

21 July 2020
Your reference:
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Ask for: Zuber Bapu

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**To: Members and Officers of
The City of Preston Town Fund Board**

Dear Sir/Madam

City of Preston Town Fund Board - 24 July 2020

You are requested to attend a meeting of the City of Preston Town Fund Board to be held on Friday, 24th July, 2020 at 11.00 am via MS Teams (calendar appointments previously circulated).

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 July 2020

AGENDA

1. **Minutes** (Pages 1 - 8)
To confirm the minutes of the meetings held on 24 April and 19 June 2020.
2. **City Investment Plan** (Pages 9 - 114)
Report and City Investment Plan attached.
3. **Phase 2 Terms of Reference** (Pages 115 - 188)
4. **Town Deal additional and accelerated funding** (Pages 189 - 194)
Report attached.
5. **Any Other Business**

City of Preston Town Fund Board

City of Preston Town Fund Board
24 April 2020

Present: Councillor in the Chair; Councillor , Ms R Connor, Vice Chair; Councillors M Brown and Moss, Mr A Phillips, Mr Binns, Mr P Green, Ms A-M Parkinson and Ms L Smith, Ms M Close (**remainder of attendees to be added subject to confirmation**)

Also in attendance:

Mr Watson
Dr Gomez

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

CD8 Minutes from previous meeting

The minutes of the meeting held on 31 January 2020 were agreed.

CD9 City Investment Plan Update

The Chair welcomed everyone to the City of Preston Towns Fund Board's first virtual meeting. The Board Members discussed the impact of the current health issue (Covid-19) on the future focus and planning of the Towns Fund Board. Further guidance was expected but it was anticipated that this would only be available after the lockdown period. It was agreed that the work on Investment Plan should proceed and the Board should aim to produce the City Investment Plan (CIP) by the original deadline.

The Board were given a presentation by Mr Dave Watson, Associate Director, and Dr Ricardo Gomez, Director of Hatch Regeneris. The focus and direction of the appointed team was highlighted. Mr Watson outlined the importance of the CIP and the process involved in developing the Plan. It was key for the CIP to include the short and long-term ambitions of the city. The target was to develop and finalise the Plan for submission by mid-July, however this was subject to guidance post Covid-19. Key components the CIP should include were suggested to the Board for consideration, this

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included aligning the Plan with key strategies and initiatives. The consultation and engagement that had been undertaken to date was highlighted and it was noted that the list of consultees can be extended further. Health and Wellbeing was a key theme highlighted coming out of the consultation. The Board were presented with the economic context and were provided with details of the SWOT analysis carried out.

Concerns were raised that the CIP will be impacted by the economic model post Covid-19. It is likely that there will be higher unemployment and a number businesses may not be viable. It was recommended that any strategy needed to reflect the issues the City will face following the current situation. Dr Gomez agreed that Covid-19 will have a huge impact, which is currently unclear and this was a critical period for everyone. The situation will need to be under constant review. In response to a question relating to the Government recovery loan scheme it was reported that Lancashire County Council Business Growth Scheme will be leading on this and dealing with applications.

The Board were given details of proposals to develop the CIP vision and objectives. Board Members discussed the aims of the Preston CIP vision and how it can stand out and be distinctive. It was felt that the vision should identify with Preston and have a Preston narrative. It was suggested that it could be bold and diverse and reflect the history and heritage of the City which was very important and successful in the Winckley Square project. The Guild could be a key theme to come through the CIP. The need and importance of retaining graduates should be included within the ambitions of the CIP. It was suggested that within the priorities external investment should be included as a stand alone objective. Also the environmental lessons learnt during lockdown in respect of reduced car use and increased exercise. Also there was a need to weave Community Wealth Building into the thought process and development of CIP.

The Board were provided details of emerging projects and it was suggested that Board Members should reach out to their networks and consult on these to identify any key omissions or gaps. A pro-forma would be circulated to assist with this. It was acknowledged that the list was lengthy and some projects required more development than others. It was stressed that the list needed identify which projects have already been developed and which ones require more work. It was queried whether the approach should be a number of small projects or one large one everyone gets behind which could transform Preston. Any project or projects needed to be tangible and deliverable with a clear outcome within a defined timescale. The Towns Fund will help support and advance Preston vision but work will need to carry on beyond, there were many initiatives waiting for funding and investment to help fulfil the City vision.

Dr Gomez presented detail of the Critical Success Factors (CSF) and sifting process which had to be transparent as well as robust. Eight CSF's were

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identified and it was up to the Board what weighting was applied to each. Also the choice of how the framework could be applied was highlighted. The Board discussed the process and how to apply it. It was agreed that weighting criteria was required. Sustainable environment and sustainable transport had to be built in to the process. The outcomes need to add value especially post Covid-19 when the landscape will be very different. The impact was important along with fundability and deliverability. It was stressed that communication would need to be high on the agenda in order to join up the various components of the process. Health and Well-being required further consideration and be built into the success factor.

Resolved – The Board

- (i) Endorsed the components of the Vision and indicative objectives;
- (ii) Approved the suggested Critical Success Factors and weightings; and
- (iii) Agreed to reach out to networks using the pro-forma and guidance to follow.

CD10 Any Other Business

There was none.

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City of Preston Town Fund Board

City of Preston Town Fund Board

19 June 2020

Present: Mr Chesworth in the Chair; Ms R Connor – Vice-Chair; Sir M Hendrick MP, Councillors M Brown and Moss, A Phillips, Lis Smith, R Binns, J Dalton, C Baker, S Young, , C Rees, R Mulhearn, M Close, (further attendees to be added subject to confirmation)

Also in attendance: Ms K O'Connor
Mr D Watson
Mr I Hashmi
Dr Gomes

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 P Green

CD11 Minutes - 24 April 2020

The minutes of the meeting held on 24 April 2020 will be presented at the next meeting of the Board.

CD12 Update on City Investment Plan

Mr David Watson, Associate Director of Hatch Regeneris, presented an update on the City Investment Plan (CIP). The outcome review and assessment of projects submitted was outlined to the Board including the package proposed by the Task and Finish Group. The next stage of the process was presented providing details of how the CIP would be progressed. To start with Mr Watson recapped the work undertaken to date.

- The Board and Task and Finish Group were asked to reach out to their networks.
- List of 31 projects had been assembled.
- Towns Fund and longer-term projects had been identified.
- The projects had been assessed against the agreed framework and the Task and Finish Group had worked through the outcomes.

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The breakdown of the 31 projects submitted were presented and the Board received information on the themes, costs and Towns Fund input relating to these projects. Total investment required for these projects was £161m of which £58m was Town Fund commitment required. The Board received an overview of the spatial and thematic projects. Key projects in the City Centre and the wider area were highlighted and how they correlated with the Towns Fund ambitions. The Board were presented with information of how these were linked with the projects identified. Scoring outcome of the 31 projects were presented to the Board with information relating to theme categories and their connectivity.

The Board was informed that the Task and Finish Group had considered the key issues and discussed the projects submitted in detail. The information received varied from project to project. The Board will need to give consideration as to how the projects are prioritised. It was important to have linkages and complementarity of projects. There was an opportunity to develop lower scoring projects by linking to others. The Board was informed that the recent guidance had given clear steer and focus on city centre including recovery, safe and accessible cities and clean and inclusive growth as outcomes of the CIP. The Task and Finish Group package which anchored around the Harris Quarter cluster was believed to be a strong foundation.

Discussions and comments

The Board Members made the following comments and observations on the update provided:-

- Supportive of the Preston Gateway Scheme which was very important to the City.
- Links between the Youth Zone, Harris and the colleges such as Cardinal Newman College was critical post Covid-19 in the rebuilding and recovery process.
- Was the outcome of the Task and Finish Group package – delivering a statement of intent and highlighting the positivity of Preston?
- It was felt with the cohesion and connectivity of projects there was an opportunity to raise the profile of the City. There was a visual inter-link which gave the projects added weight.
- Cohesion was important for the Towns Fund as was deliverability. Although the projects need to have longer-term range and impact however they required to be deliverable by 2026. It was envisaged that a number of these projects will have ripple effect and will allow wider thinking of cluster projects.
- Constraints of Planning and regulations was a cause of concern in particular when it came to accessibility.
- Inclusion of third sector projects was highlighted.

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- The list of projects showed a strong collective collaboration which was very positive. Regeneration in Preston of this scale was decades overdue, areas such as skills, health and wealth building required investment and this was the opportunity for it to happen.
- Need to ensure the ambition of the City is met, great opportunity to transform Preston.
- The cluster investment was well focussed, the Uclan development had a major impact on the cluster. The Fishergate investment had reduced traffic however this traffic was diverted elsewhere and caused problems in terms of pollution due to lack of flow.
- Plans for the Guild Hall not clear from the proposals. It was a major asset in the City Centre and could be a focal point for entertainment.
- Concerns relating to Church Street and the conditions of buildings there were highlighted to the Board. It was hoped that there would be a positive impact from the proposed package of projects on Church Street especially post Covid-19 and potential austerity that may follow.
- It was reported that active discussions were taking place in respect of the Guild Hall with operators to bring entertainment back to the venue and make it a hub. Upgrade to the building was required and there was optimism about the future.
- Church Street issues is linked to the Stoneygate projects with significant investment needed along with careful planning.
- Transport infrastructure including air quality and accessibility were raised as considerations.
- Bus corridors as part of an enhanced Ringway development - there was a strategic aspiration to reduce car movement in the City Centre.
- Lancashire County Council were keen for shift from car reliance to public transport. More investment in bus corridors and cycle routes was highlighted. It was acknowledged that there were capacity issues on Ringway which could be helped by other infrastructure developments outside the City Centre.
- It was key to articulate the Preston CIP to government clearly knowing the projects will not solve all problems however the city will be in a stronger position for the next stage.
- The key role of the greenspaces in the city centre was highlighted.
- The connectivity Preston has was highlighted as an important and key asset. And the University could be an economic driver with retention of graduates very important for the city. For this it was key to get the cultural offer right.
- Uclan want to play a valuable role in the development and progression of Preston. The proposed projects are aligned with Uclan ambitions.
- Providing appropriate housing was highlighted as a requirement of the package for retention of graduates.
- With the use of park and ride schemes it was hoped visitors would drive to Preston rather than through the City.

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Communication Plan

Donna Hall, presented the interim communication plan. The objectives and delivery were detailed in the presentation. It was important to communicate the health and wellbeing theme and highlight the successes of the Preston Model. The need for a Health and Wellbeing Strategy was identified.

It was agreed that key part of the CIP was to make Preston a city with a positive healthy lifestyle and place to live in. Improved cycle infrastructure was required in particular security.

The Board were given details of the government guidance received and risks before submission on 31 July 2020.

Resolved – That the Board agreed to the following recommendations:-

- a. Note work carried out to date in developing the City Investment Plan;
- b. Endorse emerging package for Towns Fund investment;
- c. Endorse CIP's role in positioning further evidence based investment requirements in:
 - Community Health Building
 - Delivering the city's transport plan
 - Housing Infrastructure activity in the City Centre
 - Commercial and transport development in the Station Gateway Preston Arena
- d. Note the risks associated with a Cohort 1 end of July submission;
- e. Endorse progression of submission to the end of July;
- f. Request the Task and Finish Group continues to oversee drafting of CIP; and
- g. Request that final draft CIP is brought to Board meeting on 24th July

Report to Town Deal Board**Meeting to be held on 24th July 2020****Report submitted by: Beckie Joyce****PRESTON TOWN DEAL – Town Deal Phase 1: City Investment Plan – Final Working Draft****1. Summary**

At its meeting on the 19th June the Board received a “direction of travel report” on the City Investment Plan (CIP) which set out proposed priorities for a 15-year Investment Plan and Town Deal investment package. The Board endorsed the priorities and investment package and significant further work has been undertaken in order to reach the stage of ***final working draft*** which is attached as **Appendix A**.

Discussions have taken place over the last four weeks with the government’s Town Deal consultant team and with the civil servant from Ministry for Communities, Housing and Local Government (MCHLG) responsible for Town Deals nationally including a Check and Challenge session which indicated support for a submission of the CIP in Cohort 1 – the end of July.

New government guidance and responses to questions from Town Deal places continues to be issued, including a template form for the submission, which was received 10th July. Additional work is required to capture the contents of the CIP in the rigid template format provided, while this is achievable by the 31st July the timescales mean it is not possible to share completed template forms on the 24th July.

It has been previously reported to the Board that the final CIP itself will take the form of a highly visual document, work is ongoing on this document and a working draft will be provided in advance of the meeting on the 24th July.

2. Decision Required

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

3. Information

- 3.1 The City Investment Plan (CIP) has been under development since March 2020, with the Board's Task and Finish Group overseeing the preparation of the plan. Hatch Regeneris are the retained consultants supporting the development of the CIP alongside Cushman Wakefield advising on property and development, Curtins on transport, OPEN on masterplanning, Groundswell on communication and stakeholder engagement and Donna Hall on health and well-being.
- 3.3 At its meeting on the 24th April the Board received and endorsed a report setting out the vision and objectives for the CIP, alongside a proposed methodology for assessing priorities and projects. The Board also reaffirmed its commitment to the development of the CIP as an important part of the City's restart and recovery programme in the light of Covid-19.
- 3.2 At its meeting on the 19th June the Board received and endorsed a "direction of travel report" on the City Investment Plan (CIP) which set out proposed priorities for a 15-year CIP and Town Deal investment package.
- 3.3 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, growth and resilience of Preston's economy;
 - Securing major commercial and transport investment focusing on the 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.
- 3.4 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 (including outside of HQ) (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)

- 3.5 A *final working draft* of the CIP is attached. There are no substantial items outstanding, however the draft is continuing to be refined, checked and edited.
- 3.6 The *final working draft* has also been informed by a number of discussions with government and their advisors. A Town Deal Hub has been established to provide consistent information to the 101 towns invited to prepare and submit plans. All places have been allocated a Town Deal co-ordinator who the team have now met with on a number of occasions.
- 3.7 Substantial further guidance was issued in June which has further guided the structure of the document and which, to some extent, clarified, the level of technical information required in the CIPs. The guidance also confirmed the dates for the three “cohorts” – July 2020, October 2020 and January 2021. Places have two opportunities to submit, ie if the plan is rejected at the first attempt it can be submitted at a future cohort date.
- 3.8 The Board have targeted a submission in Cohort 1, ie by July 31st 2020 and as such the “home team” were required to take part in a Check and Challenge with a team of government consultants, our local Town Deal Co-ordinator and our lead from BEIS. The civil servant policy lead for Town Deal’s also attended Preston’s Check and Challenge session. A working draft of the CIP was issued in advance of the session to enable the government team to review the work to date. The session was positive and provided useful comments, including:
- 3.9 It is understood that there are now circa 14 other places remaining in Cohort 1.
- 3.10 The *final working draft* has endeavoured to take on the comments provided at the Check and Challenge session.
- 3.11 Further clarity has now been provided on the format of the submission, which will be in two prescriptive templates. The CIP will be appended to the templates. The immediate focus has been on finalising the final working draft of the CIP, and following consideration by the Board, over the coming days a final CIP will be produced.
- 3.12 The contents of the final CIP will then have to be further tailored to fit the form of the prescriptive templates. This will require additional work, to make sure that the narrative and sentiment of the CIP is accurately reflected in the templates.
- 3.13 Given the constrained timescales it is proposed that the Board delegate approval of the templates to the Chair and the Chief Executive of the accountable body. This work will be undertaken following the Board meeting on the 24th July and will need to be concluded by the 31st July.

3.14 It has been previously reported to the Board that the final CIP itself will take the form of a highly visual document, work is ongoing on this document and a working draft will be provided in advance of the meeting on the 24th July.

3.15 Recommendations appear at the front of this report.



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REGENERIS

*Preston, A Community City - Putting the
Richness of Life Within Reach*

Preston City Investment Plan 2020-2035

A Draft Final Report by Hatch Regeneris
July 2020

City of Preston Town Deal Board, Preston Partnership

Preston, A Community City - Putting the Richness of Life Within Reach

Preston City Investment Plan 2020-2035

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.

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July 2020

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[TBC for inside cover]

TBC – Brief text on why process is led by Preston Partnership, establishment of City of Preston Town Deal Board and their role in process. Draw on information in Section 5.

Preston Partnership – Insert Logo

City of Preston Town Deal Board Members:

- John Chesworth (Chair), Managing Partner, Harrison Drury
- Cllr Matthew Brown, Leader, Preston City Council
- Cllr Peter Moss, Deputy Leader, Preston City Council
- Adrian Phillips, Chief Executive, Preston City Council
- Sir Mark Hendrick, MP
- Phil Green, Director of Growth, Planning and Estates, Lancashire County Council
- Melanie Close, Chief Executive Officer, Disability Equality North West
- Ruth Connor, Chief Marketing Officer, University of Central Lancashire
- Lis Smith, Principal and Chief Executive, Preston's College
- Anne-Marie Parkinson, Investment Programme Manager, Lancashire Enterprise Partnership
- Rachel Mulhearn, Head of Project: Re-Imagining the Harris, Preston City Council/The Harris

Strategic Advisors: [Logos inserted]

- Hatch
- Cushman & Wakefield
- OPEN
- Curtins
- Groundswell Innovation
- Donna Hall, CBE

Foreword

TBC – foreword being prepared for Chair

Executive Summary

[Include Small Location Plan &/or Preston imagery – Discuss with OPEN]

- i. Preston is a new and modern city rich in opportunity, committed to positive change and to making our economy work for all our communities. Our residents are rightly proud of their city and its community spirit. This is the foundation for our City Investment Plan (CIP).
- ii. The principal commercial and service centre in a £32 billion Lancashire economy with globally significant strengths in aerospace, advanced manufacturing and engineering, we have a major contribution to make to delivering the area's ambitious plans for sustainable and inclusive growth.
- iii. Preston sits at the heart of Lancashire, linked by six major motorways providing excellent north-south and east-west access to Greater Manchester, the Liverpool City Region and across to Yorkshire. Our rail station is the third busiest in the North West and Manchester and London can be reached in approximately 30 mins and two hours.
- iv. Towns Fund will support the Covid-19 recovery of towns in Lancashire with Preston one of five areas in the county with investment plans which can collectively contribute to sustainable growth across Lancashire and the region. The Board will seek to maximise the complementarity value where projects within our investment plan align with priorities and projects of Lancashire's other Town Deals and to support Re-defining Lancashire.
- v. The health and wellbeing of our diverse communities is at the heart of our 15 year CIP. Over the last 10 years, the Preston Model has achieved national and international recognition for our initiatives to retain much more of the wealth the city generates, develop community capacity through an expanding cooperative network and harness the spending power of our anchor institutions. A good growth index developed by PWC ranks Preston as the highest of the North West's cities and 12th nationally of 42 cities. Promoting economic and social inclusion so that we achieve sustained improvements in community health and wellbeing are central to our strategy.
- vi. We are clear about the need to focus on Preston's city centre. With unprecedented challenges facing high streets, protecting and enhancing our city centre, and delivering a programme of culture-led regeneration, will drive our recovery from the Covid-19 crisis. At the core of the city, the Harris Quarter with its historic gallery, museum and library, our heritage streetscape, buildings and parks, and our vital retail and leisure businesses, are focal points for residents and visitors and key to the city's recovery and resilience.
- vii. Delivering change in the city centre is crucial to our wider plans to develop key assets in the city and deliver new opportunities for our residents. The University of Central Lancashire (UCLan) has grown substantially over the last 20 years, establishing a reputation for teaching excellence and for innovation in fields including advanced engineering, health and social care. We want to retain many more of the young people who graduate in the city, make the most of the new knowledge and ideas we generate, and support the delivery of UCLan's ambitious masterplan. The city's station with its excellent connectivity to the national rail network and potential to be part of the HS2 network are central to our proposals to create a new commercial quarter for Preston. Investing in the skills of our resident population is a priority for Preston and Lancashire and underpins our economic objectives.

- viii. Responding to the Covid-19 crisis has provided a new imperative to support diversification and regeneration in Preston's city centre. However, change in the city centre will ensure we maximise the benefit of the significant investment being made in Preston and Central Lancashire, in particular our £430 million City Deal and our recently successful Transforming Cities Fund bid and investment in our transport infrastructure. A diverse and thriving culture, retail and leisure offer will provide incentive for further development investment, make the city more attractive to incoming residents, help employers to recruit, and ensure the long-term resilience of city centre businesses.
- ix. We know the deep-rooted challenges we must address and the barriers to economic and social progress we have to tackle. Our plan responds to them:
- Supporting a cultural, retail and leisure economy which have been amongst the hardest hit of all sectors by the Covid-19 crisis. Together with support to the wider business base in the city, and aligned with Redefining Lancashire, we must support the return to health of a visitor economy, worth £330m and 4,000 jobs to Preston.
 - We must bring more high quality and well paid jobs to the city, a key objective of our community wealth building programme and an important part of our rationale to develop a new commercial quarter. Nationally, Preston ranks in the bottom 10 cities in the UK in terms of average weekly workplace wages.
 - Preston needs to raise its game in innovation. We must build on key assets including UCLan and its Engineering Innovation Centre, our connections to major aerospace sector capabilities, nuclear fuel and clean energy production and a growing digital technology sector. to increase collaborative R&D, commercial innovation and improve business productivity.
 - The city must retain more of its graduates and younger working-age people. Too many continue to leave the city to live and/or work elsewhere. This means providing the employment opportunities, the housing and the cultural and leisure offer that will persuade them to put down roots and build careers in Preston.
 - Our schools and FE colleges are giving Preston's young people a good start in education. In a rapidly changing economy, we need to provide our residents with the core employability skills, the training and skills development our employers need and the capabilities to adapt to a digital future.
 - We need a bold and integrated community health and wellbeing strategy for Preston, putting it on a par with our inclusive growth objectives. Too many of our city's residents are held back by poor mental and physical health. There is a strong relationship between good health and well-being, incomes and economic participation, and social and community engagement, and this has guided the investments we propose.
 - Preston lacks a supply of high quality office space. This has become a significant barrier to new commercial investment in the city, which in itself is limiting our ability to drive any agglomeration benefits from a growing base of businesses and skilled professionals working in close proximity together in the city centre. There is unmet demand in the city for Grade A office space, and a strong core of private sector occupiers in financial and professional services, ICT and the media on which to build.
 - Preston's accessibility and its road and rail connectivity are key strengths. As the fight against climate change gathers momentum, we need a step change in how people move into and around the city centre if we are to reduce our carbon emissions and achieve clean growth.

- x. Our shared vision for Preston over the next 15 years (2020-2035) is:

Preston, A Community City - Putting the Richness of Life Within Reach

Preston: a dynamic, confident and growing city that still feels like home. A city where the full potential of its people, businesses and location are realised; open to investment that secures a sustainable future for all. A well-connected and liveable city with a wealth of talent and character, Preston is Lancashire's distinctive centre for commerce, culture and innovation. Where sky high ambition combine powerfully with civic pride, distinctive place-making and down to earth delivery.

- xi. Our vision and CIP strategy are underpinned by three themes:

- Delivering community wealth-building and inclusive growth
- Improving health and wellbeing across all our communities
- Tackling climate change and delivering clean growth

- xii. This is a 15-year plan, with our more immediate Towns Fund investment programme nested in a framework of longer-term priorities for the city. Stakeholders in Preston and Lancashire have committed to strategic priorities driven by the challenges and opportunities the city, and the wider county, faces. This has driven our priorities which are:

- 1. Transform Preston's cultural infrastructure, focusing on our cultural and leisure facilities, spaces and programmes.
- 2. Support the recovery, growth and resilience of Preston's economy.
- 3. Secure major commercial and transport investment focusing on Preston's Station Quarter.
- 4. Deliver a ground-breaking approach to community health and wellbeing in the city.
- 5. Expand and diversify the housing supply to significantly boost city centre living.
- 6. Achieve a step change in sustainable movement and accessibility in the city by delivering Preston's Transport Plan.

- xiii. The process of preparing the CIP and our Towns Fund investment programme has stimulated collaboration, generated new ideas and sparked fresh thinking about priorities for the city and how the Towns Fund opportunity will contribute to achieving much more in the longer-term for Preston. Our strategy adds up to much more than the just the sum of its parts. Each priority reinforces others, and we are committed to delivering the full programme to maximise the benefits of new investment:

- Development of our city centre's cultural and leisure infrastructure will aid Preston's recovery, regeneration and enhance the economic resilience of our vital retail and leisure core in challenging times.
- A much-strengthened city centre offer will encourage commercial and residential investment and capitalise on priorities we identify to deliver a new commercial quarter at Preston Station and our objective to significantly expand city living.
- We attach high priority to community health and wellbeing in its own right, but our wider investment priorities will generate new economic opportunities for our

residents and new opportunities to engage with and participate in the cultural life of the city, both of which are now strongly associated with positive health outcomes.

- Our investments in the city's transport infrastructure and connectivity underpin our inclusive growth objectives and our commitments to making Preston a more sustainable place that delivers clean growth. Improvements to our infrastructure will in turn further contribute to better community health and wellbeing outcomes. ♦
- The focus of our Towns Fund investment in and around the city centre will deliver change in the most accessible area of Preston by public transport, walking and cycling, further contributing to our clean growth objectives.

Key City Investment Plan Outcomes

Economy

- A resilient and growing Preston economy creating good quality new jobs and new businesses
- A more productive economy driven by collaborative innovation and investment in higher value economic activity in the city
- A distinctive, thriving and expanding creative, cultural, retail and leisure sector which underpins the vitality of the city's economy.

Social

- Significant and lasting improvements in the health and wellbeing of Preston's resident communities
- Sustained reductions in deprivation levels, particularly in the health, income and employment domains
- Resilient stakeholder partnerships which reflect the diversity of Preston's communities and our commitment to a fairer society

Environmental

- Sustained reductions in CO2 emissions, congestion and air pollution
- Significant increases in the use of public transport, cycling and walking
- Increased resilience of infrastructure to climate change impacts

Key City Investment Plan Economic Impacts

- Increased economic output (as measured by Gross Value Added)
- Increased Full Time Equivalent Jobs
- Reduction in carbon emissions

- xiv. Towns Fund investment is critical to the successful delivery of our CIP. It will support early interventions, catalyse positive change in our city and support our sustainable and inclusive growth ambitions.
- xv. Our ask is for a **£24.98m** of Towns Fund investment to deliver a bold and transformational programme, predominantly focussed upon culture and regeneration, concentrated in the Harris Quarter area of the city centre, our city's cultural and civic heart. The spatial focus on the Harris Quarter recognises that our city centre needs to change and evolve to meet

the needs and aspirations of its residents, workers, businesses, visitors and investors. Concentrating our Towns Fund investment within the Harris Quarter will:

- deliver a stronger Harris Quarter leisure and cultural offer by building a critical mass of complementary destinations, locations and public spaces.
- deliver a diverse mix of uses which encourage visitors to undertake and participate in new activities and opportunities in the Harris Quarter.
- deliver a distinctive place-based offer in the city centre which breathes new life and uses into some of the city's heritage assets, key buildings and open spaces.
- play a key role in changing perceptions of Preston through attracting more residents, workers, visitors and investors into the city, as well as ensuring the city centre is a more inclusive location for all.
- deliver a tangible change in the city centre's cultural and leisure infrastructure. This is critically important to evolving our broader city centre offer, but also to support a successful commercial district at the Station Quarter and the delivery of new Grade A offices and higher skilled jobs; our city living proposals for 1,600 new homes as part of the 25 hectare Stoneygate Urban Village, adjacent to the Harris Quarter; as well UCLan's campus masterplan proposals and their growth ambitions.
- build upon the momentum gained from other recent public and private sector investment in, and adjacent to, the Harris Quarter (e.g. Preston Market, Preston Bus Station, Bishopsgate residential), as well as support future proposals
- raise the quality of the city's public realm and open spaces, helping to catalyse wider private sector investment in the Harris Quarter, as well as enhance the safe use of public spaces for events and activities.
- help better connect the city centre's key locations, assets and regeneration opportunity areas (Harris Quarter, Station Quarter, UCLan, Stoneygate) through enhanced links and new sustainable and active-travel alternatives, enabling people to move around the city safely and with confidence.
- ensure we create the conditions for a more successful and inclusive economy in Preston, supporting our ambitions for greater levels of community wealth and health building.

[TBC with OPEN - Include HQ wider fit and programme plans]

xvi. Our Towns Fund investment programme focusses on the following nine projects:

- **1. Re-imagining The Harris:** the re-development of the Grade I listed Harris Museum, Art Gallery & Library, which sits at the heart of the Harris Quarter, is one of the most ambitious cultural projects in the north of England.
- **2. Animate – Cinema & Leisure Scheme:** delivery of new cinema, bowling, food and beverage units, car park and public square in the Harris Quarter, adjacent to the new Preston Markets. The project will attract a family friendly audience and strengthen Preston's day and night-time economy.
- **3. Renewal of Harris Quarter Assets:** investment to support the redevelopment of publicly owned buildings in the Harris Quarter to support new uses, including potential cultural and community uses. The buildings include Amounderness House and Birley Street Annex, 10-12 and 50-52 Lancaster Road, while investment will also support enabling works to support the reopening of the Guildhall.

- **4. Harris Quarter Illuminate & Integrate:** the project includes delivering the pedestrianisation and cycleway infrastructure of the southern section of Friargate, linking with the Transforming Cities Fund investment delivering the northern section. It also complements other Harris Quarter projects through public realm improvements along key streets and open spaces, building illumination, digital projections and improved street lighting.
 - **5. Animation of Public Spaces:** a project funding the coordination of a Preston city centre wide programme of events and animation of new and existing public spaces. The project also funds provision of event hosting equipment which can be deployed at multiple sites around the city centre.
 - **6. Preston Youth Zone:** The development of Preston Youth Zone in the heart of the city centre on PCC owned land within the Harris Quarter. It will be a state-of-the-art facility for young people in Preston aged 8-19 years (up to 25 with additional needs), providing social, sporting and artistic spaces.
 - **7. Inspiring Preston – A hub for high quality CEIAG:** provision of space within a building in the Harris Quarter to be used for the delivery of Careers and Employment, Information, Advice and Guidance (CEIAG), particularly for young people, by local partners – including Preston’s College and Cardinal Newman College. In addition to the provision of space, Towns Fund investment is required to service and support the space provided, with partners funding the direct provision of CEIAG services.
 - **8. Cultural Capacity Building:** Towns Fund investment to build local skills and capacity to support the aims of our 12-year cultural strategy, while also contributing towards delivering our wider strategic cultural objectives for Lancashire and its City of Culture 2025 bid.
 - **9. Health & Wellbeing Capacity Building:** Preston does not currently have its own health and wellbeing strategy. There is a need to build system capacity to focus on Preston and address poor health outcomes. Towns Fund investment will enable the secondment of a senior officer from the Greater Preston Clinical Commissioning Group for a five-year period to develop and consult on a Preston strategy and to take forward proposals around a health and wellbeing hub.
- xvii. Our Towns Fund investment programme will unlock a wide range of benefits for the city. Further analysis will be undertaken at the business case stage, but we estimate the benefits to be¹:
- £85m in additional GVA
 - £31m social return on investment.
- xviii. Based upon our initial assessment, we estimate that the proposed investment will return £3.40 in additional GVA per annum for every £1 of Towns Fund investment². These are conservative estimates based upon the additional employment and visitor expenditure aspects of our investment programme deliver. The programme will also deliver a number of wider regeneration and socio-economic benefits.
- xix. Our bold and transformational investment programme consists of new and established projects, with our established projects well supported for many years as key regeneration projects for the city. Towns Fund investment in our programme is vital to deliver the

¹ Benefits and costs are undiscounted and based on a five-year benefits period

² This estimate is based upon a total GVA benefit (undiscounted) of approximately £85m over a five-year period.

maximum benefit for Preston and to demonstrate confidence in the city. Towns Fund investment represents a fantastic opportunity for Government to support the creation and transformation of a complete city centre quarter, which has relevance to all of Preston's communities, and to support the delivery of our 15 year plan.



1. Our City

- 1.1 Preston is one of the UK's newest cities. Now a modern and vibrant place, Preston takes pride in its rich history and industrial heritage, and the pioneers who have made a significant impact on a world stage. As the largest city in Lancashire, Preston is firmly established as a major centre for employment and services, playing vital economic and social roles for businesses and communities across the county, and a focal point for the arts, culture and leisure. We are the urban heart of a £32 billion Lancashire economy, one of the Northern Powerhouse's largest economies with the UK's highest concentration of aerospace production in a cluster that is the 4th biggest globally, together with nationally significant capabilities in nuclear fuel production and clean energy generation.
- 1.2 More than just a city, Preston is a diverse collection of characterful places, spaces and people. Our residents value the warmth and diversity of the city's people, and its strength as a place with city infrastructure and a town feel. Compared to Manchester and Liverpool, Preston is a lower density, walkable and more liveable city offering opportunities for singles, couples and families.
- 1.3 Committed to improving the city and making its economy work for all our communities, we are leading the way in the UK with our distinctive 'Preston Model', which harnesses the power of our anchor institutions and seeks to ensure many more of our residents benefit from economic growth. Community wealth building is an underpinning principle of our City Investment Plan (CIP).
- 1.4 We want to maintain the momentum of change in our city, a Community City, meeting the demands of 21st century life whilst safeguarding our cultural heritage and stories. Our CIP is an ambitious strategy centred on our people and focused on sustainable and shared prosperity which is shaped by our communities. At a time when the Covid-19 crisis is deeply affecting our residents and businesses, our strategy will make a significant contribution to our recovery.

City in Context

- 1.5 [TBC OPEN to create Location map needs to emphasise central position in Lancashire + proximity to GM/Mersey, Lancaster/Cumbria, Pennines, Lancashire coast]

Figure 1.1 Location Map TBC

- 1.6 [Second Map of CIP area (should this be inset/shaded on city map above). Brief box description of the CIP area].

- Population of 141,800, 70% living in the CIP area
- 60%+ of Preston's population is aged under 44
- 73,000 working residents in 2019
- 90,500 jobs in 2018
- Preston contributed £3.7 billion GVA to the UK economy in 2018
- 6,600 businesses in Preston, with around 5,000 businesses in the CIP area

Preston's Story

- 1.7 Preston's is a long and fascinating history. Our city's origins as a market town (Priest Town) and service centre remain a feature of the place it is today. The city's famous Guild, held every 20 years, was established in 1179 and continues to be one of Lancashire's highest profile events.
- 1.8 Through the 19th Century, the city grew rapidly as the textiles industry laid the foundations for the important part that advanced manufacturing and engineering have played in the evolution of the city's economy and that of the surrounding Lancashire area which is still one of the UK's leaders in this sector. Rapid industrialisation and growth cemented the city's position as a major service centre, with the financial, legal and professional services that continue to meet the needs of the wider area's economy, and retail and leisure facilities that responded to the city's large and growing population catchment area.
- 1.9 The city has a rich architectural history with built heritage spanning several different periods, contributing to a fabric of buildings and streets which continue to be an attractive and living part of the heart of the city, with assets we are committed to protecting. City planning left a positive legacy of parks and green spaces across the urban area, linking the city centre to the River Ribble and providing residents with high quality open space within the modern urban area.
- 1.10 From the mid-20th Century, Preston became a city of growing diversity through immigration during the 1950s and 1960s, and in the 2000s through migrants from central and eastern Europe as the European Union expanded. Our residents recognise this is a valued quality of Preston and this diversity has become a distinctive feature of the city's modern identity.
- 1.11 Preston has continued to grow, reinforcing its strength as the area's principal commercial centre, fuelled by housing growth during the late 20th Century, the continuing development of the city's business and service functions, and latterly with the expansion of the University of Central Lancashire (UCLan) which has brought many more young people, academics and professionals to the city. The city's growth is underpinned by the £430 million City Deal for Preston, South Ribble and Lancashire, signed by government in 2013, which is providing a major investment boost in our transport infrastructure, supporting new housing development, predominantly in the outer areas, and the creation of new jobs across the area. Our CIP seeks to maximise the impact of the City Deal by enabling investment in the core of the city to complements and further enhance the benefit of development in those outer areas.

The Preston Model

- 1.12 Since 2011, Preston has established itself nationally as a leader in local community wealth building. Known as the Preston Model, it has delivered a series of initiatives which challenge orthodox approaches to economic development and regeneration, seek to retain more of the wealth generated within the city to the benefit of local communities, and promote social and economic inclusion. The key measures and initiatives adopted or pursued by Preston City Council and its partners include:
- **Real Living Wage:** Commitments by public sector organisations including Preston City Council to pay the real living wage. Analysis by the Centre for Local Economic Strategies (CLES) shows that 4,000 additional employees in Preston were receiving the Real Living real living wage by 2018.
 - **Harnessing Local Procurement:** Changing approaches to procurement by anchor institutions including Preston City Council, UCLan, Preston's and Cardinal Newman Colleges, the Community Gateway Housing Association and the Office of the Police and Crime Commissioner for Lancashire to retain more expenditure within the city

and Lancashire. Analysis by CLES found that from 2012/13 to 2017/18, an additional £74 million had been retained in Preston and £200 million in Lancashire.

- **Investing Through Public Sector Assets:** Investing in public sector land and assets working with partners through the City Deal and including South Ribble Council and Homes England to secure additional investment for the area, repurpose and develop buildings. Transferring the ownership and management of key assets and providing opportunities for the community ownership of assets such as local community centres.
- **Building Cooperative Networks:** Encouraging and supporting the development of new cooperative networks, including the establishment of the first UK inner urban area Neighbourhood Council, with planning and other powers taken on by the Council and financial support from the Big Lottery. Preston Cooperative Development Network and worker cooperatives, with a project launched in December 2019 to establish a pipeline of 10 new worker cooperatives. The City Council has worked with Coops UK to assist businesses with succession planning and employee buy outs.
- **Building Community Capacity:** Building capacity in communities backed by a joint UCLan/Royal Society for the Arts (RSA) project to develop neighbourhood level activities.
- **Supporting Workplace Saving:** Developing a Preston Credit Union to encourage workplace saving by employees. Preston City Council is also working with the Hampshire Community Bank, the Royal Society for the Arts and partners to promote the concept of a new regional bank founded on community trust or cooperative principles.
- **Securing Local Employment and Training Through Construction:** Developing a Supplementary Planning Document (Central Lancashire Skills and Employment SPD) which specifies that developers of more than 30 homes and/or 1,000 sq m of commercial floorspace must have a skills and employment plan that sets out how opportunities will be provided to Lancashire residents.

- 1.13 Underlying all of the activities that have contributed to community wealth building is the concept of 'good growth'. This is a much broader view of economic growth that takes account of the wellbeing of communities and what matters to them rather than focusing only the expansion of employment, businesses and productivity. A good growth index developed by PWC ranks Preston as the highest of the North West's cities and 12th nationally of 42 cities.

Preston's People and Communities

- 1.14 Preston's people are a major source of strength. Home to 141,000 residents with around 99,000 residents living in the area that is the focus of our Towns Fund Investment Plan area, we have a young and growing population who are the lifeblood of our city. Their skills, talent and ambition are crucial to Preston's future economic success.
- 1.15 Our residents are proud of Preston and have strong attachments to their city. In our What's Your Preston? survey, a key pillar of our stakeholder engagement plan, residents told us that friendly and warm people are amongst the best things about it. They describe it as a vibrant place which is growing and improving, with the strengths and infrastructure of a liveable, modern city but a compactness that gives it the feel of a town.
- 1.16 Preston's diversity is recognised by many of our residents as an important and distinctive feature of the city. Our substantial Black and Minority Ethnic Population makes a key contribution to the vibrancy of the city, including our enterprises, our cultural fabric and our

sense of community. Nationally, Preston is part of the City of Sanctuary movement seeking to provide a welcoming environment for refugees and asylum seekers seeking sanctuary in the UK.

- 1.17 Our CIP must ensure that economic growth and future development in Preston delivers positive change for all our residents, making the city a better place in which to live, work and invest. This is the fundamental purpose of the Preston Model. We must take our communities with us to build a collective commitment to all we want to achieve. Our young people and adults need the skills and opportunities to fulfil their potential. We know that lasting improvements in the health and wellbeing of our communities are essential, at a time when Covid-19 has put public health and the vital part that our health and care services play in the spotlight. New and sustainable ways for people to travel into and around our city are crucial as we tackle climate change.
- 1.18 The City's ongoing response to Covid-19 is demonstrating the strength of a Community City. Councillor Nweeda Khan, Preston City Council's Cabinet member for communities and social justice, said, "It's been an extremely difficult time for us all over the last three months and we've found ourselves helping many people in a variety of ways. With our outstanding community, faith and charity organisations we have made a difference to our most vulnerable residents and their families. I'm very proud that we have supported thousands of vulnerable and shielding residents, delivered hundreds of food parcels and provided access to medication for hundreds of residents during this crisis. It's a fantastic example of partnership working, offering support which has been vital to many families who were struggling during this crisis".

Strategic Assets

- 1.19 Alongside the vital part played by our communities, Preston's key strategic assets are the foundations for the city's future growth and prosperity. Our plan seeks to build on these assets, leveraging their potential to deliver our ambitious transformational agenda. The city's ongoing response to Covid-19

Employment and Businesses

- 1.20 There are around 90,000 jobs and 6,600 businesses in Preston operating across a wide range of sectors, with particular strengths in retail and leisure, advanced manufacturing and engineering, professional and financial services, transport and distribution, and the health and social care sector. The city is well-established as Lancashire's largest employment and commercial services centre, providing both enabling sectors which support the wider Lancashire economy and foundational sectors which meet the needs of our communities.
- 1.21 Preston's city centre has a substantial representation of multiple and independent retailers, together with a core of professional and financial services companies with regional or national operations. As well as serving the city's 140,000 residents, it is an important retail, leisure and service centre for a wider catchment area of around 500,000 people.
- 1.22 Outside the city centre and across the wider area, there are major commercial sites at Junction 31 of the M6 and Cuerden, and the presence of major employers including Bae Systems, Westinghouse Springfield, James Hall & Co. and Eric Wright Construction.
- 1.23 Covid-19 has had immediate and unprecedented impacts on our business community. Preston City Council has granted rent relief and rent holidays for its tenants, as well paying out over £30m to 2,525 businesses under the government business support scheme. The Council has already paid out interim payments to nearly 100 businesses under the discretionary business grant scheme and are continuing to focus on supporting those

businesses which demonstrably bring an economic or cultural impact to the City. Lancashire's Business Growth Hub, Boost, is delivering a business recovery service which has already assisted over 5,000 businesses with support on issues including operational continuity, employment, finance, marketing and forward planning. As the economic impacts of the crisis extend into Autumn and Winter 2020, we expect to maintain and enhance our recovery support programmes.

Anchor Institutions

- 1.24 Preston's anchor institutions are a pillar of the city's community wealth building initiative and a major source of employment for the city. The headquarters of both Preston City Council and Lancashire County Council provide a substantial number and range of employment opportunities, driving the delivery of services across the city backed by significant purchasing power through their procurement of goods and services.
- 1.25 UCLan has expanded substantially over the past 20 years, and now employs more than 2,500 people while also supporting employment indirectly in the local economy through its expenditure on goods and services. In addition, the university contributes directly and indirectly in many other ways to the city. It provides facilities and services which are used by the local community, it provides advice and guidance to local residents and business, it helps to shape local policy and strategy, as well being a strong advocate for the city. UCLAN has made important contributions both to the local and national response to the Covid-19 crisis, including through staff volunteering in clinical, laboratory and pharmaceutical responses, participation with the NHS and other partners in the Lancashire Resilience Forum, academic studies of the impacts of the virus, and the engineering and production of Personal Protective Equipment.
- 1.26 Royal Preston Hospital is a major employer in the city, with 9,000 people employed in hospital related activities. It is part of Lancashire Teaching Hospitals NHS Foundation Trust which itself employs around 7,700 people across its area. The hospital, our NHS and community health service providers, and our social care sector, are on the front line of the COvid-19 crisis and will continue to have pivotal roles as we recover.

Heritage and History

- 1.27 Central Preston is rich in historic assets, with medieval street patterns blended with 19th Century planned developments, and a historic core centred on the Flag Market and the Harris Quarter, that combines heritage buildings and public spaces. Our city's heritage is identified as a distinctive and valuable feature of Preston by both residents and visitors, who point to the need both to safeguard it and make more of it to support the vitality of the city centre.
- 1.28 Many of our heritage buildings and much of our heritage infrastructure are found at the heart of the city centre in the Harris Quarter. This includes the Harris Museum and Art Gallery, the recently renovated markets, historic streets of Fishergate, Church Street and Friargate, a range of Grade II listed buildings around the Town Hall, and Winckley Square and its Georgian architecture.

The Harris Quarter, and the network of streets, retail and leisure facilities around it, is long-established as the city's focal point for residents and a key point of interest for visitors. A valued, historic institution in the Harris Museum, Art Gallery & Library provides a leading arts and cultural venue at the core the city centre. Investments in our markets and streetscape has brought significant improvement in recent years. We have focussed on the Harris Quarter as a key priority for our CIP, both to strengthen the vital role it plays in the city, and to reflect the importance of building new and improved cultural infrastructure – events, facilities and organisations around it.

Education and Innovation

- 1.29 UCLan is one of Preston's anchor institutions, ranked in the top 6% of universities worldwide with a community of 23,000 students in Preston and a strong track record of knowledge exchange, innovation and business engagement. Our two further education colleges located in the heart of the city - Preston's College and Cardinal Newman – deliver excellent academic and vocational education to more than 20,000 students across the city and the surrounding area. We have strong primary and secondary schools which are providing many of the city's young people with an excellent start to their education.
- 1.30 With UCLan redeveloping its campus through its £200m masterplan, and its recently opened Engineering Innovation Centre (EIC) providing innovation excellence at the centre of the city, Preston is surrounded by a network of innovation assets including Lancashire Advanced Manufacturing aerospace and aviation Enterprise Zones in Warton and Samlesbury, the Springfield nuclear facility and businesses in sectors including advanced manufacturing and digital technology.

Connectivity and Economic Infrastructure

- 1.31 Preston's location and its connectivity are major assets. Preston is centrally located in Lancashire within easy reach of the Blackpool and Fylde Coast, the AONB in East Lancashire, Cumbria and the Manchester and Liverpool metropolitan area. The city has excellent access to the strategy strategic road network (M6, M65, M55, M61), and a city centre mainline railway station putting Preston half an hour from the Lake District, an hour from Manchester and Liverpool and just over 2 hours from London and Glasgow by rail. Connectivity by rail will be further enhanced through the delivery of Cottam Parkway station, offering a sustainable travel option for a new residential area in north-west Preston. The arrival of HS2 in Preston would further reinforce Preston's role as the North West's major rail hub north of Manchester, and we want to work with the UK government as we build our case for the economic and connectivity benefits of a HS2-linked station for the city.
- 1.32 Preston Bus Station is an iconic, modern and vibrant public transport hub serving millions of passengers every year. There is an opportunity to build on this regeneration and further enhance bus use, through the transformation of bus corridors across the city. The Department for Transport funded Transforming Ringway investment will deliver important bus network improvements in the city centre.
- 1.33 The city's digital infrastructure is impressive, with most residential and business premises now having access to superfast or ultrafast broadband. Just under 99% of residential and business premises have access to superfast broadband at speeds of 30 Mbps or better, and 77% of premises access to ultrafast broadband capable of 100 Mbps or better.
- 1.34 Preston has a range of strategic development sites for residential, commercial and education development which provide a strong platform for the city's future growth and prosperity. Major sites in North West Preston and at Cottam Hall are part of ambitious housing growth plans through Preston's City Deal which targets the delivery of 17,000 new

homes. In central Preston, Preston Station Quarter and the Stoneygate masterplan area are significant opportunities to bring new housing and commercial development to the core of the city, whilst UCLan's £200 million masterplan will transform the campus and the area around it.

- 1.35 The Covid-19 crisis has had major impacts on the use of our infrastructure. Lancashire saw a 45% decrease in public transport use, with rail and bus use in particular falling substantially during lockdown conditions. Private vehicle journeys also fell very sharply as many people switched to homeworking and avoided unnecessary trips. The priority in recovery will be to ensure that people are encouraged to start using public transport again, as well as increasing the amount of walking and cycling for short trips. Lancashire's Re-opening Transport initiative, a fund to help restart safe travel has introduced temporary road space reallocation, road closures and pop-up cycle lanes, and is providing travel plan, public information and communications to support this effort. Our City Investment Plan will help ensure we build on those changes that have positive long-term benefits for sustainability and clean growth.
- 1.36 The crisis has also seen our digital infrastructure take on even greater importance. For our businesses and workforce able to work at home, access to high speed, high bandwidth internet access has been vital. There are likely to be lasting impacts on the use of digital technology, and our City Investment Plan recognises this.

Green and Blue Infrastructure

- 1.37 The city benefits from excellent green infrastructure, in particular its award winning and historical parks (Avenham and Miller) which provide high quality green space at the very centre of the city and are appreciated by residents as strengths of the city, providing spaces for exercise and relaxation which are heavily used. Beyond the two central parks, Moor Park and Ashton Park also provide excellent green space with sports and leisure facilities for residents and visitors.
- 1.38 Preston's historic docks, now regenerated, provide a waterfront and leisure resource which is also centrally located in the city and where there is potential for us to do much more to develop the area as a leisure destination. Avenham Park provides access to the River Ribble, although we recognise the potential to strengthen links between the city centre and the riverside as an area for recreation. The Ribble Link, funded by the Millennium Commission, provided a connection between the Lancaster Canal and the River Ribble which now offers cycling, walking infrastructure in an attractive natural setting.
- 1.39 The Covid-19 crisis has further underlined the value of high-quality green infrastructure in urban areas. With restrictions on people travelling outside cities, access to local parks and natural green spaces by walking and cycling became an important contributor to mental and physical health and wellbeing as the lockdown took hold. Our City Investment Plan recognises the need to protect and enhance these vital assets.

Recent Major Investments

- 1.40 The following summarises some of the recent major investments which have already been made and we are committed to in Preston. They provide the backdrop to how the CIP will play an important role in enabling Preston to build on this progress over the next 15 years.

Figure 1.2 Major Recent Investments



Preston Bus Station: A £25m refurbishment of our iconic Bus Station was completed in 2018. The restoration of the building included the reconfiguration of the bus stands, relocation of the coach station, rationalisation of the retail units and the delivery of adjacent public space. The project won the 2019 RIBA National Award.

Public Realm Improvements: Major public realm improvements have been delivered since 2014. This includes £3.4m investment in Fishergate providing greater space to pedestrians, reduce the dominance of the car and improve the attractiveness of the city centre.



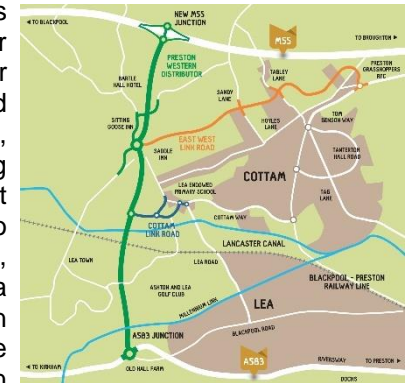
Preston Markets: Preston City Council invested £3 million to revitalise the city centre's indoor and outdoor markets. Opened in early 2018, the project completed a brand-new Market Hall built under a larger listed Victorian canopy, as well as a Box Market created from up-cycled shipping containers.

Preston Rail Station: Investment of £1.5m to upgrade the Station's concourse and entrance has been completed. This is ahead of significant proposed investment to redevelop the station as part of HS2 and wider plans for Station Quarter, a new commercial led and mixed-use area of the city centre.



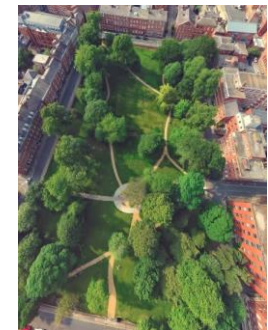
UCLan: The university is in the process of delivering its 10-year vision for a £200m masterplan to redevelop its city centre campus. The Engineering and Innovation Centre (EIC) opened in October 2019, a state-of-the-art teaching and research facility. A major new public square and student centre will provide a new campus gateway and event space.

New Road Infrastructure: City Deal is funding the £200m Western Distributor and link roads scheme. Under development, it is the largest new road project in the Preston City Region, increasing capacity and unlocking strategic housing and employment sites. It also includes link roads to North West Preston and Cottam, where significant new housing and a new TCF funded Parkway rail station will be delivered. South of Preston, the Penwortham Bypass, opened in December 2019.



New Residential: Increasing levels of residential development has occurred or is underway in the city centre. This includes office and historic building conversions, as well as new apartments around Winkley Square.

Winkley Square: Winkley Square is a Georgian square and gardens situated in Preston city centre. A £1.2m refurbishment of the gardens was recently completed and the park received a Green Flag Award.



2. Strengths, Opportunities and Needs

- 2.1 There are many reasons to be optimistic about Preston's future. We have opportunities in front of us to cement our role as Lancashire's major commercial, educational and cultural centre, and to do this in ways which maximise the benefit of those opportunities for all our communities.
- 2.2 However, we must address issues that prevent us from realising Preston's potential. Barriers to sustainable economic growth need to be lifted so that the city's businesses can flourish. Too many of our residents are held back by the multiple challenges of deprivation, and we need to find better ways to raise prosperity and improve their health and wellbeing. Our infrastructure needs sustained investment to be fit for the 21st century and the challenges that climate change will bring. The Covid-19 crisis has created an immediate imperative to support the city's economic and social recovery.
- 2.3 Our 15 year plan sets out our strategy to transform the city, targeting resources and aligning public and private sector investments to respond to need and capitalise on opportunities for positive change. The good progress we have already achieved in improving our housing offer, enhancing the city centre's public realm, together with the investments in transport and other infrastructure under way across Preston, give us a strong platform on which to build.

Economy: Business, Enterprise and Innovation

- 2.4 Preston is established as a major employment centre, with a dynamic and growing business base underpinned by a substantial workforce from within and outside the city. We want to realise the full commercial potential of the city, increase the number and the quality of jobs Preston offers, create and grow businesses in the city, attract the investment to back the objectives of the Preston Model and ensure our communities benefit from new investment.

Our Strengths

- 2.5 Preston's contribution to Lancashire's economy is substantial. There are 90,000 jobs in the city across a wide range of business sectors, with 71,000 in the area which is the focus of our City Investment Plan. Our 6,600 business units span a similarly wide range of sectors, around 65% of which operate in the CIP area. Key economic strengths are:

[TBC - Potential infographic in OPEN document]:

- Preston's role in the advanced manufacturing and engineering sector in which Lancashire is a leading UK and international location. Engineering employs 85,000 people across Lancashire, offering skilled and well-paid jobs for the city's residents, contributing to Preston's prosperity and providing a focal point for innovation through major developments including UCLan's new Engineering Innovation Centre. Preston is located at the centre of a network of four Lancashire Enterprise Zones, at Samlesbury and Warton adjacent to BAE Systems operations and at Blackpool Airport and Hillhouse in Wyre. Together these form the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC) a centre of excellence for high tech manufacturing, energy and chemicals.
- A well-established financial and professional services sector which reflects the city's historic role in Lancashire. Preston is the major centre for office-based sectors in Lancashire, with major office-based operations for companies including Talk Talk, Homeserve and Places for People.

- Substantial public sector employment based in Preston including Preston City Council, Lancashire County Council, civil service and the headquarters of the fire and rescue service. There are 12,500 jobs in health and social care in Preston, with the Royal Preston Hospital a major employer in the city. These are sectors whose value has been underlined by the Covid-19 crisis. Our public sector employers are anchor institutions for the city's economy, and an essential part of delivering community wealth-building through the Preston Model.
- Beyond the important retail and leisure economy in the city, wholesale and distribution employment in Preston is substantial and has grown quickly in recent years, with James Hall & Co one of Preston's largest individual employers at 3,500.
- Preston's business birth rate is faster than that of Lancashire, although its business failure rate is also higher giving a similar net business birth rate of 0.6. Both lag the net business birth rate for England of 1.2.
- Growth in new businesses between 2013 and 2019, which has accelerated over the last two years, in sectors including professional, scientific and technical sectors, transportation and storage, administrative and support services, construction and education.
- An increasing desire from investors and wealth funds to place their funds in locations underpinned by a clear social and community purpose can maximise the reach of the Preston Model.

Preston's Cultural and Creative Economy

- A visitor economy which attracts around 7 million visitors a year generating £330 million of visitor spending and supporting 4,000 jobs in Preston in retail, leisure, cultural and creative industries.
- Preston has 13% of Lancashire's creative industries employment and 11% of its creative industries businesses.
- Creative industries account for 370 of Preston's businesses (6% of all businesses). With 94% employing fewer than 10 people, micro-businesses are the key component of the city's creative enterprise.
- Creative sector employs around 1,800 people, with many more self-employed people in the sector.
- The city has a healthy freelancer economy with an average of 60 individual artists and practitioners some full time and others part time working around other employment

Our Key Challenges

- 2.6 Despite its strong position as an employment and business centre in Lancashire, Preston faces challenges to its economic resilience and future growth.
- By 2018, Preston had only seen employment recover back to the level at which it stood in 2009. Falling job numbers particularly in the public sector (administration, health, care, education), ICT and financial services during recession were followed by some stabilisation and recovery, particularly during the latter half of the 2010s.

- Preston’s commitment to community wealth-building is in part driven by the need for more higher paid and higher quality employment opportunities in the city. The wages of residents lag well-behind the Lancashire and national averages, and workplace wages are also much lower than the average for England. Preston ranks in the bottom 10 cities in the UK in average weekly workplace wages.
- Preston has a productivity challenge. Gross Value Added per full-time equivalent job stood at 78% of the figure for England in 2018. Around 40% of Preston’s GVA is accounted for by the wholesale and retail sector, public administration and defence, and human health and social work. These sectors are major employers, but they are also lower productivity sectors and this is an important contributory factor in the productivity gap. The need to drive up productivity is recognised as a priority in the emerging Lancashire Local Industrial Strategy, which points to the gap between Lancashire and the UK having widened over the past 20 years.
- Lancashire’s Local Industrial Strategy evidence base shows that the area’s headline performance in terms of R&D investment is lagging. Business R&D investment per head is only 80% of the England average. Closing the performance gap has an important part to play both in increasing the productivity of Lancashire’s economy and supporting the drive for higher quality and better paid employment.

Figure 2.1 Median Gross Weekly Earnings, Full-Time, 2019

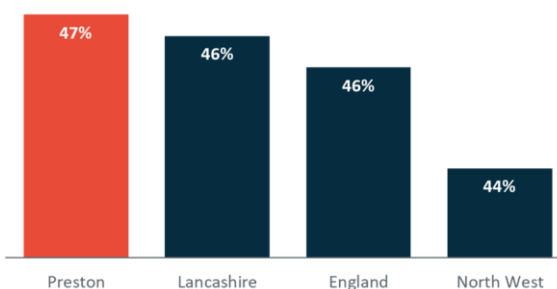


Source: Annual Survey of Hours and Earnings

2.7 The Covid-19 crisis has immediately and significantly affected Preston’s economy, and there is an urgent need to mitigate its impacts and support the recovery of our businesses

and communities. A comparatively high proportion of the city’s businesses operate in sectors most impacted by Covid-19, sectors in which businesses have seen a fall in turnover of 50%. In particular our visitor economy including our important retail sector, arts and cultural facilities and businesses, and food and drink and accommodation businesses, have been severely affected by the lockdown measures.

Figure 2.2 Percentage of Businesses in Most Impacted Sectors

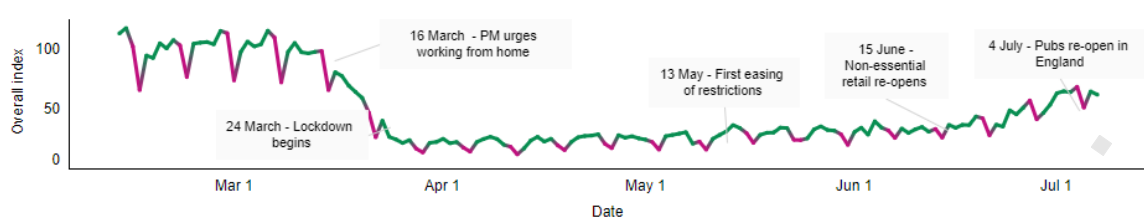


Source: Business Impact of Coronavirus Survey, ONS, April 2020; UKBC, ONS, 2019

2.8 By June 2020, 2,400 businesses in Preston had received a total of £28.7 million through the UK Government’s coronavirus two grant schemes. The schemes include a small business grant scheme, and a scheme explicitly for the hospitality, retail and leisure sector.

2.9 The key issue for businesses in the visitor economy has been the unprecedented reduction in customers, including residents, visitors and people working in the city. Evidence on the dramatic drop in people using Preston city centre underlines the magnitude of the impact.

Figure 2.3 Preston City Centre Use Pre and Post-Lockdown (Pre-lockdown = 100)



Source: Centre for Cities (July 2020) High Street Recovery Tracker

[Check with OPEN on use]

- 2.10 Preston's substantial public sector employment means it has been less exposed than other areas to furlough measures and redundancies to date. Public sector jobs are not eligible for the UK Government's Coronavirus Job Retention Scheme, and public sector organisations in the city, together with key workers in the private sector, have played an absolutely critical part in the battle against the virus and in supporting communities and businesses in the city.

Economy: Business, Enterprise and Innovation: Key Opportunities and Needs

- Capitalising on the strength of established sectors – including health and care, professional services, education, advanced manufacturing and engineering – to drive recovery from the Covid-19 crisis, deliver high quality new jobs for the city and ensure that many more of our residents have the potential to secure better paid jobs.
- Supporting the recovery and growth of Preston's visitor economy by diversifying and strengthening the retail, leisure and cultural offer at the heart of the city centre. We need to invest in the facilities, events and supporting infrastructure that will bring people back to the city centre and give them good reasons to spend more time and money there.
- Building on Preston's innovation assets including UCLan and its Engineering Innovation Centre to increase collaborative R&D with businesses, driving up commercial innovation activity and improving business productivity.
- Creating the environment that encourages the formation of more businesses in Preston both through the space and facilities that enable businesses to put down roots in the city and wider support measures, including through the community wealth-building programme.

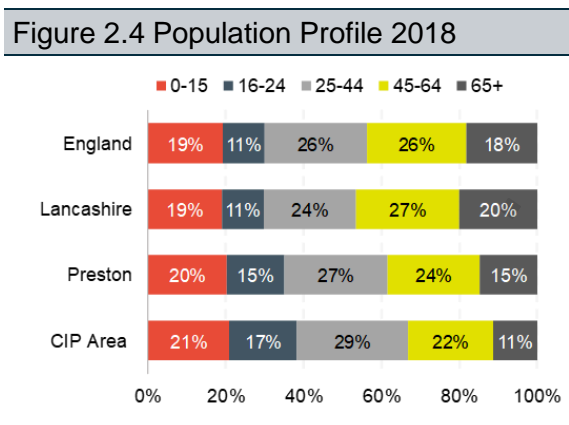
People and Communities

- 2.11 Improving the health and wellbeing of Preston's people and communities is a priority of our plan. An economy in which the education, skills development and training of our residents enables them to secure good jobs or start businesses is a key to achieving this, building on our community wealth-building initiative. We must also tackle the persistent health inequalities which are a barrier to economic and social mobility, and which limits the life chances of too many people.

Our Strengths

The size and diversity of Preston's population is vital asset for our city. Their skills and talent are essential to the future success of our economy, and we must provide the opportunities and support that enables them to realise their potential.

2.12 Preston’s population of 141,800 is substantially younger than the Lancashire or England average. Around 67% of the population of the City Investment Plan area is under the age of 44, compared with 54% in Lancashire and 56% in England. With the UK’s ageing population an important economic challenge, this is a source of future strength for our city and we must ensure we retain our young people.



2.13 In addition to the young age profile of our population, the key strengths of our people and communities are:

- Our resident workforce and skills base, with 73,000 working residents of Preston in 2019, 46,000 of which lived in the City Investment Plan area. Preston’s employment rate of 78% compared with 75% in Lancashire and 76% in England.
- The contribution that our population makes to supporting the city’s visitor economy, with Preston’s residents’ part of a wider retail and leisure catchment area of 500,000 people.
- The city’s large student population, with 23,000 students studying full and part-time at UCLan. This is a substantial pool of talent for employers in the city, a driver of ideas and innovation for the city, and a source of new businesses.
- The diversity of Preston’s population (ethnicity, faith, culture, sexuality and gender) is also a source of strength. Around 34,000 (24%) of the city’s residents were estimated to define themselves as non-White British in 2016, with Asian and Asian British residents the largest cohort at 15% of the city’s population. This has given Preston an increasingly cosmopolitan quality.
- Wellbeing data which suggests that there have been consistent improvements in the number of Preston’s residents reporting that they are happy and satisfied with their lives, and a fall in the number reporting feelings of anxiety. In 2018-19, Preston scored better than the England average on all the key sentiments of wellbeing. This is consistent with our What’s Your Preston? survey which pointed to positivity about the city.
- Young people who get a good start in our schools, with our primary and secondary school attainment levels comparing favourably with those of Lancashire and England. Our schools and further education colleges are key to ensuring that just under 90% of young people stay in education after age 16, 7% take up apprenticeships and 4% secure work.
- A well-established and committed network of amateur and community-led organisations engaged in arts and cultural activities across the city, with good examples including Preston Arts Association, Preston Caribbean Carnival and the city’s community choir amongst many.

Our Key Challenges

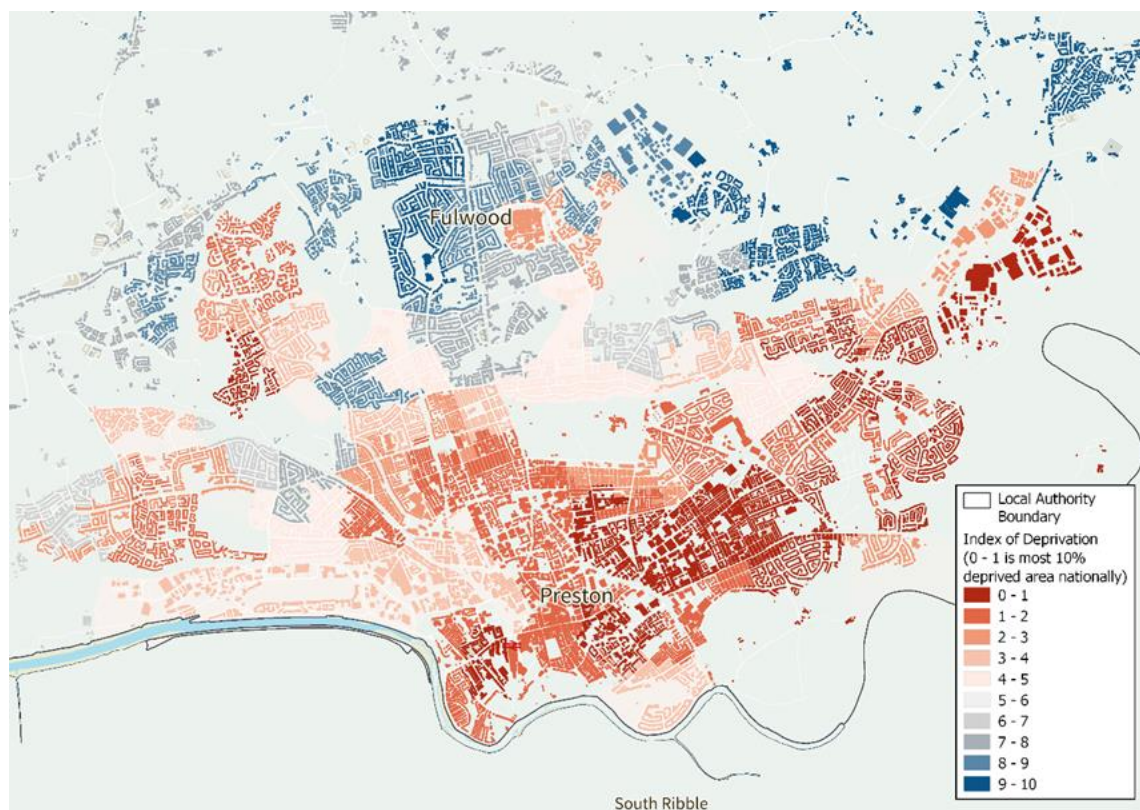
2.14 There are pressing challenges for Preston to address if we are to deliver inclusive growth in the city.

- The proportion of residents working in higher paid, higher managerial and professional occupations, and the proportion qualified to degree level or higher, are

both lower than the national average. This underlines the need to bring more higher skilled and higher paid job opportunities to the city, and to encourage more of our graduates and higher skilled workforce to choose to live, work and start businesses in Preston.

- Preston lags well behind the Lancashire and England averages in gross weekly wages. The Preston Model has set out to improve the quality of work available to our residents, including initiatives to encourage more of the city employers to pay the national living wage as a minimum.
- Employers surveys show a significant proportion (22%) of Preston's businesses lack the skills they are seeking, and that a higher proportion than the national average have staff lacking full proficiency in the skills that are critical to their business.
- Preston sees a net outflow of people each year, in particular in the 25-34 age group but it is also the case in most age groups. Since 2013, the net outflow has reduced, driven in part by an expanding student population. However, there is a long-established pattern of younger working age people leaving the city to live elsewhere.
- Population projections point to a 30% increase over the next 25 years in the number of people aged over 65 in Preston, and a 50% increase in the over 75s. Preston's resident workforce is ageing, as is that of Lancashire. Attracting and retaining more younger working people is essential to the city's future economic prospects.
- Many of our young people are getting a good start in education and work, but they are also more likely to face the challenge of unemployment, which are very likely to be exacerbated by the effects of the Covid-19 crisis. Across Preston, Chorley and South Ribble, 2018 estimates suggest that 18% of 16-19 year olds were unemployed. Data on the proportion of children in workless households further underlines the issue. At 13%, Preston had a higher proportion of children in workless households than either Lancashire (7.8%) or England (10.5%).
- In an economic environment in which continual technological development is changing the types of work and occupation that are required, and the skills needed to succeed in them, flexibility and adaptability will be increasingly important qualities for young people.
- Deprivation is a long-standing problem for some communities across Preston. The highest concentrations of deprivation are found around the city centre in Preston and along the corridor to the east of the city centre. These areas contribute to the 16 lower layer super output areas (LSOA) which are in the 10% most deprived nationally, 6 of which are in the most deprived 5% nationally. To the north of the city, Preston has several areas in the least deprived LSOA nationally.

Figure 2.5 Index of Multiple Deprivation in Preston, 2019



Source: English Indices of Deprivation; Hatch Regeneris; Contains OS Data – Crown Copyright

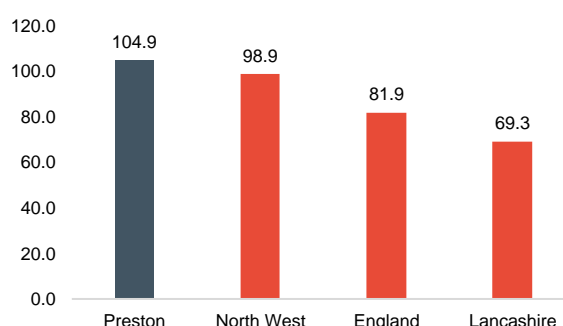
- Preston ranks 31st of 317 local authority areas in England on the health deprivation index. Essentially a measure of the risks of premature death and the impairment of quality of life through poor physical or mental health, this is the domain of the IMD in which Preston's rank is the lowest of all the domains.
- There are substantial numbers of residents of the city who face the combined and linked challenges of low incomes and involuntary exclusion from the labour market. Of those faced with labour market exclusion, 22,600 of Preston's residents fell into this category, with 10,500 income deprived. The effects of this problem are felt by children, with 5,600 children aged 0-15 living in income deprived families, and in older households in which 5,250 of the city's residents are income deprived.
- The effects of deprivation and poor health outcomes for Preston's more deprived communities are likely to be affecting life expectancy trends. Male life expectancy in Preston currently stands at around 78 years, one of the lowest figures in Lancashire, and there are signs that it has plateaued during the last 10 years. Female life expectancy has actually fallen over the last four years.
- Preston lacks a holistic health and wellbeing strategy for the city. This is in part as a result of the complexity of the two-tier local government structure in Lancashire where responsibilities are distributed between district and County and also in part as a result of the different place footprint which the health services operate on. Community health and wellbeing is inextricably bound up with economic wellbeing, and our City Investment Plan recognises the need for action on both fronts
- A cultural and creative infrastructure which relies heavily on the commitment of communities and individuals to deliver, and whose capacity and resources bring challenges both to the growth of this activity and its sustainability.

2.15 The Covid-19 crisis has had a substantial and immediate impact on the city’s communities and its workforce.

- By the end of May 2020, 15,400 jobs in Preston had been furloughed as part of the UK Government’s Coronavirus Job Retention Scheme, and 3,800 self-employed people had taken up the Self-Employed Income Support Scheme, 70% of all the eligible self-employed people in the city.
- Unemployment rose from 3,300 in December (2,900 in the CIP area) to 6,450 and 5,400 respectively by the end of May 2020, increases of 92% and 85%. Whilst furlough and self-employment support has offered protection against redundancies, there is a risk of further significant rises in unemployment as the two schemes taper off.

- Since March 2020, 26% of all deaths in Preston since March have been attributed to Covid-19, the same rate of nationally Covid-19 attribute deaths. Preston’s Covid-19 death rate per 100,000 people is significantly higher than that of Lancashire and England. This is despite the city having a lower proportion in the most “at risk” population (those aged 70+). The problem of deprivation faced by some of Preston’s communities is likely to have been an important contributory factor to these figures for the city.

Figure 2.6 Covid-19 Death Rate per 100,000 (Age Standardised Population)



Source: Number of deaths and age-standardised rates, by sex, England and Wales, England, Wales and regions of England, deaths occurring between March and May 2020, ONS, 2020

People and Communities: Key Opportunities and Needs

- Retaining more of Preston’s graduates and young people is already an established priority for the city. The outflow of working people and families in the 25-34 year old age group, many to the surrounding area, is also a long-standing feature of migration from Preston. They are a vital part of Preston’s future workforce and business creators, and we have more to do to provide the range of employment opportunities, the right housing and a cultural and leisure offer that will persuade more of them to put down roots and build careers in the city.
- Our young people are well-served through our Preston’s and Cardinal Newman Colleges and UCLan, and through employer-led training and skills development in the city. We need to sustain and increase investment in the facilities and services that equip young people with core employability skills, the skills required by the city’s key sectors and those needed for a future economy driven by technological rapidly developing digital economy.
- We need to make much more of our arts, cultural and leisure sector to increase the engagement and participation of our communities across the city. This will support the economic resilience of a vital sector for Preston, and contribute to our efforts to improve the health and wellbeing of our residents.
- We need to deliver a bold, integrated community health and wellbeing strategy for the city, establishing it as a strategic priority on par with inclusive growth and community

wealth building, and reflecting the importance of good health outcomes in the city's economic development and regeneration. Ensuring our communities directly benefit from increased wealth generated in the city is a core objective of the Preston Model, and a key determinant of better health and wellbeing.

- This means building on our strong health and social care sector and UCLan's proposals to increase learner capacity in health and care professions, extending preventative community health initiatives and capitalising on our land assets to deliver an innovative, integrated community health and wellbeing facility which incorporates users, innovators and providers.
- Supporting and developing opportunities for our communities to lead and participate in arts and cultural activity across the city by providing enabling resources and facilities. This is about both the recovery of Preston city centre from the dramatic fall in footfall that has resulted from the Covid-19 crisis and, in the longer-term, to diversify and expand the range of facilities and activities that will encourage more residents and visitors to spend time in the city centre.

Place

- 2.16 Our residents have highlighted through our What's Your Preston? survey what they value about the city as a place to live, work and spend leisure time in. Pride in its history and heritage infrastructure, the city's compact size and its leisure facilities, its green infrastructure and its setting and location are qualities recognised by our communities. They have also told us that improving what is distinctive and valued about Preston is important to them, and our plan strongly reflects this.

Our Strengths

- 2.17 Our place strengths combine our city's historical buildings, our cultural and leisure assets, our green infrastructure and our location:
- The city has strong representation of national retailers, with 146 different national brands, many located within two shopping centres - Fishergate and St. George's - or along Fishergate which connects them. They are complemented by a mix of independent retailers, food and drink providers, a feature valued by the city's residents. The re-modelled Preston Markets, which opened in 2018, have already established a reputation as a shopping and leisure hub, with the Grade 2 listed 'European style' market delivering an attractive food offer. Preston city centre is also the only place in Lancashire to be awarded Purple Flag status – recognising the progress Preston has made in delivering a safe and vibrant night-time economy.
 - The Preston, South Ribble and Lancashire City Deal has supported a step change in the quantity and range of Preston's housing offer, particularly in north west Preston. It is delivering a major package of transport and infrastructure works totalling over £430m of public investment, leveraging a further £2.3bn of private commercial investment into new housing and employment developments. From a position in 2013 when Preston was delivering no new housing, over 5,000 new homes have been completed since the start of the City Deal. with consent for 9,000 more which will significantly expand the city centre's catchment. An average of 737 new homes per annum have been delivered over the past 3 years, with 3.4% average house price growth in the past 12 months compared to a national average of 1.2%. Rental growth is also strong – growing 7% year on year.
 - There is renewed local, regional and national developer interest in both Preston's suburbs and centre. Preston City Council has developed a strategy to support the

delivery of new homes in the city centre, with a vision to create a series of vibrant and popular neighbourhoods. Transformation is already starting to happen. The number of vacant commercial buildings being converted to apartments is steadily increasing, with the delivery of 140 apartments in Red Rose House and Elizabeth House. The former Grade 2 listed Sorting Office in Preston has been converted into 31 one, two and three bedroom luxury apartments completed with communal rooftop gardens and Mulberry Homes in partnership with Adactus are delivering 189 new homes including new affordable houses and an extra care facility. The latest City Living Strategy identifies 25 sites available for residential development within the city centre and the surrounding inner core neighbourhoods.

- The City Council has a 'retain first' objective with regard to the development of its own assets, building on the Preston Model, and recognising that intervention by the public sector in addition to private investment is often essential to unlock viability challenges.
- The Grade 1 listed Harris Museum, Art Gallery and Library attracts 350,000 visitors annually to the neo-classical style 19th century building in the centre of the Harris Quarter. Alongside the Harris, there are several Grade II Listed buildings in the city centre including our Town Hall, Magistrates Court, Sessions House and the Former Post Office and Preston Station.
- Fishergate, Church Street and Friargate are the city's core historic streets. Preston has recognised the value of conserving and making best use of these assets. The recent investment in Fishergate has transformed the experience of walking from the station to the heart of the City and stimulated new investment along the high street including the opening a national brand restaurant in a former and long term derelict church.
- Off Fishergate, Winckley Square and its Georgian buildings provide a green haven at the heart of the city centre. Following an innovative transfer of the square from the Council to a business led Community Interest Company (CIC) the square has recently benefited from a £1.2 million refurbishment investment and secured Green Flag status stimulating private sector investment in a number of surrounding buildings. The Square has become the focus of city centre living in Preston with over 200 apartments currently being delivered in the Square and adjacent streets. Winckley Square is returning to its position as one of the most desirable addresses in the city for living, working and eating.
- Close to the city centre, the Grade II listed and award winning Avenham and Miller Parks are identified amongst residents' favourite places in the Preston, providing substantial green space and access to the River Ribble. To the north of the city centre, Grade II listed Moor Park provides an expansive green area for the city with a substantial number of sports and leisure facilities. To the west, Ashton Park provides another green lung for the city.
- The city's historic docks brought shipping to the centre of industrial Preston and were the largest inland dock in the UK at one time. Since their closure the area has seen substantial waterside residential development, new retail and leisure development and the marina is now a focal point for yachting and boating.
- Whilst green space within the city is identified as a strength by residents, Preston's strategic and accessible location by road and rail provides excellent access for residents and visitors to the Blackpool and Fylde Coast, East Lancashire and its access to the Pennines, and the Forest of Bowland AONB, Lancaster and Cumbria, and to the south the Greater Manchester and Merseyside metropolitan area.

- A range of cultural events, activities and facilities recognised by residents for their independent spirit and celebration of diversity. This includes creative workspaces such as Society 1 and Make North, the annual arts, performance and music festival Lancashire Encounter and festivals such as the Caribbean Carnival, the biggest such festival outside the Preston Guild, and the annual Preston Mela, UCLan's Jazz and Science festivals, Rockpreset, Prestfest, Harris Open, Summer Saturdays, many other community led events. In 2019-20 over 100 events were held in Preston's public spaces and in its parks. The 20 yearly Preston Guild is the city's highest profile event, an internationally significant festival next scheduled for 2032.
- A range of small and medium size professional organisations delivering interesting and innovative arts and cultural activities and facilities in the city, including: In Certain Places, Derelict, Blaze, Make North, Birley Studio, Tin Can People, Salsa Northwest, They Eat Culture, Blue Moose, Northern Heart Films and Our Allison.

Our Challenges

2.18 Improving Preston's quality as a place is a priority for the City Investment Plan and we understand the challenges:

- Preston has no supply of Grade A office space in the centre and has seen no new office development in the city centre in over 20 years. The existing supply of offices in Preston city centre is made up of a combination of largely un-refurbished 1960/70s blocks or converted Georgian buildings which have their challenges in terms of layout and infrastructure which limits occupier demand. Average overall office rents in Preston are £9.87 psf, compared to £10.48 psf for the wider Lancashire region. This represents a negative rental growth of -2.9% over 12 months. Rents in Preston are on average 40% lower than Manchester, only 30 minutes away by train, for example. Office space in Preston currently spends on average 14.9 months on the market and there is a vacancy rate of 5.3% compared to 4.9% in Lancashire overall. The net absorption of office space in Preston over the past 12 months is 57,000 sq ft and this figure is skewed as it includes the HMRC lease renewals which would actually produce a negative figure. Given these values, speculative development of Grade A office space is unviable – generally rents need to be in the mid £20s psf.
- As a result, Preston is in the difficult position of not having the type of space that will attract occupiers who will pay higher values and without higher values being achievable the private sector will not be able to finance speculative development. However, a 2020 study by Knight Frank and Pinkus Associates reported significant opportunities for Preston to respond to pent-up demand from occupiers who have had no Grade A office options in the city.
- Although a strategy is in place to deliver new homes in the city centre, its existing stock reflects its historic industrial heritage. Over 80% of the city centre stock is terraced or flats/maisonettes and around a third is social rented. Around 50% of housing in Preston is in Council Tax Band A. In order to be able to attract a wider range of residents, particularly economically active, the city must offer a much better choice of homes.
- Historically Preston's offer was focused on retail. While relatively resilient pre-Covid-19, structural change in this market means we need to diversify and improve the quality of the city's wider offer, particularly cultural and leisure facilities in the city centre, the independent offer and the evening economy to draw in a wider demographic and new visitors. Our evening economy remains dominated by 'wet-led' establishments and the city centre lacks a cinema and a range of family-oriented

restaurant brands. These are issues raised by residents in our What's Your Preston? survey. For comparison goods the city centre is below average for the number of units (28.4% compared to the UK average of 30.6%) but more substantially above average for the proportion of floorspace (40.1% compared to the UK average of 34.6%). The proportion of units occupied by leisure operators falls marginally above the UK average (26.4% compared to the average of 24.1%) but the proportion of floorspace falls below the UK average (22.0% compared the UK average of 25.1%).

- The existing retail and leisure stock is generally quite dated and has lacked investment in recent years. Low rental levels of £26.85 psf in Preston do not incentivise the private sector to invest in existing stock or support new development to stack up. For context retail rental levels average £31.60 in Lancaster and £53.40 psf in Manchester city centre which is 50.3% higher than current average rental levels in Preston.
- A deficit of accessible and affordable spaces for arts and cultural activities in the city, particularly for short term 'pop-up' type exhibitions, studio spaces and arts hubs. Such spaces tend to be available on short leases and the long-term sustainability of such activity is difficult to secure.
- Reliance on short terms grants for arts and culture which offers little guarantee of repeat funding and hampers the growth and development of organisations and individuals. Arts Council England currently invest £7 per head annually across Lancashire's 1.5 million residents, compared to £35 per head in Liverpool and £38 per head in Manchester.
- Preston Guildhall was a major regional and national attraction – hosting the UK Snooker Championships for 20 years. However, this substantial venue has not been able to the respond to the changing leisure market and has to be taken back into the ownership of the public sector.
- As with the office market, low rental levels do not incentivise the private sector to invest in existing stock or support new development to stack up. This is particularly an issue with a number of attractive heritage buildings which could create amazing spaces but require additional investment to bring them back into productive use or to attract quality occupier which will not currently be supported by enhanced rental values.
- Investment in Fishergate and Winkley Square has demonstrated the impact that investment in the public realm can have on surrounding vacant and underused buildings. This positive impact has shone a light on the quality of public realm/streets scape in other parts of the city such as Friargate. Further investment is required in public realm to enhance experiences and encourage visitors to explore the city.
- Preston city centre has a relatively large number of buildings and land which have not come forward for development for many years, in part as a result of viability challenges, but also because assets are held either by 'distant' landlords and/or investors who are not engaged in or with the City, or conversely held by national businesses with a historical connection with the City who are not incentivised to bring forward development. The City and County Council responded to MHCLG's January 2020 consultation for evidence in this regard.

- 2.19 The Covid-19 crisis has seen a dramatic fall in footfall in Preston city centre and across the city. Many businesses in the retail and leisure sector, together with arts and cultural organisations, have had to temporarily close in response to lockdown measures. How many will close permanently is yet to become clear, but it is likely that the impact of the recession

triggered by Covid-19 will significantly affect consumer spending and the prospects for quick recovery of city centre trade. The immediate issue is to reopen the city centre in ways which give residents, students, workers and visitors the confidence to spend time there, and to do so safely in light of continuing social distancing measures.

- 2.20 Covid-19 has also had immediate impacts on the residential and commercial property markets in Preston, although the magnitude of these impacts is not yet clear. House purchase transactions have fallen substantially. There were only 75 sales recorded in Preston in March 2020 compared with 389 in March 2019, and very little activity has occurred since March. A short-term rising in commercial property vacancy is likely as a result of business failures, and changes in working pattern, particularly home-working, associated with Covid-19 may lead to changing requirements for office and other commercial floorspace by businesses. However, it is considered that given the scale of Preston it could benefit from businesses seeing the benefits of smaller accessible locations.

Place: Key Opportunities and Needs

- A significant opportunity for Preston to respond to pent-up demand from occupiers who have not had the option of any Grade A space. Values will not attract the private sector to drive this and public sector intervention is needed to deliver a new CBD for Preston to stimulate new commercial activity in its own right and deliver the essential Grade A office space to support significant research, innovation, and knowledge-based sectors, and complement our existing manufacturing and knowledge assets in our universities, Enterprise Zones and major employers.
- Developer interest in city housing needs to be harnessed through public sector support to ensure abnormal costs around demolition, ground conditions and access can be overcome to deliver new homes. This will diversify the supply and contribute to attracting and retaining more young people and families and their subsequent spending power in the city. A bigger and more diverse residential catchment will also support the city to strengthen and diversify its cultural and leisure offer, including its evening economy.
- We have a wealth of attractive historic assets that can be utilised to enhance and diversify our offer supporting more leisure (including food and drink) and creative industries (linked to its creative history and existing cluster of businesses). Investment in the Harris Museum will be central to this but this must be supported by a critical mass of other attractions and associated uses well connected through quality streetscapes. This includes building further on our successful market and public realm investments, creating new and enhanced destinations supporting the wider Harris Quarter offer.
- The city centre needs further investment that improves public spaces and street scene to support the regeneration of key historic streets and strengthen development values in the retail and leisure sector. There are opportunities to make better use of other key heritage assets in the city centre including buildings, market spaces, public spaces and streets, including the renovation and repurposing of under-used and disused buildings.
- The immediate need to drive footfall back into the city centre to aid the recovery of our businesses and communities from the Covid-19 crisis, and to generate sustained increases in the number of residents and visitors spending time in the city centre. This means investing in the buildings, facilities and spaces that will attract people to the city centre, and to the development of events and new opportunities for participation.
- The opportunity to further improve Preston's market offer, building on the successful investments we have already made. Thriving markets continually adapt to new trends

and tastes, and there is potential for us to make much more of our street food offer and to broaden their appeal to a wider demographic, including young people.

- UCLan is a major asset for the city which needs to be harnessed not only in terms of the physical change that the delivery of its masterplan will support in unlocking and enhancing new investment in the city but also in terms of the value that a strong university has to support the reputation and spending power from its employees and students studying and living in the city.
- Our historic parks are a vital asset to the city and there is an opportunity to enhance the contribution this green infrastructure makes to active living for our residents and our priorities to improve the health and wellbeing of our communities. They are also part of the broader offer that makes the city attractive to new residents, businesses and visitors, and we must ensure that we safeguard and improve them.

Infrastructure and Connectivity

- 2.21 Preston's locational advantage and good connectivity are recognised as real strengths of the city. Strong transport infrastructure and facilities provide good access into and out of the city, and major new investments through £430 million via Preston's City Deal and more recently the Transforming Cities Fund are further enhancing our connectivity and accessibility. This infrastructure is crucial both to achieving our growth objectives for Preston and to our commitments to tackling climate change.

Our Strengths

- Preston Railway Station is the busiest in the North West outside of Manchester and Liverpool, with 4.5 million annual passenger trips and over 1.25 million annual interchanges. Located in the city centre, it is a strategic public transport infrastructure hub where four railway lines converge and frequent direct trains are available to destinations across the country. There are direct services to Blackpool North (4 trains per hour), Edinburgh and Leeds (all 1 train per hour). The opening of Phase 1 of HS2 linking London with Birmingham by 2031 will reduce the travel time between Preston and London by over 25 minutes. Completion of Phase 2, broadly aligned with the end of our 15 year plan, will reduce the travel time between the two cities down to 77 minutes.
- The regeneration of the iconic Preston Bus Station in 2016-2018 provides appealing and modern infrastructure for the city. A network of local and regional bus services, and national coach services, operate from the station, serving over 150 primary communities and destinations across 39 stands. The refurbishment of the station provides an opportunity for both active and sustainable travel through the promotion of multi-modal journeys. The opportunity to transform bus corridors across the city would further reinforce this investment.
- Preston's economy and communities benefit from easy access to motorways including the M6, M61, M55 and M65. Lancaster, Liverpool, Manchester and Salford are within a one hour drive of Preston, and provide excellent access to the Blackpool and Fylde coastline, Pennine Lancashire and the Lake District. The recently completed Penwortham Bypass and the Western Distributor are further enhancing connectivity to the strategy road network.
- There are several city centre sites which are significant development opportunities for Preston. This includes the Preston Station Quarter which has the potential to deliver a major office, knowledge and leisure development; the 25 hectare Stoneygate Masterplan area, a significant opportunity to deliver around 1,600 new

homes in the centre of the city; the £200 million UCLan campus masterplan which would transform the area around the university and links into the city centre.

- Preston has exemplar public realm schemes in the city centre, with the Fishergate scheme as the centrepiece. This scheme demonstrates the distinctive approach to placemaking that is evident in Preston and provides a foundation for future public realm improvements, creating streets that promote walking and cycling, balancing the needs of all road users. The initiative has helped to reduce vacancy rates at a challenging time for high street retail, and enhance the quality of a key city centre corridor.
- Central Preston's digital connectivity is strong. 98.6% of residential and business premises have access to superfast broadband at speeds of 30 Mbps or better, and 77% of premises access to ultra-fast broadband capable of 100 Mbps or better. This is a crucial asset at a time when the digital economy is growing rapidly and when home, mobile and commercial activity demands higher speeds and capacity.

Our Challenges

2.22 Whilst Preston is well-served by its enabling strategic infrastructure, there are issues to address if it is to contribute to achieving the city's economic potential, improve movement and accessibility and deliver clean growth.

- Whilst CO2 emissions per capita in Preston have fallen, the drop has not been as fast as that of Lancashire or England over the last 15 years. Preston ranks amongst the 10 English cities with the highest per capita emissions in the UK. In addition, the city is also in the top 20% of UK cities by levels of transport related pollutants including Nitrogen Dioxide.
- Car use continues to be the dominant mode of travel into and out of the city. There is currently a lack of incentive for residents and visitors to switch to alternative modes of transport. Improvements to public transport, both rail and bus, together with investment in walking and cycling networks, will be needed to provide viable alternatives to the car and encourage sustainable travel.
- The rationalisation of city centre car parking would influence the choice of travel mode that residents and visitors take. The timing of investment in highway infrastructure, such as the Western Ribble Crossing, that would provide new route options away from the city centre, also has a role to play in shifting towards low and zero carbon modes in the city centre, particularly walking and cycling, as traffic levels and severance reduce.
- The 10-year strategy for walking and cycling across Lancashire includes targets to double the number of people cycling, increase the number of people walking by 10%, and bring levels of physical inactivity in every district below the national average, all by 2028. Investment in physical infrastructure, and behavioural measures and initiatives, will be required to achieve these aims and enable clean growth across the city.
- With the continued acceleration of developments in mobile technology and advances in computing technology including artificial intelligence, Preston must keep ahead in the roll out of 4G/5G infrastructure, and continue to secure investment to expand its ultra-fast broadband provision.
- There are still areas of residential and business premises in the city centre which do not yet have access to ultra-fast broadband infrastructure, and some of our communities and businesses lack the resources needed to connect to this

infrastructure. There is a related challenge of ensuring that our communities and workforce have the skills to make the most of changing digital technologies.

Infrastructure and Connectivity: Key Opportunities and Needs

- Our successful City Deal and Transforming Cities Fund investment provides a strong platform for further investment in the city's transport infrastructure and particularly for improvements to movement and accessibility across the city centre. This includes the need for a step change in the provision of walking and cycling infrastructure, combined with behavioural measures and initiatives, to make walking and cycling part of everyday life.
- HS2 and the delivery of the Preston Station Quarter opportunity has the potential to create a new central business district in Preston, as well as a site capable of also being a potential location for a new community health and wellbeing facility for the city.
- The need to invest in strengthening digital skills in Preston, focusing particularly on younger people but recognising also the general need to equip our residents, businesses and workforce with the capability to respond to a rapidly changing sector.
- Supporting the delivery of the UCLan campus masterplan, including opportunities to invest in connectivity and public realm improvements between the campus and the Harris Quarter, and the potential for further developments of innovation facilities in the city centre.

3. Our Vision, Objectives and Strategy

- 3.1 Our Town Deal Board has agreed the following City Investment Plan vision and strategic objectives.

Preston, A Community City - Putting the Richness of Life Within Reach

Vision

Preston: a dynamic, confident and growing city that still feels like home. A city where the full potential of its people, businesses and location are realised; open to investment that secures a sustainable future for all. A well-connected and liveable city with a wealth of talent and character, Preston is Lancashire's distinctive centre for commerce, culture and innovation. Where sky high ambition combine powerfully with civic pride, distinctive place-making and down to earth delivery.

Strategic Objectives

- Develop Preston's strengths in established, growing and innovative sectors including advanced manufacturing and engineering, the creative and digital sector, health and social care;
- Strengthen Preston's economic resilience post-Covid19 by supporting local enterprise, attracting new inward investment and generating high quality new employment that contributes to community wealth building and inclusive growth;
- Deliver new strategic developments which reinforce Preston's role as a major commercial, educational and cultural centre in Lancashire;
- Increase city centre living and retain and grow Preston's working age population and graduates;
- Provide the integrated skills development and training to enable Preston's residents to secure good quality work, develop businesses and increase economic participation;
- Deliver distinctive, diverse, and innovative arts, cultural and leisure facilities and activities;
- Reduce deprivation and improve the health and wellbeing of all our communities;
- Support young people through education, facilities and services in Preston to maximise their potential;
- Create a well-connected and accessible city that supports low carbon journeys and green travel with excellent walking, cycling, public transport (bus, rail and HS2) and digital infrastructure;
- Safeguard and enhance Preston's historic fabric and heritage assets, while maximising the quality and use of the city's parks and open spaces;
- Tackle the impacts of climate change and support the shift to a sustainable and low carbon economy.

Underpinning Themes

3.2 Three themes underpin our vision and strategic objectives for Preston:

- **Delivering community wealth-building and inclusive growth:** We must ensure our recovery from the Covid-19 crisis and the growth we achieve in Preston delivers real benefits to our communities. The change we deliver through the CIP must contribute to our community wealth-building objectives, ensuring that the benefits of future economic growth are shared more equitably.
- **Improving health and wellbeing across all our communities:** We have much more to do to address the adverse health and wellbeing experienced by communities across Preston. The health effects of the Covid-19 crisis have particularly affected older people, BAME communities and those living in more deprived areas of cities, and this has highlighted the need to tackle the underlying factors that lead to adverse health outcomes. We have a strong health and care sector in the city, backed by a university with growing strengths in medical and health care teaching and technologies. We need to organise and develop services and facilities that make the most of these capabilities and enable us to achieve sustained improvements in the mental and physical wellbeing of our residents. In addition to our direct priorities on community health building, the new economic opportunities we generate, our investment in skills development and training, and how we better enable people to access and move around our city centre must all contribute to better health and wellbeing outcomes.
- **Tackling climate change and delivering clean growth:** The economic growth we deliver in Preston must be sustainable in the face of accelerating climate change. The process of identifying our Towns Fund investment priorities has considered how they contribute to the clean growth agenda, and our 15 year strategy for the city recognises that we must support our communities and businesses to prepare for and manage the impacts of climate change.

Our 15 Year Strategy

3.3 This is a 15-year City Investment Plan (2020-35) with our Towns Fund investment programme nested in a framework of longer-term priorities for the city. Over the past few years, stakeholders in Preston have committed to strategic priorities driven by the challenges and opportunities we describe in Section 2. This provides the foundations for our 15-year strategy.

3.4 Our priorities are:

- 1. Transforming Preston's cultural infrastructure, focusing on our cultural and leisure facilities, spaces and programmes.
- 2. Supporting the recovery, growth and resilience of Preston's economy.
- 3. Securing major commercial and transport investment focusing on Preston's Station Quarter.
- 4. Delivering a ground-breaking approach to community health and wellbeing in the city.
- 5. Expanding and diversifying the housing supply to significantly boost city centre living.
- 6. Achieving a step change in sustainable movement and accessibility in the city by delivering Preston's Transport Plan.

- 3.5 Our collective work on our Towns Fund proposals has sparked greater collaboration, new ideas and fresh thinking about priorities for the city, as well as how our proposal will contribute to the delivery of longer-term priorities.
- 3.6 We have come together to ensure this strategy adds up to much more than the sum of the priority investments we identify. Each of our investment priorities is intended to reinforce and add value to the others in the following ways:
- Development of our city centre cultural and leisure infrastructure, particularly concentrated within the Harris Quarter, will aid Preston's recovery and regeneration, and enhance the economic resilience of our vital retail and leisure core in challenging times.
 - A much-strengthened city centre offer will encourage commercial and residential investment, and capitalise on priorities we identify to deliver a new commercial quarter at Preston Station and our objective to significantly expand city living.
 - We attach high priority to community health and wellbeing in its own right, but our wider investment priorities will generate new economic opportunities for our residents and new opportunities to engage with and participate in the cultural life of the city, both of which are now strongly associated with positive health outcomes.
 - Our investments in the city's transport infrastructure and connectivity underpin our inclusive growth objectives and our commitments to making Preston a more sustainable place that delivers clean growth. Improvements to our infrastructure will in turn further contribute to better community health and wellbeing outcomes.
 - The focus of our Towns Fund investment in and around the city centre will deliver change in the most accessible area of Preston by public transport, walking and cycling, further contributing to our clean growth objectives.

Key Outcomes

Economy

- A resilient and growing Preston economy creating good quality new jobs and new businesses
- A more productive economy driven by collaborative innovation and investment in higher value economic activity in the city
- A distinctive, thriving and expanding creative, cultural, retail and leisure sector which underpins the vitality of the city's economy.

Social

- Significant and lasting improvements in the health and wellbeing of Preston's resident communities
- Sustained reductions in deprivation levels, particularly in the health, income and employment domains
- Resilient stakeholder partnerships which reflect the diversity of Preston's communities and our commitment to a fairer society

Environmental

- Sustained reductions in CO2 emissions, congestion and air pollution
- Significant increases in the use of public transport, cycling and walking
- Increased resilience of infrastructure to climate change impacts

3.7 The key economic impacts of our CIP are:

Economic Impacts

- Increased economic output (as measured by Gross Value Added)
- Increased Full Time Equivalent Jobs
- Reduction in carbon emissions

3.8 [TBC Diagram needed to summarise the 15 year investment priorities - OPEN]

1. Transforming Preston's Cultural Infrastructure

3.9 Culture is central to our plans to transform Preston. Grassroots and community activities and events, city-wide festivals and celebrations, our sports teams and hosting of sports events, the 20 yearly Preston Guild, the city's arts venues, museums and libraries, and the growing number of creative organisations and businesses which have their home in Preston are a vital part of what makes the city distinctive and different. We recognise the value of culture in making our Community City a more vibrant, attractive, inclusive and appealing place in which to live, work, visit, study and invest.

3.10 Smart and targeted investment in cultural activities and infrastructure in Preston will bring significant benefits to our residents, businesses, and economy. It will raise the profile of our city and what it has to offer within Lancashire, across the North West and nationally. It will support Lancashire's wider cultural ambitions and objectives, with The Harris being the prime cultural institution in the County, as well as enable important national, regional and local collaborations. There is clear evidence to show that participation in and engagement with arts and culture in all its forms has positive impacts on community health and wellbeing, and we are committed to investments which will improve the lives of Preston's residents. As we recover from the Covid-19 crisis, our creative and cultural sector, which has been hit hard by the crisis, will make a major contribution to bringing people back to our city centre and restoring its vitality.

3.11 We recognise that Towns Fund investment, as part of our CIP, will support the recovery of towns in Lancashire with Preston one of five areas in the county with investment plans which can collectively contribute to sustainable growth across Lancashire and the region. The Towns Fund Board will seek to maximise the complementarity value where projects within our investment plan align with priorities and projects of Lancashire's other Town Deals.

3.12 Our specific priorities are to:

- Implement a bold new 12-year Cultural Strategy for Preston. The new strategy, currently in development, has been shaped both by Preston's creative community and Preston's Cultural Framework board.
- Revitalise the cultural, arts and leisure offer within Preston, focusing through our Towns Fund investment on creating a city centre, particularly the Harris Quarter area, which attracts more day and evening visitors to facilities and activities and provides a broader and more diverse range of reasons to spend time and money there.
- Delivering a high quality offer that attracts visitors from within Lancashire and beyond, converting day visitors to overnight stays.
- Enhance our cultural infrastructure to maximise Preston's role and contribution to Lancashire's ambitions to strengthen its cultural and creative sector, and to secure major cultural events, such as City of Culture 2025.

- Strengthen Preston’s capacity to deliver a diverse and coordinated programme of cultural activities and events across the city, providing and scaling-up the indoor and outdoor facilities and spaces which enable us to host a diverse range of events and activities.
- Maximise the benefits delivered through this programme and implement a new ‘Preston’ approach to the branding, animation and activation of spaces and facilities.
- Embedding diversity, equality and collaboration through working closely with our arts, cultural and leisure facilities and our creative and cultural organisations and networks to deliver programmes which increase participation, develop skills and reflect the diversity of communities.

3.13 The focus on these priorities is driven by:

- Evidence about the essential role that a thriving cultural and leisure offer plays in creating a strong sense of place and in supporting urban regeneration. Preston has the opportunity to develop a cultural quarter through the re-use and regeneration of buildings and public spaces, particularly around the Harris Quarter, to cultivate arts and cultural excellence and to provide platforms to showcase it. An enhanced cultural and leisure offer is established as a key priority in Preston’s 2016 City Centre Plan, and we must accelerate the progress we are making.
- Preston’s key role as a centre in Lancashire for the creative and cultural industries. The city accounts for 13% of all Lancashire’s creative industries employment and 11% of all creative industries’ businesses, while it has home to a diverse and vibrant creative freelancer community, as well as a wide range of creative and cultural organisations, including community-based organisations.
- The opportunity to increase the economic contribution the visitor economy makes to Preston, which already includes 7 million visits to the city each year and £330 million in expenditure.
- The need to close the gap between investment in the arts and culture in Lancashire and larger cities in the North West. Arts Council England (ACE) currently invest £7 per head annually across Lancashire’s 1.5 million residents, compared to £35 per head in Liverpool and £38 per head in Manchester.
- The part that cultural activities, events and facilities will play in driving footfall back into the city centre as we emerge from the Covid-19 crisis. In the short-term, safe and accessible indoor and outdoor spaces will be vital in building the confidence of residents and visitors about returning to the city centre. In the longer-term, and expanded and diversified arts and cultural offer will ensure the city centre’s resilience in the face of continued pressure on the retail and leisure industry.
- The contribution that participation in arts, cultural and creative activities makes to our community wealth building priority, developing the capacity and capabilities of our cultural workforce, our cultural organisations, and institutions and facilities to engage our communities and ensure Preston provides opportunities for people from all communities.
- The contribution that participation and engagement in arts, cultural and creative activities makes to our community health building priority. The intersection of culture, health and wellbeing, and community empowerment is a key focus for UCLan and The Harris and the potential for the development of a new Centre For Civic Renewal. The connection between engagement and participation in cultural activities and positive health outcomes is now well-established, highlighted as such in research by the Local Government Association into the role of culture in regeneration and in

the Department for Culture, Media and Sport's recently published manual on embedding culture into Local Industrial Strategies.

- Ensuring that Preston makes a significant contribution to Lancashire securing 2025 City of Culture status. Securing City of Culture status is part of our ambition to positively redefine Lancashire, and would provide a powerful post-Covid-19 stimulus as we mobilise for it.

3.14 Our short, medium and long-term priorities are:

- Short term 1-2 Years:
 - Harris Quarter Pops Up – The re-purposing of Preston's market area and public spaces as a safe spaced bar and street food zone with pop up events and performance space
 - Co-ordination and implementation of a Preston-wide events programme and animation of spaces, connecting the city's public realm including Winckley Square, Bus Station, Flag Market and UCLan square with a dynamic and high quality year long offer. Introducing a programme of pay to attend events to support the diversification and quality of the offer
 - Campaign to attract commercial events into the city using Moor Park outdoor events space, Bus Station and UCLan square generating increased income and economic impact
 - Delivery of the biennial Lancashire Encounter Festival in 2021 and the growth of the project to include the development year in between festivals, upscaling towards Lancashire City of Culture 2025
 - Coordinated and enhanced marketing approach to the city's cultural offer including cultural itineraries, external awareness and building on the day visit to extend to weekend stays
 - Enhanced public realm in key cultural locations, such as the Harris Quarter, to provide an enhanced setting for key cultural assets as well as for hosting events
 - Building illumination and wider lighting and digital enhancements within the Harris Quarter and other key locations, complementing the events and animation programming.
 - Delivery of the new cinema and leisure development (Animate) adjacent to the regenerated markets
 - Delivery of the Re-imagining the Harris outreach and engagement programme during building closure
 - Development of the cultural governance infrastructure, enhancing the current Cultural Framework Board model into a sustainable and strategic culture leader for the city. Development of the independent artist led Bew Time Collective to ensure a sustainable role in the growth of the city's cultural offer
- Medium term 3-5 years:
 - A reimagined Harris and continued outreach and engagement programme
 - Redevelopment of publicly owned buildings in the Harris Quarter – including for cultural, creative and community uses.

- Artist led animation of the public spaces and assets in the Harris Quarter including the Markets complex, Bus Station and Guildhall
- Established weekend overnight market working with Lancashire partners to develop a strong and sustainable tourism offer
- Lancashire Encounter Festival secures multi-year funding and establishes staff resource to deliver ambition.
- Continuation of Expanded City cultural project connecting new housing areas on the outskirts of the city with the city centre.
- Successful bid and delivery of the Lancashire City of Culture 2025
- Guildhall to be operational again including the potential for wider community and cultural use of the building
- Longer term 5 years +:
 - Nationally profiled special exhibitions programme embedded at the Harris
 - Successful delivery of the next Preston Guild in 2032
 - A fully refurbished Guildhall
 - A new multi-purpose 4,000-6,000 capacity 'Preston Arena' to accommodate a range of events and conferences

3.15 Targets:

- Increase in number of visitors to Preston from Lancashire and beyond.
- Increase overnight stays from visitors
- Increase in footfall within the city centre
- Increase in visitor spending in the city
- Increase in number of cultural organisations and employment in cultural and creative industries
- Increase in number of events held in Preston, including pay to attend.
- Increase in cultural participation amongst Preston residents
- Improvements in mental health and well-being linked to participation in arts and culture

3.16 Strategic alignment:

- Preston City Centre Plan
- Preston Cultural Strategy
- Preston Local Plan
- Remade: A Cultural Strategy for Lancashire
- Lancashire's City of Culture 2025 Bid

3.17 Delivery partners:

- Harris Museum, Art Gallery and Library
- Preston Cultural Framework Board
- Preston City Council

- Lancashire County Council
- Creative Lancashire
- Lancashire LEP
- Arts Council England (North West)
- Preston BID
- UCLAN
- Independent and Community Arts Sector
- Private sector

3.18 What else do we need from government?

- Continuation of revenue support to protect our built heritage across the city, especially our Grade I listed buildings, with the scope to use the ACE's Cultural Investment Fund more strategically across the city.
- Access to ACE strategic funding to develop our approach to cultural capacity building to support opportunities for young people in the arts and cultural sector in the city.

2. Supporting Preston's Economic Recovery, Growth and Resilience

3.19 Our CIP will drive Preston's recovery from the Covid-19 crisis and support sustainable and inclusive growth in the city. Directly and indirectly, the interventions we have identified will support employment sectors in the city region such as advanced manufacturing and engineering, health and social care, financial and professional services; nuclear, arts, cultural, creative and digital sector. Our investments in our city centre cultural, youth and leisure facilities, new housing, commercial development in the Station Quarter and our transport and movement infrastructure will make Preston a more attractive and sustainable place for residents for workers and for investment. By offering a greater range of activity, both daytime and evening, the city centre itself will be able to better exploit its locational advantage, its connectivity, its proximity to major employment sectors and its assets such as UCLan, and become a more natural location of choice for business to locate and to grow.

- Innovation: Working with our partners, a business case for a new Innovation Hub for the city at UCLan is being developed aligned with the LEP's Innovation Plan. This has the potential to deliver high quality incubator/SME office space for businesses across high growth sectors in a city centre location. The Hub would form an important part of the wider innovation ecosystem in Preston and Lancashire and complement other assets such as the Engineering Innovation Centre and Propeller business growth hub at UCLan, as well as the AMRC NW and Lancashire Enterprise Zones.
- Aerospace Innovation: Lancashire is one of the leading locations in the UK for aerospace and is at the heart of the 4th largest aerospace cluster in the world. Given the emerging changes to both the civil and military aerospace sectors, we need to ensure that Preston and Lancashire are well placed to take advantage of and maximise opportunities. For example:
 - The Lancashire Enterprise Partnership has established an aerospace task force to ensure we retain key capabilities despite recent right-sizing and

redundancies across the local supply chain. Working with the North West Aerospace Alliance, a Watchtower proposal has been developed to support otherwise strong businesses to survive the pandemic.

- Supported by the Lancashire Enterprise Partnership, The University of Central Lancashire (UCLan) and BAE Systems have developed a proposal for a world-class innovation cluster for the development, test and manufacture of civil Unmanned Aerial Vehicles (UAVs) in Lancashire. The cluster would be built around BAE Systems' Warton Aerodrome and include business development facilities on the adjacent Enterprise Zone and at UCLan's new £35m Engineering Innovation Centre (EIC) in Preston. The EIC is already home to state-of-the-art aerospace and flight simulation environments that sit alongside UCLan's established and expanding portfolio of aerospace and related engineering courses.
 - Supporting skills development and training for the aviation and aerospace sector. This could be driven further by closer collaboration between the aerospace sector and UCLan and the establishment of a new regional sector skills and training facility at the Preston campus.
- Energy / Clean Growth: The Springfield site less than 5 miles from the center of Preston is home to both Westinghouse Nuclear Fuels and the National Nuclear Laboratory. These businesses are keen to fully utilise this nuclear licensed site and have set out an aspiration to create a Clean Energy Technology Park, developing low costs nuclear solutions to help the UK reach its carbon neutrality target by 2050. Already the NNL onsite has been awarded £10m to develop lead freezing test equipment, a technology options which is being explored to support a new generation of Modular Reactor technology. This site will be talent hungry and the improved quality of life offer in the city will further support this.
- Health and wellbeing innovation: If Preston's economy is to grow and become more resilient, improving the health and wellbeing of our residents is both an enabler and an outcome. As an anchor institution in our city, UCLan is a leading university in the north of England for health, social care and related fields. Preston City Council and UCLan are actively exploring the potential for a new community health and wellbeing hub facility to be located in the city centre. This could provide a base for community health and wellbeing facilities for students and residents, with a presence for UCLan's health departments, NHS services and potentially some sports and active living facilities.
- Workforce skills and training: In addition to specific projects as part of our Towns Fund priorities, the process of preparing the City Investment Plan has accelerated dialogue between UCLan, our Colleges and skills development and training providers about strengthening provision for our young people. We are actively looking at both our facilities and services, including how we deliver careers support and guidance and the skills development and training for the changing world of work.
- Community wealth building: Working with our expanding cooperative and social enterprise network to deliver business incubation and enterprise support facilities in repurposed buildings and floorspace. These facilities would play a role in targeting under-represented groups in our communities (e.g. BAME, young people, refugees) to support increased levels of business starts, and to ensure that more of the value that our economy generates is retained within the city.

3.20 The priority we attach to this area is driven by the need to:

- Boost productivity in Preston, closing the gap to the UK as part of our contribution to levelling-up the economy, reducing the disparity between Preston and the more prosperous areas of the UK and ensuring the city plays its full part in recovering and bouncing-back from the economic impacts of COVID-19. Investment in our innovation infrastructure and measures to support the shift to higher skilled and higher paid business activity in the city are an important step to achieving this. Tackling the productivity gap is a priority identified in the emerging Lancashire Local Industrial Strategy, and key economic challenge nationally.
- Recognising the role that Preston plays as a centre for the Professional and Business Services sector across Lancashire which will provide the support and investment needed for Lancashire's continued competitiveness.
- Tackle under-performance in the survival of businesses in the £1-2 million turnover range, and the need to strengthen support for scale-up businesses as they look to accelerate their growth.
- Addressing the persistent under-representation of some of our communities in Preston's enterprise base, addressing the barriers to starting and developing a business that limit their potential.
- Ensure that young people and Preston's workforce generally are continually supported to develop, maintain and re-orientate their skills for a changing economy.
- Respond to the skills shortages which are a constraint on the performance of Preston's businesses, reflected in employer skills surveys.
- Contribute to our recovery from the Covid-19 crisis by enabling our residents to develop new skills and retrain.

3.21 Our short, medium and long-term priorities are:

- Short term 1-2 Years:
 - Develop the business case for the Innovation Hub.
 - Develop the business case for the aerospace skills initiative.
 - Development of a city-centre based Careers and Employment, Information, Advice and Guidance (CEIAG) service to support residents, particularly young residents, in accessing skills training and employment opportunities.
 - Review and further development of Preston Model to incorporate Community Health and Wealth building.
 - Preston businesses secure further benefit from Boost: Lancashire's Business Growth Hub which aims support a further 1,450 businesses in the county, creating 1,350 jobs and helping to establish 200 business start-ups across Lancashire from January 2019.
 - Establishment of 10 worker cooperatives through the Preston Cooperative Development Network.
 - Further development of Preston Partnership through increased, diverse membership and proactive role in facilitating development and investment in the city.
- Medium term 3-5 years:
 - Delivery of the Innovation Hub

- Preston further embedded in the in the aerospace skills network and supply chain and delivery of business development facilities as part of the innovation cluster for the development, test and manufacture of UAVs.
- Initial establishment of the Clean Energy Technology Park at Springfield.
- Preston Youth Zone completed, operational and working in partnership with CEIAG to provide advice, training and employment opportunities for young people.
- Phase 1 of the Grade A office accommodation and the Community Health and Wellbeing Hub deliver full range of employment opportunities.
- Animate is completed supporting new employment and diversifying Preston's cultural and leisure offer.
- Harris Quarter Assets are regenerated and brought back into beneficial use supporting new employment and a mix of uses.
- Longer term 5 years +:
 - Full occupation of the Clean Energy Technology Park at Springfield.
 - New Government Hub and further phases of Grade A office accommodation in Station Quarter provides further significant employment opportunities.
 - Arrival of HS2 services strengthens Preston's strategic connectivity presenting significant economic development opportunity.

3.22 Targets:

- Higher gross value added generated in Preston's economy
- Increased business investment in research and development.
- Increase in number of new businesses, including social enterprises and community owned businesses.
- Improvement business survival rates
- Increase in employment in Preston's key sectors
- Support around 2,500-3,000 individuals annually at the CEIAG
- Higher numbers of residents in work-based skills and training programmes
- Increases in proportion of residents with higher level qualifications

3.23 Strategic alignment:

- Preston Local Plan
- Preston City Centre Plan
- Lancashire Local Industrial Strategy
- Lancashire Economic Recovery Plan - Re-defining Lancashire: Our Approach to Recovery
- Emerging Greater Lancashire Plan
- UK Industrial Strategy

3.24 Delivery Partners:

- Preston City Council

- UCLan
- Preston's College
- Cardinal Newman College
- Preston's cooperative and social enterprise networks
- Lancashire County Council
- Lancashire LEP
- Lancashire Skills & Employment Hub
- NHS Greater Preston CCG

3.25 What else do we need from Government?

- Proactive dialogue with government and agencies regarding comprehensive occupation of government hub to include all departments based in Preston.

3. Delivering a new CBD at Preston Station Quarter

- 3.26 Lancashire is a key driver of the GVA within the UK and Preston is its commercial centre. However, Preston currently significantly underperforms in terms of providing a critical mass of high-grade office and commercial space and accompanying high-grade commercial activity. Developing the role of Preston city centre as a hub provides a place-based opportunity to transform productivity.
- 3.27 A new CBD in Preston will not only develop commercial activity in its own right but it will also provide the essential Grade A office space to support significant research, innovation, and knowledge-based sectors, and complement our existing manufacturing and knowledge assets in our universities, Enterprise Zones and major employers. Analysis by specialists including by Mott MacDonald, BE Group, Austin Smith Lord, LCC and PCC (in 2017) and Genecon (2019) and Deloitte (2020) has demonstrated the potential of creating a new commercial quarter of up to one million sq ft of office, knowledge and supporting uses in the areas around Preston Railway Station.
- 3.28 Occupier demands were changing before Covid-19 and this will be accelerated as we move out of the pandemic. Business will demand more choice in workspace and seek accommodation that will meet the needs of new methods of working and collaborating.
- 3.29 Given the significant role the station plays and will continue to play in Preston and Lancashire, the presence of two major anchor institutions, and the pent up demand for post Covid-19 new quality office accommodation it is clear that there is a significant opportunity to bring about a comprehensive transformation of the Preston Station Quarter.
- 3.30 Such a transformation will enhance the station's presence within the city centre and its relationship to existing and proposed development, including UCLan's city centre campus and the cultural regeneration of the Harris Quarter, our focus of Town Deal investment and home to Preston's other major transport hub, the bus station.
- 3.31 A Strategic Regeneration Framework (SRF) for the new commercial quarter is being developed by the County Council in partnership with the City Council. The SRF boundary incorporates private and public sector land ownerships, with LCC and Network Rail having significant holdings. The SRF will set the framework for a city hub for education, wellbeing, enterprise, government and business. UCLAN is a key partner in this vision, which will:
- Deliver Grade A office space to retain existing private sector occupiers within Preston and Lancashire.

- Attract new business to the region, for example those businesses within the region's nuclear, advanced manufacturing and digital sectors, who need to locate in a city centre environment to attract and retain a skilled workforce.
- Retain and attract key public sector occupiers (including key office-based government department functions in the city, including HMRC, DWP, CPS, Ministry of Justice, Valuation Office and Immigration Office), business HQs, and government departments and realise growth opportunities that are intrinsically linked to city centre success.
- Provide a welcoming gateway to the city centre which does not currently exist, providing high quality public realm which flows from Fishergate to the University campus and through the retail core to the Harris Quarter
- Capitalise on the potential for Preston to be established as HS2 linked station, delivering commercial floorspace in a location which gives occupiers rapid access to the HS2 network.
- Set the context for work with FirstGroup Consortium for North West Coast Franchise to make the case for Preston Railway Station to be transformed into a high-quality contemporary transport hub.
- Deliver a digital command centre for the management of functions across the city such as traffic control, waste collections and street scene.
- Draw the UCLan campus towards and to face the city centre.
- Accommodate a Community Health and Wellbeing building.

3.32 The need to focus on this priority centres on:

- Ensuring that Preston can fulfil its potential as the commercial centre of a substantial concentration of knowledge intensive industries, business clusters and innovation assets based around UCLan and the M55, M6 and M65 east-west corridor. by offering the types of space demanded by higher value sectors, such as ICT and professional services. businesses who want to be located in well-connected locations to support operations and the attraction and retention of talent.
- Public sector transformation and reform.
- The absence of new Grade A offices in Preston and evidence on unmet demand for new supply in central city locations from growth sectors including.
- The need to drive up commercial development values in the city centre and provide a strong market signal about the strength of Preston as an investment location.
- Closing the productivity gap by providing the facilities to attract higher value, knowledge intensive business sectors to the city, building on the substantial concentration of such industries and innovation assets already based around UCLan and the M55, M6 and M65 east-west corridor.
- Providing the platform for business and employment growth in the city that will help Preston meet its objective of delivering more and better-quality employment to retain skilled people and graduates.
- The need to build on the regeneration and development momentum generated by our City Deal, which targets the creation of 25,000 jobs and the delivery of 17,400 homes, and the £340 million of transport infrastructure investment that underpins it.
- Similarly, to capitalise on recent city centre investments in Fishergate, Winckley Square, Preston Market and the Bus Station which have delivered major improvements to buildings and infrastructure in central Preston.

- Capitalising on Preston’s Transforming Cities Fund award, which aims to drive up productivity through improved intra-connectivity focused on public and sustainable transport modes. Preston city centre, station and the proposed new commercial quarter sit at the hub of the programme of measures and initiatives.
- Maximising the potential of Preston station as a major transport hub and the significant advantages the location offers in terms of sustainable and clean travel to and from the city. Preston station is already the busiest rail passenger hub in the North West outside Manchester and Liverpool, and demand is forecast to increase by 30% over the next 15 years.

3.33 Our short, medium and long-term priorities are:

- Short term 1-2 years:
 - Establishment of Preston Station Quarter Board with the two Councils and UCLan
 - Prepare and adopt a Preston Station Quarter Strategic Regeneration Framework
 - Develop a comprehensive and phased commercial delivery plan with private sector partners
 - Align spatial thinking with the need for public sector reform and transformation
 - Ensure HS2 Hybrid Bill can accommodate comprehensive development at Preston Station
 - Strategic acquisitions
- Medium term 3-5 years:
 - Construction of new Grade A office provision- Phase 1
 - Development of business case for Community Health and Wellbeing Hub and projects focused on preventative community health and wellbeing
- Longer term 5 years +:
 - Construction of government hub
 - Transformed delivery of public services
 - Delivery of HS2 modifications
 - Significant improvements to Preston Station and adjacent public realm
 - Construction of New Grade A office provision – Phase 2

3.34 Targets:

- Increase in employment in knowledge-based sectors
- Increase in commercial rental values and land values
- Increase in the provision of Grade A office space in the city
- Increase in Gross Value Added generated by Preston
- Retain more graduates and attract more talent to the city
- Increase in rail use for travel to work, leisure and services

3.35 Strategic Alignment:

- Preston City Centre Plan
- Preston Local Plan
- Preston Transport Plan
- City Living Strategy
- Lancashire Industrial Strategy
- Transforming Cities Fund
- City Deal
- Lancashire Economic Recovery Plan - Re-defining Lancashire: Our Approach to Recovery

3.36 Delivery Partners:

- Preston City Council
- Lancashire County Council
- City Deal
- UCLan
- Network Rail

3.37 What else do we need from government?

- Commitment to investment in HS2 Hub in Preston.
- Ensure sure that HS2 / rail industry also have the powers to deliver works inside and outside the station footprint which are out of their scope.
- HM Government is a key stakeholder in the regeneration of Preston city centre both through its investment in programmes such as City Deal and as an occupier of buildings, both directly and through outsourced contracts.
- Consider the ability to use other mayoral powers, such as those relating to development corporations as appropriate.
- DfT to facilitate discussions with Network Rail on land and assets relating to Preston railway station
- Work with local stakeholders to support mutually reinforcing outcomes of linked opportunities, including Transforming Cities Fund, Town Deal/Fund to achieve a transformational level of delivery.

4. Building Community Health and Wellbeing

3.38 Poor levels of population health and wellbeing are currently holding Preston back as a high performing City; yet Preston is a strong Community City; a city where community wealth building is rooted in neighbourhoods and the local economy. This approach to building wealth through local communities and wellbeing from the bottom up, has singled Preston out as a very special local success story in the North of England and it has become a national case study for this reason.

3.39 At the same time, jobs and training opportunities in health and care present great opportunities for Preston as part of the Town Deal proposals. Health and wellbeing is a key

priority for Preston and plays a key role in our Towns Fund investment programme and this longer-term City Investment Plan.

- 3.40 Currently, both Preston men and women are in the bottom 10% of UK life expectancy. Men in Preston are in the bottom 8% while women are in the bottom 7% in the UK. Preston people also have far fewer number of years where they are in good health compared to other parts of Lancashire and the UK. ◆
- 3.41 Preston City Council has included health and wellbeing as a key priority in its Core Strategy and the Greater Preston Clinical Commissioning Group and other NHS organisations have included a focus on Preston in the “Our Health - Our Care” partnership health and wellbeing plan.
- 3.42 Preston has the potential to develop a ‘whole place, whole system’ preventative health and wellbeing strategy and associated action programme, with our Towns Fund investment and longer-term CIP supporting this process. Unless the population of Preston enjoy good mental and physical health; they will be less able to take part fully in everything our city has to offer. Community wealth building and community health building are intrinsically linked. A wealthy city, rich in its community, cultural and social infrastructure needs a healthy, happy vibrant community at its core.
- 3.43 Preston does not currently have its own dedicated Health and Wellbeing Plan. There is therefore a need in the next year to spend more time with dedicated capacity and expertise refining business cases for the development of community health and wellbeing facilities and local projects in the city centre.
- 3.44 The “Our Health - Our Care” business case for change approved by partners in 2018 sets out the need to better serve the population of Central Lancashire with measures to target health inequality, disease prevalence, early intervention and prevention and more connected services in local neighbourhoods.
- 3.45 Cycling and walking is a key feature of our Towns Fund bid and our longer-term City Investment Plan, with projects designed to encourage more physical activity and movement. A “Preston Moving” campaign comprising local cycleways such as the Guild Wheel, parks and open spaces as “green lungs” in the heart of the City will be combined with a social movement for moving reaching out to local schools through a Daily Mile including lunchtime walks with local employers and community and voluntary organisations.
- 3.46 Skills development and future job creation in the health and care market is critical for the success of Preston. Health and care is one the most rapidly expanding areas of the economy both nationally and locally. As the UK’s ageing and over 80 years’ population increases as a percentage of the overall population, there is subsequently more demand for specialist caring jobs in the local labour market.
- 3.47 UCLan as a city centre based international university, with a newly recognised Medical School, is ideally placed to ensure local Preston students can take advantage of this growing jobs market and the University has well-developed ambitions to expand its offer to all students and to local health and care employers through offering bespoke health and social care training, qualifications and work placements. Ensuring health and care as a potential careers option at schools and colleges is a key priority for the Town Deal Board.
- 3.48 Greater Preston CCG’s are supportive of the need to pursue a holistic Health and Wellbeing Strategy for Preston, to pursue the Community Health Building Hub and also to second a senior member of staff from the CCG to Preston City Council who would bring the bespoke expertise needed to fully develop these concepts.
- 3.49 Without good health we have nothing. Putting health and wellbeing both of citizens and of the local economy at the heart of our 15 year plan and Towns Fund bid is vital. Our priority

is to be bolder. We need to deliver an innovative new approach to the provision of community health building, including facilities and services at the heart of Preston:

- A bold, forward-facing Health and Wellbeing Strategy for the city. A city which places community health building on a par with inclusive growth and community wealth building and recognises the role of health and wellbeing as a cornerstone of a successful approach to the economic development and regeneration of our city.
- A city centre multi-agency community health and wellbeing hub which is based around a collaborative approach between key partners in the city to address how we deliver services locally to meet a wide range of needs. The hub could incorporate:
 - GP practices - many currently housed in older properties in and around the city centre could be co-located within a purpose-built, more accessible modern facility with a range of complementary services in the same building.
 - Community services, including health visitors, mental health support teams, district nursing, community physiotherapists etc could be brought together from existing disparate premises to serve the population in and around the city centre.
 - Wellbeing services, social prescribing, health and fitness services commissioned from local community and voluntary organisations could also be part of the hub.
 - Active Lancashire have highlighted a series of potential projects for inclusion within the centre and also in and around the city centre.
 - Sports facilities. As part of this, UCLan has an ambitious sports strategy and would like to further develop leading facilities in the city to fulfil the opportunities and health and wellbeing benefits that sport can bring to Preston.
- Preventative community health initiatives such as the Daily Mile in schools and workplaces, healthy eating initiatives with community groups and other local mental health support projects would be important catalysts for an improvement in healthy life expectancy as well as the potential Health & Wellbeing Hub.
- Linking schools and young people to opportunities and career pathways in the health and social care sector
- The OnSide Youth Zone – a focal point for bringing young people from different communities together and building their confidence, aspirations and skills and supporting their wellbeing.

3.50 The need to focus on this priority centres on:

- Preston does not have its own Health and Wellbeing Strategy as it forms part of the wider “Our Health – Our Care” plan
- High levels of health deprivation and poor health outcomes on a range of indicators for some of our communities
- Proven demand for a community health & wellbeing hub in the city centre communities.
- Partners in the Clinical Commissioning Group, NHS Transformation Unit, Lancashire County Council, Preston City Council, Lancashire teaching Hospitals

NHS Foundation Trust are all fully supportive and have backed a previously unsuccessful funding bid

- GP practices are currently primarily housed in small single-handed practices in and around the city centre and would benefit from being co-located in an accessible, networked community health and wellness hub
- UCLan have some exciting proposals to increase learner capacity in the health and caring professions which will see a huge expansion over the next decade
- UCLan also aspires to develop its sports and leisure facilities which would play an important role in supporting the city's, as well as Lancashire's, health and wellbeing priorities
- The Youth Zone's track record in other locations of contributing to significant reductions in anti-social behaviour in town centres (e.g. 60% in Chorley, also in Central Lancashire).

3.51 Our short, medium and long-term priorities are:

- Short term 1-2 years:
 - Establishment of a Community Health and Wellbeing Building Board
 - Through capacity funding and partners support, develop a 5 year Community Health and Wellbeing Strategy
 - Development of enhanced Section 75 agreement for an Integrated Health and Care Partnership in Preston between Lancashire County Council, Greater Preston CCG and Preston Council. This would be a first in Lancashire and incorporate primary care, adult social care, drug and alcohol and mental health services into a seamless service.
- Medium term 3-5 years:
 - Development of business case for Community Health and Wellbeing Hub and projects focused on preventative community health and wellness.
 - Commence local preventative health and wellbeing projects in partnership with local communities, charities, churches and mosques
- Longer term 5 years +:
 - Construction of Community Health and Wellbeing Hub.
 - Potential devolution deal for health and care as part of Combined Authority ambition

3.52 Targets:

- Improvement in healthy life expectancy to be determined.
- Reduction in the number of low birth weight babies.
- Increase in the number of residents registered with a local GP.
- Increase in the number of local residents taking advantage of health and wellbeing checks.
- Increase in levels of physical activity among target populations.
- Reduction in level of childhood obesity.

- Increase in the number of children starting school at the age of four defined as “school ready”.
- Risk stratification of “at risk” individuals and families and an increase in the percentage with a personal plan to improve their health and wellbeing.
- Increase in percentage of the population describing themselves as in “good health”
- Reduction in the number of people claiming sickness benefits.
- Decrease in the number of people who describe themselves as lonely social isolated.
- Increase in the number of young people taking advantage of training and employment opportunities in health and care through local access courses at UCLan.

3.53 Strategic alignment:

- “Our Health – Our Care”
- Central Lancashire Integrated Care Partnership”
- “Healthier Lancashire and South Cumbria” Case for Change

3.54 Delivery Partners

- Preston City Council
- UCLan
- Lancashire County Council
- NHS Greater Preston CCG
- Lancashire Teaching Hospital
- GP Federation

3.55 What else do we need from government?

- Potential for health and care devolved powers linked to Combined Authority and a directly elected Mayor.

5. Transforming our City Living Offer

3.56 The City Council and its partners have over the last five years been developing a strategy to transform the residential offer in the city centre. The latest City Living Strategy (Spring 2020) articulates the attributes that Preston already offers as a place to live and the opportunities for investors and developers to work with the Council to deliver new homes across the city centre. It highlights a number of schemes that are being delivered and those with planning permission. It also identifies over 20 sites available for residential development within the city centre and the surrounding inner core neighbourhoods. These sites offer different opportunities from landmark apartment towers in the city centre to family homes in more suburban locations. The City Living Strategy was due to be launched at MIPIM 2020, but had to be postponed due to Covid-19. A safe launch event is being held targeting developers, landowners, housing associations and registered providers and other key stakeholders

3.57 Towards its aim of transforming its City Living offer, the Council has already:

- Secured Housing Zone status from Homes England

- Established robust governance arrangements, including with LCC and Homes England
- Started to articulate specific policy expectations for example through the Stoneygate Masterplan (see below)
- Undertaken extensive landowner engagement and wider public consultation
- Prepared the Stoneygate Implementation Plan (including area prioritisation)
- Prepared the City Living Strategy and Homes England compliant Programme Initiation Document which provides a robust evidence base to identify barriers to delivery including a detailed proforma for around 50 opportunities sites with analysis of the interventions required to de-risk the sites
- Making Homes from Houses roll-out – empty homes project
- LAAC project at Moor Park is providing up to 100 new homes
- Housing Delivery Vehicle, options report and identification of pilot scheme

3.58 The Stoneygate area of the city is a complex area with significant residential potential and regeneration framework has been prepared to stimulate investment. The 15-year regeneration framework, contiguous with the term of our plan, aims to create an urban village within Stoneygate (38ha are to the east of the City) and deliver 1,600 homes, as well as bringing back into use a number of empty and derelict buildings in the under-used part of the city. It will act to co-ordinate and encourage the actions of both public and private sector partners in the regeneration and development of Stoneygate as a mixed use 'urban village'. The recently adopted Supplementary Planning Document (SPD) will act as the overarching document to guide any planning applications which come forward from developers in the area. The Council is now working with Homes England to determine how to unlock priority sites.

3.59 Across the city, the public sector needs to take the lead in stimulating investment due to the dominance of low price/quality existing housing stock. However, supported by their lead, some developers and investors are beginning to buy into the vision and are starting to bring forward quality schemes and it is critical that this momentum is maintained and built upon. In addition, the Council has undertaken a prioritisation/implementation strategy, and are in extensive dialogue with a number of key landowners to encourage them to make sites available for residential development.

3.60 Our priorities are to:

- Increase the number of homes in the city and provide a better choice of homes (in terms of size, tenure and type) to retain existing residents and attract new. The priority in the city will be the delivery of modern attractive apartments and town houses but will also include modern affordable homes
- Stimulate the local housing market so that vacant and underutilised buildings including former shops and offices - which no longer meet the needs of current occupiers - can be repurposed to provide new homes in the city
- Improve the energy efficiency of the city's homes by increasing the supply of modern energy efficient homes or through quality refurbishment schemes
- Investigate the potential of a local housing delivery vehicle so Preston City Council and its partners can directly support the delivery of new homes, use its assets to stimulate private sector investment and acquire land
- Grow the local economy and contribute to economic regeneration within Preston and diversify, strengthen and increase skills in the workforce

- Influence the quality of the future housing supply in terms of placemaking, design and energy efficiency
- Ensure an appropriate supply of student accommodation is available close to UCLan's Campus to support UCLan's future strategy with a focus on improving the overall quality of student accommodation (with supporting social and amenity space), restrict the future supply of inappropriate accommodation and support the repurposing of accommodation which does not meet student demand.

3.61 The priorities for city living are driven by:

- The need to attract more economically active residents to live in the city centre and support the viability, vitality and sustainability of local shops, food and drink, leisure and cultural offer and local services. This will increase the city's catchment, the amount they spend locally and also extend operating hours for key occupiers
- The need for homes that attract and retain young people. This will also support the ability of UCLan and local employees to attract the best talent to boost their performance. Increasing graduate retention is critical to economic growth of the city and Lancashire and its ability to attract the brightest and the best to ensure that Preston and its employers do not miss out to other regional and national opportunities.
- The potential to harness the strategic location of Preston as a great place to live – 128min to London but reduced to 78 mins following HS2 investment and surrounding outstanding countryside and coasts. We recognise that Preston must shout louder about what it offers as a place to live, and to provide the housing and wider development to back this.
- The contribution that strengthening Preston's central housing market will bring by supporting an uplift in land value and sales and rents in order to attract further private sector investment in residential development.

3.62 Our short, medium and long-term priorities are:

- Short term 1-2 years: continue to engage with landowners, developers and investors to unlock the first wave of priority residential sites in partnership with Homes England. Deliver the housing delivery vehicle pilot scheme
- Medium term 3-5 years: following uplift in values we will be able to play a less intensive role on many sites in the city which should be viable in their own right although we are likely to still need to support intervention in sites with significant abnormal costs including requirement for demolition, groundwork and access improvements
- Longer term 5 years +: work with Homes England to determine strategies to unlock the most complex sites including potential acquisition.

3.63 Strategic alignment

- Preston Local Plan
- Preston City Centre Plan
- Preston City Living Strategy
- Stoneygate Masterplan
- UCLan Masterplan
- Lancashire Local Industrial Strategy

- City Deal

3.64 Targets:

- Short term 1-2 years: 100 new home completions on sites within the Preston City Living Strategy area.
- Medium term 3-5 years: 200 new home completions on sites within the Preston City Living Strategy area.
- Longer term 5 years +: 100 new homes completions per annum on sites within the Preston City Living Strategy area.

3.65 Delivery Partners:

- Preston City Council
- Lancashire County Council
- Homes England
- Developers – focus on regional, regeneration specialists and local SMEs
- Registered Providers including those with existing interests in the city - Gateway and Onward
- UCLan
- Landowners

3.66 Other asks from Government

- Strategic discussions with Homes England to access funding streams to support complex sites to be unlocked that support enabling works
- Better alignment between housing, health and social services to ensure we can determine optimum solutions to support our elderly and other vulnerable residents.

6. Delivering a Step Change in Sustainable Movement and Accessibility

3.67 Transport matters as it cuts across various different themes – connectivity and accessibility, health and wellbeing, clean growth and the environment, and its ability to unlock economic and social development. It is an enabler of growth in Preston, already cemented into our plans for the city through planned delivery under the City Deal and our Transforming Cities Fund programmed activity.

3.68 Our priority is to create a well-connected city that supports sustainable movement and economic growth by:

- Rebalancing the transport mix to prioritise active and sustainable low carbon travel and to support our clean growth agenda;
- Enabling a COVID-19 recovery with enhanced walking and cycling networks;
- Providing multi-modal transport options to, from and within the city centre, including key arterial routes;
- Creating a healthier place for both people and the environment;
- Transforming the city and its public realm to create safe and secure places, streets and spaces for all users; and
- Supporting high quality, mixed-use development to reduce the need to travel.

- 3.69 The Preston City Transport Plan sets out a 20-year programme to 2038 that will transform the city, with a range of key policies and proposals (projects). This plan is designed to inspire action and delivery, to overcome the challenges that Preston faces, and provide a coherent strategy for the city. The rationale for action is to:
- Address the key transport issues that Preston faces, particularly the dominance of the car and associated congestion, severance, and air quality issues;
 - Realise the economic potential of the city through efficient networks for active and sustainable travel;
 - Use the resurgence in walking and cycling in response to COVID-19 to change long-term travel habits towards cleaner and greener choices; and
 - Capitalise on the opportunities that the city has to offer, such as the growth and transformation of Preston rail station as a gateway to the city and regional hub, with the future arrival of HS2.
- 3.70 The CIP can play a key role in delivering the City Transport Plan for Preston over the next 10-15 years. Building on the City Deal for Preston and associated new highway infrastructure; as well as recently committed projects, including Transforming Ringway and Future Mobility (technology) Platform as part of the Transforming Cities Fund (TCF); it can support other key policies and proposals set out in the City Transport Plan. The CIP, drawing on Towns Funds, TCF and other funding sources, would enable the seamless delivery of compatible projects that support the overarching transport strategy for Preston.
- 3.71 Our short, medium and long-term priorities are:
- Short term 1-2 years: developing positive messaging around the transport strategy and forthcoming changes to the transport networks, building on recent momentum; rolling out active travel schemes and sustainable transport measures using emergency funding made available in response to COVID-19; progressing plans for city-wide walking and cycling networks, where elements of temporary COVID-19 interventions could become permanent; commencing elements of the Transforming Ringway scheme Transforming Ringway and Future Mobility Platform enabled by the Transforming Cities Fund; undertaking planning and enabling work to ensure the delivery of future planned transport and public realm schemes.
 - Medium term 3-5 years: developing and implementing policies proposed as part of the City Transport Plan, that seek to tackle city centre car parking, including reducing surface car parking which is an inefficient use of city centre land, and rebalance the transport mix; progressing public realm schemes in the city centre, reducing dominance of traffic and enabling active travel between key origins and destinations; strengthening links between UCLan, the city centre and the bus and rail stations; and continuing the delivery of the Transforming Ringway scheme.
 - Long-term 5 years +: furthering plans for bus and rail network improvements outlined in the City Transport Plan; progressing key proposals for strategic highway network interventions and Preston rail station transformation; measuring outcomes across the city in terms of reduced car use and congestion; moving towards a car-free city centre, enabled by high levels of walking, cycling and public transport use.
- 3.72 Targets:
- To create safe and secure places, streets and spaces that people enjoy;
 - To reduce the proportion of commuting trips to and from the city centre by car;
 - To reduce congestion and improve local air quality;

- To encourage the uptake of bus and rail services serving the city, and other means of sustainable travel, including car sharing;
- To increase walking and cycling as viable modes of travel for short and medium-length trips supporting better health outcomes for residents; and
- To reduce the need to travel through mixed-use development and enhanced digital connectivity.

3.73 Strategic alignment:

- Objectives for connectivity and accessibility, health and wellbeing, clean, decarbonised growth and the environment, and economic and social development
- Transport projects being delivered as part of the City Deal and the Transforming Cities Fund
- Published City Transport Plan and the proposed policies and projects (key proposals) contained therein
- Preston Local Plan
- Preston City Centre Plan
- Local Transport Plan 2011 – 2021
- Actively Moving Forward: A ten-year strategy for Cycling and Walking
- Emerging Local Cycling and Walking Infrastructure Plan (LCWIP).

3.74 Delivery partners:

- Preston City Council
- Lancashire County Council
- Highways England (where there is interaction with the Strategic Road Network)
- Network Rail
- Bus and rail operators
- Academic institutions, including UCLan
- Land owners, developers and scheme promoters
- Sustrans and other charities and associations
- Local interest groups

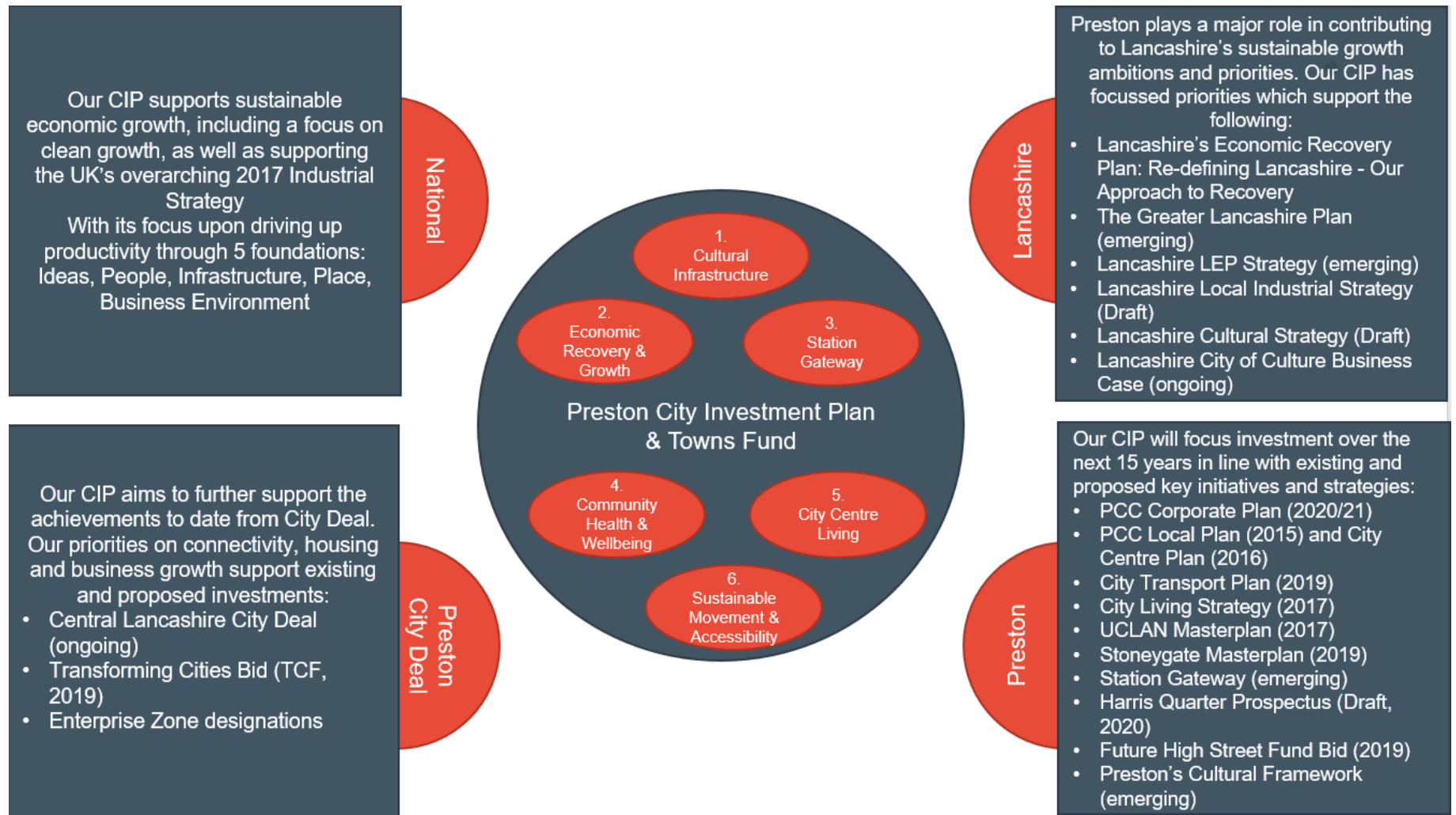
3.75 What else do we need from government?

- Continuing support for our City Deal to deliver complementary major transformational transport schemes for Preston.
- Funding support to deliver Station improvements which will not be delivered by HS2.

Strategic Alignment

- 3.76 Our proposed investment priorities strongly align with our and our partners' strategic aims for Preston, including the importance of Preston to the wider Lancashire economy. The CIP also presents an opportunity to ensure priorities are aligned as part of the Central on-going Lancashire Local Plan review process. The following graphic outlines the strategic fit of the CIP at a UK, Lancashire, Preston City Region and Preston level.

Figure 3.1 City Investment Plan Strategic Alignment



4. Our Towns Fund Investment Plan

Our Ask

- 4.1 Towns Fund investment is critical to the successful delivery of our 15 year City Investment Plan (CIP). It will support early interventions as part of our longer-term vision, catalyse positive change in our city and support our sustainable and inclusive growth ambitions. Our requirement is **£24.98m** of Towns Fund investment to deliver a bold and transformational programme of projects, predominantly focussed upon culture and regeneration, concentrated in the Harris Quarter area of the city centre, our city's cultural and civic heart.
- 4.2 The spatial focus on Harris Quarter recognises that our city centre needs to change and evolve to meet the needs and aspirations of its residents, workers, businesses, visitors and investors. This focus provides the maximum impact and benefit for Preston. The investment programme will directly and indirectly complement existing and proposed public and private sector investments in the Harris Quarter, as well as neighbouring areas in the city centre and the Greater Preston area. Rather than an approach which spreads our investment activity across the city, our approach will stimulate and maximise further private sector investment in the city. Our approach will have an important economic and social impact and tangible change will be clear to all.
- 4.3 Based upon our initial assessment, we estimate that the proposed investment will return £3.40 in additional GVA per annum for every £1 of Towns Fund investment³. This is a conservative estimate based upon the additional employment and visitor expenditure some aspects of our investment programme deliver. In addition, we estimate that our investment programme also supports a social return on investment of approximately £31m⁴, as well as a series of wider regeneration and socio-economic benefits.
- 4.4 With our track record of delivery, as well as our effective models of partnership working, we are confident that we can deliver this investment programme for Preston. We will ensure that all projects are developed to the required SOBC standards, adhere to a robust assurance framework and demonstrate value for money.

Our Prioritisation Process

- 4.5 A list of 31 projects, with a combined Towns Fund ask of £58m⁵, was assembled based upon projects which were existing ideas or well-developed concepts; projects which came forward following our engagement and consultation activities with stakeholders (e.g. #whatsyourpreston, strategic consultations); or via Town Deal Board members reaching out to their local networks.
- 4.6 Our process for identifying potential projects was important because we have recognised that as well as identifying priority projects for Towns Fund investment (up to 2026), the CIP should also set out longer term (15 year) priorities for the city centre. All project sponsors completed and submitted a project proforma which was independently assessed in-line with the prioritisation framework agreed by the Board
- 4.7 The assessment of projects was based on scoring each of the projects against the 11 CIP Strategic Objectives and against the 9 Critical Success Factors (CSFs). The importance of

³ This estimate is based upon a total GVA benefit (undiscounted) of approximately £85m over a five year period.

⁴ An undiscounted estimate based upon a five year period.

⁵ Not all projects outlined a Towns Fund ask at submission, while some projects were submitted as very early stage concepts, or as part of the longer-term CIP.

linkages and complementarity of projects within the city centre, both spatially and thematically, was also given careful consideration in the assessment process and Board discussions, as well as the publication of June 2020 Towns Fund guidance which provided a clear focus on city centres, post Covid-19 recovery, safe and accessible cities, clean and inclusive growth.

Critical Success Factors

1. Alignment with key strategies and policies for Preston
2. Strength of need evidence
3. Impacts on productivity growth
4. Contribution to community wealth building/inclusive growth
5. Deliverability within the Towns Fund timetable (6 years to 2026-27)
6. Robustness of delivery plan and project leadership
7. Leverage potential for other public and private sector investment
8. Financial sustainability beyond Towns Fund investment
9. Scale of impact on Preston, Greater Preston and Lancashire

- 4.8 The findings of the independent assessment and the selected 9 projects which form our investment programme were endorsed by the Board. A full summary of our proposed Towns Fund investment programme is provided in subsequent sections.

Our Strategic Fit

- 4.9 We are clear about the need to focus on Preston's city centre. With unprecedented challenges facing high streets, protecting and enhancing our city centre, and delivering a programme of culture-led regeneration, will drive our recovery from the Covid-19 crisis. At the core of the city, the Harris Quarter with its historic gallery, museum and library, our heritage streetscape, buildings and parks, and our vital retail and leisure businesses, are focal points for residents and visitors and key to the city's recovery and resilience.
- 4.10 Delivering change in the city centre is crucial to our wider plans to develop our city living offer, including the Stoneygate urban village, as well as develop key assets in the city and deliver new opportunities for our residents. UCLan has grown substantially over the last 20 years, establishing a reputation for teaching excellence and for innovation in fields including advanced engineering, health and social care. We want to retain many more of the young people who graduate in the city, make the most of the new knowledge and ideas we generate, and support the delivery of UCLan's ambitious masterplan. The city's station with its excellent connectivity to the national rail network and future role as part of the HS2 network are central to our proposals to create a new commercial quarter for Preston. Investing in the skills of our resident population is a priority for Preston and Lancashire and underpins our economic objectives.
- 4.11 Responding to the Covid-19 crisis has provided a new imperative to support diversification and regeneration in Preston's city centre. Change in the city centre will ensure we maximise the benefit of the significant investment being made in Preston, in particular our £430 million City Deal and our recently successful Transforming Cities Fund bid and investment in our transport infrastructure. A diverse and thriving culture, retail and leisure offer will provide incentive for further development investment, make the city more attractive to incoming residents, help employers to recruit, and ensure the long-term resilience of city centre businesses.

4.12 By concentrating our Towns Fund investment within the Harris Quarter it will:

- deliver a stronger Harris Quarter leisure and cultural offer by building a critical mass of complementary destinations, locations and public spaces.
- deliver a diverse mix of uses which encourage visitors to undertake and participate in new activities and opportunities in the Harris Quarter.
- deliver a distinctive place-based offer in the city centre which breathes new life and uses into some of the city's heritage assets, key buildings and open spaces.
- play a key role in changing perceptions of Preston through attracting more residents, workers, students, visitors and investors into the city, as well as ensuring the city centre is a more inclusive location for all.
- deliver a tangible change in the city centre's cultural and leisure infrastructure. This is critically important to evolving our broader city centre offer, but also to support a successful commercial district at the Station Quarter and the delivery of new Grade A offices and higher skilled jobs; our city living proposals for 1,600 new homes as part of the 25 hectare Stoneysgate Urban Village, adjacent to the Harris Quarter; as well as UCLan's campus masterplan proposals and their growth ambitions.
- build upon the momentum gained from other recent public and private sector investment in, and adjacent to, the Harris Quarter (e.g. Preston Market, Preston Bus Station, Bishopsgate residential), as well as support future proposals.
- raise the quality of the city's public realm and open spaces, helping to catalyse wider private sector investment in the Harris Quarter, as well as enhance the safe use of public spaces for events and activities.
- help better connect the city centre's key locations, assets and regeneration opportunity areas (Harris Quarter, Station Quarter, UCLan, Stoneysgate) through enhanced links and new sustainable and active-travel alternatives, enabling people to move around the city safely and with confidence and to support our clean growth agenda.
- ensure we create the conditions for a more successful and inclusive economy in Preston, supporting our ambitions for greater levels of community wealth and health building.

4.13 As outlined in Section 3, the overarching CIP and our Towns Fund investment programme has a strong strategic fit with national policy. In particular, supporting the UK's industrial strategy - supporting economic growth and productivity improvements through the principles of investing in and supporting ideas, people, places, business environments and infrastructure. In addition, there is a strong strategic fit with the national focus on inclusive growth, clean growth and 'levelling up' our economy.

4.14 Our approach also strongly aligns with our and our partners' strategic aims at a pan-Lancashire level, within Central Lancashire, and has particular resonance as all partners focus on economic recovery. Towns Fund will support the Covid-19 recovery of towns in Lancashire with Preston one of five areas in the county with investment plans which can collectively contribute to sustainable growth across Lancashire and the region. The Board will seek to maximise the complementarity value where projects within our plan align with priorities and projects of Lancashire's other Town Deals and to support Re-defining Lancashire.

Our Towns Fund Investment Programme

- 4.15 Our Towns Fund investment programme concentrates and anchors investment spatially to enhance and continue the revitalisation and regeneration of The Harris Quarter - Preston's cultural and civic heart. It is a key delivery phase of our overarching CIP and in shaping Preston's recovery.
- 4.16 Our £24.98m Towns Fund investment programme is focussed on the successful delivery of all **nine projects**. Full project summaries are provided, but in summary the nine projects are:
- **1. Re-imagining The Harris:** the re-development of the Grade I listed Harris Museum, Art Gallery & Library, which sits at the heart of the Harris Quarter, is one of the most ambitious cultural projects in the north of England.
 - **2. Animate – Cinema & Leisure Scheme:** delivery of new cinema, bowling, food and beverage units, car park and public square in the Harris Quarter, adjacent to the new Preston Markets. The project will attract a family friendly audience and strengthen Preston's day and night-time economy.
 - **3. Renewal of Harris Quarter Assets:** investment to support the redevelopment of publicly owned buildings in the Harris Quarter to support new uses, including potential cultural and community uses. The buildings include Amounderness House and Birley Street Annex, 10-12 and 50-52 Lancaster Road, while investment will also support enabling works to support the reopening of the Guildhall.
 - **4. Harris Quarter Illuminate & Integrate:** the project includes delivering the pedestrianisation and cycleway infrastructure of the southern section of Friargate, linking with the Transforming Cities Fund investment delivering the northern section. It also complements other Harris Quarter projects through public realm improvements along key streets and open spaces, building illumination, digital projections and improved street lighting.
 - **5. Animation of Public Spaces:** a project funding the coordination of a Preston city centre wide programme of events and animation of new and existing public spaces. The project also funds provision of event hosting equipment which can be deployed at multiple sites around the city centre.
 - **6. Preston Youth Zone:** The development of Preston Youth Zone in the heart of the city centre on PCC owned land within the Harris Quarter. It will be a state-of-the-art facility for young people in Preston aged 8-19 years (up to 25 with additional needs), providing social, sporting and artistic spaces.
 - **7. Inspiring Preston – A hub for high quality CEIAG:** provision of space within a building in the Harris Quarter to be used for the delivery of Careers and Employment, Information, Advice and Guidance (CEIAG), particularly for young people, by local partners – including Preston's College and Cardinal Newman College. In addition to the provision of space, Towns Fund investment is required to service and support the space provided, with partners funding the direct provision of CEIAG services.
 - **8. Cultural Capacity Building:** Towns Fund investment to build local skills and capacity to support the aims of our 12-year cultural strategy, while also contributing towards delivering our wider strategic cultural objectives for Lancashire and its City of Culture 2025 bid.
 - **9. Health & Wellbeing Capacity Building:** Preston does not currently have its own health and wellbeing strategy. There is a need to build system capacity to focus on Preston and address poor health outcomes. Towns Fund investment will enable the

secondment of a senior officer from the Greater Preston Clinical Commissioning Group for a five-year period to develop and consult on a Preston strategy and to take forward proposals around a health and wellbeing hub.

- 4.17 A detailed overview of each project in our investment programme is provided, while the following spatial overviews provides the context for the projects within the Harris Quarter, as well as the wider city centre.

[TBC – OPEN to prepare spatial plans for main document
HQ Context and projects & other wider context plan]

- 4.18 Our Towns Fund investment programme will unlock a wide range of benefits for the city. Further analysis will be undertaken at the business case development stage, but we estimate the benefits to be⁶:

- £85m in additional GVA
- £31m Social Return on Investment.

- 4.19 Based upon our initial assessment, we estimate that the proposed investment will return £3.40 in additional GVA per annum for every £1 of Towns Fund investment⁷. Our estimates are conservative and based upon the additional employment and visitor expenditure aspects of our investment programme deliver.

- 4.20 In addition, our Towns Fund investment programme has the potential to unlock a series of additional quantitative and qualitative regeneration and socio-economic benefits, such as:

- The restoration and safeguarding of Lancashire's premier cultural destination, The Harris Museum, Art Gallery & Library, attracting an additional 100,000 annual visitors.
- The Harris project delivers an enhanced visitor experience; 3 permanent new jobs as well as a fixed-term role and an apprenticeship; community spaces and has a focus on the role of culture on improving health and wellbeing.
- A new cinema-led mixed-use leisure scheme, diversifying the city centre's leisure and cultural offer, supporting 125 new jobs and £7m in GVA per year and providing a range of community initiatives.
- Provision of additional (Animate project) and enhanced public open space, public realm and city centre built environment.
- Coordinated and programmed use of 4 city public spaces, increasing the number of events held and visitors to the city.
- Refurbishment and re-use of historic buildings and the Guildhall, providing modern space for commercial, leisure, cultural and community uses, and creating around 75-100 new jobs.
- Unlocking the potential for attracting 150-200 new shows to a re-opened Guildhall, with associated visitor expenditure, increased city centre footfall and linked trips.
- Increased council tax and business rates generated from new commercial and residential uses.

⁶ Benefits and costs are undiscounted and based on a five-year benefits period

⁷ This estimate is based upon a total GVA benefit (undiscounted) of approximately £85m over a five-year period.


- Completion of the full Friargate pedestrianisation and cycleway infrastructure creating 0.2km of improved routes as part of a 0.6km link between UCLan and the Harris Quarter.
- A new city centre Youth Zone, supporting around 2,500 active members, provision of a range of services and the creation of 35 FTE jobs and 90 volunteer roles.
- Reduced NEET and youth employment levels as a result of a new city centre facility providing skills and career/employment advice.
- Construction employment and training opportunities, and the delivery of comprehensive community benefits frameworks linked to skills, training, inclusivity and local environment.
- Enhanced levels of local cultural capacity/skills to support the growth of the cultural sector, particularly community focused activities and City of Culture 2025.
- Enhanced health and wellbeing capacity to develop a new strategy for the city.

4.21 Our bold and transformational investment programme consists of new and established projects, with our established projects well supported for many years as key regeneration projects for the city. Towns Fund investment in our programme is vital to deliver the maximum benefit for Preston and to demonstrate confidence in the city. Towns Fund investment represents a fantastic opportunity for Government to support the creation and transformation of a complete city centre quarter, which has relevance to all of Preston's communities, and to support the delivery of our 15 year city investment plan.

Our Towns Fund Project Summaries

- 4.22 The following sections provide summaries of the nine projects we are seeking Towns Fund investment in.
- 4.23 In addition to these projects, the Board has agreed to invest Preston's £1m Towns Fund Accelerated Funding to deliver the Harris Quarter Pops Up project. This project strongly aligns with our ambitions for the cultural regeneration of the Harris Quarter. The project will re-purpose Preston's market area as a safe space street food zone with pop up events and performance spaces linked to activity in the city's other public spaces.

Re-imagining the Harris (#HarrisYourPlace)


Project Description	<p>The Harris, Preston’s only Arts Council England (ACE) National Portfolio Organisation (NPO), is at a transformative point in its history. Founded as a purpose-built free public museum, library and art gallery for Prestonians, it remains a building of national and local importance. <i>Re-imagining the Harris</i> (publicly branded as #HarrisYourPlace) is a capital re-development of the Grade I listed Harris Museum, Art Gallery & Library, Preston’s most significant cultural and community asset since 1893. It is one of the most ambitious cultural projects in the north of England, securing the Harris’ future and relevance for the next 100 years. The new Harris, at the heart of the Harris Quarter, will provide an innovative environment in which museum, library and art gallery collections and services are fused to provide one seamless, flexible and community-led hub. The project aims to increase visitors by 100,000 per year, to a total of 460,000. This is made up from locally based audiences, from all backgrounds, and tourists. It is forecast that the Harris will increase its share of visitors from its 30-60 minute catchment – rising from around 10% currently to 25% once the project is completed. The Harris project will play a key role in drawing in more visitors to Preston from across the wider North West region, increasing opportunities for additional expenditure and linked trips.</p>	
Project Rationale	<ul style="list-style-type: none"> • Extensive consultation has shown that there is a huge appetite for what The Harris offers - from schools’ sessions to corporate events; artist talks to hands-on history; digital art exhibitions to gigs and much more. The Harris was not designed with 21st century needs. • The current building and spaces mean it is impossible to deliver what people now need or reach The Harris’ potential as a driver of Preston’s economic growth, without holistic refurbishment and the creation of spaces, facilities, services and technology which are of sufficient quality and resilience to meet these needs now and in the future. • Supported by National Lottery Heritage Fund funding, a holistic plan and designs for its redevelopment are in preparation, with a Stage 2 Heritage Fund bid being submitted in November 2020 to secure £4.5m. • The Harris will play a critical role as an anchor for the city centre visitor economy, enhance the area’s sense of place, support tourism, and provide a space for essential services for those in need. The project will play a key part in driving forward the regeneration and post Covid-19 recovery of Preston city centre. • The Harris project aligns with Lancashire’s Draft Cultural Strategy aspirations for ‘fit for purpose cultural infrastructure’, enhance capacity in the cultural sector and connections with communities and organisations, as well as provide a key space within Lancashire to support bolder and more creative commissioning. The project also aligns with Preston’s Local Plan and City Centre Plan ambitions for culture to be a key driver of socio-economic change and a lever for inclusive economic growth. The project’s community spaces and engagement programmes will also be critical to supporting the ambitions of Preston’s draft 12 year Cultural Framework published later in 2020. 	
Alignment with Strategic Framework	<p>The project aligns with our CIP strategic framework in the following ways:</p> <ul style="list-style-type: none"> • Developing Our Cultural Infrastructure • Supporting the Growth and Resilience of Preston’s economy 	
Action	<p>Delivery of a redeveloped Harris Museum, Art Gallery & Library, providing modern and flexible spaces within an historic building to meet the needs of a variety of users. The regeneration of the building also aligns with other investment projects within the Harris Quarter and the area’s wider regeneration</p>	
Ask & Match Funding	<ul style="list-style-type: none"> • £4.1m Towns Fund ask, with a total project cost of £11.5m (36%) • £2.15m secured. To be secured: £4.5m bid to NLHF, £0.75m other fundraising 	

Major inter-dependencies	<ul style="list-style-type: none"> • Delivery subject to successful National Lottery Heritage Fund Application.
Timescales & Spend Profile	<ul style="list-style-type: none"> • Proposed start date March 2021, with project completion by December 2025. Governance structures in place for the development phase of the project will continue with the establishment of a Programme Board and Steering Group to oversee delivery.

[OPEN to use the following table as a Potential Outcomes box or similar to include on the other side of the main project page spread]

Towns Fund Intervention Framework Theme:	<i>Arts, culture and heritage</i>
Towns Fund Intervention Framework Output Indicators:	<ul style="list-style-type: none"> • <i>New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens</i>
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • <i>Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access</i>
Intervention Framework Outcome Indicators:	<ul style="list-style-type: none"> • <i>Number of visitors to arts, cultural and heritage events and venues - 100,000 additional visitors per year</i> • <i>Improved perceptions of the place by residents/visitors</i>
Wider Project Outcomes:	<ul style="list-style-type: none"> • <i>3 FTE new jobs - Development & Fundraising Officer, Marketing Assistant, Communities Assistant</i> • <i>1 new apprenticeship - Collections Apprentice (3 years)</i> • <i>1 Assistant Curator (5 years)</i> • <i>Additional GVA supported by new jobs and visitor expenditure</i> • <i>Restoration and safeguarding of an historic building for future generations</i> • <i>High quality cultural facilities and spaces accessible to all</i> • <i>Lancashire's premier cultural institution delivering a richer visitor experience</i> • <i>Collaborations and opportunities to host national and regional significant exhibitions and events</i> • <i>Programmes of community-focussed activities and events providing access to culture for all communities,</i> • <i>Use of culture to support our focus on local health and wellbeing</i> • <i>Alignment with other cultural investments in the Harris Quarter- including investments in public realm, infrastructure and built environment which complement and support the Harris Project</i>

Animate – Cinema & Leisure Scheme


<p>Project Description</p>	<p>The aim of the Animate project is to deliver a new cinema and leisure scheme at the heart of the city centre. It will be located in the Harris Quarter adjacent to the new Preston Markets and replaces the old indoor market and car park. The project aims to re-orientate Preston’s cultural and leisure offer, appealing to a more family friendly audience and breathing new life into Preston’s day and night-time economy. Animate comprises two leisure anchors – cinema and bowling, along with five new restaurants/bars, a food hub (market-hall style offer), a car park and new public square. It is project which has been in development for a considerable time and is well advanced in terms of its designs, plans and pre-application discussions. It has two signed occupiers and heads of terms discussions with others. Our independent operator is committed to running community based programmes and activity. Animate will be owned and funded by the City Council with a local developer already in place to develop the scheme - Maple Grove Developments, with terms agreed for two anchor operators – cinema and bowling. Preston City Council has agreed to use its borrowing ability for the scheme and Town Deal Funding will fill a viability gap created by Covid-19.</p>	
<p>Project Rationale</p>	<ul style="list-style-type: none"> • To secure the regeneration of a major strategic city centre site. The old market has now been demolished and the new facility will breathe life into the Harris Quarter, alongside other existing and proposed investment projects. • The challenge on the UK’s high street is well documented, even more so following Covid-19. Given a lack of this provision in Preston city centre since 1992, the project will attract new footfall into the city centre which would otherwise be going to out of town of centres or other town and city centres in the region, as well as providing new open space. • The project will significantly contribute to the vitality, sustainability and resilience of the city centre. A vibrant cultural and leisure sector enhances the evening economy, raises the attractiveness of the city centre as a residential and visitor location and adds dwell time to shoppers and workers by offering a place to meet, socialise and relax. • Investment in Animate will provide an injection of confidence in the city centre as the City embarks on its recovery. • The project has been in development for a number of years. The concept and wider regeneration aims have been widely supported through community consultation exercises (‘Your City, Your Say’ in 2012, #whatisyourpreston in 2020) • The project is well aligned with the aspirations and policies of Preston’s Local Plan and City Centre Plan. This includes the ambitions for regeneration the old markets site to stimulate the city’s visitor and evening economy, and in the specific policy of delivering a cinema and leisure scheme at this site (Policy EV2) 	
<p>Alignment with Strategic Framework</p>	<p>The project aligns with our CIP strategic framework in the following ways:</p> <ul style="list-style-type: none"> • Developing Our Cultural Infrastructure • Supporting the Growth and Resilience of Preston’s economy 	
<p>Action</p>	<p>Delivery of a new cinema and leisure scheme supporting 125 FTE direct jobs on a regeneration site at the heart of the Harris Quarter, drawing in visitors to the city centre and increasing opportunities for dwell time and linked trips. The regeneration of the site also aligns with other investment projects within the Harris Quarter and the area’s regeneration.</p>	
<p>Ask & Match Funding</p>	<ul style="list-style-type: none"> • £3.5m Towns Fund ask, with a total project cost of £40m (8.75%) • £3.25m Preston City Deal • £3.25m Preston City Council 	

Major inter-dependencies	<ul style="list-style-type: none"> • Delivery subject to Towns Fund agreement and PCC investment approvals as the Council will be the owner of the scheme. In addition, a revised planning permission will need to be secured
Timescales & Spend Profile	<ul style="list-style-type: none"> • Start on site June 21 • Completion Jan 23 • Year 2 (21/22)

[OPEN to use the following table as a Potential Outcomes box or similar to include on the other side of the main project page spread]

Towns Fund Intervention Framework Theme:	<p>(1) <i>Urban regeneration, planning and land use;</i></p> <p>(2) <i>Arts, culture and heritage</i></p>
Towns Fund Intervention Framework Output Indicators:	<ul style="list-style-type: none"> • <i>Remediation and/or development of abandoned or dilapidated sites</i> • <i>Delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites)</i> • <i>Delivery of new public spaces</i> • <i>New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens</i>
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • <i>Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access</i> • <i>Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors</i>
Intervention Framework Outcome Indicators:	<ul style="list-style-type: none"> • <i>Perceptions of the place by residents/businesses/visitors</i> • <i>Land values</i> • <i>Number of visitors to arts, cultural and heritage events and venues</i>
Wider Project Outcomes:	<ul style="list-style-type: none"> • <i>125 FTE direct new jobs supported, with approximately 50 jobs supported indirectly</i> • <i>Approximately £7m GVA per annum supported by new direct and indirect employment</i> • <i>Delivery of comprehensive Community Benefits Framework agreed with developer covering skills development, training and employment, volunteering, inclusivity, crime, environment.</i> • <i>Additional business rates generated</i> • <i>Additional visitors and footfall drawn into the city centre, particularly in the evening, supporting other existing and planned investment</i> • <i>Provision of additional open space/public realm linking to other investments in the Harris Quarter</i> • <i>Increased investor confidence in the Harris Quarter and wider catalytic impacts for neighbouring development opportunity sites, leading to a reduction in vacant floorspace.</i> • <i>Provision of modern car-parking facilities supporting priority to reduce surface car parking sites in the city centre</i> • <i>Alignment with wider cultural investments in the Harris Quarter and package of investments in public realm, infrastructure and built environment</i>

Renewal of Harris Quarter Assets

<p>Project Description</p>	<p>PCC owns a number of key and historic built assets in the Harris Quarter that individually and collectively represent a significant engine for driving regeneration in the city centre. The assets comprise (i) Amounderness House and Birley Street Annex, (ii) 10/12 Lancaster Road, (iii) 50/52 Lancaster Road, and (iv) The Guildhall. Several buildings are Grade II listed. All of the buildings are currently vacant or underused. At present the only occupancy is in the Birley Street Annex which houses an artists' community (The Birley) operating under a CIC and two charities and the ground floor of 50/52 Lancaster Road which is run as a co-operative café trading as The Larder. Given the costs of redevelopment and likely end-use values, public sector funding, including Town's Fund, is required. The opportunity to redevelop and regenerate these buildings represents a significant opportunity for the Harris Quarter, with a particular focus on supporting a variety of end uses, including cultural and community uses.</p>	
<p>Project Rationale</p>	<ul style="list-style-type: none"> • Refurbishment and re-use of historic buildings at the heart of the Harris Quarter to deliver modern and flexible spaces which can attract and be home to a wide range of end-uses within a vibrant area of the city centre. • Following early feasibility work, Towns Fund funding is required to provide the necessary investment to bring the buildings back in to sustainable, productive and operational uses and to realise their full potential for regeneration. Public sector investment is required given the costs of remediation are not going to be met by end-use values. • End-uses for each asset are not yet specified but PCC wishes to see them utilised to complement and benefit the wider area and community, including the cultural development of the Harris Quarter, rather than achieve the maximum capital receipt from their disposal. • The types of uses to which the buildings lend themselves differs from building to building but these are likely to include leisure, residential, co-working space, cultural and community focussed activities. Funding for the Guildhall is focussed on a package of early enabling works to support bringing the facility, or parts of it, back in to use. • The project aligns with Preston's Local Plan and City Centre Plan ambitions for the regeneration of the Harris Quarter, and has the potential to play a key role in supporting the city's focus on supporting community wealth building, as well as providing spaces to support the ambitions of Preston's draft 12 year Cultural Framework published later in 2020. • Bringing these assets back into active use to good design standard will improve investor confidence and can in itself act as a catalyst for the private sector to bring forward assets for development. 	
<p>Alignment with Strategic Framework</p>	<p>The project aligns with our CIP strategic framework in the following ways:</p> <ul style="list-style-type: none"> • Developing Our Cultural Infrastructure • Supporting the Growth and Resilience of Preston's economy 	
<p>Action</p>	<p>The renewal of key publicly owned buildings and assets in the Harris Quarter to create new, mixed-uses spaces which can support wider regeneration, economic development and community wealth building ambitions in the heart of the city centre. The regeneration of these buildings aligns with other investment projects within the Harris Quarter and the area's wider regeneration.</p>	
<p>Ask & Match Funding</p>	<ul style="list-style-type: none"> • £6m Towns Fund ask, with a total project cost of approximately £20m (30%) 	
<p>Major inter-dependencies</p>	<ul style="list-style-type: none"> • Planning permission will be required for redevelopments, while further feasibility and detailed plans/business cases will be required. 	

Timescales & Spend Profile	<ul style="list-style-type: none"> • Timescales will vary across sites, but some projects could begin in 2021 with delivery taking place across the Towns Fund period. .
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Towns Fund Intervention Framework Theme:	<i>(1) Urban regeneration, planning and land use; (2) Arts, culture and heritage</i>
Towns Fund Intervention Framework Output Indicators:	<ul style="list-style-type: none"> • Remediation and/or development of abandoned or dilapidated sites • Delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites) • New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access • Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
Intervention Framework Outcome Indicators:	<ul style="list-style-type: none"> • Perceptions of the place by residents/businesses/visitors • Land values • Number of visitors to arts, cultural and heritage events and venues
Wider Project Outcomes:	<ul style="list-style-type: none"> • 75 to 100 FTE direct new jobs supported, including food and beverage, managed workspaces, cultural and community spaces • Approximately £4.5m GVA per annum supported by new employment • Supporting the sustainability of The Birley studios, a successful cultural and arts venue within the Harris Quarter. • Delivery of new residential units and supporting the City Living Strategy at Ammounderness House • Re-opening of the Guildhall supporting approximately 150-200 shows each year and associated employment and visitor expenditure. • Additional business rates generated • Additional council tax generated • Additional visitors and footfall drawn into the city centre, particularly in the evening, supporting other existing and planned investment • Increased investor confidence in the Harris Quarter and wider catalytic impacts for neighbouring development opportunity sites, leading to a reduction in vacant floorspace within the Harris Quarter • Alignment with wider cultural investments in the Harris Quarter, alongside investments in public realm, infrastructure and built environment which complement and support the Harris Project.

Harris Quarter Illuminate & Integrate	
Project Description	<p>Complementing other projects and programmes, such as Animate and Reimagining the Harris, the Illuminate & Integrate project will help transform the Harris Quarter into the premier cultural destination in Preston and in Lancashire. This project aims to realise the full potential of the Harris Quarter’s buildings, streets and spaces by making the most of what is already there. The project includes:</p> <ul style="list-style-type: none"> (i) investment in delivering the pedestrianisation and cycleway infrastructure of the southern end of Friargate (0.2km). This will complement the Transforming Ringway TCF project and deliver a safe and attractive active travel corridor between UCLan and the city centre along the full length of Friargate (approximately 0.6km). (ii) Investment in a coordinated package of interventions in the Harris Quarter which includes further public realm improvements along key streets and open spaces in the Harris Quarter, building illumination, digital projections and improved street lighting. <p>It is proposed that a Harris Quarter Integration Board be established to ensure that project owners come together to align and agree the best phasing strategy for this project to avoid abortive works, retrofit and add value.</p>
Project Rationale	<ul style="list-style-type: none"> • Significant new public and private sector investment has been seen in The Harris Quarter in recent years, with a number of major cultural and leisure projects proposed. There is potential to maximise this opportunity and raise the quality of environment and perceptions of the area through investment in the streets and public spaces in the Harris Quarter. • The current overall impression is that the area is dominated by low-grade public realm which is uninviting and does little to enhance or link the assets in the area, or link assets to other parts of the city centre. • There is limited illumination of buildings, such as The Harris, but with the quality of architecture in Harris Quarter generally there is an opportunity to make a bold statement about Preston’s cityscape through a coordinated scheme of illuminating buildings and digital projections on to streets and spaces. The street lighting in the area is generally poor and can make the area feel unsafe during the evening and night-time. • An overall upgrade to the public realm and streetscape in accordance with conservation standards will be critical to transforming this area into an inviting, relaxed and fun location in which people will want to spend time in both the day and night-time. • The project aligns with Preston’s City Centre Plan and wider TCF ambitions for a safer and better-connected city centre, with enhanced active travel options linking key locations. It also supports culture as a key driver of city centre regeneration, providing an enhanced environment complementing other proposed cultural and leisure investments. The project also provides enhanced public spaces for visitor to dwell and to attend events. These enhanced spaces will also accord within the ambitions of Preston’s draft 12-year Cultural Framework published later in 2020.
Alignment with Strategic Framework	<p>The project aligns with our CIP strategic framework in the following ways:</p> <ul style="list-style-type: none"> • Developing Our Cultural Infrastructure • Supporting the Growth and Resilience of Preston’s economy
Action	<p>Delivery of enhanced public realm and streetscapes with the Harris Quarter to complement other proposed key investments, as well as the delivery of the full pedestrianised Friargate creative corridor link between the city centre and Uclan</p>
Ask & Match Funding	<ul style="list-style-type: none"> • £4.6m Towns Fund ask



Major inter-dependencies	<ul style="list-style-type: none"> • Planning permission will be required, while further feasibility and detailed plans/business cases will be required • Integration with the TCF Transforming Ringway project will be required to deliver a coordinated package of works for Friargate Creative Corridor
Timescales & Spend Profile	<ul style="list-style-type: none"> • Proposed start date Summer 2021 for aspects of the project.


[OPEN to use the following table as a Potential Outcomes box or similar to include on the other side of the main project page spread]

Towns Fund Intervention Framework Theme:	<i>(1) Urban regeneration, planning and land use; (2) Arts, culture and heritage; and (3) Local Transport</i>
Towns Fund Intervention Framework Output Indicators:	<ul style="list-style-type: none"> • <i>Delivery of new public spaces</i> • <i>New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth</i> • <i>New or upgraded cycle or walking paths</i> • <i>Wider cycling infrastructure such as cycle parking</i>
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • <i>Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors.</i> • <i>Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access</i> • <i>Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians</i>
Intervention Framework Outcome Indicators:	<ul style="list-style-type: none"> • <i>Number of visitors to arts, cultural and heritage events and venues</i> • <i>Improved perceptions of the place by residents/businesses/ visitors</i> • <i>Land values</i> • <i>Number of trips by purpose and main mode</i>
Wider Project Outcomes:	<ul style="list-style-type: none"> • <i>Alignment with TCF funding to deliver a fully pedestrianised Friargate along with associated cycle infrastructure.</i> • <i>Delivery of the transport welfare benefits (WebTAG appraisal) of Friargate scheme identified in the TCF bid</i> • <i>Improved connections between the city centre and UCLan and key public transport nodes</i> • <i>Additional visitors and footfall drawn into the city centre supporting other existing and planned investment</i> • <i>Alignment with wider investments in the Harris Quarter, including leisure and culture, built environment and public realm, events programming.</i> • <i>Enhanced public realm, lighting and infrastructure supporting increased investor confidence and further investment in neighbouring development sites.</i>

Timescales & Spend Profile	<ul style="list-style-type: none"> This project could commence within three to four months through careful planning and recruitment for the role.
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[OPEN to use the following table as a Potential Outcomes box or similar to include on the other side of the main project page spread]


Towns Fund Intervention Framework Theme:	<i>Arts, culture and heritage</i>
Towns Fund Intervention Framework Output Indicators:	<ul style="list-style-type: none"> <i>New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth</i>
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> <i>Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors.</i> <i>Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access</i>
Intervention Framework Outcome Indicators:	<ul style="list-style-type: none"> <i>Number of visitors to arts, cultural and heritage events and venues</i> <i>Improved perceptions of the place by residents/businesses/ visitors</i>
Wider Project Outcomes:	<ul style="list-style-type: none"> <i>Coordination of city-wide events programming leading to stronger collaborations and relationships between stakeholders</i> <i>Wider array of events and activities within the city and in existing and new spaces</i> <i>Additional visitors and footfall drawn into the city centre supporting other existing and planned investment</i> <i>Alignment with wider investments in the Harris Quarter, including leisure and culture, built environment and public realm.</i> <i>Increasing footfall and animation of spaces supporting increased investor confidence and further investment.</i>

Preston Youth Zone	
Project Description	<p>The development of Preston Youth Zone in the heart of the city centre on PCC owned land at Lord Street within the Harris Quarter. The Youth Zone would be operated by OnSide, a leading organisation in the provision and operation of the Youth Zone model in the UK. The Youth Zone would be individually designed, state of the art facility for young people in Preston aged 8-19 years (up to 25 with additional needs). The Youth Zone is being established with the simple aim to 'provide young people with 'somewhere to go, something to do and someone to talk to'. Preston Youth Zone would provide social, sporting and artistic spaces, including an all-weather pitch, large sports hall, climbing wall, dance studio, music and multimedia suites, employability and enterprise rooms, a large recreation area and subsidised café. .Preston Youth Zone would be open 7 days a week throughout the year, for £5 annual membership and 50p entry. With 100-250 young people attending every day, approx. 4,000 – 5,000 young people would become members within the first year.</p> 
Project Rationale	<ul style="list-style-type: none"> • The Youth Zone has been an aspiration in Preston for many years. There is a lack of dedicated youth services and spaces within Preston and within the city centre to support young people to address the challenge and pressures they face. • The Youth Zone project aims to provide current and future generations of young people in Preston with a safe and inspiring place to spend their leisure time, with access to employability, health and sporting initiatives which make a significant contribution to their emotional and physical wellbeing. • In addition, young people will emerge from the Covid-19 crisis needing more support with their emotional wellbeing and mental health following lockdown, as they begin to return to school and as they resume socialisation. • OnSide's Youth Zone model provides a unique partnership of the private sector, local authority, young people and community, forming a dynamic four-way partnership which ensures each Youth Zone can deliver effective and sustainable youth services to many generations of young people.
Alignment with Strategic Framework	<p>The project aligns with our CIP strategic framework in the following ways:</p> <ul style="list-style-type: none"> • Supporting the Growth and Resilience of Preston's economy • Supporting community health and wellbeing in Preston
Action	<p>Delivery of a new Youth Zone in Preston city centre providing a wide range of skills, leisure, sport, health and wellbeing support to young people..</p>
Ask & Match Funding	<ul style="list-style-type: none"> • £5.4m Towns Fund ask, with £4.5m in capital and £1.2m in revenue for the first 3 years. The total project cost is £8.4m capital and 1.3m per annum revenue. • £4.2m match funding to be secured by OnSide through fundraising and charitable trusts/foundations. £0.8m per annum in donations to support operating costs.
Major inter-dependencies	<ul style="list-style-type: none"> • Match funding required • Planning permission for the facility on land off Lord Street
Timescales & Spend Profile	<ul style="list-style-type: none"> • Start 1st September 2021 and completed by end of March 2022 • OnSide has delivered and operates 15 Youth Zones so have a strong track record in this field.

[OPEN to use the following table as a Potential Outcomes box or similar to include on the other side of the main project page spread]


Towns Fund Intervention Framework Theme:	<i>(1) Arts, culture and heritage; (2) Skills Infrastructure</i>
Towns Fund Intervention Framework Output Indicators:	<ul style="list-style-type: none"> • <i>New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth</i> • <i>Increase in capacity and accessibility to new or improved skills facilities</i>
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • <i>Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access</i> • <i>Increased share of young people and adults who have relevant skills for employment and entrepreneurship</i>
Intervention Framework Outcome Indicators:	<ul style="list-style-type: none"> • <i>Perceptions of the place by residents/visitors</i> • <i>Number of new learners assisted</i>
Wider Project Outcomes:	<ul style="list-style-type: none"> • <i>Approximately 5,000 memberships, with around 50% of members being active members (2,500).</i> • <i>£5m of social value per year attributed to regular attendance by active members.</i> • <i>35 FTE jobs supported, supporting £1.7m of GVA per year</i> • <i>90 volunteer roles</i> • <i>OnSide's evidence indicates that Youth Zones reduce levels of anti-social behaviour</i> • <i>Service users finding employment or enter education/training as a result of OnSide employment programmes</i> • <i>Service users feel better prepared for further education, training and employment, with increased confidence levels</i> • <i>Service users have increased confidence and lower levels of isolation.</i>

Inspiring Preston: A hub for high quality CEIAG

Project Description	<p>Residents of Preston have access to two high performing Colleges and a prominent University in relation to Education and Training. However, in relation to 'connectivity', current practice is inhibited by the fact that each individual organisation focusses primarily on their own curriculum offer in the provision of Careers and Employment, Information, Advice and Guidance (CEIAG).</p> <p>The aim of this project is to provide a central location within a key building in the Harris Quarter/city centre which can be used to support a hub for the provision of skills and careers advisory services, particularly for young people, by local partners – including Preston's College and Cardinal Newman College. The primary focus of this hub provision will be to ensure that, across all key providers in the City, young people and adults are able to access outstanding CEIAG, and ultimately, the provision of Education and Training which supports them into employment. The Towns Fund investment will provide resource to refurbish and maintain the space, while partners fund the provision of the services.</p>	
Project Rationale	<ul style="list-style-type: none"> • A need to provide a holistic approach to Careers and Employment, Information, Advice and Guidance (CEIAG). • A central location enables partners to work together, be better 'connected', and provide an inclusive service which is accessible to all in a central location and can be easily accessed by public transport. • Provision of education and training guidance which responds directly to individuals' needs, as well as the employment and skills requirements in the city and in Lancashire. • A positive impact on unemployment and reskilling for the Preston economy and supporting the city's post-Covid19 recovery • Aligns with skills and labour market strategies and objectives of partners across Lancashire and Preston. 	
Alignment with Strategic Framework	<p>The project aligns with our CIP strategic framework in the following ways:</p> <ul style="list-style-type: none"> • Supporting the Growth and Resilience of Preston's economy 	
Action	<p>Provision of a new or refurbished space to accommodate a hub for high quality CEIAG. Given proposed investments in HQ assets and the Youth Zone, the hub could potentially be delivered in a central HQ location.</p>	
Ask & Match Funding	<ul style="list-style-type: none"> • £125,000 of Towns Fund investment to support the fit-out, maintenance (on-going facility costs), marketing and administration costs of the facility. Project partners will provide resources to operate the hub and to deliver the CEIAG services. 	
Major inter-dependencies	<ul style="list-style-type: none"> • Requirement for a centrally located building which meets the needs of project partners and service users. • Co-funding to be agreed by project partners. 	
Timescales & Spend Profile	<ul style="list-style-type: none"> • The project has the potential to be mobilised very quickly by partners if a suitable location can be confirmed. 	

[OPEN to use the following table as a Potential Outcomes box or similar to include on the other side of the main project page spread]

Towns Fund Intervention Framework Theme:	<i>Skills Infrastructure</i>
Towns Fund Intervention Framework Output Indicators:	<ul style="list-style-type: none"> • <i>Increase in capacity and accessibility to new or improved skills facilities</i> • <i>Increased and closer collaboration with employers</i>
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • <i>Increased share of young people and adults who have relevant skills for employment and entrepreneurship</i>
Intervention Framework Outcome Indicators:	<ul style="list-style-type: none"> • <i>Number of new learners assisted – 2,500 per year</i>
Wider Project Outcomes:	<ul style="list-style-type: none"> • <i>£1.2m of social value per year attributed to training/careers advice</i> • <i>Reductions in NEETs and youth unemployment</i> • <i>City centre location as part of wider investment programme</i> • <i>An accessible location for all users, supporting inclusivity</i> • <i>Closer collaboration between Preston's further and higher education providers to provide pathways for young people</i> • <i>Potential to include social enterprises and third sector providers in the collaboration</i>

	Cultural Capacity Building
Project Description	<p>Preston is currently developing its 12-year cultural framework (strategy). This emerging framework has a focus on supporting all aspects of culture in the city, with particular emphasis on supporting local and community cultural organisations and their future activities and needs. In addition, Preston also plays a critical role as part of Lancashire’s cultural offer. The Harris is the city’s only NPO Arts Council funded institution, while it also hosts a wide range of events including its Caribbean and Mela festivals/events, as well as the Preston Guild. As Lancashire also develops its’ bid for the 2025 City of Culture, Preston’s major role as a key location for hosting City of Culture events is already clear. Alongside the CIP’s investment priorities in cultural infrastructure and open spaces within the city centre, there is a need for Preston to invest in building its cultural capacity. Investment from Towns Fund would ensure that we have the skills and capacity amongst individuals to support our aims around culture at a local level, while also contributing towards delivering wider strategic cultural objectives for Lancashire and its 2025 bid.</p> 
Project Rationale	<ul style="list-style-type: none"> • Culture is key theme within our CIP to support the city’s growth and regeneration objectives. • The development of Lancashire’s and Preston’s cultural strategies articulates the important role which Preston plays in supporting mainstream, as well as local and community based cultural organisations and activities. • For Preston to deliver its aims to work closely with local and community-based organisations, as well as support regionally significant activities, such as City of Culture 2025, Town’s Fund investment is required to build our city’s cultural capacity.
Alignment with Strategic Framework	<p>The project aligns with our CIP strategic framework in the following ways:</p> <ul style="list-style-type: none"> • Developing Our Cultural Infrastructure • Supporting the Growth and Resilience of Preston’s economy
Action	Provision of revenue to support cultural capacity building within Preston.
Ask & Match Funding	<ul style="list-style-type: none"> • £250,000 of Towns Fund investment
Major inter-dependencies	<ul style="list-style-type: none"> • Links to publication of new Preston Cultural Framework and interventions • Progression of Lancashire’s City of Culture 2025 bid
Timescales & Spend Profile	<ul style="list-style-type: none"> • The project has the potential to be mobilised quickly • Year 1 (20/21) and Year 2 (21/22) and Year 3 (22/23)

[OPEN to use the following table as a Potential Outcomes box or similar to include on the other side of the main project page spread]

Towns Fund Intervention Framework Theme:	<i>Arts, culture and heritage</i>
Towns Fund Intervention Framework Output Indicators:	<i>New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth</i>
Towns Fund Intervention Framework Outcomes	<i>Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access</i>
Intervention Framework Outcome Indicators:	<i>Perceptions of the place by residents/visitors</i>
Wider Project Outcomes:	<ul style="list-style-type: none"> • <i>A stronger, more resilient cultural ecosystem in Preston and the delivery of the new cultural strategy</i> • <i>Supporting the growth and development of local cultural organisations and their skill bases</i> • <i>Supporting the capacity and development of community and voluntary organisations</i> • <i>Contributing to wider objectives of community health and wealth building</i> • <i>Supporting Lancashire's City of Culture 2025 bid</i>

	Health & Wellbeing Capacity Building
Project Description	Preston does not currently have its own Health and Wellbeing Strategy and associated Action Plan. There is a need to build system capacity to focus on Preston specifically and address the poor health outcomes for much of the city, in particular the city centre. This proposal will enable the secondment of a senior strategy officer from the Greater Preston Clinical Commissioning Group for a five year period to develop and consult on a Preston Health and Wellbeing strategy and to take forward proposals around a health and wellbeing hub.
Project Rationale	<ul style="list-style-type: none"> • There is currently no capacity within Preston City Council to establish localised partnerships to deliver the city's ambition to improve health outcomes. • All partners are keen to work with Preston City Council but have struggled to engage as there is no programme lead within the Council. • Community and voluntary organisations are keen to support a local preventative model of wellbeing but there is currently no capacity to build them into a holistic plan for prevention in the city.
Alignment with Strategic Framework	<p>The project aligns with our CIP strategic framework in the following ways:</p> <ul style="list-style-type: none"> • Supporting the Growth and Resilience of Preston's economy • Community Health Building
Action	Provision of revenue to support health and wellbeing strategy capacity building within Preston.
Ask & Match Funding	<ul style="list-style-type: none"> • £500,000 of Towns Fund investment
Major inter-dependencies	<ul style="list-style-type: none"> • City Deal • CCG Plans • Lancashire County Council Public Health Plans
Timescales & Spend Profile	<ul style="list-style-type: none"> • The project has the potential to be mobilised quickly and will continue over a five year period.

[OPEN to use the following table as a Potential Outcomes box or similar to include on the other side of the main project page spread]

Towns Fund Intervention Framework Theme:	<i>Other</i>
Towns Fund Intervention Framework Output Indicators:	<i>Other</i>
Towns Fund Intervention Framework Outcomes	<i>Other - Health and Wellbeing Outcomes</i>
Intervention Framework Outcome Indicators:	<i>Improved health and wellbeing of residents. Life expectancy improvements, increased physical activity, reduced levels of social isolation and loneliness.</i>
Wider Project Outcomes:	<ul style="list-style-type: none"> • <i>Health and wellbeing strategy for Preston</i> • <i>Business case to develop a health and wellbeing hub for Preston</i> • <i>Enhanced Section 75 agreement.</i> • <i>An array of Health and Wellbeing initiatives over 5 years</i> • <i>New health and wellbeing hub.</i>

Our Investment Programme Financial Summary

- 4.24 The following table provides an overview of each project's Towns Fund funding requirement, the split between capital and revenue, as well as our overall Towns Fund funding requirement. In line with guidance, our investment programme is predominantly seeking capital investment, with 10% supporting revenue projects.

Project Name	Capital (£m)	Revenue (£m)	Total TF Ask (£m)
Re-imagining The Harris	4.10	0.00	4.10
Animate	3.50	0.00	3.50
Renewal of HQ Assets	6.00	0.00	6.00
Animation of public spaces	0.08	0.18	0.25
HQ Illuminate & Integrate	4.60	0.00	4.60
Preston Youth Zone	4.20	1.20	5.40
Inspiring Preston: A hub for high quality CEIAG	0.00	0.13	0.13
Cultural Capacity Building	0.00	0.25	0.25
Health & Wellbeing Capacity Building	0.00	0.50	0.50
Preston Town Deal Board Assurance and Programme management	0.00	0.25	0.25
Total Programme Cost	22.48	2.50	24.98

- 4.25 Based on the £24.98m Towns Fund ask, our investment programme costs are split as follows:

- 90% capital funding
- 10% revenue funding

- 4.26 The following table illustrates the proposed spend profile for our Towns Fund investment programme:

	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Year 6 (25/26)	Total
Capital Projects	0.99	5.46	10.12	4.46	1.45	0.00	22.48
Revenue Projects	0.23	0.23	0.55	0.55	0.55	0.14	2.25
Programme Management	0.04	0.04	0.04	0.04	0.04	0.04	0.25
Total	1.26	5.73	10.72	5.05	2.04	0.19	24.98

5. Engagement and Delivery

Stakeholder Engagement

- 5.1 The preparation of our CIP has been driven by stakeholders in Preston and Lancashire, representing our anchor institutions, our communities and our businesses. Development of the plan is only the first step in our commitment to strengthening engagement and collaboration. We see it as the start of a process in which our 15 year strategy and the investment priorities we pursue will continue to be shaped and refined through open dialogue between stakeholders and with our communities.
- 5.2 Our work on the CIP is being overseen by our Town Deal Board. The Board was established by the Preston Partnership, a registered Community Interest Company launched in 2017 with a private sector chair and substantial representation from more than 70 large and small businesses in the city, our Business Improvement District team, anchor institutions including Lancashire County Council, Preston City Council and UCLan, our Colleges and community groups. The Partnership's role is to actively support the growth and development of the city, harnessing the collective commitment of partners who are passionate about the city.
- 5.3 We created our Town Deal Board in December 2019. Chaired by a private sector member of the Board, it was mandated by Preston Partnership to develop and agree the City Investment Plan, develop a programme of interventions, approve a capacity funding expenditure plan and oversee its delivery, approve an annual Town Deal Communications and Marketing Plan and oversee its implementation.

Town Deal Board Membership

Harrison Drury (Private Sector); Cotton Court (Private Sector); Preston City Council, Leader & Deputy Leader; Lancashire County Council (Director of Growth, Planning and Estates); Disability Equality North West (CEO); UCLan (Chief Marketing Officer), Preston's College (Principal and CEO); Lancashire Enterprise Partnership (Investment and Programme Manager); The Harris (Interim Head of Culture).

- 5.4 A Task and Finish Group was set up by the Board to oversee technical work on the CIP, providing check and challenge to the process of assembling the 15-year strategy and investment priorities, and advising on the development of our Towns Fund investment proposals.
- 5.5 The stakeholder engagement we have undertaken to date, and the actions we have taken to obtain the views of Preston's communities include:
- Interviews with 20 community representatives selected to speak for both particular communities of interest in Preston and to give their individual views about the future of Preston and the outcomes they wanted to see for the city. These interviews took place in December 2019-January 2020.
 - Reviewing and distilling feedback from the #MyTown initiative launched by the Government as the content of the City Investment Plan was developed. This has provided an alternative source of evidence about the issues and preferences of respondents about the city and its future
 - Regular meetings of the Task and Finish Group and the Board to review progress, agree the vision, strategic objectives and key investment priorities, and agree the proposed investments to be taken forward for Towns Fund investment.

- Regular presentations and discussions to and with Preston's informal cabinet to outline process, objectives and priorities.
- Extensive bilateral engagement between the team preparing the CIP and public, private and third sector organisations in the city. Approximately 30 interviews were carried out with individuals to discuss their priorities for the city, views about the challenges that new investment should address and to explore potential projects to be put forward for prioritisation process. This has been an excellent source of insights into opportunities for the city, good ideas about its future and how the Towns Fund might best support priorities for the city
- Design Council led workshop on the cultural potential for the city
- Input from the What's Your Preston? initiative, a comprehensive listening exercise led by UCLan and Preston City Council which sets out to build a new Preston narrative and provide the foundations for a future branding and marketing proposition for the city. The findings of the face to face surveys and workshops, and social media engagement, have been a key input into the CIP and its narrative about Preston's future. Engagement activities have included:
 - A collaborative workshop involving six students from UCLan and six community leaders, using team work to explore current perceptions about the city, its qualities vis-à-vis other places, and future trends in city design (February 2020).
 - A pop-up exhibition at the Harris Museum, Art Gallery and Library using illustrations from the event above and providing the opportunity for feedback about the city. 115 postcards were submitted with three additional email responses. The activity generated particularly valuable inputs into the CIP on what residents see as the distinctive strengths of the city (February 2020).
 - An online survey which secured 312 responses to questions about the best features of Preston, what people would like to the city become, and how respondents would recommend Preston as a place to live, raise and family and work in (April-May 2020).
- Findings from the #What'sYourPreston project were shared with the Preston Partnership and the Towns Fund Board. The outputs are strongly reflected in both the Investment Plan's narrative about Preston as a place and in its analysis of strengths and weaknesses. The core proposition of the CIP emerged from the #What'sYourPreston project (June/July 2020).
- Reaching out through the Town Deal Board to members' networks to generate a long-list of potential projects for Towns Fund investment, a key initial input to the process of determining the final package we are submitting. As part of this exercise, the team preparing the CIP engaged with organisations which had identified projects which might be included in the CIP and supported by the Towns Fund.
- An online feedback form on Preston City Council's website to open up the CIP for a conversation around its key themes (July 2020).
- Social media posts sharing the views of Board members and project sponsors whose projects are taken forward for Towns Fund investment (July 2020-ongoing).

5.6 The Preston Partnership and our Town Deal Board are clear that this is only the start of a process. We have developed a forward looking stakeholder engagement plan submitted with our CIP. We are committed to ongoing dialogue, and to the further development of our

plan in ways which encourage our communities and business to continuing to share their views on the future of their city. The features of our stakeholder engagement plan are:

- Engagement with stakeholders drawn from across different community groups. In line with key principles of the #WhatsYourPreston listening project, we would continue to engage with stakeholders selected in their capacity as spokespeople for specific communities of interest within Preston. As a group, these people enable 'breadth' of authentic opinion to be drawn in to the Plan.
- Engagement with specific sub-groups of stakeholders to provide more detailed 'drill-down' insight. To add 'depth' of feedback in under-represented communities, we plan for example to:
 - Trial ideas such as the establishment of a Shadow Board within Preston's College. With support from Towns Fund Board member and Preston's College Principal Dr Lis Smith, this kind of exercise would enable ideas to be fed in to the Plan from rarely surveyed members of Preston's most deprived inner city communities.
 - Deliver walking tours of Preston to share stories about its built heritage.
 - Be represented at Faith Forum events to ensure we engage with the multiple faith communities who live in our city.
 - Participate in informal meet ups and group events at community-centred places within the city centre. (November 2020 onwards).
- Exhibition of visual elements of the CIP as schemes develop to reach the general public. Pop-up feedback stations proved highly engaging during the first phase of public consultation at the start of 2020 and we will run this activities again (late 2020).
- Further development of our online resources to maximise opportunities for people to engage with the CIP. This would encompass a range of feedback mechanisms, from simple 'comments box' functionality to regular survey distribution, to focus in on specific elements of the Plan as it develops.
- Fuller leverage of the Towns Fund Board and Preston Partnership as catalysts for cross-sector collaboration and debate. This knitting together of lead bodies within Preston's community is already proving to be a valuable platform for constructive debate. A continuation of this kind of activity would enable full value to be gained from the capital assets brought to life by the Towns Fund.

Developing Our Business Cases

5.7 Development and submission of this CIP has been carried out in accordance with the Board's Terms of Reference, adopted in January 2020. To facilitate the move towards Phase 2 the Board, at its meeting in July 2022 agreed the need to:

- adopt an Assurance Framework to be underpinned by principles of good practise taken from government's guidance for assurance frameworks including:
 - Transparent decision making
 - Accountable decision making
 - Ensuring Value for Money
 - Value for Money business cases

- Monitoring and Evaluation
 - establish of a Town Deal Investment Panel
 - appoint independent appraisers to complete green book compliant appraisal of business cases in line with the principles of the Assurance Framework.
- 5.8 Our Towns Fund investment programme combines projects for which a strong business case is already in development with new initiatives sparked by the opportunity to develop our CIP. The process we are putting in place to develop our business cases is in line with guidance issued to date and includes:
- Confirmation of named individual as project owner and business case sponsor from each project lead organisation.
 - Confirmation of the business case readiness of each project focusing on:
 - Underpinning studies including market assessments, feasibility, cost projections, income projections etc.
 - Project designs
 - Planning application status and requirements
 - Community and stakeholder engagement plans.
 - Funding commitments and plans, including private sector investment and public sector match funding commitments.
 - Statutory requirements (State Aid, Environmental Impact Assessments, Equalities Impact Assessments)
 - Status of delivery plan and roles and responsibilities of key delivery partners
 - Outcomes and impacts, and related monitoring and evaluation plans.
 - Rapid preparation of strategic outline cases for each project aligned to HM Treasury's Five Cases Model. This will provide us with consistent building blocks for the subsequent development of outline and full business cases, and enable the timely submission of the Summary Document to government in due course.
 - In line with the Assurance Framework principles the Town Fund Investment Panel will receive detailed business cases which have been supported by a Technical Implementation Group, including the accountable body, and appraised by independent assessors. The business cases will be accompanied by recommendations for consideration by the Town Deal Board.

Delivery Plan

Governance

- 5.9 Our Town Deal Board will oversee the implementation of our CIP. The Board is committed to periodic review of membership to ensure representation of our key public sector organisations, our businesses, our voluntary and community organisations. The primary responsibilities of the Board are to:
- Set and refine the strategy and our 15 year investment priorities
 - Coordinate resources and engage stakeholders
 - Ensuring diversity in its engagement with local communities and businesses

- Approve our Towns Fund investments, following recommendations from the Investment Panel and accountable body
 - Receive progress reports and review the implementation of the CIP priorities and our Towns Fund investment programme
 - Oversee compliance with the Heads of Terms Agreement with government and the Accountable Body
- 5.10 The City Council will continue to act as the accountable body for the implementation of the CIP. The primary responsibilities of the accountable body are to:
- Oversee compliance with the Heads of Terms Agreement with government and the Board
 - Ensure Board decisions are made in accordance with good governance principles
 - Ensure compliance at all times with the adopted Assurance Framework
 - Ensure transparency requirements are met
 - Adopt a programme management approach to support the delivery of the Town Deal Investment Programme
 - Support the development of detailed business cases
 - Monitoring and evaluating Town Fund projects and overall programme
 - Submitting periodic monitoring reports to the Towns Hub
 - Receiving and accounting for the Town Deal funding allocation
- 5.11 The Board has agreed to establish a Town Deal Investment Panel which will receive detailed business cases which have been supported by a Technical Implementation Group, including the accountable body, and appraised by independent assessors. The Investment Panel will make recommendations, informed by the accountable body, for consideration by the Town Deal Board.
- 5.12 The Accountable Body will ensure the Technical Implementation Group has the skill, capacity and resource required to actively support project owners in the development and implementation of the priorities set out in the CIP, to support the Investment Committee and at all times operate in accordance with the Assurance Framework.

Assurance

- 5.13 The Board have agreed the need for a local Assurance Framework to be prepared, in line with guidance, adopted following the submission of the CIP. The Assurance Framework will draw on best practise and will set out:
- Programme management of the Town Deal funding and co-ordination of programme governance to fulfil the Accountable Body requirements
 - Business case preparation and approval
 - Performance management systems against agreed KPIs
 - Preparation of any project-specific funding agreements to ensure the compliance of projects with Towns Fund requirements
 - Progress Monitoring Reports and collation of information submitted by each project to record activity, achievement, financial draw down and outputs and to explain variation from expected profiles

- Implementation of any changes in response to performance issues and lessons learnt
- Production of annual accounts and responses to audit requirements
- Due diligence checks on project delivery organisations in line with a programme implementation plan
- Development of tender specifications and procurement processes, where project activity is to be commissioned
- Monitoring and evaluation process (interim and final) to consider the success of the Town Deal in meeting its objectives.

5.14 The following table sets out the phased delivery of our priorities over the term of the CIP.

Table 5.1 15 Year Strategy Delivery Plan			
Priority	Years 1-5, 2020/21-2024/5	Years 6-10 2025/6-2029/30	Years 11-15 2030/1-2034/5
Transforming Preston's Cultural Infrastructure	<ul style="list-style-type: none"> HQ Pops up (and popped down) Cultural Strategy launched Preston Events Board established and event plan in place 3 new public squares activated Guild Hall re-opened Animate open Harris satellites opened Lancashire City of Culture 2025 opens HQ assets redeveloped Re-imagined Harris open Birley Artist Studio developed 3 street sporting events of scale hosted Business case for Preston Arena 	<ul style="list-style-type: none"> Building on legacy of City of Culture 2025 Preston arena opens as part of conference cluster Nationally profiled exhibition at Harris 	
Supporting Preston's Economic Recovery, Growth and Prosperity	<ul style="list-style-type: none"> Review of Preston Model and future development Preston Partnership Reboot Business case for Innovation Hub City centre CEIAG established Preston embedded in the aerospace skills network Something about boost 10 new cooperative businesses established Preston Youth Zone opened 	<ul style="list-style-type: none"> Animate community benefits delivered 	
Preston Station Quarter: A New CBD	<ul style="list-style-type: none"> Development Board established SRF Adopted HS2 Hybrid Bill Phase 1 office occupied Digital commend centre active Phase 1 public realm complete 	<ul style="list-style-type: none"> Government Hub opened Phase 2 office complete HS2 Phase 1 modifications Station improvements commenced 	<ul style="list-style-type: none"> HS2 Phase 2 modifications complete Station improvements complete

	<ul style="list-style-type: none"> Investment strategy agreed for station fabric investment 	<ul style="list-style-type: none"> Place based devolution deal for public sector reform strategy in place as part of CA ambition Community health and Wellbeing building occupied 	<ul style="list-style-type: none"> New living quarter established
Building Community Health and Well-being	<ul style="list-style-type: none"> Community Health and Wellbeing Board established Partnership capacity boosted through strategic secondments 5 year Community Health and Wellbeing strategy developed Enhanced s75 Agreement in place Preston Youth Zone opened Community Health and Wellbeing Building business case proven Partnership delivery of preventative health and wellbeing projects 	<ul style="list-style-type: none"> Community health and Wellbeing building completed and occupied Devolution deal for health and wellbeing as part of CA ambition Continued delivery of preventative health and wellbeing projects 	<ul style="list-style-type: none"> Continued delivery of preventative health and wellbeing projects
Transforming City Living	<ul style="list-style-type: none"> City Living Strategy Launched Business case for Stoneygate SHILF developed and investment agreed with HE Housing Delivery Vehicle established Housing Delivery Vehicle Pilot project complete and assessed Planning consent for 300 new city centre dwellings 	<ul style="list-style-type: none"> Stoneygate SHILF programme underway Planning consents for 1,000 new city centre dwellings 	
Delivering a Step Change in Sustainable Movement and Accessibility	<ul style="list-style-type: none"> Continued roll out of “safe streets” transport plan communication plan developed TCF Transforming Ringway delivered Future Mobility Plan delivered Car parking strategy operational Digital command centre operational 	<ul style="list-style-type: none"> Reduced city centre land take for car parking 	<ul style="list-style-type: none"> Demonstrable progress in CO2 reduction through removal of traffic in city centre

- 5.15 The Town Deal Board has overseen an extensive and accelerated programme of activity since January 2020. The city has not had an overarching plan which brings together various agreed and adopted plans in one vision for many years and Board members have welcomed the opportunity to collaborate at a strategic level to help shape a genuine Community City.
- 5.16 The establishment of the Technical Implementation Group to drive delivery progress of the Town Deal investment programme is critical to supporting the accountable body and enabling delivery by 2025. In addition, the accountable body will establish and resource a Town Deal programme management office with financial, legal and development capacity.
- 5.17 However, the accountable body will require a further injection of capacity, skill and resource into the PMO in order to maintain the momentum and made by the Board over the last 6 months. We have therefore included £250,000 PMO capacity funding as part of our Town Deal investment programme to support the Technical Implementation Group and ensure delivery by 2026.
- 5.18 Our Town Fund investment programme is deliverable in its entirety by 2025/26. The following table sets out key delivery milestones for the programme.

Table 5.2 Towns Fund Delivery Plan Milestones						
Project /Year	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Year 6 (25/26)
HQ Pops Up	<ul style="list-style-type: none"> Delivered 					
Re-Imagining the Harris	<ul style="list-style-type: none"> HLF secured Funding strategy in place External building repair works scoped 	<ul style="list-style-type: none"> Planning / listed building consent secured Business case for Town Deal approved Satellites launched Harris engagement programme starts External building repair works commence. 	<ul style="list-style-type: none"> Works on site commence Fit out of special exhibitions galley Harris engagement programme continues 	<ul style="list-style-type: none"> Works on site continue Harris engagement programme continues Open early 2025 Site works complete beginning of 2024 	<ul style="list-style-type: none"> Engagement programme completes Harris Activity programme commences. 	
Animate	<ul style="list-style-type: none"> Development Agreement entered into Anchor agreements entered into Technical design 	<ul style="list-style-type: none"> Business case for Town Deal approved Planning consent Tender process Tender financial review/appraisal Mobilise on site Build compromising; Substructure; Shell. 	<ul style="list-style-type: none"> Internal fit out Fit out carpark and landlord areas Tenant fit out 	<ul style="list-style-type: none"> Open 		

HQ Asset Renewal	<ul style="list-style-type: none"> Expressions of interest for assets Scope of external and internal base refurb works 	<ul style="list-style-type: none"> Business case for Town Deal approved Asset 1 works on site Asset 1 open 	<ul style="list-style-type: none"> Asset 2 on site Necessary consents secured Asset 3 works on site Asset 4 works on site 	<ul style="list-style-type: none"> All projects completed Occupation of all assets 		
Illuminate and Integrate	<ul style="list-style-type: none"> HQ Integration Board established Phased delivery approach agreed Alignment with TCF Programme to be agreed for Friargate 	<ul style="list-style-type: none"> Business case for approved 	<ul style="list-style-type: none"> Secure necessary consents Implementation commences 	<ul style="list-style-type: none"> Project on site 	<ul style="list-style-type: none"> Project completed 	
Public Space Animation	<ul style="list-style-type: none"> Events Board established 	<ul style="list-style-type: none"> Business case for Town Deal approved 5 year event strategy in place Adelphi Square opened and animated Consents secured for integrated kit in each of the 3 new squares 	<ul style="list-style-type: none"> Bus station plaza opened and animated 	<ul style="list-style-type: none"> Animate public square opened and animated 	<ul style="list-style-type: none"> City of Culture utilises 3 new public spaces 	
Preston Youth Zone	<ul style="list-style-type: none"> Business case for Town Deal approved 	<ul style="list-style-type: none"> Funding strategy in place Land transaction complete 	<ul style="list-style-type: none"> Recruitment and training of senior management team 	<ul style="list-style-type: none"> Practical completion of the building 		

		<ul style="list-style-type: none"> • Design process • Capital fundraising campaign • Planning secured • Tender process • Contractors appointed • Start on site 	<ul style="list-style-type: none"> • Engagement with young people: design /brand, staff recruitment and becoming ambassadors • Development of delivery partnerships • Developing youth work programme of activities and staffing plans • Revenue fundraising campaign 	<ul style="list-style-type: none"> • Training and inductions of all new staff • Revenue fundraising continues • 'Soft' openings and opening event • First year of Youth Zone operations and delivery • Full recruitment drive 		
CEIAG	<ul style="list-style-type: none"> • Business case for Town Deal approved • Location confirmed • Open 					
Health and Wellbeing Building	<ul style="list-style-type: none"> • Business Case for Town Deal approved • Community health and wellbeing board established • Strategic secondments 	<ul style="list-style-type: none"> • 5 year community health and wellbeing strategy developed • Enhanced s75 Agreement in place 	<ul style="list-style-type: none"> • Partnership delivery of preventative health and wellbeing projects • Development of business case for Community Health and 		<ul style="list-style-type: none"> • Community Health and Wellbeing facility opened 	

			Wellbeing building			
Cultural Capacity Building	<ul style="list-style-type: none"> • HQ Pops up • Business case for Town Deal approved • Cultural Strategy launched • Events Board established • City of Culture supported 	<ul style="list-style-type: none"> • City of Culture supported 				

6. Acknowledgements

- 6.1 The Preston Partnership and Town Deal Board would like to thank everyone who has contributed to the development of the CIP and our Towns Fund investment programme. This includes our public, private, community and third sector partners, all those who submitted project ideas, and our team of strategic advisors.
- 6.2 As a Board we recognise that the publication of the CIP is only the first step in helping us to realise our shared vision for Preston, but it will not be the only step. As we set out a 15 year plan for the city we need to make sure that we continue to engage with partners, listen to new ideas and initiatives aligned with our vision and priorities, and ensure that the CIP continually evolves and can be supported by Towns Fund and other future funding opportunities.



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Report to City of Preston Town Deal Board**Meeting to be held on 24th July 2020****Report submitted by: Beckie Joyce****Town Fund - Phase 2 - Terms of Reference and Assurance Framework****1. Summary**

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.

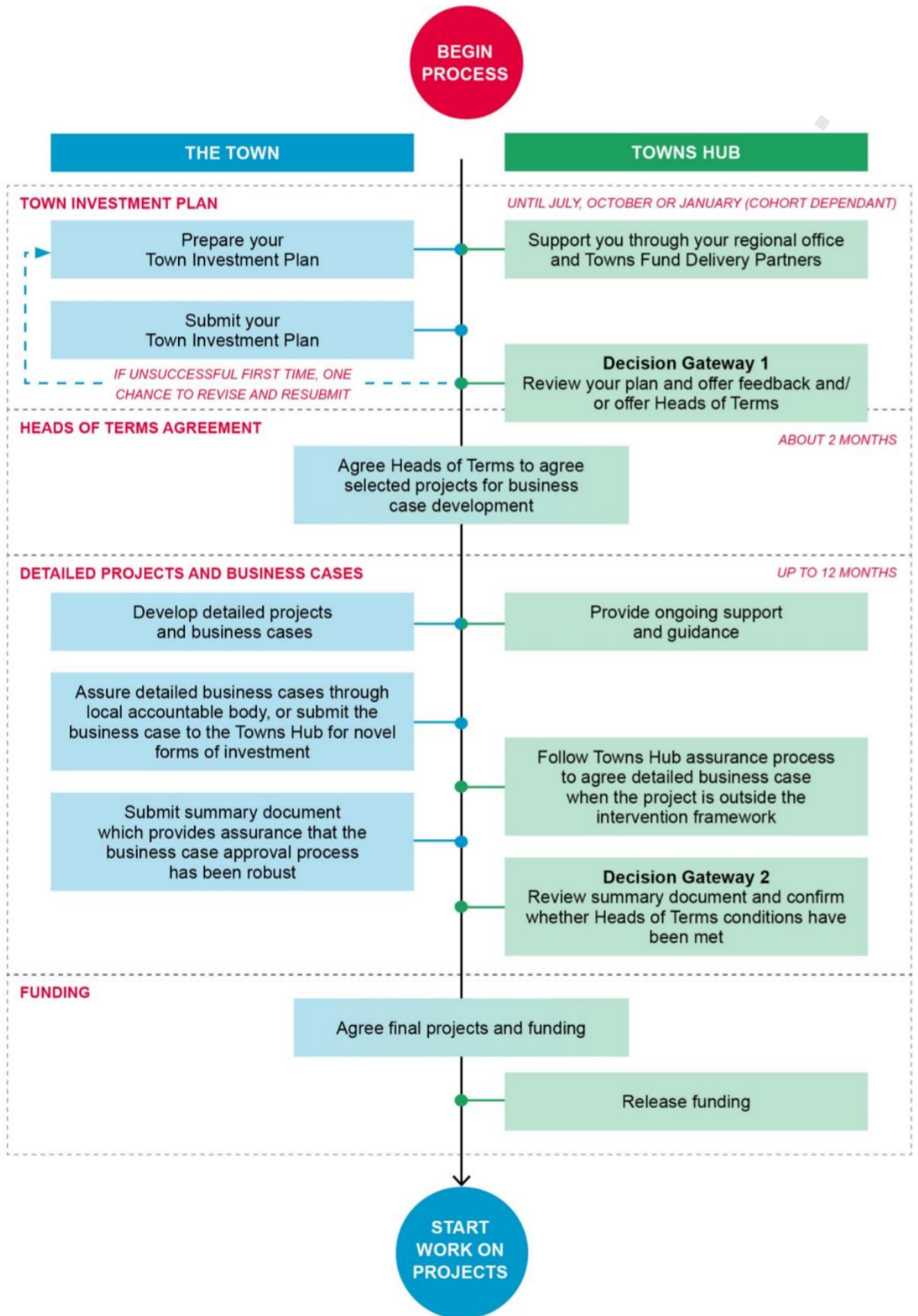
2. Decision Required

- (i) Note the requirement for a Town Deal Assurance Framework;
- (ii) Agree in principle the establishment of a Town Deal Investment Panel;

- (iii) Agree in principle the establishment of a Technical Implementation Group;
- (iv) Note a need for independent expert appraisal of project business cases and request the Accountable Body to consider appropriate procurement; and
- (v) Request that a Draft Assurance Framework be brought for consideration to the next meeting of the Board

3. Information

- 3.1 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 (CIP) incorporating a Town Deal Fund investment programme enabled by the City Council as Accountable Body (AB). Submission of the CIP and review by government will draw to a close Phase 1 of the Town Deal process.
- 3.2 Government have continued to issue further guidance and frequently asked questions with the substantive guidance issued in June, this is attached at Appendix 1.
- 3.3 The diagram below, taken from the guidance, illustrates the next phases of the Town Deal process, setting out that in effect Phase 2 comprises three stages, firstly agreement to a Heads of Terms, secondly project approvals, and thirdly financial draw down.



3.4 The remainder of this report deals with Phase 2, however it is worth noting that 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. ◆

3.5 The June guidance has provided further clarity on the role of the Board (and Chair) and the AB in Phase 2 and the implementation phase. For example, the guidance states the Board will be responsible for:

- Signing off each stage of City Investment Plan and Town Deal.
- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Developing and agreeing an evidence-based City Investment Plan
- Establishing a clear programme of interventions
- Embedding arrangements in local plans and fulfilling duties on public authorities under the Equalities Act, in particular, and the public sector equality duty
- Coordinating resources and engaging stakeholders
- Ensuring communities' voices are involved in shaping design and decision making at each phase of development
- Ensuring diversity in its engagement with local communities and businesses
- Helping develop detailed business cases
- Overseeing each step of agreeing a Town Deal
- overseeing compliance with the Heads of Terms Agreement with government.

3.6 The guidance goes on to state that the Town Deal Board Chair will be responsible for:

- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Leading the Board in achieving its objectives, maintaining an overview of activity, and championing and supporting partnership working
- Ensuring that decisions are made by the Board in accordance with good governance principles
- Signing the Head of Terms Agreement with government and the AB

3.7. The guidance further states that the AB will be responsible for:

- Upholding the Seven Principles of Public Life (the Nolan Principles)
 - Developing a delivery team, delivery arrangements and agreements
 - Ensuring that decisions are made by the board in accordance with good governance principles
 - Ensuring transparency requirements are met – through publication of information on their website or a Town Deal specific website
 - Developing agreed projects in detail and undertaking any necessary feasibility studies
- ◆

- Undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties
- Helping develop detailed business cases
- Liaising with potential private investors in identified local projects and schemes
- Signing the Head of Terms Agreement with government and the Board
- Monitoring and evaluating the delivery of individual Towns Fund projects
- Submitting regular monitoring reports to Towns Hub
- Receiving and accounting for the Town's funding allocation

3.8 The City Council will ensure that its Monitoring Officer and Chief Internal Auditor are appraised of the enhanced roles and responsibilities required of the Accountable Body during Phases 2 and 3.

3.9 The guidance reiterates that the Board should have suitable governance arrangements that allow members to provide robust challenge, hold delivery partners to account and ensure that the benefits of the Town Deal are achieved. The governance arrangements should cover:

- Roles and responsibilities of the Board
- Transparency of decision making
- Details of how the Board will engage with the relevant partners and the community
- How decisions will be scrutinised
- How the Board intends to follow the local authority best practice for Committee and Board Secretariat and Governance
- The publication of governance including minutes of meetings and decision logs of the Town Deal Board should be published on the Lead Council's website.
- Management of conflicts of interest and publication of information

3.10 Ahead of agreeing a Town Deal, checks will be undertaken to ensure Town Deal Boards are meeting all the governance expectations set out above.

3.11 Following the submission of the CIP the Towns Hub will consider the in-principle case for and viability of each of the projects in the Investment Plan and may recommend any of the following:

- in-principle agreement to projects, which can then be developed into a full business case
- in-principle agreement but with specific conditions attached which will need to be met before a full business case can be developed, such as progressing the business case through MHCLG
- that ministers do not agree to projects considered unviable.

3.12 Following the review of the CIP and assessment of projects, government will offer a Heads of Terms to be considered by the Town Deal Board. 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 Town Deal 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

- 3.13 Once a town has agreed to the Heads of Terms, the Town Deal will be announced. The guidance indicates that government expect it to take approximately 2 months from submission to announcement of Heads of Terms, but clearly this will be subject to issues arising through the assessment process and the ability of the Board and AB to respond in a timely manner.
- 3.14 Following the agreement of Heads of Terms, there will be up to one year to work through Phase 2, which will include the development of agreed projects in detail, completion of comprehensive business cases and submission of a summary document to MHCLG to show that this has been completed in line with the agreed conditions and requirements in the Heads of Terms.
- 3.15 The guidance sets out two possible routes to agreeing business cases:
- (i) Using MHCLG financial processes. This will normally be where the project is outside the scope of the intervention framework, it is a novel and unusual investment, or a project has scored amber in its project assessment 30
 - (ii) Using the agreed accountable body's green book-compliant assurance processes. This will be for the majority of business cases
- 3.16 Our internal assessment to date of the projects in Preston's Town Deal investment programme is that they are inside the scope of the intervention framework and therefore it is expected that the second route will apply, however this will be agreed at the Heads of Terms stage along with a forward plan with expected timescales for each business case.
- 3.17 Once detailed business cases have been developed for each project, towns must submit a Town Deal Summary Document to the Towns Hub. This should include:
- A list of agreed projects (including Benefit Cost Ratios)
 - Details of business case assurance processes followed for each project
 - An update on actions taken in relation to the Heads of Terms key conditions and requirements
 - A Delivery Plan (including details of the team, working arrangements and agreements with stakeholders)

- A Monitoring and Evaluation Plan
- Confirmation of funding arrangements and financial profiles for each project
- Confirmation of approval of planning applications
- Letters of approval from the Town Deal Board and Lead Council.

3.18 The assumption is that there will be one Town Deal summary which can be submitted to the Towns Hub as soon as our timelines permit. However, there may be provision to submit a Town Deal summary for a project which is so significantly advanced and which cannot wait for a funding decision, albeit having assessed the delivery milestones for the projects within the investment programme this is unlikely to be necessary. We will have a maximum of 12 months from the agreement of Heads of Terms to develop business cases and submit a Summary Document of sufficient quality to the Towns Hub.

3.19 Sections 3.5 to 3.18 of this report clearly demonstrate both the need and benefits of a Town Deal Board 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

3.20 A proposed framework will be drawn up and presented to the next meeting of the Board.

3.21 It is proposed that the Board establish an Investment Panel, made up of Board members in order to enable the Board and the AB to recommend investment decisions to the Board. It is proposed that the Investment Panel be supported by Technical Implementation Group, drawing on capacity and expertise from Board organisations to oversee the development of business cases for the investment package in Phase 2 and to enable tailored support for each project to develop its business case. It is expected that the government's Town Hub will be able to support this work.

3.22 The Investment Panel will require independent scrutiny of business cases and it is proposed that the AB consider options for procurement of this work, including using existing frameworks.

3.23 The report on the draft Assurance Framework will include proposed membership of the Investment Panel and the Technical Implementation Group and roles and responsibilities for each group.

4 Recommendations appear at the front of this report.



Ministry of Housing,
Communities &
Local Government

Towns Fund guidance



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June 2020

Ministerial Foreword

In the year since we launched our £3.6 billion Towns Fund, the country has faced a whole new set of challenges that we could not have predicted.

But we have seen towns and their communities, at the forefront of our national response to Covid-19, showing great adaptability and resilience. Our appreciation and pride in the places we call home is greater today than ever before.

I'm clear that towns should be at the heart of our nation's recovery and the Towns Fund has never felt more important. This investment into 100 towns across the country will galvanise local businesses and communities. It will show how government and places can come together to build more prosperous futures.

Our Towns Fund Prospectus, launched in September, set out our vision for the Fund and the first stages of the process. Today's publication of further guidance represents another significant step.

While the funds may take on a further purpose in helping us recover and rebound, the overarching objective of the Towns Funds remains the same: to drive the sustainable economic regeneration of our towns for long-term economic and productivity growth.

That is why I'm so pleased we haven't lost momentum. Since September, our towns have been working hard to establish Town Deal Boards and develop their Town Investment Plans. All towns should be incredibly proud of the progress they have made.

The Towns Fund is at the centre of our ambition to level up this country and make it a better place for everyone to live and work. I look forward to working with our towns and communities to make this a reality.

Simon Clarke MP
Minister for Regional Growth and Local Government

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1. Introduction

- 1.1 On 6 September 2019 the government invited 100 places in England to develop proposals for a Town Deal, forming part of the £3.6 billion Towns Fund announced by the Prime Minister in July 2019.
- 1.2 Towns are home to some of our key businesses and employers, they host some of our world-leading universities and are where the majority of the population live. They serve as important centres to their surrounding areas, with shopping and leisure facilities and other services drawing in people from villages and rural areas.
- 1.3 Struggling towns, however, do not always have the fundamental building blocks of a strong local economy in place. The evidence shows they can face some significant challenges: an ageing population without the skills necessary to attract new firms; fewer people going on to and returning from higher education; fewer economic opportunities in the surrounding region; fewer opportunities for training and retraining; and less foreign direct investment than in cities. Growth is held back where this is compounded with poor transport and digital connectivity.
- 1.4 We know that towns have been working hard since September to establish Town Deal Boards and develop Town Investment Plans (TIPs) – and while many have had to deprioritise this work in the current crisis, all towns are keen to understand the next steps and how they can agree their Town Deal.
- 1.5 This guidance is intended to enable towns to finalise their TIPs and work with MHCLG to agree their Town Deals. It sets out key information about interventions in scope, and the roles of different stakeholders throughout the process, and shows the path towards the implementation of Town Deals.

Town Deals and Covid-19 impacts

- 1.6 At the time of writing, we are facing a set of challenges on an unprecedented scale. We cannot predict exactly what the coming months will bring, and we are concerned that deprived towns may be hit harder by this crisis than elsewhere.
- 1.7 We have not changed the focus of the Towns Fund, nor the types of interventions we expect to support. The effects of Covid-19 have been felt directly by all towns, and the impact has been particularly acute for those with the vulnerabilities and weaknesses that the Towns Fund was set up to address. So this investment in towns is more needed than ever. The government wants to meet the long-term needs of left behind communities, and remains committed to levelling up.
- 1.8 The Town Deal may for some towns take on additional purpose as a key part of the efforts to recover and rebound from this crisis. The Towns Fund will enable the agreement of strategic investments by the end of the financial year, tailored to each

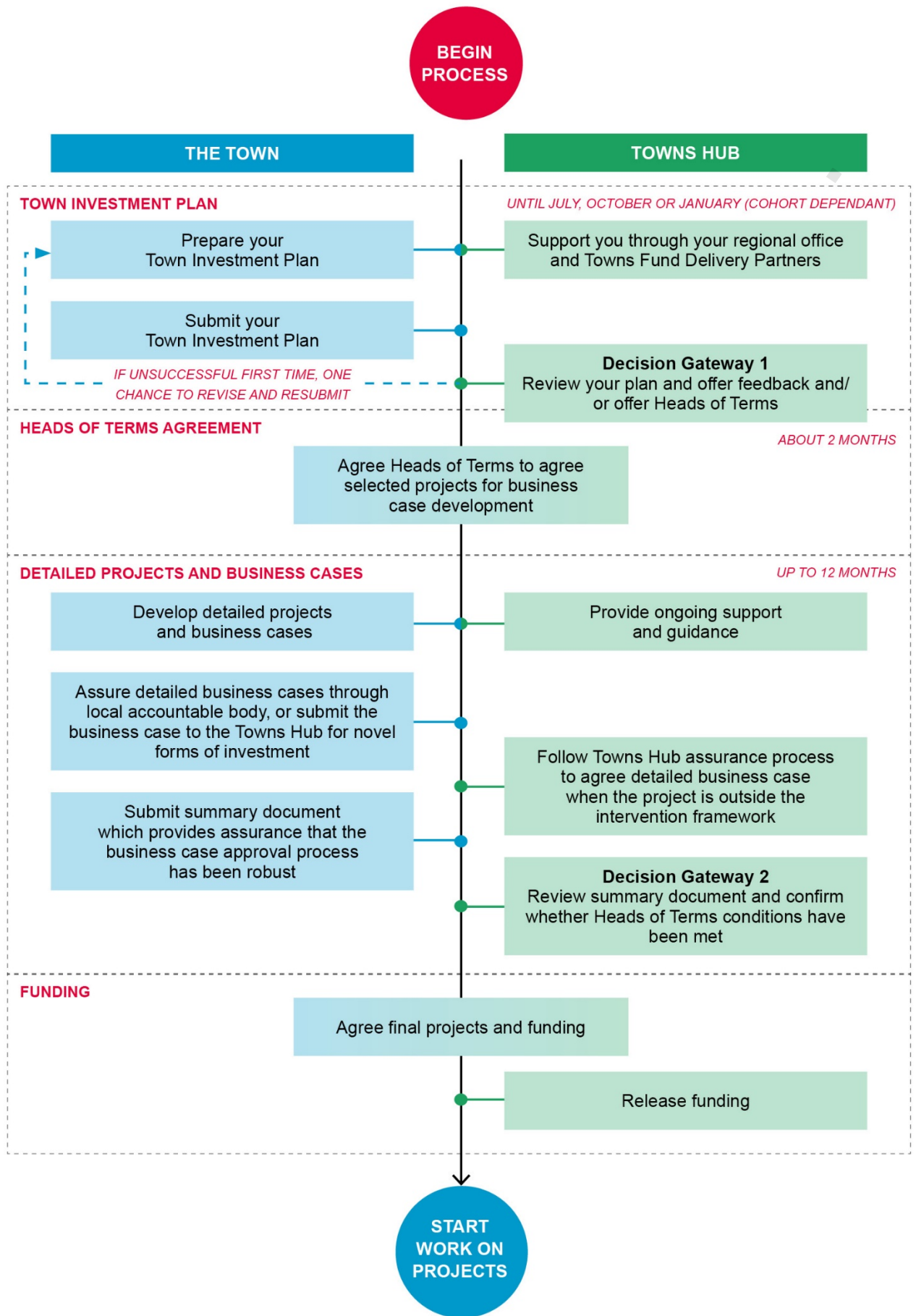
town's circumstances and the localised impacts of Covid-19. This is part of a wider package of support for places to respond to Covid-19, including measures to mitigate the immediate impact, such as the £12.3 billion funding to help small and rural businesses manage their cashflow through this period. Through supporting local economic plans and partnerships, the Towns Fund will help chart a course and lay the groundwork for levelling up over the longer term, as set out in the [UK government's Covid-19 Recovery Strategy](#).

- 1.9 We will be flexible and responsive. We have pushed back the deadlines for submitting Town Investment Plans to reflect the ongoing uncertainty and the pressures on all partners on Town Deal Boards. We will continue to monitor the situation and where needed will provide towns with additional support to complete TIPs.
- 1.10 We would like all towns to outline in their Town Investment Plan how Covid-19 is impacting their local economy, and how this is reflected in their strategy and prioritisation. It may be that some priorities have shifted, or it could be that the same things are still critical – whichever is the case, it is paramount that Covid-19 forms part of the evidence base and is factored into decision-making.
- 1.11 Towns should take advantage of the opportunities presented to chart a sustainable course for their long-term growth. While there may be a case for mitigating the impacts of the crisis on key sectors and parts of town, we will not support measures that are purely short-term. We would like towns to focus on making adaptations which increase resilience and prosperity.
- 1.12 Town centres may be hit hard by the impacts on retail, adding to longer-running trends and pressures. In particular, towns may want to consider how they can reconfigure town centres for mixed uses. There may be other opportunities to make decisive changes for the long term, such as investing in sustainable modes of transport to take advantage of behaviour changes caused by lockdown. TIPs must include a wider spatial strategy, setting out why targeted areas have been chosen, what is being done to support other key areas of their town, and how this will support the town centre.
- 1.13 Towns should flag if they want to use their Town Deal as a key part of their recovery plans and set out how their proposed projects fit with other recovery measures. Towns in this position should highlight projects they believe are 'shovel ready' and the potential to tie in multiple lines of support to one deal.
- 1.14 Given the uncertainties, towns may wish to set out scenarios and hypotheses to underpin plans and ensure plans are flexible to evolving contexts and guidance. We expect to see projects prioritised that will be valuable against a number of possible scenarios, rather than large, risky investments.

- 1.15 Through MHCLG's Towns Hub we will provide resources and advice to help towns understand how Covid-19 will impact them in the future, and lessons about suitable interventions, opportunities and risks. Towns hardest hit by the pandemic and those to whom the deal is an essential part of their recovery planning will receive additional support.

Towns Fund Process

- 1.16 The diagram below summarises the process for agreeing Town Deals and starting implementation. It has been designed to help strengthen the quality of Town Deals, building partnerships and strategies that will help guide investment and development over time. At the same time, it ensures sufficient oversight and assurance of how money is spent at a local and national level.
- 1.17 There are two phases, with a decision gateway at the end of each. First, towns will develop TIPs, which will be assessed by MHCLG and Heads of Terms offered to towns with submissions of a sufficient quality. Towns will then develop agreed projects and business cases in detail, and government will assess that information before releasing funding for implementation.
- 1.18 We understand from our readiness assessments carried out over the past six months that towns had very different starting points, and towns have had varying ability to continue their work during the recent crisis. Towns will therefore be able to submit their TIPs in three cohorts, depending on when they will be ready.
- 1.19 Should towns fail to submit a TIP of sufficient quality, they will be given one more opportunity to do so. If they fail a second time, they will no longer be eligible for a deal. Through the Towns Hub, we will provide Town Deal Boards with the support they need to successfully complete the process.



2. Towns Fund purpose

- 2.1 Through the Towns Fund we will work with more places to address growth constraints and to ensure we chart a course of recovery from the impact of Covid-19. The overarching aim of the Towns Fund is to **drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth**. This will be done through:

Urban regeneration

Ensuring towns are thriving places for people to live and work, including by:

- Increasing density in town centres;
- Strengthening local economic assets including local cultural assets;
- Site acquisition, preparation, remediation, and/or development; and
- Making full use of planning tools to bring strategic direction and change.

Skills and enterprise infrastructure

- Driving private sector investment and small business development; and
- Ensuring towns have the space to support skills and small business development.

Connectivity

- Developing local transport schemes that complement regional and national networks; and
- Supporting the delivery of improved digital connectivity.

- 2.2 We know town centres and high streets are facing particular challenges. We are leaving the flexibility for towns to prioritise investment across the town – for example, in gateway areas, key education or employment sites. We would like to understand your plan for the town centre, to be included as part of the spatial strategy in your TIP.

- 2.3 Many towns face serious social as well as economic challenges. We suggest that towns incorporate this through a focus on inclusive growth. The Towns Fund investments are not intended to target the social challenges directly; these will be covered by other government policy and departments – although you may wish to include actions and investments in these spheres as part of the wider Town Deal.

- 2.4 TIPs should be guided by sustainability – economic, environmental, and social. The government has committed to a legally binding target to achieve net zero greenhouse gas emissions by 2050; clean growth represents a huge opportunity for the UK economy, and is a core principle of the Towns Fund. The current situation creates an opportunity to speed up the process of restructuring our industry, commerce and communities towards a greener future.

- 2.5 Towns and local authorities are well-placed to coordinate clean growth investment in their local area, which can deliver decarbonisation, improved air quality and health, and economic growth.

3. What should be in a Town Deal?

- 3.1 A Town Deal is an agreement in principle between government, the Lead Council and the Town Deal Board, confirmed in a Heads of Terms document. It will set out a vision and strategy for the town, and what each party agrees to do to achieve this vision.
- 3.2 This document will be signed by the Secretary of State for Housing, Communities and Local Government on behalf of government. We expect the other signatories to be the chief executive or leader of the local authority and the chair of the Town Deal Board. Town Deals will cover a period of up to five years.
- 3.3 Each town has been invited to put together proposals for up to £25 million from the Towns Fund – although we will consider more than £25 million in exceptional cases. This core funding component of a Town Deal will be money from the Towns Fund. Towns are not in competition with one another – the amount of funding they are able to access will be based on the quality of their proposals and not related to the proposals brought forwards by others.
- 3.4 The Town Deal should also be a ‘wrapper’ for other investments, whether from other government departments or private investors. We would like the Towns Fund money to provide additionality, and help to bring in other funding, so Town Deals become more than the sum of their parts.

Interventions in scope

- 3.5 The Towns Fund is primarily a capital fund. We want to support projects that are viable and sustainable in the long term, and which build on the town’s assets and strengths. Interventions supported through the Towns Fund should be developed with input from the community, who should feel a genuine sense of ownership. We also want to support towns that are targeting interventions that will play a role in their immediate economic recovery.
- 3.6 All interventions should be designed to help generate local economic growth whilst taking into account the principle of clean growth.
- 3.7 The table below includes the outcomes, by intervention theme, that towns should be targeting through their interventions. These target outcomes should be used as a guide when towns are designing their investment plans. Examples of the types of outputs that might produce such outcomes – and therefore ones that towns should be considering – are also included in the table.

Intervention Theme	Outputs	Target Outcomes
Local transport	<i>Increase in the number of bus services; new or upgraded cycle and walking routes; new or upgraded road infrastructure; pedestrianised streets</i>	<ul style="list-style-type: none"> Improved affordability, convenience, reliability, and sustainability of travel options to and from places of work Improved affordability, convenience, reliability, and sustainability of travel options to and from places of interest (especially shops and amenities)

		<ul style="list-style-type: none"> • Reduced congestion within the town • Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians
Digital connectivity	<i>Provision of full fibre infrastructure with local authority as anchor tenant</i>	<ul style="list-style-type: none"> • Increased utilisation of digital channels, by businesses, to access and/or supply goods and services • Increased ability for individuals to work remotely/flexibly • Encouraging further investment from network operators
Urban regeneration, planning and land use	<i>Remediation and/or development of previously abandoned or dilapidated sites</i>	<ul style="list-style-type: none"> • Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
Arts, culture and heritage	<i>New or upgraded museums, theatres, community spaces, etc.</i>	<ul style="list-style-type: none"> • Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
Skills infrastructure	<i>Increase in the capacity and accessibility to new or improved skills facilities</i>	<ul style="list-style-type: none"> • Increased share of young people and adults who have relevant skills for employment and entrepreneurship
Enterprise infrastructure	<i>Increase in the amount of high-quality and affordable commercial floorspace; increase in the number of shared workspaces or innovation facilities</i>	<ul style="list-style-type: none"> • Increased number of enterprises utilising high-quality, affordable and sustainable commercial spaces • Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces

3.8 The full intervention framework can be found in Annex A and sets out:

- The spatial focus of interventions;
- A broad set of acceptable outputs which should guide the design of specific interventions;
- Policies and strategies that interventions should align with; and
- The list of outcomes that we would expect interventions to target, along with a set of possible indicators that will be used to measure progress and success.

3.9 The intervention framework has been designed to allow flexibility for a broad range of interventions, so that towns can select those that are most suited to their unique circumstances. Towns should design their interventions so as to lead to the target outcomes. It should be noted that interventions outside of this framework are not automatically precluded, although they are likely to be subject to additional scrutiny in the business case phase.

3.10 For example, where towns face a flooding risk they may propose to address this in their investment plan. We might expect to fund new developments that were flood-proof, and flood defences as part of those developments. However, the focus of the towns fund is on economic growth, and projects will have to be cognisant of this. (Details of specific flooding funding is set out in Annex B).

3.11

3.12 In all instances, towns will be required to demonstrate how their interventions will lead to the agreed outcomes using a convincing, well-evidenced Theory of Change. Further guidance on producing a Theory of Change can be found within [HM Treasury's Magenta Book](#) (page 24, section 2.2.1).

3.13 The fund is 90% capital. As a general rule, towns are asked to ensure that their funding bids concentrate on capital spend on tangible assets. In some towns, there may be a particular need for a small amount of revenue funding – perhaps to support implementation of a capital project. However, this will need to be fully evidenced and will be the exception.

3.14 The profile of the overall fund is for six years from 2020 to 2021. We will agree specific funding profiles with each individual town based on their deal and projects.

3.15 In exceptional circumstances, an allocation of more than £25 million may be considered¹. This will be limited to the most ambitious and credible investment plans, and towns will face a higher level of scrutiny of their plans:

- TIPs should credibly target not only transformational impacts for the town itself but for the wider region or at the national level.
- TIPs must be top quality, with all of the Town Investment Plan (TIP) assessment criteria fully demonstrated
- Towns will face a challenge session before a Heads of Terms is offered
- For individual projects over £25 million business cases must be approved centrally through MHCLG rather than assured through a local accountable body.

3.16 Towns should not bid for the full £25 million or more unless there is an objective rationale to do so. It should be noted that the coherence of the Town Investment Plan (i.e. the complementarity of project proposals and their alignment with the town vision and strategic planning) plays a key role in the assessment of TIPs. Should a town bid for the full amount or more without a sound evidential backing, the town risks failing to secure a deal at the first attempt, meaning they have just one more chance to submit.

3.17 Towns will need to demonstrate that their proposed interventions have taken account of the following clean growth principle: *Investment from this fund should support clean growth where possible and, as a minimum, must not conflict with the achievement of the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.*

3.18 In practice, cost effective interventions might include:

- Investment in clean public transport
- 'Gateway' areas around train stations
- Other clean transport, including cycling infrastructure and electric vehicle charging points

¹ The maximum available is £50 million

- Low carbon buildings
- Infrastructure that reduces emissions from industrial areas
- Innovative energy efficiency measures, clean heat and power generation, and energy storage
- Regenerating and retrofitting existing buildings to be as low carbon as possible
- Carbon offsetting, e.g. planting trees
- Skills initiatives which support clean growth industries
- All development should be cognisant of flood risk and coastal erosion where relevant.

Alignment with other initiatives and funding

- 3.19 To maximise the impact of the Towns Fund, we want to help towns align their plans with other existing government funds and initiatives. Towns should consider how the Towns Fund money may help crowd in and leverage other sources of funding. We hope that this will enable synergies, win-wins and multiplier effects, thanks to more place-focused policy.
- 3.20 A Town Deal for some towns might therefore involve agreeing to align Towns Fund monies with those from another government programme, or other public or private sector funding sources. Ideally, a Town Deal will serve as a ‘wrapper’ for a wide range of government interventions, in order to maximise both the impact of funding and the range of projects which can be funded.
- 3.21 Towns should indicate in their TIP where there exists any overlap with other government interventions, or where they plan to align Towns Fund monies with other investment. This could include aligning investment in transport infrastructure with the Department for Transport’s Restoring Your Railway Fund, or wider economic regeneration plans with MHCLG’s Brownfield Housing Fund. There are a range of funds offered by the Department for Education on skills and skills infrastructure, and from the Department for Digital, Culture, Media and Sport for digital connectivity, heritage, culture, sports, and tourism.
- 3.22 A list of funding programmes that align with the objectives of the Towns Fund is at Annex B. There may be other local, regional and national funding opportunities available that are not listed or other opportunities such as estate regeneration schemes. Towns should explore all possible avenues in the development of their investment plans.
- 3.23 For some funding programmes (such as those in the list below), the application process is likely to happen in parallel to the Towns Fund process. If towns are intending to apply for these other funds, we ask that you flag this in your TIP, and set out linkages, synergies and interdependencies between the Towns Fund and those possible investments.
- MHCLG’s Future High Streets Fund
 - DfT’s Restoring Your Railway (Beeching) Fund

- HMG's Freeports programme
- Cabinet Office's One Public Estate programme
- DfE's Further Education Capital Fund
- MHCLG's Development Corporations programme

3.24 The relevant departments will make their own assessment as to whether the project meets their criteria and should be taken forward through their own processes, in parallel to MHCLG's. We will work to ensure government is joined up in how it assesses and awards these funds. Should this be agreed, alignment of the funds will be included as part of the Town Deal.

3.25 Some towns selected for a Town Deal have also been shortlisted for the Future High Streets Fund. As towns develop both proposals, they should ensure that they are fully aligned, building on a clear overall vision and strategy. The two funds cannot be used as match for each other but can fund complementary projects.

3.26 We also encourage collaboration and alignment with regional bodies and other levels of government. Where appropriate, towns should work with Local Enterprise Partnerships, Mayoral Combined Authorities and others to ensure coordination and shared learning. Some types of project may require sign-off by certain bodies, for example transport projects must have the full support of the lower and upper tier transport authorities and the local highways authority.

Co-funding and match funding

3.27 We would like to see co-funding and match funding where possible. Leveraging additional funding from other sources such as the private sector can be an effective means of widening the scope and ensuring the success of a project.

3.28 We know, however, that this may be difficult in some towns, especially in light of Covid-19 impacts. We have not set a minimum for match funding or private sector investment, and we will respect the different opportunities and constraints faced by different towns.

3.29 At a minimum we want to see evidence that towns have fully explored investment opportunities and sought to initiate discussions with potential investors as early as possible. Towns should demonstrate the level of buy-in already secured from a range of private sector players – whether this is recent or something built up over a number of years. Towns should set out how the level of co-funding secured is reasonable for their particular context, and make clear the level of commitment behind any match funding. We can provide support to towns on project finance and private sector investment.

Case Example – Stansted Airport College



The Towns Fund prospectus highlighted the significant role colleges play in many local communities and that collaboration between education providers and businesses (large and small) is important to deliver a more highly skilled workforce. This can be achieved through investment in vital skills infrastructure.

Stansted Airport College is the first on-site aviation college at any UK major airport. It is a partnership between Harlow College and London Stansted Airport (part of the Manchester Airport Group). The College was specifically established to address skills shortages in the aviation industry. Construction began in October 2017 and the College opened to its first students in September 2018. Now in its second year of operation the College is at full capacity of 500 trainees.

The airport has between 300-400 live vacancies every week of the year, from entry level positions through to higher level technical positions. The strategic partnership provides a pipeline of talent for airport business partners, as well as providing ‘a clear line of sight’ to the workplace for young people. The College sits literally at the end of the runway – its location provides an inspiring and motivational environment for young people.

This is a significant and fundamental strategic partnership which included the ‘gift’ of £3.5 million land to build the new facility, as well as key links with the 220+ airport business partners. Employers were involved in the design of both the building and the curriculum. Their on-going commitment and support to work placements, visits, professional talks, volunteering and curriculum development is a vital part of the College’s success. Impact is measured at multiple levels. Now at full capacity the £11 million centre delivers £2.3 million of benefit to the economy in terms of skilled trainees for the workforce.

4. Phase 1: Preparing a Town Investment Plan

4.1 Town Deal Boards are responsible for developing a Town Investment Plan that sets out a clear vision and strategy for the town. Plans should reflect local priorities and be co-designed with local businesses and communities. A Town Investment Plan will be used as the basis for agreeing the Town Deal, including the specific projects which will be funded and the agreement in principle/Heads of Terms (before entering into phase 2 where funding may be granted). For towns that are proposing a joint deal, a single Town Investment Plan must be developed with strategic fit for both towns.

4.2 TIPs should be long-term, strategic documents. They should provide the strategic case for Town Deals, with the evidential and analytical basis for the selection and design of the projects proposed in it. We would also like them to be broader than this: they should set out a vision for the town with broad ownership and a strategy that can set the direction for the economic turnaround of the town over a decade, including economic recovery from the current crisis.

4.3 TIPs should build on and recognise the good work that has already been undertaken in towns. We know many towns already have strong partnerships, and we are happy if these form a key foundation of the Town Deal Board. And in many places there are recent strategies and plans for the town which are highly relevant to Towns Fund objectives: we would hope TIPs align with and build on these.

4.4 To help contribute to broader ownership and longevity, the final Town Investment Plan should be published on the Lead Council's website (or a Town Deal specific website).

Running a Town Deal Board

4.5 Town Deal Boards are responsible for producing Town Investment Plans, including putting forward suitable projects which align with the objectives of the Towns Fund, and for overseeing compliance with the Heads of Terms Agreement with government.

4.6 We hope that they can build on and strengthen existing partnerships in the town. It is also important to be clear how Town Deal Boards align with other place-based initiatives in towns. We would like to see evidence of a shared vision and commitment from a range of stakeholders, however this does not all have to come from Towns Fund-specific engagement.

4.7 A Town Deal Board should operate in a transparent and objective way for the benefit of the town it represents. We set out here and at Annex D governance requirements – this should fit within and complement existing arrangements for governance, assurance, audit etc. in the local authority and does not need to be wholly separate.

4.8 The Town Deal Board’s membership should reflect the diversity of the town and surrounding area. The Towns Fund Prospectus stated that membership of Town Deal Boards should comprise:

- A private sector chair
- All tiers of local government for the geography of the town
- The MP(s) representing the town
- The Local Enterprise Partnership
- Local businesses and investors
- Community/local voluntary community sector representatives
- Other relevant local organisations, such as FE colleges or Clinical Commissioning Groups.

4.9 It will be important to ensure a balance of views are heard and to create opportunities for fresh perspectives and challenge, so membership could extend to those with other specific expertise, such as clean growth.

4.10 All Town Deals will need to have an Accountable Body which will be a council through which funding will flow. The Lead Council for the Town Deal (the Unitary Authority, Metropolitan Council, District Council or Borough Council for the town) will determine the appropriate Council to act as the Accountable Body (the Lead Council may take on this role or nominate an upper tier Authority where more suitable). Lead Councils have a seat on the board and take responsibility for ensuring that decisions are made by the Town Deal Board in accordance with good governance principles.

Roles and responsibilities

Town Deal Board: The Town Deal Board will sign off each stage of a Town Investment Plan and Town Deal. The Board is responsible for:

- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Developing and agreeing an evidence-based Town Investment Plan
- Establishing a clear programme of interventions
- Embedding arrangements in local plans (where appropriate) and undertaking Environmental Impact Assessments and fulfilling duties on public authorities under the Equalities Act, in particular, and the public sector equality duty.
- Coordinating resources and engaging stakeholders
- Ensuring communities’ voices are involved in shaping design and decision making at each phase of development
- Ensuring diversity in its engagement with local communities and businesses
- Helping develop detailed business cases
- Overseeing each step of agreeing a Town Deal, and overseeing compliance with the Heads of Terms Agreement with government

Town Deal Board Chair:

- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Leading the Board in achieving its objectives, maintaining an overview of activity, and championing and supporting partnership working
- Ensuring that decisions are made by the Board in accordance with good governance principles

- Signing the Head of Terms Agreement with government

Lead Council (acting as or with the Accountable Body)

- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Developing a delivery team, delivery arrangements and agreements
- Ensuring that decisions are made by the board in accordance with good governance principles
- Ensuring transparency requirements are met – through publication of information on their website or a Town Deal specific website (*where further reference is made in this guidance to publication on a Lead Council's website this includes Town Deal specific websites*)
- Developing agreed projects in detail and undertaking any necessary feasibility studies
- Undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties
- Helping develop detailed business cases
- Liaising with potential private investors in identified local projects and schemes
- Signing the Head of Terms Agreement with government
- Monitoring and evaluating the delivery of individual Towns Fund projects
- Submitting regular monitoring reports to Towns Hub
- Receiving and accounting for the Town's funding allocation

4.11 The Town Deal Board should have suitable governance arrangements that allow members to provide robust challenge, hold delivery partners to account and ensure that the benefits of the Town Deal are achieved. The governance arrangements should cover:

- Roles and responsibilities of the Board
- Transparency of decision making
- Details of how the Board will engage with the relevant partners and the community
- How decisions will be scrutinised
- How the Board intends to follow the local authority best practice for Committee and Board Secretariat and Governance

4.12 The membership and governance arrangements (including minutes of meetings and decision logs) of the Town Deal Board should be published on the Lead Council's website.

4.13 Annex D provides further detail on the governance expectations, this includes information on the requirements relating to management of conflicts of interest and the publication of information.

4.14 Ahead of agreeing a Town Deal, checks will be undertaken to ensure Town Deal Boards are meeting all the governance expectations set out here and in the Towns Fund Prospectus.

Community Engagement

- 4.15 Interventions supported through the Towns Fund should have the support of the community, through early and ongoing engagement and genuine partnership arrangements. Plans made with the communities that they affect are most likely to be successful, lead to innovation and creativity, and result in less controversy.
- 4.16 Where possible, communities should be part of originating ideas, setting objectives and visions rather than just giving feedback on proposals that are already some way along. If communities feel heard and are invested in the success of the project(s), this should ultimately help develop a sense of pride and connectivity to place and community. And for some towns, the existing sense of pride and identity in their town can be a valuable resource for change.
- 4.17 This is a key part of developing the Town Investment Plan and we want towns to demonstrate the buy-in they have secured with the community. We are not being prescriptive about how this looks, however – and it can and should build on existing partnerships, consultation and mobilisation in the local community. Towns may choose to use the capacity funding, provided December 2019, to support community engagement.
- 4.18 We recognise that engagement with local communities is made more challenging due to the Covid-19 pandemic. The response to Covid-19 has seen an increase in volunteering and community action, and we encourage towns to use this moment as an opportunity to harness this energy and embed community engagement.
- 4.19 We urge Town Deal Boards to be innovative in ensuring that a diverse range of stakeholders are consulted throughout the development of Town Investment Plans, making the most of what digital technology can offer to reach diverse communities and groups while also considering face-to-face engagement when it is possible. The Towns Hub can provide support and advice for community engagement in the Covid-19 context.
- 4.20 Asking the right questions, in the right way and at the right time, can draw out potential pitfalls and unexpected but effective solutions. For example, a new bus lane and bus route can either divide communities and further isolate or become the access route to both physical and social connectivity.
- 4.21 The level and quality of community engagement – what has been done so far and what is planned in the future – will be a key factor when assessing and agreeing the Towns Deals. Every TIP should also include a **stakeholder engagement plan** that demonstrates how the town will:

- Involve: Identify and involve the people/organisations who have an interest in the proposals and developments
- Support: Identify and show how you will overcome any barriers to involvement
- Evidence: Gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken

- Design: Agree and use methods of engagement that are fit for purpose, and demonstrate engagement throughout the project lifetime/Town Deal Fund
- Work together: Agree and use clear procedures that enable the participants to work with one another effectively and efficiently
- Share information: Ensure necessary information is communicated between the participants and everyone is looped into the information needed to make informed decisions
- Work with others: Work effectively with others who are already or could help with engagement for example the voluntary and community sector, social enterprises or relevant public sector bodies
- Improve: You may need to consider further developing the skills, knowledge and confidence of all participants
- Feedback: How will you feed back the results of engagement to the wider community and agencies affected, and show the impact this engagement has had
- Evaluate engagement: Monitor and evaluate whether the engagement achieves its purposes and adjust as necessary

Content of the Town Investment Plan

4.22 As set out in the prospectus, the Town Investment Plans should:

- Set out investment priorities that could drive economic growth, supported by clear evidence, building on the strengths and assets of the town
- Demonstrate how investment will be targeted into the economic infrastructure listed around the objective of the fund
- Build on and add to existing partnerships and plans for the town, and complement pre-existing strategies such as Local Industrial Strategies, Skills Advisory Panel analysis, spatial strategies and local transport plans
- Consider the wider strategic approach, including Northern Powerhouse, Midlands Engine, the Oxford-Cambridge Arc and other pan regional strategies
- Align with the government’s clean growth objectives

4.23 The Town Investment Plan should be in two sections; section 1 setting out the context, strategy and process planning; and section 2 setting out the details of project proposals. The expected content is set out below, and the **templates for sections 1 and 2 of the Town Investment Plan will be provided directly from the Towns Hub.**

TIP Section 1	
Context analysis	<ul style="list-style-type: none"> ● Map of agreed town boundary and other relevant context ● The main challenges facing the town ● Evidence of need, relevant to proposed projects ● The town’s assets and strengths ● Key opportunities for the town
Strategy	<ul style="list-style-type: none"> ● Town vision, and headline outcomes and/or targets for 2030 or beyond

	<ul style="list-style-type: none"> • Strategy, outlining strategic planning, objectives and targets, spatial strategy, underlying evidence, analysis and rationale, and a description of priority areas for the short, medium and long term. • Mapping of all strategies, partnerships, programmes and investments relevant to the vision and strategy, and how they will be aligned
Engagement and delivery	<ul style="list-style-type: none"> • Clear evidence of buy-in from local businesses and communities, description of have been engaged throughout the development of this plan, and how this engagement will continue • Demonstration of commitments from private sector players, and ambitions for private-sector investment going forwards • High-level plan of business case development and appraisal for each project including the identification of the accountable body • High-level delivery plan with justification of deliverability
TIP Section 2	
Prioritised list of projects	<p>Including the following for each project:</p> <ul style="list-style-type: none"> • Project description, rationale and alignment with intervention framework • Theory of Change, projected outputs and outcomes • Estimates of project costs, timescales, spend profile, and estimated BCR • Funding secured from other sources, community and private sector involvement and major interdependencies

4.24 Towns should set out in their TIP their assessment of the local impacts of Covid-19, and how these have been taken into account in their strategy and project prioritisation. Towns should flag if they want to use the deal as key part of their recovery plans, and set out how their proposed projects fit with other recovery measures. Given the uncertainties you may wish to set out scenarios and hypotheses to underpin plans, and ensure plans are flexible to evolving contexts and guidance.

4.25 Towns should also indicate where projects proposed are already well-developed and could be taken forwards quickly – for example, where a business case already exists, planning permissions secured, or are otherwise ‘shovel ready’. In these instances we would support towns to complete the second stage of the process quickly for those projects, so that funding can be released as soon as possible.

Submitting the Town Investment Plan

4.26 We know from our initial engagement that towns will need to work at different speeds in developing proposals. To support this, we have set three deadlines for submitting Town Investment Plans.

4.27 **We will ask towns to confirm, within four weeks of the publication of this guidance, which cohort they would like to come forwards in – submitting their TIP by 31st July 2020 for cohort 1, by the end of October 2020 for cohort 2, or by the end of January 2021 for cohort 3.**

4.28 All towns must have submitted Town Investment Plans by the end of January 2021. All towns will have a second chance to submit their TIP if they are not successful the first time, no matter which cohort they first come forward in. You should work with your named town lead to determine which is the most appropriate for your town.

4.29 **You should submit your Town Investment Plan by email to the Towns Hub by the deadline** you have agreed with your named Town Deal contact.

4.30 Whilst we are keen to do deals and start the process of getting much needed investment into towns, we do not want any town to come forward before it is ready. There is **no advantage in coming first**: each Town Investment Plan will be assessed on its own merits.

4.31 Should you fail to meet the agreed deadline or submit proposals or projects of insufficient quality which do not meet the criteria and conditions, you will have the opportunity to resubmit at a subsequent deadline. If you do not submit, or submit proposals of insufficient quality by March 2021, then your town is likely to be deemed ineligible for this round of funding from the Towns Fund. You may be eligible to apply for a future competitive round of the Towns Fund.

Case Example – The Lincoln Transport Hub



High quality and well-designed infrastructure is critical to supporting local economies and sustainably improving living standards, with reliable transport connectivity one of the keys to spreading prosperity in towns.

In Lincoln the bus station was recognised as inadequate, with sub-standard facilities, condition and general amenities. Similarly, there was a general acknowledgement that the absence of a central shoppers/visitors' car park was constraining both retail and visitor activity in the city. Railway station access, parking and services were also generally recognised as being 'out of step' with the expectations of a 21st Century city.

The £30 million Lincoln Transport Hub scheme, led by the City of Lincoln Council, was part-funded by an £11m investment from the Department for Transport and a further £2m Local Growth Fund investment from the Greater Lincolnshire Local Enterprise Partnership. The main purpose of the scheme was to provide an integrated and improved transport hub that enabled both the bus and railway stations to cope with increased passenger numbers and crucially open the possibility of more services in the future.

Completed in 2018 the Hub has transformed the city centre providing a new 14 bay state-of-the-art bus station and a new 1,001 space multi-storey car park. The road network around the Hub has been improved and includes traffic calming measures. New public realm has created better pedestrian connectivity and encourages healthier lifestyles by providing cycle paths and easy to navigate walkways from the railway station into the city centre. Additionally the railway station forecourt has been reconfigured to create a dedicated pedestrian area leading into the city centre.

The Hub has received feedback in local media indicating that it has made a positive impact on life in Lincoln and created an improved first impression and visitor experience to the city. The scheme has also helped unlock development of the wider retail areas of the city, offering further retail, office and residential accommodation including private investment in the Cornhill area adjacent to the station.

5. Decision Gateway One: Reviewing Town Investment Plans

Our consideration of Town Investment Plans

5.1 As part of the first decision gateway, Town Investment Plans will be considered in two stages. The first stage will consist of a review of the TIP in its entirety (sections 1 and 2) using the criteria below. Where there is clear evidence of all the standards below being met, TIPs will progress to the second stage of the review where the Towns Hub will then review in more detail the individual project proposals in section 2 of the TIP. Where the standards haven't been met, clear feedback will be given and there will be one more opportunity to resubmit the TIP at a later date, as agreed with the Towns Hub.

5.2 This first decision gateway (the TIP review and detailed project assessment) will be coordinated by the Towns Hub, including officials from MHCLG and from other government departments (from both local and national levels), and including individuals covering policy, finance, and management as well as specific sectors or technical areas.

5.3 Town Investment Plans must demonstrate how Covid-19 is impacting their local economy, and how this is reflected in their strategy and prioritisation. It may be that some priorities have shifted, or it could be that the same things are still critical – whichever is the case, it is paramount that Covid-19 forms part of the evidence base factored into decision-making. Strategies and priorities should aim for long-term adaptation and transformation, rather than short-term mitigation of impacts.

5.4 TIPs must include a wider spatial strategy, setting out why targeted areas have been chosen, what is being done to support other key areas of their town, and how this will support the town centre. We recognise that towns may also serve as crucial parts of interconnected regional economies, and as rural hubs. Investment will only be available within the agreed town boundary. However, we welcome any benefits to the wider economy that the town deal can bring.

TIP review (see Annex C for more details)

Review of the Town Investment Plan		
Standard	Criterion	Evidence
Impact	Level of need	Details of the major challenges and problems in the town which could be addressed through Towns Fund interventions.
	Scale of opportunities	Details of major opportunities and unmet demand which could be capitalised on to boost growth and improve wellbeing
Strategy	Strength of vision, strategy and economic narrative	An evidence-based vision and strategy, aligned to the objectives of the fund and grounded in its context, including a clear demonstration how the strategy responds

		to local Covid impacts, and with a and a robust prioritisation process has been followed.
	Coherence of TIP	A coherent set of proposals forming a broader strategy which clearly addresses the needs and opportunities. Theories of Change developed for each project setting out clearly the assumptions and external factors.
	Capacity and alignment of proposals with ongoing initiatives	Details of how proposals would complement existing and planned work while providing additionality, including how it aligns with Covid recovery. Details of co-funding, delivery capacity and accountability.
Partnerships	Strength of collaboration with communities and civil society	Level of representation and institutional collaboration both in the production of the TIP and planned for the future.
	Strength of collaboration with the private sector and local businesses	Level of representation and institutional collaboration both in the production of the TIP and planned for the future.

5.5 The best TIPs will:

- Include long-term strategic planning, and be based on sound evidence and analysis, with an understanding of the town's context. It should also include a set of intervention proposals with a clear strategic fit, guided by evidence of 'what works' or by case studies of success from elsewhere.
- Clearly demonstrate how programme- and project-level planning responds to Covid-19 impacts in the short, medium and long term, and how it supports recovery and aligns with the clean growth principle
- Make clear the unique characteristics and assets of your town and set a path towards a realistic and sustainable future for the local economy, bearing in mind your assets, and the efforts and specialisms of other towns, avoiding replication or competition.
- Maximise the contributions from a variety of local stakeholders, demonstrating their buy-in, not just through their inputs to the TIP priorities, but also by setting ambitions for ongoing collaboration e.g. using collective impact or design thinking approaches.
- Take into account all the guidance in this document and the prospectus, including clean growth, community engagement, mitigating against Covid-19 related challenges, etc. You should set out how each aspect is relevant to your context rather than feel you have to take everything on board as a blueprint.
- Make a case for an appropriate amount of Towns Fund investment, rather than simply asking for the maximum £25 million regardless of the value of projects. We expect to see private investment and other sources of funding where this is possible and appropriate.
- A more detailed breakdown of the evidence that should be included in a TIP is included at Annex C.

Project assessment

- 5.6 Where the TIP is of the required standard, government will assess the projects listed in the plan to decide on an initial funding offer. Final decisions will rest with ministers.
- 5.7 All towns will be able to put forward project proposals totalling up to £25 million (or more in exceptional circumstances). The exact amount offered, however, will depend on the total of all the projects that are assessed as viable.
- 5.8 At this stage, full business case development is not required. Towns will progress to developing business cases for agreed projects once Heads of Terms has been agreed. Towns are required, however, to set out the process of business case development and appraisal which they will undertake, including the identification of an appropriate accountable body with tried and tested local assurance mechanisms for government investment. We would also like towns to indicate the extent to which business cases have already been developed.
- 5.9 The Towns Hub will consider the in-principle case for and viability of each of the projects set out in the Town Investment Plan. The Towns Hub may:
- recommend in-principle agreement to projects, which can then be developed into a full business case
 - recommend in-principle agreement but with specific conditions attached which will need to be met before a full business case can be developed, such as progressing the business case through MHCLG
 - recommend that ministers do not agree to projects considered unviable.
- 5.10 The project approval process will take into account:
- the level of alignment with the intervention framework set out at Annex A
 - the use of evidence on what works and/or good practice
 - indicative benefit cost ratio (BCR) – grounded in sound judgements about additionality
 - technical quality
 - the scale of outputs and outcomes proposed and
 - whether the full potential for match funding has been leveraged
- 5.11 The extent of investigation and research by all selected towns into private sector investment or match funding will be assessed in order to be assured that the town has explored all viable options throughout the development of its Town Investment Plan. In some cases, a condition or action to work to leverage further funding may be set for the detailed project development phase.
- 5.12 Following the review of TIPs and assessment of projects, government will offer a Heads of Terms to be considered by the Town Deal Board. The final decision on Heads of Terms offers rests with Ministers.

Heads of Terms

5.13 Where the TIP is of the required standard and contains viable projects, we will offer Heads of Terms. 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 Town Deal Board, the Lead Council and by Ministers. The relevant MOU would also be attached to any funding that is allocated to each town. ◆

5.14 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 [where applicable]
- Key conditions and requirements

5.15 Examples of conditions which may be attached include target figures for match funding, minimum benefit cost ratios, meeting a spend profile, requirement to engage with government bodies, improved value for money or confirmation of planning approval.

5.16 Once a town has agreed to the Heads of Terms, the Town Deal will be announced.

Case Example – Cotgrave Town Regeneration (A46 Corridor Regeneration Phase 1 and 2)



The Towns Fund Prospectus highlights that investments in social infrastructure – town centres, community spaces, and libraries – can create spaces for people to meet and build on a town's pride of place.

Since the closure of its pit in 1993 Cotgrave had been in need of regeneration. Facilities in the town centre were old and no longer fit for purpose. Rushcliffe Borough Council worked with partners, including Homes England, on a place-based strategy to ensure that both public services and business opportunities were provided to support the growth of the town.

The resulting £10.5m regeneration project, part funded with a £3.0m investment from D2N2's Local Growth Fund programme, has created 136 jobs to date, providing a significant boost to the local economy and provides a possible model for a Towns Fund intervention.

The project included the construction of a new multi-service centre (the Cotgrave Hub) in the town centre, providing "one door" to public services: housing a GP surgery, police station, library, council contact point and community and voluntary services. The existing police station, library and health centre were demolished and replaced with new open space and landscaping, including a children's play area all to create a welcoming environment for shoppers. Shop units in the town square were improved to provide a fresh new look and improvements made to the appearance of the back of the shops. Flats above the shop units were converted into a new business centre, with nine office suites for local businesses. The works have increased the vibrancy and attractiveness of the area, both aesthetically and in terms of consumers having a greater variety of services and choice.

In addition, 15 new industrial units ranging from 750 to 2,000sq and 463 new homes were constructed on the former Cotgrave Colliery site, on the outskirts of the town centre.

A comprehensive regeneration of the town centre was therefore carried out. This provides a possible model for Towns Fund interventions seeking to create an enhanced townscape, one that is more attractive and more accessible to residents, businesses and visitors.

6. Phase 2: Developing detailed projects and business cases

- 6.1 Following the agreement of Heads of Terms, towns will have up to one year to develop agreed projects in detail, complete and assure comprehensive business cases, and submit a Summary Document to MHCLG to show that this has been completed in line with the agreed conditions and requirements in the Heads of Terms. Where we have agreed in Heads of Terms to fast track a project, this stage of the process can proceed considerably faster.
- 6.2 This phase will build on the strategy in the TIP, taking steps towards its realisation, and getting the agreed projects ready to implement.
- 6.3 This work will include the development and assurance of business cases, and could also include:
- Technical studies and assessments
 - Detailed project design
 - Planning actions, documents and processes
 - Community and stakeholder engagement
 - Discussions with potential private investors, work on funding agreements, etc.
 - Public Sector Equalities Duties and Environmental Impact Assessments
 - Negotiation and agreement with other bodies
 - Setting in place delivery arrangements and plans with clear roles and adequate local capacity
 - Developing monitoring and evaluation frameworks, KPIs etc.
- 6.4 During this phase, Towns will be in close contact with their named Towns Hub lead. They will also be receiving capacity support and guidance from the external supplier which MHCLG appointed in May 2020. The Towns Hub will ensure support is available to towns who need it most.
- 6.5 We will work with relevant partners nationally and regionally to ensure complementarity with other initiatives, and to create opportunities for towns to connect with each other where there are shared interests (e.g. if they are undergoing similar projects).

Business case assurance

- 6.6 Towns with agreed Heads of Terms for a Town Deal will be required to produce a fully costed business case for each of the agreed projects, setting out the details of how each will be delivered. They should be sufficiently detailed and robust to pass through local assurance mechanisms (or that of MHCLG, should they be utilised).
- 6.7 There are two routes for agreeing business cases:
- Using MHCLG financial processes. This will normally be where the project is outside the scope of the intervention framework, it is a novel and unusual investment, or a project has scored amber in its project assessment

- Using the agreed accountable body's green book-compliant assurance processes. This will be for the majority of business cases

6.8 The most suitable route for a Town's business cases will be agreed at Heads of Terms. At that stage, we will also agree a forward plan with expected timescales for each business case.

6.9 Institutions with responsibility for public funds provided by government must observe HM Treasury guidance for assessing how to spend those resources. Lead Councils should refer to The Green Book and associated guidance as the main point of reference and advice on best practice. MHCLG has also produced best practice guidance for the development and appraisal of business cases and this is provided at Annex E.

6.10 Once the business case has been through assurance processes of the local accountable body, towns should present the Towns Hub with a summary which provides assurance that the business case approval process has been robust, along with details of the delivery arrangements, including financial commitments (more details on this are included in the next section).

6.11 Business cases for projects not fully aligned with the intervention framework will be assessed by the Towns Hub and will go through MHCLG assurance processes. The Towns Hub will assess business cases against a set of criteria, including:

- Level of evidenced need for investment
- Whether the project delivers on the broader objectives of the Towns Fund and aligns with Covid-19 recovery and the clean growth principle
- Ability to meet spending timetable set out in the heads of terms
- Demonstration of additionality and ability to deliver on at least one of the expected outcome indicators set out in the intervention framework
- Demonstration of local support for the project and confirmation of co-funding arrangements


At assessment, business cases must achieve a minimum standard to be approved.

Producing and submitting a Town Deal Summary Document

6.12 Once detailed business cases have been developed for each project, towns must submit a Town Deal Summary Document to the Towns Hub. This should include:

- A list of agreed projects (including BCRs)
- Details of business case assurance processes followed for each project
- An update on actions taken in relation to the Heads of Terms key conditions and requirements
- A Delivery Plan (including details of the team, working arrangements and agreements with stakeholders)
- A Monitoring and Evaluation Plan

- Confirmation of funding arrangements and financial profiles for each project
- Confirmation of approval of planning applications
- Letters of approval from the Town Deal Board and Lead Council

6.13 Guidance on producing a Delivery Plan and a Monitoring and Evaluation Plan will be provided in due course. 

6.14 **Town Deal Summary Documents can be submitted to the Towns Hub as soon as local timelines permit** and will not be held to cohort deadlines. Towns will have a maximum of 12 months from the agreement of Heads of Terms to develop business cases and submit a Summary Document of sufficient quality to the Towns Hub.

Case Example: LightPool, Blackpool



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The Towns Fund Prospectus highlights that investments in a town's cultural assets, as part of an integrated regeneration strategy, can rejuvenate places, lead to positive economic outcomes at a local level and attract tourists who will bolster local businesses.

One example of doing this comes from the £2.5m Blackpool LightPool project, which provided a radical transformation of Blackpool's iconic Illuminations and acted as a catalyst towards a more sustainable business model. Funding of £1.9m was provided through the Coastal Communities Fund (CCF) which aims to encourage the economic development of UK coastal communities by awarding funding to create sustainable economic growth and jobs.

The project introduced a number of new elements into the existing illuminations offer providing greater levels of interaction for visitors, as well as further integration into the retail centre of the town, providing additional economic benefits for local businesses, beyond the existing Illuminations sites that are seafront-centric.

The headline attraction was digitally mapped projections onto the Blackpool Tower building, accompanied by bespoke audio. Amongst other innovative developments, the Grundy Art Gallery was given over to an artistic "sensory systems" light installation during the Illuminations period, opening the Illuminations to a new demographic group, and providing a daytime attraction

Independent evaluation estimated that the LightPool project generated an additional 487,888 visits to Blackpool in 2016, whilst visitor spend attributable to LightPool in 2016 is estimated to have indirectly created, supported or safeguarded 657 jobs in Blackpool. On average each visitor to Blackpool over the 2016 Illuminations period spent £159 in the town, with those who had experienced LightPool spending £209 in Blackpool.

7. Decision Gateway Two: funding release and implementation

Assessing detailed project submissions

- 7.1 Once towns have developed detailed business cases for their agreed projects and submitted all the required documentation as part of the Summary Document, government will carry out a high-level assessment of the document before releasing funding, including a check of Town Investment Plan stage criteria, confirming whether Heads of Terms criteria have been met
- 7.2 When business cases have been formally approved, and the Summary Document has been signed off, year 1 of the project funding will be approved by MHCLG and released to the Lead Council. This process will include confirmation of funding decisions from another government department which had previously offered conditional support for the project.
- 7.3 In instances where towns wish to adjust plans subsequent to the agreement of Heads of Terms, towns must be proactive in notifying the Towns Hub of the details of these adjustments, and where substantive adjustments have been made to projects, they will be reassessed using the project assessment criteria set out at decision gateway one.
- 7.4 Once the Town Deal is agreed, funding for the first financial year will be released to the Lead Council. The Heads of Terms and any other conditions will be attached as a MOU, to be signed by the Chair of the Town Deal Board, the Chief Executive of the Lead Council (and the upper-tier authority, if acting as the accountable body) and MHCLG Ministers.

Implementation

- 7.8 When the first year of funding is released, implementation of the Town Deal will proceed, with each following year's funding delivered based on progress.
- 7.9 To ensure the successful delivery of their projects, towns – led by the Lead Council – will implement agreed projects and set up internal monitoring and evaluation arrangements. Lead Councils will also need to meet the external monitoring and evaluation conditions and ensure they submit regular reports to timetable.

Monitoring and Evaluation of the Towns Fund

- 7.10 A condition of receiving Towns Fund funding will be providing regular feedback on progress, to allow for monitoring and evaluation of projects.
- 7.11 At least every six months (or more regularly, if agreed with the Towns Hub) Lead Councils will be required to provide government with a comprehensive set of data relating to each Town Deal project, including both total and forecast spend, and output metrics. These returns will need to be scrutinised and signed off by the Accountable

Body's Section 151 Officer or equivalent. However, it is recognised that for periods, Lead Councils may not have a lot to report.

7.12 The precise data requirements will be agreed with towns in due course; however, Key Performance Indicators might include:

- Lead council meeting key project delivery milestones
- Key expenditure milestones being met by the Lead Council
- Expenditure on the project total: forecast and actual
- Match funding, broken down by sector (public/ private/ third sector) – actual and forecast
- Contractual Commitments – actual and forecast
- Key outputs delivered by projects. These may include business start-ups, jobs and skills developed, investment and businesses attracted. Towns will be required to provide monitoring returns of outputs for three years post completion of projects
- Activities and implementation of ongoing community collaboration and partnership working

7.13 The Towns Hub will also conduct an annual review, assessing progress, understanding issues and agreeing any actions to be taken forward by each town. Continued funding is linked to the effective delivery of the deal.

7.14 The Towns Hub will also:

- Run a process for assessing year-end returns, managing annual budgets and recommending payments
- Manage monitoring and evaluation support and capacity support
- Develop any new guidance as appropriate
- Feed lessons from implementation into new policy

7.15 Towns will be required to be involved in the evaluation of both their specific projects and the overall Towns Fund programme. We will provide further details on monitoring and evaluation – including a detailed Monitoring and Evaluation Framework – in due course.

7.16 Support will be provided by the Towns Hub for monitoring and evaluation.

- Town- and national-level monitoring and evaluation
- Support for town learning and adaptation
- Support for town delivery capacity

Case Example: Ada Lovelace House, Kirby-in-Ashfield



The Towns Fund Prospectus highlights that each town will have different assets, and a unique path to prosperity. It recognises that in many post-industrial towns office space is affordable but is not always well connected to workers or attractive to business.

A £289k redevelopment project part funded with a £143k investment from D2N2's Local Growth Fund Programme, the redevelopment of Ada Lovelace House has created 11 jobs to date.

Ada Lovelace House in Kirkby-in-Ashfield town centre was constructed in 1933 and is a well-known local landmark. It was originally a health centre and has subsequently been used by County Council Social Services and by Nottinghamshire Police. The project was designed to redevelop 2,000 square feet of commercial floor space within the building and during construction work placements were offered to 14 young people.

When construction was completed in 2017, the new Ada Lovelace house featured 1,623ft net new floorspace, providing high quality offices with shared communal space and open-plan meeting areas for up to 7 creative and digital starter businesses, linked to graduate retention. The project has delivered its outcomes ahead of schedule and the local authority is planning a second phase of delivery due to the success of this scheme.

A successful example of smaller-scale urban regeneration which also provides infrastructure for local enterprises, the Ada Lovelace House redevelopment represents a successful example of smaller-scale urban regeneration which also provides infrastructure for local enterprises, and shows what can be achieved by utilising local assets, even with a relatively small budget.

8. Support and next steps

The Towns Hub

- 8.1 You should allow sufficient time to develop your Town Investment Plan and take advantage of all the support on offer. The Towns Hub will provide support with the aim that every town is able to submit a high quality proposal for funding of up to £25 million.
- 8.2 This Towns Hub consists of the central towns team within the Cities and Local Growth Unit (CLGU) in MHCLG, towns-focused colleagues in CLGU's regional teams, and the Towns Fund Delivery Partnership led by Arup.
- 8.3 Each town has a named representative from the Hub in the CLGU regional team, and one in the Towns Fund Delivery Partnership. The named contacts will be towns' first points of contact for guidance and will continue to provide support throughout the development of your Town Investment Plan and beyond.
- 8.4 The Towns Hub will also evaluate the emerging Town Investment Plans, encourage innovation in addressing the needs of towns, share best practice, case studies of successful town regeneration and evidence of what works and build on the Towns Fund investments for potential future support to towns from across government.
- 8.5 The Towns Hub will also provide central coordination and develop shared resources. This includes developing a package of expert support with an external contractor. The support offered will vary according to the needs of the partners on your Town Deal Board, and the timescales you are working to.
- 8.6 The Towns Hub can provide support to towns on preparing Towns Fund plans. This might include advice on:
- Town boundaries
 - Town Deal Boards
 - Town Investment Plans
 - Guidance on the scope of projects and how they might link with other funds, including their significance in relation to Covid-19 economic recovery if necessary.
 - Putting together business plans
 - Capacity support
 - Engagement with government departments
 - Towns Fund approval process

Capacity support

- 8.7 Following the publication of the prospectus, Section 31 payments were provided to all towns, in order to ensure sufficient organisational capacity was available to engage with key stakeholders and develop proposals.

8.8 The capacity funding is intended to help fund:

- Feasibility studies
- Drafting plans
- Writing business cases
- Identifying of potential private investors
- Engaging and negotiating with investors
- Developing and implementing a stakeholder engagement plan

8.9 The Towns Fund Delivery Partnership will provide towns with consultancy support and advice through a contract with MHCLG. This tender was awarded in May 2020 to a consortium led by Arup that includes Nichols Group, Grant Thornton, FutureGov, Savills and Copper Consultancy.

8.10 Working as part of the Towns Hub, the Towns Fund Delivery Partners will be uniquely placed to work closely with towns in the development of their proposals providing advice across a range of core services and different subject topics:

Core Services	Topics
<ul style="list-style-type: none"> • Visioning & strategy • Regeneration, place design and built environment • Project prioritisation and feasibility • Local community engagement, consulting and stakeholder management • Learning, public sector development and transformation • Financial strategy and investment • Planning, social impact and public sector equalities analysis • Environmental monitoring and impact analysis • Digital services 	<ul style="list-style-type: none"> • Transport and connectivity • Climate change • Social Value • Sustainable energy • Water and flood management • Local infrastructure • Youth and child friendly places • Public realm • Health and wellbeing • Crime and security • Innovation and digital • Housing, homelessness and repurposing buildings • Heritage • Creative, arts, culture and tourism • Education and skills • Fire

8.11 We are currently working with the Delivery Partners to review the approach to delivering this support in response to the impact of Covid-19 and the implications for towns and the Towns Fund.

8.12 Further details on this support offer and how to access it will be available shortly.

8.13 Additional support will be available from other bodies with an interest in specific types of project. These include the Arts Council, Historic England, Visit Britain, and the Impact Investing Institute. We are working to ensure this is coordinated with the Towns Fund Delivery Partners.

Next steps

- 8.14 Discussions should take place as early as possible to begin developing projects for a Town Investment Plan. This should include:
- Engaging with local communities and local businesses to ascertain their needs
 - Identifying additional sources of funding
 - Ensuring robust Town Deal Board governance arrangements are place
 - Effectively utilising capacity funding
- 8.15 We will be in touch to ask which cohort you would like to come forwards in, and to ask what support you will need from the Towns Fund Delivery Partners.
- 8.16 For further information and support, Lead Councils and Town Deal Boards may contact their local named contact from the Towns Hub.

Glossary

Business Case – Following the agreement of Heads of Terms, towns will have up to one year to develop fully costed business cases for agreed projects and to submit a Summary Document to MHCLG to show that this has been completed in line with the agreed conditions and requirements in the Heads of Terms. These business cases should set out specific details of how each project will be delivered.

Clean Growth – As per the Industrial Strategy, clean growth refers to increasing income while ensuring an affordable energy supply for businesses and consumers, and cutting greenhouse gas emissions. It will increase our productivity, create good jobs, boost earning power for people right across the country, and help protect the climate and environment upon which we and future generations depend.

Heads of Terms (HoT) – Each Town Deal is an agreement in principle between government, the lead council and the Town Deal Board, confirmed in a Heads of Terms document.

Lead Council – Lead Councils (the Unitary Authority, District Council or Borough Council for the town) should, by default, act as are the accountable body through which funding will flow. Lead councils have a seat on the board and take responsibility for ensuring that decisions are made by the board in accordance with good governance principles.

Memorandum of Understanding (MOU) – The Heads of Terms for a Town Deal will be in the form of a Memorandum of Understanding, signed by the Chair of the Town Deal Board, the Lead Council and by Ministers. The relevant MOU would also be attached to any subsequent funding that is allocated to each town.

Prospectus – The Towns Fund Prospectus was launched on the 1st of November 2019, and explains how towns could prepare for a Town Deal, and gave details regarding capacity funding allocations for each town.

Stakeholder Engagement Plan - Every Town Investment Plan should include a stakeholder engagement plan that demonstrates how the town will involve key stakeholders, and how they will support and collaborate with them. The level of engagement will be a key factor in agreeing each respective Town Deal.

Town Deal – An agreement of up to £25 million that towns will finalise through their respective Town Investment Plan, which they will work with MHCLG to finalise by signing the Heads of Terms document.

Town Deal Board (TDB) – Town Deal Boards are responsible for producing Town Investment Plans, including putting forward suitable projects which align with the objectives of the Towns Fund, and for overseeing the delivery and monitoring of those projects.

Town Investment Plan (TIP) – A Town Investment Plan will sets out a clear vision and strategy for a town. Plans should reflect local priorities and be co-designed with local businesses and communities. A Town Investment Plan will be used as the basis to which agree the Town Deal, the specific projects and the agreement in principle/Heads of Terms (before entering into phase 2 where funding may be granted).

Towns Fund – The Towns Fund will provide the core public investment in Town Deals – additional funding may come from other sources or parts of government. The objective of the Fund is to drive

the economic regeneration of towns to deliver long term economic and productivity growth through urban regeneration, planning and land use; skills and enterprise infrastructure; and, connectivity.

Towns Fund Delivery Partner – The centrally-tendered supplier consortium that will deliver consultancy support to towns for context assessment, strategy, and project prioritisation. The consortium are led by Arup, and are also made up of Nichols Group, Grant Thornton, FutureGov, Savills and Copper Consultancy.

Towns Hub – The collective group of stakeholders that will be the core support for towns in the development of Town Investment Plans, business cases, and further documentation. The Towns Hub consists of the central team within the Cities and Local Growth Unit in MHCLG, regional colleagues who will be towns' first points of contact for guidance, and the Towns Fund Delivery Partners consortium led by Arup.

Annex A: Intervention framework

The table below outlines the interventions in scope for the Towns Fund. For proposed interventions, towns will need to align with:

- **Outputs:** This sets out the kinds of intervention outputs that will be considered acceptable.
- **Alignment:** We would expect interventions to align with each of the policies and programmes listed, where these apply to your town.
- **Outcomes:** This lists the acceptable outcomes that we would expect to flow from your chosen interventions. Towns will be required to clearly demonstrate, through a Theory of Change (with supporting evidence and assumptions clearly set out), how your proposed projects will deliver one or more of the outcomes in the table below.
- **Outcome indicators:** These are the indicators that will be used to set targets and measure progress and determine whether the outcomes have been delivered.

Spatial targeting:

- Interventions must be physically located within the agreed boundary for each town, even if beneficiaries may be broader (e.g. people living in the travel to work area may benefit from improvements to a town centre or transport connectivity).
- There will be a strong preference for interventions focused in the town centre, gateway areas, or key employment sites. Projects focused on out-of-town sites may be rejected or subjected to increased assurance through MHCLG.
- Towns will be required to undertake and include spatial analysis, setting out why the target areas have been chosen, what is being done to support other key areas of their town, and how their strategy will support their town centre.

	Outputs	Alignment	Outcomes	Outcome indicators
Local transport	<ul style="list-style-type: none"> • New, revived, or upgraded train and tram lines and stations • New or upgraded road infrastructure • More frequent bus services or infrastructure upgrades e.g. digital bus shelters 	<ul style="list-style-type: none"> • Beeching reversals and fund for rail improvements • Local Transport Plans • Transforming Cities Fund projects • Policies on low carbon and air quality • Local Industrial Strategy 	<ul style="list-style-type: none"> • Improved affordability, convenience, reliability, and sustainability of travel options to and from places of work • Improved affordability, convenience, reliability, and sustainability of travel options to and 	<ul style="list-style-type: none"> • Average time taken to travel to work by usual method of travel • Commuter flows • Number of trips by purpose and main mode • Vehicle flow

	Outputs	Alignment	Outcomes	Outcome indicators
	<ul style="list-style-type: none"> with Real Time information. • New or upgraded cycle or walking paths. • Wider cycling infrastructure such as cycle parking. 	<ul style="list-style-type: none"> • Transforming Cities Fund projects • National transport plans and associated strategies e.g. HS2 growth plans • £250 million emergency active travel fund • Local Growth Fund 	<ul style="list-style-type: none"> from places of interest (especially shops and amenities) • Reduced congestion within the town • Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians 	
Digital connectivity	<ul style="list-style-type: none"> • Provision of specialist digital technologies to meet the needs of specific sectors • Infrastructure to support 5G or full fibre connectivity, where this is appropriate for the LA role, and with a clear outline of how proposals do not duplicate other national programmes and initiatives 	<ul style="list-style-type: none"> • 5G testbeds and trials • Local Full Fibre Networks Programme • Industrial Strategy Challenge Fund 	<ul style="list-style-type: none"> • Increased utilisation of digital channels, by businesses, to access and/or supply goods and services • Increased ability for individuals to work remotely/flexibly 	<ul style="list-style-type: none"> • Internet access and usage by businesses • Perceptions of the place by businesses • 5G coverage • Number of people who work remotely at least some of the time • Broadband speeds
Urban regeneration, planning and land use	<ul style="list-style-type: none"> • Remediation and/or development of abandoned or dilapidated sites 	<ul style="list-style-type: none"> • Future High Streets Fund projects or other relevant government regeneration schemes 	<ul style="list-style-type: none"> • Enhanced townscape that is more attractive and more accessible to 	<ul style="list-style-type: none"> • Perceptions of the place by residents/businesses/visitors • Land values

	Outputs	Alignment	Outcomes	Outcome indicators
	<ul style="list-style-type: none"> • Delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites) • Delivery of new public spaces 	<ul style="list-style-type: none"> • Local Industrial Strategy • High Streets Heritage Action Zones via Historic England, Transforming Places Through Heritage via the Architectural Heritage Fund • Youth Investment Fund • Local Growth Fund 	residents, businesses and visitors	
Arts, culture and heritage	<ul style="list-style-type: none"> • New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens • New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth 	<ul style="list-style-type: none"> • Discover England Fund • High Streets Heritage Action Zones via Historic England, Transforming Places Through Heritage via the Architectural Heritage Fund • Cultural Development Fund • Arts Council National Lottery Project Grants • Arts Council Creative People and Places • Local Growth Fund • Coastal Community Fund • Coastal Revival Fund 	<ul style="list-style-type: none"> • Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access 	<ul style="list-style-type: none"> • Number of visitors to arts, cultural and heritage events and venues • Perceptions of the place by residents/visitors

	Outputs	Alignment	Outcomes	Outcome indicators
Skills infrastructure	<ul style="list-style-type: none"> • Increase in capacity and accessibility to new or improved skills facilities • Availability of new specialist equipment • Increased and closer collaboration with employers • Increase in the breadth of the local skills offer that responds to local skills needs • Increased benefit for the public education over the long term 	<ul style="list-style-type: none"> • Local skills plans. • Skills Advisory Panels • Further Education Capital fund (<i>details to be confirmed</i>) • T Level Capital Fund • Local Growth Fund • The Adult Education Budget (devolved to MCAs/delegated to GLAs) • National Careers Service • Where appropriate, Opportunity Areas and Opportunity North East • Local Digital Skills Partnerships • JCP Network (including the flexible support fund) • ESF investment • Youth Investment Fund • Cultural Development Fund • Civic University Agreements • National DfE policies including T-levels, 	<ul style="list-style-type: none"> • Increased share of young people and adults who have relevant skills for employment and entrepreneurship 	<ul style="list-style-type: none"> • Number of new learners assisted • % of learners gaining relevant experience/being 'job ready' (as assessed by employers) • % of working-age population with qualifications

	Outputs	Alignment	Outcomes	Outcome indicators
		apprenticeships, and Institutes of Technology		
Enterprise infrastructure	<ul style="list-style-type: none"> • Increase in the amount (and diversity) of high-quality, affordable commercial floor space • Increase in the amount of shared workspace or innovation facilities • Other schemes to support enterprise and business productivity and growth • Programmes of grants to local SMEs or employers in key sectors 	<ul style="list-style-type: none"> • Local Industrial Strategy • DIT international trade advisors and associated activity • DIT Capital Investment work • DIT Export Strategy • DIT Foreign Direct Investment support • Enterprise zones, business improvement districts etc 	<ul style="list-style-type: none"> • Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces • Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces 	<ul style="list-style-type: none"> • Business counts • Number of enterprises utilising high quality, affordable and sustainable commercial spaces • Number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces • Business births, deaths and survival rates

Annex B: Potential government department interventions to align with the Towns Fund

Interventions from other government departments			
Government department	Fund or scheme	Summary	Possibilities for alignment with the Towns Fund
Cabinet Office	One Public Estate https://www.local.gov.uk/topics/housing-and-planning/one-public-estate/about-one-public-estate	The One Public Estate programme provides revenue funding to cross-public sector partnerships for projects which seek to make better use of the public estate. These include service collaboration projects and releasing land for new homes.	Towns can flag in their Investment Plan where releasing or better utilising public sector property could play an important role in revitalising their town centre.
Department for Digital, Culture, Media and Sport (DCMS)	Discover England Fund (DEF)	The Discover England Fund supports the development of bookable tourism itineraries and experiences that seek to encourage tourists to explore English regions and destinations, growing visitor spend locally	Where a town has been involved or featured in a Discover England Fund project, they may wish to reference this in their Town Investment Plan, especially if they were interested in developing the local tourism offer.
	Arts Council place-based funds	Arts Council National Lottery Project Grants – an open access programme for arts, museums and libraries projects. This funds thousands of individual artists, community and cultural organisations.	If a Towns Fund town seeks to provide cultural opportunities for local people to engage with museums, libraries and the arts, or to develop those sectors within the local area, then Arts Council National Lottery Project Grants are an opportunity to apply for funding to develop and deliver projects.

		<p>Creative People and Places - a funding programme which focuses on parts of the country where involvement with arts and culture is significantly below the national average. CPP invests in local partnerships and encourage community involvement.</p>	<p>A number of places which will benefit from the Towns Fund are already receiving funding from the Creative People and Places programme, or are eligible to apply to do so. Where a town is benefitting from this programme, there is an opportunity to align this funding and activity with the aims and ambitions of local people and the town, and to embed cultural opportunities in the vision for change.</p> <p>Eligible places - https://www.artscouncil.org.uk/creative-people-and-places/creative-people-and-places-2020-24 Existing beneficiaries - https://www.artscouncil.org.uk/creative-people-and-places/cpp-current-projects</p>
	Historic England	<p>High Streets Heritage Action Zones – A multi-million pound fund for Historic England to work with partners to find new ways to champion and revive our historic high streets. Launched in May 2019, 69 high streets across England have been selected to receive a share of the £95 million fund: https://historicengland.org.uk/services-skills/heritage-action-zones/regenerating-historic-high-streets/</p>	<p>If a Towns Fund town has a High Streets Heritage Action Zone, there is an opportunity to align the goals and to enlarge on both the existing community development work and the regeneration goals of the HS HAZ.</p> <p>In other towns, each Conservation Area is likely to have a Council-approved appraisal document including priorities for enhancement.</p>
	5G Testbeds and Trials https://www.gov.uk/government/collect/5g-testbeds-and-trials-programme	<p>The Programme is working to deliver the following objectives:</p> <ul style="list-style-type: none"> ● Accelerate the deployment of 5G networks and ensure the UK can take early advantage of the applications those networks can enable. ● Maximise the productivity and efficiency benefits to the UK from 5G. 	<p>If a Towns Fund town is featured in a 5GTT project, we might expect local councils to be involved in the bid to ease rollout and local stakeholder management. This may be something to bring in out in the Town Investment Plan, and to consider when planning further connectivity interventions.</p> <p>5GTT funding will continue for 2020-22: further grants will be available to projects via competitive bidding in the 5G create competition launched 20th Feb 2020.</p>

		<ul style="list-style-type: none"> • Create new opportunities for UK businesses at home and abroad and encourage inward investment. There is clear alignment with Towns Fund aims to drive local growth and improve regional connectivity. 	
Department for Education	FE Capital	<p>The fund was announced in the Budget on 11th March 2020.</p> <p>The government will provide £1.5 billion over five years (£1.8 billion inclusive of indicative Barnett consequential), supported by funding from further education colleges themselves, to bring the facilities of colleges everywhere in England up to a good level, and to support improvements to colleges to raise the quality and efficiency of vocational education provision.</p>	The fund is currently being developed. The first year of funding is 2021/2022.
	T Level Capital https://www.gov.uk/government/publications/t-levels-capital-fund	<p>Department for Education is making available £95 million to ensure T Level providers and students have access to the latest high quality equipment and facilities during their studies.</p> <p>This is the second wave of the T Levels Capital Fund, comprised of two different elements – the Building and Facilities Improvement Grant (BFIG) and Specialist Equipment Allocation (SEA).</p> <p>The T Levels Capital Fund (TLCF) will continue to help those further education providers at the</p>	<p>Applicants for BFIG are expected to provide a minimum funding contribution equivalent to 50% of the project value from own or third party resources.</p> <p>When developing their Town Investment Plans we encourage towns to consider how they can support T Level providers to submit applications for quality, well developed projects which will help to train the skilled young people that local businesses need, and leverage external investment to meet match funding requirements.</p>

		forefront of delivering these important reforms to be ready to teach T Levels from September 2021.	
	Supporting the wider skills system	A skills system that can deliver local and national needs, now and in the future.	Towns should consider how they would engage with their Skills Advisory Panel, skills providers, strategic partners and DfE to develop the skills landscape. Towns may want to consider how they will contribute to analysis, planning and implementing change in order to ensure plans are fit for the future.
	Opportunity Areas (OAs) https://www.gov.uk/government/news/18m-extension-to-opportunity-area-programme	<p>The OA programme is working to improve educational outcomes and raise social mobility in 12 of the most deprived areas of the country. It is currently funded up to August 2021.</p> <p>Interventions cover every life stage from pre-school to post-19. They include:</p> <ul style="list-style-type: none"> • work in nurseries and pre-school settings to improve language, literacy and school readiness; • a wide range of school improvement programmes, including CPD for teachers, subject-specific programme like Maths Mastery, and training for senior leaders; • work to improve careers advice, information and guidance, with a focus on engaging local employers; • work to improve FE provision in the area, and to help more pupils from deprived backgrounds to go on to HE. 	The 10 towns which are also OAs (or in OAs) should (a) engage with the local OA partnership board when developing their Town Investment Plans; (b) consider whether Towns Fund projects might support the OA objectives – particularly where those relate to FE, HE, skills or employability; and (c) consider how local businesses benefitting from Towns Fund investment can be encouraged to engage more fully in the local community by – for example – providing careers advice for schools, work experience placements, and apprenticeships.
	Opportunity North East	Through Opportunity North East (ONE) DfE is investing up to £24 million to improve	The towns from the North East include Bishop Auckland, Blyth, Darlington, Hartlepool, Middlesbrough, Redcar and Thornaby.

	https://www.gov.uk/government/publications/opportunity-north-east-delivery-plan	<p>educational and employment outcomes and boost the aspirations of young people in the North East. £12 million of the investment is targeted toward our five challenges, and up to £12 million of the investment will fund the advance roll out of reforms to the early career framework for teachers.</p> <p>Established in October 2018, the three-year programme (funded until 2022) will address 5 specific challenges for why the NE appears to perform worse than other regions across a range of education measures at KS4 and beyond.</p> <ul style="list-style-type: none"> • Too few children continue to progress well into secondary school (Transitions) • To unlock the potential of key secondary schools in the North East (One Vision) • Some secondary schools struggle to recruit and retain good teachers (Teacher workforce) • Too few young people find a pathway to a great career (Careers) • Too few young people progress to higher education, and particularly the country's most selective institutions (Higher Education) 	<p>When developing Town Investment Plans if it involves schools, careers or higher education then please engage with the Opportunity North East team.</p> <p>Local businesses benefitting from Towns Fund investment can be encouraged to engage locally by providing careers advice for schools, work experience placements, and apprenticeships.</p>
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	<p>Institutes of Technology (IoTS)</p>	<p>IoTs are collaborations between employers, further education colleges and universities connecting high-quality teaching in science, technology, engineering and maths to business and industry and delivering provision tailored to local skills needs. They are being set up to address shortages of key STEM skills at higher technical levels that constrain growth across England. Employers play a key role in an IoT's governance, leadership as well as the design and delivery of the curriculum.</p> <p>The first 12 IoTs were set up through an open competition and are now coming on stream. The government confirmed at budget that it will increase the number of IoTs from 12 to 20 to address these gaps through a second competition. The prospectus for the Wave Two Competition was published on 19 February, with the Competition to formally launch later in the year.</p>	<p>Town Fund bids should consider existing Institutes of Technology in their Local Enterprise Area and the role that the IoT could play in supporting the successful delivery of parts of their Towns Fund proposal through skills training for local business and people. They might also wish to consider how investment through the Towns Fund could support the successful roll-out of Wave 1 IoTs.</p> <p>Where no IoT exists in a Local Enterprise Area, Towns Investment Plans should consider how a Wave 2 IoT bid could support their objectives in the Town Fund. For example, IoTs could play an important role in providing local towns with the skills businesses need to grow and develop. This could help town economies improve their productivity and growth and thus provide higher wage, higher skilled employment to more local people.</p>
<p>Department for Environment , Food and Rural Affairs (Defra)</p>	<p>25Year Environment Plan (25YEP) https://www.gov.uk/government/publications/25-year-</p>	<p>The government's 25 Year Environment Plan (25YEP), published in January 2018, makes major new commitments to connect people with the environment to improve health and wellbeing. The 25YEP sets out that spending time in the natural environment can improve mental health and feelings of wellbeing. It can reduce stress,</p>	<p>Towns should include any overlap with Environment Plan initiatives in their Town Investment Plan, and consider how best to align investment with wider plans to connect people with the environment.</p>

	environment-plan	fatigue, anxiety and depression. It can help boost immune systems, encourage physical activity and may reduce the risk of chronic diseases. The Plan also commits to greening our towns and cities and making sure that there are high quality, accessible, natural spaces close to where people live and work, particularly in urban areas.	
	Flood and Coastal Erosion Risk Management (FCERM) Grant-in-Aid (GiA) https://www.gov.uk/guidance/partnership-funding	This approach to funding flood and coastal erosion risk management projects shares the costs between national and local sources of funding, enabling greater ownership and choice on how communities are protected. It also encourages more cost-effective solutions. Any project where the benefits are greater than the costs can qualify for a contribution from Flood and Coastal Erosion Risk Management (FCERM) Grant-in-Aid (GiA).	Towns which also seek to improve flood resilience may wish to access Grant-in-Aid partnership funding. Towns should flag this in their investment plans. Towns may be able to align this funding with towns fund monies, provided the proposed plans contribute directly to economic growth. We welcome a conversation with any towns considering this.
Department for International Trade	International Trade Advisers (ITAs) and associated activity	DIT's network of International Trade Advisers provide dedicated advice and support to SMEs across England to help them begin their export journey or expand to new markets. They work closely with local partnerships and business support bodies such as Chambers of Commerce and Growth Hubs. They are able to refer businesses to other DIT support, such as the Tradeshow Access Programme (TAP) and UK Export Finance.	Towns should consider where best to access DIT's network of trade advisors and assistance.

	Capital Investment (CI) - Project Promotion & UK regional investment Portfolios	DIT's Capital Investment Team (CI) has a network of specialists across the UK who are experienced built environment advisors working with LA's and LEPs. Through this team working with DIT's Investor Relations Team, CI are able to advise on potential investment from international markets and particular sovereign wealth, pension and other institutional funding mechanisms. This is set out in this guide produced with the LGA in 2019 https://www.local.gov.uk/lga-report-attracting-investment-local-infrastructure-guide-councils	
	Foreign Direct Investment-Service Overview	The Department for International Trade is responsible for ensuring the UK remains a leading destination for inward investment. It delivers a range of services to help investors understand specific opportunities in specific places across the UK as well as navigate the processes involved in starting or growing their business in the UK.	There are opportunities to ensure that DIT teams are aware of any internationally competitive proposition offered by towns, to ensure they can be effectively presented to investors where appropriate.
	Foreign Direct Investment-High Potential Opportunities	<p>The High Potential Opportunities scheme aims to drive foreign direct investment into specific opportunities across the UK which would benefit from targeted promotion, with a particular focus on opportunities and places which are disadvantaged by a lack of market information.</p> <p>DIT works in collaboration with local partners and central government to identify High Potential Opportunities, develop compelling commercial</p>	<p>LEPs and investment promotion agencies across England, Scotland, Wales and Northern Ireland were invited to submit nominations for the second round of the High Potential Opportunities scheme by 17 April 2020. Nominations must include a clearly defined specific commercial opportunity, capable of attracting sustained investment. DIT aims to select up to 25 HPOs by June 2020.</p> <p>Towns may wish to flag any overlap in their investment plans.</p>

		propositions, and deploy DIT’s global network to promote them to international investors.	
Department for Transport (DfT)	The Restoring Your Railway (Beeching) Fund	<p>The Beeching Reversal Fund provides money to reinstate axed local rail services and restore closed stations. It has three components:</p> <ul style="list-style-type: none"> • Ideas Fund: proposals to reinstate axed local services. • Accelerating Existing Proposals: the development of closed lines and stations which are already being considered for restoration. • Proposals for new and restored stations. <p>https://www.gov.uk/government/publications/re-opening-beeching-era-lines-and-stations</p> <p>https://www.networkrail.co.uk/communities/passengers/station-improvements/new-stations-fund</p>	<p>The Department for Transport has begun to consider bids from local areas interested in accessing funds for previously closed railways lines and stations as part of the Ideas Fund. These bids are being considered by the Beeching Assessment Panel; assessments are at an early stage. The third round of the New Stations Fund is also underway.</p> <p>Preliminary findings indicate that 29 towns selected for the Towns Fund have some overlap with proposals put forward for the Ideas Fund. This could be a new station in the town, or the reopening of a line that goes to, from, through, or indirectly serves the town.</p> <p>Towns should be aware where a Beeching Fund bid has been put forward, sponsored by the local MP. BEIS local teams can assist where this is not clear.</p> <p>As Beeching Fund bids are considered, there is scope for relevant towns to align their Town Investment Plans with the proposed Beeching plans. This could involve:</p> <ul style="list-style-type: none"> • Increasing connectivity to and from a new station, or a station served by a reopened line/new service; • Focussing economic regeneration efforts on the areas surrounding new stations.
	Transforming Cities Fund	The £2.5 billion Transforming Cities Fund aims to drive up productivity and spread prosperity	18 city regions are included within the TCF programme – 6 Mayoral Combined Authorities with devolved grants, and 12

		<p>through investment in public and sustainable transport in some of the largest English city regions. The Fund is focused on improving intra-urban (rather than inter-urban), making it quicker and easier for people to get around – and access better jobs. In this way, the Fund goes further than supporting just cities but helps their wider conurbation (suburbs, towns) gain improved access to the more productive employment in urban cores. The Fund also aims to address key priorities, including reducing carbon emissions, improving air quality, reducing congestion, unlocking housing, and encouraging innovation.</p> <p>As part of the National Productivity Investment Fund, the Transforming Cities Fund provide additional capital investment for productivity enhancing programmes. It also supports the Industrial Strategy, taking a place-centric approach to delivering investment in English city regions.</p> <p>The applications for the fund closed in 2018, but there is remains scope for overlap and alignment with Towns Fund investment.</p>	<p>shortlisted city regions which were selected in 2018 following a competitive process. Around half of the Fund (£1.08 billion) has been allocated to six Mayoral Combined Authorities (MCAs) on a per capita and devolved basis. ♦</p> <p>For the other half of the Fund, £1.28bn of this has been allocated via a quasi-competitive process in two tranches. Tranche 1 saw an initial £60m announced at Spring Statement 2019 for 30 small local projects such as new bus service improvements, smart ticketing and new active travel routes to be delivered by the end of 2019-20.</p> <p>In Tranche 2, the remaining £1.22bn was allocated at Budget 2020 following a process of co-development in which DfT officials worked closely with the 12 cities to agree packages of investment instead of individual schemes, unlike a traditional bidding contest. (£117m of the £1.22bn has been held back to invest in Stoke-on-Trent, Norwich and Portsmouth subject to further business case approval.)</p> <p>Towns should indicate in their Investment Plans any overlap or planned alignment with the Transforming Cities fund.</p>
	Sustainable Travel Access Fund	The Sustainable Travel Access Fund was launched to encourage councils to offer sustainable transport initiatives which can improve access to jobs, skills, training and education.	<p>The overall total is £100 million.</p> <p>Sustainable Travel Transition year (2016/17)- £20 million Access Fund (2017-20) - £60 million Access Fund Extension(2020-21) - £20 million</p>

			<p>You can find the latest information about the current status of cycling and walking funds in the recently published report to Parliament:</p> <p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/863723/cycling-and-walking-investment-strategy-report-to-parliament.pdf</p> <p>Towns should indicate any overlap in their Investment Plans.</p>
	£250 million Emergency active travel fund and £5 billion package for cycling and buses	£250 million emergency active travel fund will be released from a previously announced £5 billion package for cycling and buses to pay for 'pop-up bike lanes with protected space for cycling, wider pavements, safer junctions, and cycle and bus-only corridors. Funding received	
Department for Work and Pensions	ESF	The European Social Fund (ESF1420) programme in England is worth £3 billion over six years, and funds preparatory, additional and alternative employment and skills support to mainstream services for disadvantaged groups who face additional barriers and are furthest from the learning and labour market.	Towns may wish to flag any overlap in their investment plans.
	JobCentre Plus Network (including	Local presence with strong links to regional business, health care and training stakeholders.	Towns may should wish to consider utilising the JCP network in the development of their investment plans in order to avoid duplicating existing provision/plans.

	Contracted Employment	Key source of local labour market information. Ideal link for design of joint services.	
Ministry of Housing, Communities and Local Government	Brownfield Housing Fund	MHCLG have launched a £400m fund to boost the supply of homes in local areas and bring under-utilised brownfield land in to use.	Final decisions about the design including scope, structure, and accountability will be made in the coming months. Once the fund is launched, and if your town is eligible, we would expect any plans to set out very clearly how the town investment plan and BHF aligns.
	Free Ports https://www.gov.uk/government/consultations/freeports-consultation	Free Ports have fewer customs restrictions than the rest of the UK, with the aim of promoting trade and investment. HMG launched a consultation phase on free ports in February 2020. The deadline has been extended until 13 July 2020. Up to 10 Free Ports will be designated. Decisions on the forward process for free ports will be made in the coming months.	To become a Free Port, a town must be a seaside or inland port, or have an airport. If they meet this criteria, towns will be free to apply to be a Free Port. If towns plan to apply for free port status, we advise they flag this in their TIP and set out how the freeport would form part of the wider economic strategy for the town. This would likely only be a signalling exercise given timelines for free ports. Towns would have to demonstrate how being a free port would link to wider economic regeneration as part of the Towns Fund and ensure the two were aligned.
	New Development Corporation Competition https://www.gov.uk/government/publications/new-development-corporation-	MHCLG has £10 million available for up to 10 transformational housing and economic growth opportunities, focusing on regeneration, and are interested in speaking to areas that have innovative, bold and ambitious proposals. Funding will help them to explore delivery models that have been less commonly used in a contemporary context, such as development corporations.	Development Corporations could serve as a useful delivery model for Towns Fund projects. Towns may wish to consider this as part of their investment plan.

	<u>competition-guidance/new-development-corporation-competition</u>	The application process is currently open.	
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Annex C: Town Investment Plan Stage 1 Review Detailed Evidence

This table provides more detail on the kinds of evidence we will look for in TIP at stage 1 (across sections 1 and 2)

Town Investment Plan Evidence		
Section	Criteria	Examples of evidence
1. Impact	1.1. Level of need.	<ul style="list-style-type: none"> • Details of (un)employment, income levels, deprivation and wellbeing. • Low-level employment. • Details of town transport challenges (e.g. insufficient links to existing assets, congestion and air quality issues). • Town centre vacancy rate and footfall. • Business growth challenges. • Land and development challenges. • Skills shortage and low educational attainment. • Crime and anti-social behaviour.
	1.2. Scale of opportunities.	<ul style="list-style-type: none"> • Likely to benefit from capital funding towards: urban regeneration, planning and land use; skills and enterprise infrastructure; and connectivity. • Demonstration that project proposals address/ capitalise on the major challenges/opportunities in the town. • Details of local commercial/industrial demand. • Level of private-sector co-funding. • Evidence that the differential impacts of proposed interventions have been considered. • Potential impact e.g. jobs created, GVA increase.
2. Strategy	2.1. Strength of vision, strategy and realism of economic narrative.	<ul style="list-style-type: none"> • A compelling vision for the future that is built around the town's unique circumstances with alignment to the objectives of the fund. • A clear strategy, built on sound evidence and analysis, balancing realism and ambition, overcoming key challenges to address needs and harness opportunities • Clear use of local knowledge to produce an investment plan grounded in its context. • Clear indication that the vision is aligned with Covid-19 recovery and the clean growth principle.

		<ul style="list-style-type: none"> • An indication that the process followed to prioritise interventions has included an element of spatial analysis, with a clear explanation of how the strategy will benefit the town centre. • Reference to wider strategic plans including (but not limited to) housing, transport, local growth and the Local Industrial Strategies. • Evidence of learning from best practice i.e. TIP is clearly informed by sound knowledge of local growth investment, formed through a process of clear and rigorous prioritisation and backed by sophisticated analysis.
	2.2. Coherence of TIP – strength of linkages and rationale between need/opportunity, vision, strengths and projects.	<ul style="list-style-type: none"> • A clear rationale for the vision in its context. • Coherent set of proposals forming a broader strategy which clearly addresses the challenges identified in section 1.1. (e.g. local housing shortage and high rate of empty retail units that could be addressed by mixed-use developments). • Theories of Change developed for each project proposal, including a comprehensive set of inputs/resources, outputs and outcomes/impacts, setting out clearly the assumptions and external factors (context). • Wider strategy that is geared towards alleviating private-sector-investment bottlenecks and/or targeting the most disadvantaged groups.
	2.3. Capacity and alignment of proposed projects with existing and ongoing initiatives and match funding.	<ul style="list-style-type: none"> • Details of existing and planned work in the town and wider region and the links to the TIP strategy and proposals • Alignment with Covid recovery needs and plans • Demonstration of the additionality • Details of co-funding for intervention proposals. • Delivery capacity and accountability arrangements
3. Partnerships	3.1. Strength of past and planned collaboration with local communities and civil society.	<ul style="list-style-type: none"> • Level of past and ongoing engagement/consultation and evidence it has been acted upon • Evidence of buy-in, support and/or ownership of the top priorities in the TIP

		<ul style="list-style-type: none"> • Level of collaboration in the production of the TIP (e.g. joint projects). • Level of representation and institutional collaboration both in the production of the TIP and planned for the future.
	<p>3.2 Strength of past and planned collaboration with the private sector.</p>	<ul style="list-style-type: none"> • Level of past and ongoing engagement, consultation and collaboration with business in the town • Level of collaboration in the production of the TIP (e.g. joint projects) or otherwise demonstrable support for TIP priority areas • Level of representation and institutional collaboration both in the production of the TIP and planned for the future.

Annex D: Town Deal Board governance guidance

We expect the Town Deal Board to align with the governance standards and policies of the Lead Council including around whistle blowing, conflicts of interest, complaints, and compliance with the General Data Protection Regulation (GDPR).

Roles and Responsibilities

It is important that there are clear roles and responsibilities for oversight of the Town Deal.

The Town Deal Board should have a document, published on the Lead Council's website, which clearly sets out the roles and responsibilities and the governance and decision making processes for the Town Deal Board. This should include:

- Remit of the Board including terms of reference
- Board membership and roles
- Chair/vice-chair term and responsibilities
- Board structure including sub-committees and reporting arrangements
- Accountable body arrangements

Code of Conduct & Conflicts of Interest

All Town Deal Board members should sign up to a code of conduct based on the Seven Principles of Public Life (the Nolan Principles; see below). An example code of conduct can be provided to Town Deal Boards by the Town Hub named contact on request.

There should be clear processes in place for managing conflicts of interests (both commercial, actual, and potential) in decision making, and this must apply to all involved with the work of the Town Deal Board.

The Lead Council should provide guidance on the pecuniary and non-pecuniary interests individuals must declare, outline the process that Board members must follow for declaring interests and explain the process for requesting an exemption.

Town Deal Board members should then complete a declaration of interests which will then be held by the Lead Council. This can be in a format already used by the Lead Council or a template can be requested from the Towns Hub named contact.

All Board Members should take personal responsibility for declaring their interests before any decision is considered. The Lead Council must record action taken in response to any declared interest.

Additionally a register of gifts and/or hospitality provided to individual Town Deal Board members or the Town Deal Board as a whole should be maintained by the Lead Council.

Transparency

In line with the principles of public life, it is important that there is transparency around the operation of the Town Deal Board. Transparent decision making is supported by the publication of information on the Lead Council's website and we expect the following standards to be applied:

- A documented decision-making process outlining the voting rights of the Board to be published
- Profiles of Board Members to be published
- All Board papers to be published on the Lead Council's website in advance of the meeting (within 5 clear working days)
- To promptly publish draft minutes of meetings on the Lead Council's website following the meeting (within 10 clear working days)
- To publish final minutes on the Lead Council's website, once approved by the Board (within 10 clear working days)
- Any conflicts of interest reported to be formally noted within the published minutes

It is important that the Town Deal Board abides by Lead Council governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public

Nolan Principles: The Seven Principles of Public Life

Through the Town Deal, the Town Deal Board will be responsible for oversight of a significant amount of public funding. As such, members of the Town Deal Board should fulfil their role as public-private partnerships whilst ensuring robust stewardship of public resources.

Members of the Town Deal Board and those supporting the activities of the Town Deal should adhere to the [Seven Principles of Public Life](#) (the Nolan Principles). The Lead Council will be responsible for ensuring that all Town Deal Board members understand these principles and how they apply:

- **Selflessness:** Holders of public office should act solely in terms of the public interest;
- **Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships;

- **Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias;
- **Accountability:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this;
- **Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing;
- **Honesty:** Holders of public office should be truthful; and
- **Leadership:** Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Annex E: Business Cases and Value for Money

This annex does not replace or supersede the official guidance, rather it is intended as an accessible summary. Full guidance from HM Treasury can be found here:

<https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

Towns must have a clear and transparent basis against which projects and programmes are initially identified, prioritised and appraised relative to a set of credible options, assessed for value for money, commissioned and then delivered. This should all be set out clearly in the Summary Document.

Any proportionate business case must cover all elements of HM Treasury's 5-case model:

1. **Strategic case** – must show the rationale, background, policy context and strategic fit of the public expenditure or public intervention;
2. **Economic case** – with evidence of why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. “Do nothing” should always be an option. There is no one size fits all for how many options or what makes a good economic case: some need distributional analysis, others evidence of unmet demand for a service. The case must build on robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Value for Money is ideally demonstrated in a credible Benefit Cost Ratio, but where some of the costs and/or benefits cannot be monetised at the present time, the economic case should proportionally capture these impacts and specify a partial Value for Money measure. Wider benefits/costs should be considered and specified where these are sizeable, compared with the direct impacts;
3. **Commercial case** – demonstrate commercial viability or contractual structure for the project, including procurement where applicable;
4. **Financial case** – standard appraisal of financial implications of the project, including where applicable budgets, cash flow, and contingencies;
5. **Management case** – of how the project is going to be delivered referring to the Green Book to verify if there are mandatory methodologies applicable to the investment.

In addition to the Green Book, other appraisal guidance should be followed for specific thematic interventions where available.

Towns must ensure that the commercial, financial and management arrangements are appropriate for effective delivery. Where applicable, appropriate resources should be consulted for situation specific project appraisals. To assist with this, Infrastructure UK (now part of the Infrastructure and Projects Authority) has produced a [Project Initiation Routemap Handbook](#) and associated modules which provide a framework to support public and private sector infrastructure providers improve the delivery of their projects and programmes. Towns may find this helpful when reviewing these aspects of business cases.

Towns must have robust processes in place that ensure all funding decisions are based on impartial advice, where possible. There must be clear distinction between those acting as scheme promoters and those appraising programmes and projects and advising decision makers, so that the town is acting on impartial advice on the merits of (potentially competing) business cases. Named individuals responsible for ensuring value for money as well as scrutiny and recommendations for business cases (not necessarily the same person) should ideally be independent of the promoting organisation or where this is impractical, should sit outside the management unit responsible for developing and promoting the business case.

Report to City of Preston Town Deal Board**Meeting to be held on 24th July 2020****Report submitted by: Beckie Joyce****Town Fund – Accelerated and Additional Funding****1. Summary**

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.

2. Decision Required

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

3. Information

- 3.1 At the start of July the Prime Minister announced the government was bringing forward £5bn of capital investment projects, aimed at supporting jobs and the economic recovery. Following that announcement 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 – attached at Appendix A.
- 3.2 The letter offers all Town Fund locations the opportunity to draw down £1m regardless of when Town Deal submissions will be made. The letter and further guidance from the government’s Towns Fund Hub has set out the following criteria for spend:
- (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
- 3.3 The Towns Fund Hub have confirmed that the funding can be additional to the Town Deal potential allocation of £25m.
- 3.4 In addition to the criteria set out in 3.2 it is also worth noting that usual guidelines with regard to the use of public money clearly apply.
- 3.5 Officers from the Accountable Body discussed potential opportunities to utilise the funding and, given the timescales, it was agreed with the Chair that the Task and Finish Group discussion options at its scheduled meeting on the 17th July in order to present a preferred option to this Board.
- 3.6 The preferred option – Harris Quarter Pops Up – is summarised in the following paragraphs of this report with the other options – and reasons for discounting set out below:
- 3.7 Revenue projects such as business support, rate or rent relief etc were discounted and discounted capital projects included:
- (i) Guildhall maintenance work – discounted as spend cannot be guaranteed by end of financial year;
 - (ii) Public realm – discounted as spend cannot be guaranteed by end of financial year and limited impact for amount of funding available;
 - (iii) Attracting major “active” events to the City – for example cycle road race, 10k / marathon – discounted as spend cannot be guaranteed by end of financial year;
 - (iv) Refurbishment of PCC assets on Lancaster Road – discounted because spend cannot be guaranteed by end of year.

- 3.8 While these projects have been discounted for this specific funding allocation it is worth noting that they all form part of the Town Fund Investment Package set out elsewhere on this agenda.
 - 3.9 The 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. ◆
 - 3.10 Whilst further rapid work to test deliverability improvements to the fish market canopy could 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.
 - 3.11 Wider benefit of promoting Lancashire food and drink producers (in conjunction with the covered market) would cement Preston's progress as a destination for retail, entertainment and food and drink.
 - 3.12 Providing facility for pop up cinema screenings and events, in addition to encouraging safe visits to the City, can also positively promote Animate in advance of works starting on site for that scheme. The project will also provide opportunity to work with local artists, producers and performers alongside local education institutions to animate the area and bring visitors to the city.
 - 3.13 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.
 - 3.14 Overall the project represents a significant opportunity to encourage visits, from residents and visitors alike, into the City Centre. Further work needs to be done at pace to confirm deliverability and to enable confirmation to government that the project represents value for money.
 4. Recommendations appear at the front of the report.
- ◆

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Ministry of Housing,
Communities &
Local Government

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Ministry of Housing, Communities and Local
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www.gov.uk/mhclg

Adrian Phillips
Preston City Council

1 July 2020

Dear Adrian,

Yesterday the Prime Minister announced that government is bringing forward £5bn of capital investment projects, supporting jobs and the economic recovery.

The Towns Fund is central to the government's ambition to level up the country – creating jobs and building stronger and more resilient local economies and communities. In recognition of the importance of this fund and the pressing need in the towns that have been selected to benefit, government is bringing forward funding to this financial year to support projects that will make an immediate impact in towns.

We are therefore offering Preston a grant of £1million now to fund capital projects that can be delivered this financial year. Funding is being allocated according to population size from the 2011 Census, using the Office for National Statistics' categorisation of small, medium and large towns. This grant will be used to support capital spend within the intervention framework as set out in the Towns Fund Further Guidance: <https://www.gov.uk/government/publications/towns-fund-further-guidance>.

We are particularly encouraging projects that will support towns in responding to immediate challenges, including:

- Improvement to or new parks and green spaces and sustainable transport links
- Improvements to town centres including repurposing empty commercial properties
- Demolition or site remediation where this will have an immediate benefit

The next step in releasing this money is for you to write to us at towns.fund@communities.gov.uk to confirm what you will do with the grant. You will need to include confirmation from your S151 officer that this spending is in line with the Towns Fund intervention framework, will achieve good value for money and that the project can be delivered this financial year. **Please send your letter by 14 August.** Following receipt of your letter we will review your proposal to ensure it satisfies the requirements above, before releasing the funding.

When your town submits their Town Investment Plan in their agreed cohort, we will ask you to confirm how you are building on this initial investment.

Please get in touch with your named Towns Hub lead if you have any questions. We look forward to seeing your projects and continuing to work with you as you develop your Town Investment Plans.

Jenny Dibden

JENNY DIBDEN