

2 March 2021
Your reference:
Our reference: LAS/ZB
Ask for: Zuber Bapu

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**To: Members and Officers of
The City of Preston Town Fund Board
Councillors M Brown and Moss**

Dear Sir/Madam

City of Preston Town Fund Board - 5 March 2021

You are requested to attend a meeting of the City of Preston Town Fund Board to be held on Friday, 5th March, 2021 at 11.00 am in the Skype.

The Agenda for the meeting is set out overleaf.

Yours faithfully

Jackie Wilding

Director of Resources

City of Preston Town Fund Board
Friday, 5 March 2021

AGENDA

1. **Minutes** (Pages 1 - 4)
Minutes of the previous meeting.

2. **Towns Fund- Implementation Update** (Pages 5 - 10)
Report enclosed.

3. **Harris Quarter Pops Up - Implementation Update** (Pages 11 - 12)
Report enclosed.

City of Preston Town Fund Board

**City of Preston Town Fund Board
27 November 2020**

Present: Mr J Chesworth in the Chair; R Connor , Vice Chair; Councillors M Brown and Moss, A Phillips, R Binns, L Smith, M Close, P Green, A-M Parkinson, A Taylor, J Dalton, C Hayward, S Turner and E Warhurst

Also in attendance:

Mr J Crellin	– Assistant Director (Head of City Growth & Regeneration) City Development
Ms B Joyce	– City Development
Mr Z Bapu	– Senior Member Services Officer

Apologies: Sir M Hendrick, MP

CD21 Minutes

The minutes of the meeting held on 25 September 2020 were confirmed as an accurate record.

CD22 Harris Quarter Pops Up Programme Shortlist

The Board received a report and presentation on the Harris Quarter Pop Up – programme of shortlist. In July 2020 the Towns Fund Board and in August 2020 the Full Council of the accountable body approved that the Harris Quarter Pops Up project be progressed under the accelerated Towns Fund initiative. In August 2020 the accountable body confirmed its acceptance to government of a £1m capital grant to implement the project.

In September 2020 the Towns Fund Board and the Cabinet of the accountable body: approved the appointment of Maple Grove Developments (MGD) as project and development manager and the Council’s Director of Development and Housing as the project sponsor; endorsed a “long list” of potential projects; agreed a process to develop a final short list; and requested the project manager and project sponsor update the Board.

At its meeting in September the Cabinet of the accountable body, noting the grant criteria and timescales for spend delegated authority to the Director of Development and Housing in consultation with the Leader, Deputy Leader (Cabinet Member for Planning and Regulation) and Cabinet Member for Resources to implement the project.

City of Preston Town Fund Board

The project sponsor chairs a Harris Quarter Pops Up Project Board, comprising this Board's Chair, Council officers, MGD and Towns Fund Board member organisations UCLan and the County Council. The Project Board has undertaken a sifting process and identified a final short list of projects for consideration by the Board. A presentation on the short list will be made at the Board meeting.

Subject to consideration of the short list by the Board the accountable body will be required to undertake further due diligence on the project short list to satisfy itself that any ongoing liabilities can be met. The due diligence to be concluded by the middle of December.

Andrew Dewhurst and Charles Quick gave a presentation updating the Board on the Harris Quarter Pop Up implementation. Details of the seven shortlist projects were presented to the Board including their cost.

The Board made the following comments and observations:-

- The Mobile Temporary Events Space (MTES) was creative and novel and could be widely used. It was suggested that theatre groups and other end users be invited to give feedback.
- Power and wifi connections was important for the MTES to work successfully.
- The artwork in the MTES units need to be interchangeable so that they could be widely used.
- The accessibility of the MTES was welcomed as many performance venues lacked this and made it difficult for disabled people.
- Local artists should be encouraged to showcase their talent at the MTES.
- The shortlist projects should express the current situation and highlight the positives of the recovery.
- The Public Realm hoardings, although are expensive however if they are animated properly they help bring confidence to the area.
- Communication will be key to delivering the projects as people will either love it dislike it.
- Future upkeep and maintenance also needs to be built in.
- The projects need to be 'Instagramable' and attract social media attention – things such as large letters used in places like Amsterdam draw a lot of activity and posts online.
- If Wi-Fi spend is an issue then may wish to consider murals in different areas.
- Consider using the underspend to fund schemes where funding is coming to an end particularly public realm projects.

Resolved – That the Board

City of Preston Town Fund Board

- (i) Endorsed the short list presented for consideration;
- (ii) Agreed the project sponsor oversee a final due diligence review of the short list by the accountable body to ensure any ongoing liabilities can be met;
- (iii) Agreed the project sponsor and the Chief Executive of the accountable body, bring a report to the next Board meeting in the event that the due diligence concludes that project elements cannot progress to the implementation stage;
- (iv) Endorsed the implementation of projects which pass the due diligence review; and
- (v) Noted that final implementation decisions will be carried under the approved accountable body delegations.

CD23 City Investment Plan Implementation Update

The Board received an update report on the City Investment Plan Implementation. The key points were highlighted to the Board in particular the potential tight turnaround timescale when an offer is received.

Resolved – That the Board

- (i) In the event that it is not possible to convene a full Board meeting, delegate authority to approve of Heads of Terms to the Board Chair, the Deputy and Chief Executive of the Accountable Body.
- (ii) Agreed that the Accountable Body is able to consider the Heads of Terms within the time-frame set out by government;
- (iii) Endorsed the scope of the Assurance Framework and request that a final draft is brought to a future meeting of the Board; and
- (iv) Noted the ongoing work to progress the CIP priorities;

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Report to City of Preston Towns Fund Board**Towns Fund– Implementation Update****Meeting to be held on 5 March 2021****1. Summary**

- 1.1 The City Of Preston Towns Fund Board submitted a City Investment Plan (CIP) to government at the end of July 2020. The CIP sets out a 15 year plan for the city centre including a £24.98m Towns Fund investment programme focussed on the Harris Quarter.
- 1.2 Preston was one of thirteen “cohort one” places to submit Investment Plans in July. Government have, to date, announced seven Towns Fund award decisions with a decision on Preston’s Deal expected imminently.
- 1.3 The announcement will be accompanied by Heads of Terms. At meetings in November and December 2020 the Board and the Council put in place the necessary delegations to allow the Heads of Terms to be approved in a timely manner.
- 1.4 Following acceptance of the Heads of Terms the Board the Board and Accountable Body will have a short period of time to submit a project plan and it is proposed that the delegations in place to approve the Heads of Terms be extended to cover the submission to government of this next stage of information.
- 1.5 Approval of Heads of Terms is a step towards implementation and it is essential the Board is equipped and supported to oversee this next phase. It is proposed the Board convene a working away half-day session to help prepare for this stage
- 1.6 Alongside the Towns Fund investment programme the CIP sets out six priorities, and this report provides an update on actions to progress these priorities.
- 1.7 Making sure that the priorities and vision of the CIP, the Towns Fund investment programme, the role of the Board and the Preston Partnership are communicated and with real engagement with Preston’s communities is essential. Freshfield PR are retained to work alongside Groundswell Innovation and a presentation on current and proposed activity will be made at the meeting.

Recommendations:

The Board is asked to:

- (i) Request that the Technical Working Group prepare the next stage of information required by government – the project plan;
- (ii) Delegate approval and submission of the project plan to the Board Chair, and the Deputy and Chief Executive of the Accountable Body;

- (iii) Request that the Accountable Body is able to approve the project plan in accordance with the timescales;
- (iv) Request that a Board Away (half) Day be scheduled;
- (v) Note the ongoing work to progress the CIP priorities; and
- (vi) Endorse the communication and stakeholder activity

3. Information

- 3.1 The City Of Preston Towns Fund Board submitted a City Investment Plan (CIP) to government at the end of July 2020. The CIP sets out a 15 year plan for the city centre including a £24.98m Towns Fund investment programme focussed on the Harris Quarter.
- 3.2 Preston was one of thirteen “cohort one” places to submit Investment Plans in July. Government made a decision in October to split the award decisions into two announcements, with seven towns receiving their funding decision earlier in November. At the time of writing it is expected that Preston’s announcement will have been made by the time of this meeting.
- 3.3 The announcement will be accompanied by Heads of Terms. At its meeting in November 2020 the Board delegated the Board approval of the Heads of Terms to The Board Chair, and the Deputy and Chief Executive of the Accountable Body. The Council, at its meeting in December 2020 delegated authority to approve the Preston Towns Fund Heads of Terms to the Chief Executive, in consultation with the Leader of the Council.
- 3.4 It is understood that following acceptance of the Heads of Terms the Board and Accountable Body will have two months to provide further information to government, the specific detail of this information is not known however, it is expected that a project plan of sorts will be required which will include: permitted changes to the original profile; business case approvals timescales; local funding contributions; financial draw down profile; and local assurance processes. (NB project plan is just a working title, not official term)
- 3.5 The Board has already approved the establishment of a Technical Working Group, to support the Investment Panel and Board. The Working Group will lead on the preparation of the project plan, with significant input required from the Accountable Body officers. Given the short timescales for submission of this next phase of information it is recommended that the delegations in place to approve the Heads of Terms be extended to cover the submission to government of this next stage of information in the even that it is not possible to convene a full Board meeting.
- 3.6 The Accountable Body will also be required to put in place mechanisms to allow the project plan and further information to be submitted within the timeframe.
- 3.7 At its meeting in November the Board received a report on the role and purpose of the Assurance Framework (AF), which is required to enable accountable decision making; ensure value for money; and provide for effective monitoring and evaluation. The Board agreed that the “national local growth assurance framework” provided an appropriate template upon which to draw up Preston’s Towns Fund AF and approved the scope of the AF. It is proposed that the final draft of the AF form part of the project plan and that the AF be brought to the next meeting of the Board for endorsement.

- 3.9 Approval of Heads of Terms and submission of the project plan will be a demonstrable step towards implementation. During the course of 2020 the Council considered a number of reports setting out the different roles and responsibilities of the Council, as both a Towns Fund project sponsor and as Accountable Body.
- 3.10 In recognition that capacity and resources are always required to implement investment programmes the Towns Fund submission included a request for £250,000 of revenue funding to support a programme management function over the 6 year programme term, however it is expected that this will not be included in the Heads of Terms.
- 3.11 The Council has recognised the need for additional capacity and has approved funding to help meet this requirement. The Board will be kept updated on all relevant appointments.
- 3.12 The Council has also responded to an offer from government for additional capacity funding. An application for £85,000 has been made to support business case, assurance framework and communications activities over the next month.
- 3.13 It had previously been expected that Heads of Terms would be agreed in autumn 2020, with business cases for the more advanced projects being worked up over winter 2020 and spring 2021, and project commencing delivery during 2021. Given the length of time it has taken for Heads of Terms to be issued this programme will not be met. It is worth noting that the Towns Fund is a national programme with prescribed start and finish dates, the programme starts this year and finishes in March 2026, ie there is not expected to be an extension to the programme term.
- 3.13 The AF will set out the business case preparation and approval process, however the Board have previously approved that the technical working group, working to the Investment Panel, will oversee the appraisal of business cases (using external advisors where appropriate) prepared by project sponsors. The Investment Panel will then make investment recommendations for consideration by the Board.
- 3.14 It In addition to the technical capacity set out above it is also recognised that given the condensed timescales to deliver the investment programme term and the likely funding conditions and requirements it is essential that the Board is fully equipped to not only oversee the Towns Fund investment programme but to maintain momentum and support new funding bids for the CIP priorities, for example through the Levelling Up Fund and Shared Prosperity Fund. The Chair has therefore requested that a structured and facilitated away half day session for Board members be arranged as soon as is practically possible.
- 3.15 The Board will be aware that from the end of March there will be two Board vacancies The Board have previously agreed that future appointments should be made through a transparent process with clear guidelines of the skills required and given the tasks set out above this is increasingly relevant. A verbal update will be provided by the Chair and Chief Executive at the meeting.
- 3.16 The 6 priorities of the CIP are:

- Transforming Preston's cultural infrastructure, focusing on our cultural and leisure facilities, spaces and programmes;
- Supporting the recovery, skills, growth and resilience of Preston's economy;
- Delivering a new commercial district at Preston Station Quarter;
- Delivering a ground-breaking approach to community health and wellbeing in the city.
- Expanding and diversifying the housing supply to significantly boost city centre living.
- Achieving a step change in sustainable movement and accessibility in the city by delivering Preston's Transport Plan.

- 3.17 The pipeline of projects to deliver these 6 priorities will develop over time. the implementation of these priorities may not be the responsibility of the Board but it has been previously agreed, where possible, the Board receive regular updates to understand what progress is being made in order to provide support and direction where appropriate. The Board should be positioning itself to make sure that when further detail on major funding initiatives such as the Levelling Up Fund and Shared prosperity are available it plays its part in ensuring that projects which contribute to the Preston's priorities are considered.
- 3.17 Since the submission of the CIP, the City Council, County Council and UCLan have agreed to work together to commission the Strategic Regeneration Framework for the Preston Station Quarter – a specific action set out in the CIP. The purpose of the SRF is to provide a visionary and evidence-based framework for the Station Quarter that will establish the potential of the area, set land use and design principles, guide development and decision making and also attract interest and investment in the City. A competitive process was undertaken and a masterplan team, BDP, have now been appointed. The Board will be an important part of the Stakeholder Reference Group with interim and final presentations to the Board to be scheduled.
- 3.18 Good progress continues to be made on the Transforming Cities-funded Transforming Friargate / Ring Way project with surveys, concept designs and modelling now approaching completion. Stakeholder engagement and public consultation are programmed for later in the year. The government-appointed High Streets Task Force (HSTF) conducted an online Unlock Your Place Potential workshop in late January focussed on the Friargate element of the project. The offer of HSTF support was made to Preston in 2019 following the unsuccessful bid for Future High Streets funding. A number of Towns Fund Board members attended the workshop. The HSTF expert's report from the workshop has recently been received and the recommendations are being assessed. The report is generally very positive about the city's approach to the project and the work that has gone into the wider City Investment Plan, and makes a number of constructive suggestions for how, in particular, engagement and communication can be improved.
- 3.19 In respect of City Living Preston, recent activity has been focussed in Stoneygate and the implementation of the Stoneygate Regeneration Framework masterplan. Capacity funding has been secured from Homes England to prepare a delivery strategy and market analysis for two of the key locations in the masterplan. A consultant team led by Cushman and Wakefield has been appointed and work is underway.

3.20 The County Council has set up the Lancashire Economic Growth and Recovery Fund (LEGRF) to support a programme of activity across Lancashire. The City Council submitted a list of projects for consideration and the CIP proved invaluable in providing both the strategic context for investment, and also to be able quickly to set out specific projects in the pipeline which could meet the County Council's fund objective. Following positive feedback from the County Council the City Council is providing further information to support case making for LEGRF investment to contribute to public realm improvements at Lancaster Road (a HQ Pops Up project) and gateway improvements as part of the Illuminate and Integrate Towns Fund project.

3.21 Freshfield PR and Groundswell Innovation are retained to:

- Prepare and implement stakeholder engagement plans for projects which are fully funded in the Heads of Terms and able to progress to the business case stage;
- Support work with project sponsors whose projects are not fully funded in the Heads of Terms;
- Distil the complete CIP into a core messages short document; and
- Develop and deliver a co-ordinated communications and pr strategy to support the Towns Fund Board, the City Investment Plan, the Harris Quarter Investment Programme and the Preston Partnership

3.35 Groundswell and Freshfield PR will present an update on ongoing and proposed activity at the meeting.

Recommendations

The Board is asked to:

- (i) Request that the Technical Working Group prepare the next stage of information required by government – the project plan;
- (ii) Delegate approval and submission of the project plan to the Board Chair, and the Deputy and Chief Executive of the Accountable Body;
- (iii) Request that the Accountable Body is able to approve the project plan in accordance with the timescales;
- (iv) Request that a Board Away (half) Day be scheduled;
- (v) Note the ongoing work to progress the CIP priorities; and
- (vi) Endorse the communication and stakeholder activity

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City of Preston Towns Fund Board Meeting to be held on 5th March 2021

Preston Towns Fund Harris Quarter Pops Up – Implementation Update
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1. Summary

- 1.1 In July 2020 the Towns Fund Board and in August 2020 the Full Council of the accountable body approved that the Harris Quarter Pops Up project be progressed under the accelerated Towns Fund initiative. In September 2020 the Towns Fund Board and the Council approved the appointment of Maple Grove Developments (MGD) as project and development manager and the Council's Director of Development and Housing as the project sponsor and endorsed a "long list" of potential projects.
- 1.2 The project sponsor chairs a Harris Quarter Pops Up Project Board, comprising this Board's Chair, Council officers, MGD and Towns Fund Board member organisations UCLan and the County Council. The Project Board developed a project short list which was approved by the Board at its meeting in November 2020.
- 1.3 The Council, as Accountable Body, secured the approvals in December and January to implement the project short list. The implementation of the Harris Quarter Pops Up Project is well advanced and a presentation will be made at the meeting.
- 1.4 Currently the programme is progressing in line with the agreed project budget estimates. In the event of programme underspend it is proposed that this be allocated to the murals project.

2. Decision Required

- 2.1 The Towns Fund Board is requested to:
 - (i) Note the progress made in implementing the HQ Pops Up Programme; and
 - (ii) Agree that any programme underspend be allocated to the mural project

3. Information

- 3.1 The City of Preston Towns Fund Board and the Accountable Body (Preston City Council) (AB) agreed at their meetings in July and August 2020 that *Harris Quarter Pops Up* – a series of interventions in the Harris Quarter and other public spaces to encourage visits back to the City Centre be progressed.
- 3.2 Discussions on potential projects with a range of stakeholders, including through this Board, commenced in July this year and resulted in the development of a long list of projects. Harris Quarter Pops Up will see a curated combination of permanent, semi-permanent and temporary uses of Preston's market areas and other public spaces to

provide space for a programme of pop up events and visitor attractions. Overall the project represents a significant opportunity to encourage visits, from residents and visitors alike, into the City Centre and help re-establish the city centre as a safe destination of choice.

- 3.4 A project long list was approved by the Board in September 2020, with the project short list, set out below, approved in November 2020.

	Project
1	Temporary Mobile Events Space (TMES)
2	Bench Sculpture
3	Market Street Phone Boxes
5	Public Art Murals
6	Animate Site Hoardings
7	Public Realm Lancaster Road
reserve	Preston Free Wi-Fi

- 3.5 Maple Grove Developments (MGD) are project and development manager for the project and the project sponsor is the AB's Director of Development and Housing. A project working group, chaired by the project sponsor and comprising this Board's chair, AB officers, MGD, UCLan and County Council officer meets regularly to oversee the project.

- 3.6 In January 2021 the Council, as the Accountable Body, secured the final necessary internal approvals to enable the project to move to the implementation stage and the Project Manager will present an update on budget, programme and implementation progress the Board at the meeting.

- 3.7 Currently the programme is progressing in line with the agreed project budget estimates. It is unlikely that there will be a programme underspend however the working group have considered this eventuality. In reality the only project which can be scaled up is the public art murals project and it is proposed that if there is a programme underspend this be allocated to the murals project.

4 Decision Required

- 4.4 The Towns Fund Board is requested to:

- (iii) Note the progress made in implementing the HQ Pops Up Programme; and
- (iv) Agree that any programme underspend be allocated to the mural project