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Commissioning Letter

Adroit Economics Ltd
31 Finchley Road
Hale
WA15 9RE

Friday, 08 February 2019

Dear Sirs

**BEIS Research and Evaluation Framework Agreement – Lot 5
A framework and assessment of delivery capabilities in Local Enterprise Partnerships
CR18198**

Thank you for your response to the Specification for the above commission by the Department for Business, Energy and Industrial Strategy (BEIS) (the Customer) through the BIS Research and Evaluation Framework dated 2 January 2016 between (1) Secretary of State for Business, Innovation and Skills; and (2) Adroit Economics Ltd (the Framework Agreement).

Appendix A: A framework and assessment of delivery capabilities in Local Enterprise Partnerships

Appendix B: Tender dated 14th January 2019

This contract shall commence on 13th February 2019 and shall end on 19th June 2019.

Department for Business, Energy and Industrial Strategy accepts your Tender (Appendix B), submitted in response to our Specification (Appendix A). Adroit Economics Ltd shall undertake the services in alignment with the specification in Appendix A and their bid submitted in Appendix B.

The Call-Off Terms and Conditions for this Contract are those set out in Schedule 5 to the Framework.

The agreed total charges for this assignment are £98,075.00 exclusive of VAT which should be added at the prevailing rate. This contract shall not exceed £98,075.00 in alignment with the following commercial breakdown:

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Please ensure that you **DO NOT** alter this spreadsheet. Any alterations may result in your pricing being disqualified.

AW5.2 Price Schedule

SOURCING REFERENCE	CR18198
SOURCING DOCUMENT TITLE	A Framework and assessment of delivery capabilities in Local Enterprise Partnerships
BIDDER NAME	Arrol Economics
Please complete the shaded yellow sections only.	

Please note that the staff costs in section 1 cell B22 should equal the staff costs outlined in section 2. Section 2 provides further detail around the project team and the attribution of staff fees.

The figures used for evaluation is the total cost (ex VAT) provided in Section 1 (cell B22). The total cost is the total staff costs (ex VAT) and the total Travel and Subsistence, Overhead costs, cost of production of materials and any other costs associated with the delivery of the project (ex VAT).

Section 1: Total Project Costs (Summary)



Polaris House, North Star Avenue, Swindon, Wiltshire, SN2 1FF www.ukpbs.co.uk CR18198

UK Shared Business Services Ltd (UK SBS) Registered in England and Wales as a limited company. Company Number 6330539. Registered Office: Polaris House, North Star Avenue, Swindon, Wiltshire SN2 1FF

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The agreed invoice schedule is below:-

Inception	£	[REDACTED]
Completion of phase 1	£	[REDACTED]
Delivery of final report	£	[REDACTED]

All invoices should be sent to should be sent to finance@services.uksbs.co.uk or Billingham (UKSBS, Queensway House, West Precinct, Billingham, TS23 2NF). A copy of the invoice should be sent to [REDACTED]

You are reminded that any Customer Intellectual Property Rights provided in order to perform the Services will remain the property of the Customer. The following deliverables have been agreed:

The Services Commencement Date is 13th February 2019.

The Completion date is 19th June 2019.

The Contract may be terminated for convenience by giving 30 days' notice in accordance with clause 38 of the Call-off Terms and Conditions.

Your invoice(s) for this work must include the following information:

Commission number: CR18198

The Authorised Representative for this Commission will be [REDACTED] who can be contacted at [REDACTED]

Until the date of publication, findings from all Project outputs shall be treated as confidential. Findings shall not be released to the press or disseminated in any way or at any time prior to publication without approval of the Department.

This clause applies at all times prior to publication of the final report. Where the Contractor wishes to issue a Press Notice or other publicity material containing findings from the Project, notification of plans, including timing and drafts of planned releases shall be submitted by the Contractor to the Project Manager at least one week before the intended date of release and before any agreement is made with press or other external audiences, to allow the Department time to comment on factual accuracy. All Press Notices released by the Department or the Contractor shall state the full title of the research report, and include a hyperlink to the Department's research web pages, and any other web pages as relevant, to access the publication/s.

This clause applies at all times prior to publication of the final report and within one month from the date of publication. Where the Contractor wishes to present findings from the Project in the public domain, for example at conferences, seminars, or in journal articles, the Contractor shall notify the Project Manager before any agreement is made with external audiences, to allow the Department time to consider the request. The Contractor shall only present findings that will already be in the public domain at the time of presentation, unless otherwise agreed with the Department.

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Congratulations on your success in being selected to undertake this Commission.

Yours sincerely

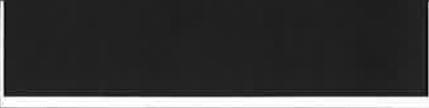
 – Category Manager
UK Shared Business Services Ltd

BY SIGNING AND RETURNING THIS COMMISSIONING LETTER THE SERVICE PROVIDER AGREES to enter a legally binding contract with the Customer to provide to the Customer the Services specified in this Commissioning Letter and Annexes incorporating the rights and obligations in the Call-off Terms and Conditions set out in the Framework Agreement.

Department for Business, Energy and Industrial Strategy

Name and Title	
Signature	
Date	11/02/19

Signed on behalf of Adroit Economics Ltd

Name and Title	
Signature	
Date	08/02/19

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- **Appendix A Specification**

Background

It is a priority of the Department for Business, Energy and Industrial Strategy (BEIS) to deliver the National Industrial Strategy (Annex A), set out in November 2017. The objective of the Industrial Strategy is to improve living standards and deliver economic growth to all parts of the country. The Places foundation of the Industrial Strategy will be achieved through the policy vehicles of Local Industrial Strategies and the UK Shared Prosperity Fund, amongst others.

Local areas in England are being asked to prepare local industrial strategies that prioritise long-term opportunities and tackle challenges in order to increase local productivity. As described in the Policy Prospectus (Annex B), published in October 2018, Local Industrial Strategies will be based on clear evidence and aligned to the IS. The UK government will aim to agree Local Industrial Strategies across England by early 2020. This policy is led by the Cities and Local Growth Unit which is a cross government unit between BEIS and the Ministry for Housing, Communities and Local Government (MHCLG). The Unit has previously delivered policies such as Local Growth Deals – over £9 billion from the Local Growth Fund provided by the government for projects that benefit the local area and economy, such as support for local businesses to train young people, creating new jobs, building new homes and starting infrastructure projects.

Since 2010 Local Enterprise Partnerships have been a means of delivering local growth and increasing local productivity. Local Enterprise Partnerships are private sector led partnerships between businesses and local public sector bodies. They bring private sector expertise into local economic decision making and their geographical boundaries aim to provide simplicity, accountability and practicability. They are key delivery partners of many of the place-based policies committed in the Industrial Strategy and their collaboration with the government will be essential to the development of Local Industrial Strategies.

Following commitments made in the Industrial Strategy, the 'Strengthened Local Enterprise Partnerships Review' (Annex C) was published in July 2018. This review sets out how the government will work with Local Enterprise Partnerships to strengthen leadership and capability, improve accountability and manage risk, and provide clarity on their geographical boundaries. It is however not well understood how ready Local Enterprise Partnerships are at present to effectively deliver the recommendations of the review, and the commitments of the Industrial Strategy that involve them.

Given the many policy pledges that rely on Local Enterprise Partnerships to deliver, the government has a responsibility to establish how well prepared they are and what needs doing to put them all on a path to succeed as delivery partners.

The National Audit Office (Annex D) reported in 2016 that the roles and responsibilities of Local Enterprise Partnerships had grown significantly since 2010, while oversight of their activity by central government has remained relatively light-touch. This has resulted in significant variations (Annex E) in the operational and institutional arrangements of Local Enterprise Partnerships. In response to these and other concerns, the government commissioned Mary Ney to undertake a review of transparency and governance of Local Enterprise Partnerships in 2017. The Mary Ney Review (Annex F) also found significant variations in the governance and transparency structures of Local Enterprise Partnerships. Moreover the light-touch approach to overseeing activities does not distinguish non-institutional factors that may be affecting the observed performance such as local economic uncertainty or demographic changes.

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The fact that arrangements for operational and institutional support are left to the discretion of Local Enterprise Partnerships makes it difficult for the government to design a benchmark that will reflect adequately the diversity of arrangements and responsibilities across all 38 Local Enterprise Partnerships. Such a benchmark was committed in the Strengthened Local Enterprise Partnerships Review. This project will fulfil that commitment.

The improved understanding of the landscape of capabilities in Local Enterprise Partnerships will help the government establish standards by which Local Enterprise Partnerships should be held to account, and what policies, actions, resources and monitoring should be put in place to enable them to perform and deliver to these standards.

An independent framework for benchmarking Local Enterprise Partnerships will enable the government to objectively integrate their individual characteristics and differences into place-based policies and develop institutional support for them.

Bidders are encouraged to submit original proposals

Aims

To assess the institutional capability (roles, functions, and resources) of all Local Enterprise Partnerships in England to successfully deliver applicable place-based policies of the National Industrial Strategy.

We require an independent assessment of what a good local policy delivery partner like a Local Enterprise Partnership should look like going forward, including new roles, practices and processes contemplated in the reforms proposed in July 2018. We also need to understand to what extent Local Enterprise Partnerships already perform to those standards, therefore the study also includes a census of all Local Enterprise Partnerships against that independent standard of delivery.

Objectives

- 1. To update the evidence base relating to the capabilities of Local Enterprise Partnerships to perform their roles and responsibilities.**
- 2. Identify conditions and practices that correspond to a policy delivery partner akin to a Local Enterprise Partnership, with responsibility for steering the local economy through policy design, prioritisation, and delivery. It is worth noting here the complexity of managing multiple areas of policy (education, transport, business, social) and balancing competing objectives and resources, for a non-elected delivery partner, whose success is measured in economic performance.**
- 3. Translate these conditions into a framework that can be used to evaluate to what extent each Local Enterprise Partnership currently fulfils these conditions and adopts these practices.**
- 4. To draw specific recommendations for what actions and support are needed to set all Local Enterprise Partnerships onto a minimum level of delivery readiness for place-based policies conferred on them.**

Research Questions

- 1. What functions and practices does a local delivery body akin to a Local Enterprise Partnership need to discharge the roles and responsibilities given to them in the Strengthened Local Enterprise Partnerships review? For example**
 - What resources are needed, staff and otherwise, in house or external? Is this scalable to different sized local economies?

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- What prioritisation processes should be employed?
 - What organisational and reporting structures are required to support delivery?
 - What working relationships with partners in the public, private and civic sectors across the supranational, national, regional and local levels are most effective?
2. How do these change with the economic characteristics of the local area e.g. size, specialism, topography, etc?
 3. **What are the strengths, weaknesses, opportunities, barriers, good practices and specific recommendations to obtaining, increasing and sustaining these capabilities?**

These are just suggested research questions for guidance, bidders are encouraged to submit others in line with their bid.

Suggested Methodology

This research is divided into Phase 1 and Phase 2. Below is a suggested methodology for each phase. We would welcome bidder's alternative suggestions providing that they also meet the project aims and objectives. Bidders should also justify why they have suggested an alternative approach.

Phase 1

To develop a framework that sets out conditions, practices, and capacities for local delivery partners to discharge the roles and responsibilities given to them in the Strengthened Local Enterprise Partnerships review, including design, prioritise and deliver multiple policies at local level the contractor could carry out:

- A review of literature and practice (e.g. National Assurance Framework, Strengthened Local Enterprises review report (Annex G)) of the roles and responsibilities expected of Local Enterprise Partnerships
- Desk research (considering what comparable delivery partners do and how they operate)
 - International comparisons (delivery partners from EU or OECD countries, or similar)
 - Existing UK evidence – local delivery bodies other than Local Enterprise Partnerships and/or local delivery bodies of other government functions such as health, care, education, science or regulation
- Qualitative assessments (focus groups, opinion polls) from policymakers/local partnerships/practitioners to validate the framework against the experience of these practitioners in the UK.
- Consultation with Local Enterprise Partnerships through the LEP Network to gauge their views on the framework, coinciding with the invitation to participate in the census of Phase 2.

The expected output of this phase is a framework of indicators/measures/criteria for identifying and assessing functions and resources typically expected in a local delivery body with the roles and responsibilities of a Local Enterprise Partnership. This is to be drawn up into a quality assured report suitable for publication.

Additionally, this phase will help develop and refine the research questions for the next phase because the framework will subsequently be used to benchmark all Local Enterprise Partnerships in England and should be suitable to establish their relative delivery capability in relation to the framework.

Phase 2

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Following the successful development of a framework, Phase 2 will deliver a comparative analysis. It could be divided into 3 exercises:

1. 76 semi-structured interviews with each of the 38 Local Enterprise Partnership (a census).
 - BEIS will supply the key contacts: two per Local Enterprise Partnership.
 - It is envisaged that most of these will be telephone interviews but options for face-to-face costings and reasonable adjustments for accessibility reasons should be provided.
 - The steering group will work with the successful bidder to agree on the specific questions asked in the semi-structured interviews, dependent on the results of phase 1.
2. Comparative analysis on the census interviews, to establish the individual capabilities of each Local Enterprise Partnership in relation to the independent benchmark.
3. Agreeing recommendations for what actions and support are needed to set all Local Enterprise Partnerships on to a minimum level of delivery readiness according to the framework.

Under recommendations in the Strengthened Local Enterprise Partnerships Review, the geographical boundaries of Local Enterprise Partnerships are currently under revision. It is not expected that any changes that might arise from these revisions will impact on this study. Where applicable bidders should use current boundaries.

Phase 2 is expected to produce a quality assured report – for internal use only.

Deliverables

In order to increase awareness of research and evaluation reports, the contractor is to ensure the following are included in the costings for this project:

- Suggested qualitative assessment of the framework
- Interview scripts
- Quality assured report – including framework
- Quality assured report – Local Enterprise Partnership benchmarking (for internal use only)
- Summary poster / infographic
- Slide pack summary
- Presentation at a BEIS internal seminar

Publication

The final report for this research / evaluation project must be formatted according to BEIS publication guidelines, therefore within the Research paper series template and adhering to BEIS accessibility requirements for all publications on GOV.UK. The publication template will be provided by the project manager. Please ensure you note the following in terms of accessibility:

Checklist for Word accessibility

Word documents supplied to BEIS will be assessed for accessibility upon receipt. Documents which do not meet one or more of the following checkpoints will be returned to you for re-working at your own cost.

- document reads logically when reflowed or rendered by text-to-speech software
- language is set to English (in File > Properties > Advanced)

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- structural elements of document are properly tagged (headings, titles, lists etc)
- all images/figures have either alternative text or an appropriate caption
- tables are correctly tagged to represent the table structure
- text is left aligned, not justified
- document avoids excessive use of capitalised, underlined or italicised text
- hyperlinks are spelt out (e.g. in a footnote or endnote)
- Datasets to support those to be published in the final report must be provided in an accessible format (CVS, Excel) on submission of the report.

Appendix B – Tender Response

Mini Competition against an existing Framework Agreement (MC) on behalf of Department for Business, Energy and Industrial Strategy (BEIS)

Subject UK SBS A framework and assessment of delivery capabilities in Local Enterprise Partnerships

Sourcing reference number CR18198 – Lot 5

PROJ1.1 Approach/ Methodology - Response

We will follow a two-phase programme of research that aligns closely with what is suggested in the specification, adding to your suggestions where our knowledge and experience suggests additional or tweaked approaches adds value in achieving the research objectives.

Key elements of our work are summarised below:

1. Literature review
2. Scoping consultations with policy makers, academics and practitioners to inform the development of the theoretical assessment framework (20 consultations)
3. Focus groups with LEPs through the LEP Network to share and road-test the theoretical assessment framework (3 focus groups)
4. Development of a theoretical LEP assessment framework
5. Census of internal stakeholders in all 38 LEPs (76 interviews)
6. 360-degree review of the institutional capacity and non-institutional factors affecting each LEP
7. Synthesis of elements 5 and 6
8. Comparative analysis of 7 against 4
9. Production of summary report and notes relating to each LEP's current performance against the framework
10. Revisiting and finalising the LEP assessment framework
11. Reporting

The study is to be delivered in two phases and the proposed methods and work during each of these phases is described in more detail below.

Phase 1

The expected output of this phase is a framework of indicators/measures/criteria for identifying and assessing functions and resources typically expected in a local delivery body

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with the roles and responsibilities of a Local Enterprise Partnership. Additionally, this phase will help develop and refine the research questions for Phase 2.

The research will commence with an inception meeting with the project steering group held at BEIS offices. The purpose of the meeting will be:

- To introduce our study team;
- Confirm objectives for study given the multiple and different audiences who will be making use of its findings;
- Begin discussions around the different types of LEPs (urban/rural, manufacturing/tertiary etc.) and how this may relate to local capacities and capabilities;
- Begin discussions on how we will define a local delivery organisation and what this means in terms of roles, functions, and resources to be identified;
- Confirm project stakeholders and participants – developing a list of key stakeholders, obtaining contacts within LEPs and at the LEP Network, discussing the potential to access previous National Audit Office research results etc.
- Confirm project administration procedures - steering group membership, key update meeting/reporting dates, overall timescales, Risk Register for the project, day-to-day communication channels, invoicing etc.

A formal note of the discussion, including immediate actions and their owners and the Risk Register, will be circulated following the meeting.

Following the inception meeting our focus for the next six weeks will be on two pieces of primary research: a literature review; and scoping consultations. These will consider research objective 2 - Identifying what an ideal LEP would look like, do, and perform.

We will undertake a literature review of UK and international examples of and evidence on what makes an effective local delivery organisation. We will build on this with further primary research, accessing sources such as the Knowledge Exchange, Google Scholar and the House of Commons Library to create a library of relevant articles, journals, case studies and research papers.

To ensure a robust, systematic, focused and rapid literature review process, our method relies upon on a simplified version of the process outlined by Tranfield et al (2003)¹, which we will agree with you in advance. This includes:

- Clear inclusion criteria (relevance to research question and robustness of evidence base against agreed evidence scales);
- Reliability of evidence (source, publisher);
- Timeliness of material; and
- Material directly informs the evidence base i.e. relates to institutional capability (roles, functions, and resources) of similarly devolved institutions.

The literature will be consistently coded, using NVivo qualitative research software. The findings of documents and articles in our literature review that derive from a stronger evidence base (i.e. larger research samples, more robust research methods) will be given a higher priority in our summary of what the literature says an effective local delivery organisation should look like and do.

Concurrent to the literature review, we will also hold telephone consultations with up to 20 stakeholders asking them for their views on: 1) (if relevant) how local policy making operates within their field in terms of roles, functions and resources; and 2) (if relevant) the roles, functions and resources they feel LEPs require to perform effectively now and in future.

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We will call upon our extensive network within the LEPs (through our joint team members, Warwick Economics & Development) plus suggestions from BEIS to build a list of potential consultees. Consultees are likely to come from backgrounds such as Combined Authorities, the health service, Relationship Managers, academia, the Local Government Association, and the panel members for the *Strengthening Local Enterprise Partnerships Review*. We judge 20 scoping consultations achievable within the 3 weeks devoted to the task and large enough to elicit a range of views covering a range of different local delivery contexts (urban/rural, different policy areas [business support, inward investment and trade, regeneration, transport, health etc.] and current/historic approaches).

By running the literature review and scoping consultation exercises concurrently, and linking the two activities through strong project management, we will ensure that the emerging picture of what a LEP should look like, do and perform is a 'live' one. As the literature provides new finding and ideas we will raise these in our consultations, and as the consultations unearth new opinions we will return to our coding of the literature.

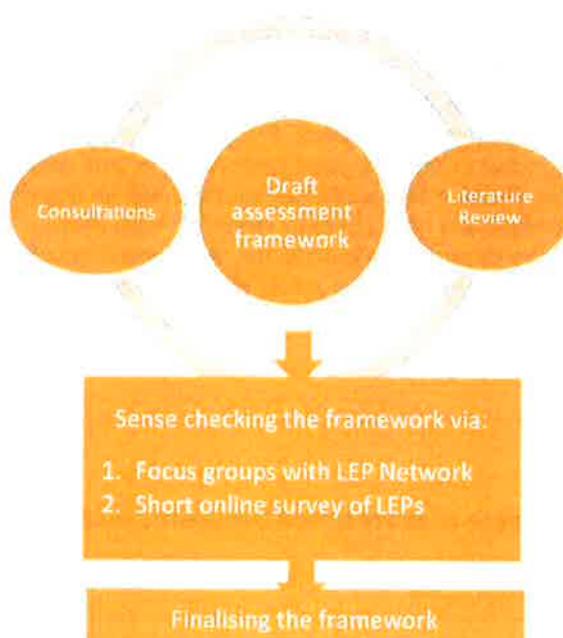
Once we are happy with the emerging framework, we will move on to sense checking the framework, or potential variations in the framework via a series of 3 regional focus groups promoted through and in partnership with the LEP Network.

The focus groups will be geographically spread (north, south and midlands). We will aim for 6-8 LEPs to be represented at each focus group. Achieving these numbers will mean that circa 50% of LEPs will already have inputted into the assessment framework before our

¹ Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review by David Tranfield, et British Journal of Management (Volume 14, Issue 3, pages 207–222, September 2003).

census of all 38 LEPs at phase 2. We will review confirmed attendees prior to the focus group date. If we feel that the focus group participants are not representative of all LEPs – for instance, the location of the focus group could skew the attendance profile – we will work with the steering group, the LEP Network and Relationship Managers to secure further attendees.

Figure 1: Phase 1 research method



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Each focus group will run for 3-4 hours. The purpose of the focus groups will be for LEP representatives to discuss, debate and prioritise the capabilities and capacities they need to perform effectively. Our focus group approach will add value in that it will give LEP representatives the chance to hear the opinions of other LEPs and reflect on and develop their own opinions and priorities. The focus groups will be split up into 60-minute sessions covering the roles, functions and resources the theoretical assessment framework suggests an effective local delivery organisation needs. For each, attendees will be asked their view on prioritisation (i.e. is being able to monitor delivery seen as more of a functional priority than being able to communicate what the LEP does? Is it more important for a LEP to focus on delivering projects or to be a vocal supporter of other projects already being delivered by other local partners?), and for their views on what good performance in relation to a specific capability or capacity looks like.

To ensure that those LEPs who are not able to attend a focus group are still able to input to the development of the assessment framework, we will create a short online survey (max 10 questions), if needed hosted on your preferred survey software, that asks respondents to rank the different roles, functions and resources set out in the theoretical assessment framework. The survey will include a few open questions, giving respondents the space to expand upon their rankings and to suggest what a capacity or capability looks like in practice. The survey will ask respondents to state which LEP they work for so that we can be confident that responses are broadly representative of all LEPs.

The focus groups and the online survey will conclude by alerting people to the Phase 2 consultation activity, giving them the opportunity to book in their more detailed consultation.

To conclude our work on objective 2 of the study, we will begin to draft the LEP assessment framework. This will include:

- An explanation of the aims of the research and the tasks undertaken;
- An assessment framework matrix;
- Commentary on the types and standards of evidence needed to be able to make fair judgements against the framework;
- Commentary on how non-institutional factors (e.g. profile of local economy, geographic size of LEP area) should be accounted for when using the framework; and,
- Appendices containing more detail on the methods (literature review sources, focus group questions etc.) and findings from phase 1.

The matrix will depict what a 'good' local delivery organisation should possess or be able to do in relation to roles, functions and resources. For each, the matrix will set out the minimum standard to be expected, what counts as good performance, and what is stretching or exceptional performance. These 3 levels of development will be depicted using 'swim lanes'. Adopting this visual technique will help LEPs to identify where they sit across a whole range of categories and challenge them to continue to develop their capacities and capabilities such that they achieve good or exceptional levels of performance.

LEPs ranked 'Monitoring' as the function they prioritise highest

Figure 2: Illustrative example of assessment framework matrix

Function Minimum Standard Good Exceptional/Stretching

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Monitoring	As Min Stan +	As Good +
Project KPIs identified at outset and collected throughout	Outputs benchmarked to other LEP projects	Outputs benchmarked to other LEPs' projects
RAG ratings used to depict performance	Evidence that KPIs and RAG ratings can generate delivery changes mid-project	KPI collection processes linked to evaluation planning and delivery
Info governance in place to access KPIs	KPIs subject to robust validation at regular intervals	Data linking to other datasets
Project KPIs lead into overall annual review process	Regular internal reporting of KPIs	Monitoring reports shared outside LEP for information and challenge New, more relevant KPIs developed as a result of insights gained

A workshop will be arranged with the project steering group to confirm minimum, good and exceptional standards and the degree to which the assessment framework should accommodate different levels of performance e.g. across how many categories must a LEP be able to show good or exceptional performance.

The assessment framework matrix will be interactive i.e. clicking on specific parts of the matrix will generate further detail (as illustrated in figure 2) and evidence explaining the terminology in use, the rationale for expecting LEPs to possess that capacity or capability, links to further information etc.

Following the drafting workshop, we will develop the assessment framework into a publishable report, with the matrix and accompanying swim lanes visualisation acting as the basis for a research poster/infographic.

We will convene a project meeting with the steering group that will mark the conclusion of Phase 1 of the research and provide impetus for Phase 2 of the research.

Phase 2

Phase 2 will need to deliver a comparative analysis and recommendations for actions. Therefore, during phase 2 of our research we will be focused on addressing objectives 1, 3 and 4 of the research. For objective 1 – updating the evidence base on all 38 LEPs' capacities, we will work with the steering group to develop the semi-structured questionnaire to be used in our census of LEPs.

The questionnaire will follow the format of the assessment framework, asking LEP contacts to answer yes/no/don't know against the capacities and capabilities they have in place in relation to a specific role, function or resource. Open questions will be included to give respondents the chance to expand upon their answers. The survey will ask contacts to describe any barriers they face to developing a capacity or capability. The open questions will consider how different roles, functions and resources might interact within the LEP, e.g. is the LEP able to align its financial resources to its human resources or are some projects over-staffed and others under-staffed?

Throughout the drafting period the questionnaire will be hosted online as a collaborative document, allowing study team and steering group members to comment and suggest edits to the survey design in real time. The project manager will have overall responsibility for finalising the questionnaire.

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The survey will take a maximum of 45 mins to complete over the phone – we will pilot the survey with a few LEPs to confirm this is the case. In our experience this is the maximum length of time a respondent can give to answering questions whilst maintaining the quality of their responses. The survey will include a privacy statement, which explains to respondents why they are being surveyed, how their responses will be used and who to contact for more detail on the research. To keep the survey as short as possible, we will strike any content or detail that has already been covered in other reviews of LEPs (e.g. Ney Review and Strengthening Local Enterprise Partnerships Review has already identified and addressed a lot of information relating to LEPs' governance and transparency processes). To facilitate detailed comparative analysis by type of LEP, the survey will include pre-populated descriptive characteristics questions about their LEP.

With input from the steering group, we will draw up a list of 2 contacts per LEP, with 1 additional LEP staff member as a back-up. Having 3 contacts will provide insurance in case a preferred contact is unavailable, are new in post and feel unable to comment in detail or have moved post since the research started. With an average LEP employing 8 FTEs it should be possible to identify a replacement contact in nearly all instances.

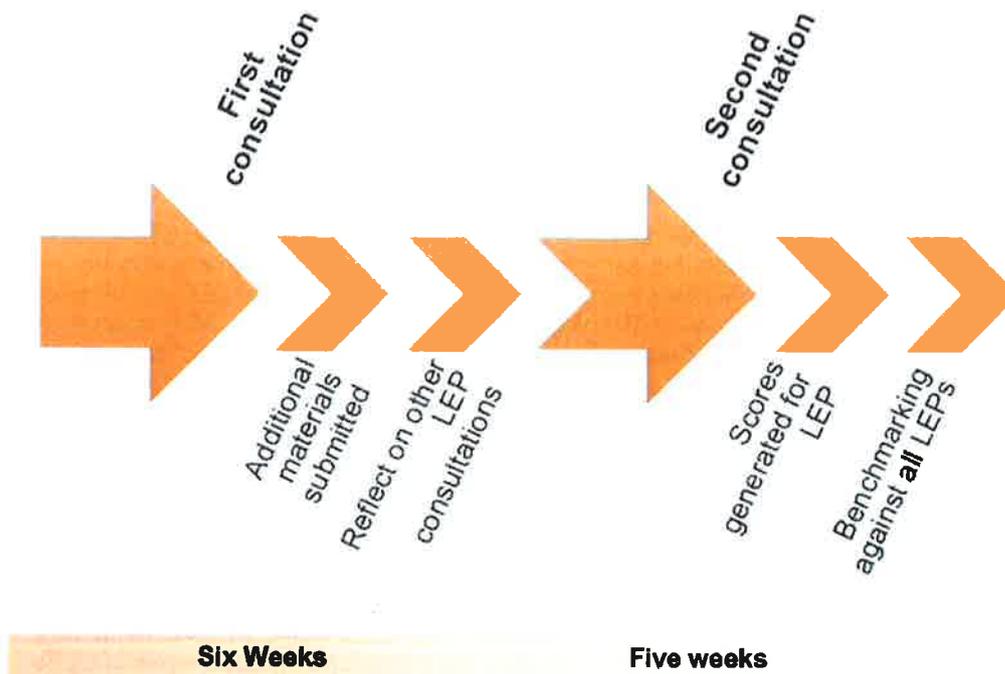
LEP contacts will be given the opportunity to book a consultation by email/online. For those who do not take up this opportunity within the first few weeks of the survey period, our market research partner will telephone them to identify interview slots. We do not propose to use incentives to boost response rates. Instead, we will convince LEPs of the value of the research in helping them to identify their future development priorities.

We will aim to split the two consultations per LEP across the six-week survey period. This will allow us, in the period between the two interviews to request and review further LEP documentation that validates the points and claims made in the first interview. The gap between the interviews will also allow us to conduct 360-degree external reviews of the strengths of other local partners who work with the LEP, something identified as a key factor in explaining individual LEP performance in previous LEP reviews. Input from Relationship Managers and comparisons between the response of similar LEPs will be key to this. In the second interview we hold with the LEP we will explore any issues arising from this 360-degree review. In this way we hope to obtain 76 unique answers rather than 38 answers given to us twice.

To carry out 76 consultations in the six weeks we have allotted will require 12 interviews (9-10 hours interviewing) per week; we and our market research partner have achieved such a response rate before and judge it achievable. We will provide weekly completion numbers to the steering group to give you confidence that all LEPs are being engaged in the research. Where we find it difficult to contact a LEP we will in the first instance work through the relevant BEIS relationship manager, escalating the issue to the steering group if they too are unable to contact the relevant LEP staff member(s).

All survey findings will be entered in CATI survey software. This will provide a full, secure audit trail for all data generated (date, time, respondent id, interviewer etc.) and allow for responses to be downloaded and considered whilst the census is ongoing, supporting our suggested approach of staggering the 2 interviews per LEP. Closed question answers will be set out in MS Excel/CSV files, allowing the use of filtering and pivot tables to conduct more detailed comparative analysis of which types of LEPs have which types of roles, functions and resources. Open question responses will be set out verbatim to allow for qualitative coding, linked back to our coding of the literature review.

Figure 3: Process for conducting census of LEPs against assessment framework



As the 76 consultations end, we will begin the task of comparing census responses to the assessment framework developed during phase 1 of the research - the 3rd objective of the study. We will position individual LEPs on the framework, noting their level of maturity against specific roles, functions and resources and our opinion on their overall preparedness for implementing their LIS. A workshop with the steering group will be arranged to ensure that our judgements align with yours.

Figure 4: Illustrative example of assessment against the assessment framework

LEP: ~~XXXX~~

	Function Below minimum	Minimum	Good	Exceptional
Strategic director				✗
Policymaker			✗	
Funder			✗	
Project deliverer	✗			
Supporter				✗
Converter				✗

Explanatory notes:



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We do not propose that the final internal summary report highlights or ranks individual LEPs. Instead, it will group performance by types or bands/quartiles of LEPs. It will include a series of short, anonymised case studies illustrating how LEPs are at different stages of development under different aspects of assessment framework. The cases studies will provide other LEPs with practical examples of resourcing and process models to adopt or adapt. Alongside the summary report, individual feedback notes for all 38 LEPs and advice to Relationship Managers will be produced.

Where the analysis shows LEPs falling below the minimum standards or few LEPs achieving good or exceptional performance, the summary report will also provide commentary on whether responses to these shortfalls need to be local, through individual LEP decisions or Relationship Manager input, or national through the LEP Network or some other source (e.g. the What Works Centre for Local Economic Growth training and advice offer). The cost of suggested responses will be set out and linked to available funding, for instance the additional £20m in capacity funding announced in the *Strengthening Local Enterprise Partnerships Review*.

The summary report and notes on individual LEPs will meet the fourth and final objective of the research, to set out support requirements to bring all LEPs up to common standards and ways of overcoming barriers to achievement.

The summary report will be turned into slide pack for presentation at in internal BEIS seminar. We see the seminar as a chance to discuss how future policy developments may require changes to the LEP assessment framework, such that future assessments of LEPs are based on what government needs LEPs to do at that specific point in time.

The slide pack, and the infographic of the assessment framework produced in phase 1, will be designed in a way that they can be used in due course to support presentations to/by a range of other relevant stakeholders e.g. the LEP Network, the various Growth Hub and LEP forums that BEIS convenes, LGA conferences etc. The quality of our work is known by these groups and we are confident that they will recognise our recommendations to be based upon rigorous research drawn from as many stakeholders as possible.

PROJ1.2 Staff to Deliver - Response

Our consortium

Adroit Economics (www.adroit-economics.co.uk) is one of the UK's leading economic development consultancies. We are expert at delivering complex, short timescale pieces of research for central government. For example, we are currently managing a multi consultancy team under a 3-year framework with MHCLG undertaking a range of detailed policy and appraisal work to provide the evidence base for the Government's response to Dame Judith Hackitt's inquiry into building safety standards and fire, in response to the Grenfell tragedy. We recently delivered an extremely complex national policy appraisal assignment for UKRI helping provide the basis for prioritising UK research spending over the next 4 years. We also undertake policy development, appraisal and evaluation assignments at the local level, for local authorities, combined authorities and city regions. Since our establishment in 2005 we have undertaken several hundred such assignments across most policy fields.

WECD (www.w-e-c-d.com) is a multi-disciplinary consultancy with outstanding expertise in public policy and evaluation, urban and spatial economics, economic growth and development. The team brings to the project excellent knowledge of national policy and public funding (prioritisation and maximisation of value) and familiarity with the LEPS, local government and devolved administrations in the UK – policies, operational and funding environment. Particular expertise include developing Theories of Change and establishing

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theoretical frameworks and metrics to assess processes, delivery, performance, added value and impacts of programmes and projects, including Growth Deal funded programmes. Examples of most recent projects include: leading the evaluation of Devolved Institutions on behalf of MHCLG and BEIS, undertaking the evaluation of the Lancashire Growth Deal over the period 2016-2021 (including skills, innovation, housing, transport and mix-use developments); the evaluation of the ERDF-funded Manufacturing Growth Programme in 15 LEP areas and the development of a Hampshire-wide Skills Strategy.

The LEP census will be undertaken by **Research Resource**, our regular market research partner.

Adroit, WECD and Research Resource have worked together for 15 years+. Combined, offer an unparalleled fusion of technical subject area knowledge, and ability to successfully engage and assess delivery capabilities in Local Enterprise Partnerships and prepare a validated assessment framework through a multi-disciplinary team of senior professional with the skills and expertise that we deem essential to the successful delivery of the project.

Project Team members

██████████ – Role in assignment: Project Director.
██████████ established Adroit Economics in 2005. Prior to this, he was director in the economics team at DTZ Peda (Manchester). Adroit has now undertaken several hundred assignments since its inception, across a wide spectrum of policy fields. ██████████ offers particular experience of complex projects and programmes – concept and forward strategy, consensus building, communication and dissemination, advice on choices and options, green book appraisal, delivery plans, risk assessment and mitigation, funding options and vehicles, financial modelling and economic impact, monitoring and evaluation frameworks, interim and final evaluations. His clients include (and have included) most of the RDAs, the Devolved Administrations, Government Departments, sub-regional and local partnerships. Earlier in his career, when at Peda, ██████████ was part of teams that appraised the management and financial systems of the then Single Regeneration Budget Programmes (circa 90 locally evolved regeneration programmes across England); he helped evaluate the Scottish Development Agency, which then evolved into Scottish Enterprise and has assisted various local authorities and other local stakeholders establish locally-specific sub-regional

partnerships. ██████████ currently guest lectures on regeneration economics for the University of New York; and on telecoms and real estate development for the University of Manchester

██████████ Role in assignment: Expert adviser in relation to development of theoretical assessment framework ██████████ has led numerous studies that have informed public policy, implementation and delivery and has acted in an advisory capacity on a wide range of economic development and competitiveness policy issues, has an excellent understanding of the localism and Devolution agenda and has worked closely with several local authorities and LEPs (officers, members of Councils, Committees and Boards). She has most recently Chaired the Planning Magazine's 2018 Conference on Housing Delivery. ██████████ is a regular contributor to the MSc Urban Regeneration at The Bartlett School of Planning, UCL (Lecturing on Funding of Urban Regeneration).

██████████ **Adroit Economics Associate** – Role in assignment: Project Manager, inputting at all stages of the work and responsible for day to day communications with the steering group. For the past 8.5 years ██████████ was Head of Evaluation at Greater Manchester Combined Authority (previously New Economy), leading a team who undertook evaluations of numerous economic development and business support initiatives across Greater Manchester. He was the author of the GMCA's Devolution Deal Monitoring & Evaluation plan. He met regularly with BEIS and MHCLG analysts to discuss GM's economic development research and to input into LEP, LGF and other programme assessment and monitoring frameworks. He supported GMLEP to make submissions against such

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frameworks. He co-authored the development and implementation of appraisal and cost benefit analysis methods to enable prioritisation of LEP investment and policy decisions across Greater Manchester and he led efforts in training officers in how to apply these tools. Now a member of Adroit Economics team, [REDACTED] continues to work in these subject areas for clients across the UK. Prior to joining the GMCA (then New Economy) [REDACTED] worked for 7 years as a research consultant with Adroit and previously was a member of DTZ's Economics Team alongside [REDACTED]. He regularly commissions Research Resource to undertake telephone surveys for economic development and business support projects he is managing.

[REDACTED] Adroit Economics Associate Director. [REDACTED] is an experienced economist and has worked in economic development consultancy for more than 15 years during which time he has completed more than 150 assignments for public and private sector clients. [REDACTED] role in the project will be to support the work to gather further information on each LEP to supplement the census and to carrying out comparative analysis of LEP responses to the survey. He will also input to the literature review and scoping consultations, and drafting of the final summary report and individual LEP assessment notes.

Research Resource - We have a well-established working relationship with Research Resource, who will be undertaking the LEP Census. Research Resource is a full service, independent market research agency, specialising in social and economic research. All interview work will be undertaken by IQCS (Interviewer Quality Control Scheme) trained interviewers, operating to MRS (Market Research Society). Questionnaires and scripts will be designed by our team and [REDACTED] a Director of Research Resource, will work closely with [REDACTED] and manage the LEP survey work. [REDACTED] is an experienced consultant who has over 17 years experience in market, social and economic research. She is skilled in the design and management of large-scale quantitative research surveys. [REDACTED] holds the Diploma of the Market Research Society and is a Full Member of the Market Research Society.

Our team will also include 3 Senior Consultants drawn from Adroit and WECD staff. They will input throughout but especially in supporting the Project Manager in collecting and analysing LEP responses and further data during phase 2.

PROJ1.3 Understanding the Project Environment - Response

Our interpretation of the project and what is required

Local Enterprise Partnerships (LEPs) were first announced in the Coalition Agreement of May 2010. The new LEPs were defined as 'joint local authority-business bodies brought forward by local authorities themselves to promote local economic development'. The creation of LEPs fundamentally signified the move to devolution of power to the regions but with the private sector driving decision-making, working closely with its public sector partners. On this basis since they were established in 2010, LEPs have been subject to relatively light touch central government overseeing.

In the Local Growth White Paper, Local Growth: realising every place's potential, BIS was clear that LEPs were expected to meet their day-to-day running costs themselves by leveraging in private sector capital, resource and capacity– and in their formative years LEPs received limited direct central government funding. Over time, LEPs have experienced:

- Changes in the funding and policies available to support local economic development;
- The emergence of City Mayors and Combined Authorities; and
- Growing recognition and understanding of how economic development policy interacts with other policy areas to deliver place-based strategies.

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These and other developments have resulted in LEPs adopting and operating a range of different strategic and operational delivery models. As the National Audit Office census of 2016 shows, the 38 LEPs vary considerably in terms of staffing numbers and roles, the balance of private sector vs. public sector membership and leadership, legal status, levels of engagement with other local institutions and approaches to governance, accountability and transparency.

In recent years, LEPs have taken on greater responsibility for larger amounts of funding and the greater range and size of projects for which this provides. Local Growth Fund funding has increased substantially since 2015. This has shone a light on the differing capacities and abilities that exist within LEPs, in some instances highlighting gaps in LEPs' capabilities and/or stretched capacity. Initiatives such as the LEP Network and the additional £200,000 in capacity funding granted to each LEP are helping to address some of these issues but further detail and a formal framework for LEPs to assess the capabilities area needed.

Within this broad context, a LEP assessment framework will bring multiple benefits. It will, for example:

- Help individual LEPs to understand and benchmark their current capabilities and capacities, identify their development issues and priorities, and consider how they can have a sustainable impact;
- Give LEP members, and potential new members, confidence that they are giving their time and associating their business's reputation with a well-managed and governed organisation;
- Give the general public more insight into how economic development funding within their locality is planned, spent, monitored and reported; and
- Give Relationship Managers with CLGU, and the Ministers they report to, a clearer picture of the 'health' of individual LEPs and the overall LEP policy.

The National Industrial Strategy, and the UK Shared Prosperity Fund, and Local Industrial Strategies that will draw upon and contribute to the NIS, will increase again the responsibilities and policy planning, delivery and monitoring expectations placed upon LEPs. Aligning to the ethos of the NIS, local businesses, not local authorities, should lead this process of responding to the NIS. But at the same time, LISs must be based on an evidenced understanding of local need, free of partisanship, and able to objectively weigh up and prioritise the many competing demands for SPF and LIS funding that are likely to exist.

It will be vital that LEPs have the skills to meet the challenge made of them by the NIS/LIS policy.

Work to develop a LEP assessment framework is not starting from scratch. All LEPs have Local Assurance Frameworks and the recent *Review of LEP Governance and Transparency* has resulted in government asking LEPs to adopt a range of best practice around governance, transparency, and accountability. There has been less time to consider the roles, functions and resources that LEPs will need in the new NIS landscape. Hence this project.

In seeking to develop a framework of the roles, functions and resources that LEPs will need in the coming years, it should not be forgotten that LEPs are one part of a wider trend towards devolution and place-based delivery. Central to this policy development is the need to create local institutions that can balance the economies of scale that come from centralised delivery with the added value that local insight and innovation bring in terms of helping to prioritise, target and monitor delivery. You cannot have local insight and innovation without giving local institutions the resources and capabilities to research, case make, long-term plan, prioritise, fund, monitor and learn from, scale or stop their activities. At the same time local institutions must be open and transparent, enabling public and business to challenge and shape activity.

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This challenge of balancing the ability to think creatively with the need to be held to account is one that has been/is being faced by many other local institutions, for instance, local strategic partnerships, devolved administrations and Combined Authorities/Elected Mayors, ESIF managing authorities, Clinical Commissioning Groups, and local transport authorities. As with LEPs and the Local Growth Fund, they are considering how the ending of funding silos and the development of more and larger single pots of funding can help them to switch, scale or stop activity on the basis of evidence rather than accounting periods or particular funding envelopes. There is much that this project will be able to learn from them in how they plan, staff, deliver, monitor, and report on their activities.

In *Strengthening Local Enterprise Partnerships Review* the government has made £20m available to support LEPs to become ready for LIS. This project will be vital to ensuring that this funding is spent wisely and efficiently. It will ensure that LEPs learn from what is already known about effective local delivery organisations, helping them to avoid dead-ends and enhance the level of insight government and the public has regarding LEP achievements.

How we will use our team's relevant knowledge to ensure the successful delivery of the project within the working environment

All members of our team have considerable experience of working with and for LEPs and central government, and of local economic development and devolved institutions more generally. Many of our team are also involved in a separate piece of work for BEIS looking at the capabilities and capacities of the devolved institutions in England. We have drawn upon this current and previous experience to design a research method that we are confident will be supported by LEPs and will deliver the outputs that BEIS require within the timescale available. To ensure the successful delivery of this project we will, in particular:

- Be conscious of how we explain and promote the research to LEPs. The Ney review showed that LEPs and their members want to be as effective and as transparent as possible. This research can support them in this aim. It should be promoted to them as a development opportunity and not as an inspection or a ranking exercise. If this is made clear at the outset, the research is far more likely to achieve high response rates from LEPs and support for the recommendations it makes.
- Learn from and exploit what already exists to prevent time and money being spent on research questions that have already been answered. For instance, we would hope to be able to access the follow:
 - The LEP Network, BEIS Relationship Managers, LOGASNET, the NAO 2016 census results, the 3 LIS trailblazer areas, LEPs own assurance frameworks, the panel members who contributed to the *Strengthening Local Enterprise Partnerships Review* – these are all existing sources which will provide relatively quick and cost-effective insights into the capabilities and capacities of LEPs.
 - Considering what the 38 LEPs are using the existing £200,000 each of capacity funding to pay for. This will offer a first-hand account of the capacities and capabilities LEPs currently feel they lack.
 - What is already known about place based policymaking best practice, by cross-referencing and updating the secondary research being undertaken by WECD as part of their concurrent devolution research for BEIS.
- Ensure we have the capacity to cover all 38 LEPs across all parts of country. Our team is split between the south and the north, complemented by extensive telephone and online surveying capacity. We will have the ability to meet with/engage with all LEPs, including the option of face-to-face sessions with specific LEPs or consultees.
- Our research timetable devotes more than half of the 19 weeks of research to direct contact with LEPs and includes the potential to expand this contact period. This will mean that we are able to offer LEP consultees many opportunities to input. We will offer them multiple ways in which to input – online, telephone, face to face. And, we will 'pre-

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populate' as much information on individual LEPs as we can (from websites, NAO census data if available etc.) before we meet them, meaning that our time with them is focused on the research questions of interest.

- Our research tasks are planned to overlap. This is so that findings at each stage build upon earlier findings and can be revisited as our thinking develops. For example, we are proposing to split the two interviews carried out with each LEP, with the gap in between to allow for the receipt and consideration of further evidence from that LEP, resulting in a more insightful second consultations.
- The assessment framework developed in phase 1 will be open to challenge and change based upon the LEP census and other research findings at phase 2.
- Throughout the research our aim will be to seek evidence. Previous reviews of LEPs have found variations in how requirements of LEPs have been interpreted. Information provided by the LEPs will need to be supported by further evidence that validates this.
- When developing the LEP assessment framework we will distinguish between urban/rural, manufacturing/service sector, large/small LEPs etc. and we will code these characteristics in so that they can be linked to qualitative findings. This will enable us to deepen the comparative analysis e.g. does the current development of small rural LEPs differ from that of large rural LEPs? and produce a final assessment framework that can be adopted by all LEPs.
- Linked to this, the aim of our research for you will be to develop a 'framework' rather than a 'straight jacket'. The assessment framework must provide LEPs with flexibility to innovate, otherwise the output from the research will be going against grain of NIS, which calls for local leadership on issues best addressed locally. Our comparative analysis will suggest how different sub-groups of LEPs should respond to the framework given the funding available to them, and at the same time set out minimum standards, good and excellent levels of performance against the framework it will be of use to all LEPs and encourage them to continue to invest in and develop their capacities. At the same time, the assessment framework, through its minimum standards must give government the basis for penalising poor performance and setting out a path to improvement where needed.
- Finally, our research will acknowledge the sustainability issue that all LEPs face. The assessment framework will include considerations of how effective LEPs and their members are at building organisational capacity, resilience, and institutional knowledge. Making LEPs more sustainable will mean that short-term investments in capacity and capabilities have long-term impacts.

PROJ1.4 Project Plan and Timescales - Response

W/C	21 Jan	28 Jan	4 Feb	11 Feb	18 Feb	25 Feb	4 Mar	11 Mar	18 Mar	25 Mar	1 Apr	8 Apr	15 Apr	22 Apr	29 Apr	6 May	13 May	20 May	
Phase 1																			
Inception meeting	X																		
Literature review																			
Scoping Consultations																			
Focus groups and online survey																			
Finalising the framework								X											
Phase 1 sign off meeting									X										
Phase 2																			
Census questionnaire development																			
Census of 38 LEPs																			
Comparative analysis of census responses to assessment framework																			
Reporting, including steering group meeting																	X		
Final project meeting																			X

Note: we have assumed that the internal BEIS seminar will be arranged after the steering group has confirmed they are happy with the final outputs from the research, and hence have not put a date against the seminar in the above table.

Key milestones and meeting dates

We see the key milestones for this project as being the arranging and holding of the 3 focus groups and the completion of 38, and then 76 LEP staff surveys. We will be focused on achieving these from the outset – confirming focus group dates, locations and venues will be a week 1 task and our market research partner we be kept updated on research findings during phase 1 so that they can brief interview staff ahead of the

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survey going live. Obtaining named census contacts within each LEP is also something we will prioritise, we will confirm this list of contacts in the first weeks of the study so that we can book in interviews before phase 2 commences.

We will hold 5 meetings with you, indicated by the crosses in the table above. The two meetings at the end of each phase will be crucial in ensuring that the steering group is fully able to shape content and format of the outputs from the research. It is our experience that face to face input at these points is far more effective than asking for track changes to be made to draft reports. This will be especially true given that government thinking on the National Industrial Strategy is likely to continue to evolve which will need to be reflected in the assessment framework. By making research documents remotely accessible to the steering group, you will be able to input to the research in real time. This will mean that meetings can be focused more on next steps rather than explaining work already completed.

We have allowed for expenses of £150 per team member attending per meeting, and £100 per team member attending per focus group.

Ensuring the timetable does not slip

We have structured our team to ensure that we can meet the timetable. We have dedicated 70% of total hours/days to phase 2 activities to ensure we have the capacity necessary to secure input and consider further information from all 38 LEPs. We will provide you with core senior resource across phase 1 and 2, to ensure continuity of insight and communications, supplemented by Director level support from Adroit's CEO as Project Director to ensure quality control. If a team member has to withdraw from the project there are additional spare resources within Adroit and Warwick Economics & Development we can call on.

All members of our team are experienced at gathering insight from the key sources of information for this piece of research – LEPs, the LEP Network, locally policymakers, and academics – and we will call upon this experience when seeking their input for instance making contact through our existing network of contacts and ensuring that consultations and surveys are scheduled around other duties that LEP staff may have. Where possible, we will draw upon work our team is already undertaking or other relevant work undertaken recently – for instance the literature review – thereby ensuring we can spend most time on 'new' research.

Managing Project risks

Throughout our submission we have identified key risks to completing this project – securing input from all 38 LEPs, ensuring the framework strikes the right balance between standardisation and flexibility, having a basis on which to validate claims and judgement made using the framework etc.- and how we have designed a methodology that accounts for/overcomes these. In terms of risk management processes, Adroit Economics has a standard risk management process. The Risk Owner for this project will be [REDACTED] who will monitor the performance of the project team actively during the project timeline. He will regularly check progress (e.g. consultation held, surveys completed, outputs. A Risk Register will be created following the inception meeting. It will be reviewed and updated at regular project team meetings. Risk management will be an item for the weekly email updates we will provide to you and if necessary we will propose how a risk be escalated.

