

# PRESTON TOWN FUND

## ASSURANCE FRAMEWORK



## City of Preston Assurance Framework

The Assurance Framework sets out the governance arrangements for the City of Preston Towns Fund. The Assurance Framework will be updated at least annually.

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**The City of Preston Town Deal Board** is made up of a private sector Chair, local MPs, local government representatives for Preston, the Local Enterprise Partnership, community and local voluntary community representatives, local businesses and other organisations with an interest in the future development of Preston.

The current Preston Town Deal Board:-

- Chair - John Chesworth, Managing Partner of Harrison Drury
- Rob Binns, Director of Cotton Court
- Councillor Matthew Brown, Leader of Preston City Council
- Councillor David Borrow, Cabinet Member for Planning and Regulation at Preston City Council
- Adrian Phillips, Chief Executive of Preston City Council
- Sir Mark Hendrick, Member of Parliament for Preston
- Phil Green, Director of Growth, Planning and Estates at Lancashire County Council
- Melanie Close, CEO of Disability Equality North West
- Katie O'Reilly, Vice Principal of Finance at Preston's College
- Anne-Marie Parkinson, Investment Programme Manager at Lancashire Enterprise Partnership (LEP)
- Jane Anthony, Executive Dean of the Faculty of Culture and the Creative Industries at The University of Central Lancashire (UCLan)
- Ruth Connor, Executive Director of Strategic Marketing at The University of Central Lancashire (UCLan)

*[The Full City of Preston Board Heads of Terms can be found at Annex A](https://Meet-the-Towns-Fund-Strategic-Board)*  
*<https://Meet-the-Towns-Fund-Strategic-Board>*

## **Board Meetings**

The Town Deal Board shall meet quarterly or according to operational need.

The agendas and minutes of Board Meetings will be published on Preston City Council's website.

## **Code of Conduct**

Members of the Board shall abide by the Code of Conduct.

The Board shall give due consideration to all laws and regulations as appropriate.

The Board will be required to complete, sign and return Declaration of Interests forms on an annual basis.

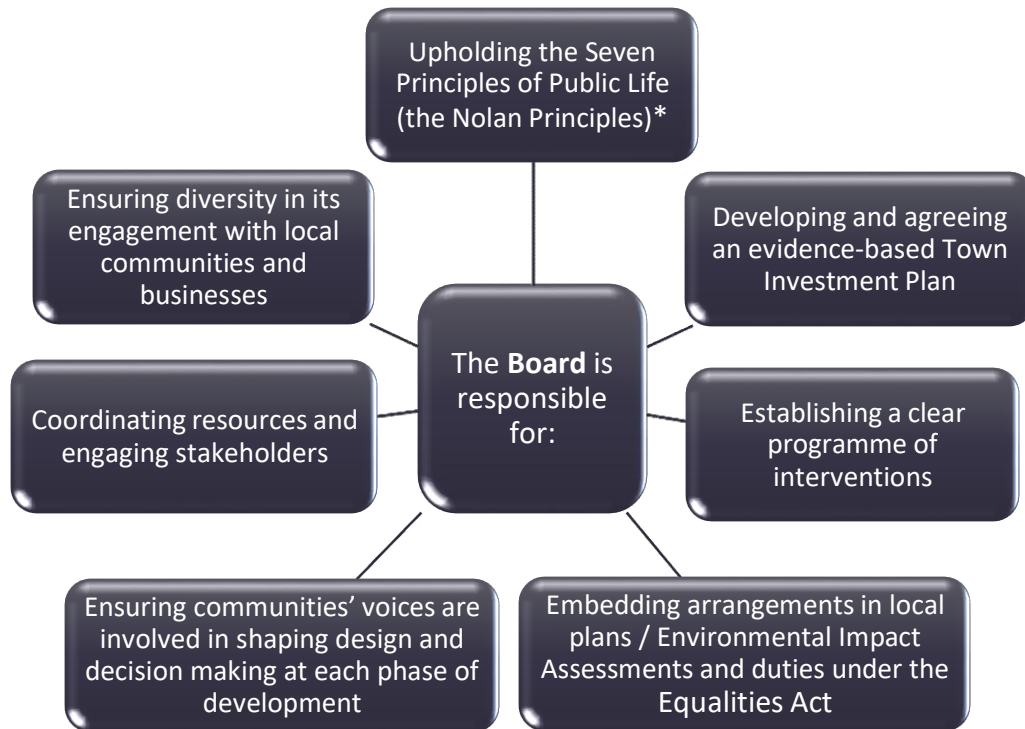
The Board will, from time to time, consider projects and proposals of a "commercial in confidence" or sensitive nature. All Board Members and Observers will observe the need for confidentiality in this respect.

## Board Roles and Responsibilities

### Town Deal Board Chair:

- Upholding the Seven Principles of Public Life (the Nolan Principles);
- Leading the Board in achieving its objectives, maintaining an overview of activity, and championing and supporting partnership working.

### THE BOARD:



### \*The Seven Principles of Public Life (the Nolan Principles)

- 1 **Selflessness** - Holders of public office should act solely in terms of the public interest.
- 2 **Integrity** - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- 3 **Objectivity** - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- 4 **Accountability** - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- 5 **Openness** - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- 6 **Honesty** - Holders of public office should be truthful.
- 7 **Leadership** - Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

The Town Deal Board will sign off each stage of Preston's City Investment Plan (CIP) and Town Deal. The Towns fund diagram can be seen on the next page.

## Stage 1 Preston's City Investment Plan

The Board will be responsible for signing off each stage of the development of the CIP <https://www.preston.gov.uk/cityinvestmentplan>; this includes the decisions relating to the project prioritisation process and final selection of projects for inclusion in the CIP.

## Stage 2 Heads of Term Agreement /Town Deal

The Board will be responsible for decisions relating to the agreement of a Town Deal with government. The Board will oversee each step of this process along with the Accountable Body (Preston City Council). The final Heads of Term Agreement with government will be agreed by the Board.

## Stage 3 Full development of CIP projects

The Board will oversee the development of the detailed business cases for all the CIP projects. The business case development will be carried out by project sponsors and external consultants Hatch. Independent appraisal of the business cases will be carried out prior to submission to government to give the necessary assurance to the Board. The Technical Implementation Group and Ekosgen will carry out the business case appraisal. The business cases will be presented to the Board for approval to submit to government following approval by the Accountable Body at a Full Council meeting. Once the business cases have been approved by the Ministry of Housing Communities and Local Government (MHCLG) Towns Fund Team, the projects will move onto the delivery stage.

## Stage 4 Delivery of CIP projects

The Board and the Accountable Body will be responsible for strategic programme decisions and for overseeing delivery of the programme, monitoring and evaluation of the individual projects and compliance with the Heads of Terms Agreement with government.

## **The Technical Implementation Group (TIG)**

The Technical Implementation Group (TIG) comprises representatives from the Towns Fund Board organisations. The Group will be supported by specialist advisors and consultants.

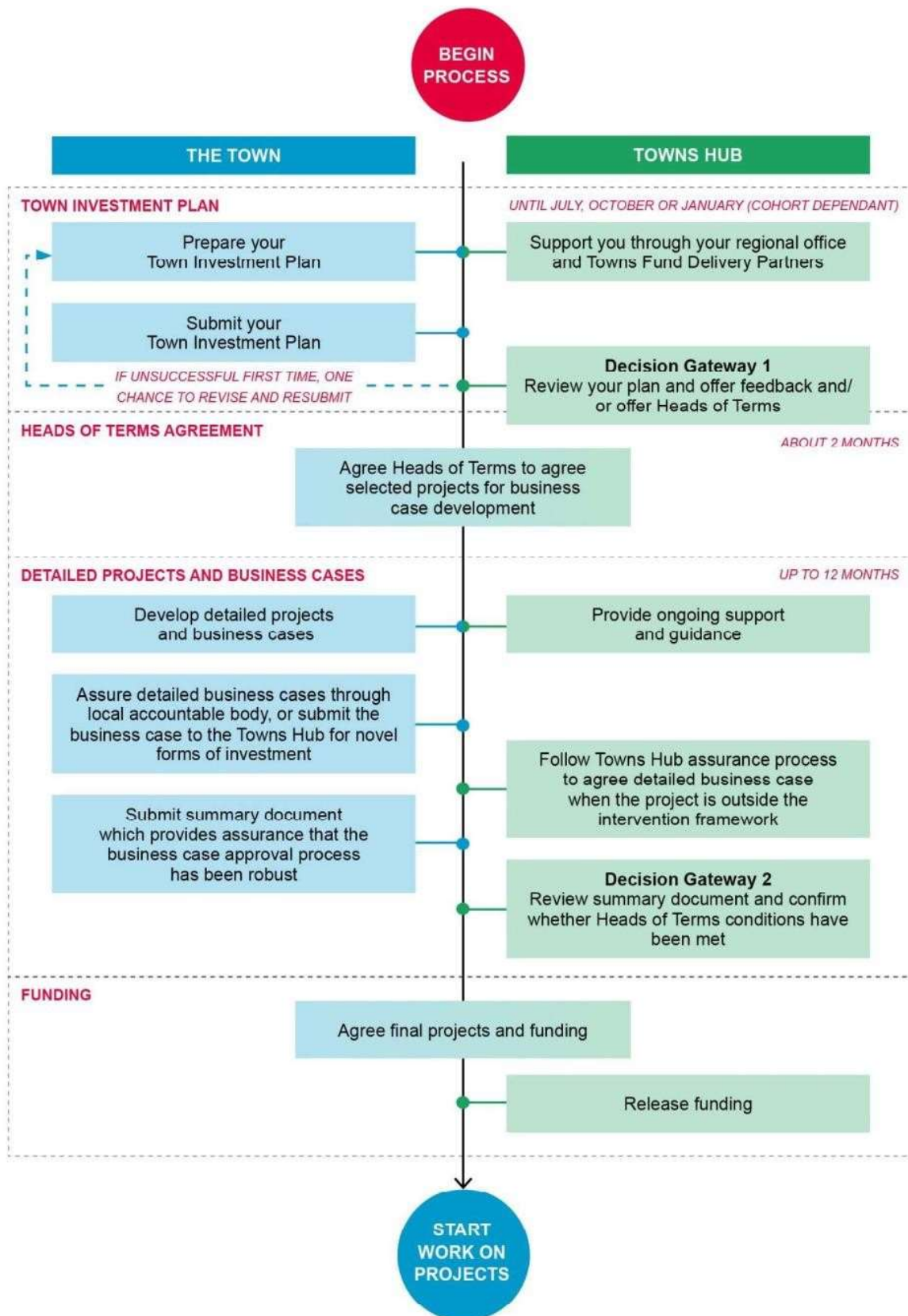
The current TIG Chair Mark Flemming, UCLan

The TIG is a technical advisory working group established to support the Board. The TIG will support the Board over the following four phases:

- Phase 1 Project assessment (March – May 2021)
- Phase 2 Summary Plan (March 2021 – March 2022)
- Phase 3 Programme Management (up to March 2026)
- Phase 4 Monitoring and Evaluation

The Technical Implementation Group, on behalf of the Towns Fund Board and accountable body will oversee the project and programme monitoring.

TIG Terms of Reference have been agreed with the Board and can be found at Annex B



## **Accountable Body**

Preston City Council (PCC) will be the Accountable Body for the City of Preston Town Deal and is the Council through which funding will flow. PCC will be responsible for the total funds.

The responsibilities as set out in Towns Fund guidance are set out in Annex C

PCC as Lead Council will have a seat on the board and take responsibility for ensuring that decisions are made by the City of Preston Town Deal Board in accordance with good governance principles.

As Accountable Body PCC will have to meet a number of conditions – providing regular feedback on progress, external monitoring and evaluation and ensuring reports are regularly submitted to timetable.

Financial management arrangements will be in line with the Council's financial procedure rules set out in PCC's constitution. Additional financial reporting requirements will be put in place to ensure comprehensive data is submitted to government at least every six months. The data will include the following:

- Expenditure on the project total: forecast and actual
- Match funding, broken down by sector (public/private/third sector) – actual and forecast
- Contractual commitments – actual and forecast

Grant Funding Agreements and Memorandum of Understanding will set out requirements for project owners to submit to PCC the required financial data by a specified time period.

PCC will be responsible for ensuring risk management arrangements are in place and adhered to for all CIP projects.

### **Section 151 Officer**

Preston City Council's Section 151 Officer will be the officer responsible for the oversight of the financial administration and governance arrangements of the Towns Fund.

The Section 151 Officer will be required to scrutinise and sign off the comprehensive set of data prior to submission to Government.

The Section 151 Officer will access the requests for the 5% Capital Upfront Pre-payment up prior to presenting to the Board for approval.

The Accountable Body/Section 151 Officer can use freedoms and flexibilities including capital swaps and moving money between projects to achieve spend as per the Towns Fund rules.

### **PCC Plans and Strategies**

The City Investment Plan will be fully aligned with Achieving Preston's Priorities, the key document setting out the Council's Priorities, Plan and Medium Term Financial Strategy, the Local Plan and the City Centre Area Action Plan.

### **Fair Employment and Living Wage**

PCC's role as Accountable Body and any funded projects for which PCC is the project owner will be undertaken in full accordance with PCC's policies on fair employment and the living wage.



## Towns Fund Social Value Policy

The Board have adopted a Towns Fund Social Value Policy. This can be found at Annex D

## Equality Impacts

Equality and Human Rights Impact Assessments will be undertaken where appropriate.

## Consultation

The Board will ensure communities and stakeholders are consulted and actively engaged in shaping the projects.

## Stakeholder Engagement and Communications

The Lead for Communications will be nominated from the Towns Fund Board and assisted by the Head of Policy & External Relations Preston City Council.

The Board will receive timely communication updates.

The communication protocols are set out within the Communication Based Engagement Plan attached at Annex E

The Towns Fund Communications and Branding Guidance is attached at Annex F

## Business Case Development.

All project sponsors must prepare a five case business case. Hatch consultants, retained by the accountable body on behalf of the Towns Fund Board will prepare the strategic and economic cases for all six projects. The project sponsor must take responsibility for preparing the financial, commercial and management cases. The full business case development protocol can be found at Annex G

## Business Case Appraisal

The Technical Implementation Group and Ekosgen will carry out the business case appraisal. The process for independent appraisal is set out at annex G.

## Business Case - Proportionality

Business Cases should address, in a proportionate manner, the five cases set out in the HM Treasury Green Book. The six Towns Fund projects will work towards achieving a series of business case progress milestones which have been agreed by the Towns Fund Board and the project sponsor. The progress milestones set out the stage at which it is agreed acceptable for the business case to be confirmed as “final” and appropriate for appraisal. Towns Fund guidance includes advice on proportionality. <https://townsfund.org.uk/blog-collection/tfdp-business-case-template-and-proportionality-guide>

## Appraisal Methodology

As set out within Towns Fund guidance, business cases for each Towns Fund project must be “sufficiently detailed and robust to pass through local assurance mechanisms”<sup>1</sup>. This **local assurance framework** adopted by the Preston Towns Fund Board seeks to fully comply with the most up-to-date Towns Fund Guidance and the HM Treasury Green Book (2020).

## Benefit Cost Ratio

In accordance with Towns Fund guidance there is no minimum threshold for benefit-cost ratio for the Preston Towns Fund projects. In line with the additional Green Book Guidance 2020, the accountable body and Preston Towns Fund Board recognise the importance of non-quantifiable benefits in setting out the rationale for investment. To follow best practice, all Business Cases

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<sup>1</sup> MHCLG, Towns Fund Guidance, June 2020: [Towns fund guidance \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

must contain robust value for money assessments. If value for money is low, then additional justification should be provided.

## Match Funding

Match funding should be confirmed (with evidence provided) wherever possible, but the business cases can refer to be unconfirmed match funding. Where match funding is not confirmed, as much detail as possible should be given about the current status, the remaining actions needed to secure it and the timescales for this. The Business Case should also set out risk management strategy regarding any match funding not secured.

## Summary Plan Submission

Summary Plans (see annex H) for all six Towns Fund projects must be submitted to government no later than Mid March 2022. A Road Map has been developed to achieve this timescale – road map here.

## Monitoring and Evaluation

All business cases must include a monitoring and evaluation plan. The outputs to be monitored will be set out in a schedule in the appropriate contracting arrangement.

## Contracting Arrangements

All project sponsors will enter into a grant funding agreement (prior to drawing down the Towns Fund grant) with the accountable body. Where the accountable body is also the project sponsor a memorandum of understanding will be entered into.

The grant funding agreement and memorandum of understanding will include:

- a schedule of conditions agreed by the accountable body and Towns Fund Board as a result of the appraisal process;
- key milestones;
- outputs – delivery of which will be monitored and reported to Towns Fund Board and government.

Template grant funding agreements and memorandum of understanding are attached to this assurance framework as Annex J and Annex K

## Project Monitoring and Change Control

Once projects are finally approved project spend should be in line with the forecasts made in the business case. However the Towns Fund Board recognise that circumstances change and project adjustments may need to be made once projects are live. The Technical Implementation Group, on behalf of the Towns Fund Board and accountable body will oversee the project and programme monitoring. Once all business cases are complete and there is greater certainty on outputs and key milestones against which progress can be monitored a monitoring schedule will be put in place. The assurance framework will be updated at the appropriate time.

## 5% Capital Funding Pre-Payment

To support with project delivery, DLUHC have released an early payment of 5% of the total Heads of Terms offer in the form of a Section 31 grant. The funding enables early-stage activity in project development. Funding can only be spent on Preston's 6 Towns Fund projects. The funding can be used for projects where Business Case Summary Documents have not yet been submitted to DLUHC. If a project within a Town Deal does not ultimately proceed to the delivery stage, DLUHC will not seek to claw back the 5% early draw down. See Annex L

## City of Preston Town Deal Board

31 January 2020

### Inception Report

### Terms of Reference

#### Composition

1. The City of Preston Town Board shall comprise the following Members. The Board shall remain open for further nominations, which shall be agreed by the Chair.

Type of Organisation	Name of Organisation	Name of Representative	Job Title
<b>Business</b>	Harrison Drury	John Chesworth (chair)	Managing Partner
<b>Business</b>	Cotton Court	Rob Binns	Director
<b>Lead Council</b>	Preston City Council	Cllr Matthew Brown	Leader
<b>Lead Council</b>	Preston City Council	Cllr Peter Moss	Deputy Leader
<b>Lead Council</b>	Preston City Council	Adrian Phillips	Chief Executive
<b>MP</b>	Parliament	Mark Hendrick	MP
<b>Upper Tier Council</b>	Lancashire County Council	Phil Green	Director of Growth, Planning and Estates
<b>Community</b>	Disability Equality North West	Melanie Close	CEO DENW
<b>Education &amp; Skills</b>	UCLan	Ruth Connor	Chief Marketing Officer
<b>Education &amp; Skills</b>	Prestons College	Lis Smith	Principal and Chief Executive
<b>Local Enterprise Partnership</b>	Lancashire Enterprise Partnership	Anne-Marie Parkinson	Investment Programme Manager
<b>Cultural</b>	The Harris	Rachel Mulhearn	Interim Head of Culture

#### Chair and Deputy Chair

2. The Chair shall be for a maximum 3 year term. The Chair is John Chesworth. The Deputy Chair will be confirmed. If the Chair and Deputy Chair are not in attendance a nominee / substitute may be made.
3. The Chair shall not have a casting vote.

#### Quorum

4. The quorum for meetings shall be 6. No meeting shall be quorate unless the following Members (or their nominees) are present:
  - i) The Chair / Deputy Chair / nominee or substitute; and the Leader or Deputy Leader of the Council
5. If within fifteen minutes from the time appointed for the holding of a Town Deal Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within fifteen minutes from the time appointed for holding the meeting the Members present shall be a quorum.

6. Any Member may validly participate in a meeting of the Town Deal Board by conference telephone or other form of communication equipment if all persons participating in meeting can hear and speak to each other throughout the meeting.

#### Secretary

7. The office of the Chief Executive of the City Council shall serve as the Secretary ("The Secretary") to the Town Deal Board.
8. The Secretary shall produce minutes of all meetings of the Town Deal Board.

#### Meeting Frequency

9. The Town Deal Board shall meet quarterly or according to operational need.

#### Decisions in Writing

10. A resolution in writing signed by all of the members of the Town Deal Board shall be as valid and effectual as if it had been passed at a meeting of the Town Deal Board.

#### Powers and Functions

11. The Town Deal Board's primary responsibility is to oversee the preparation and implementation of the Town Investment Plan
12. The Town Deal Board shall:
  - i) Develop and agree an evidenced based Town Investment Plan;
  - ii) Develop a clear programme of interventions;
  - iii) Approve a capacity funding expenditure plan, and receive regular progress reports on the implementation of the same;
  - iv) Approve an annual Town Deal Communications and Marketing Plan, and receive regular progress reports on the implementation of the same;
13. The Town Deal Board will employ no staff, hold no assets, nor enter into any contractual arrangements. All delivery and operational matters will continue to rest with the City Council as Accountable Body.

#### Governance Relationship with the Preston Partnership

14. The Preston Partnership shall be asked to agree the Terms of Reference of the Town Deal Board.
15. The Town Deal Board shall review its Terms of Reference from time to time as necessary.
16. The Chair shall provide update reports to the Preston Partnership at the Preston Partnership's request.

#### Relationship with Preston City Council Council as Accountable Body

18. Preston City Council shall act as Accountable Body for the Town Deal Board.

19. Preston City Council shall hold the capacity funding and any investment funding and shall ensure these funds remain separate and identifiable from the Accountable Body's own funds, and shall provide financial reports to the Town Deal Board.
20. Preston City Council shall provide administrative, financial and legal support to the Town Deal Board.
21. Preston City Council shall maintain an official record of the Town Deal Board proceedings and a library of all formal Town Deal documents.

#### Publication of Papers

22. The agendas and papers for the Town Deal Board will be published on the Preston Partnership's website.

#### Nolan Principles

23. The Town Deal Board shall operate in accordance with the 7 Nolan Principles:

- **Selflessness**  
Holders of public office should act solely in terms of the public interest.
- **Integrity**  
Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- **Objectivity**  
Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- **Accountability**  
Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- **Openness**  
Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- **Honesty**  
Holders of public office should be truthful.
- **Leadership**  
Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## CITY OF PRESTON TOWNS FUND TECHNICAL IMPLEMENTATION GROUP TERMS OF REFERENCE AND WORK PLAN

### Composition

1. The Technical Implementation Group (TIG) comprises representatives from the Towns Fund Board organisations. The Group will be supported by specialist advisors and consultants.
2. The Chair will be Mark Flemming, UCLan. A nominee / substitute may be made if the Chair is not in attendance.

### Administration of Meetings

3. Preston City Council (PCC), as accountable body for the Towns Fund, will provide administration services for the TIG.
4. The Chair and the accountable body will agree the Agenda and papers will be circulated 3 working days before the meetings – where possible.
5. PCC shall produce minutes of all meetings of the TIG which will be circulated in draft 3 working days after the meeting and submitted with the Agenda for approval at the next TIG meeting.

### Meeting Frequency

6. The Steering Group shall meet according to operational need at a convenient time during business hours on weekdays and at a convenient place.

### Role and Work Plan

7. The TIG is a technical advisory working group established to support the Board. The TIG will support the Board over the following four phases:
  - a. Phase 1 Project assessment (March – May 2021)
  - b. Phase 2 Summary Plan (March 2021 – March 2022)
  - c. Phase 3 Programme Management (up to March 2026)
  - d. Phase 4 Monitoring and Evaluation (throughout)

8. The TIG shall be used to:

a. Phase 1: make recommendations to the Board on business case readiness, project reprofiling to fit the funding envelope and finalising the local assurance framework. During this phase the TIG will meet three times (minimum). Representatives of the TIG will engage with project sponsors and leads. The output of this phase will be a recommendation to the Board re the submission to government in mid-May.

b. Phase 2: Enable the submission of the Summary Plan by the Board and the accountable body to government no later than 24 March 22. The Summary Plan will set out that business cases have been signed off locally and will set out an annual draw down profile. The TIG will support project leads in the preparation of the business cases and will oversee the independent appraisal of the business cases. The TIG will support the accountable body in the preparation of any grant funding agreements. The TIG is expected to meet monthly during this phase. The output of this phase will be the recommendation to the Board re the submission of the (final) Summary Plan

to government. (Business cases can be signed off in tranches – i.e. could be more than one Summary Plan.)

c. Phase 3: The TIG will support the accountable body in the management of the programme. Tasks will include: agreeing format and frequency of project report; receiving and reviewing reports submitted by the project sponsors; preparing programme summary reports for the Board. Preparing and monitoring the risk register. Agreeing / making change control recommendations to the Board.

d. Phase 4: Further guidance is awaited on evaluation and monitoring however in line with good practise it should be embedded at the business case stage and throughout the programme term. The TIG will need to oversee the preparation of the M&E framework and make recommendations to the Board.

### Publication of papers

9. The Assurance Framework, Business Case Templates etc will all be published. It is not proposed that the agendas and minutes for this group be published as it is not a formal sub-committee of the Board– but Nolan Principles apply.

CITY OF PRESTON TOWNS FUND  
ACCOUNTABLE BODY TOWNS FUND RESPONSIBILITIES

Preston City Council acting as Accountable Body:

- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Developing a delivery team, delivery arrangements and agreements
- Ensuring that decisions are made by the board in accordance with good governance principles
- Ensuring transparency requirements are met – through publication of information on their website or a Town Deal specific website (where further reference is made in this guidance to publication on a Lead Council’s website this includes Town Deal specific websites)
- Developing agreed projects in detail and undertaking any necessary feasibility studies
- Undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties
- Helping develop detailed business cases
- Liaising with potential private investors in identified local projects and schemes
- Signing the Head of Terms Agreement with government
- Monitoring and evaluating the delivery of individual Towns Fund projects
- Submitting regular monitoring reports to Towns Hub
- Receiving and accounting for the Town’s funding allocation



## Economy

Outcomes	Social Value Activity	Questions for Procurement Exercises (if relevant)	Monitoring & Evaluation KPIs	
			Indicator	Project stage
Creating more (with specific focus on hard-to- reach groups) and improving existing jobs	<b>Creating Jobs for Hard-to-Reach Groups</b> Direct jobs created across hard-to-reach groups (persons with physical and learning disabilities, the homeless, NEETs, long-term unemployed, over 55s with a pre-existing health condition, ex-offenders, veterans, care leavers)	1) How many jobs has your organisation created in the last year for long-term unemployed people? 2) How many jobs will you create, as part of the contract, for long-term unemployed residents of Preston?	Number of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	Construction / Operation
		3) How many jobs has your organisation created in the last year for the following hard-to-reach groups (delete as appropriate: BAME/Homeless/Ex-offenders/NEETS)? 4) How many jobs will you create as part of the contract for hard-to-reach groups resident in Preston (delete as appropriate: BAME/Homeless/Ex-offenders/NEETS)?	Number of employees (FTE) taken on from hard-to-reach groups (delete as appropriate: BAME/Homeless/Ex-offenders/NEETS)	Construction / Operation
	<b>Ensuring Local<sup>2</sup> People are in Employment</b> Number of local people in sustainable employment (twelve months or more or if not applicable for the duration of contract)	5) What percentage of your current workforce are local residents? 6) What percentage of the workforce which will work on the contract will be local residents?	Percentage of Preston residents employed on contract (FTE)	Construction / Operation
	<b>Employment Support Activities</b> Activities to support people back into the workplace or into better work?	7) What types of activities do you currently provide to support unemployed people into work? 8) What types of activities will you provide, as part of the contract, to support unemployed Preston residents into work?	Number of hours dedicated to supporting unemployed Preston residents into work	Construction / Operation

		9) How many hours will be dedicated to supporting unemployed Preston residents into work as part of the contract?		
	<b>Apprenticeship Opportunities</b> Creation of Apprenticeships	10) How many apprenticeships has your organisation created in the last year? 11) How many apprenticeships will you create and complete as part of the contract?	Number of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years  Number of weeks of apprenticeships created during the year	Construction / Operation
		12) How many weeks of apprenticeships have you created and supported in the last year? 13) How many weeks of apprenticeships for Preston residents will you create and support as part of the contract?		Construction / Operation
	<b>Improving the Quality of Existing Employment Practices</b> Ensuring that both the direct workforce and contractors are employed in fair, democratic, inclusive, and flexible workplaces	14) Preston City Council is committed to the delivery of high-quality public services, and recognises that this is critically dependent on a workforce that is: <ul style="list-style-type: none"> <li>• well-rewarded,</li> <li>• well-motivated,</li> <li>• well-led,</li> <li>• has access to appropriate opportunities for training and skills development,</li> <li>• are diverse and</li> </ul>	% employees receiving the Real Living Wage <sup>3</sup>  Employee survey data- % employee engagement score	Construction / Operation  Construction / Operation

<sup>2</sup> Local refers to the Preston in first instance, then Central Lancashire, and then Lancashire.

<sup>3</sup> The real living wage as established by the Living Wage Foundation.

		<ul style="list-style-type: none"> <li>• is engaged in decision making.</li> </ul> <p>These factors are also important for workforce recruitment and retention, and thus continuity of service. Preston City Council is adopting fair work practices, which include:</p> <ul style="list-style-type: none"> <li>• A fair and equal pay policy that includes a commitment to supporting the Living Wage, including, for example being a Living Wage Accredited Employer.</li> <li>• Clear managerial responsibility to nurture talent and help individuals fulfil their potential, including for example, a strong commitment to Modern Apprenticeships and the development of a young workforce.</li> <li>• Promoting equality of opportunity and developing a workforce which reflects the population in terms of characteristics such as age, gender, religion or belief, race, sexual orientation, and disability.</li> <li>• Support for learning and development.</li> <li>• Stability of employment and hours of work, and avoiding exploitative employment practices, including for example no inappropriate use of zero-hours contracts.</li> <li>• Flexible working (including for example practices such as flexitime and career breaks) and support for family friendly working and wider work life balance.</li> </ul>		
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		<ul style="list-style-type: none"> <li>Support progressive workforce engagement, for example Trade Union recognition and representation where possible, otherwise alternative arrangements to give staff an effective voice.</li> </ul> <p>To ensure the highest standards of service quality in this contract we expect contractors to take a similarly positive approach to fair work practices as part of a fair and equitable employment and reward package.</p> <p>Please describe how you will commit to fair work practices for workers (including any agency or sub-contractor workers) engaged in the delivery of this contract.</p>		
<b>Improve skills in Preston area</b>	<b>Training Opportunities</b> Creation of training and upskilling opportunities for direct workforce	15) What types of training opportunities do you currently provide for your employees?	Number of weeks of training opportunities on contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	Construction / Operation
		16) What types of training opportunities will you provide for your employees as part of the contract?		
		17) How many weeks of training opportunities will you provide for your employees as part of the contract?		

	<p><b>Work Experience</b> Work Experience opportunities created as part of contract</p>	18) What types of activities do you currently undertake around schoolwork experience placements?	Number of school, work experience placements	Construction / Operation
		19) What types of activities will you provide as part of the contract around schoolwork experience placements for Preston residents?	Number of undergraduate project placements per year offered to Lancashire's Universities & Colleges	Construction / Operation
		20) How many school, work experience placements will be provided as part of the contract for Preston residents?	Number of graduate internships per year offered to graduates	Construction / Operation
		21) How many undergraduate project placements per year will you offer to Lancashire's Universities & Colleges?		
		22) How many graduate internships per year will you offer for graduates living in Lancashire?		
<p><b>Diversified local business base and supply chains</b></p>	<p><b>Diversity of Spend</b> Amount spent with diverse supply chain organisations (local organisations, VCS, SMEs, Co-operatives etc.)</p>	23) Not asked about during procurement	Total amount (£) spent in Preston supply chain through the contract	Construction / Operation
	<p><b>Building Capacity of Co-operative and Voluntary Sector</b> Support provided to strengthen the co-operative and voluntary sector as part of the contract</p>	24) What opportunities will you provide as part of the contract for the co-operative and voluntary sector organisations?	Number of hours of expert business advice (HR, financial, legal, HSE)	Construction / Operation