

LANCASHIRE GROWTH DEAL

The Lancashire Growth Deal aims to realise the growth potential of the whole of Lancashire, building on key local economic assets including the universities and colleges, the Lancashire Advanced Engineering & Manufacturing Enterprise Zone, the Preston and South Ribble Lancashire City Deal, and the high value business clusters in Central and East Lancashire. Improving transport connectivity to release economic activity and housing potential particularly in Preston, East Lancashire, and Blackpool and the Fylde coast is a key component of this growth deal. There is also a strong focus on Blackpool, with a combination of transport and housing interventions designed to support and sustain the visitor economy and address local housing market challenges

The Growth Deal, subject to a satisfactory conclusion of the funding agreement, will bring together local, national and private funding as well as new freedoms and flexibilities to focus on 4 key priority areas as identified in the Local Enterprise Partnership's Strategic Economic Plan:

- Releasing Growth Potential by strengthening transport connectivity to create jobs and enable housing development;
- Supporting the renewal and growth of Blackpool;
- Growing the local skills and business base; and
- Innovation and manufacturing excellence.

The Lancashire LEP has secured £233.9m from the Government's Local Growth Fund to support economic growth in the area – with £36.4m of new funding confirmed for 2015/16 and £48.6m for 2016/17 to 2021. This includes:

- as part of the Government's ongoing commitment to the Lancashire LEP a provisional award of a further £48.9m of funding for projects starting in 2016 and beyond; and
- £100m of funding which the Government has previously committed as part of Local Growth Deal funding to the area.

This substantial investment from Government will bring forward at least £140m of additional investment from local partners and the private sector. <u>Combined together this will create a total new investment package of £373.9m for the Lancashire area.</u>

By 2021, this Deal will create at least 4,000 jobs and allow 3,000 homes to be built.

The Lancashire Enterprise Partnership brings together private sectors business with the University of Central Lancashire and the fourteen local authorities - Lancashire County Council, Blackburn with Darwen Borough Council, Blackpool Borough Council, Burnley Borough Council, Chorley Borough Council, Fylde Borough Council, Hyndburn Borough Council, Ribble Valley Borough Council, Rossendale Borough Council, South Ribble Borough Council, West Lancashire Borough Council, Wyre Borough Council, City of Lancaster Council and City of Preston Council

Summary of Lancashire LEPs Growth Deal projects and funding

The Lancashire Growth Deal brings together different funding streams designed to support local growth, along with a share of the new Local Growth Fund.

	2015/6	2016 onwards	Total
Local Growth Fund award	36.4	48.6	85
Previously committed funding	47.9	52.1	100
Provisional allocation to projects starting in 2016/17 and beyond	-	48.9	48.9

Total	84.3	149.6	233.9

The table above includes the provision of £5,950,000 loan funding (subject to due diligence) to The Trustees of The Standen Estate to accelerate the delivery of 1040 homes on the Standen Strategic Site.

The Government will hold discussions with West Lancashire Borough Council to further consider their bid for an increase in their Housing Revenue Account borrowing limit to help support the development of new affordable homes.

These totals exclude match funding for European Social Fund (ESF) skills activities. The total amount of ESF skills activity LEPs have planned in their draft strategies over the 7 year programme is currently just over 1 billion euros. Actual skills ESF match will be used on the basis of the skills activity which is delivered at LEP level according to their final strategies.

The Lancashire LEP and Central Government have agreed to co-invest in the following jointly-agreed priorities:

- Centenary Way Viaduct Maintenance The project will bring about essential maintenance and repairs to this key bridge structure in Burnley, enabling it to operate to full capacity and support town centre growth.
- Blackpool Integrated Traffic Management project will provide an Intelligent Transport System (ITS) that will reduce pedestrian / vehicle conflict on the Promenade by offering alternative route and improving public transport performance, whilst supporting the illuminations and other event management.
- Blackpool Bridges Maintenance will repair 11 defective bridge structures across Blackpool which are either failing or have restrictions placed on them, thus ensuring key corridors to the resort remain open.
- Blackburn Town Centre Improvements This project comprises a range of small interventions linked to the Blackburn Town Centre Transport Strategy, and will underpin existing town centre developments including the Cathedral Quarter and the Freckleton Street Knowledge Zone.
- Preston City Centre to Bus Station improvements will enable the extension of the Fishergate public realm improvements from their current point to the bus station, integrating the city's two public transport hubs and supporting future development and modernisation of both the rail and bus stations.
- **M55 to St Anne's Link Road** will provide a new road connecting the south of Blackpool to the north of St Annes, having a positive impact upon future employment sites (including Whitehills and Blackpool Airport), new housing growth (Heyhouses) and upon tourism, including future hosting of the R&A Open Golf Championships.
- Heritage Visitor Attraction project will create a new tourist attraction based around Blackpool's resort heritage, proposed for the Winter Gardens.
- FE Skills capital programme of investment in Energy and Engineering facilities, estate renewal of poor quality college accommodation
- Lancaster Health Innovation Park will establish new facilities and a test space for companies carrying out product and service development in collaboration with the university and healthcare bodies.
- Blackburn to Bolton Rail Corridor Project will deliver line improvements to support an enhanced train frequency between Darwen, Blackburn, Ribble Valley and Manchester, thus supporting greater commuting journeys into Manchester and improved opportunities those travelling into Lancashire from Greater Manchester.
- **Burnley** Pendle Growth Corridor project targets junction improvements and other transport improvements to release additional site capacity, and enable quicker movement of goods, services and people through this key Economic Corridor.

• East Lancashire Cycle Network - enables better cycle access between major residential areas and places of employment.

Central Government agrees indicative allocations the following priorities for 16/17 – 20/21:

- **Preston Western Distributor** will link the A583/A584 to the motorway network via a new junction (junction 2) on the M55, improving access to the Warton site of the Lancashire EZ and enable the comprehensive development of the North West Preston strategic housing location.
- **A6 Broughton Bypass** will provide critical congestion relief on the A6 to the north of Preston, also unlocking housing sites and enabling full development of new and future employment sites in Preston East.
- Blackpool Town Centre Green Corridors will create green infrastructure corridors to Blackpool Town Centre, improving gateway and arrival points into the town centre.
- Blackpool-Fleetwood Tramway extension will extend the existing Blackpool tram network to Blackpool North Railway Station, creating seamless rail provision for visitors to Blackpool and residents of the Fylde Coast.
- **Darwen East Distributor Route -** will provide a new road that will support significant new housing development to the east of Darwen.

Local flexibility over Growth Deal programme: Lancashire LEP has demonstrated strong partnership arrangements which deliver collective decisions, has articulated a clear and deliverable vision for growth in the area, and has established strong financial monitoring procedures and cross local authority collaboration. Government will disburse funds to the LEP annually in advance. The Lancashire LEP will be expected to deliver the projects highlighted in the Deal, but will have flexibility over the management of these projects in order to deliver the greatest economic benefits to the area. Any significant changes to the projects will need to be discussed with the Government in advance.

The Growth Deal does not amount to an endorsement of everything in the submitted Strategic Economic Plan. All development decisions for specific proposal must go through the normal planning processes and be guided by local plans taking into account all material considerations.

The Lancashire Enterprise Partnership Growth Deal

The investment secured by the deal will be focused on 4 key areas to deliver transformative growth:

Releasing Growth Potential - by strengthening transport connectivity to create jobs and enable housing development

Building on the substantive £360m Preston South Ribble and Lancashire City Deal infrastructure investment, this deal delivers a comprehensive programme of £71.9m (£14.3m confirmed in 2015/16) investment across Lancashire transport network. This investment will alleviate congestion in the key economic centres; improve connectivity between cities and towns in Lancashire, and with neighbouring city regions, and enable development of key housing and employment sites.

Through this deal, the LEP is committing £33.91m and £95.94m towards the confirmed and indicative transport projects respectively.

The Government also recognise through this deal the commitment and enthusiasm, set out in the Lancashire SEP, for maximising the economic benefits of HS2, and welcome the proposals being developed by the LEP. The Government remains equally committed to ensuring that the positive economic impact of HS2 is felt across the country, particularly in the Midlands and North. The forthcoming response to Lord Deighton's HS2 Growth Taskforce report, Get Ready, will set out a series of measures to harness the transformational impact of HS2 and spread these benefits across the country.

Lancashire LEP commitments	Central Government commitments
Invest £16m to extend the Preston City Centre road improvements.	Invest £6m in Preston City Centre improvements (£2m in 2015/16)
 Invest £15m to improve the road and rail connections between the business hubs and towns of East Lancashire and to progress better links with Manchester. 	 Invest £14.4m to improve the road and rail connections between the business hubs and towns of East Lancashire and to progress better links with Manchester (£9.7m in 2015/16)
Invest £3.29m in East Lancashire Cycle Network.	 Invest £2.6m in East Lancashire Cycle Network in 2015/16
 Deliver 1,658 new homes (781 homes along the Blackburn-Bolton rail corridor, and 877 homes at sites along the M65). Create 2,147 additional jobs and safeguard 1,000. 	• The Department for Transport and Network Rail commit to more proactive engagement of the Local Enterprise Partnership in the long-term rail planning process (e.g. Route Studies) and in rail franchise
Create 77,850 sq.m. of new employment space across Lancashire	specification through targeted local engagement of the Local Enterprise Partnership as part of an enhanced consultation process. The Department for Transport also commits to encourage bidders
• The Lancashire LEP and partners agree to the Local Enterprise Partnership taking on a more proactive role in consultation on long-term rail planning (including evidencing the case for enhanced connectivity between both East Lancashire and Skelmersdale and neighbouring city regions) and franchise specification; and provide a co-ordinating role between constituent local authorities.	for franchises to identify and take into account the priorities of Local Enterprise Partnerships and other key local stakeholders as part of the franchising process, and will also encourage Train Operating Companies to continue with, and enhance where possible, their engagement with LEPs as key local stakeholders.
 The Local Enterprise Partnership agrees to take a more proactive role in consultation on long-term strategic road network planning and provide a co- ordinating role between constituent local authorities. 	• The Highways Agency commits to developing a more proactive and collaborative approaches to promoting national and local growth and commits to continue building strong relationships and working arrangements with Local Enterprise Partnerships and the Local Enterprise Partnership Network, in the same way as with Local and Combined Authorities and the Local Government Association. Through its Route Strategies, the

	Highways Agency will engage the Local Enterprise Partnership in better understanding the challenges and opportunities associated with the network and to develop evidence based long-term plans to bring about much needed local economic growth and development, and commits to providing each Local Enterprise Partnership with a named contact, generally the relevant regional director. The Highways Agency commits to forming a Growth and Economic Development Group to support Local Enterprise Partnerships at a national and sub-national level, and a draft licence published on 23 rd June 2014 for the new Highway Agency company includes a requirement to co-operate, which will underpin the arrangements described above.
LEP to invest £78m across this indicative transport package.	 Indicative allocation of £40.2m for the following later starting projects: Preston Western Distributor (£30.9m) A6 Broughton Bypass (£6.7m) Darwen East Distributor Route (£2.5m).

Supporting the renewal and growth of Blackpool

This Deal delivers a significant and broad ranging package of measures to support the renewal and growth of Blackpool, and should be viewed as an important stepping stone towards self-sustaining economic growth.

As part of the Lancashire Deal, the visitor economy will be revived through local transport improvements to alleviate congestion and improve connectivity, a new visitor attraction, and support to release a prime site for development. The Government is supporting the council to address the local housing market, through improved standards in the private rented sector. The low skill and employment base in Blackpool will be boosted through a new Energy HQ which will deliver the skills needed now and in the future for a growing energy sector in the North West, creating opportunities for local people. The Lancashire Enterprise Partnership, Blackpool Borough Council and partners will work with the Government to jointly design and develop a mental health and employment integration trailblazer to inform future national and local support for people with mental health conditions. The trailblazers will further test support to boost employment and clinical outcomes for people with mental health conditions, as well as testing integrated and better sequenced delivery models to better complement public services at the local level at scale. This will form part of a national pilot building on the first phase of DWP and DH's scoping trials. The Department for Communities and Local Government will provide up to £1.5m in 2015/2016 to support the design and delivery of this LEP trailblazer subject to a satisfactory business case which includes local matched investment.

In support of this deal, the LEP is investing over £22m. Blackpool Borough Council is also committing the necessary revenue to develop the robust business cases for their housing and regeneration related asks.

The social challenges in Blackpool are multifaceted and deep seated and will take time to address. To ensure that Blackpool and the Lancashire Enterprise Partnership receive the support they need from Whitehall to deliver and build on this deal, Greg Clark, Minister for Cities, will hold a 6 monthly ministerial meeting with the Local MPs, the Leaders of Blackpool Borough Council and the LEP.

Lancashire LEP commitments	Central Government commitments
Boosting the visitor economy:	

Exaction - convice transformation	
 Addressing the housing market in Blackpool Commit the necessary resource to develop a robust business case for investment in the local private rented market to improve standards, including the case for Blackpool Borough Council to borrow for such investment and repay the loan from future revenue. Working with the Homes and Communities Agency to establish an appropriate local delivery vehicle. Provision of revenue funding to cover staffing costs associated with licensing controls. Reviewing the evidence base for a targeted approach to licensing of local private rented housing, in a way that is complementary to the acquisition of homes. 	 Technical support and assistance from the Homes and Communities Agency to help Blackpool Council develop and deliver their plans for housing transformation. Up to £26m will be made available to Lancashire in 14/15 and 15/16 at the Public Works Loan Board (PWLB) project rate discount of 40 basis points below the standard PWLB rate, subject to HMT agreement that individual projects meet requirements before borrowing is undertaken. This will support strategic infrastructure investment, including acquiring and redeveloping housing in Blackpool, which forms part of the overall Growth Deal package. Lancashire will confirm the specific projects that will be supported by this investment and an indicative borrowing is accessed. Continue discussion on how best to introduce stronger space and amenity standards in hotspot areas, in the private rented sector in Blackpool.
 Invest £14m on improving road access and traffic management in and around Blackpool Deliver 1,055 new homes Create 790 jobs Create 30,823 m2 of commercial floor space Invest £19.7m into the Blackpool Heritage Museum Work with the Government Property Unit and partners to develop a viable financial plan which supports the development of Central Site. Develop a Blackpool and Lancashire wide strategy to boost growth in the local visitor economy. Develop an investor and development strategy for Blackpool, including the Central Site with a robust business plan. Work with the Government Property Unit and other relevant local and central partners to develop a viable financial plan which supports the relocation of the local Magistrate and County Courts. 	 Invest £7.5m on transport related projects improving the access and management of traffic in and around Blackpool (with £2.6m in 2015/16). The Burnley/Pendle Growth Corridor project is subject to Department for transport business case scrutiny. Invest £1.5m into the Blackpool Heritage Museum in The Winter Gardens Working with the Government Property Unit to engage the LEP to examine the potential to release government land and property to promote local economic growth and / or housing development.

 other experts to design fully developed interception and business case for a mental health and employment integration trailblazer by the Autumn 2014. To provide match funding for the delivery of the mental health and employment integration trailblazer. 	• The Government, including the Cabinet Office, the Department for Communities and Local Government, The Department of Health and the Department for Work and Pensions will support the design of the pilot and consider the case for any relevant flexibilities to aid the delivery and integration of services within the pilot area.
Blackpool Borough Council and the Lancashire Enterprise Partnership will work with Government and other partners to co-design, test ideas and learn from the disadvantaged learners pilot.	 Government will support Blackpool Borough Council and the Lancashire Enterprise Partnership in developing a targeted local (ward level or lower) pilot focused on addressing skills challenges faced by disadvantaged learners with multiple barriers to employment and, subject to agreement on proposals, make funding and flexibilities available within the Adult Skills Budget. Pilots will consider how local partners can work together to improve outcomes.
Invest £16.7m across this indicative transport package.	 Provisional allocation of £8.7m for the following later starting projects: Blackpool Centre Green Corridors (£6.6m)
	 Blackpool Centre Green Corridors (£6.6m) Blackpool-Fleetwood Tramway Extension (£2.1m)

Growing the local skills and business base

A key element of the Lancashire Growth Deal is enhancing Lancashire's capacity to deliver the skills that the energy sector needs now and in the future. As part of the Deal, £6.2m will be invested between 2015 and 2016 in developing Blackpool and Fylde's College facilities. This investment, backed up with strong industry support, places the North West firmly at the heart of an emerging centre of expertise in developing a skilled workforce for the Energy sector. On the 16th June the Government launched a call for expressions of interest in developing new National Colleges which will elicit industry led proposals to develop a new generation of specialist Colleges delivering the skills training needed for the sector. The new investment with Blackpool and Fylde College and the strong industry support already developed is a clear signal that Lancashire and the region have the potential to be central to any industry led proposals.

Nuclear power has a vital role to play in providing the UK with secure reliable low carbon energy. The North of England, possess a series of unique international clusters of organisations responsible for the entire nuclear fuel cycle. Lancashire has Westinghouse – Springfield's plant manufacturing nuclear fuel, Heysham PowerStation with 2 advanced gas-cooled reactors generating energy and companies like Grahams Engineering producing precision waste containers for decommissioning. As Andrew Witty recognised, strong collaboration between LEPs in the North on nuclear power is essential to delivering an aligned approach to growth in this sector across the North, and to realising the benefits of joint funding and resources. The Government therefore welcomes the proposal to establish a multi-LEP network to co-ordinate the development of the nuclear sector in the North of England, and stands ready to support them.

This deal also recognises the importance of a strong and co-ordinated offer of support to local business, with £400k of revenue funding being made available to the Lancashire Enterprise Partnership, matched by £744k of local resource.

Local Enterprise Partnerships are well-positioned to enhance the current Careers Information, Advice and Guidance offer by influencing the shape of provision so that it meets the needs of the local economy. Moreover, they have the ability to link employers with education providers; can have strategic influence over skills supply; and have the ability to coordinate local services towards a shared goal.

Improving skills levels is a key factor in stimulating local growth and taking advantage of new economic opportunities. Government is committed to ensuring that adult skills provision is increasingly responsive to the needs of business and supports local economic growth and jobs.

Lancashire LEP commitments	Central Government commitments
Skills and the Energy HQ	
 The Government expect the LEP to now consider how this £6.2m investment in Lancashire and the appetite for greater influence over the offer could fit with Government's published ambition to create new National Colleges with powers of curriculum development, awarding body status and powers to design and deliver higher level skills provision. Continue to work with the Skills Funding Allocation to develop their wider skills capital proposals and sign up to their assurance framework. Create 6,220 sqm of new employment space across Lancashire. Create 25 jobs, and safeguard 1,640. 	 £30m skills allocation (of which £10m is for 2015/16), from which £6.2m is identified for the development Blackpool and Fylde College facilities. Offer to work with all interested parties on the development of their response to the National College Prospectus.
 Develop a multi-LEP network to co-ordinate their interests in nuclear energy. 	 A dialogue with the NW, and the emerging Energy HQ there, on how we can ensure a co-ordinated and responsive regulatory approach – particularly to the developing shale gas and onshore industry.
Business Growth	
 £0.744m of public and private funding in 2015/16 to support the delivery of the local growth hub. Provide a clear model for coordinating and simplifying business support so that it joins up national, local, public and private support and creates a seamless customer experience for businesses, which makes it easy for them to get the right support at the right time. To support extension of superfast broadband coverage to 90% of UK premises by 2016, via existing broadband projects, Lancashire LEP will commit to work with local partners and BT to support delivery. To support extension of superfast broadband coverage to 95% of UK premises by 2017, Lancashire LEP will also work with local partners to help ensure match funding is in place for the next round of projects. 	 Invest £0.4 m funding to the Lancashire Enterprise Partnership for growth hub business support coordination, subject to the growth hub meeting minimum conditions that reflect the position agreed by the Government review on business support and services. UKTI will commit to effectively communicating its strategic priorities to LEPs and where possible help them access relevant opportunities. UKTI has doubled the number of Partnership Managers to 16. This will ensure that UKTI can work more closely with LEPs and help build their capability to secure more inward investment. The Technology Strategy Board recognises the important and valuable role that LEPs are playing in promoting and supporting innovation, and is committed to developing strong and effective relationships with LEPs both individually and collectively to build on this. The Technology Strategy Board is committed to supporting LEPs in developing the emerging Growth Hubs and in exploring how LEPs can help drive up local business awareness and engagement in Technology Strategy Board programmes and initiatives.

Influencing skills provision and careers advice	
 The Government expects the Lancashire Enterprise Partnership to open up new jobs associated with the Local Growth Fund to local unemployed and long-term unemployed people working closely with local and national back to work initiatives. This would be part of a wider expectation that local areas use the Social Value Act, drawing on best practice across local councils and central expertise in maximising social The Lancashire LEP will facilitate stronger linkage between education providers and local businesses. We will also work with relevant local stakeholders to communicate our priorities and align our offer to the National Careers Service (NCS) providers ahead of the new service's roll-out in October 2014 in order to augment the service. The Lancashire LEP will consider skills implications as part of decision taking on growth strategies. The Lancashire LEP will clearly articulate and evidence their skills priorities in the light of strategic national and local growth opportunities and communicate them to the FE and skills sector The Lancashire LEP will positively engage the FE and skills sector in key strategic partnerships eg Skills and Employment Boards The Lancashire LEP will recognise where the private sector has a responsibility to invest in skills provision and work with business and the skills system to realise that investment 	 NCS providers in Lancashire Government, through the Skills Funding Agency, will support the process to ensure that provision meets local priorities and that increasing responsiveness is delivered through a three-pronged approach: Procurement of new provision: LEPs will be involved throughout the process and providers' track records against LEP requirements will be considered as part of this assessment Accountability: Providers will be required through their funding agreements with the Agency to explain to LEPs details of their provision and planning and we are testing ways in which they can be most effectively held to account for being responsive to local economic priorities. The Skills Funding Agency is trialling Skills Incentives Pilots from 2014/15 in Stoke and Staffordshire, the North East and
	 Government will seek to improve the provision

	of skills data for LEPs and will develop and publish new reports that will quantify and assess responsiveness to local skills needs. In the summer of 2014 the Skills Funding Agency will provide all LEPs with a data set that updates them on the provision delivered in their areas.
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Innovation and Manufacturing Excellence

Recognising the importance of the manufacturing industry and the role of Lancashire's universities in supporting the future growth of Lancashire, this deal delivers £17m investment (£2m confirmed 15/16), for a new Health Innovation Park which will deliver new facilities and a test space for companies, working with the university and healthcare bodies to carry out product and service development. The Government also commits to further dialogue over priorities with the LEP and on their plans to make better links between their Enterpise Zone at Samelsbury and the High Value Manufacturing Catapult.

Lancashire LEP commitments	Central Government commitments
 Confirming the benefit cost ratio and providing a fully developed business case for the Health Innovation Campus 	• £17m with £2m confirmed for 2015-16 to support the Lancaster Health Innovation Park subject to satisfactory business case and benefit cost ratio.
Create 575 new jobs.	The Technology Strategy Board and the Department for Business Innovation and Skills will
Create 575 homes	work with Lancashire Advanced Manufacturing Enterprise Zone to facilitate discussion with the
Create 13,006 sqm of new employment space i	High Value Manufacturing Catapult about future possible engagement and to help the local team to
Lancashire Enterprise Partnership & Lancashire Advanced Engineering and Manufacturing Enterprise Zone to work collaboratively with the Technology Strategy Board and Department for Business Innovation and Skills to broker an on-going dialogue with the High Value Manufacturing Catapult regarding the strengthening of the Advanced Manufacturing sector in line with local ambitions.	develop the strengths of the sector in line with local ambitions.

As part of the deal, the LEP will:

- Review and strengthen the supporting resources for the LEP and the underpinning local authority
 partnership arrangements to enable better collaboration including the pooling/ aligning of resources, across
 all of Lancashire's local authorities, and to deliver a means for making collective decisions
- Ensure implementation and demonstrate success, by accepting the funding agreement, and by tracking progress against milestones and agreed core metrics and outcomes in line with a monitoring and evaluation framework. This will include agreeing monitoring metrics and reporting arrangements with the Government by September 2014. The LEP will also produce an evaluation plan for the projects contained in the Deal before April 2015.
- Ensure value for money by developing robust processes that will guide local decision-making. This will include agreeing an assurance framework with the Government by September 2014, building on existing local and national frameworks
- Communicate the ongoing outputs and outcomes of the Deal to the local community and stakeholders by publishing the Growth Deal and reporting regularly, and publically, on their progress to implement the strategy, ensuring that local people understand how Government money is being spent via the Growth Deal, and what the benefits are for them and the area. The Cities and Local Growth Unit will continue to work with

the LEPs on communications activities, and help make the links with other Government communications teams.

Funding for projects starting in 2016/17 will be subject to conditions that Government will discuss with the LEP over the next few weeks and months, along with establishing the best timetable for the project, taking into account practicalities and affordability.

The Government commits to opening discussions with the LEP right away on its priorities for the next round of Growth Deals.