	Do Nothing plus three options have been accounted for
E.III. Assumptions	Traffic modelling assumptions are reliable and consistent with the LCRTM (Liverpool City Region Transport Model). Annualisation not discussed
E.IV. Sensitivity and risk profile	A Quantified Risk Assessment has been undertaken
E.V. Appraisal summary table	Relevant economic impacts have been assessed
	Environmental impacts have been assessed
	Social impacts have been assessed, but some elements not covered
	Public accounts impacts have been assessed
E.VI. Value for Money statement	The benefit to cost ratio of 1.89 represents medium value for money

Financial Case

Element	COMMENTS
F.I. Introduction	Introduction and cost methodology has been included
F.II. Scheme costs	Various base costs have been included. Letter in support of the scheme has been supplied from the HCA
	Three key risks have been identified, each with high likelihood / impact on cost
	Optimism bias of 40% has been applied
F.III. Budgets/ funding cover	Details of funding sources have been provided
	Funding will be sought through Section 106. No plans in place to borrow
	Mersey travel will be responsible to fund any additional expenditure. No S151 letter provided

Commercial Case

Element	COMMENTS
C.I. Introduction	Introduction to the Commercial Case has been provided
C.II. Output based specification	Scheme outputs have been summarised
C.III. Procurement strategy	Preferred and alternative procurement methods have been provided
C.IV. Sourcing options	Description of alternative sourcing options and preferred option
C.V. Payment mechanisms	Lack of clarity on payment mechanisms and incentives
C.VI. Pricing framework and charging mechanisms	Brief mention of possible elements, but not confirmed or agreed
C.VII. Risk allocation and transfer	This information is likely to be within Appenix Q which is missing from the provided information
C.VIII. Contract length	Contract length is identified but clauses only very briefly touched upon
C.IX. Contract management	Contract management and timescale information provided

Management Case

Element	COMMENTS
M.I. Introduction	Introduction to the Management Case has been provided
M.II. Evidence of similar projects	Evidence of the delivery of 7 similar projects across Merseyside has been provided
M.III. Programme/project dependencies	Project dependencies have been discussed and are expected to have little impact on the scheme
M.IV. Governance, organisational and structural roles	LCR governance structure & roles and responsibilities have been outlined
	Local Authority governance structure & roles and responsibilities have been outlined
M.V. Programme/project plan	Project timescales and key milestones have been outlined (no mention of critical path)
M.VI. Assurance and approvals plan	Assurance Plan and Review process outlined but further details and goals need clarification

M.VII. Communications and stakeholder management	The attitudes of a wide range of stakeholders have been supplied
	The strategy for engagement with identified stakeholders has been provided but lacks detail on specific proposed events
M.VIII. Programme/project reporting	Project Team will report up to the higher steering groups.
M.IX. Key issues for implementation	Delivery issues clearly set out
	Implementation issues clearly set out
M.X. Contract management	Contract arrangements have been included with identification of options
M.XI. Risk management strategy	Risk management strategy has been summarised in the Financial Case
M.XII. Benefits realisation plan	Benefits realisation plan requires details
M.XIII. Monitoring and evaluation	Outputs, outcomes and measures have been defined but lacks information on wider impacts
	Possible data sources have been provided but lacks clarity on costs
M.XIV. Options	Management Case summary and conclusions provided



**Growing Places Funding
Report of the Lead Chief Executive for
Economic Development**

LEP Board Meeting 15 September 2016

Author:
Ged Fitzgerald
Liverpool City Council

1. PURPOSE OF REPORT

- 1.1 To approve a request for an extension to the Growing Places loan for New Capital Knowsley.

2. RECOMMENDATIONS

- 2.1 It is recommended that the LCRLEP agrees to:
 - a) Approve the request for an extension of 6 months to the loan agreement with New Capital Knowsley to 30 April 2017.
 - b) Note that the Accountable Body will undertake the relevant due diligence in this respect;
 - c) Agree that any future requests for loan extensions of 12 month and under can be granted by the Accountable Body, subject to due diligence and reported back to the LCR LEP Board.

3. BACKGROUND AND RATIONALE

- 3.1 Liverpool City Region LEP was awarded £18,049,178 capital Growing Places Fund (GPF) monies to be used by the LEP to enable sub regional Regeneration schemes. The LEP were encouraged to establish a revolving fund, making loans to fund the provision of local infrastructure, where it could be demonstrated that early provision of infrastructure would enable stalled economic schemes to progress and quickly generate jobs and / or homes.
- 3.2 The City Council is accountable body for the fund. Schemes chosen by the LEP for support are assessed by the City Council in terms of State Aid compliance, deliverability, legal compliance etc.
- 3.3 New Capital Knowsley (NCK) Ltd are the recipients of a GPF loan (£1.5million) for a project to develop a site on Knowsley Industrial Estate. New Capital Knowsley has progressed its plan to successfully develop the site, secure a tenant and were arranging to sell the site and repay the Growing Places Fund loan in June 2016 ahead of the due date in the loan agreement which is October 2016.
- 3.4 At the last stage of completion, the purchasers withdrew citing Brexit uncertainty as the reason. New sales particulars have now been circulated and expressions of preliminary interest are being received. NCK consider investors still to be in the grip of post Brexit uncertainty with the investment market taking time to adjust. This has led to NCK requesting an extension of 6 months on the repayment date for the GPF loan.
- 3.5 An update on the remaining schemes which have GPF funding is detailed below. The LEP Board will recall that some 12 months ago all GPF schemes were reviewed in terms of their progress. This resulted in the identification of circa £7.5m of capital funds which were no longer required by schemes and it was agreed that this funding should be aligned together with the LGF capital funds and form part of the SIF. Therefore future capital schemes will come forward through the SIF process being developed by the LCR.

Scheme	GPF (£)	Status	Final Loan Repayment Date
Liverpool Norris Green	750,000	Progressing	31.03.2021
Halton 3MG	5,400,000	Progressing	31.12.2018
Halton Johnsons Lane	262,616	Allocated £500,000; Only drew down £262,616	Repaid £262,616
Knowlsey Hornhouse Lane	1,500,000	Completed. Extension Requested	30.04.2017
Knowlsey Tratos	1,000,000	Completed	Repaid £1,000,000
Wirral Ocean Plaza	485,000	Completed	31.12.2021
Liverpool Stonebridge Cross	1,000,000	Progressing	TBC
Total	10,397,616		

3.6 Against the total of £18,049,178, there is currently therefore £8,914,178 which forms part of the SIF. This is made up as follows:

Unallocated GPF	£7,651,562
Repaid GPF	£1,262,616

3.7 It is expected that the schemes highlighted in 3.5 will result in a further £9m being repaid in the following profile.

March 2017	£370,000
March 2018	£1,595,000
March 2019	£5,495,000
March 2020	£95,000
March 2021	£95,000
March 2022	£1,485,000
	£9,135,000

4. FINANCIAL IMPLICATIONS

4.1 There are no adverse financial implications to the recommendation in this report. GPF funding will be repaid and the terms of the loan renegotiated to include the appropriate additional interest.

5. RISK AND MITIGATION

5.1 Liverpool City Council acts as Accountable Body for this funding. It has undertaken all the appropriate due diligence on the terms and conditions of the loan funding and will reset the interest payable on the loan via an amendment to the original loan agreement.

6 CONCLUSION

6.1 This report sets out a request for an extension to a GPF loan agreement and is recommended for approval to the LCR LEP Board.

Contact Officers:

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The Edge 2016 Evaluation Report

LEP Board Meeting 15 September 2016

Author:
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LCR LEP

Presented by:
Kate Willard
LCR LEP Board Member

1. **Executive Summary/Purpose of Report**

- 1.1 As previously reported, the LEP assumed a leadership and facilitating role on behalf of the LCR to develop a fringe festival to the IFB2016.
- 1.2 The fringe, named The Edge, received a high level of support and most importantly from Liverpool vision through the IFB2016 project team. Feedback, during and post-event, has been positive but rather than rely on anecdotal evidence an evaluation report has been produced, as annexed at Annexe A.
- 1.3 Liverpool Vision are keen to see the report to aid their planning for IFB2018 and the inclusion, or not, of another fringe festival. Given the lead role performed by the LEP it was important that prior to Liverpool Vision considering the report and making any decisions that the views of the LEP Board were sought.
- 1.4 In addition to the LEP Board, the Company Board will also look at the LEP role in terms of resource support and the sources of funds that supported The Edge to form a view on the desirability and viability of running it again, if that is the general consensus.
- 1.5 As such, the main purpose in bringing the evaluation to the LEP Board is not to consider the future viability as per the delivery model for 2016 nor whether it should or should not take place. The LEP Board is asked to consider that should Liverpool vision be persuaded by the evaluation report and other sources of intelligence that they wish to repeat the fringe festival that the LEP Board are content for the LEP to again take the lead role in developing and managing it subject to the Company Board being satisfied it presents no risks to the LEP Company.
- 1.6 As stated in 1.3, Liverpool Vision are keen to commence planning of IFB2018. To ensure a dialogue is maintained between the LEP and Liverpool Vision a letter of support has been sent but without committing to repeating the role performed this year (Annexe B), subject to the views of the LEP Board and Company Board.

2. **Recommendations**

- 2.1 To consider the evaluation report and the recommendations it makes; and
- 2.2 If in support of a further fringe festival in 2018 ask the LEP Company Board to fully evaluate the resource implications and instruct the executive (and any Board representatives) to work with Liverpool Vision to develop The Edge 2018.



The Edge IFB2016 Official Fringe Festival

Evaluation Report

August 2016

Eamonn Smith

Executive Summary

After the major success of the International Festival for Business 2014, Liverpool taking on the challenge of IFB2016 was a natural progression. With the Festival now centralised at the Exhibition Centre Liverpool the opportunity arose for a small team of people at the Liverpool City Region Local Enterprise Partnership (LCR LEP) to imagine, create and deliver the Fringe Festival.

The Edge 2016 Fringe Festival:

- Ran from the 13th June – 1st July 2016.
- Was and is innovative, creative and dynamic.
- Designed to ensure that businesses in the LCR derived maximum and tangible benefits from both The Edge and the main IFB2016 Festival.
- Consisted of conversations with, how to's, provocations and other bespoke and dynamic events.

This report focuses on:

- Sponsorship
- Edge events and feedback
- The Edge website, social media and newsletter statistics
- Venues
- Collateral produced
- Volunteers
- The Edge Awards

Summary Recommendations

Programming

- The Curating Table was a good idea but in reality, curating and programming decisions across the piece were made in a number of different places. This didn't help build a (potentially) multi stranded but cohesive Festival. We recommend 'one sheet of paper, one pen' for 2018.

Promotion

- Better cross promotion between IFB2016 and The Edge. Promotion from IFB2016 for The Edge was minimal this year. Some event organisers who had to cancel their events due to poor attendance and felt having a better linked programme/website between the two would have been more beneficial for all.

Increased Edge Resource

- Having a bigger Edge team next time round. This would be useful for providing support on event coordination, social media and liaison with event organisers. There was often more than one event happening at the same time and rather than having just volunteers, more team members available to operate twitter live from events would have been useful.

Timescale

- In future more time to plan the Fringe would be sensible with one example of a potential benefit being the ability to build a larger data base. This would make marketing events during the Festival period more effective. More time would have been useful for developing marketing ideas. One idea that was proposed was a short 30 second ad but we didn't have the time to create it (similar ads had been hugely successful at the time).

Sponsorship opportunities

- More clearly defined sponsorship opportunities/packages at different levels. The Edge could consider having one food/drink supplier for the Festival duration. Different tiers of sponsorship would also be helpful in ensuring smaller local business can get involved.

Steering group

- Some members of the steering group this year were hugely supportive of what The Edge was trying to do and worked hard to achieve that. The next steering group that is set up needs to be more active as a whole and pledge their support throughout the Festival to drum up event attendees, help with marketing etc. An additional idea is to have a set of Edge Ambassadors to help with promotion.

Website

- Our site this year was a sub-site within the LCR LEP's main site, meaning Search Engine Optimisation (SEO) was a problem. The website did what it needed to, provided information on The Edge, contact details, event submission and had a booking platform. Our issue was that without proper SEO The Edge site did not come up on organic searches, addressing this would bring more page visits in future.

Introduction

At IFB2014, business delegates from 92 countries came to the UK and took part in 415 events staged at 134 venues, focussed in the Liverpool City Region. IFB2014 was the biggest business event of its type in the world that year, IFB2016 had a lot to live up to, and it did just that.

In contrast to 2014, IFB2016 was more centralised so rather than taking place in numerous locations around the City Region the new home of the festival was the Exhibition Centre Liverpool. This new focus engendered the creation of a Fringe Festival, one that could focus on businesses across the City Region to help them derive real and tangible benefit.

The LEP supported IFB2016 and in doing so were part of the IFB2016 working group. This working group identified a need for a means to ensure the engagement of the local business community, this could be done via a Fringe Festival. When no commitment was made by IFB2016 or local stakeholders the LEP stepped forward to lead on this project, with support from local stakeholders IFB2016 quickly endorsed and then supported the LEP leading on the creation of the official Fringe Festival, The Edge. The Edge was the official Fringe Festival of IFB2016 and ran alongside the main Festival which ran from June 13th to July 1st. The Edge was an innovative, creative and dynamic programme of events and activities all of which were designed to ensure that businesses in the City Region could get hold of the opportunities presented by IFB2016 and use them to make a meaningful difference to their business. The Edge incorporated three main event types: Conversations with, How To's, and Provocations.

'IFB2016 is a fabulous opportunity for business in Liverpool City Region. The Edge is a great opportunity for our businesses to really get hold of those opportunities and derive maximum benefit from them'.

Kate Willard, Festival Director.

The Edge had a clear set of brand values which we used to build the Fringe Festival.

Brand Values

- The Edge will give businesses an edge
- The Edge will be edgy
- The Edge will look at new things, new horizons, new ideas
- The Edge is not afraid to tackle difficult subjects
- The Edge will welcome young and new businesses and entrepreneurs as well as established businesses
- The Edge understands the strength in diversity
- The Edge is cutting edge
- The Edge is highly intelligent and smart
- The Edge is savvy
- The Edge is inclusive
- The Edge has sleeves rolled up and makes things happen
- The Edge is a highly effective communicator

Sponsors

This was The Edge's first year and without the help and hunger of businesses in the City Region a Fringe Festival would not have been possible. Sponsorship was crucial, whether cash or in-kind, the support we received helped ensure we delivered a Fringe with real edge.

IFB2016 sponsored The Edge which enabled the LCR LEP to take on a placement student from LJMU to help deliver the Fringe Festival.

Grant Thornton also sponsored us for the opening and closing ceremonies which were successfully delivered.

"Both Eamonn and Kate have been a pleasure to work with and we have met a number of businesses through this campaign that we wouldn't have met otherwise."

Tracey Edwards, Grant Thornton.

PWC sponsored us for our Diversity on Boards dinner where different business leaders came together and made an Edge Pledge to make positive changes in relation to diversity in their boardrooms. Progress on these Pledges will be reported to government and followed up with further dinners in the lead up to IFB2018.

In addition, Peel Ports sponsored to help with running events and Liverpool City Council sponsored us to help cover our calendar launch to help with administration and creative input costs. The calendar launch was a massive success and helped The Edge establish a new kind of event with business and culture coming together as one.

Finally, ChargePoint Ltd sponsored to pay for The Edge's Robot challenge event in association with Mersey STEM and Alder Hey Children's hospital.

In-kind Sponsorship

Liverpool Arts Regeneration Consortium (LARC) created a promotional video and organised all of our entertainment at both the calendar launch and opening ceremony. When people came to an Edge event they knew they would be attending a practical event that also incorporated culture. This invaluable support from LARC really helped set a creative and dynamic vibe at Edge events.

Shop Direct supplied us with a 55" TV for our Club Edgy nights which allowed us to show the Euro matches throughout the Festival.

UlemCo supplied us with a Hydrogen powered van for the duration of the Festival, although due to some difficulties with insurance we were not able to use it.

LCR LEP helped with marketing throughout the Festival, created a website for The Edge and provided volunteer support .

EastzEast provided free buffet lunch and free use of venue for an event.

Radisson Blu provided free venue for The Edge launch event.

Edge Events

The original plan was to create 30 events over the three-week Festival period but we exceeded this with a final total of 48 high quality and relevant events.

Our target was to create a Festival that featured How to's, Conversations with, Provocations and other bespoke and dynamic events. In total we had:

How to's: 7, Conversations with: 10, Provocations: 7 & Other Events: 24

With an even split between core event themes and the other events changing the core themes may be something to consider in the future.

How to	Conversation with	Provocation	Other events
(What's The Story) Morning Glory?	Controlling Your Workforce: A Return to Stalinism or ok and cool way to manage staff?	Business and the Fight Against Modern Slavery: Transparency and Supply chains	The Edge Opening Ceremony – Launch Event
How to Achieve a Northern Powerhouse	FSB Business Roadshow: Nurturing Small Acorns – Grassroots to Global Markets	Connecting with Nature – Design That Puts People First	The Sessions with Invest Liverpool – 1 The Sessions with invest Liverpool – 2 The Sessions with Invest Liverpool – 3 – Social, Networking
The Edge robot Challenge	The Internet of Things – What are the challenges and opportunities for business & Individual	In/Out of the EU – What is the Future of Sustainable, Efficient Energy Generation and Storage for Liverpool	Institute of Hospitality (IOH) Northern Branch – Panel Event
Reset Breathing's Digital Detox	The Global Financial Crisis: Causes, Impacts and Alternative Economic Perspectives	Your digital Future	Wirral Chamber Golf Cup – Social
Building Business Resilience	Laser Applications in the Maritime Industry	Jobs, Goods and Economic Hubs: Ports' Part in the Powerhouse	Knowsley Manufacturing Network Event with Jaguar Land Rover – Networking
How to Use Stories to Avoid Boring Your Audience in Presentations. In Fact, how to Use Them to Be Absolutely Brilliant. Guaranteed	Protecting Innovation to Maintain a Competitive Edge – A Patent Q&A	Balancing The Power	Club Edgy Mr & Mrs Club Edgy 8 out of 10 Cats Does Countdown Edgy Style Club Edgy Globavision Social, Networking
Competitive Advantage: How Big Data and The Internet of Things Can Transform Your Business	Liverpool Digital – A Global Gateway	The Business Case for Diversity	Framing the Future 2: Sustainable and Resilient Northern Powerhouse – Invitation Only
	Opening Doors to Irish Business		Merseyside Employment Initiative – Employment opportunities
	Lean Customer Journey. KTN Entrepreneurs' Forum Liverpool – The Edge Edition		Diversity on Board – Not Just Talking About it, Doing it! – Diversity Dinner
	Tech in The Northern Powerhouse		WAVE Speed Networking and How to Put The 'OO' In Typhoo – Networking
			Beer, Bikes and Buffet: A Re-Use Market Place On How to Upcycle your Business – Business showcase

			Networking with Navigators – Networking
			Isle of Man Offshore Renewable Energy Seminar – Seminar, Networking
			Port Academy Liverpool Launch Celebration – Launch
			FSB Connect – A Catalyst to Innovate – Workshop
			Come Dine with The Wirral Chamber at... - Networking
			Private Dinner for The Digital Gaming Sector – Private Dinner
			Ubiquity Collective’s IFB2016 ‘Georgian Quarter Social’ – Networking
			The Edge Closing Ceremony – Awards Ceremony
			Merseyside Innovation Awards – Awards Ceremony

Cancelled Events

Throughout the Festival we had a five cancellations.

1. MANUFACTURING Now – Sensible Long Term Funding Options to Engineer Your Growth Today! Cancelled due to low take up on numbers.
2. Critical Thinking Space for Business Leaders – Time Spent ‘in’ the Business vs ‘on’ the Business. Cancelled due to low take up on numbers.
3. Rock N Roll Politics – Europe. Cancelled out of respect due to death of Jo Cox, MP’s taking part were recalled to parliament.
4. From SME to MSB – Exploring The Barriers to Growth. Cancelled due to low take up on numbers.
5. How to Reduce Cost, Carbon and Congestion. Peel Ports cancelled this event, they did not disclose a reason.

Event Feedback

We had Edge volunteers at most open Edge events who administered and collected feedback forms. We had an online version of the feedback form but we only received 10 responses, so the hard copy feedback forms proved invaluable in enabling us to capture live and accurate data.

The feedback questions asked attendees to rate events from 1-6 with 1 being very unsatisfied and 6 very satisfied. The four questions that could be scored asked if attendees were

1. Overall, I am satisfied with the event
2. I found the content of the event useful for my business
3. I had a good opportunity to network
4. The venue worked well for the event

We received 126 responses from 13 different events, combined all the results to get an overall average of 5.2 – meaning Edge attendees as a whole were satisfied with all aspects of the events.

See appendix 1. for event feedback form

Social Media, Website and Newsletter Stats

Twitter - @TheEdge2016

The Edge used three main avenues of communication, these were Twitter, Newsletters (Mail Chimp) and The Edge website.

Twitter was our most effective communication tool and we started to gain real traction in January which was two months after its creation. The Edge profile had links to the website and to the IFB2016 profile. We used Twitter to keep our followers up to date posting daily on weekdays, tweets included our progress and what events had been added to our calendar.



The Edge Twitter homepage.

Twitter	Tweets	Tweet Impressions	Profile Visits	Mentions	New Followers	Total Followers
January	35	16,100	1,697	16	181	347
February	50	24,900	2,322	35	169	516
March	60	24,600	2,044	62	127	643
April	51	28,400	2,923	100	89	732
May	67	40,600	2,664	112	117	849
June	195	107,000	8,713	577	252	1101

The Edge Twitter maintained steady growth from January until May. Throughout the Festival period in June The Edge seen impressions go from 40,000 to 107,000.

Website - www.theedgeliverpool.eu

The Edge website was created in February as a subsite within the LCR LEP's main site. This made our ability to increase SEO very limited but as we did not have enough in the budget to create our own, we made it work.

The website was where the public could learn about The Edge, book onto events, submit event proposals, become a sponsor, join our mailing list and contact us. The website also displayed our sponsors and all the companies that helped make The Edge possible.

Despite our limited SEO we received:

19,264 page views and **15,803** unique page views



Newsletters – Mail Chimp

We sent out a total of 15 newsletters over a 3-month period. We used the newsletter to market our events and to highlight upcoming events and events that place that week.

Every newsletter included links to the website and twitter, we also included booking links for all events in that edition and our Club Edgy nights.

The first newsletter was sent on February 18th to promote the website launch. The next was April 29th with information on the calendar launch, from that point on they went out weekly with upcoming events. We started to sending them bi-weekly from June to July, these included both upcoming events and event highlights of that week.



Mail Chimp	Subscribers	Opens	Unique Opens	Open Rate	Clicks	Unique Clicks	Click Through
Website Launch	119	719	64	53.78%	96	36	56.25%
Launch night	191	510	98	51.30%	112	56	57.14%
Event Highlight 1	205	318	95	46.34%	92	19	20%
Event Highlight 2	208	375	108	51.92%	94	25	23.14%
Event Highlight 3	216	284	100	46.29%	32	16	16.00%
Event Highlight 4	225	268	104	46.22%	61	33	31.73%
Event Highlight 5	234	328	90	38.46%	27	15	16.67%
Event Highlight 6	241	291	93	38.58%	66	15	16.12%
Event Highlight 7	240	166	77	32.08%	11	8	10.38%
Event Highlight 8	254	411	94	37.00%	57	22	23.40%
Event Highlight 9	261	309	105	39.77%	62	25	23.81%
Event Highlight 10	261	286	118	45.20%	74	23	19.49%
Event Highlight 11	261	196	95	36.39%	21	17	17.89%
Event Highlight 12	261	186	100	38.31%	17	11	11.00%
Festival Close	262	245	107	40.84%	2	2	2.00%

PR

LCR LEP were able to help with getting news of the Edge into the Liverpool Echo newspaper, this publicity was key in helping us gain a wider audience with Liverpool's business sector.

Below is the press release used for our calendar launch which took place in the Radisson Blu. According to the twitter stats this coverage elevated our presence from 28k to 40k twitter impressions.



Venues

In total the Edge Fringe Festival included 48 events over 35 venues.

1. The Royal Liver Building
2. The Bluecoat
3. Launch 22
4. Radisson Blu Hotel
5. Constellations
6. Alder Hey Children's Hospital
7. The Richmond Hotel
8. Kapucia
9. Caldys Golf Club
10. EastzEast
11. OH ME OH MY
12. RIBA North
13. Merseyside Maritime Museum
14. Pullman Hotel
15. Liverpool ONE Management Suite
16. Hill Dickinson LLP
17. Liverpool Hope University
18. Leasowe Castle
19. Maritime Knowledge Hub
20. Exchange Station
21. New Zealand House
22. Ziferblat
23. The Athanaeum
24. Hugh Baird College
25. Tate Liverpool
26. Port of Liverpool Building
27. The Learning Exchange
28. The Cotton Exchange
29. MSB Solicitors
30. No.1 Mann Island
31. 60 Hope Street
32. Dr Martin Luther King Jr Building
33. Liverpool Philharmonic Music Room
34. Crowne Plaza
35. Panoramic Restaurant

For Edge events we used a total of 7 venues throughout Liverpool, these were:

Edge Event	Venue	Comments
The Edge Calendar Launch Registered attendees: 155	Radisson Blu Liverpool	This venue was given to us via in-kind sponsorship and worked very well for our launch event. The Radisson went out of their way to ensure all of our needs were met. Excellent In-house catering and drinks service provided. The open atrium space allowed us to have entertainment whilst enough space for continued networking. We had fire eaters, stilt/power stilt performers and a fire dance performed by Bring the Fire.
The Edge Opening Ceremony Registered attendees: 200	The Royal Liver Building	The iconic Liver building was a great venue to kick off the festivities, while we were allowed to have our usual Edge style entertainment waling trees, circus performers and Chinese dancing, although there was understandably more restrictions. The downside without in-house catering facilities getting the food and drinks easily into the venue and out was challenging. We had to hire in AV/Staging on the night which was an issue as staff still use the space until 5pm, our event started at 4pm and whilst the management did their best to accommodate us another venue may have proved a smoother ride on the night.
The Edge Robot Challenge	Alder Hey Children's Hospital	All aspects of the venue were great, Alder Hey got to showcase their new 'Bat Cave' facility which the kids on the day loved.
Controlling Your Workforce: A return to Stalinism or okay and cool way to manage staff	EastzEast	Venue worked well for nature of the event, 20 people around a table enjoying a buffet lunch during the event. Close to the ECL and very helpful staff.
Diversity on Board: Not just talking about it, doing it!	60 Hope Street	Venue worked well, intimate dining room where business leaders could discuss their Edge pledges privately. Excellent service.
Club Edgy – Mr & Mrs Club Edgy – Globavision Club Edgy – 8 out of 10 cats does Countdown	OHMEOHMY	Although not our first choice the venue ended up being the perfect location to become the home of Club Edgy. We needed a different layout each week and staff were extremely helpful in the set up and de-rigging. We needed to organise AV and staging which the ever helpful managers in OHMEOHMY were able to help with.
The Edge Closing Ceremony Registered attendees:88	Liverpool Philharmonic Music Room	Events team were extremely helpful, we paid a corkage fee to serve our own locally sourced craft beers and catering was taken care of in-house. Av/Staging provided in room hire costs along with dedicated technician team to help out on the day, ensured the awards ceremony went smoothly.

(See appendix 2. for performers information)

Collateral

See appendix 3.
for supplier info

To help with marketing our brand we bought the following items:

Edge business cards – essential in any business, these were also used in the marketing of our brand from the IFB2016 launch in November. We ordered 250 but due to high demand we re-ordered another 250 in February.

Edge flags – We ordered two 3m x 1.5m flags which were a key feature at every Edge event, these were used outside to show where the event was taking place. Ordered from South Coast Flag Poles



Edge badges – We had 100 metal badges made to distribute to Edge event organisers and attendees. Ordered from Badges Plus.

Edge events calendar – We ordered 500 high quality Edge calendar booklets that were designed in-house. These featured all events and venue location, booking link address and information about our Edge Awards. These were given out at the launch and distributed by volunteers at each Edge event.

Edge event flyers – We made flyers for Club Edgy nights to distribute at the ECL, but ran into permission issues. They later became an electronic flyer which was better for coverage via re-tweets.



Promotional video for The Edge – At the calendar launch night LARC organised for a promotional video to be made, this has been pushed out over twitter and featured on our website. The video allowed some insight into how The Edge conducts fun business for anyone who missed our events.

Edge t-shirts – So that our volunteers could be clearly recognised we ordered Edge uniforms, we sent our volunteers to the majority of Edge events – there they lent a helping hand to event organisers and could answer any attendee queries.



Volunteers

To give The Edge a constant presence at events, both our own and third party we needed to take on some volunteers. They were three university students Eamann McDowell & Reece McCarren from Liverpool John Moore University and Charlie Bleasdale from the University of Liverpool.

Kate Willard	Festival Director
Eamonn Smith	Festival Coordinator
Eamann McDowell	Volunteer
Reece McCarren	Volunteer
Charlie Bleasdale	Volunteer
Suzi Smith	LCR LEP Support
Marta Pakula	LCR LEP Support
Nina Robb	LCR LEP PR Support

The Edge Awards

The Edge Awards allowed us to provide our sponsors with a chance to recognise a person of their choosing. The awards ceremony was a success and all recipients on the night were delighted.

The Edge Award, Edge's Best Friend

Richard Nutter, LARC Executive Director

Grant Thornton Award, Outstanding Achievement for Young Enterprise

Steve Granite, Abbey Logistics

Liverpool City Council Award, Liverpool Apprentice with an Edge

Lee Easeman, Liverpool City Council

IFB2016 Award, Best North West Business Supporter

Pete Radcliffe, IOD Liverpool

The Contact Company Award, Outstanding contribution to The Edge

Chris Maguire, BusinessCloud

Testimonials

"We really enjoyed working with The Edge. Both Kate and Eamonn were great to deal with, both were responsive to queries/questions (especially Eamonn).

We thought most of the entertainment for the calendar launch/opening ceremony was fantastic and different, but our only suggestion would be that the lady with the whip act did seem to make some of the attendees awkward on the evening.

We liked being associated with The Edge via the LEP, but were a little disappointed with the lack of attendee numbers for two of our events (I'm not sure how many people you had on your database that you marketed these too on our behalf).

We were also a little disappointed to see a similar event to our Internet of Things event feature in your events programme a week after our (which we discussed at the time).

We felt that being associated with The Edge gave Grant Thornton great profile, as well as Emma Stoddart, who has recently been promoted to Partner. Emma took the speaking slot at the Website Launch and the Opening Ceremony and got some PR off the back of this. We were also pleased with the profile we secured Steve Granite from Abbey (our client) at the closing ceremony.

Overall, we were happy with the sponsorship of the opening and closing ceremony and with the open communications during the planning and actual campaign."

Tracey Brooke, Grant Thornton

"Your support was first class, from the launch event to social media coverage (Twitter) to support on the day it was very comprehensive and gave the event greater reach than we could have achieved without it.

From this unit's perspective the Edge allowed us to showcase employment, training and Welfare opportunities across Merseyside and the North West to the Service Leaver, Veteran, Spouse and Reservist communities. With your assistance and Liverpool City Council's support we achieved a better than expected turnout from the cohort which has resulted in a number of attendees securing employment, interviews and gaining access continuing welfare support outside of the services."

Capt Geoff Nuzum, RLC

"Kate and Eamonn were a delight to meet; exuberant and dynamic. We left our meeting with them with a spring in our step and positive vibes about how The Edge can showcase city businesses, ventures and venues, and in particular, the annual Merseyside Innovation Awards."

Brian McCann MC Vanguard, Mitchell Charlesworth

"The Edge team were fantastic and on the night provided helpers to assist in the running of the event which was unexpected but most welcome. They said they enjoyed the event too! We had excellent feedback from attendees who really appreciated and valued the event and its topic"

Gerry Proctor, Engage Liverpool

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Appendix

1.

The Edge Feedback Form



Event Title: _____

Date of the Event: _____

Your Company Name: _____

Thank you for taking the time to answer this short questionnaire. **Your feedback will help us in organising similar events in the future.** The questionnaire should only take about 2 minutes to complete.

On the scale questions, please note that 1=Very Unsatisfied and 6=Very Satisfied.

1. Overall, I am satisfied with this event

1 2 3 4 5 6

2. I found the content of the event useful for my business

1 2 3 4 5 6

3. I had a good opportunity to network

1 2 3 4 5 6

4. The venue worked well for the event

1 2 3 4 5 6

5. One thing the event could have improved on

6. The main benefit my business will derive from this event

7. Any additional comments

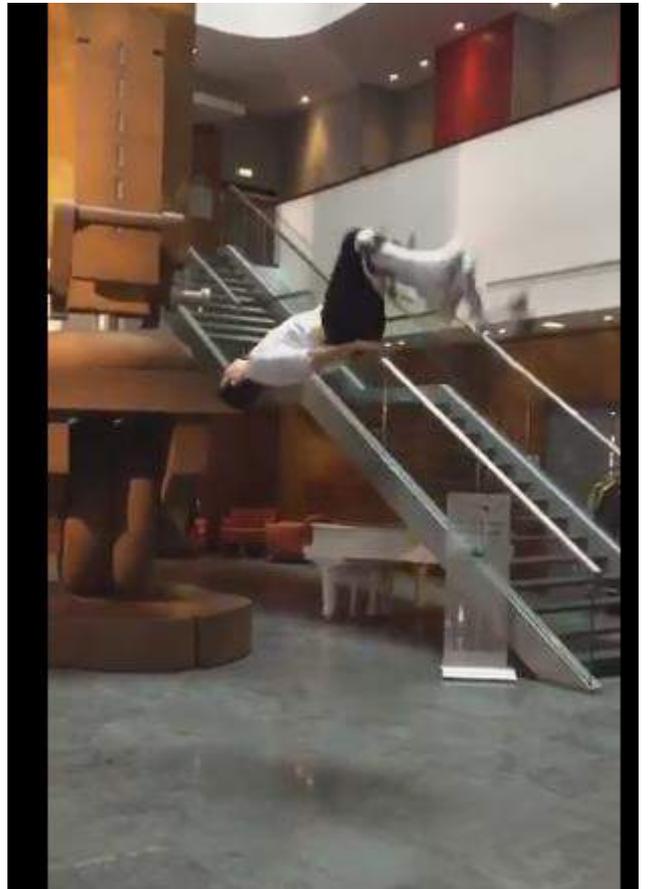
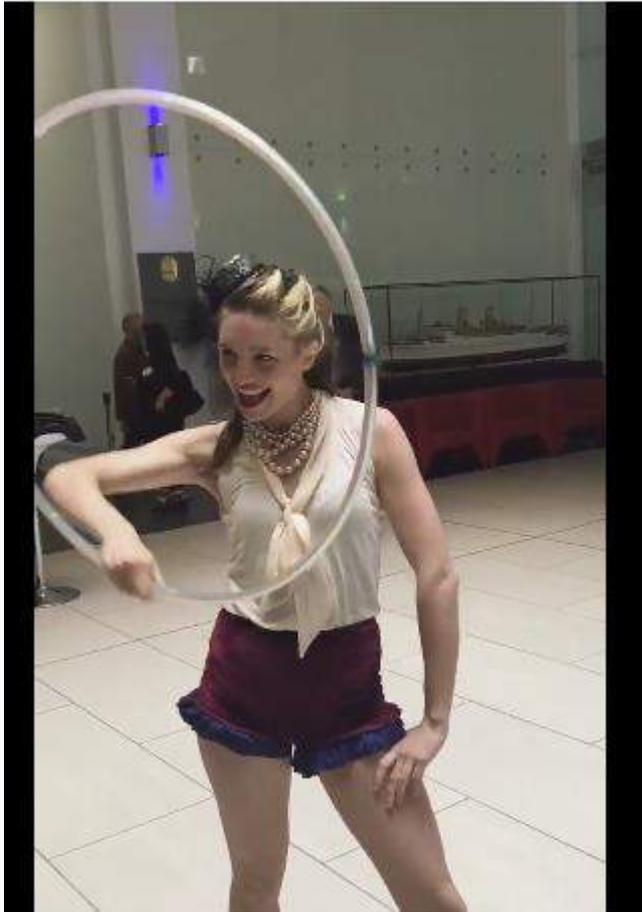
To complete this survey online visit: <https://www.surveymonkey.co.uk/r/379XYGK>

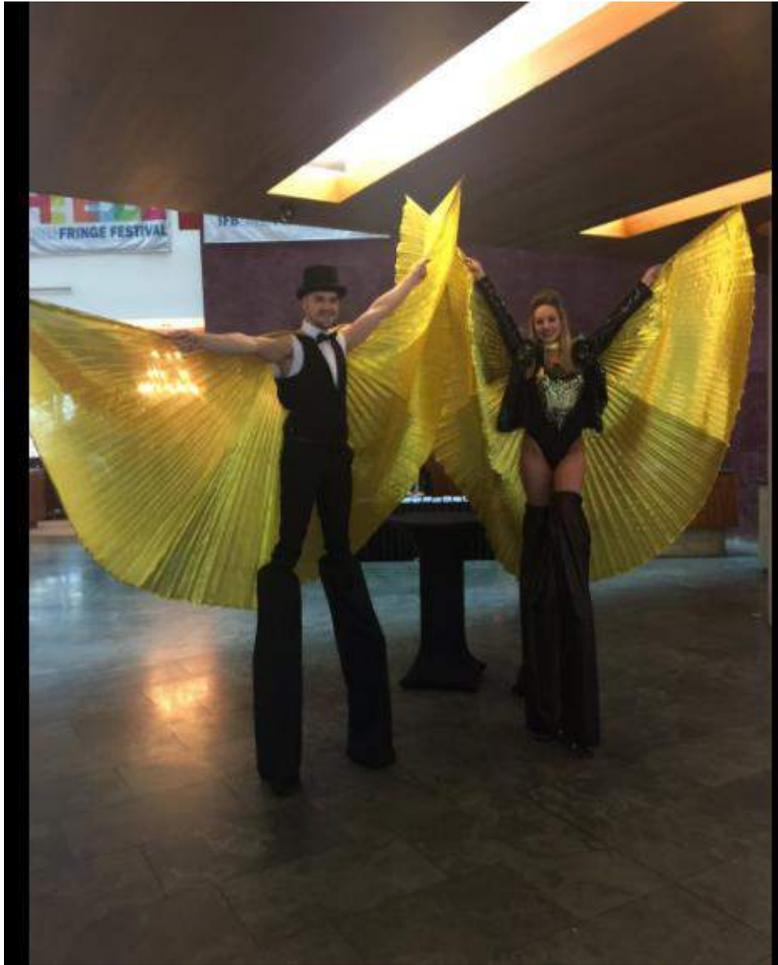
2. If you are interested in hiring the same performance team contact Bring the Fire Project on bringthefireproject@gmail.com. For more information on how to incorporate culture with future events contact Richard Nutter LARC Executive Director on richard.nutter@liverpoolphil.com.

3. Below are some snap shots of performers at the calendar launch and opening ceremony.













5. Supplier information.

Company Name	Product	Contact
My Print 247	Edge Business Cards	www.myprint247.co.uk
South Coast Flagpoles	Edge Flags	www.southcoastflagpoles.co.uk
Printed.com	Calendar (print)	www.printed.com
Workwear Express	Edge T-shirts	www.workwearexpress.com

6. Steering Group members

Bill Addy – Liverpool Bid Company
 Valeria Andreoni -Liverpool Hope University
 Paula Basnett – Wirral Chamber of Commerce
 Karen Bellion – FSB
 John Hall – Professional Liverpool
 Jane Townsend – Liverpool John Moore’s
 University
 Alison Lobb – Liverpool Law Society
 Chris McKenna – Downtown in Business

John Nolan – The Institute of Chartered
 Accountants
 Pete Radcliff – Institute of Directors
 Alastair Ramsey – Merseytravel
 Eamonn Smith – LCR LEP
 Tony Wade – LCR LEP
 Kate Willard (**Chair**) – LCR LEP

6 September 2016

Mr Max Steinberg CBE
Chief Executive
Liverpool Vision
10th Floor The Capital
39 Old Hall Street
LIVERPOOL
L3 9PP

Dear Max

IFB2016 and The Edge

Firstly, many congratulations to you and the team there for a great IFB2016. We look forward to seeing the results of your final evaluation but the new shape and focus for the event we think worked really well and created a real buzz and impact that was palpable. We were delighted to have contributed in a practical and tangible way this year through our hosting and delivery of the official fringe, The Edge. We will be able to forward our evaluation of that series of events on 16 September after it has been to the LEP main Board.

As we look towards 2018 (and indeed 2020) we would like to reaffirm our commitment to work in close collaboration with you to ensure that IFB continues to open up opportunities for businesses across the City Region and secure further growth for our economy. The Edge might be one way that we can continue to do this but we are also keen to play a role in engaging LEPs across the UK in IFB events – one element that has potentially not hit its real potential to date.

We look forward to discussions with you.

Very best regards.

Yours sincerely

Kate Willard
LEP Board Member

Tony Wade
Executive Director

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