

22 September 2020
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 - 25 September 2020

You are requested to attend a meeting of the City of Preston Town Fund Board to be held on Friday, 25th September, 2020 at 11.00 am in the Skype.

Members are reminded of their responsibility to declare any personal interest or disclosable pecuniary interest in respect of matters contained in this agenda.

The Agenda for the meeting is set out overleaf.

Yours faithfully

Jackie Wilding

Director of Resources

City of Preston Town Fund Board
Friday, 25 September 2020

AGENDA

1. **Minutes** (Pages 1 - 6)

The minutes of the meeting held on 24 July 2020 enclosed.

2. **Preston Towns Fund - Harris Quarter Pops Up - Implementation** (Pages 7 - 16)

Report enclosed.

3. **Towns Fund Investment Programme - Update Report** (Pages 17 - 22)

Report enclosed.

City of Preston Town Fund Board

**City of Preston Town Fund Board
24 July 2020**

Present: Mr J Chesworth in the Chair; Ms R Connor, Vice Chair; Sir Mark Hendrick, MP, Councillors M Brown and Moss, Mr A Phillips, Mr P Green, Ms A-M Parkinson and Ms L Smith, Ms R Mulhearn and Ms J Dalton

Also in attendance: Mr D Watson
Mr J Ferguson

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: Mr R Binns, Ms M Close and Ms K O'Connor

CD13 Minutes

The Minutes of the meetings held on April and 19 June 2020 were agreed as a correct record.

CD14 City Investment Plan

The Board received the draft City Investment Plan (CIP) for consideration and approval in time for submission by 31 July 2020. The milestones in the preparation of the CIP was highlighted and it was acknowledged that a lot of hard work and effort had been made to get to this position in a short period of time. The CIP summary was that it is a 15 year Plan which included 6 priorities and £24.98m of Town Fund Investment Programme. The CIP development process included stakeholder engagement with strong community feedback, highlighting the Preston narrative.

The Board was informed that there was a Check and Challenge offered and was taken up by the Preston City Towns Board which was very positive and constructive. The draft CIP reflected comments received at the session which was attended by the Head of the Unit overseeing the process. Comments received following the Board paper issue was highlighted to the Board. The Board were given details about the template submission form which was issued on 9 July 2020. The template submission form required

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the submission to be no more than 10,000 words which meant the current document had to be reduced as it was 35,000 word. It was noted that the submission could be appended to.

The Board received details and narrative behind the CIP visuals. This was still a working progress and changes were being made following feedback from stakeholders and Board Members. Key was to incorporate the theme of Preston – past and present. Reference to the cotton industry, heritage and history including the Guild was part of the visuals. The aim was to make the document eye catching and confident without looking too loud.

The Board Members made the following comments and observations on the Draft CIP and the Visuals:-

- The Chair thanked all involved for their efforts and hard work in producing the CIP.
- The CIP included fantastic set of ideas which are aligned to the City Council aspirations and had a broad reach and long overdue.
- The content is really good and pictures represent the City, however suggest the inclusion of the Guild Hall as it was an key building in the City Centre.
- The mention of skills needs to be prominent as it was a key element of community wealth building and well-being. The document has a vibrant and balance feel. It almost makes one question ‘why we need the money?’.
- Good reflection of the community of Preston.
- The reduced document for submission was in effect a re-write, so important not to miss key assailing points.
- Cannot underestimate the value of the process, even if the bid is not as successful as the Board the collaborative and partnership work will be a platform for the future.
- The process has been phenomenal and reminded all involved about the opportunity for Preston. The submission highlights the priorities of the City and is compelling. Preston has an opportunity to flourish.
- The visuals could emphasise Preston being the driving force of central Lancashire. The catchphrases and messages contained within the CIP shines through.
- The brochure is distinctive to Preston which will have a positive impact on the City and the document stands out.
- The CIP is clear and well written with community embedded. There could be some imagery of demand and need and highlight key pathways within the City.
- Referencing to culture and the creative sector key particularly for graduate retention.
- Need to maintain the built heritage.
- Require lobbying support by the MP.

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- Learn from the process and continue with the partnership collaboration.
- Process on-going and need to continue in preparation for the funding.

Resolved – That the Board

- i. agreed the final working draft of the CIP;
- ii. Approved submission of the CIP and template forms by 31st July 2020;
- iii. agreed to delegate authority to the Chair and the Chief Executive of the Accountable Body to finalise the CIP; and
- iv. agreed to delegate authority to the Chair and the Chief Executive of the Accountable body to finalise the templates for submission.

CD15 Phase 2 Terms of Reference

The Board were presented a report on the Terms of Reference for Phase 2. Terms of Reference for the Board were agreed in January 2020 and over the last six months, in accordance with those Terms, the Board has overseen preparation of a City Investment Plan incorporating a Town Deal Fund investment programme enabled by the Accountable Body. Submission of the CIP and review by government will draw to a close Phase 1 of the Town Deal process.

Government have established a Towns Hub to support the development of Town Deals and have issued further guidance on current and future phases. Phase 2 comprises three stages, firstly agreement to a Heads of Terms, secondly project approvals, and thirdly financial draw down. Phase 3, ie, the project delivery stage will require project sponsors to provide regular updates to the Board on progress against agreed milestones as well as monitoring and evaluation information, which the Board will need to share periodically with government.

Terms of Reference for the Board need to be revised to accommodate Phase 2 and Phase 3, through the agreement of an Assurance Framework which will set out how the Board and the Accountable Body manage approval and implementation of the investment programme.

The Assurance Framework will be developed following government's review of the CIP. To support the submission of the CIP it is necessary to demonstrate Board awareness of the requirement of an Assurance Framework which it is proposed is underpinned by the establishment of a Town Deal Board Investment Panel to approve Town Deal final project business cases and recommend investment decisions to the Board. The Investment Panel would be supported by a Technical Implementation Group. It is also expected that the Board would receive progress updates on the wider priorities set out in the CIP.

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The next steps were outlined and it was agreed it will be a lot harder. The Board were presented with Heads of Terms including a summary plan and details of the role of the Board.

Resolved – That the Board

- (i) Noted the requirement for a Town Deal Assurance Framework;
- (ii) Agreed in principle the establishment of a Town Deal Investment Panel;
- (iii) Agreed in principle the establishment of a Technical Implementation Group;
- (iv) Noted a need for independent expert appraisal of project business cases and request the Accountable Body to consider appropriate procurement;
- (v) Requested that a Draft Assurance Framework be brought for consideration to the next meeting of the Board; and
- (vi) Agreed to appoint Mr R Binns as the Chair of the Investment Panel and Mark Flemming, Uclan as the Chair of the Technical Implementation Group.

CD16 **Town Deal additional and accelerated funding**

The Board received a report on the Towns Deal additional and accelerated funding. The Accountable Body received a letter from Jenni Dibden, Co-Director of Cities and Local Growth Unit at Ministry of Housing, Communities and Local Government – the department responsible for Towns Fund - at the start of July offering Preston a grant of £1million to fund project(s) subject to the following criteria:

- (i) delivery within the current financial year;
- (ii) spend on capital project(s);
- (iii) project represents good value for money; and
- (iv) project(s) need to be within the “intervention framework” for Towns Fund;

In addition the government’s Towns Hub have further advised that the project should be aligned with the Town Fund investment and that the detail should be provided at the same time as the submission of the CIP. Taking on board the challenge of delivering in accordance with the delivery criteria the Task and Finish Group discussed potential opportunities to utilise the funding at its meeting on 17th July, with the preferred option being **Harris Quarter Pops Up** - series of interventions in the Harris Quarter and other public spaces to encourage visits back to the City Centre.

The s151 officer for the Accountable Body will be required to confirm acceptance of the grant, in accordance with the criteria, by the middle of August.

Resolved – That the Board

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- (i) noted the delivery criteria for the spending;
- (ii) endorsed the proposal for spend set out in this report and its inclusion within the CIP; and
- (iii) requested that regular updates on delivery of the project are included in future reports to the Board.

CD17 Any Other Business

The Board would be informed when the bid is submitted, there is a press pack prepared which will be launched after submission.

Resolved - It was agreed that the Chair and the Chief Executive will bring proposals for funding of the continuing work at a future meeting of the Board.

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City of Preston Towns Fund Board Meeting to be held on 25 September 2020

Preston Towns Fund – Harris Quarter Pops Up - Implementation

Appendix A: Town Deal – Accelerated Funding letter to government
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Appendix B: Town Deal – HQ Pops Up – Project long list
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1. Summary

- 1.1 In July 2020, the Council received a letter from the Ministry of Housing, Communities and Local Government (MHCLG) offering Preston a Towns Fund grant of an additional and accelerated £1million to fund capital project(s). At its meeting in July the Towns Fund Board approved that the Harris Quarter Pops Up project be progressed under this initiative. In August 2020 the City Council as accountable body delegated acceptance of the grant to its section 151 officer and delegated to the Council's Cabinet any further project approvals required by the accountable body.
- 1.2 The Chief Executive and s151 officer wrote to Government in August accepting the s131 grant offer which is expected to be received in full by the Council this month.
- 1.3 The s131 grant needs be fully defrayed within 8 months, and taking this into account along with the impact of Covid-19 on the Council's delivery capacity officers have considered how best the project can be delivered. The preferred option is for the Council to utilise the Lancashire Regeneration Property Partnership (LRPP) to appoint Maple Grove Developments (MGD) to act as project and development managers.
- 1.4 The main objective of the project is 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. The project will see the design and delivery of a curated range of longer and shorter term uses of Preston's market areas and other public spaces to provide areas for a programme of pop-up events and visitor attractions. A long list of projects including: public realm; innovative use of public spaces; public art; cycle provision; site hoardings; occasional themed markets; and digital screens has been drawn up.
- 1.5 The project sponsor for the accountable body is the Director of Development and Housing who is establishing a working group, comprising Council officers, MGD and Towns Deal Board member organisations UCLan and the County Council. The project sponsor will keep the Town's Fund Board Chair updated on progress. MGD will lead on the first task of the working group to assess each project on the long list against a range of critical success factors, including alignment with existing regeneration proposals underway in the area; affordability; deliverability; impact; and alignment with grant criteria. This assessment process will take between 4 and 6 weeks which will further reduce the time available to deliver the project and defray the grant to circa 6 months.

2 Decision Required

2.1 The Towns Deal Board is requested to:

- (i) Note, subject to approval by the Cabinet of the Accountable Body, the use of the Lancashire Regeneration Property Partnership to retain Maple Grove Developments as Harris Quarter Pops Up development and project manager;
- (ii) Endorse the “long list” of potential project elements and the sifting process set out in this report to enable the final project elements to be costed and delivered; and
- (iii) Request that MGD and the Project Sponsor update future meetings of this Board on implementation progress.

3. Information

3.1 In July 2020, the Council received a letter from the Co-Director of Cities and Local Growth Unit at the Ministry of Housing, Communities and Local Government (MHCLG) – the department responsible for Towns Fund – offering Preston a grant of £1million to fund project(s) subject to the following criteria:

- (i) delivery within the current financial year;
- (ii) spend on capital project(s);
- (iii) project(s) need to be within the “intervention framework” for Towns Fund;
- (iv) project represents good value for money
- (v) alignment with (potential) Town Fund investment;
- (vi) submission of project detail to be included within the submission

3.2 The City of Preston Towns Fund Board and the Accountable Body (the 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.

3.3 The AB is responsible for delivery of the project and the and the s151 officer and Chief Executive wrote to Government in August to accept the grant offer. A copy of the letter is attached at appendix A.

3.4 The grant needs be fully defrayed within 8 months, and taking this into account along with the impact of Covid-19 on the AB’s delivery capacity, officers have considered how best the project can be delivered. In addition to the challenge of the limited timescale there are further challenges because of the complexity of the project itself - comprising a number of distinct capital projects which need to be designed and delivered as a holistic programme. One option would be for the AB to directly procure each project element individually, however this would require detailed project scopes to be in place prior to prices being sought and contracts tendered, assessed and awarded. Given the impact of Covid-19 on delivery capacity and the length of time required this approach has been discounted.

3.5 The AB has therefore considered and proposed the use of the Lancashire Regeneration Property Partnership (LRPP) to appoint Maple Grove Developments (MGD), the development arm of the Eric Wright Group (EWG), to act as project and development managers.

- 3.6 EWG was founded in 1923 in Lancashire and is a widely recognised major North West property/development company. For the last 40 years, the headquarters have been at Bamber Bridge in Central Lancashire. The Group employs over 650 people and works across various sectors including commercial, industrial, logistics, residential, healthcare and leisure and mixed use. MGD leads on the commercial property development activity focussing predominately in the North West.
- 3.7 Using MGD as project and development managers for the Harris Quarter Pops Up project is the preferred option for the following reasons:
- (i) The Strategic Partnership Agreement (SPA) sets out in detail how MGD will secure best value and MGD have a good track record in achieving and monitoring social value benefits;
 - (ii) The AB can enter into one contract with MGD who, under the terms of the SPA, will procure the supply chain to deliver each project element;
 - (iii) MGD will provide early development and cost advice thereby supporting the AB in defining the scope for each project element;
 - (iv) MGD acting as project manager and development manager will enable a genuine programme approach to delivery of a complex, multi-element project.
- 3.8 As project and development manager MGD will undertake a range of tasks, including:
- (i) Supporting a working group to prepare final project scope
 - (ii) Providing and managing a detailed programme implementation plan
 - (iii) Project costing
 - (iv) Acting as a single point through which a range of services can be procured
 - (v) Procuring third party and sub-contractors demonstrating value for money in line with government guidance;
 - (vi) Monitoring project delivery;
 - (vii) Stakeholder management;
 - (viii) Monitoring and reporting project spend;
 - (ix) Recording outputs and impacts; and
 - (x) Closing out the project in line with government guidance.
- 3.9 The Cabinet of the AB has been asked to approve the use of MGD and to authorise the Director of Development and Housing, and relevant AB officers in consultation with the Cabinet Member for Planning and Regulation to enter into an appropriate contract with MGD, under the terms of the LRPP and to keep the Chair of the City of Preston's Towns Fund Board fully informed.
- 3.12 Discussions on potential projects with a range of stakeholders, including through the this Board, commenced in July this year which has resulted in the development of a long list of projects, attached at Appendix B. 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, visitor attractions and street food markets. The project could include:

- (i) Adaptation of the spaces under the Market Canopies to provide a concept of under-cover open air dining and socialising which can encourage the public to visit the City Centre in a Covid-19 “safe” environment with natural ventilation and fresh air;
- (ii) Promoting Lancashire food, drink and craft producers (in conjunction with the existing Market offer) to cement Preston’s progress as a destination for locally-sourced retail, entertainment and food and drink.
- (iii) Providing a facility for pop up cinema screenings and events, encouraging safe visits to the City, and positively promoting Animate (the proposed Cinema and Leisure scheme) in advance of works starting on site.
- (iv) Providing an opportunity to work with the local creative community, alongside local education institutions, to animate the area and bring visitors to the city.
- (v) In addition to the Harris Quarter spaces there could be an opportunity to roll out the concept into, for example, new public space at UCLan.

3.13 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.

3.14 The project sponsor is the AB’s Director of Development and Housing who is establishing a technical Task and Finish group, comprising AB officers, MGD and Towns Deal Board organisations UCLan and the County Council officers and other organisations as appropriate. The primary objective of the Task and Finish group is to oversee the successful implementation of Harris Quarter Pop Ups. The first task for the group, led by MGD, is to assess each project element on the long list against a range of critical success factors, including alignment with existing regeneration proposals underway in the area; affordability; deliverability; impact; and alignment with grant criteria, including the Towns Fund “intervention framework”.

3.15 This assessment process will take between 4 and 6 weeks and will result in a final project scope and project implementation programme which will be used to ensure the project is delivered within the timeframe. In practical terms this will further reduce the time available to deliver the project and defray the grant to circa 6 months. The Cabinet of the AB will therefore be informed that to meet these timescales decisions will need to be made in a timely way and that following recommendations from the working group that instructions to MGD be delegated to the AB’s Director of Development and Housing in consultation with the Cabinet Member for Planning and Regulation and keeping the Chair of the City of Preston’s Towns Fund Board fully informed.

Date: 14 August 2020
Your reference:
Our reference: AP/JW/JCC

Jenny Dibden
Cities and Local Growth Unit
MHCLG



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Dear Jenny

Re: Town Deal Accelerated Funding – Harris Quarter Pops Up

Thank you for your letter of 1 July 2020 offering Preston a grant of £1m to fund capital projects that can be delivered this financial year.

At its meeting on 24th July 2020 the City of Preston Towns Fund Board endorsed **Harris Quarter Pops Up** as Preston's nominated project for this grant funding.

As you know, Preston was one of the Cohort 1 places to submit its Town Deal Bid and City Investment Plan (CIP) at the end of July. The CIP confirmed that the accelerated funding should be directed to Harris Quarter Pops Up project (see in particular p148 of the CIP)

Harris Quarter Pops Up

Building on Preston city centre's role as an accessible destination for the sub-region, Harris Quarter Pops Up will see the design and delivery of a curated range of longer and shorter term uses of Preston's market areas and other public spaces to provide areas for a programme of pop-up events, visitor attractions and street-food markets.

The project has the combined benefits of being both a quick-win – there are no long lead-in times for any elements of the project and implementation is relatively straightforward – whilst leaving a longer term legacy for the city by reinventing how underused parts of the centre can be used. This early momentum will be picked up by the remainder of the projects forming the Towns Fund bid by transforming the Harris Quarter into the cultural heart of the city. Much of what is put in place under Harris Quarter Pops Up will be there

for many years but, like the best creative locations, will adapt and evolve to stay fresh and meet changing demands.

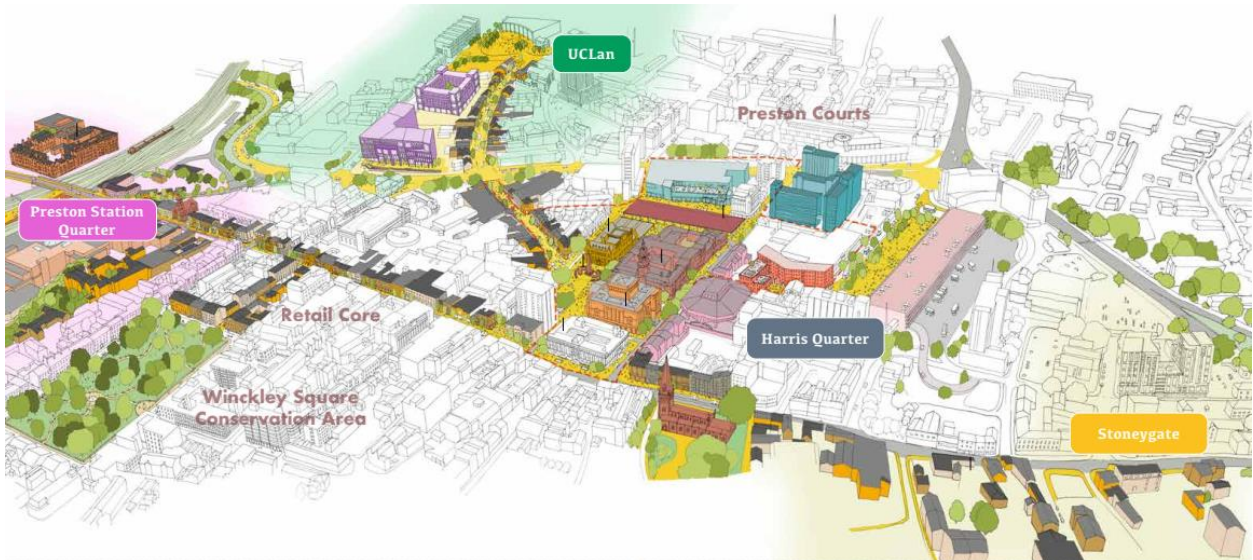
As with all places across the country, Preston city centre needs an immediate boost to help its recovery following the Covid crisis and Harris Quarter Pops Up will go a long way to assist. Being both locally-focussed and centrally located with great accessibility on foot, by bike or by public transport the Pops Up concept meets the Council's and government's aspirations for clean and green growth.

The varied elements of the project include:

- (i) Adaptation of the spaces under the Market Canopies to provide a concept of under-cover open air dining and socialising which can encourage the public to visit the City Centre in a Covid-19 "safe" environment with natural ventilation and fresh air;
- (ii) Utilisation of the Market area with the creation of further facilities to promote Lancashire food, drink and craft producers to cement Preston's progress as a destination for locally-sourced retail, entertainment and food and drink.
- (iii) Providing a facility for pop-up cinema screenings and events, encouraging safe visits to the City, and positively promoting Animate (the proposed Cinema and Leisure scheme) in advance of works starting on site.
- (iv) Providing an opportunity to work with the local creative community, alongside local education institutions, to animate the area and bring visitors to the city.
- (v) Outside the Harris Quarter, the main area of focus for the project, there is an opportunity to roll out the Pops Up concept into other spaces in the city centre, for example Winckley Square and new public space at the University of Central Lancashire (UCLan). Until detailed costings have been prepared, the extent to which the project can be rolled out further is not yet known. However, the strong blueprint that will be established through the Harris Quarter work will facilitate its further roll out as funding permits.

The grant funding will cover the capital elements of the project. Where required, any revenue funding will be covered by existing budgets.

Overall, Harris Quarter Pops Up represents a significant opportunity to encourage Covid-safe visits into the city centre for residents and visitors alike, and play a major role in the city's recovery by re-establishing the city centre as a safe and sustainable destination.



Plan showing the Harris Quarter at the heart of Preston city centre

Intervention Framework

Harris Quarter Pops Up is fully aligned with the Intervention Framework as set out in the Towns Fund guidance (June 2020).

The project is located in Preston city centre within the Harris Quarter on which the submitted Towns Fund investment package is focused, thereby supporting the cumulative benefits of this concentrated approach. It will effectively kick-start the cultural regeneration of the Harris Quarter, putting down foundations for delivery of the Towns Fund package of projects to follow which will build on this initial investment.

In terms of the intervention headings set out in the framework, Harris Quarter Pops Up delivers on all but one of them:

Urban regeneration – more intensive and stimulating use of underused public spaces leading to enhanced townscape and greater visitor numbers;

Arts, culture and heritage – new permanent and semi-permanent opportunities for cultural activity such as a pop-up cinema venue, performance and exhibition space for local ‘creatives’ and multi-use areas for educational establishments to populate, all within very visible and accessible locations;

Enterprise infrastructure – street-food markets, outdoor bars and cafes and performance areas all provide ‘quick win’ opportunities for SMEs and start-ups to trade, to testbed ideas and develop during the recovery period, which is likely to continue for many months. Working with Towns Fund Board partners there will be on-tap assistance for business incubation accelerating the number of start-ups and scale-ups needed to aid the city’s economic recovery.

Digital connectivity – being predominantly outside or in new locations, the effective operation of the businesses and cultural activities will require significant enhancement of

the existing digital network which will, where it is cost-effective to do so, be provided as part of the project delivery.

Skills infrastructure – working with the local education providers and, when built, Preston Youth Zone (the Youth Zone is one of the submitted Towns Fund package projects) the Pops Up project can contribute part of the infrastructure for skills development, providing a public-facing opportunity for learners to work with potential employers.

Value for Money

In line with the Council's Contract Procedure Rules, the Council will achieve good value for money when implementing the capital projects comprising Harris Quarter Pops Up. All procurement, spending and monitoring will be carried out in full accordance with the Council's established constitutional procedures with oversight by the City of Preston Towns Fund Board and the Council's statutory officers.

Timescales

Given the nature of Harris Quarter Pops Up being a series of coordinated interventions utilising various locations, some of which already have part of the infrastructure in place, the project lends itself well to a quick turnaround and delivery. The overall project will effectively break down into a number of smaller sub-projects that are not reliant on the provision of wider infrastructure and which can either be implemented simultaneously or phased depending on their position in the overall programme.

There is therefore no organisational reason why the project cannot be completed within the financial year.

However, as with all capital projects of this nature there is an element of risk associated with their completion within a specified time frame. This risk can be significantly mitigated both by a timely funding release and by the Council being ready to mobilise as soon as it has the green light to proceed.

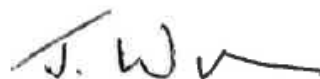
We can confirm that the Council's immediate attention and resources will be directed to the delivery of the project once we have received confirmation of funding and we are confident this will achieve the government's objective of making an immediate impact in the city within the required timescales.

Please don't hesitate to get in touch if you require any further information.

Yours sincerely



Adrian Phillips
Chief Executive



Jackie Wilding
Director of Resources and S151 Officer

Preston Towns Fund – Harris Quarter Pops Up – Implementation

Appendix “B”

Harris Quarter Pops Up – Project Long List

Name	Town Deal Theme	Description	Potential Capital items	Potential Location(s)
<i>Outdoor Cinema</i>	Arts, culture and heritage	Cinema screen with seating / viewing areas built initially to Covid-compliant design standards but capable modification if retained.	Screen & projector kit; seating; toilets & welfare facilities; management office; catering	Various locations in HQ
<i>Flexible Events Space / Stage</i>	Arts, culture and heritage	Demountable stage / events space with Covid-compliant seating for commissioned ticketed events or use by educational / community groups	Stage, lighting, sound system; seating; toilets & welfare; management office; catering	Various locations in HQ
<i>Bar / Street-Food Hub</i>	Enterprise infrastructure	Locally-sourced food and drink from a range of providers in naturally ventilated setting	Plug-in pitches; seating; lighting; sound system; toilets	Various locations in HQ
<i>Gallery Space</i>	Arts, culture and heritage	Use of underused part of Bus Station concourse for gallery space	Temporary structure	Bus station concourse
<i>Public Art</i>	Arts, culture and heritage	New public art; Nick Park designed bronze bench; Bash Street Kids Pavement	Developing full size bench	Various locations in HQ
<i>Testbed Digital Lighting</i>	Digital connectivity	Installation of digital projectors around HQ bringing light, colour and artistic interventions into public realm	Digital and lighting equipment	Various locations in HQ
<i>Cycling facilities</i>	Urban regeneration	Cycle shelters; pop-up cycle hub	Cycle shelters, stand, lockers	Various locations in HQ
<i>Urban Play</i>	Arts, culture and heritage	Street games	Play equipment	Various locations in HQ
<i>Phone Boxes</i>	Enterprise infrastructure	Repurposing the famous Preston Phone Boxes	Internal refurbishments	Flag Market
<i>Dynamic Hoardings</i>	Urban regeneration	Hoardings in and around Harris Quarter to provide interest in what will be an area of change	Hoarding and materials	Various locations in HQ
<i>Public Realm</i>	Urban regeneration	Targeted public realm improvements	Public realm materials	Various locations in HQ
<i>Re-use of HQ Assets</i>	Skills infrastructure	Acceleration of HQ assets renewal project for example for the CEIAG and creative hub projects	Temporary “make do” refurbishments	PCC owned assets in HQ
<i>HQ Digital Connectivity</i>	Digital connectivity	Bespoke enhancement of digital connections to support the project elements	Digital infrastructure	Various locations in HQ

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Report to City of Preston Towns Fund Board**Towns Fund Investment Programme – Update Report
Appendix A – Illustrative Business Case timeline****Meeting to be held on 25 September 2020****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 No formal feedback on the submission had been received at the time of writing. It is understood that a process of assessment and moderation has been taking place and that formal feedback may be forthcoming in early October.
- 1.3 Heads of Terms will need to be negotiated and agreed by the City Council, in its role as Accountable Body (AB) for the Towns Fund, the government and the Board.
- 1.4 The Towns Fund Board, and AB, will need to demonstrate assurance to enable accountable decision making, to ensure value for money and to provide for effective monitoring and evaluation through a Towns Fund Assurance Framework.
- 1.5 In July 2020 the Board requested that the AB ensure its Monitoring Officer and Chief Internal Auditor are appraised of the enhanced roles and responsibilities required of the AB during the next phases. In August the Council of the AB noted the future role of the AB and requested that the Towns Fund Assurance Framework be brought for consideration by the Council at the appropriate time.
- 1.6 It is premature to ask the Board or the AB to consider a draft Assurance Framework in advance of any formal offer of Towns Fund grant. It is recommended that an Assurance Framework working group comprising a small group of Board members and officers be established to support the preparation of the Assurance Framework.
- 1.7 An important part of the Assurance Framework is appointment of future Board (and any Board sub group) members. It is recommended that the Assurance Framework working group prepare appointment protocols for consideration by the Board.
- 1.8 Racheal Mulhearn, cultural representative on the Board, has resigned and an appointment will need to be made, following the Board's agreement to the protocols.
- 1.9 In July the Board endorsed the establishment of an Investment Panel to make Towns Fund investment recommendations to the Board. It is recommended that the Investment Panel Chair form part of the Assurance Framework working group and that terms of reference for the Panel be prepared for consideration by the Board.

Recommendations:

The Board is asked to:

- (i) Note the AB's Monitoring Officer and Chief Internal Auditor have been appraised of the enhanced roles and responsibilities required of the AB during the next phases;
- (ii) Note the AB has requested that a draft Towns Fund Assurance Framework be considered by the Council of the AB, when prepared;
- (iii) Agree that an Assurance Framework working group be established, to include the Chief Executive of the AB, the Chair of the Board and Chair of the Investment Panel; and
- (iv) Request that the Assurance Framework working group draft appointment protocols and terms of reference for the Investment Panel for inclusion within the draft Assurance Framework for consideration by the Board in due course.

3. Information

3.1 The Towns Fund Board submitted its City Investment Plan to government in July 2020. The 6 priorities of the CIP, which has a spatial focus on the City Centre 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.

3.2 The Town Deal investment programme requires £24.98m of Town Deal Investment funding and focuses on the cultural regeneration of the Harris Quarter and includes the following projects:

- Re-imagining the Harris (capital)
- Preston Youth Zone (capital)
- Animate – Cinema and Leisure development (capital)
- Renewal of Harris Quarter assets (capital)
- Harris Quarter Illuminate and Integrate (capital)
- Animation of Public Spaces (capital and revenue)
- Inspiring Preston – A city centre Careers, Employment, Information, Advice and Guidance (CEIAG) centre (revenue)
- Cultural Capacity Building (revenue)
- Health and Wellbeing Capacity Building (revenue)

3.9 The investment programme has the potential to form an important part in the Covid-19 recovery plans for the city centre.

- 3.10 Submission of the CIP completed Phase 1 of the Towns Fund process. Phase 2 comprises three stages, firstly agreement to a Heads of Terms, secondly project approvals, and thirdly financial draw down. The guidance indicated that government expected it to take approximately 2 months from submission to announcement of Heads of Terms
- 3.11 The Heads of Terms are an agreement in principle for funding and will be in the form of a Memorandum of Understanding (MOU), signed by the Chair of the Towns Fund Board, the Lead Council and by Ministers. The Heads of Terms will include:
- Allocated Towns Fund budget and financial profile
 - List of projects to receive funding and recommended assurance route for business cases
 - List of support agreed by other government departments
 - Key conditions and requirements
- 3.12 Once a place has agreed to the Heads of Terms, the Town Deal will be announced.
- 3.13 Since the CIP was submitted the officers and advisors of the City Council, the AB for the Towns Fund, have been in regular contact with civil servants and the governments Towns Fund advisory team. No formal feedback on the submission had been received at the time of writing. It is understood that a process of assessment and moderation has been taking place and that formal feedback may be forthcoming in early October.
- 3.14 At their meetings in July and August the Board and the AB respectively received detailed reports on the roles, responsibilities and requirements of the Board and the AB for Phase 2. These roles, responsibilities and requirements will be set out in a detailed Assurance Framework. In simple terms the purpose of the Assurance Framework is to:
- Enable accountable decision making
 - Ensure value for money
 - Provide for effective monitoring and evaluation
- 3.15 It is not clear at this stage whether final Heads of Terms will require an agreed Assurance Framework to be in place, or whether this will be a condition set out in the Heads of Terms. It is clearly premature to ask the Board or the AB to consider a draft Assurance Framework at this stage, in advance of any formal feedback from government and in the absence of any detail on the projects which may be offered support through Towns Fund investment. The AB and the Board will therefore need to ensure that the Assurance Framework can be prepared and considered by the AB and Board in a timely manner.
- 3.16 In recognition of this the Council of the AB considered a detailed report in August report on the requirement for and purpose of the Assurance Framework and the AB Monitoring Officer and Chief Internal Auditor have been appraised of the enhanced roles and responsibilities required of the AB during the next phases.
- 3.17 It is recommended that an Assurance Framework working group be established comprising a small group of Board members and supported by member organisation officers with relevant expertise. AB officers will be involved in all stages and sections of the Assurance Framework drafting prior to it being considered by the Board. Following

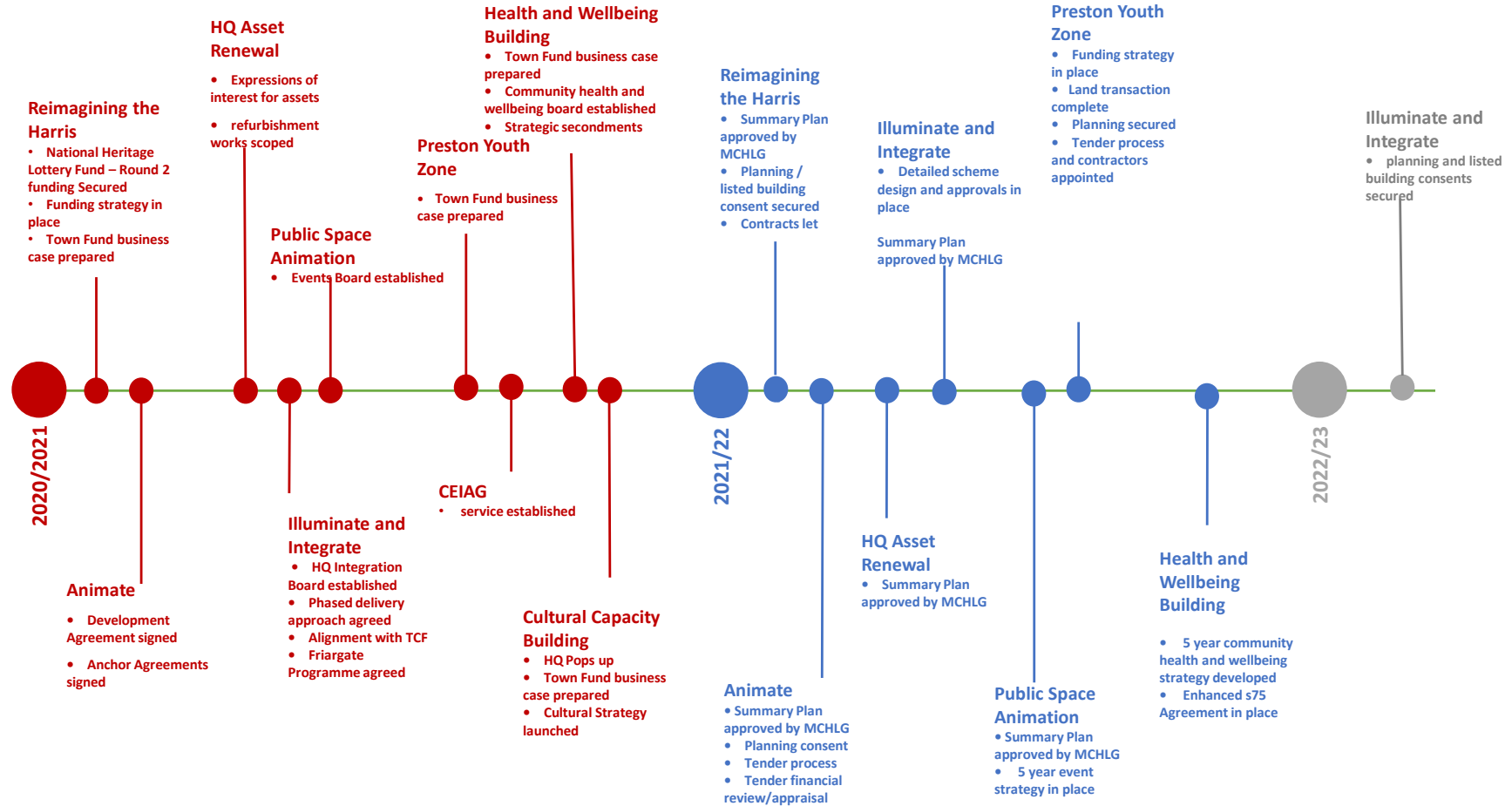
agreement by the Board the Assurance Framework will need to be considered and approved by the Council of the AB.

- 3.18 An important part of the Assurance Framework will be the appointment of future Board (and any Board sub group) members and in accordance with Nolan Principles and best practise it is recommended that this be an open and public process, with clear criteria for appointments. It is recommended that a simple set of appointment protocols for consideration by the Board are prepared by the Assurance Framework working group.
- 3.19 It should be noted that Racheal Mulhearn, cultural representative on the Board has resigned and that an appointment will need to be made, following the Board's agreement to the protocols.
- 3.20 At its meeting in July 2020 the Board approved the establishment of an Investment Panel, comprising Board members to be chaired by Rob Binns. The Investment Panel will oversee the appraisal and approval of project business cases and will make project specific investment recommendations for the main Board to consider. The Investment Panel will be supported by a Technical Implementation Group, drawing on capacity and expertise from Board organisations to oversee the development of business cases and to enable tailored support for each project to develop an appropriate business case.
- 3.21 Officers of the AB continue to work with the civil servants and the Towns Fund co-ordinator regarding indicative preparation and assessment of business case. Given the nature of the revenue projects within the investment programme it is proposed that separate Summary Documents for capital and revenue projects be submitted, with the revenue Summary Document plan submitted as soon as is practically possible after the Heads of Terms are agreed in this financial year and the capital plan expected to be submitted during the 2021/22 financial year – subject to the preparedness of the project business cases. An illustrative programme, subject to change, is set out in Appendix A based on an early assessment of project readiness.

September City of Preston Towns Fund Appendix A

Business Case Status - Illustrative.

The CIP includes 9 Towns Fund investment projects, of which 6 are capital and 3 are revenue projects. The time-line below was included in the CIP.



The following tables set out current position for each project, using 3 business case stages: Strategic Outline (SOBC); Outline (OBC); and Final (FOBC)

Revenue Projects

No	Project Name	Organisation	Business Case Sponsor	Current BC Stage	Target Board Approval of FOBC	Target Date submission of Summary Plan
1	Health & Wellbeing Building	PCC	Adrian Phillips	OBC	Dec 2020	Jan 2021
2	Cultural Capacity Building	Cultural Framework Board	Tbc	OBC	Dec 2020	Jan 2021
3	CEIAG	Preston's College and partners	Lis Smith	OBC	Dec 2020	Jan 2021

Capital Projects

1. Reimagining the Harris

No	Project Name	Organisation	Business Case Sponsor	Current BC Stage	Target Board Approval of FOBC	Target Date submission of Summary Plan
4	Reimagining the Harris	Harris	Rachel Mulhearn	OBC	March 21	June 2021
5	Animate	MGD	Andrew Dewhurst	OBC	May 21	June 2021
6	Preston Youth Zone	On-Side	Clare Kanakides	SOBC	April 21	June 2021
7 *	Public Space Animation	PCC	Chris Hayward	SOBC	April 21	June 2021
8 *	Illuminate and Integrate	PCC	Chris Hayward	SOBC	May 21	June 2021
9	HQ Asset Renewal	PCC	Neil Fairhurst	SOBC	May 21	June 2021

*intending to combine projects 8 and 9 to develop one business case given the overlap of outputs and development phasing