

21 April 2020
Your reference:
Our reference: LAS/ZB
Ask for: Zuber Bapu

Member Services
Corporate Services Directorate
Town Hall
Lancaster Road
Preston PR1 2RL

www.preston.gov.uk
tel. 01772 906309
z.bapu@preston.gov.uk

**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 - 24 April 2020

You are requested to attend a meeting of the City of Preston Town Fund Board to be held on Friday, 24th April, 2020 at 11.30 am. The meeting will take place via a conference call facility, you will be contacted separately by David Watson, Consultant from Hatch who will be making arrangements for this..

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

Ally Brown

Director of Corporate Services

City of Preston Town Fund Board
Friday, 24 April 2020

AGENDA

1. **Minutes from previous meeting** (Pages 1 - 4)

Minutes of the meeting held on 31 January 2020 attached.

2. **City Investment Plan Update** (Pages 5 - 18)

- a. Report enclosed
- b. Presentation by consultant team.

3. **Any Other Business**

City of Preston Town Fund Board

City of Preston Town Fund Board**31 January 2020**

Present: Mr J Chesworth in the Chair; Ms R Connor, Vice Chair; Councillor M Brown and Moss Mr R Binns, Ms M Close, Mr P Green, Councillor P Moss, Ms A-M Parkinson and Ms L Smith

Also in attendance: Ms K O'Connor (Observer)

Mr J Crellin	– Head of City Development
Ms B Joyce	– City Development
Mr Z Bapu	– Senior Member Services Officer

Apologies: Mr M Allen, Sir M Hendrick MP and Ms R Mulhearn

CD1 Welcome and Introductions

The Chair, Mr John Chesworth and Councillor M Brown, Leader of Preston City Council welcomed all attendees to the first meeting of the City of Preston Town Fund Board.

CD2 Inception Report

The Board received the Inception Report outlining the Terms of Reference for the City of Preston Town Fund Board. The Chair confirmed that the primary role of the Board was to develop and oversee the Town Deal Investment Plan which would form the basis for the negotiated deal with Government with an opportunity to secure funding up to £25 million pounds. This was a two stage process, firstly the creation of the Town Deal Board to develop an Investment Plan and secondly negotiation of Town Deal. Although guidance has been issued for stage one, further details for stage two of the process has not yet been received.

The target was to have an agreed Plan in place by Summer 2020 which would require significant effort and a focussed work programme. A Government grant of £173k had been allocated to facilitate the work required to develop the Plan, including costs towards the preparatory stage, to support the convening of stakeholders, help community engagement, cost of research and development of proposals.

The Chair sought views of the Board Members present if there were any sectors not currently represented on the Board or sectors the Board should

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engage with. It was suggested that as the Board was looking to deliver a Plan for the future generations it was important to involve the youth, if not on the Board, then during the consultation stage. It was felt that that the community engagement process should be resident representational and cover all groups in Preston. Views of the BME community, elderly and disabled were key elements of the community engagement. Mr Phillips confirmed that the preparation of the Plan would be consultative and that this engagement would be managed through this process. It was agreed that the makeup of the Board was reasonable and it was the role of the Board to ensure that they challenged themselves to engage with and get views and feedback from key groups in the community. The outcomes from the consultation was very important and needed to help develop the investment plan process. It was agreed that Board membership would be kept open for consideration with the opportunity for additional members to be added if necessary.

Resolved – That the Town Fund Board

- (i) Approved the Terms of Reference as set out in the report; and
- (ii) Noted the content of the report.

CD3 Towns Fund in Context

The Town Deal Board were presented with report on the context of the Towns Fund. The Towns Fund is one of a number of regeneration initiatives to support town and city regeneration programmes and activities announced by government. The majority of the initiatives are focussed on securing growth in the non-metropolitan and non-core city areas. A summary of some of the funding initiatives which had secured capacity or investment funds in the Lancashire area were highlighted in the report. It was acknowledged that the Central Lancashire Local Plan was an important strategic document under review and provided Board members with an opportunity to shape the future by taking part in the consultation process for the next Plan. The closing date for the consultation is Friday 14 February 2020.

Resolved - That the Town Fund Board

- (i) Noted the report;
- (ii) Agreed that the Town Fund Board oversee Preston's involvement in the High Street Task Force Pilot and requests that a further report on this work be brought to the Board; and
- (iii) Requested that it be kept informed of future opportunities including pilot initiatives which could support the preparation and implementation of the Town Investment Plan.

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CD4 Investment Plan

Mr Phillips, Chief Executive, Preston City Council presented a report on the Town Investment Plan. The preparation of a Town Investment Plan (TIP) is a key element of the work to be undertaken by the Town Fund Board. The timescales to produce a TIP is very tight however it was stressed that the recommendations within the Plan needed to be high quality. Main focus of the Plan was to maximise investment and funding available. Concerns were relayed in respect of constraints due to procurement processes. The Board was informed that the City Council were the accountable body for this and would be required to work to the Procurement Framework and the City Councils own procurement Procedure Rules. However these could be waived in certain circumstances so long as there were clear reasons for doing so.

Resolved – That the Town Fund Board

- (i) Approved the work programme set out in the report to enable the production and submission of the TIP by Summer 2020;
- (ii) Approved the Capacity Funding Expenditure Plan set out in the report and delegated the appointment of any consultancy advice to the Chief Executive of Preston City Council, in consultation with the Chair;
- (iii) Approved the proposal for a communications and marketing company to support the Board on the development of a communications and engagement plan, and delegated the appointment to the Chief Executive of Preston City Council, in consultation with the Chair;
- (iv) Requested that financial reports outlining achieved and forecast expenditure are presented to the Board at its future meetings; and
- (v) Agreed to form a task and finish group to be lead the work on the TIP; as detailed at Step 2 in the proposed work plan for the production of the TIP.

CD5 City Centre Development

Mr John Crellin, Head of City Centre Development, Preston City Council gave a presentation on city centre development – past, present and future. He highlighted the work that had been completed, development that was committed and future aspirational projects. Mr Crellin highlighted various quarters of the city centre and their importance to Preston. Completed and potential developments in these areas were outlined. He also highlighted key city centre assets including Amouderness House, Lancastris House, Harris and Winckley Square. Some of these required investment to bring back into use.

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It was acknowledged that Winckley Square development was a good example of partnership working. Consultation with stakeholders was key to getting the right scheme. And there were some lessons learnt from the Winckley Square development. Extensive development around UClan was highlighted to the Board. The University had created its own identity including a development masterplan. There was a substantial amount of work going on and the completed development is of a high standard. There was consideration being given to how the University could link in with the city centre. The Board acknowledged and agreed that that UClan played a key role in the success of the city.

Discussions on city centre living took place and it was agreed that the promotion of city centre living was important and key to enhancing the city centre. The City Living Strategy was being updated which identified 33 sites for potential development. It was felt that an increase in City Centre living will impact on vehicle usage and it was hoped that car dependency would be reduced. However, the public transport and road infrastructure needed to improve in order for significant reduction in emissions. City Centre living could send out positive messages in the effort to reduce climate change. There was however caution from the disability sector who highlighted the importance of disability parking spaces. Many disabled people travelled to out of town retail parks such as the Trafford Centre and spent a lot of money there rather than in the city centre.

It was agreed that the new Town Investment Plan should clearly articulate the primary activity being promoted in each quarter / area of the City.

The Board agreed that there was an opportunity for the Preston Partnership Board to be used as a sounding board for public sector interventions and proposals, such as the Transforming Cities Fund.

CD6 Any Other Business

Resolved – That Ruth Connor be appointed the Vice-Chair of the City of Preston Town Deal Board.

CD7 Date of Next Meeting

The date of next meeting to be confirmed following consultation with the MP Sir Mark Hendrick's office. Members of the Board will be notified as soon as a date has been confirmed.

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ITEM 2

24 April 2020

City Investment Plan

1. Summary

- 1.1 This Item comprises two elements, this report and a presentation to be made at the meeting. The Board has established a Task and Finish Group to oversee, on behalf of the Board, the preparation of a City Investment Plan (CIP) which will form the basis of a “Deal”, the substance of which will be negotiated with the government. A consultant team has been appointed to support the preparation of the CIP and an inception meeting was held in March to commence the work. The development, negotiation and ultimate implementation stages of the CIP have the potential to influence, inform and form part of the Preston’s Covid-19 recovery strategy, particularly with regard to the City Centre and it will be necessary to develop a communication plan which recognises and balances immediate challenges and future regeneration. This report provides updates on these matters.
- 1.2 The second element takes the form of a presentation by the consultant team which will update the Board on: the process for the development of the CIP; stakeholder discussions; an emerging vision and objectives for the CIP; indicative long list of potential projects; mechanisms for seeking further project ideas; and the potential criteria for drawing up a shortlist for projects which may be appropriate Town Deal funded projects.

2. Decision Required

- 2.1 The Town Deal Board is recommended to
- 2.1.2 Note the contents of the report; and
- 2.1.3 With regard to the presentation:
- a. Note the methodology for the development of the CIP
 - b. Consider the emerging vision and objectives and delegate finalisation of the vision and objectives to the Task and Finish Group
 - c. Consider the proposed Critical Success Factors and delegate the finalisation of these to the Task and Finish Group
- 2.1.4 Approve the appointment of a PR company to assist in the preparation of a communication plan to support the development of the CIP

3. Information

- 3.1 A key function of the Board is to oversee the preparation of a new City Investment Plan (CIP). At its meeting on the 31st January the Board was advised that there was limited information available on the preparation of the CIP, and it was expected that the Stage 2 guidance, when published, would provide more detail on the form, format, evidence base and value for money assessments which will need to underpin the CIP. No further information had been published at the time of writing this report, if there are further updates, these will be reported verbally at the meeting.
- 3.2 At its meeting in January the Board approved the establishment of a Task and Finish Group to take forward the development of the CIP. The Task and Finish Group comprises: John Chesworth (Chair), Ruth Connor, Adrian Philips, Lis Smith and Anne-Marie Parkinson.
- 3.3 At its meeting in January the Board also approved the appointment of advisors to work with the Board and the Task and Finish Group on the preparation of a City Investment Plan and requested that the Council, as accountable body, procure a consultant team with the necessary experience and expertise.
- 3.4 The Council undertook a procurement process in February and a consultant team, led by Hatch / Regeneris and incorporating Cushman Wakefield, Curtins and OPEN has now been appointed. This cross discipline team demonstrated in the submission, in addition to their individual technical expertise – economic analysis, property, connectivity and masterplanning respectively, their collective knowledge of Preston and Lancashire, their track record of similar work programmes, and their ability to undertake the CIP development within an agreed timeframe.
- 3.5 An inception workshop comprising the full consultant team and the Task and Finish Group took place on 24th March. The primary output of the workshop was an Inception Report, which is attached at Appendix 1.
- 3.6 It is clear that the unprecedented current situation will have an impact on the development of the CIP, and the workshop attendees were in agreement that the development of an Investment Plan, its negotiation with government and ultimate implementation could all play an important role in the recovery plans for Preston, particularly the City Centre. A presentation on the development of the CIP will be made by the consultant team at the meeting.
- 3.6 Communication, consultation and stakeholder engagement need to underpin the CIP and any negotiated Town Deal and at its meeting in January, the Board approved a proposal for a communications and marketing company to support the Board on the development of a communications and engagement plan. Given the unprecedented current position expert and local knowledge is required now to provide strategic advice on how and when wider communication and consultation should be undertaken, and in advance of the preparation of a communications and engagement plan. It is recommended that a PR consultancy is retained to provide this strategic advice.
- 3.7 In addition to being one of 101 Town Deal locations Preston is also part of the government backed High Street Task Force (HSTF) Pilot and at the Board meeting in

January the Board agreed it would take on the oversight of Preston's involvement in the HSTF. Given the extreme threat to the high street caused by the pandemic government has asked the HSTF to refocus its efforts to support places in taking the most effective action now, in the immediate crisis, and build capacity for recovery and longer-term transformation on the high street. The HSTF is developing a Coronavirus Recovery Framework which could be a valuable resource to bring trusted insight and new ideas as well as a source of research and data. The consultant team will engage with this work and make sure that any relevant findings are incorporated into the CIP and the Board will continue to be up updated.

3.8 Following the Inception Workshop the consultant team takes have embarked on a number of work streams, including:

- (i) economic analysis – review and refresh
- (ii) strategy, policy, spatial masterplanning– review;
- (iii) CIP preparation methodology;
- (iv) stakeholder / consultee engagement;
- (v) vision and objective setting; and
- (vi) development of possible Critical Success Factors

3.9 A presentation on the development of the CIP will be made by the consultant team at the meeting. It should be noted that it has not been possible to co-ordinate a “sign off” stage of the presentation from the Task and Finish Group and therefore the presentation has not been reviewed by the Task and Finish Group in advance of the Board meeting.

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HATCH
REGENERIS

Preston City Investment Plan: Inception Meeting Report

A Report by Hatch Regeneris
30 March 2020

City of Preston Town Deal Board

Preston City Investment Plan: Inception Meeting Report

This report contains the expression of the professional opinion of Hatch Regeneris (the trading name of Hatch Associates UK). It is based upon information available at the time of its preparation. The quality of the information, conclusions and estimates contained in the report is consistent with the intended level of accuracy as set out in this report, as well as the circumstances and constraints under which this report was prepared.

The report was prepared for the sole and exclusive use of Preston City Council . Hatch Associates Limited shall only be liable to Preston City Council and is not liable to any third party who intends to rely on or has relied or is currently relying upon this report (in whole or part).

30 March 2020

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Preston City Investment Plan: Inception Report

- 1.1 This is the inception report for the Preston City Investment Plan (CIP) project. The City of Preston Town Deal Board (the Board) has established a Task and Finish Group to oversee the development of a City Investment Plan (CIP) which will form the basis of a negotiation with government for a “Town Deal”. A consultant team, comprising Hatch Regeneris, Cushman Wakefield, Curtins and Open, has been appointed to support the Board in the preparation of a City Investment plan.
- 1.2 An inception meeting was held on 24th March involving the Task and Finish Group of the Preston Town Deal Board and the consultant team commissioned to prepare the CIP.
- 1.3 Attendees are shown in the table below:

Table 1.1 Inception Meeting Attendees	
Task and Finish Group & Preston City Council	Consultant Team
John Chesworth, Harrison Drury, Chair of T&F Group	Ricardo Gomez, Director, Hatch
Adrian Phillips, Chief Executive, PCC	David Watson, Associate Director, Hatch
John Crellin, Head of City Development, PCC	Lauren Newby, Associate Director, Hatch
Shirah Bamber, Head of Policy & External Relations, PCC	Caroline Baker, Head of Manchester Office, Cushman and Wakefield
Ann-Marie Parkinson, Programme Manager, LEP	Carl Peers, Associate, Curtins
Lis Smith, Principal and CEO, Preston College	Jaimie Ferguson, Director, OPEN
Claire Lowe, Regional Projects Lead, UCLAN	
Ruth Connor, Executive Director, UCLAN	
Beckie Joyce, PCC	

- 1.4 The inception meeting also constituted the first formal meeting of the Task and Finish Group. The agenda was as follows;
- 1) Discuss Preston’s CIP progress so far and related workstreams
 - 2) Framework and components
 - Challenges and opportunities for Preston City Centre
 - Evidence preparation and Hatch team role
 - Vision and objectives
 - Project long-list to short list and appraisal
 - 3) Drafting the CIP
 - 4) Agree stakeholder engagement approach
 - 5) Sign off workplan, key milestones and deliverables

1.5 The key points arising from the meeting are summarised below.

1. Progress to Date & Key Initiatives

Progress to Date and Expectations

- The CIP should ride above all of the strategies and masterplans in place or emerging in Preston. CIP should build upon what is already there, fill the gaps and look ahead. It has to set direction for Preston. The sum needs to be more than its parts.
- A question was raised about Preston as a third regional city and whether this was still used as a way to think about the city. The conclusion was that the CIP should be an opportunity for us to make a compelling case for Preston as a city in the North West, with the roles and functions of a city in Lancashire. Important to also understand the transformation delivered by the cities of Manchester and Liverpool and role and strength of the universities, as well as connectivity.
- Noted that the Town Deal funding period would run to 2026, but decisions to be made about how far beyond that CIP covers. Recognised that it should have a longer-term dimension too.
- Noted that all key strategies and masterplans etc. will have outcomes and progress will have been made in delivery. This needs to be captured in the CIP. Key task will be to identify any gaps in terms of investments and projects to demonstrate how the CIP adds value.
- Important to align economic growth priorities for CIP with the LEP growth agenda.
- Need to be aware of what is happening now (Covid 19) and its impact given we are in a very different situation than we were two weeks ago. The preparation of the CIP, the subsequent negotiation with government and implementation of the CIP can all play a significant role in supporting recovery.
- Consultation (the Wash/Groundswell work) a new narrative for Preston has started but needs economic substance to take the narrative forward. Consultations with different audiences will support the CIP work. Need to shape the 'so what' to understand what future looks like.

Action: Consultant team to arrange a conversation with Jane Dalton from Groundswell.

Spatial Focus

- MHCLG had agreed to amend the Town Deal boundary to exclude Lower Penwortham which is within the South Ribble administrative boundary.
- The Board have confirmed there should be a city centre focus to CIP, but it should extend to north Preston, University, Preston College.
- CB noted the area to the south of the Horrocks Quarter was focus of a major initiative to improve housing with Onward Housing.

Action: JC to provide redline boundary

Key initiatives

1.6 The CIP needs to draw on:

- Station Gateway – strategic case development underway for Grade A office development potential/commercial quarter. Deloitte-led team of consultants retained by the County Council

- Greater Lancashire Plan – early stages. Consultant team should contact Simon Bedford Deloitte to explore synergy.

Action: BJ to introduce consultants to Deloitte.

- Future High Streets Fund Bid – unsuccessful but work with HSTF continues and the bid should be provided to the consultant team.

Action: JC to provide bid to team

- LCC transport plans
- Transforming Cities Fund (LCC lead)

Action: JC to provide TCF bid to team

- 2014 Strategic Economic Plan (LEP)

Action: Consultant team to liaise with AMP at LEP

- Emerging City of Culture bid and Preston Cultural Strategy

BJ / JC to introduce consultants to Rachel Mulhearn, Derri Burden, Tim Joel and Ed Matthews Gentle.

1.7 In addition, the following list was provided within the slides and there was agreement that these would also be important considerations:

- Central Lancashire City Deal
- LIS
- PCC Corporate Plan
- City Living Strategy
- PCC Local Plan (2015)

Review of Central Lancashire Plan

- PCC City Centre Plan (2016)
- Local EZ designations
- Existing area masterplans (e.g. UCLAN, Stoneygate etc)

Persuasive Economic Narrative

Challenges and Opportunities

- A key challenge is articulating the opportunity. Audience – what is Preston, where is Preston? Attracting students – UCLAN is a key asset and a can play a key part in selling the city.
- The narrative has to work for several audiences to ensure strong and compelling to join stakeholders together. Need to be bolder and showcase ambition for the City.
- External communication will drive more engagement, more investment...need to be sure about who you are and what you offer. So much more that Preston can do to be a regional city – culture, workspace, education, well connected.

- FHSF bid – Friargate , building upon this further.
- Transforming Cities Fund (TCF) – connected centre to university etc. Announcements in Budget of £40m for TCF which was less than their low funding scenario bid therefore ongoing discussions. Of the £40m there was £25m earmarked for Cottam Parkway.
- UCLAN incubation hub – link between UCLAN and Station Gateway. See Oxford Innovation work.

Action: Ruth/Claire –to provide consultants with the Oxford Innovation work?

- CIP needs to find answers to how to drive people to come to the city for different reasons - different jobs, shopping, leisure, culture and events etc. Need for diversification of uses in city centre.
- CIP needs to identify weaknesses in office and housing stock.
- Need to think about Preston as a more accessible city. Active travel provides a good focus for the CIP. Enhanced cultural offer will also be key.
- Outstanding and good colleges – blend of academic and technical provision
- Need to raise bar on cultural offer. Three biggest organisations who own the city's event spaces need to come together collectively. Ask question about whether revamp is needed or starting afresh with Guildhall. The assets are there, but it needs a clear strategy.
- City of Sanctuary – Preston takes on board refugees/asylum seekers and wraps around provision e.g. Red Cross, ESOL provision etc. Ties in well with agenda around inclusivity.
- Golden thread – lack of confidence about what we are. Talk about Preston as a city – what makes Preston special? Real dichotomy – really exciting productive opportunities and disadvantage/low skill...how to connect the narrative? Focus on the strengths or find a narrative that demonstrates the potential for growth. Not a focus on 'chip on shoulder'.
- Narrative needs to build around strengths of inclusivity. Recognise areas of disadvantages in the city and shows how focus on strengths can extend benefits.

Vision and Objectives

- Vision has to be clear about the destination. Key task is to get clarity in the vision. Risk that readiness checklist had jumped to answers before the board was established.
- Recognise that good work on vision for Preston has already been done (e.g. the City Centre Plan). CIP should use what has gone before.
- OPEN commented that it will be important for Preston to step out from the crowd. Developing a Vision is easy to recognise but harder to do. Initial reflections included, a Big city that feels like home, sky high in ambition but down to earth in delivery. Something for more consideration, but the group's initial reflections/thoughts were that this was useful.
- Vision should be a summary of what Preston aspires to be. An ambitious city that delivers for all residents.
- Authenticity of the place is also important, plus this has resonance with the investment market:

- City of Sanctuary narrative may have a role here.
- 'Good growth' narrative important, building on lots of good work (e.g. Preston Model').
- Objectives have to demonstrably align with Towns Fund themes. Three core themes (Urban Regeneration, Skills and Enterprise, Connectivity), plus Culture linked to Towns Fund as an important read across when developing the vision and objectives.
- Expectations of government outcomes sought is also going to be important in developing objectives. Greater clarity on this will emerge as guidance is published by MHCLG in due course.
- We anticipate that the business case and investment plan will be drafted in the style of a Strategic Outline Business Case (SOBC), with emphasis primarily placed on a strong strategic case and an overarching economic case for the package of investments.

Project Long List Development

- The package of projects in the CIP has to provide a coherent case for funding.
- Needs to be driven by vision and objectives, but also by scope of Towns Fund – guidance to come from government in due course.
- Valuable exercise in its own right to go through process. Consideration of status, time frame, project leads is required by project leads.
- It is important to note that the Consultant team will need to work closely with the project leads in order to **guide them** as to the information that needs to be provided to the team in order to appraise projects. However, responsibility for project development and information generation will reside with project leads/ stakeholders. This could require additional expenditure from project sponsors / Town Deal capacity funding.

Critical Success Factors

- A small number of appropriate CSFs will be required to appraise and prioritise projects to identify a short-list of projects for the CIP.
- CSFs should be differentiated if possible, to be bespoke to Preston. i.e. link to ambition of city to act as a city; inclusive growth and social value; Preston punching its weight as a city.
- It was also discussed how cultural development priorities should be reflected in CSFs. Cultural projects might come through by demonstrating fit linked to inclusive growth, ability to secure higher productivity by attracting a wider audience etc.
- Weighting – possibly inclusive growth and higher productivity. Need to see impact of plan reaching harder to reach communities and benefits felt outside the city. A weighted approach would help to prioritise this type of projects.
- Agreed approach to project prioritisation using CIP objectives and CSF factors.

CIP Structure

- T&F Group agreed broad structure as suggested by Consultant team:
 - Case for investment: Need and Opportunities

- Vision and Objectives
 - With a compelling narrative
 - Investment priorities and process you have been through to arrive at CIP investment package
 - Engagement and alignment
 - Measures of success
 - Asks and Offers and Freedoms and Flexibilities to form a tangible basis for a negotiation with government.
- CB pointed towards the City Living Prospectus as an example of a report style which could be adopted. Can a distinctive Preston style be applied to the CIP in due course?

Work Programme

- 1.8 A summary of the work programme was discussed and agreed.

Task	Time
Task 1: Inception	Completed
Task 2: Setting the Vision and Objectives; Building the Narrative	w/c 23 March – w/c 20 April
Task 3: Project Identification and Project Development	w/c 23 March – w/c 4 May
Task 4: Critical Success Factors and Project Sifting	Through May
Task 5: Building the Draft Plan, Visualisation and VFM Analysis	June to mid-July

- Team can press on with Task 2. Early work is reviewing and pulling together what has already been done and that has been consulted on.
- Process of Task 3 needs to start now to build project pipeline. Consultant team will need detail from stakeholders about projects and information needed for sift, for projects to be included in the CIP investment package and for headline economic appraisal.
- Will need to work through networks of T&F Group/Board organisations.
- Next board meeting is 24th of April. RG/DW from Hatch to attend and provide update on direction of travel.
- Recognise flexibility on all sides in light of current crisis.

Engagement

- Engagement: Concern is not with the technology. Concern that it won't be properly co-designed and ability to support messaging.
Action: Adrian/Shirah to discuss more widely Council's position on engagement activities and this CIP process in the current climate.
- PR – businesses and individuals are dealing with very challenging Covid19 issues and this process needs to be sensitive to this.

- Giving the current limitations, it was agreed that the role of Board is to reach back into their communities and networks – this is going to be an important mechanism. Need to be agile and flexible but recognise a need to show that every effort made to engage despite COVID19.
- Potential to work through Boost to engage with the business community at this challenging time. Possible opportunity to link the Boost beneficiary survey in to understand current challenges.

Action: Hatch team to consult with Simon Turner at Freshfield.



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www.hatchregeneris.com

London: +44(0)207 336 6188

Manchester: +44(0)161 234 9910