

## **CABINET - 10TH FEBRUARY 2022**

### **Report of the Head of Planning and Regeneration Lead Member: Councillor Jonathan Morgan**

#### **Part A**

#### **ITEM        LOUGHBOROUGH TOWN DEAL**

##### Purpose of Report

This report provides an overview of the Loughborough Town Deal and explains the Borough Council's role in its implementation. It seeks endorsement of the Council's continued support for the Town Deal.

##### Recommendations

1. That endorsement is given to ongoing Council support for the Town Deal and the use of resources which enable the Deal and projects led by the Borough Council to be successfully delivered.
2. That officers are asked to prioritise the progression of Council-led Town Deal projects within Service work programmes.

##### Reasons

1. To recognise the importance of the Town Deal to Loughborough and to give confidence to the Town Deal Board that the Council will continue to play key roles in the Town Deal's delivery.
2. To ensure that the Lanes and Links, Living Loughborough and Bedford Square Gateway projects attain approved business cases and are delivered within the lifetime of the Town Deal.

##### Policy Justification and Previous Decisions

1. The Council's Corporate Strategy 2020 – 24 includes two headline thematic areas which are relevant to the Town Deal: 'A Thriving Economy' and 'Caring for the Environment'. Town Deal projects will help the local economy and those which deliver public realm improvements will help the local environment and green / open spaces.
2. A number of Town Deal projects will see aspects of the Loughborough Town Centre Masterplan be delivered.
3. No previous decisions about the Town Deal have been made by Cabinet.

##### Implementation Timetable including Future Decisions and Scrutiny

1. The primacy of Town Deal decision-making rests with the Town Deal Board.

2. The Town Deal Board's Member Reference Group has been, and will continue to be, involved in commenting on the progression and delivery of the Town Deal.
3. The Accountability function for the actions of the Town Deal Board and its Delivery Sub-Group is carried out by the Council's S151 Officer.
4. The Town Deal has until June 2026 to be implemented. Monitoring of project delivery will be reported to the Town Deal Board's Delivery Sub-Group and the projects and overall town deal programme are subject to monitoring and spot-checking by Government departments or agencies.
5. Decisions made in respect of this Cabinet Report will come in to effect immediately, subject to Call-in.

### Report Implications

The following implications have been identified for this report:

#### *Financial Implications*

It should be noted that Town Deal funding cannot be used as part of the Council's General Fund and it is held, and released, by the Council on behalf of the Town Deal Board. It is therefore a ring-fenced funding 'pot'.

DLUHC has allowed that up to 5% of the Town Deal's £16.9 m (£845,000) can be used to support the management of the Town Deal and to enable projects to develop their business cases. The Town Deal Board's Delivery Sub-Group has agreed how the £845,000 plus some earlier 'capacity funding' should be allocated. It should be noted that this sum is a total for the 5-years life of the Town Deal and not an annual allocation. The attached budget sheet at Appendix B shows forecast expenditure of the £845,000.

#### *Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Council unable to continue to provide officer support to the Town Deal.	Unlikely (2)	Major (4)	Moderate (8)	Other Town Deal partner organisations would be asked to provide support.
Service areas unable to prioritise progression and delivery of CBC-led projects.	Unlikely (2)	Major (4)	Moderate (8)	Review Service Plan priorities.

## *Equality and Diversity*

All Town Deal projects' must complete an Equalities Impact Assessment before the business case can be submitted for approval and before Government funding can be released.

Key Decision: Yes

Background Papers: None.

Officer(s) to contact: Christopher Grace  
Town Deal Project Manager  
01509 634534  
[Christopher.grace@charnwood.gov.uk](mailto:Christopher.grace@charnwood.gov.uk)

Richard Bennett  
Head of Planning and Regeneration  
01509 634763  
[Richard.bennett@charnwood.gov.uk](mailto:Richard.bennett@charnwood.gov.uk)

## Part B

### Background

1. The Towns Fund was established by the Government as a mechanism to assist with its 'Levelling-Up' policy agenda. 101 towns were invited to put together proposals which, if approved, would lead to a local Town Deal. Deals would secure up to £25 million (or more in exceptional circumstances) in Government funding for projects which stimulate the local economy and improve the vibrancy of communities affected by [relatively] slow economic growth. Loughborough is one of the 101 towns.
2. In order to achieve a Town Deal, towns had to prepare and submit a Town Investment Plan (TIP) outlining how identified projects would help the locality and how Government investment would stimulate, or be matched by, other sources of capital. A first version of Loughborough's TIP was submitted in October 2020 and then on the invitation of Government a final revised version was submitted in February 2021. In June 2021 the Government announced that it would award Loughborough £16.9 million. That £16.9 million will enable 11 projects to be funded; the 11 projects were prioritised from an original list of 14 projects which had totalled £25 million in the TIP.
3. The production of the TIP and the prioritisation of the projects was the responsibility of the Town Deal Board, as is current and future oversight of the implementation of the Town Deal. Towns Fund guidance states that Town Deals are to be led by an independent Board with the local authority (the district or borough council in a two-tier area) being the formal Accountable Body for the Town Deal. The Loughborough Town Deal Board is Co-chaired by Dr Nik Kotecha (Morningside Pharmaceuticals) and the Leader of the Borough Council. Information about members of the Board, details of the TIP and agendas / minutes of all Board and other relevant meetings are accessible to anyone on the Loughborough Town Deal website [www.loughboroughtowndeal.co.uk](http://www.loughboroughtowndeal.co.uk)

### Loughborough Town Deal

1. The Loughborough Town Deal contains 11 projects. All the projects have been through several rounds of evaluation by the Board, its advisory sub-groups and Government officials before being included in the Town Deal. All of them originated in the TIP which was subject to public and stakeholder consultation (including the comments of a Member Reference Group which includes Members from each of Loughborough's electoral wards).
2. A project cannot receive funding from the Town Deal until it has prepared a Project Initiation Document and a full Business Case. The business case is assurance checked against HM Treasury 'Green Book' standards by an independent consultancy (MACE Group Ltd) before being considered for approval by the Delivery Sub-Group of the Town Deal Board, signed-off by the S151 Officer and then cleared by the Department for Levelling Up Homes and Communities (DLUHC).

3. The exception to the scenario described in paragraph 2 above is the Careers and Enterprise Hub project which received 'upfront' funds from the Town Deal. The Hub has been open in the Market Place since May 2021. The Government released £750,000 because the project was 'oven ready' to be delivered very quickly.
4. The 11 projects are listed below and a summary of them is at Appendix A.
  - i) Bedford Square Gateway
  - ii) Taylor's Bellfoundry
  - iii) Digital Skills Hub
  - iv) Careers and Enterprise Hub
  - v) Healthy and Innovative Loughborough
  - vi) The Loughborough Generator
  - vii) Great Central Railway
  - viii) Riverside Regeneration
  - ix) Woodbrook Flood Mitigation Scheme
  - x) Living Loughborough
  - xi) Lanes and Links (including the Hope Bell).

### Programme Management

1. The Borough Council has undertaken the essential role of programme management for the Town Deal ever since the Government first launched its Towns Fund initiative in late 2019. There is a core Project Team which consists of the Strategic Director for Communities, Planning and Housing, Head of Planning and Regeneration, Town Deal Manager, Communications Manager and two Democratic Services Officers. Other posts / service areas have been or are involved at times including the Head of Leisure and Culture, Plans, Policy and Place Group, Legal Services, Finance, Policy and Organisational Development Team.
2. The above officer resources have been deployed to support the Town Deal Board and to ensure that management of the Town Deal process and programme happens. There are many key aspects of the Town Deal which have been or remain carried out by the Council, including:
  - i) Liaison with Civil Servants and interpretation / distillation of Town Deal official guidance,
  - ii) Production of the TIP,
  - iii) Leading public consultations and carrying out Town Deal Communications,
  - iv) Supporting the Board via professional advice, preparation of reports and agendas, taking of minutes,
  - v) Supporting the Board's Delivery Sub-Group via professional advice, preparation of reports and agendas, taking of minutes,
  - vi) Supporting the Member Reference Group via professional advice, preparation of reports and agendas, taking of minutes,
  - vii) Supporting the Community and Stakeholders Engagement Group via professional advice, preparation of reports and agendas, taking of minutes,

- viii) Liaison with individual Project Leads and hosting project Leads group meetings,
- ix) Appointment of and liaison with consultants,
- x) Preparation of programme management timelines and ensuring projects meet monitoring and evaluation requirements / timelines,
- xi) Production of a Local Assurance Framework,
- xii) Management and monitoring of the Town Deal budget.

### Accountable Body Role

1. As Accountable Body for the Town Deal, the Borough Council plays a key role in ensuring that all governance arrangements for the Town Deal Board and town deal processes / decision-making are proper and transparent. This must be in accordance with the principles of public governance used by the Council for its own business. The S151 Officer is required by Towns Fund guidance to ensure that all required due diligence is undertaken as the Town Deal moves forward and projects become eligible to receive funding. Indeed, no project can receive Town Deal funding unless its business case and a decision to approve it is signed-off by the S151 Officer.
2. Although the Town Deal Board is independent and oversees the progression and delivery of the Town Deal, it is not a legal entity and therefore the Council's function of Accountable Body is fundamental to being able to deliver the benefits for the local community which Town Deal's can undoubtedly bring. Discharging this function along with the managing the overall Town Deal programme takes up a not insignificant level of Council resources.

### Borough Council Led Projects

1. A final aspect of Council involvement in the Town Deal is responsibility for leading and delivering three Town Deal projects: Lanes and Links, Living Loughborough (in partnership with Love Loughborough Business Improvement District) and Bedford Square Gateway. The latter project has an approved business case and Town Deal funding has already started to be released by the Government. This will allow the final phases of the Gateway's improvements to be delivered.
2. The Lanes and Links and Living Loughborough projects require significant preliminary project initiation work to be carried out before they are in a position to draft full business cases. They are both excellent projects which will make a real difference to Loughborough town centre. The latest point at which business cases can be approved and submissions made to the Government is mid-July 2022 and therefore it is suggested that in order to meet that deadline, priority is given to moving both the projects forward.

### Consultation

1. The Town Deal Board has carried out extensive public consultation and stakeholder engagement throughout the Town Deal process and will continue to do so. The TIP includes details of activities which were undertaken and the Board recently approved a refreshed Communications and Engagement Plan as at Appendix C.

## Appendices

Appendix A – Summary of Loughborough Town Deal projects.

Appendix B – Town Deal programme management budget forecast.

Appendix C – Town Deal Board's Communications and Engagement Plan.

## **Appendix A**

### **Summary of Loughborough Town Deal projects**

The figures in brackets below show how much funding is allocated to a project by the Town Deal, not the total worth of the project. Some projects have other sources of funding additional to the Town Deal.

1. Bedford Square Gateway (£1.7m)

This project improves the public realm in the Bedford Square Gateway area of the town centre. The overall scheme of improvement is well under-way and the Town Deal funding will allow for further phases of the scheme to be completed.

2. Taylor's Bellfoundry (£835k)

This project will secure the future of the bell foundry site and create a new Bell Museum. It will help regenerate a disadvantaged part of the town, provide new skills opportunity for local persons and bring increased visitor footfall to the area.

3. Digital Skills Hub (£2.6m)

The Hub will be a new physical facility at Loughborough College. Young and older adults will be able to gain or improve a wide range of digital skills which help them get into employment or to be successful on a wide range of training initiatives such as T-levels, apprenticeships and Kickstart placements.

4. Careers and Enterprise Hub (£150k)

The Hub opened in market Place in 2021 and this funding will allow further improvements to be made to the building which needs some structural repairs and improvement.

5. Healthy and Innovative Loughborough (£2.466m)

This multi-faceted project will provide new floorspace at the University's Science and Enterprise Park which can bring more high-value employment to the town. The University's expertise will also be deployed to enable business support and growth activities and to schemes which engender innovation, particularly where it is related to healthy and active living.

6. The Generator (£1.6m)

Conversion of a town centre building on Frederick Street which will provide a new centre housing creative industries workspace, multi-media arts activity and space for exhibitions and community activities.

7. Great Central Railway (280k)

The Town Deal funding will contribute to a project which will provide a building which allows for restoration of locomotives, provides facilities which enable apprenticeships and which improve the offer to visitors at the Loughborough station.

8. Riverside Regeneration (885k)



Led by the Canal and Rivers Trust, this project will improve 2km of the waterway in the town centre by improving walking surfaces, cycle and pedestrian access, signage and moorings capacity. It will make the environment better for local people and encourage more visitors to explore the waterway.

9. Flood Mitigation and Protection (£2m)

By creating water retention facilities upstream of the town, this project will protect the town from the increasing likelihood of flooding and mitigate risks associated with flooding. The impact of the scheme will not only be in terms of reducing flooding but in terms of creating more town centre sites to become suitable for commercial or residential development.

10. Living Loughborough (£2.87m)

This is a multi-faceted project which will boost and re-invigorate the town centre. The appearance of the town centre will be enhanced and new infrastructure will enable more events to take place. There will be better infrastructure for digital communication with residents and visitors and enhancements to the operation of the markets. There will be elements of the project which stimulate new business growth and help existing town centre businesses.

11. Lanes and Links [incorporating the Hope Bell] (£669k)

The Hope Bell will be a memorial bell structure which commemorates lives lost during the Covid-19 pandemic and which gives hope for future life. Physical and visual improvements will be made to the lanes and linkways in the town centre which are in closest proximity to the Hope Bell enabling people to have a pleasant experience when exploring the town centre and visiting the bell.

APPENDIX B

Code	2021/22				2022/23	2023/24	2024/25	2025/26		
	Actual to December 2021 (Period 9)	Committed to December 2021 (Period 9)	Proposed Budget from January 2022 to March 2022 (Periods 10 to 12)	Full Year Predicted Budget	Budget	Budget	Budget	Budget		
	£	£	£	£	£	£	£	£	£	
	<b>Expenditure:-</b>									
P305 A0101/0108/0110/0120	Town Deal Project Manager	12,120.40		32,979.60	45,100.00	104,000.00	104,000.00	104,000.00	104,000.00	461,100.00
P305 A0153	Towns Fund Deal Agency Costs	25,725.00			25,725.00					25,725.00
P305 D0415	Publicity	3,262.50			3,262.50					3,262.50
	Comms			6,720.00	6,720.00	11,720.00	8,720.00	6,720.00	11,720.00	45,600.00
P305 D0501	MACE Due diligence	38,625.60	18,893.75	0.00	57,519.35	28,500.00				86,019.35
P305 D0501	31ten consultancy			40,000.00	40,000.00	30,000.00				70,000.00
	Business Case Development Grants			40,000.00	40,000.00					40,000.00
	<b>Total Expenditure</b>	<b>79,733.50</b>	<b>18,893.75</b>	<b>119,699.60</b>	<b>218,326.85</b>	<b>174,220.00</b>	<b>112,720.00</b>	<b>110,720.00</b>	<b>115,720.00</b>	<b>731,706.85</b>
	<b>Income:-</b>									
X458	Opening balance MHCLG Grant	-91,072.33			-91,072.33					-91,072.33
	MHCLG Grant received in year	-1,015,000.00			-1,015,000.00					-1,015,000.00
	<b>Total Income</b>	<b>-1,106,072.33</b>	<b>0.00</b>	<b>0.00</b>	<b>-1,106,072.33</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-1,106,072.33</b>
	<b>Balance of grant remaining</b>				<b>-887,745.48</b>	<b>-713,525.48</b>	<b>-600,805.48</b>	<b>-490,085.48</b>	<b>-374,365.48</b>	<b>-374,365.48</b>

## LOUGHBOROUGH TOWN DEAL BOARD

### Loughborough Town Deal Communications and Engagement Plan

#### 1. Introduction

This document sets a high-level approach to communications and engagement surrounding Loughborough Town Deal as it moves into the business case phase.

#### 2. Principles of engagement

Communication and engagement will be carried out based on the following principles:

- **Openness and transparency** – we will be clear about the decision-making process and the role stakeholders can take
- **Respect** – stakeholders will be treated with respect and express their views
- **Clarity** – we will ensure information is easy to access and understand
- **Being proactive** – we are committed to engaging stakeholders across a number of different channels
- **Inclusivity** – we will engage with a wide range of stakeholders who can participate and feel included.

#### 3. Objectives

- Clearly articulate the aims and ambitions of Loughborough Town Deal
- Tell the story of how Loughborough Town Deal will bring significant benefits to the town including its businesses and communities
- Engage with a wide range of stakeholders to help shape those plans and develop support

#### 4. Engagement strategy

The Council and partners already have several established channels to engage and communicate with a large number of people and organisations in Loughborough.

Those channels will be utilised to communicate the Town Deal vision, its projects and for engagement work.

Those channels include social media, websites, email subscription lists, regular meetings, local media and other networks.

The Council's communications team will co-ordinate communications around the Town Deal and proactively tell the Town Deal story and advise partners who wish to promote their own projects.

The key messages for the Town Deal (which will evolve) are:

- Loughborough Town Deal is on course to attract over £40 million worth of investment across a range of exciting projects
- It will boost jobs, skills and make the town, including its centre, a better place to live, learn, work and grow
- Collaboration between organisations, businesses, communities and residents is key to the Town Deal's success.

## 5. How we will engage

There are several strands to this. Loughborough Town Deal's Community Engagement and Consultation Group will continue to operate and meet regularly. The group consists of a range of stakeholders and they will receive updates on the Town Deal progress and give feedback to the Town Deal Board.

There will be a programme of regular communications from the Council communications team about Town Deal progress and the projects. These will be shared on various channels including

- Loughborough Town Deal website
- Council channels including the corporate website, social media and email alerts
- Local Media
- Events when appropriate
- Updates at regular meetings such as Loughborough Town Team
- Partner channels

**Individual projects will be required to demonstrate how they are engaging with stakeholders and report to the Board.** A Stakeholder Engagement Project template (Appendix B) has been produced to support projects. It is not intended to replace project's existing engagement plans should they have them in place.

## 6. Communications plan

As of October 2021, the Council's communications team is planning to communicate updates about Loughborough Town Deal via Council channels (as set out in section 9)

In the coming months the Council will:

- Produce spotlights about each project. This could be an article or a video. The Council's communications team will liaise with projects directly and distribute the content across several channels, including the Town Deal website
- Milestones will be marked with a press release for the local and regional media. Other content may also be produced, including videos
- Consideration will be given to holding an awareness raising event. A budget will be required.

Partners will be encouraged to share any content generated to increase the potential reach.

## **7. Stakeholders**

A list of key stakeholders is in appendix A

## **8. Governance**

Plans and progress on communication and engagement will be reported to the Board. The Council's communications team will provide most of the resource, but some budget is likely to be necessary to bring in specialist skills or additional resource when required.

The Community Engagement and Consultation Group will be able to have input into engagement and communications.

## **9. Engagement tactics and communication channels**

We will use a range of tactics and channels to engage and keep people informed.

Communications will primarily be driven through the Council's corporate communication channels including:

- CBC Facebook page
- CBC Twitter account
- Loughborough Town Deal Twitter account
- Loughborough Town Deal website
- CBC website
- CBC Linked-In account
- CBC Email alerts
- Local and regional media
- Printed materials when appropriate
- Partner's channels, for example Love Loughborough and its network of local businesses
- Public displays to raise awareness

Engagement tactics are likely to include:

- Online surveys
- Virtual or in-person meetings
- Drop-in sessions
- Displays
- Focus groups
- Awareness raising events could also be used for engagement

- Market research
- Direct engagement with local partners

Projects will also be required to set out how they will engage stakeholders for their projects and provide updates to the Board.

### 10. Approach to reach seldom heard groups

The Council has good links with a variety of communities in Loughborough and will use those existing channels to reach seldom heard groups.

The aim will be to encourage engagement and raise awareness of the Town Deal to generate positive support.

### 11. Covid-19

As with any project, considerations to any potential issues caused by the pandemic will be factored into the engagement and communication work. The main issue will be if any restrictions are imposed which would affect in-person events.

### 12. Risks

The risks and mitigation around communication and engagement are set out in the below table.

	<b>Risk</b>	<b>Mitigation</b>
1	Limited number of stakeholders are informed and engaged	Engagement plan in place, clearly identifying stakeholders and channels
2	The Town Deal is not clear to local communities and partners	Having a clear plan to communicate the vision
3	Seldom heard groups are not engaged in the process	Identify channels to reach these groups either directly or through partners or other agencies
4	Resource hinders communication and engagement	Ensuring there is adequate support available either in-house from the Council or being able to commission support

### 13. Evaluation

The Council's communications team records key metrics for communications activity and these will be monitored for Town Deal activity. They will include media coverage, social media reach and engagement, engagement levels for consultations and attendance for any events.

## APPENDIX A: Stakeholder list

### Key stakeholders – List A

Stakeholder	Category
Loughborough MP Jane Hunt	Government / Board Member
CBC Borough Councillors	Government
County Councillors	Government
BEIS	Government
Loughborough University	Board member / Project lead / Education
Loughborough College	Board member / Project lead / Education
Environment Agency	Project lead
Loughborough Bell Foundry Trust	Project lead / Heritage / Tourism
Love Loughborough	Board member / Project lead / Business
Generator CIC	Project lead
Canals and River Trust	Project lead
Great Central Railway	Project lead / Heritage / Tourism
Loughborough Chamber of Commerce	Business
Loughborough Town Team	Business

### Stakeholder - List B

Stakeholder	Category
Charnwood Arts	Arts and Culture
Charnwood Campus	Business
Federation of Small Businesses	Business
Loughborough Advanced Technology Initiative	Business
Landlords (commercial properties / student accommodation)	Business
Carillon Court shopping centre	Business
The Rushes Shopping Centre	Business
Loughborough Market Traders	Business / Town Centre

John Storer Charnwood	Charity / Community / Seldom Heard
Fearon Hall	Community
Grange Park Community Centre	Community centre
Gorse Covert	Community Centre
Leicestershire Police Authority	Crime / Community Safety
Charnwood Police	Crime / Community Safety
Baldwin Trust	Disabilities
Peter Le Marchant Trust	Disabilities / Charity
Parish Church / Rev Wendy Dalrymple	Faith
Loughborough Council of Faiths	Faith
Shree ram Krishna Project	Faith
Bangladeshi Association	Faith / Community Centre
Loughborough Mosque Islamic Cultural Association	Faith
Loughborough Heritage Forum	Heritage / Arts and Culture
Carillon War Memorial Trust	Heritage
Friends of Charnwood Museum	Heritage / Tourism
Storer & Ashby Area Residents Group (SARG)	Residents' Association
Haddon Way Residents Association	Residents' Association
Nanpantan Residents' association	Residents' Association
CBC Neighbourhoods team	Seldom Heard / residents / deprived wards
Equality Action	Seldom Heard / BAME / Deprived wards
JobCentre Plus	Skills
Active Charnwood	Sports and leisure
Friends of Queens Park	Town Centre / Tourism
Leicestershire Promotions	Tourism
Arriva Midlands	Transport
Kinchbus	Transport
East Midlands Trains	Transport



Student Union President	Young people
-------------------------	--------------

## Appendix B: Project Stakeholder Engagement Plan Template



### Loughborough Town Deal Project Stakeholder Engagement Plan

This is a template for projects to use to assist them plan stakeholder engagements. It is not intended to replace project's stakeholder plans if they have them, but it would be expected their plans to cover similar areas.

Projects are expected to provide updates to the Board about engagement work and consider any feedback from the board or the Community Engagement and Consultation Group.

<b>1. Project name and summary</b>		
<b>2. Who are your key stakeholders? (be as descriptive as possible and include their level of influence)</b>		
<u>Core - Those highly affected</u>		

	<u>Direct - Those moderately affected</u>	<u>Indirect- Those minimally affected</u>
<b>3. How will you engage with hard-to-reach groups?</b>		
<b>4. How will they be engaged? (please include channels and frequency)</b>		

**5. Please outline any existing stakeholder engagement work that you have carried out as part of your project and give examples of how that engagement has helped shape your project.**

If you require any further information or have any questions, please contact:  
Mike Roberts  
Communications Manager  
Charnwood Borough Council  
[mike.roberts@charnwood.gov.uk](mailto:mike.roberts@charnwood.gov.uk) / 01509 634705