



Cheshire and Warrington Local Enterprise Partnership Overview and Scrutiny Committee

Date: Thursday 6 December 2018

Time: 3.00pm

Venue: Wyvern House, The Drummer, Winsford, CW7 1AH

Chair: Councillor Ben Powell (Cheshire West and Chester Council)

Membership: Anne Boyd (Deputy), Guy Butler, Councillor John Kerr-Brown (Warrington Borough Council), Councillor Harold Davenport (Cheshire East Council) and one (private sector) vacancy.

Officer Contact: Bryan Magan, Head of Democratic and Member Services, Warrington Borough Council, Tel: 01925 442120, E-mail: bmagan@warrington.gov.uk, or Julian Joinson, Principal Democratic Services Officer, Warrington Borough Council, Tel: 01925 442112, E-mail: jjoinson@warrington.gov.uk

AGENDA

	Agenda Item	Lead	Timings
Open Meeting - Items during the consideration of which the meeting is expected to be open to members of the public (including the press)			
1.	Apologies for Absence	Chair	3.00pm
2.	Declarations of Interest	Chair	3.00pm
3.	Minutes of the Meeting held on 7 June 2018	Chair	3.05pm
4.	Notes of the Informal Meeting held on 6 September 2018	Chair	3.05pm
5.	General Governance/Constitutional Matters: <ul style="list-style-type: none"> • Terms of Reference • Membership (Report attached)	Chair	3.10pm
6.	Public Participation To receive questions from members of the public in accordance with Governance Procedure Rule 6. A total period of 15 minutes will be allocated for members of the public to speak at	Chair	3.15pm

	<p>Panel meetings. Each member of the public shall be limited to a period of up to 5 minutes speaking.</p> <p>Members of the Public may speak on any matter relating to the work of the Committee. During public speaking time, members of the public may ask questions of the Committee and the Chairman in responding to the question may answer the question, may decline to do so, may agree to reply at a later date or may refer the question to an appropriate person or body.</p> <p>Questions will be asked and answered without discussion. In order for officers to undertake any background research, members of the public who wish to ask a question at a Committee meeting should submit the question at least a day before the meeting.</p> <p>Members of the public are to be able to put questions direct to the Committee via social media platform Twitter: @candwlep</p>		
7.	Review of Engagement – Report attached	Julian Joinson	3.30pm
8.	LEP Budget Update – Mark Livesey, Deputy Chief Executive, will provide a presentation at the meeting	Mark Livesey	3:45pm
9.	Mid-Term Evaluation of Projects – To receive an overview on this matter, also due to be considered by the LEP Performance and Investment Committee later in December 2018	Mark Livesey	4:00pm
10.	Work Programme – Attached	Chair	4.15pm
11.	<p>Future Meeting Dates (3pm at Wyvern House)</p> <ul style="list-style-type: none"> 7 March 2019 <p>Provisional Dates for 2019/20</p> <p>6 June; 5 September; 5 December 2019; and 5 March 2020</p>	Chair	4.20pm
Part II - Matters to be discussed in private			
12.	<p>Commercial Engagement with Marketing Cheshire</p> <p>The LEP Board, at its meeting on 14 November 2018, agreed to a proposal that Marketing Cheshire should become a subsidiary of the LEP. Legal completion will not be until later in December, and prior to that, the Board has requested that the proposal be reviewed by the Scrutiny Committee. Mark Livesey, Deputy Chief Executive, will provide further information for consideration at the meeting.</p>	Mark Livesey	4.20pm

Agenda Item 3



Cheshire and Warrington Local Enterprise Partnership Overview and Scrutiny Committee 7 June 2018

Present: Councillor B Powell (Chair), A Boyd, G Butler and Councillor J Kerr-Brown

Also In Attendance: B Magan, Head of Democratic and Member Services, Warrington Borough Council providing support for the Cheshire and Warrington LEP

9. Apologies

Apologies for absence were received on behalf of Cllr H Davenport and C Thompson.

10. Declarations of Interest

11. Minutes

The minutes of the meeting of the Scrutiny Committee held on the 1 March 2018 were received as a correct record

Task Group Members agreed to review the Terms of Reference and Quorum which is currently set at 4 members

12. Issues arising from the Training Session held on 16 April 2018

Task Group Members welcomed the training session – it was thorough and added value and helped raise awareness and understanding of the workings of the LEP and the potential role of the Scrutiny Committee.

Task Group Members discussed the agenda setting process for the Scrutiny Committee and AGREED that -

- (1) Future draft agenda and minutes be cleared by the clerk through the Chair and Deputy Chair for all future meetings in advance of distribution;
- (2) Without circumventing existing LEP procedures in relation to complaints, the TOR of the Committee be reviewed to potentially include a role around encouraging and receiving and dealing with feedback and suggested items for the work programme;
- (3) Future Scrutiny Committee meetings include
 - a facility to receive public questions and feedback within a 15 minute open session (a minimum period of notice being required of the questions to allow

enough time to answer the question and use of the LEP's existing Twitter and social media accounts to facilitate this process);

- a formal question and answer session with the Chief Executive, Cheshire and Warrington LEP and any other officer as appropriate within a 15 minute open session

13. Review of Private Sector Engagement – Scoping Document

Task Group Members commented that the content and proposed approach detailed in the report was thorough and sensible and AGREED that

- (1) the scope should read 'Review of Engagement' to ensure that the process was holistic

(Note: In this respect Task Group Members expanded the scope of the review as detailed in paragraph 6.1 to be proportionate across various sectors and include public sector and partners organisations and not limit it to private sector business which will ensure that the review has depth and breadth of engagement)

- (2) a Task Group consisting of Councillor B Powell, A Boyd and G Butler oversee the work of the project;
- (3) the Task Group will commission an external organisation (university research teams) to undertake the review which will require an approved budget
- (4) the lines of inquiry and methodology to include 2 case work studies with the output to the report being published as public output and transparent highlighting any improvement areas;
- (5) the amended scope of the review was to be signed off by the chair and deputy chair; and
- (6) the timescales as detailed in paragraph 10 be adjusted to 6 December 2018

(Note: in making the decisions above the Task Group Members noted that this review will add value to the LEP's future work programme of developing a stakeholder communication plan through its soon to be appointed PR and Communications Manager as detailed in paragraph 5.3 to the report)

14. Work Programme

The Scrutiny Committee received and considered a work programme report and AGREED

- (1) The Action Plan from MHCLG Performance Letter item could be covered in any future QA sessions as part of the new structure and format of meetings (Note: In discussing this matter members identified the need to access any comparable data and analysis and for this LEP to be in a position to voluntarily publish its own letter resulting from the Annual Conversation).
- (2) The Dashboard Item was to be removed from the work programme

15. Future Meeting Dates

Decision – To note the following schedule of meetings, commencing at 3.00pm, at Wyvern House (subject to availability)

- 6 September 2018
- 6 December 2018
- 7 March 2019

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Agenda Item 4

Cheshire and Warrington Local Enterprise Partnership Overview and Scrutiny Committee Note of Informal Meeting – 6 September 2018

A formal meeting of the Overview and Scrutiny Committee had been planned for this date, but the meeting was not quorate. Accordingly, those present discussed the programmed agenda items on an informal basis.

Present: Councillor J Kerr-Brown

Also In Attendance: P Cox, Chief Executive, Cheshire and Warrington LEP, and J Joinson, Principal Democratic Services Officer, Warrington Borough Council for the Cheshire and Warrington LEP

1. Apologies

Apologies for absence were received on behalf of Councillor B Powell (Chair), A Boyd, (Deputy Chair) and G Butler

2. Declarations of interest

There were no declarations of interest made.

3. Minutes

Minutes of the Meeting held on 7 June 2018 were provided and would be submitted for ratification at the next formal meeting.

4. General Governance/Constitutional Matters

Terms of Reference

A report was provided which set out draft revised Terms of Reference for the Committee, based upon the decisions made at the previous meeting. The revisions included the following:-

- The procedure for clearing draft agendas and minutes in advance of publication;
- The use of complaints and other stakeholder feedback to inform the Committee's work programme;
- The introduction of a 15 minute public question time at meetings, publicised via social media; and

- The introduction of a 15 minute formal question time with the Chief Executive of Cheshire and Warrington LEP (or his representative).

Membership

The report advised Members about the resignation of Carol Thompson from the Committee, which left five remaining members and one vacancy. Mr Cox confirmed that the Appointment and Remuneration Committee would consider recruitment to the vacancy in the near future.

5. Public Participation

No public questions had been received.

6. Question and Answer Session with the Chief Executive, Cheshire and Warrington LEP

Philip Cox, Chief Executive, C&WLEP, provided brief update on the following issues and key areas of LEP business:-

Growth Hub

The Growth Hub is a service funded by the LEP which provides advice and support to new and growing businesses in the region. The advisers from the Hub visit clients to discuss their business needs and then put them in touch with relevant experts or funding streams. The Service is currently being provided on behalf of the LEP by Blue Orchid, but the plan is to bring the service in-house with effect from 1 October 2018.

C&WLEP is currently viewed by its peers and Government, as an excellent strategic body. It is important that, once the Growth Hub is delivered directly by the LEP that it matches the high standards the LEP is achieving in the other parts of its work. Consultants had been engaged to oversee the transition process, including an experienced former Chief Executive of the Cornwall LEP

The new service would see a significant increase in the staffing structure of the LEP Team from 10 to around 20 staff. The key to the success of venture was its leadership, and recruitment would be at a level and remuneration commensurate with the importance of the role. It was likely that one member of Blue Orchid staff would transfer under TUPE to the in-house team, with the rest of the new team recruited via an open recruitment process. The first of these has already been appointed. In addition, for an interim period the LEP will continue to pay for the use of some of the IT systems currently in use by Blue Orchid.

The Growth Hub will be combined with a 'Skills and Careers Hub', matching young people, colleges and employers with courses and jobs. This has already attracted funding from ESF, Bank of America and the Careers and Enterprise Company.

ERDF/ESF Funding

The LEP had access to around £60m of European ERDF/ESF funding, which the government had agreed to honour provided that it was fully committed before 29 March 2018, the date of Brexit. C&WLEP was on track to allocate that funding, although some minor delays had been caused in dealing with DWP. Notification had subsequently been received from the Government that the deadline had been extended to 31 December 2020, which coincided with the original date on which the European structural funds were due to end.

NP11

NP11 was the name for the partnership of all 11 LEPs in the Northern Powerhouse area, which had been coined by Jake Berry MP, Minister responsible for the Northern Powerhouse. He had expressed his vision for the NP11 LEPs to work more closely together and perhaps to deliver a single unified programme. That vision compared closely to the Midlands Engine structure, chaired by Sir John Peace, where related programmes were channelled through a single overarching body.

However, it was likely that the NP11 would adopt a somewhat different approach, given that within its footprint Transport for the North (TfN), Core Cities and Northern Mayors all had strong existing identities. NP11 will work with those partners, rather than seeking to usurp their powers.

A meeting of NP11 had taken place two days ago, at which some initial thoughts were discussed, for example the development of a single Northern Energy Strategy based on the concentration of nuclear and hydrogen fuel industries in the North. No firm decisions had been taken yet, but the LEPs would continue to meet monthly and to develop ideas. The Chair of NP11 was Roger Marsh (from Leeds City Region LEP) and Christine Gaskell (C&WLEP) was Vice- Chair. NP11 would arrange to meet Sir John Peace to see what could be learned from the Midlands approach.

UK – China Regional Leaders Summit

During the state visit of Chinese President Xi Jinping to the UK in 2015, the two countries agreed to improve commercial links between each other by participating in a series of annual Regional Leaders Summits. Since then, business leaders had undertaken reciprocal visits, which included Sheffield in 2015, Shanghai in 2016 and Northern Ireland in 2017. The location for the 2018 Summit would be Dalian, China, from 15 to 17 October 2018. The NP11 had been invited to be part of the delegation in 2018. Representatives from Tees Valley and Sheffield were keen to participate, but there was more concern in Cheshire and Warrington about the potential for negative press and adverse conclusions being drawn by the public about the nature of the visit. Liverpool City Region leaders did not wish to be involved on this occasion, as they already had well established links with Shanghai.

A useful role for the Overview and Scrutiny Committee might be to emphasise the importance of promoting the C&W economy on an international stage, particularly in the

immediate aftermath of Brexit. The Committee could promote a positive message to the public in view of the likely benefits to businesses and the local economy.

Councillor Kerr-Brown commented on the difficulties experienced by public officials in justifying trips abroad, due to public perceptions of wastefulness.

7. Review of Engagement

A report was provided which reminded Members that, at its June meeting, the Committee had agreed the scope of a review of effective engagement with private sector stakeholders by C&WLEP. The latest report presented the Invitation To Tender (ITT) document and proposed timeframe for the research project.

The planned timetable was as follows:-

06.09.18	Scrutiny Committee Approval for research project
28.09.18	Deadline for submissions
12.10.18	Panel shortlist meeting
19.10.18	Interview (if required)
02.11.18	Appoint Research team/consultants
09.11.18	Inception Meeting
10.11.18	Commence project (normally 3 months – extended due to Christmas holiday period)
06.12.18	Officer Report to Scrutiny Committee
22.02.18	Research team final Report to be submitted to C&WLEP Scrutiny Committee 'Clerk' for publication into Agenda Papers in public domain
07.03.19	Scrutiny Committee Meeting discusses report and final presentation and recommendations in public domain

Mr Joinson undertook to circulate the ITT documents under separate cover and to seek approval from Members of the Committee by e-mail to their formal issue. A preferred list of tenderers had been discussed by officers prior to the meeting and would be shared with Members as part of that correspondence.

8. Strengthened Local Enterprise Partnerships

A report was provided which introduced the Ministry of Housing, Communities and Local Government document *Strengthened Local Enterprise Partnerships*, issued in July 2018, following the Government's review of LEPs. The main document set out the role and

responsibilities of LEPs in driving local growth. It also set out how Government and LEPs would work together to strengthen leadership and capability, improve accountability and manage risk, and provide clarity on geography.

Up to £20 million of additional funding between 2018-19 and 2019-20 would be available to support the implementation of the changes identified in the document and embed evidence in Local Industrial Strategies.

The most significant changes proposed were:-

- The redrafting of boundaries, so that LEP areas did not overlap each other. Areas would need to be defined by 28 September 2018. The change was not an issue for C&WLEP, which already had a distinct and individual footprint.
- All LEPs would need to adopt a formal legal personality. In some areas the LEP remained an informal partnership arrangement, with financial and legal issues being undertaken on its behalf by the relevant local authority. The change was not an issue for C&WLEP, which had been incorporated as a company limited by guarantee for several years.

Other changes proposed included:-

- The need for a minimum representation on the LEP Board by women of one third by 2020 and for 50% representation by 2023. C&WLEP was already close to the first target with 4 out of 15 Members female.
- The need for a greater balance of representation on the Board of those persons with protected characteristics under equalities legislation, such as ethnicity.
- The need to formalise delivery plans at the start of each year and an evaluation report at the end of the year. C&WLEP already provided business plans to the Board at the start of the year and produced an annual report at year end. It was felt that this process could be tailored to meet the new reporting requirements.

C&WLEP would need to confirm its geography to MHCLG by 28 September 2018 even though no change was proposed. All LEPs were being asked to clearly set out how they would adopt the wider changes in the review document by 31 October 2018.

Councillor Kerr-Brown asked about the term of office for Board Members. Mr Cox reported that C&WLEP followed the Nolan Principles. Appointments were made following a process of open competition. There was a two stage interview process, first with the consultants, then with the Appointments and Remuneration Committee. In the last such exercise David Frost CBE (Chair, Stoke-on-Trent and Staffordshire LEP) served as an independent chair on the latter committee. Board Members served for a three year term and could be passported to a second three year term. Members would normally be asked to step down after a second term, but in exceptional circumstances could be permitted to apply for a third and final term by applying through the open competition. A number of Members were due to retire in 2019 and some senior Members would reach the end of their third term in around 18 months time.

9. Developing Cheshire and Warrington's Local Industrial Strategy Evidence Base

Mr Cox provided a verbal update in relation to the Government's Industrial Strategy which aimed to boost productivity by backing businesses to create good jobs and increase the earning power of people throughout the UK with investment in skills, industries and infrastructure. The government was currently working with three 'trailblazer' areas – Greater Manchester, the Oxford-Milton Keynes-Cambridge corridor and the West Midlands – to co-design and develop the first Local Industrial Strategies (LIS) and aimed to agree these by March 2019. C&WLEP would be in the second wave.

The Government had indicated that it would publish some guidance for LEPs on their role in developing a LIS in the summer 2018, but the guidance had not yet been received. C&WLEP was due to meet representatives of BEIS on Tuesday 11 September 2018 and might receive some more information at that time.

It was hoped to be able to provide a timetable to the LEP Strategy Committee at their next meeting on 19 September 2018. The aim was to finalise the LIS by summer 2019. However, there was a concern that the timeframe would clash with the all-out elections for the two 'Cheshire' Unitary authorities. It might therefore be necessary to put back the completion date to ensure compliance with purdah rules.

As part of the process of developing the Strategy, C&WLEP needed to strengthen its evidence base. Productivity in the region was strong, but the reasons for that strength were not fully understood. Accordingly, consultants had been commissioned to look into the evidence base.

C&WLEP was not starting from scratch in the development of its LIS, since a number of elements of the Strategy were already in place within the Strategic Economic Plan. However, there was a need to reframe that information into the language of Government, which should include reference to the Grand Challenges (AI and data; ageing society; clean growth; and future of mobility) and specific Sector Deals.

10. Work Programme

A copy of the current Work Programme was provided. Items proposed for the next meeting on 6 December 2018 were as follows:-

- Update as to progress on the Review of Engagement; and
- Mid Term Evaluation of Projects.

The latter report might help to inform the proposed Work Programme item on Agility of Decision Making.

11. Future Meeting Dates

Future meetings were due to take place on 6 December 2018 and 7 March 2019.



**Cheshire and Warrington Local Enterprise Partnership
Overview and Scrutiny Committee**

Title: General Governance / Constitutional Matters

Agenda Item: 5

Prepared by: Julian Joinson, Principal Democratic Services Officer, Warrington Borough Council for the Cheshire and Warrington Local Enterprise Partnership

Date of Report: 06.12.18

A. Executive Summary

At the meeting of the Scrutiny Committee held on 7 June 2018, members agreed to review and revise the Terms of Reference (see Minute 12 (2) & (3) meeting 7 June 2018 agenda item 3). This report presents the amended TOR document for approval by the Committee. The amendments are highlighted and reflect the discussion at the previous meeting and subsequent correspondence received from the Deputy Chair. The structure and content of the agenda has also been amended to reflect these changes.

The Scrutiny Committee is also informed that Carol Thompson has, due to other commitments, resigned from her position as member of the Committee. The LEPs Appointment and Remuneration Committee is due to consider the filling of this vacant position.

B. Recommendations /Actions Requested

1. To approve the amended TOR document at Appendix 1, subject to certain clarifications requested; and
2. To note that the LEPs Appointment and Remuneration Committee is due to consider the filling the vacant position on this Committee, following the resignation of Carol Thompson.

C. Details

1. Terms of Reference

- 1.1 The TOR for the Scrutiny Committee was amended at the Scrutiny Committee

meeting held on 7 June 2018 meeting (minute 12 (2) & (3) refers). Subsequently, correspondence dated 28 August and 11 September 2018 has been received from the Deputy Chair, seeking clarification about whether the intention of members was to provide a formal question and answer session with the Chief Executive at each meeting, or simply to hold a pre-meeting to receive an update on key issues/opportunities arising that the Committee may then wish to consider further.

1.2 The attached TOR document has been amended to reflect the discussion and agreement at the 7 June meeting. Section 6 relating to procedures at meetings is highlighted (in yellow) to identify the changes and amendments to practice. The text highlighted (in red) is the proposed amendment which is subject to further clarification. The agenda for this meeting has been adjusted to reflect these amendments.

1.3 The correspondence from the Deputy Chair has also suggested two other matters which the Committee may wish to consider, which could also be built into the term of reference:-

- How might the Committee ensure that there is check and challenge around the decision-making process? The agility of decision-making sits with the work plan later in the year. However, bearing in mind that there were discussions regarding a project that was funded some time ago that perhaps didn't have full assurance around planning prior to the investment decision, how might the Committee ensure that the latest round of £4m+ investment factors in such assurances?
- Should provision be made to highlight any questions from Committee members to the Chief Executive in advance of the meeting to enable him to prepare a comprehensive response? Such provision might aid the preparation and flow of the meeting.

2. Membership

2.1 The resignation of Carol Thompson from the Committee leaves a vacancy and five remaining members. The Committee is asked to note the procedure for filling this vacant position.

2.2 An appropriate induction programme should be provided when the vacant position is filled.

2.3 In considering the appointment of a replacement member, it is worth noting that in accordance with the TOR each member will be appointed for a period of 18 months (Note: Council members are normally appointed annually within the constitutional terms of their local authority procedures and practices). Given that existing Committee members started in March 2018, their term of office is due to expire in September 2019. Appointments made out-of-step with the initial appointees might offer an ideal opportunity to stagger terms of office, which will enhance the ability to

retain skill and experience and knowledge and provide continuity when future vacancies arise on the Committee.

2.4 The Committee is asked to note that the quorum for holding a meeting is four members.

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Agenda Item 5 - Appendix 1

C&WLEP Scrutiny Committee Terms of Reference

1. Membership

It is proposed that the committee has a membership of six, made up of three Local Authority representatives and three private sector representatives. These must not be board members of the LEP.

Chair: To be a representative from a Local Authority on an annual rotating basis

The Chair will be appointed at the first meeting of the committee for a period of one year. After this time a new chair should be appointed every year.

The Members of the committee

are:

~~Carol Thompson~~

Guy Butler

Anne Boyd

Councillor John Kerr-Brown Warrington Borough

Council Councillor Harold Davenport - Cheshire East Council

Councillor Ben Powell - Cheshire West and Chester Council

Each member will be appointed for a period of 18 months (Note: Council members are normally appointed annually within the constitutional terms of their local authority procedures and practices).

2. Overview of the Role of the committee:

The Scrutiny Committee's function is to increase transparency of the decisions made by the LEP and to give further assurance by providing an independent committee that is able to explore and interrogate the rationale for decisions made. The Committee will not have the power to delay or refer back the LEP's decisions, but it will be able to

publicise its conclusions and make recommendations for improvements to the LEP's decision making processes. Its remit will therefore be very similar to the Public Accounts Committee. The committee will be able and make recommendations for improvements to the decision-making process if appropriate.

The Agenda for the committee should be broadly set at the beginning of each year and will consist of long-term review of LEP programmes but will also allow enough flexibility and time for a review of other significant decisions as they arise in the year.

The terms of reference will be reviewed annually to ensure they align with government policy around accountability and transparency.

3. Objective of the Scrutiny Committee

The objective is to make positive recommendations for how future decisions of the LEP can be effectively implemented.

All the deliberations of the committee will be held in public and made public in order to help transparency with regard to how and why decisions have been made by the LEP board and committees.

4. Terms of Reference

The Scrutiny Committee is specifically charged with:

- Review the decision making of each of the sub-committees and Board of the LEP to ensure due process has been followed and there is a transparent audit trail.
- Review the progress of the programmes that the LEP manages including but not limited to: Local Growth Fund, Growing Place Fund, European Programme and the Growth Hub. The committee should identify and/or consider issues raised, promote best practice and make recommendations for improvement if appropriate.
- Review the implementation of the Strategic Economic Plan and identify opportunities for improvement.
- Review the output and outcome information of the programmes to ensure that the LEP activities are having a beneficial impact on the economy of the LEP area.
- To make recommendations for consideration to the Board and or committee with respect to the discharge of any functions.
- Review and advise the LEP board on matters of transparency, ensuring that the LEP is meeting the highest standards of transparency and, in particular, the required standards as set down by the Central Government.
- To commission and review mid-term and end of term evaluations of programmes

and projects.

- To liaise with other LEPs over the development and dissemination of best practice.

5. Reporting

The committee will report to the LEP board and sub-committees with recommendations as appropriate.

6. Meetings

The committee will meet quarterly and the meetings will be open to the public. The minutes of the meeting and Agenda will be published on the LEP website.

Draft agenda and minutes to be cleared by the clerk through the Chair and Deputy Chair for all future meetings in advance of distribution.

Without circumventing existing LEP procedures in relation to complaints, the TOR of the Committee include the potential role around encouraging and receiving and dealing with feedback and suggested items for the work programme.

Future Scrutiny Committee meetings include

- a facility to receive public questions and feedback within a 15 minute open session (a minimum period of notice being required of the questions to allow enough time to answer the question and use of the LEP's existing Twitter and social media accounts to facilitate this process);
- a formal question and answer session with the Chief Executive, Cheshire and Warrington LEP and any other officer as appropriate within a 15 minute open session.

7. Conflicts of interest

Conflicts of interest should be declared at the start of each meeting and will be dealt with in accordance with the LEP's Conflicts of Interest Policy.

8. Quorum

The meeting will require four members to be present to be quorate.

Last amended by Julian Joinson 28.11.18

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**Cheshire and Warrington Local Enterprise Partnership
Overview and Scrutiny Committee**

**Title: Review of Private Sector Engagement –
Scoping Document**

Agenda Item: 7

**Prepared by: Julian Joinson, Principal Democratic
Services Officer, Warrington Borough Council for
the Cheshire and Warrington Local Enterprise
Partnership**

Date of Report: 06.12.18

A. Executive Summary

The Committee received a report at its June Meeting and agreed a scope to review the effective engagement of private sector stakeholders by C&WLEP. The Invitation to Tender (ITT) documents were then drafted and made available for the informal meeting in September 2018, along with a proposed timeframe for the research project. The ITT documents were subsequently sent out. However, no submissions were received in response.

B. Recommendations /Actions Requested

The Scrutiny Committee is being asked consider how to take forward this project in the light of the lack of responses to the Invitation to Tender exercise.

C. Details

1. Background

1.1 The Committee has previously noted that effective engagement with key stakeholders is essential to providing the right infrastructure, skilled workforce and economic conditions necessary to respond to and support local businesses in the immediate and longer term.

1.2 The Committee also previously identified engagement as a key review theme for it to pursue. The Committee has expressed an interest in understanding how successful the C&WLEP is in communicating with the private sector and, in particular, with small

and medium enterprises (SMEs), who might have less of a profile within the work of the LEP as compared to large scale or multi-national businesses. The work of the Scrutiny Committee could provide a fresh insight into stakeholder engagement and will be particularly valuable to C&WLEP as it seeks to better understand those who benefit from its economic development activities and who may use its business services directly.

- 1.3 The Committee has previously approved a scope document to review how the C&WLEP can ensure that its engagement activities with private sector businesses are effective. A formal ITT document was developed a copy of which is attached at Appendix 1.

2. Invitation to Tender

- 2.1 The ITT document was submitted to 5 potential bidders, comprising a mixture of academic and consultancy organisations, whom it was envisaged might be in a position to tender for the research project. (The names of the research organisations can be provided to members at the meeting on request, but should remain confidential). The reasons for the lack of interest are not fully understood, but it may be a combination of the shortened timetable and existing workloads, competing academic priorities, or limited experience in the type of research being sought.

- 2.2 The original timetable for the project envisaged a three months research project commencing early in November 2018, with a final report submitted by 22 February 2019 and consideration by the Committee at its meeting on 7 March 2019. Under the circumstances, this timescale has now slipped. The Committee now needs to consider how it wishes to take forward its review project. Options might include:-

- Attempting a second tender exercise with a revised list of tenderers;
- Utilising local authority contacts to see if any of the constituent councils could assist in carrying out the necessary research;
- Approaching a trusted partner organisation directly;
- Carrying out a less comprehensive research exercise from within existing scrutiny resources.

- 2.3 The views of the Committee are requested.

3. Conclusions

- 3.1 External engagement is central to the role of the C&WLEP. The findings from a robust research exercise could assist the Scrutiny Committee to review the situation and to make recommendations to C&WLEP Board to ensure that its methods of engagement are responsive and inclusive of all sectors, and underpin both its strategic planning activities and its operational decisions and direct services offer.



Review of Private Sector Engagement

Invitation to Tender

13 September 2018

1. Purpose

Cheshire & Warrington Local Enterprise Partnership (C&WLEP) is seeking to appoint research consultants to support the C&WLEP Scrutiny Committee to undertake a review of effective engagement of private sector stakeholders in Cheshire.

2. Background and context

2.1 The role of the C&WLEP is to promote and deliver strategic economic development across the sub-region, in a way that is sustainable and which benefits as many local communities as is possible. It undertakes this using funding from a variety of sources, including local authorities, DCLG, BEIS, Growing Places Fund, Local Growth Fund, Enterprise Zone funding and various European Monies. The detailed delivery of its aims are currently being programmed through a number of underpinning strategies and plans, which will focus on the following areas:-

- Transport;
- Skills and Education;
- Energy;
- Quality of Place;
- Digital;
- Housing; and
- Science and Innovation

2.2 Effective engagement with key stakeholders is essential to providing the right infrastructure, skilled workforce and economic conditions necessary to respond to and support local businesses in the immediate and longer term.

2.3 The C&WLEP Scrutiny Committee has identified engagement as a key review theme for it to pursue. The Committee wants to understand how successful the C&WLEP is in communicating with the private sector and, in particular, with small and medium enterprises (SMEs), who might have less of a profile within the work of the C&WLEP as compared to large scale or multi-national businesses. The Scrutiny Committee believes that the research being commissioned in this document will be particularly valuable to the C&WLEP as it seeks to better understand those who benefit from its economic development activities and who may use its business services directly.

Engagement

2.4 The refreshed Strategic Economic Plan (SEP), published in July 2017, indicates the C&WLEP's commitment to engagement, expressed in the following terms:

“The C&WLEP team has already engaged widely as part of the refresh process and will continue to do so as we move forwards, making sure that the SEP is a ‘living document’. Ensuring that the ‘voice of business’ is heard and properly reflected in strategy and policy is a key role for the C&WLEP and one which we continue to take seriously.”

Central to delivering the SEP is the need to understand what it is that businesses are most concerned about and how the C&WLEP can make a difference.

- 2.5 The C&WLEP's business demography analysis has found that the C&WLEP is home to 150 large, 590 medium, 3,365 small and over 32,000 micro enterprises.
- 2.6 The C&WLEP should consider how it will engage across the full spectrum of businesses, which are listed below, based upon the main private sector Standard Industrial Classification (SIC) codes:-
- Arts, entertainment, recreation and other services;
 - Agriculture, forestry & fishing;
 - Production;
 - Construction;
 - Motor trades;
 - Wholesale;
 - Retail;
 - Transport and Storage (inc. postal);
 - Accommodation and food services;
 - Information and communication;
 - Finance and insurance;
 - Property;
 - Professional, scientific and technical; and
 - Business administration and support services.

It may, therefore, be necessary to understand the market share of each of these sectors to understand the where best to target any engagement activity.

Legislation and Guidance

- 2.7 The C&WLEP is required to carry out engagement with the business sector on the SEP and the various supporting policies being developed. The National Accountability Framework (revised November 2016) requires LEPs to:-
- ensure that there is ongoing local engagement with public and private sector stakeholders to inform key decisions and set out how they will evidence effective engagement;
 - ensure that there is local engagement with and feedback to the general public about future Local Enterprise Partnership strategy development and progress against delivery of the SEP, including key projects and spend against those projects and that this can be evidenced;
- 2.8 CWLEP's Growth Programme Assurance and Accountability Framework (revised 22 February 2018) states that:-

"The CWLEP will ensure that it continues to engage members of the public and other key stakeholders in the development of its key strategies and investment priorities. The

nature of this engagement will be set out in the CWLEP Stakeholder Communications Plan.”

2.9 A report by Centre for Local Economic Strategies (CLES) and Federation of Small Businesses (FSB): *The Future of Local Enterprise Partnerships: The Small Business Perspective* (September 2014) presented the findings of a study undertaken into the relationship between SMEs and LEPs. It noted that small businesses were crucial to the UK economy in terms of jobs, output, and growth and that LEPs were the vehicle chosen by Government in England to stimulate jobs and growth at the sub-national level. Yet its findings suggested that small business involvement in LEPs had been questionable in many areas.

2.10 The CLES/FSB report recommended, *inter alia*, that:-

“All LEPs should have a clearly defined mechanism for facilitating communication between the board and the small business community. This should include a named individual on the board with responsibility for small business issues. Such an individual would be expected to have relevant experience and the demonstrable support of the local small business community.”

2.11 Rt Hon Sajid Javid MP, in a speech on 28 March 2017, to leaders of Local Enterprise Partnerships (LEPs) about the important role they have to play in growing the UK economy, said:-

“...as you look at the opportunities for expansion and diversification, it’s important that you don’t neglect the basics. For example, there are still too many businesses, well over half in fact, who say they’re not aware of their LEP. And of course there’s also a difference between a dim awareness and active engagement.

I hear a lot of positive feedback from businesses, particularly larger ones, about the support they get from LEPs and the growth hubs you’ve created. But I want you to ask yourselves whether you’re doing enough to communicate with smaller businesses, with those outside the LEP bubble.

Are you talking to people who don’t have a lobby group to speak for them?

Are you meeting the needs of everyone in your area, or just the ones who reach out to you?...”

Where C&WLEP Engages Well

2.12 At the very simplest level it could be argued that engagement with the various sectors is built into the C&WLEP Board by the appointment of representatives of key sectors. There are currently 15 members of the Board and this number has increased from the original 8 representatives, as the role and statutory responsibilities of the C&WLEP have developed over time. The current membership has a range of experience drawn from diverse sectors as follows:-

- Motor industry;
- Local authorities;
- Technology and innovation;
- Pharmaceuticals;
- Agriculture;
- Education;
- Regeneration;
- Youth services;
- Legal services;
- Telecommunication;
- Transportation; and
- Leadership consultants

2.13 As part of its private sector engagement activities the C&WLEP has held business breakfasts for the sector. C&WLEP has also delivered presentations at appropriate business events. Furthermore, direct consultation has been undertaken with a few specific businesses or sectors.

2.14 Business Support and SME growth is a core element of the growth plan. The C&WLEP has made good progress in bringing together all the representative business organisations to form a fledging federation.

2.15 Direct support to the business sector has largely been via the Cheshire & Warrington Growth Hub. Since September 2016 the Growth Hub, has been operated on behalf of the C&WLEP by Blue Orchid Enterprise Solutions Ltd. The Hub provides a First Stop Shop to provide impartial, clear and expert support to help local businesses get the best support and advice, for both start up business and those wishing to grow. It provides and also co-ordinates the wide range of business offers and funding opportunities across Cheshire and Warrington and aims to connect local businesses with high quality support from local professional businesses, local and national government and academia.

2.16 The contract with Blue Orchid expired in March 2018. However, Government funding is likely to be available until 2022. The C&WLEP Board has decided that it would like to bring the business advice portal physically and legally inside the C&WLEP, with the objective of creating a well-known and trusted portal for business support, co-ordinating activity, making referrals and capturing local intelligence. It will, therefore, be necessary to disaggregate Blue Orchid's business advice portal from their other activities and transfer these into the C&WLEP. One advantage of the proposed new arrangements is that the C&WLEP should have better access to direct feedback about what types of queries are being raised by SMEs.

2.17 The C&WLEP could also learn from its past experiences, such as the good practice in relation to sector specific engagement during the development of its Skills and Education Plan, which included a full programme of meetings and workshops with universities, colleges, University Technical Colleges, secondary schools, local authorities, businesses, other training providers Careers Enterprise Company, National Apprenticeship Service, Inspiration Advisors and Federation of Small Businesses. Additionally the C&WLEP is already beginning to carry out engagement to develop its Local Industrial Strategy at the

Cheshire & Warrington Annual Conference on 15 June 2018.

2.18 In some instances engagement can be made directly with interested groups by virtue of the C&WLEP having its own Board Members appointed to external bodies. For example, a Member of the C&WLEP Board serves on the Board of Warrington and Co., Warrington's economic development and urban regeneration partnership.

2.19 The C&WLEP website "871" has been significantly improved in recent years and now includes a section clearly aimed at Helping Business. The site signposts businesses to information on the following:-

- Cheshire and Warrington Growth Hub;
- Apprenticeships;
- Cheshire Science Corridor Enterprise Zone; and
- Exports.

2.20 In addition there is clear a News section which includes information on Cheshire and Warrington, on the C&WLEP itself and blogs from key personnel. However, the potential to make the most of the website could be further explored.

Where C&WLEP does not Engage Well

2.21 There are a number of areas where C&WLEP could potentially do more to support businesses, particularly in the areas of inward investment and in promoting international trade. C&WLEP's website includes a link to the Department for International Trade's webpages, but there may be a case for a more local C&WLEP led offer. Options for these issues have not yet been fully explored with the sector.

2.22 Although the membership of the C&WLEP Board include a wide cross-section of experience (see paragraph 2.12), a valid question might be whether those individuals are in touch with and communicate effectively across the various networks of their wider sector colleagues. It may be that Board members are only able to effectively speak from the perspective of their own interests. Potentially, there will be a mixture of approaches to engagement across the Board. A survey of Board Members could identify the extent to which Members themselves believe that they are effective spokespersons for the sector and a Member Development session aimed at improving awareness of and techniques for cascading information could be one possible solution. Strengthening job descriptions for any new appointments to the Board by including the need for a commitment to sector specific engagement might also lead to improved communications.

2.23 The C&WLEP has developed a Stakeholder Communications Plan and the Chief Executive regularly meets with Chambers of Commerce. The Scrutiny Committee want to know whether the Plan and meetings are effective – an effective Plan would help to clarify its aims and ambitions, as well as identifying any gaps in relation to how it engages with both public and private sector stakeholders. This could be a key piece of work for the soon to be appointed PR and Communications Manager post, which is currently vacant.

A strong vision about how communication with stakeholders will be developed and maintained will help to ensure that all groups are included in future strategic planning and access to direct services. Making the most of links to press and sector specific periodicals could also help to raise the profile of the C&WLEP locally and Cheshire and Warrington nationally. The opportunity to raise the profile of the C&WLEP through sponsorship, e.g. Cheshire Business Awards, could also increase its profile. Making best use of the News section of C&WLEP's website would also help to ensure that news and information gets disseminated quickly to stakeholders.

2.24 The potential to improve links to representative groups such as the Chambers of Commerce and the Federation of Small Businesses perhaps needs to be explored.

2.25 In relation to 2.23 & 2.24 above the Scrutiny Committee, as part of this research project, want to understand better whether the LEP has an effective Stakeholder Communication Plan and whether the LEP's engagements with the Chambers of Commerce and the Federation of Small Businesses offer a useful means of engaging with the private sector.

3. Scope of Research Services

3.1 The overarching aim of this research work is to support the C&WLEP Scrutiny Committee to gather an appropriate evidence base and insight to help ensure that the C&WLEP's engagement activity with private sector businesses is effective

3.2 The Committee has appointed a Task Group consisting of Councillor B Powell and A Boyd and G Butler to oversee the work of the project and this group will receive the final report before submission to the full Scrutiny Committee.

3.3 The Key Lines of Enquiry will include

- What sort of engagement should the C&WLEP have with the private sector?
- How active should the C&WLEP be at seeking the views of the private sector?
- How might the C&WLEP ensure that it is obtaining views across all relevant sectors?
- How should C&WLEP Board members demonstrate that they are representative of and provide feedback to their sector?
- What level of resources should the C&WLEP commit to engagement of the private sector?
- How should the C&WLEP ensure that its brand is recognised consistently across the sub-region by all sectors and that its multi-faceted role, is understood?
- Are there any elements of the C&WLEP's role that need to be targeted to specific sectors, either as a strategic planner or as a source of advice or funding?
- What opportunities will arise from the planned inclusion of the Growth Hub within the C&WLEP structure?

3.4 Evidence Gathering - the C&WLEP is requesting the successful research team to

undertake a detailed analysis. The following initial broad methodology list has been agreed by the Scrutiny Committee but the Committee is also open to suggestion of other areas of study: -

- Interview the Chief Executive of C&WLEP;
- Identify business sectors which are significant in Cheshire and Warrington;
- Identify the business sectors that the C&WLEP may not be fully engaging with;
- Carry out a survey of SMEs to check their awareness of the C&WLEP, its role and services, and how they might prefer to engage (consider from where a list of e-mail addresses of relevant businesses may be obtained);
- Consider good practice by LEPs elsewhere (if possible, to include two case studies which demonstrate where the issue of engagement has been successfully addressed and highlighting any improvement areas);
- Consider how Cheshire East, Cheshire West and Chester and Warrington Borough Councils carry out engagement with businesses and whether C&WLEP activities can be dovetailed in.
- Carry out a survey of C&WLEP Board member’s perceptions of their own engagement activity.

3.5 Insight - the evidence base will help the Scrutiny Committee form recommendations to the C&WLEP Board in relation to the future direction of engagement strategy

3.6 Comparison and benchmarking - the C&WLEP Scrutiny Committee is keen to understand how we compare and benchmark against any best/good practice comparators in other areas. Consultants are asked to set out how they will identify suitable comparator group to enable useful benchmarking to be undertaken including presenting two case studies with an output report being published as public and transparent highlighting any potential improvement areas/examples.

4. Key deliverables

4.1 Reporting will be in PowerPoint slide decks or short working papers, rather than a single end-of study report. There may be a requirement to make final presentation to the C&WLEP task Group. It is expected that final report/data will be presented in a public facing report at a meeting of the full Scrutiny Committee.

5. Timescales

06.09.18	Scrutiny Committee Approval for research project	
28.09.18	Deadline for submissions	
12.10.18	Panel shortlist meeting	
19.10.18	Interview (if required)	
02.11.18	Appoint Research team/consultants	
09.11.18	Inception Meeting	
10.11.18	Commence project (normally 3 months – extended due to Christmas holiday period)	

06.12.18	Officer Report progress to Scrutiny Committee	Julian Joinson
22.02.19	Research team final Report to be submitted to C&WLEP Scrutiny Committee 'Clerk' for publication into Agenda Papers in public domain	Julian Joinson
07.03.19	Scrutiny Committee Meeting discusses report and final presentation and recommendations in public domain	

6. Resources

- Market share - [Economic and Resident Baseline Appendix](#)
- CLES/FSB Report: [The Future Of Local Enterprise Partnerships: The Small Business Perspective \(September 2014\)](#)
- Cumbria LEP - [Engagement Strategy](#)
- Hertfordshire LEP – [Communications Strategy](#)
- Black Country LEP – [Strategic Marketing and Communications Plan \(draft\)](#)

7. Budget

A total budget of £10,000 (inclusive of expenses) has been identified for this commission.

8. Submission requirements

Bidders are required to submit tenders in an electronic format (i.e. MS Word/PDF) setting out the following:

- Approach and methodology to the commission (understanding the task)
- Track record of undertaking similar commissions
- Your approach to project management and quality assurance, including a project plan and timetable
- The proposed consultancy team, their qualifications, expertise and relevant experience
- A breakdown of costs by task and team member and disbursements

Submissions should be sent via email to: jjoinson@warrington.gov.uk. The deadline for submissions is **28 September 2018**.

We reserve the right to cancel the tender process. No work is guaranteed to be awarded under the tender process and C&WLEP is not responsible for any costs incurred as part of the bidding process.

All questions received, along with answers given will be posted on the C&WLEP website so that all bidders have the same information.

9. Assessment of tenders

Tenders will be assessed using the following weightings:

Question	Weighting
(a) Understanding	20
(b) Experience of similar work	20
(c) Proposed approach to this work	25
(d) Proposed team	15
(e) Pricing	20

10. Scoring Principles

Criteria	Score
Failure to respond or irrelevant information provided which fails to meet the requirement.	0
Response is unsatisfactory partially meets the requirement(s)	2
Response is acceptable and meets the minimum requirement(s)	3
Response is good - better than merely acceptable.	4
Response is excellent, exceeds the requirement and gives added value.	5

11. Evaluation Process

- Each tender will be scored in accordance with the scoring principles stated above. Clarifications maybe sought in writing from the suppliers and scores adjusted accordingly.
- Full or partial proposals that in the opinion of the LEP are unrealistically low or not reasonably sustainable (in terms of Quality or Price) may be rejected.
- The weighted scores within each sub-criteria will be added together to arrive at the total score for this piece of work.

12. Confidentiality and Disclaimer

This Invitation to Quote (ITQ) is not an offer capable of acceptance, but represents a definition of specific requirements and an invitation to submit a response addressing such requirements.

Neither the issue of the ITQ to you, your preparation and submission of a tender, or the subsequent receipt and evaluation of your tender by Cheshire and Warrington LEP commits Cheshire and Warrington LEP to award a contract to you or any other bidder, even if all requirements stated in the ITQ are met. Cheshire and Warrington LEP is not responsible directly or indirectly for any costs incurred by your firm in responding to this ITQ and participating in Cheshire and Warrington LEP's procurement process.

All firms shall keep strictly confidential any and all information contained in this ITQ, and other information or documents made available to it by or on behalf of Cheshire and Warrington LEP in connection with this ITQ. The firms shall not disclose, nor allow any such information to be disclosed. Submission of a formal response to this ITQ will confirm your agreement to observe these confidentiality requirements.

Contact by the firms with Cheshire and Warrington LEP during the bidding process should only be with the individuals named in the email sent on behalf of Cheshire and Warrington LEP dated 13 September 2018 as the Cheshire and Warrington LEP contact. Respondents shall not offer or give any consideration of any kind to any employee or representative of Cheshire and Warrington LEP as an inducement or reward for doing, or refraining from doing, any act in relation to the obtaining or execution of this or any other contract with Cheshire and Warrington LEP.

13. Material Misrepresentation

Cheshire and Warrington LEP shall reply on the information provided by the bidder in relation to its offer. In providing the services as specified in the Invitation to Tender documents the successful bidder/tenderer shall comply with the contents of its offer as failure in this respect may constitute a material breach of contract.

14. Collusive Bidding

Collusive bidding is unacceptable by Cheshire and Warrington LEP. Any tenderer that is caught by Cheshire and Warrington LEP to be circumventing rules or the law during this tender process will automatically be disqualified from the tender process.

This applies to any bidder who:

- a) Fixes or adjusts the amount of his bid by or in accordance with any agreement or arrangement with any other person, or
- b) Communicates to any person other than Cheshire and Warrington LEP the amount or approximate amount of his proposal (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the tender for instance) or,
- c) Enters into any agreement or arrangement with any other person that he shall refrain from bidding or as to the amount of any bid to be submitted, or
- d) Offers or agrees to pay or give, or does pay or gives any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done, or causing or having caused to be done in relation to any Offer or proposed Offer for the Services or any act or omission will be disqualified (without prejudice to any other civil remedies available to Cheshire and Warrington LEP and without prejudice to any criminal liability which such conduct by a bidder may attract).

NB Sub-contracting is permissible where the bidder believes that this will enhance their proposal, however this must be clearly stated.

15. Bribery

Bribery means any offence under the Bribery Act 2010 or related Laws creating offences in relation to offering, promising or giving a bribe or requesting, agreeing to receive or receiving a bribe

The Contractor agrees with the Client that this Contract will operate on the basis of zero tolerance being shown towards any Fraud and/or Bribery. The Contractor shall take all reasonable steps, in accordance with Good Industry Practice, to prevent Fraud and Bribery by Staff and the Contractor (including its shareholders, members, directors) in connection with the receipt of monies from the Client and with the operation of this Contract.

APPENDIX 1 - Form of Tender

Declaration by Tenderer

ITQ Title: Review of Private Sector Engagement

1. I, *[insert name]*, certify that I am the person duly authorised to sign tenders for and on behalf of *[insert company name]*, the tenderer, and having read the documents, offer to supply the goods, services or works:
 - as set out in the letter of invitation to tender, the specification and accompanying tender documents, samples and/or drawings.
 - under the terms and conditions indicated
 - at the price (or prices) specified in the attached tender documentation.

2. It is agreed that any or other terms and conditions of contract or any caveats, assumptions, reservations or exclusions that may be printed on correspondence emanating from the tender, or any Contract resulting from this tender, shall not be applicable to this tender or agreement.

3. I certify that this is a bona fide tender and that I have not fixed or adjusted the amount of the tender by, or under, or in accordance with any agreement with any other person. I have not done, and undertake that I will not do at any time before the hour and date specified for the return of the tender, any of the following acts:
 - Communicate to a person other than Cheshire and Warrington LEP, the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tender
 - Enter into an agreement or arrangement with any other person that he/she will refrain from tendering or to the amount of any tender to be submitted
 - Offer, or pay, or give, or agree to pay any sum of money or valuable consideration, directly or indirectly to any person for doing, or having done, or causing to be done in relation to any tender or proposed tender, for the said work, any act or thing of the sort described above.

4. I further certify that the principles described in paragraph 3 have been, or will be, brought to the attention of all subcontractors, suppliers and associated companies providing services or materials connected with the tender and any contract entered into with the subcontractors, suppliers or associated companies will be made on the basis of the compliance with the above principles by all parties.

- 5. I understand that Cheshire and Warrington LEP reserves the right, unless the tenderer stipulates to the contrary in the tender, to accept such portion thereof as Cheshire and Warrington LEP may decide. Cheshire and Warrington LEP is not bound to accept the lowest or any tender.
- 6. I have obeyed the rules regarding confidentiality of tenders and will continue to do so as long as they apply.
- 7. I can confirm that I accept that any breach of any of the conditions could lead to any tender being rejected or to the rescission of the Contract by Cheshire and Warrington LEP.

Authorised Signatory	
Date	
Name in BLOCK LETTERS	
Job Title	
Telephone Number	
E-mail address	

- 8. Please ensure that the form is completed and signed before being returned with any other supplementary information requested by the due date and time.



Overview and Scrutiny Committee - Work Programme 2018/19

Subject	Details	Comments	Date
7 June 2018			
Engagement	To include details of the Engagement Plan, who did LEP engage with, how often, how could that be strengthened and what stakeholders were not sufficiently engaged	Scoping document provided	7 June 2018 ✓
6 September 2018			
Review of Engagement	To consider the Invitation to Tender (ITT) documentation for consultants to undertake research in support of the review		6 September 2018 ✓
Strengthened Local Enterprise Partnerships	To consider the Ministry of Housing, Communities and Local Government's document issued in July 2018 following the policy review of LEPs and any consequential implications for Cheshire and Warrington		6 September 2018 ✓
Developing Cheshire and Warrington's Local Industrial Strategy Evidence base	To consider a report on C&WLEP's intention to seek to appoint consultants to update the evidence base for the sub-region to support development of a Local Industrial Strategy, and support the development of thinking around that strategy and engagement with key stakeholders.	Verbal update from Philip Cox	6 September 2018 ✓
6 December 2018			
Terms of Reference	Minor amendments to Terms of Reference	Some minor amendments to the Committee's terms of reference are proposed in an e-mail from the Deputy Chair	6 December 2018

Agenda Item 10

		dated 11 September 2018	
Review of Engagement	Update as to progress on the research	No expressions of interest were received to the invitation to tender document. Accordingly, the Committee may wish to hold a discussion about how to take this matter forward	6 December 2018
Budget Update/Amendments	To consider the LEP Board's update of its Budget for 2018/19	This item, originally planned for 6 September 2018, was deferred, because a report on the Budget was not due to be presented to the LEP Board until October 2018.	6 December 2018
Mid-Term Evaluation of Projects	To receive an overview of the Mid-Term Evaluation of Projects, which is due to be considered by the LEP Performance and Investment Committee later in December 2018	This item will be subject to relevant information being available, as the P&I Committee is not due to meet until 19 December 2018	6 December 2018
Marketing Cheshire	The LEP Board on 14 November 2018 considered and agreed a proposal to make Marketing Cheshire a subsidiary of the LEP	A request has been received from the LEP Board for the Scrutiny Committee to review the proposal prior to finalisation.	6 December 2018
7 March 2019			
Review of Engagement	Final report and presentation from the research and consideration of initial recommendations to C&WLEP	This item may need to be amended in the light of any decisions taken on 6 December 2018	7 March 2019
Standard Items			
General Governance / Constitutional Matters	To keep under review the Committees membership and Terms of Reference		As appropriate
Public Participation	To receive questions from members of the public in accordance with governance procedure rule 6	15 minutes open session. Individual public speakers limited to 5 minutes each.	All Meetings
A formal Question and Answer Session	To submit questions to the Chief Executive, Cheshire and Warrington LEP and any other officer as appropriate.	15 minute open session (Committee members only)	All Meetings

Agenda Item 10

Not Yet Allocated to a Specific Meeting			
Agility of decision-making	To include the balance between making investment decisions in a timely way, while maintaining standards of good governance		TBA
Board Diversity	To monitor compliance with gender targets and the balance of skills of members appointed to the Board	A number of Members of the Board are due to stand down in 2019	TBA

Deleted Items from Previous Version

Nil

Version 3 – 28 November 2018