

Loughborough Town Deal Board

29th September 2023

2.00pm Virtual Meeting, Charnwood Borough Council, Southfields, Loughborough

PUBLIC Agenda

Item	Subject	Page #	Action
1	Apologies	-	
2	Draft minutes of the previous meeting & matters arising	2	Approval
3	Declarations of Interest		
4	Appointment of Vice Chair (verbal)		
5	Delivery Sub-Group Update <i>(excludes EXEMPT Appendix)</i>	8	Noting
6	Terms of Reference and Project Assurance Framework Updates <i>(excludes EXEMPT Appendix)</i>	9	Approval
7	Programme and Projects Update <i>(excludes EXEMPT Appendix)</i>	53	Noting
8	Town Deal Budget <i>(excludes EXEMPT Appendix)</i>	57	Noting
9	Communications Update	59	Noting
10	Towns Conference	66	Noting
11	AOB		
	Future meeting dates: 05 Dec 2023	-	

Meeting minutes

PROJECT	Town Deal		
DATE	13th June 2023	LOCATION	MS Teams

Attendees	
Board Members	
Dr Nik Kotecha (Chair)	Randalsun Capital Ltd
Jane Hunt	Loughborough MP
Martin Traynor	Economy and Skills Group
Lez Cope-Newman	Loughborough BID
Cllr Jewel Miah	Leader of the Council
Cllr Jenni Tillotson	Lead Member for Economic Development, Regeneration and Town Centres
Prof. Chris Rielly	Loughborough University
Deborah Taylor (CC)	Leicestershire County Council
David Pagett-Wright	Chair of the CCEG
Officer Attendees	
Rob Mitchell	Charnwood Borough Council
Justin Henry	Charnwood Borough Council
Simon Jackson	Charnwood Borough Council
Chris Grace	Charnwood Borough Council
Mike Roberts	Charnwood Borough Council
Maria Curran	Charnwood Borough Council
Jo Dexter	DBT (BEIS)
Tom Purnell	Leicestershire County Council
Sally Watson	Minute Taker (Charnwood Borough Council)

Meeting Type (Team, Board or other)
Board Meeting
1. Apologies
Jo Maher (Loughborough College), Andy Reed (LLEP), Sue Tilley (LLEP). Lez Cope-Newman joined the meeting after 25 minutes. Jo Dexter left the meeting after approximately 30 minutes.
2. Minutes of the previous meeting and matters arising
The minutes of the previous meeting were confirmed as a correct record.
Maria Curran advised that with regards to the first action of the minutes of the previous meeting, (provide a response from DLUHC regarding the College's PAR submission and provide an update on timelines), this had been approved.

Meeting minutes

With regards to the second action (the Terms of Reference for the Member Reference Group and Community Consultation and Engagement Group be reviewed to align with the updated Framework), this would be addressed under item 5 of the agenda.

With regards to the third action (communications - any content that Board Members could share individually would be appreciated), this was ongoing and a communications update would be provided under item 8 of the agenda.

3. Declarations of Interest

- i. Jane Hunt MP declared an interest as the Parliamentary Private Secretary (PPS) for DLUHC.
- ii. Prof Chris Rielly declared an interest as the Project Lead for the Healthy and Innovative Loughborough project.
- iii. David Pagett-Wright declared an interest as a Director of the Generator Loughborough CIC and Loughborough BID.

4. Board Administration of Membership

The Chair welcomed two Charnwood Borough Councillors to the Board meeting, Councillors Jewel Miah (Leader of the Council) and Jenni Tillotson (Lead Member for Economic Development, Regeneration and Town Centres).

The Chair highlighted that Jonathan Morgan and Councillor Jenny Bokor would no longer be participating in meetings of the Board and recognised their significant contributions to the Board and the programme so far. He asked that his personal thanks, and the thanks of the Board be recorded.

Councillor Jewel Miah gave thanks to Jonathan Morgan and Councillor Jenny Bokor for their work on the programme so far.

Chris Grace introduced the report and outlined the officer guidance in relation to the membership of the Board. He stated that the political make-up of Charnwood Borough Council had changed following the recent local elections, and had resulted in a Labour minority administration. The Council had made appointments to outside bodies and had appointed Councillors Jewel Miah and Jenni Tillotson to the Loughborough Town Deal Board. The Terms of Reference stated that two members of the Borough Council could sit on the Board. Jonathan Morgan and Councillor Jenny Bokor had tendered their resignations to allow for the appointments of Councillors Jewel Miah and Jenni Tillotson.

The Board had been operating Co-Chair arrangements since the start of the programme, with Dr Nik Kotecha and Jonathan Morgan sharing the Chair role. Following the resignation of Jonathan Morgan, it was possible for the Board to proceed with a single Chair model, provided that that Chair represented the private sector.

A further change in governance arrangements was that Councillor Jenni Tillotson would be appointed as Chair of the Member Reference Group.

Meeting minutes

Councillor Jewel Miah suggested that Dr Nik Kotecha proceed as the sole Chair of the Board. The Chair stated that he would be happy to proceed as the single Chair of the Board.

Councillor Jenni Tillotson suggested that providing the Board proceeded with a single Chair model, it would be advantageous to elect a Vice-Chair.

Agreed: That the Loughborough Town Deal Board proceeds with a single Chair model, with Dr Nik Kotecha as Chair.

Agreed: That Councillor Jenni Tillotson be appointed as the Chair of the Loughborough Town Deal Member Reference Group.

Post meeting note: It was acknowledged that the Terms of Reference for the Board would require updating to reflect the new membership and the changes to chairing arrangements. The updated Terms of Reference would need to be ratified at the next Board meeting.

5. Terms of Reference

Maria Curran introduced the report and stated the Terms of Reference documentation for the Member Reference Group and the Community Consultation and Engagement Group required an update, following the updating of the Project Assurance Framework to reflect guidance from DLUHC.

The updated Terms of Reference documents were shared with the Chairs of the groups, and both Chairs had stated that they were content with the changes made.

Recommendations Agreed: That the Board ratifies the updated Terms of Reference documents for the Loughborough Town Deal Member Reference Group and the Community Consultation and Engagement Group.

6. Delivery Sub-Group Update

Maria Curran introduced this report and stated that at their last meeting, the Delivery Sub-Group approved the formal performance report, which was subsequently submitted to DLUHC, as part of the ongoing monitoring of the programme.

The Delivery Sub-Group had also considered changes to the Careers and Enterprise Hub project, which were necessary for the project to proceed. In addition, the group had approved a Change Control Note, which was required to update a grant agreement, with the various project changes including delivery milestones and funding.

It was emphasised that the Loughborough Town Deal remained on track to be delivered in full by March 2026 and that the Delivery Sub-Group closely monitors the progress of each project. There were regular meetings held with project leads, quarterly reports from project leads and one-to-one meetings where required. This process meant that potential issues were identified and addressed as early as possible.

Recommendation Agreed: that the Board notes the contents of the report.

Meeting minutes

7. Performance Report and Programme Update

Maria Curran introduced the report and shared a summary of the progress of each project, including the use of Town Deal funding, match funding, delivery updates and any project delays.

Maria Curran highlighted that the value of projects had increased by over £5million, in part due to supply chain issues, inflationary costs and in some cases, changes to design. The additional costing has been met with match funding and the total value of projects was closer to £47million.

In terms of delivery, Project Adjustment Requests may be required for some projects.

The majority of grant agreements had been completed and the process of finalising the remaining agreements was underway.

The first fully complete project of the programme was the Careers and Enterprise Hub, which completed in May 2023. There were four other projects that were due to end within the current financial year, those being the Bedford Square Gateway Project, the Canal and River Trust's Towpath project, Great Central Railway project and the Bellfoundry project. It was anticipated that there would be a further four projects completing within the following financial year, including the Digital Skills Hub, the Generator Loughborough project, Lanes and Links and Living Loughborough. The final projects for completion were the Healthy and Innovative Loughborough project and the Woodbrook Flood Mitigation project.

There had been some delays related to the tendering processes in terms of increasing prices and additional time required for undertaking value engineering. In addition, in some cases, design changes had incurred delays.

It was noted that the delays incurred were not significant in that the result would be some delayed outputs, not loss of outputs.

It was highlighted that some Board members had raised concerns over the time taken for Project Adjustment Requests processing. Maria Curran stated that these issues had been identified by DLUHC and that they were trying to make the process quicker in future.

Rob Mitchell stated that the information in the Performance Report and the summary provided indicated that the progression of projects was being closely monitored, and that there was a substantial amount of work involved in managing the programme. He stated that there was a need to maintain the discipline demonstrated to avoid potential issues in the future. Rob made a suggestion that the Loughborough Town Deal progress be bench marked against that of other Town Deal towns in order to understand if towns were experiencing similar challenges. The Chair stated that he had taken an action from the Delivery Sub-Group to meet with a number of other Town Deal Chairs across the country in order to share ideas and discuss project delivery across the programmes.

Members of the Board praised Maria Curran for her diligent work and valuable support to the Project Leads.

Recommendation Agreed: that the Board notes the contents of the report.

Meeting minutes

8. Communications Update

Mike Roberts introduced the report and highlighted some of the key points. He stated that the casting of the Hope Bell had been a successful event, involving members of the community, key workers and civic guests. The event had been picked up by regional media and the Council had promoted the event across social media, reaching approximately 45,000 people.

Mike stated that the Canal and River Trust project had been popular, with the Council sharing a number of updates on the project, the most popular reaching around 10,000 people.

The Digital Skills Hub had been publicised using a video which was shared across social media.

Updates had been communicated on the WiFi expansion of the Living Loughborough project, although this was very recent and metrics were not currently available to demonstrate the reach of these communications at present.

There were a number of updates scheduled in the coming weeks, including the official opening of the Sports Park, the completion of the canal project, the completion of the Careers and Enterprise Hub, the launch of the augmented reality trail, which was part of the Living Loughborough project and work on the Digital Skills Hub. It was highlighted that the team would continue with routine updates across all projects.

It was suggested that a time-lapse be created for the work being done to the HSBC building in the town, to demonstrate the development of the building after the fire. The Council's Communications team could liaise with HSBC to suggest promoting the development of the building.

Communications on the Town Deal projects were shared across the Council's social media channels, and where possible, relevant partner organisations were tagged in posts to expand the reach of the posts. The Council also encouraged partners and Town Deal organisations to share the content more widely across their platforms.

Mike Roberts agreed to ensure Town Deal Board members were included on the distribution list for project update communications.

Recommendation Agreed: that the Board notes the contents of the report.

Agreed: Mike Roberts to ensure Town Deal Board members were included on the distribution list for project update communications.

9. Any Other Business

Rob Mitchell highlighted that a new Chief Executive for the LLEP had been appointed, and that when confirmed they would be appointed to the Town Deal Board as a representative of the LLEP and an officer advisor to the Board.

Jane Hunt MP thanked officers and the Board for their work on the programme so far and stated that she appreciated the work undertaken to get to this stage.

Meeting minutes

Date of next Meeting

26th September 2023 – to be held as an in-person meeting at GCR. Virtual attendance was possible if required but it was encouraged that members attend in person.

Follow up actions

8

Mike Roberts to ensure Town Deal Board members were included on the distribution list for project update communications.

LOUGHBOROUGH TOWN DEAL BOARD**29 SEPTEMBER 2023****Item 5 – Delivery Sub-Group Update****1. Introduction**

- 1.1 This report provides the Town Deal Board with sight of the decisions taken by the Board's Delivery Sub-Group.

2. Recommendation

- 2.1 That the Board notes the contents of this report.

3. Background

- 3.1 In accordance with its agreed Terms of Reference, the Delivery Sub-Group (DSG) has delegated authority to consider projects' operational matters, which enable the Loughborough Town Deal programme to be delivered. The DSG continues to meet quarterly to monitor the performance of Loughborough Town Deal projects and if necessary, consider amendments to them.

4. Delivery Sub-Group Meetings

- 4.1 The DSG has met once since the last Board meeting in June. At its August meeting, DSG received a performance monitoring update covering the Quarter 1 period April 2023 to June 2023 (inclusive) along with the current programme risk register and details of the updated Project Adjustment Request (PAR) process, which introduces greater flexibility in agreeing changes at the local level under new delegated controls, as well as a proposal for business engagement.
- 4.2 Between its May and August 2023 meetings, the Chair of DSG approved three recommendations, via his delegated authority, in respect of:
- Purchase Orders to enable Loughborough Town Deal grant funding to be claimed
 - Payment of a grant claim
 - Approval of the final Grant Funding Agreement for signing and completion.
- 4.3 The Minutes of August's DSG meeting are attached to this report at Appendix 1 for the Board's information.

APPENDICES

Appendix 1: EXEMPT ITEM – DSG minutes 16 August 2023

LOUGHBOROUGH TOWN DEAL BOARD**29 SEPTEMBER 2023****Item 6 – Terms of Reference &
Project Assurance Framework Updates****1. Introduction**

- 1.1 This paper presents modifications to the Terms of Reference of the Town Deal Board to reflect the new membership and chairing arrangements, approved by Board at its meeting in June 2023. Amendments to the Project Assurance Framework and the Town Deal Board's Delivery Sub-Group have also been updated to incorporate the guidance on the Project Adjustment Request (PAR) process, recently issued by DLUHC (Department for Levelling Up, Housing and Communities).

2. Recommendation

- 2.1 That the Board ratifies the amendments to its Terms of Reference
- 2.2 That the Board approves the revisions to the Project Assurance Framework and the associated modifications to the Terms of Reference of its Delivery Sub-Group, including those set out in the Board's Terms of Reference.

3. Background

- 3.1 In January 2020, the Board approved a governance structure for the Loughborough Town Deal that included Terms of Reference for the Town Deal Board and a Code of Conduct for its members. Subsequent amendments in October 2020 clearly set out the role of the co-chairs, ensured the Code of Conduct was founded on the Nolan Principles of Public Life and agreed the register of members' interests would be maintained and published on the website. Further updates to the Town Deal Board Terms of Reference to encompass the then new Delivery Sub-Group and a scheme of delegation to reflect its proposed responsibilities were approved in September 2021.
- 3.2 The Project Assurance Framework was approved by the Board Co-Chairs for reasons of urgency and that decision subsequently endorsed by the Town Deal Board at its meeting on 21 October 2021. Its purpose is to set out how the Loughborough Town Deal Fund Programme will be managed and governed, taking account the conditions in the Heads of Terms agreed with Government. Subsequent amendments were approved by the Loughborough Town Deal Board in December 2022 and March 2023. The latter amendments signified the Loughborough Town Deal's move into its delivery stage and incorporated additional guidance from DLUHC in addition to strengthened obligations on projects during their delivery.

4. Updated Town Deal Board Terms of Reference

- 4.1 Amendments to the Town Deal Board Terms of Reference (TOR) encompass the Board's decision in June to proceed with a single Chair model, with Dr Nik Kotecha as Chair in place of the previous Co-Chair arrangement. Additionally, the TOR include the appointment of Councillor Jenni Tillotson as the Chair of the Loughborough Town Deal Member Reference Group.

5. Project Assurance Framework and DSG Terms of Reference Updates

- 5.1 DLUHC issued new guidance in July 2023 that reforms the change controls (Project Adjustment Requests) across its levelling up funding programmes (Town Deals, Future High Streets Fund and Levelling Up Fund). Accountable Bodies now have greater flexibility, in the form of delegated authority, to agree adjustments to projects locally, subject to the Department still being informed of such changes and reserving the right to review cases on an exceptional basis. The updated guidance was reported in detail to the Board's Delivery Sub-Group, which has delegated authority from the Board to monitor and review the performance and delivery of projects on its behalf as well as being responsible for approving amendments to projects that affect their cost up to a maximum of £500k. A copy of the DSG paper along with the updated PAR guidance and FAQs are provided for information at Appendices 2a and 2b.
- 5.2 Amendments to the Project Assurance Framework are now proposed (Appendix 3) to incorporate the new delegated decision-making authority, its eligibility and threshold of 30%, and the updated process. The 'standard' PAR process now applies to changes above these delegated limits.
- 5.3 The Terms of Reference for the Delivery Sub-Group included responsibility for approving amendments to projects that affect their cost up to a maximum of £500k – any amendments above £500k are decided by the Town Deal Board. For the avoidance of doubt, this 'local' existing authority needs to accord with the updated PAR process and guidelines. Therefore, it has been reworded so that any reallocation of project funding, up to the 30% threshold but in excess of £500k remains reserved for the Town Deal Board to approve.
- 5.4 This revision could apply only in relation to three projects – the Digital Skills Hub; Healthy & Innovative Loughborough; and the Wood Brook Flood Management scheme. For all other projects, 30% of their allocated Town Deal funding would be less than £500k and/or the projects have been completed.
- 5.5 The amended TOR for DSG no longer includes the expectation for DSG to maintain a pipeline of projects because the updated guidance explicitly states that 'new projects are no longer allowed to be brought into the programme during the delivery stage'. Should a project need to be cancelled, the

reallocation of its funding is permitted to ensure the successful delivery of other existing projects, subject to meeting the updated PAR criteria.

6. Appendices

Appendix 1:	Amended TDB Terms of Reference
Appendix 2a:	Exempt DSG Agenda Item 6, August 2023
Appendix 2b:	PAR Guidance & FAQs (July 2023)
Appendix 3:	Amended Project Assurance Framework
Appendix 4:	Amended Town Deal Delivery Sub-Group Terms of Reference



Loughborough Town Deal Board

Terms of Reference

Membership

Chair – Nik Kotecha, Business Community

Executive Board Members

Jane Hunt MP
 Cllr Deborah Taylor, LCC
 Cllr Jewel Miah, Leader of CBC
 Lez Cope Newman, Loughborough BID ~~(or other Loughborough BID representative)~~
 Andy Reed LLEP representative
 Martin Traynor, Chair, Economy and Skills Group, Charnwood Together
 Prof Chris Rielly Loughborough University
 Jo Maher, Loughborough College

Non-Executive Board Members

Chair – Cllr Jenni Tillotson, Member Reference group
 Chair – David Pagett-Wright, Community Engagement and Consultation group

Officer attendees

Rob Mitchell - CBC
 Justin Henry- CBC
 Chris Grace - CBC
 TD Programme Manager - CBC
 Tom Purnell - LCC
~~Phoebe Dawson Sue Tilley~~ – LLEP
 Finance Officer - CBC
 Others as invited for specific agenda items

Chair's Role

The Chair will lead the Board in achieving its objectives and obligations in maintaining its strategic oversight view of the Loughborough Town Deal; ensuring proper and effective monitoring of Town Deal activity; and championing and supporting partnership working ensuring that decisions are made by the Board in accordance with its good governance principles.

The Chair will remain in office for two years from election unless re-elected by majority vote of the Board. Should ~~the Chair either~~ step down during their tenure a new representative will be elected at the next available Board meeting.

The Chair will have delegated authority to:

- Amend the Town Investment Plan prior to its submission to the government.
- Take decisions in urgent circumstances to ensure programme delivery subject to a delegated authority report being made to the Board to confirm the decision.

Board Responsibilities

- To provide support and advice to the Accountable Body (Charnwood Borough Council) in developing a Town Deal bid in line with the Government prospectus.
- To maintain strategic oversight of the Town Deal Bid and set the direction of the investment plan.
- To approve the annual delivery plan and monitor the delivery of targets in the plan.
- To oversee the establishment of the programme (officer) team and other Sub-Groups as the Board sees fit.
- To ensure that the programme team and the Sub-Group have sufficient resources, knowledge and capacity available to deliver the objectives.
- To make representation to government departments for advice and assistance as necessary.
- To ensure the necessary liaison arrangements are in place to maximise resources across the range of partners, and to work collaboratively to deliver the shared objectives.
- To receive representation from the Member Reference Group, and consider the views of Members, ensuring adequate liaison with the group.
- To ensure the views of the community are represented and considered through the Community Consultation and Engagement Group, and the communications strategy
- To ensure all the necessary governance matters within the remit of Charnwood Borough Council are identified and progressed effectively.
- To delegate decisions to the Delivery Sub-Group, as set out in the Scheme of Delegations except the reallocation of up to 30% of Town Deal project funding to another project within the Loughborough Town Deal, which meets the PAR criteria from DLUHC but is above £500k. In such cases, the reallocation is to be decided by the Loughborough Town Deal Board unless an urgent decision is required, in which case the proposal is to be circulated to all Board Members for their views and, on receiving all responses, the Chair makes the final decision if a Board meeting is not convened.

Scheme of Delegation

On behalf of the Board the Delivery Sub-Group may:

- Approve projects for submission to DLUHC and for contracting and delivery, subject to final approval by the Accountable Body's S151 Officer.
- To approve amendments to projects, in conjunction with Charnwood Borough Council as the Accountable Body, as set out in the Project Assurance Framework and in accordance with delegated decision-making flexibilities as set out in the Project Adjustment Request (PAR) guidance (July 2023) from DLUHC including any reallocation of project funding that affect their cost up to a maximum of £500K from of the an individual Town Deal Project to another project within the Loughborough Town Deals.
- That any proposed project amendments where the reallocation of project funding is above £500k that affect cost above £500K is to be decided by the Board unless an urgent decision is required, in which case the proposal to be circulated to all Board members for their views and that on receiving all responses the Chair to make the final decision if a Board meeting is not convened.
- To approve on behalf of the Loughborough Town Deal Board the submission to DLUHC of all other Project Adjustment Requests that exceed the current (30%) delegated thresholds,
- Approve allocation of DLUHC Programme support funding.

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- Approve the submission of **Performance Monitoring** reports to DLUHC.
- Suspend projects where there are Red rated issues such as potential for significant overspend and or project delay leading to late completion.
- Where a project is suspended, to report to the Board for it to consider halting the project unless urgent action is required, in which case to circulate to all Board Members for their views and that on receiving all responses the **Chair** makes the final decision if the Board is not convened.

Professional and Administrative Support

Charnwood Borough Council shall act as the accountable body for the Town Deal Board in respect of financial matters, and its financial procedure rules will apply in this context.

Committee management and administrative support to the Board will be provided by Charnwood Borough Council.

Quorum

The quorum for meetings of the Board will be five voting members, including the Chair. Or the person presiding the meeting. If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chair's discretion. If there remains no quorum at the expiry of this period, the meeting will be declared null and void.

If there is no quorum at any stage during a meeting, the Chair will adjourn the meeting for a period of ten minutes, or longer, at their discretion. If there remains no quorum at the expiry of this period, the meeting will be closed, and the remaining items will be declared null and void.

Frequency of Meetings

Meetings will be held every two months in the first instance. Once the Town Deal investment plan is in the delivery stage, the frequency will change to once every quarter, at the agreement of the Chair. The frequency of meetings can be varied following a discussion and vote of the Board, at the discretion of the Chair.

Conduct

The Loughborough Town Deal Board will be based on collaboration and business will be conducted in the spirit of partnership working and abide by the Nolan principles. All Board Members are required to sign up to the Code of Conduct set out at Annex 1 and to declare any personal or pecuniary interests. These records will be maintained by the Lead Council and published on the Loughborough Town Deal website. All decisions will be made in accordance with the following principles:

- Due consultation will be carried out where appropriate (including taking relevant professional advice from officers);
- There will be a presumption in favour of open and transparent decision making;
- There will be a clarity of aims and desired outcomes;
- All decisions will be taken as members of the Loughborough Town Deal Board and not on behalf of specific organisations or areas;
- If a board member persistently disregards the ruling of the Chair, or person presiding the meeting, by behaving improperly or offensively or deliberately obstructs business, the Chair, or person presiding the meeting, may move that the board member be not heard further. If seconded, a vote will be taken without discussion.



- If a board member continues to behave improperly after such a motion is carried, the Chair, or person presiding the meeting, may move that either the board member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, a vote will be taken without discussion. Board members representing public authorities shall be bound by the Code of Conduct of their nominating body.

Notice of and invitations to meetings

At least five clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the Board. The agenda will give the date, time and place of each meeting and specify the business to be transacted and will be accompanied by such details as are available.

Voting

Board members commit to seek, where possible, to operate on the basis of consensus. Should it not be possible in a specific instance to find a consensus, the decision will be made on the basis of a simple majority. Only Executive board members are able to vote. The Chair will have the casting vote.

Matters which are the responsibility of the Accountable Body, will be reserved to Charnwood Borough Council.

Minutes

The Chair will sign the minutes of the proceedings at the next suitable meeting. The Chair will move that the minutes of the previous meeting be signed as a correct record.

The minutes will be published as draft minutes on the Town Deal website 10 working days after the meeting. Once the minutes have been confirmed by the Board they will be published on the Town Deal website within 10 working days of confirmation.

The minutes will be accompanied by a list of agreed action points, which may be discussed in considering the minutes of the previous meeting should they not be specifically listed as items on the agenda for the meeting.

Minutes will be made available to the public.



Annex 1

Loughborough Town Deal Board - Code of Conduct

As per the Towns Fund Prospectus, the Government expect that Town Deal Boards align with governance and policies of the Lead Council (Charnwood Borough Council). This includes the Members' Code of Conduct (incorporating conflicts of interest), Officers Code of Conduct, Whistle Blowing policy, and Protocol on Member/Officer relations (incorporating complaints).

Charnwood Borough Council expects employees and its members to adhere to the Nolan Principles of public life. Therefore, members of the Loughborough Town Deal Board, the Community Engagement Consultation Group, the Town Deal Member Reference Group and Town Deal Programme team are expected to adhere to those same principles of:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Although the Government expects that The Boards' Code of Conduct must align with that of the Lead Council, there may be elements of the Lead Council's Code of Conduct and associated protocols that are not applicable to board members, in relation to the Loughborough Town Deal Board and its function.

Members of the Loughborough Town Deal Board are required to declare any interests, gifts or hospitality which they have or receive which could influence any decisions they may make as Board members.

If a complaint is received by The Board, the matter will be referred to the Lead Council and dealt with under the Lead Council's complaints policy.

Copies of the Lead Council's applicable policies, within its own Code of Conduct can be obtained via the website:

https://www.charnwood.gov.uk/files/documents/part_5_codes_and_protocols/Part%205%20Codes%20and%20protocols.pdf

Failure to adhere to the Loughborough Town Deal Board Code of Conduct could result in removal from the Board.

I agree to abide by the principles as detailed above

Signed:

Date:

Name:

Organisation:



Department for Levelling Up,
Housing & Communities

Dehenna Davison MP
Minister for Levelling Up
2 Marsham Street
London
SW1P 4DF

05 July 2023

Dear Local Authority Leaders and Chief Executives

As you know, the Government is committed to levelling up across the country, giving everyone the opportunity to fulfil their potential. I am writing to thank you and your officers for your ongoing commitment to delivering exciting and ambitious levelling up projects.

Over the past few weeks, my officials have been engaging with many of your officers to explore how we might expedite delivery of our local growth funds. First, we heard that, whilst you appreciate the changes already made to our **Project Adjustment Request** process, you would like us to do more. I know that being able to respond quickly to changes in circumstance is important to you and I am therefore confirming a change that gives you greater flexibility to agree adjustments to projects locally without coming to us for approval. Full guidance is attached, but in summary, you will be able to make changes of up to 30% to agreed project outcomes and outputs, and changes in spend of up to 30% between financial years without recourse to the department. You will still need to inform us of those changes, and we will reserve the right to review cases on an exceptional basis.

Where you wish to make changes above that 30% threshold, I am committed to speeding up our internal process, with a view to providing a decision within 20 working days from submission of the relevant information. To help meet this commitment, I would appreciate you informing my officials as early as possible of your intention to submit the PAR, and ensuring you provide all the information they ask for when submitting.

Second, we heard that not having **certainty about future funding** can make it harder to deliver projects. I want to reiterate our firm commitment to these important funding programmes. I am determined that we should do everything we can to support you to deliver the projects as set out in the Memoranda of Understanding, Town Investment Plans and Grant Determination letters. My ask is that you continue to do everything you can to ensure that delivery remains on track and milestones are not missed. We will be holding performance conversations for LUF projects in early July and want to critically assess progress at this point.

Third, recognising that many of you are facing **complex, technical challenges** that require specialist advice and input, we are looking at how we provide you with more targeted support, learning from and building on the model many of you will have experienced through the Towns Fund. I will be in touch shortly to provide more detail.

I am pleased to be able to offer this additional flexibility and ask that in return you do everything you can to expedite delivery of local growth funds.

I want to thank you for your continued hard work in turning your plans into reality and delivering for the communities we all serve.

With every good wish

A handwritten signature in black ink that reads "Dehenna". The letters are cursive and connected, with a large initial 'D'.

DEHENNA DAVISON MP

Updated guidance for Accountable Bodies on Project Adjustment (PAR) changes

1. We have Memorandums of Understanding (MoUs) or Heads of Terms in place across our main levelling up programmes (Town Deals, Future High Streets Fund and Levelling Up Fund) which set out the funding DLUHC is making available for specific projects. This sets out agreed funding profiles and the outputs and outcomes that will be delivered. The Department monitors delivery progress against these and gives updates to Ministers to provide assurance that delivery is progressing and value for money is being upheld.
2. In that context, we have change controls in place in the form of Project Adjustment Requests (PARs) across these programmes to ensure value for money in delivery against the agreed MoUs/ Heads of Terms. We recognise that in some cases decision making has been slow. To streamline and speed up delivery we are delegating more control to Accountable Bodies. We will allow Accountable Bodies to make decisions locally (rather than referring to the Department through the PAR process) on project changes that relate to up to 30% cumulative change in funding profile and up to 30% cumulative change in output and outcomes. This is provided the project remains materially the same (see further guidance below). Changes which exceed these thresholds will need to be referred to the Department through the PAR process in the usual way. Please note that it remains the case that the Department will not be able to consider any increase to agreed funding allocations.
3. Non-local authority applicants to the Levelling Up Fund will need to continue to submit PARs to Government for project changes in the usual way.

PROCESS

Less than 30% change required.

4. To expedite delivery, we are delegating decisions over project changes to Accountable Bodies within a 30% threshold as follows:
 - up to 30% change to agreed project outputs and outcomes (up or down, albeit we would expect this to normally be a reduction, recognising the impact of inflation on project scope). Changes to the type of outputs are not in scope, i.e. changes from transport outputs to public realm outputs because that would be considered a material change in the type of project;
 - changes to project spend timetable with up to 30% flexibility between financial years;
 - moving money between projects within a Town Deal, FHSF programme or Levelling Up Fund bid provided i) the change does not exceed 30% of project value ii) the project remains good value for money as per the requirements of each fund and iii) outputs, outcomes and spend timetable do not move by more than 30%.
5. While we do not normally expect projects to undergo multiple amendments, there may be occasions when this is necessary. It should be noted that the 30% threshold is an accumulative metric (over the lifespan of the project) and based on the mutually agreed metrics in the MoU, HoT or Grant Offer Letter.
6. We expect local authorities to inform the Department that they plan to make amendments to projects in advance of any changes taking place. Accountable Bodies should provide confirmation that their Section 151/127/95/73/54 (or equivalent) officer is content that changes will still deliver value for money and that necessary local engagement

has been conducted, including with the MP and Town Deal Board where the changes relate to a Town Deal.

7. In exceptional circumstances, HM Government may “call in” projects for review, most notably when we are made aware of local disagreement, but also when changes are novel, contentious, or potentially suggesting a material change to a project.

8. A material change is where a new project is proposed or where an existing project is amended significantly i.e. the outputs that are going to be delivered are fundamentally different, such as transport outputs rather than public realm outputs. This constitutes a “change of use” with there being a significant change to activity and de facto a new project being proposed.

9. The details of the changes under these delegated powers will be captured through respective funding programmes’ reporting processes.

In excess of 30% change being requested.

10. In the event of changes to outputs, outcomes, delivery or financial flexibility appearing to exceed the 30% threshold the Accountable Body should inform the Department via their Area Leads.

11. The Department will discuss the proposed PAR with the Accountable Body and decide whether it can be dealt with under delegated power. If it is decided that departmental approval is required the PAR proforma will be issued to the local authority to complete, along with guidance of how to complete the proforma.

12. The Department will aim to revert with a decision within 20 working days or update the Accountable Body on progress of the PAR. This will not be from the point of submission but from the point the Department has triaged the form and confirmed no further information is required from the Accountable Body before the PAR is assessed.

13. DLUHC (and DfT for Levelling Up Fund projects) will ensure adjustments are reflected in future MoUs and grant funding agreements.



Department for Levelling Up,
Housing & Communities

**Towns Fund: Project Adjustment Requests
Frequently Asked Questions
Updated July 2023**

The Department for Levelling Up, Housing and Communities (DLUHC) has recently introduced a delegated Project Adjustment Request (PAR) process for some of its Levelling Up programmes. Following this announcement, we have updated the Towns Fund PAR guidance and republished some general principles and criteria for places making changes to their projects.

In our experience, early engagement between the Department and Accountable Bodies makes for a more streamlined process and reduces the likelihood of further information being requested once a PAR is submitted. If you are thinking of making a change to a project, you should engage in the first instance with your CLGU Area Lead and/or Towns Fund central team lead. This will help determine whether a PAR is required and, if so, whether it is a delegated decision or requires Departmental approval.

This guidance covers both Town Deals and Future High Streets Fund (FHSF). However, as FHSF is in its final year of delivery we do not expect places to make significant changes to projects and would encourage local authorities to focus on delivering agreed plans by programme-end.

This guidance includes:

- 1. What constitutes a Project Adjustment Request (PAR)?**
- 2. What is out of scope for a PAR?**
- 3. What criteria PARs need to meet?**
- 4. How are PARs assessed?**
- 5. How to Submit PARs**

1. What constitutes a Project Adjustment Request (PAR)?

Project adjustments include but are not limited to:

- An overall change of scope.
- Re-scoping of outputs/outcomes.
- Change to a project's Towns Fund funding amount.
- Change to a project's match funding amount (if this impacts on outputs and outcomes).
- Movement of funds between projects within the programme.
- Merging projects or splitting projects into multiple interventions.
- Cancellation of projects.
- A change in location.

2. What is out of scope for a PAR?

- **Solely moving project funding across years with no change to planned outputs and outcomes, for example as a result of delivery slippage.** There is no need to submit as part of a PAR as this is reconciled via our performance reporting process and reflected in subsequent payments. However, if you are submitting a PAR because your project outputs and/or scope have changed then you **should** include a revised financial profile. This will provide assurance that your changes remain deliverable before programme end as we cannot agree to project changes that go beyond the stated spend deadlines.
- **New projects** – new projects are no longer allowed to be brought into the programme during the delivery stage. If a project does need to be cancelled, a reallocation of funding to ensure the successful delivery of other projects is permitted subject to meeting the PAR criteria. If you are unsure whether your proposal constitutes an entirely new project, please contact the Department.
Changing a project's name - This can be amended by informing your area and central team contacts or via the performance reporting process.

3. What criteria do PARs need to meet?

A PAR form should be submitted which includes your most recently approved project baseline and the changes you want to make to that.

The PAR should also meet the following criteria:

Town Deals:

- The changes have been approved by the Town Deal Board, which includes the local MP
- The project can be delivered and spend achieved by 31 March 2026
- The project BCR is above 1. For BCRs close to 1 you may be required to submit additional information.
- The change has Section 151 Officer approval
- The changes do not exceed the town's funding envelope

- Outputs and outcomes are consistent with the themes set out in Town Investment Plans
- Changes align with the strategic priorities set out in Town Investment Plans

FHSF:

- Investment is within the parameters of the Fund
- FHSF funding will be spent by 31 March 2024
- Overall proposal has co-funding
- A review of the overall proposal will be undertaken to ensure it meets minimum BCR of 2:1 or 1.5:1 provided there is a strong strategic case
- No more than 5% on 'beautification'
- The change has approval from LA SRO and Section 151 officer
- Addresses Market Failure: market failure arises where the market fails to deliver regeneration and infrastructure and the public sector is required to intervene as a result

4. How are PARs assessed?

The section below covers the recently announced delegations, as well as how changes to financial profiles will be dealt with. There are now two routes for assessment and approval of PARs, both routes require a PAR form to be submitted to the Towns Fund team at DLUHC

Route 1: Delegated:

The following changes can be agreed by Town Deal Boards and Accountable Bodies, provided they meet the Acceptable PAR criteria set out at Section 3:

- Up to 30% change to agreed project outputs and outcomes
- 30% flexibility to move spend across years (although please see Question 2 on what to do if your PAR solely relates to slippage across financial years)
- Reallocating up to 30% of project funding to another project within the specific Towns Fund programme, provided:
 - i) the change does not exceed 30% of the source project value.
 - ii) the projects remain good value for money as per the requirements of each fund and,
 - iii) outputs, outcomes and spend timetable (approved Annex A-1) do not move or reduce by more than 30%.

We are unable to accommodate movement of funding between Future High Streets Fund and Town Deals.

The delegations only apply to outputs and outcome indicators that have already been agreed with the Department. Therefore, if your PAR is removing an agreed output and adding a new activity this would need to be submitted to DLUHC for approval as it could be fundamentally different to what was originally agreed.

Some worked examples are included at **Appendix A** as a guide to what would or wouldn't be considered a delegated change. However, we also recommend early engagement with the Department which will help identify the decision-making route.

In exceptional circumstances, the Department may "call in" projects for review. This could be where there is considerable local disagreement, or the changes are novel and contentious. It could also apply if the PAR is considered to be a material change on the original project agreement. However, we would notify places if this is the case.

For delegated PARs, you should still complete the PAR form and submit it to the Towns Fund central inbox. Whilst DLUHC is not formally approving these PARs, it is important for monitoring purposes that we are aware of the changes you are making (see Question 5).

Route 2: Standard:

PARs above the delegations set out above should be submitted to DLUHC for approval in the usual way. We will aim to ensure that all approvals take place within 20 working days.

This will be measured by calculating the time from which a review commences to receiving approval notification: therefore, it will not be from the point of submission but from the point the Department has triaged the form and confirmed no further information is required from the local authority before the PAR is assessed. As noted previously in this guidance, early engagement with DLUHC will minimise the risk that approvals are delayed due to missing information. We will notify you if your PAR approval is likely to take longer than 20 working days.

5. How to Submit PARs

For Delegated and Standard PARs:

- Please use the following forms: [Town Deals PAR](#) or [FHSF PAR](#), and,
- Submit to towns.fund@levellingup.gov.uk, copying your local Area and/or Central Lead.
- Indicate in the body of the email if you consider your PAR to be a delegated change.

APPENDIX A – Examples of Delegated / Standard PARs.

Delegated PAR

Due to cost increases **Town A** is reducing the length of Cycle & Walking routes by 30%. This is part of a wider regeneration project which will also create a 1000m2 public square, plant trees and develop shop units. This change forms one element of multiple developments. Therefore, the change can be seen as minor and the route to approval is via the local authority as the accountable body.

Outputs – Town A	Current	Revised
Length of new cycle ways	2km	1.4km
Length of new pedestrian paths	2km	1.4km
Created new Public Realm	1000m2	1000m2
Trees planted	15	15
Commercial Units	5	5

Town C is progressing with a project and would now like to incorporate an area of land adjacent to the building they are renovating. As there is no change to the original outputs and the change will provide additionality for no extra costs, the change can be seen as minor and the route to approval is via the local authority as the accountable body.

Outputs – Town C	Current	Revised
Heritage buildings renovated or restored	1	1
Trees planted	10	20
Existing parks improved	1	2

Standard PAR

Town B's 1000m2 of rehabilitated land will no longer be delivered through the programme **but** the project will retain the public realm outputs. The loss of outputs forms a key element of the proposed project. It is therefore a significant change to the projects scope requiring DLUHC approval.

Outputs – Town B	Current	Revised
Public Ream	1000m2	1000m2
Amount of rehabilitated land	1000m2	0

Town D needs to move location for one project, instead of developing a commercial space to support businesses, the space will now provide a community training space. There is a swap between outputs for (current) enterprises assisted and (new) learners enrolled. The changes still fit within the strategic objectives of the programme and the town's TIP. However, this is a significant change to the scope of the project and the route to approval is via DLUHC.

Outputs – Town D	Current	Revised
Heritage buildings renovated restored	1	0
Improved cultural facilities	0	1
Enterprises assisted	20	0
Learners enrolled	0	300



Loughborough Town Deal Fund Programme

Project Assurance Framework

September 2021

Version Control

Version	Publication Date	Description of changes	Modified by
1	06-10-21	First publication of Project Assurance Framework	
2	07-12-22	Approval of updated list of Lead Officers for the Accountable Body	Town Deal Programme Management Team
3	14-03-23	Updates to the role of the S151 Officer (assurance); variations; and performance management and monitoring incorporating new procedures and guidance from Towns Fund/ DLUHC	Town Deal Programme Management Team
4	TBC	<u>Updates to incorporate changes to Project Adjustment Request process from Towns Fund/ DLUHC</u>	<u>Town Deal Programme Management Team</u>

Approved: 29 September 2023

Commented [MC1]: To be updated when approved by TD Board

Contents

1. Introduction
2. Loughborough Town Deal Board Governance Structure
3. Transparency
4. Accountable Body
5. Role of the Section 151 Officer
6. Business case development
7. Scope of due diligence
8. Decision Making
9. Claims & Grant Funding Agreements
10. Clawback
11. Variation orders
12. Pipeline
13. Monitoring

Appendices:

Appendix 1 – Loughborough Town Deal Terms of Reference

Appendix 2 – Sub Group Terms of Reference

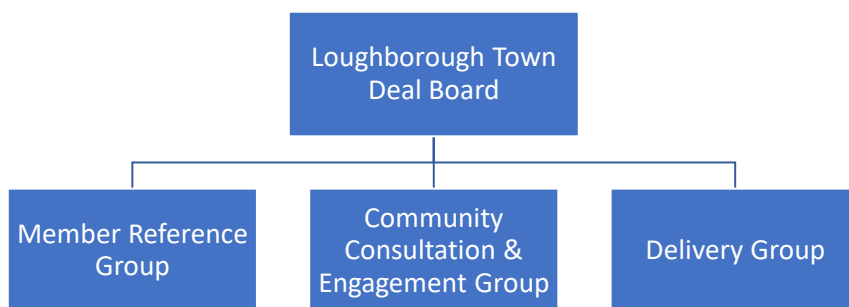
1. Introduction

- 1.1 This document sets out how the Loughborough Town Deal Fund Programme will be managed and governed, taking account of the Heads of Terms agreed with Government.
- 1.2 It provides further detail to support the arrangements set out within the Town Deal Investment Plan. It has been drafted with reference to the Local Growth Assurance Framework developed by the Leicestershire LEP for the management of its programmes and the existing policies and protocols which are in place for Charnwood Borough Council (as Accountable Body for the Town Fund Programme).
- 1.3 The document will be updated to take account of any further Government requirements in respect of this Programme. Any changes to the document will be subject to Loughborough Town Deal Board approval.

2. Loughborough Town Deal Governance Structure

- 2.1 The development and delivery of the Investment Plan and Town Fund Programme in Loughborough is overseen by the Loughborough Town Deal Board. The Board was established in January 2020, with an initial remit to develop a Town Deal Investment Plan for Loughborough to drive sustainable productivity growth. It is now the role of the Board to oversee the implementation and delivery of this Investment Plan (and any amendments to this Plan, where appropriate).
- 2.2 The **Loughborough Town Deal Board** comprises public, private and community sector representatives, including the Member of Parliament for Loughborough and anchor institutions such as the University of Loughborough, Loughborough College, Leicestershire Local Enterprise Partnership, Charnwood Borough Council, Leicestershire County Council, Charnwood Together Economy & Skills Group, Enterprise Zone Steering Group, Charnwood Tourism Group, Leicestershire Promotions, Love Loughborough, Loughborough Public Realm Group. Sectors which are crucial to Loughborough's economic growth and recovery are also represented through large firms and high growth SMEs operating in manufacturing, digital and tech, development, finance and retail.
- 2.4 The Loughborough Town Deal Board will lead on the overall strategy and maintain an overview of all funding decisions and overall progress in delivering the programme of projects.
- 2.5 The Board's Terms of Reference are included in Appendix 1.
- 2.6 In support of the Loughborough Town Deal Board are three sub groups:
 - Member Reference Group
 - Community Consultation & Engagement Group
 - Delivery Sub-Group

- 2.7 The Terms of Reference for each of the Sub Groups are included in Appendix 2.
- 2.8 The Loughborough Town Deal Board may establish sub groups as it sees fit and delegate decision making responsibilities to them. Currently only the Delivery Sub-Group benefits from delegation from the Board as detailed in the Board's terms of reference.



Loughborough Town Deal Governance Structure

- 2.9 The **Member Reference Group** (MRG) is a forum for Loughborough Ward Councillors to gain a more detailed understanding of the Loughborough Town Deal programme. It provides a means to broaden awareness and build consensus and to assist ward councillors in their representative role in the local community. The MRG may also make representations to the Town Deal Board on any issues relating to the Town Deal.
- 2.10 The **Community Consultation and Engagement Group** (CEG) is an advisory body to the Loughborough Town Deal Board on matters of community engagement and consultation. Its primary purpose was to help develop the Town Deal Board's priorities and the programme of projects and it provided a route through which residents, businesses, community groups and others could channel opportunities, issues and concerns, with a view to solving problems together. Now that the Town Deal projects are being delivered and they are each carrying out their own consultation and engagement, the Group remains available should further consultation and engagement be required on the whole Town Deal programme. Regular communications are continuing to be delivered about the programme as a whole.
- 2.11 The **Delivery Sub-Group** (DSG) oversees the delivery of the overall Town Deal programme, ensuring effective co-ordination of project leads. The Sub-Group reviews the detailed project business cases and external advice to determine whether schemes should be approved, and it monitors project progress, delivery of outputs, outcomes and expenditure.
- 2.12 An important role of the Delivery Sub-Group is to consider project business cases and, subject to final approval by the Section 151 Officer of the Accountable Body as detailed in Section 4, to authorise their submission to DLUHC.

3. Transparency

- 3.1 All Board Members are required to sign a Code of Conduct and to declare any conflicts of interest at each Board meeting. A register of Board Members' Interest is held by the Charnwood Borough Council Democratic Services Team. The Code of Conduct is set out in Annex 1 of the Loughborough Town Deal Board Terms of Reference.
- 3.2 The Terms of Reference and the Code of Conduct and register of members' interests are available to view on the Loughborough Town Deal website. In addition, as part of its transparent decision making, all Board papers, meeting minutes and agendas are published. These papers can all be accessed via the dedicated Town Deal web-portal at: <https://www.loughboroughtowndeal.co.uk>
- 3.3 The importance of openly sharing Board and Sub-Group discussions regarding strategy, use of funding, project progress and delivery is recognised. However, the Board may decide to withhold 'confidential information' from being publicly available. In these circumstances the Board will be guided by the provisions of the exemptions listed in Schedule 12 of the Local Government Act 1972 and information will be handled and retained in accordance with the policies and procedures of the Accountable Body.

4. Accountable Body

- 4.1 Charnwood Borough Council was appointed as the Loughborough Town Deal Board's single accountable body in January 2020 as a requirement of the Towns Fund guidance.
- 4.2 The Accountable Body, through the Section 151 Officer, is accountable for the proper use and administration of funding, all of which falls under the annual audit of the Charnwood Borough Council's accounts, and for ensuring that decisions are made in accordance with this Assurance Framework or any other framework which may instead apply.
- 4.3 These responsibilities include:
 - Ensuring the decisions and activities of the Board conform with legal requirements regarding equalities, social value, environment, Subsidy Control, procurement etc.
 - Ensuring that funds are used in accordance with the conditions placed on each grant.
 - Ensuring (through the Section 151 Officer) that the funds are used appropriately.
 - Ensuring that this Assurance Framework (or any other which may instead apply) is implemented and adhered to.
 - Maintaining the official record of Board proceedings and holding copies of all relevant Board documents relating to any funding streams the Accountable Body is responsible for.
 - Ensuring Board decisions at formal meeting are recorded by way of minutes, and the minutes of each meeting are reported to the subsequent meeting to

ensure accuracy. Minutes, agendas, and reports are published on the Charnwood Borough Council website.

- Responsibility for the decisions of the Board in approving projects (for example if subjected to legal challenge).

- 4.4 These matters will be assured through internal audit as instructed by Charnwood Borough Council as the Accountable Body.
- 4.5 Awards of funding will be accompanied by a written agreement between the Accountable Body and the project sponsor/promoter [the project lead], setting out the split of responsibilities and specifying provisions for the protection of public funds, such as arrangements to suspend or claw back funding in the event of non-delivery or mismanagement.
- 4.6 The use of resources is subject to the usual local authority checks and balances – including the financial duties and rules which require councils to act prudently in spending; these are overseen and monitored by the Section 151 Officer.
- 4.7 While it may put in place procedures and promote proper practice, and monitor and report on the effectiveness of these, the Accountable Body is not responsible for any deficiencies in the administration of public monies among funding recipients and partner bodies. In the event of any shortcomings coming to light it will seek to safeguard, and recover where appropriate, the relevant monies through either the Board mechanisms or its own channels as it considers most suitable in the circumstances.
- 4.8 The Accountable Body would only normally refuse a decision of the Delivery Sub-Group (or Board) if it were:
- Not procedurally valid, or
 - Illegal, or
 - Would lead to the available budget being exceeded.
- 4.9 If a situation did occur whereby the Accountable Body had significant concerns about a decision the Delivery Sub-Group (or Board) had taken, or proposed to take, then an urgent meeting within 5 working days would be convened by the Section 151 Officer of the Accountable Body with key stakeholders from both the Board and the Accountable Body. The Council's S151 Officer will ensure compliance with all necessary financial regulations.
- 4.10 There will be a clear separation between project leads (i.e., Charnwood Borough Council led schemes) and those advising on decision-making (the Accountable Body role), to ensure the Delivery Sub-Group (or Board) is acting on impartial advice on the merits of business cases.
- 4.11 Where Charnwood Borough Council is the project lead and the Accountable Body, an independent advisor will review the project documents and provide an appraisal to the Board on compliance to the Towns Fund programme. This will allow impartiality between different project leads and the Accountable Body.

- 4.12 Awards of funding by the Board will be accompanied by a written offer in a Grant Funding Agreement between the Accountable Body on behalf of the Board and with the project lead setting out the split of responsibilities and specifying provisions for the protection of public funds, such as arrangements to suspend or claw back funding in the event of non-delivery or mismanagement.
- 4.13 An equivalent agreement will be entered into where Charnwood Borough Council are both the project lead and the Accountable Body.
- 4.14 As a minimum, these Grant Funding Agreements will include:
- Details of the project and outputs to be delivered in a specified timescale
 - Arrangements for payment (up front or in arrears, quarterly or other)
 - Arrangements to suspend or claw back funding in the event of non-delivery or mismanagement
 - Monitoring requirements, including the delivery metrics and frequency of reporting
 - Publicity obligations and arrangements
- 4.15 The agreement will be signed by the Section 151 Officer (or equivalent) of the organisation promoting the project and by the Section 151 Officer of the Accountable Body, on behalf of the Loughborough Town Deal Board. The Section 151 Officer of the Accountable Body has the final sign off on funding decisions.

5. Role of the Section 151 Officer

- 5.1 Charnwood Borough Council is the Accountable Body for the Loughborough Town Deal Board. The Council's Section 151 Officer will ensure compliance with all necessary financial regulations and assurance guidance.
- 5.2 The Loughborough Town Deal Board and Accountable Body will ensure they address the five principles of the CIPFA guidance:
- Embed a corporate position for the Section 151 Officer in Board assurance
 - Create a formal/structured mandate for the Section 151 Officer
 - Embed good governance onto decision making
 - Ensure effective review of governance
 - Ensure appropriate skills and resourcing
- 5.3 All Board and any Sub-Group documents, which have financial implications, will be provided to the Section 151 Officer/delegate, and where decisions are being made the Section 151 Officer/delegate will have the opportunity to comment. The Section 151 Officer/delegate will also attend the Loughborough Town Deal Board meeting and Sub-Group meetings to provide support on items that have financial implications.
- 5.4 Assurance will be provided by the requirement for Project Leads to submit signed monitoring returns to the Section 151 Officer as required.
- 5.5 As part of DLUHC's assurance review procedures the Section 151 Officer will provide the 'First Line of Defence' (FLOD), which seeks to establish that the Towns Fund

grant is delivered with propriety, regularity and value for money. To secure the FLOD, the Section 151 Officer will complete two annual returns to DLUHC, namely:

- a statement of grant usage that provides details of the checks that the Section 151 Officer has taken to assure themselves that the local authority/ Accountable Body has in place processes to ensure proper administration of financial affairs relating to the Towns Fund projects; and responds directly to questions addressing the governance and transparency of Towns Fund grant management including procurement, conflict of interest, subsidy control, counter fraud and risk management
- an assurance letter addressed to the Permanent Secretary at DLUHC. This is to include confirmation of the local authority/ Accountable Body and fund being assured; a paragraph outlining whether, having considered all the relevant information, the Section 151 Officer is of the opinion that the affairs of the Accountable Body are being properly administered (including consistently with the National Assurance Framework and this LAF); and if not, information about the main concerns and recommendations about the arrangements which need to be implemented to get the Towns Fund to be properly administered.

5.6 Towns Funding will be separately identified from the Accountable Body's own funds; the Section 151 Officer will ensure that Towns Funding is used appropriately and not for any purpose other than for that which it is intended.

5.7 The Section 151 Officer (or their delegated representative) will be invited to attend all Board and Sub-Group meetings but will not be entitled to vote or make decisions.

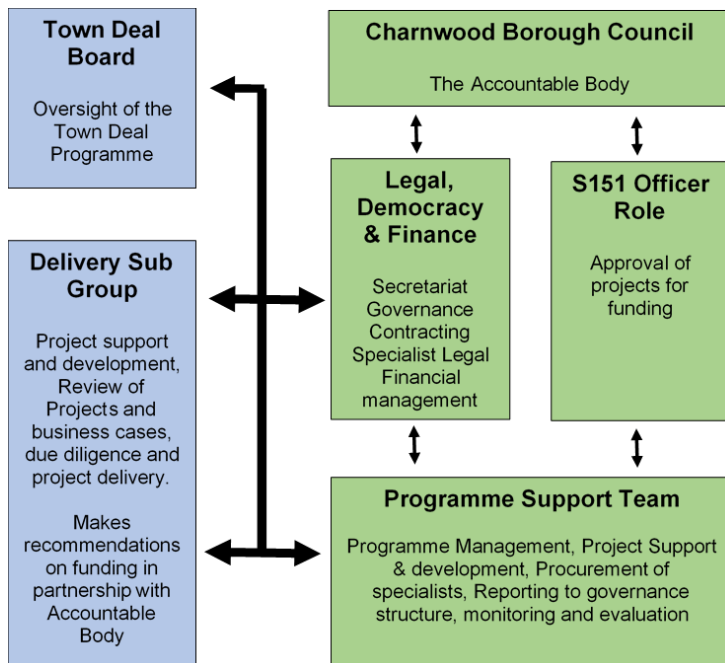
5.8 A wider support function will be provided by Council officers including expertise provided by Legal Services, Democratic Services and Financial Services. External consultancy services with specialist expertise will also be procured to support the Town Deal Programme Team, such as to ensure an independent and robust due diligence process.

5.9 The Lead Officers for the Accountable Body are as follows:

- Director – Commercial and Economic Development
- Director – Finance, Governance and Contracts (S151 Officer)
- Head of Economic Development and Regeneration
- Head of Finance
- Head of Governance and Human Resources (Monitoring Officer)
- Communications Manager
- Loughborough Town Deal Programme Manager

5.10 In the management and development of the Loughborough Town Deal Programme, officers will seek to collaborate with other Towns Fund areas to share best practice and to explore opportunities for cross-working and the sharing of resource and expertise where this is considered to add value or deliver efficiencies.

5.11 The relationship between the Accountable Body and Loughborough Town Deal Board structure is shown below:



6. Business Case Development

- 6.1 The Loughborough Town Deal Investment Plan provides the vision for sustainable growth in Loughborough over the long-term and a blueprint for an initial programme of schemes to help achieve this vision.
- 6.2 The Investment Plan has been approved by Government and formal Heads of Terms agreed which dictate the overall level of funding awarded and the conditions which apply. Given that the level of funding is insufficient to support all the schemes in the Investment Plan, the Board has reviewed the overall programme and determined the final selection of projects and 'in principle' allocation of funds for each of the prioritised schemes. These remain to be worked up to full business case stage.
- 6.3 To this end, project leads are required to develop a business case for their projects in line with the Heads of Terms agreed with government and the 'green book'. The Programme Team will work with project leads, through the Delivery Sub-Group (or Board) and individually, to support the development of these business cases and to provide access to expert external support where necessary, subject to available funding. However, responsibility for the development and drafting of the final business case will sit with the project leads for the project in each case.

6.4 The DLUHC Proportionality Tool can be used to inform a lighter touch business case in circumstances where project leads can confirm:

1. The business case development costs are too high in relation to the size of the project
2. There is no Regional or National significance
3. The project is not complex or innovative
4. There is sufficient experience in completing similar projects

6.5 The Accountable Body will procure support from independent experts to undertake due diligence and provide a formal appraisal of each business case to inform the Delivery Sub-Group's final decision on whether to approve a project for funding. This decision is subject to the final approval of the Section 151 Officer of the Accountable Body. This will ensure fair, robust and transparent decision making.

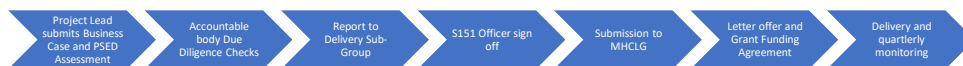
6.6 For schemes that are being delivered directly by the Accountable Body, approval will also be required by the Council Executive or its delegee in line with the Council's Financial Regulations and governance arrangements.

6.7 A formal award to a project lead shall not be approved by the Delivery Sub-Group until a business case has been developed, which has been subject to due diligence and has been signed off by the Section 151 Officer.

6.8 Once a decision to approve a funding award has been made, the Accountable Body will enter into a Grant Funding Agreement (GFA) with the lead partner for the delivery of this project. Thereafter, the project lead will be responsible for the management and monitoring of this project and will need to complete regular monitoring returns to enable the Accountable Body to carry out its overall programme management duties including the Annual Performance Review

6.9 Where the Accountable Body is also leading on the delivery of a project, the Council will ensure that there is a separation of duties between those managing the programme and those involved in the delivery of the project. The Council's Project Manager in each case will be accountable for the project and for meeting any conditions set out in the Agreement with government and identified as part of the due diligence check. The Project Manager will complete regular monitoring returns in the same way as an external partner would be required to do, to ensure that the project is being managed in accordance with the requirement of the programme.

6.10 The diagram below is a visual outline of this process:



6.11 A business case template has been developed by government to take account of Town Deal specific guidance. Within the business case, projects will be required to

meet the criteria set out below, building on the information provided within the Project Proformas set out in the Investment Plan:

- **Strategic case** – must show the rationale, background, policy context and strategic fit of the public expenditure or public intervention, this should include clear objectives with a robust logic of change from inputs to outcomes.
- **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. 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 and costs should be considered and specified where these are sizeable, compared with the direct impacts. Towns should decide how to treat Covid-19 impacts.
- **Commercial case** – demonstrate commercial viability or contractual structure for the project, including procurement where applicable.
- **Financial case** – standard appraisal of financial implications of the project, where applicable this should include budgets, cash flow, and contingencies.
- **Management case** – how the project will be delivered

7. Scope of Due Diligence

7.1 This process will incorporate verification of outputs and a value for money assessment. Information such as development appraisals, cost plans, valuations, and other information will be required to substantiate the information within project business cases as relevant.

7.2 The scope of the due diligence appraisal is as follows:

1. Project summary and planning status
2. Funding sought and status of match funding
3. Key Issues
4. Review of Strategic Case
5. Review of Economic Case, including assessment of outputs and value for money
6. Review of Commercial Case, including market assessment and development appraisal as relevant to the scheme
7. Review of Financial Case, including review of the mechanism for investment, procurement, state aid and legal compliance
8. Review of Management Case, including assessment of deliverability, programme and milestones
9. Overall Risk Assessment
10. Conditions and terms for the funding agreement

11. Conclusions & Recommendations

- 7.3 The due diligence process will be undertaken by an independent expert, subject to appointment by the Accountable Body.
- 7.4 Following the due diligence process the independent expert will consult with the Section 151 Officer and projects will be classified as:
- Ready to proceed
 - Ready to proceed, pending limited additional information
 - Not ready to proceed/require significant additional information
- 7.5 The independent expert will pull together their findings in a report to be presented to the Delivery Sub-Group (or Board) for a decision.

8. Decision Making

- 8.1 Due diligence reports will be presented to the Delivery Sub-Group (or Board) who will consider whether to approve the business case.
- 8.2 The Delivery Sub-Group will be convened in accordance with its terms of reference to consider project business cases, due diligence reports and make decisions whether to submit the business case and summary documents to DLUHC, subject to the Section 151 Officer's approval.
- 8.3 A decision which is made in contravention of this Assurance Framework process will be invalid based on non-compliance unless the Loughborough Town Deal Board has given prior approval for variation in the decision-making process.

9. Claims & Grant Funding Agreements

- 9.1 Once funding has been identified and confirmed, subject to projects fully addressing any compliance issues identified, a Grant Offer Letter (Heads of Terms) will be issued to the Project Lead.
- 9.2 The Grant Offer Letter is not a contract and the Accountable Body reserves the right to withdraw or amend a Grant Offer Letter prior to issuing and finalising a legally binding Funding Agreement. The Grant Offer Letter will address any conditions placed on the funding by the decision-making body.
- 9.3 All Charnwood Borough Council projects will be governed by a Memorandum of Understanding (MoU). Project leads that are non-Borough Council will be subject to a project specific Grant Funding Agreement reflecting the conditions of the funding between the Board and the funding body. The MoU and the funding Agreement provisions will be aligned where possible to ensure equity and consistency. The final Grant Funding Agreement is based on a standardised set of terms and conditions and will contain any specific provisions required by the funding source.
- 9.4 A Grant Funding Agreement will be developed by the Accountable Body to align with its requirements in respect of the management and monitoring of Town Deal

projects. The Schedule sections of the contract will include bespoke information relating to each project and take into account contractual obligations emerging from the due diligence appraisal process and expectations in terms of monitoring and evaluation of expenditure, outputs and outcomes.

- 9.5 The Grant Funding Agreement is prepared, agreed and signed between the Accountable Body and project lead and forms a legally binding contract between the two parties. It is recognised that projects that have multi-year funding are exposed to the risk that subsequent years' allocations may only be confirmed within the financial year to which they relate. Projects may choose to proceed at risk. The Board will consider options to assist in the management of the financial risk attributed to multi-year projects.
- 9.6 Subject to verification with DLUHC on a date from which spend may be legitimately claimed/any further detailed guidance, there may be occasions where projects incur essential eligible costs in advance of the contractual agreement being in place, for example, project design fees, planning fees, procurement costs, etc. These costs could be included within and considered as part of the due diligence appraisal, and if approved for funding support, would be specifically identified within schedules of the contractual agreement for the project.

10. Claw-back

- 10.1 The Grant Funding Agreement will set out the conditions relating to the project and the responsibilities for all parties.
- 10.2 The funding agreement also includes a mechanism for clawback. This will ensure that that funding is only spent on the specified scheme and linked the delivery of outputs and outcomes, whilst giving the Accountable Body the option of clawing back funds in the event of poor performance, misuse of funds, anticipated savings, where a project is changed from its original purpose or where assets are disposed of within a certain period. Any decision to clawback funds will be made by the Town Deal Board on the recommendation of the Delivery Sub-Group.
- 10.3 As a benchmark, it is proposed that if performance in terms of spend and/or outputs is deemed to be very poor (red RAG rated), that performance should be reviewed by the Delivery Sub-Group. The Delivery Sub-Group could decide to suspend the project and make recommendations to the Loughborough Town Deal Board that funding is halted and any grant issued be recovered.
- 10.4 Where funds are removed from a project, reallocation to alternative approved projects may be considered in order to secure their viability. It will be important to have in place an approved process for the Delivery Sub-Group to consider reallocating Town Deal funding but, subject to the release of any further Towns Fund detailed guidance, this approach during delivery should specifically focus on securing the viability of existing projects where rescoping is required and where the changes still represent good value for money.

11. Variation/ Change and Project Adjustment Requests

11.1 Once a business case and Summary Document is finalised and approved, projects should be delivered according to the timescales, outputs, outcomes and financial profile agreed with DLUHC. However, there may be issues that impact on delivery and circumstances where project sponsors need to declare variations to key aspects of their projects. In recognition of the present challenging delivery environment, adjustments to projects in delivery may be allowed subject to the change process below. This process is focused on securing the viability of existing, agreed projects.

11.2 Project Leads are required to notify the Accountable Body of any issues that may impact on a project's agreed budget (costs and funding), scope, delivery timescales or outputs and outcomes. This notification must be submitted within five working days of the issue or proposed change first arising.

11.3 Requests for formal variations to the Project will take the form of a Change Control Note, as set out in the Grant Funding Agreement and must be submitted to the local authority/ Accountable Body at the earliest possible point. The Change Control Note will be completed by the relevant project lead/ project manager and provide a full description and explanation for the change along with details of the effect on the project; its total cost, capital/ revenue split and all sources of funding; and the project completion date; along with any additional information which may help clarify the changes being requested.

11.4 The Accountable Body will review the change request and justification to decide (in liaison with the CLGU Area Lead) if an 'in-delivery' Project Adjustment Request (PAR) is required. Project adjustments include but are not limited to:

- An overall change of project scope
- Re-scoping of outputs/outcomes
- Change to a project's Towns Fund funding amount
- Change to a project's match funding amount (if this impacts on outputs and outcomes)
- Movement of funds between projects within the programme
- Merging projects or splitting projects into multiple interventions
- Cancellation of projects
- A change in location.

For the avoidance of doubt, solely moving project funding across years with no change to planned outputs and outcomes (for example as a result of delivery slippage) does not require the submission of a PAR but instead will be reconciled via the formal Performance Reporting process to DLUHC.

11.5 Where a PAR is required, the project lead will complete the PAR form and provide further information to enable requested changes to be considered. The project lead/ Project Sponsor Organisation must:

- demonstrate the extent of value engineering and cost savings exercises undertaken to avert the need for a formal PAR
- update the original business case and submit it for reappraisal.

The updated business case will be subject to due diligence as set out in section 7. The BCR in the updated business case and value for money assessment should

take into account any sunk costs as a result of spend on project activity that is not now going ahead. Both a BCR including the sunk costs and one without must be provided.

11.6 The proposed PAR, updated business case and due diligence report will be presented to the Delivery Sub-Group to consider. The PAR should meet the following criteria:

- The project can be delivered and spend achieved by 31 March 2026
- The project BCR is above 1.
For BCRs close to 1, the submission of additional information may be required
- The change has Section 151 Officer approval
- The changes do not exceed Loughborough's funding envelope
- Outputs and outcomes are consistent with the themes set out in the Town Investment Plan
- Changes align with the strategic priorities set out in the Town Investment Plan.

11.7 There are two routes for assessing and approving PARs, namely:

Route 1: Delegated to the Delivery Sub-Group (on behalf of the Loughborough Town Deal Board) and Charnwood Borough Council, as the Accountable Body.

Subject to meeting the above criteria DSG, can agree the following changes on behalf of the Loughborough Town Deal Board:

- Up to 30% change to agreed project outputs and outcomes
- 30% flexibility to move spend across years
- Reallocating up to 30% of project funding to another project within the Loughborough Town Deal projects, provided:
 - i. The change does not exceed 30% of the source project value
 - ii. The projects remain good value for money as per the requirements of the Town Deal fund and
 - iii. Outputs, outcomes and spend timetable do not move or reduce by more than 30%

Route 2: Standard

PARs above these delegation limits must be submitted to DLUHC for approval.

The 30% threshold is an accumulative metric over the lifespan of the individual project. Both routes require a PAR proforma to be submitted to the Towns Fund team at DLUHC.

11.8 Discussions with the Department will be undertaken in advance of any changes taking place to confirm whether or not the proposed PAR can be dealt with under delegated power.

11.9 The Accountable Body shall submit the completed PAR to the Towns Fund team, copying in the local Area Lead. It will provide confirmation that the Section 151 Officer is content that the changes will still deliver value for money and that necessary local engagement has been conducted, including with the MP and Town Deal Board.

Whilst DLUHC is not formally approving PARs submitted under Route 1, for monitoring purposes the Department needs to be aware of changes being approved. For PARs submitted under Route 2, a decision from DLUHC shall take place within 20 working days, from its confirmation that no further information is required.

11.10 For all approved changes, the Change Control Note will be processed by the Accountable Body to formally amend the Grant Agreement. The approved Change Control Note is to be signed by the Section 151 Officer and the authorised representative(s) of the project sponsor organisation. No Change can be implemented or come into effect until the Change Control Note has been signed by the authorised representatives of both parties. Where a PAR is required, it must be approved before the Change Control Note is signed.

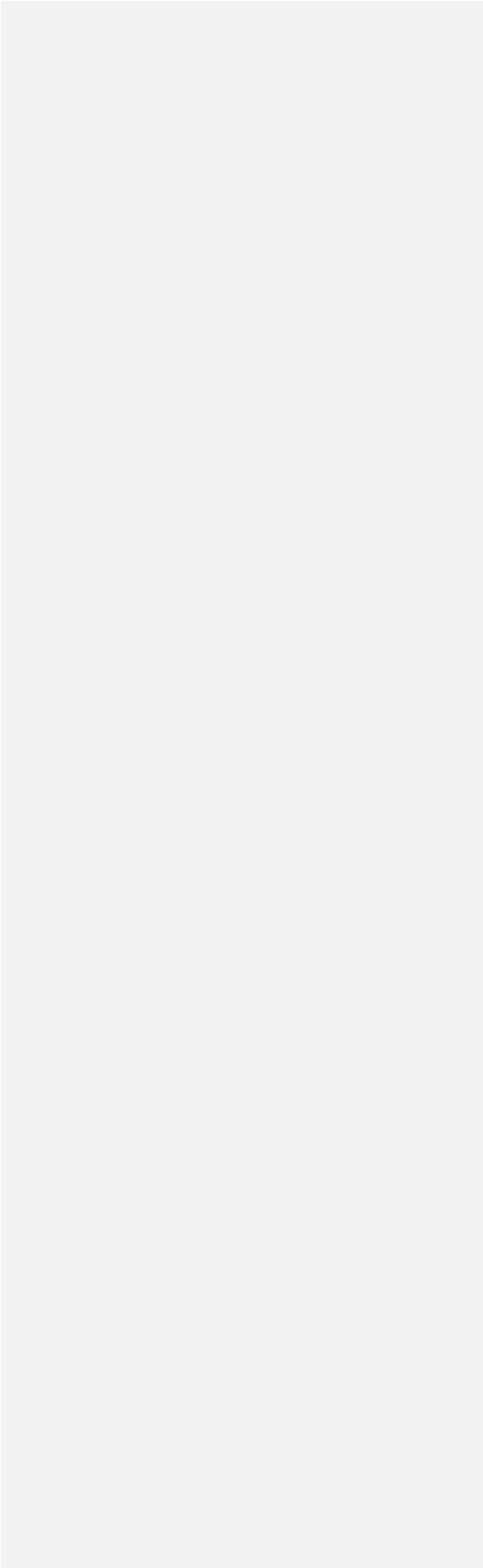
12. Performance Management and Financial Monitoring

- 12.1 Projects Leads will be required to provide baseline data for monitoring purposes as requested by DLUHC.
- 12.2 The Accountable Body will meet with project sponsors once they are contracted to explain how project funds can be drawn down and the procedures required to report performance.
- 12.3 The Accountable Body will monitor performance of all projects every quarter and will organise site visits to assist the monitoring of each project at least once a year as a minimum. If a project is not performing as expected, more frequent visits and progress meetings will be held with the funding recipients.
- 12.4 Funding recipients will provide formal 6-monthly performance monitoring reports to the Accountable Body, completing progress report information and spend/output updates as well as providing the top three project risks for each project. The information will be submitted using DLUHC's Performance Monitoring Template and will be required for the 6-month period April - September (H1) and for the period from October – March (H2).
- 12.5 The Grant Funding Agreement (GFA) will set out a schedule for expected grant payments based on an approximately quarterly basis but more frequent monitoring may be required by the Accountable Body for certain schemes. This is to ensure funds are provided on a timely basis to manage the risk of cashflow detriment while ensuring disbursement is not excessively in advance of need. The GFA schedule will include triggers for the release of Town Deal funding and set out the evidence funding recipients are required to submit to demonstrate how the funding has been utilised. Where previous payments have not been fully utilised, subsequent payments may be adjusted to reconcile the underspend. Where a project is unable to financially cover its costs in the first 6-month period, an advance payment may be authorised, subject to approval by the Delivery Sub-Group.
- 12.6 Monitoring claims will require requests for, inter alia: financial information and evidence, monitoring data, delivery progress, details of procurement.

- 12.7 The member of the Accountable Body who checks the claim and passes this will then trigger an approval, to be signed in accordance with scheme of delegation contained within the Charnwood Borough Council's Financial Procedures.
- 12.8 The Accountable Body will ensure from the outset that robust and suitable systems and processes are in place locally to maintain adequate audit trails and manage information effectively and efficiently.
- 12.9 The Accountable Body will review progress against outputs and outcomes quarterly until all outputs have been achieved.
- 12.10 Subject to government monitoring requirements, a quarterly reporting dashboard will provide the Delivery Sub-Group and the Board with regular, detailed RAG rated information on how the project and overall programme is performing.
- 12.11 Where a project is Red RAG rated, it may be subject to monthly monitoring by the Accountable Body. If improvement is not demonstrated, this could result in suspension of the funding and potentially or claw-back of funds.
- 12.12 It is expected that the Accountable Body will commission an independent evaluation of the overall programme.
- 12.13 The Accountable Body will undertake an Annual Performance Review of the programme and present this to the Loughborough Town Deal Board, including:
- S151 Officer's assurance statement (as detailed in section 5)
 - Statement of funds held on account and committed
 - Performance data for each project including: financial information, monitoring data, delivery progress, details of procurement etc.

Appendix 1: Loughborough Town Deal Board: Terms of Reference

Insert approved revised Terms of reference in here



Annex 1

Loughborough Board - Code of Conduct

As per the Towns Fund Prospectus, the Government expect that Boards align with governance and policies of the Lead Council (Charnwood Borough Council). This includes the Members' Code of Conduct (incorporating conflicts of interest), Officers Code of Conduct, Whistle Blowing policy, and Protocol on Member/Officer relations (incorporating complaints).

Charnwood Borough Council expects employees and its members to adhere to the Nolan Principles of public life. Therefore, members of the Loughborough Board, the Community Engagement Consultation Group, the Town Deal Member Reference Group and Town Deal Programme team are expected to adhere to those same principles of:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Although the Government expects that The Boards' Code of Conduct must align with that of the Lead Council, there may be elements of the Lead Council's Code of Conduct and associated protocols that are not applicable to board members, in relation to the Loughborough Board and its function.

Members of the Loughborough Board are required to declare any interests, gifts or hospitality which they have or receive which could influence any decisions they may make as Board members.

If a complaint is received by The Board, the matter will be referred to the Lead Council and dealt with under the Lead Council's complaints policy.

Copies of the Lead Council's applicable policies, within its own Code of Conduct can be obtained via the website:

https://www.charnwood.gov.uk/files/documents/part_5_codes_and_protocols/Part%205%20Codes%20and%20protocols.pdf

Failure to adhere to the Loughborough Board Code of Conduct could result in removal from the Board.

I agree to abide by the principles as detailed above

Signed:

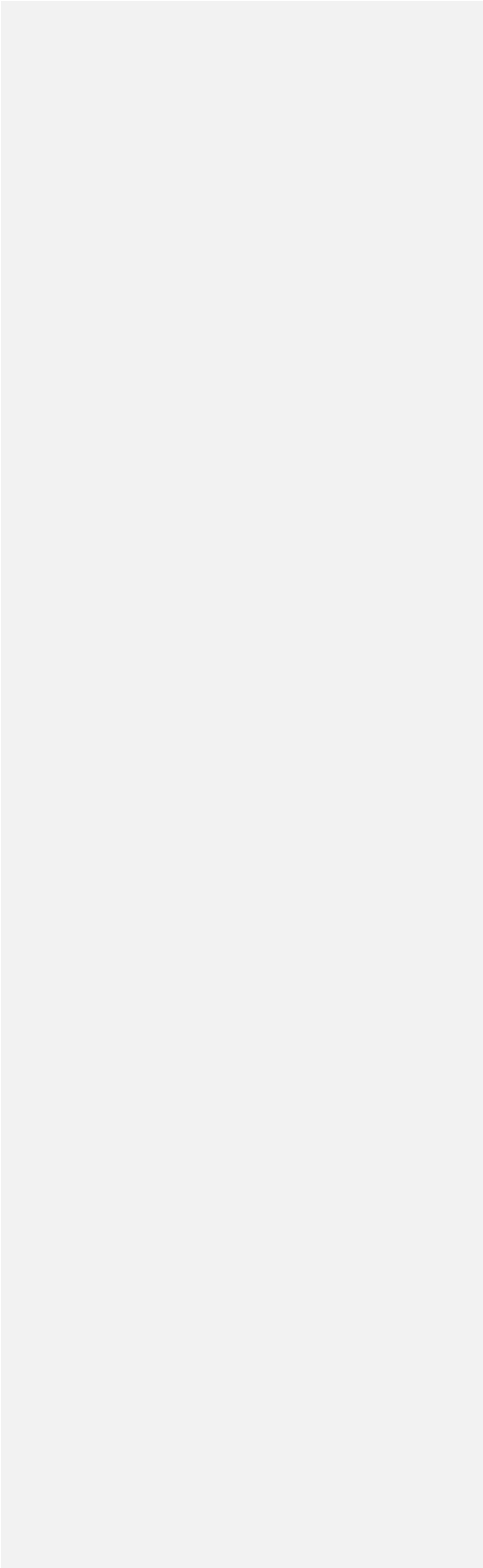
Date:

Name:

Organisation:

Appendix 2: Terms of Reference, Town Deal Delivery Sub-Group, Town Deal Member Development Group, Town Deal Community Engagement and Consultation Group

Attach Approved Terms of reference in here





Draft Terms of Reference

Loughborough Town Deal Delivery Sub-Group

1. Membership

The members of the Sub-Group shall be appointed by the Board and may be removed at any time by the Board.

The Sub-Group shall comprise of a total of 4 Board Members and be supported by Officers as required.

The Sub-Group Members must be independent of any of the Town Deal Projects and have no conflicts of interest.

The Board shall appoint the Chair of the Sub-Group.

The membership, Terms of Reference and structure of the Sub-Group shall be reviewed on an annual basis by the Board. The Board reserves the right to amend the Terms of Reference at any time.

2. Purpose

- To support the Loughborough Town Deal Board and project team in administering the preparation, submission, delivery and monitoring of Town Deal Projects.
- To advise the Loughborough Town Deal Board that projects satisfy the Local Assurance Framework.
- To support the project team and project leads in the submission of projects to government and in their delivery.
- To monitor and review the performance and delivery of projects.

3. Sub-Group Responsibilities

To assess and support projects to progress to full business case stage, in accordance with the Heads of Terms Agreement with Government.

To approve the allocation of DLUHC programme support funding.

To secure confirmation from the Accountable Body and Section 151 Officer that projects meet the requirements of the Project Assurance Framework.

To undertake a final strategic assessment of projects through to contracting stage, based on the recommendations of an independent due diligence process.

To approve projects for submission to DLUHC and for contracting and delivery, subject to final approval by the Accountable Body's S151 Officer.

To monitor the performance of approved projects on a quarterly basis during the delivery stage and in accordance with the terms set out within the Grant Funding Agreements for each project and to make recommendations to the Loughborough Town Deal Board on interventions that may be necessary.

To suspend projects where there are 'Red' rated issues, such as potential for significant overspends and/or project delays leading to late completion.

Where a project is suspended, to make a report to the Board for it to consider halting the project unless urgent action is required in which case the report is to be circulated to all Board Members for their views and, that on receiving all responses, the Co-Chair makes the final decision if the Board is not convened.

To approve the submission of Performance Monitoring reports to DLUHC.

To support Programme delivery through regular project review, particularly in respect of:

- Project stage and Planning status
- Funding sources and status of match funding
- Key Issues
- Continued Strategic need
- Economic Case, including assessment of outputs and value for money.
- Commercial Case, including market assessment and development appraisal as relevant to the scheme.
- Financial Case, including review of the mechanism for investment, procurement, state aid and legal compliance.
- Management Case, including assessment of deliverability, programme, and milestones.
- Overall Delivery Risk Assessment

To support Business Case development through partnership working and use of specialist working groups (making use of existing governance structures wherever possible):

- To prepare progress reports on business case development to enable assessment, prioritisation, and approval of projects.
- To receive reports from project leads in respect of programme projects.
- To support the Board in promoting the Town Deal Programme and Investment Plan and advocating for support from partners.
- ~~To maintain a pipeline of projects for consideration in the event of additional funding becoming available or the non-delivery of selected projects.~~
- To regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Sub-Committee and make recommendations to the main Board (hereby referred to as the 'Board') with regard to any changes.
- To work and liaise as necessary with the Board and to consider any other matters as may be requested by the Board.

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Commented [MC1]: The introduction of new projects is not now possible (PAR guidance)

~~To approve amendments to projects that affect their cost up to a maximum of £500k of the individual project.~~

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To monitor and consider for approval variations to projects including Project Adjustments Requests that comprise but are not limited to:

- An overall change of project scope
- Re-scoping of outputs/outcomes
- Change to a project's Towns Fund funding amount



- Change to a project's match funding amount (if this impacts on outputs and outcomes)
- Movement of funds between projects within the programme
- Merging projects or splitting projects into multiple interventions
- Cancellation of projects
- A change in location.

To approve Project Adjustment Requests on behalf of the Loughborough Town Deal Board in conjunction with Charnwood Borough Council, as the Accountable Body that meet the following criteria:

- Up to 30% change to agreed project outputs and outcomes
- 30% flexibility to move spend across years
- Reallocating up to 30% of project funding to another project within the Loughborough Town Deal, provided:
 - The change does not exceed 30% of the source project value
 - The projects remain good value for money as per the requirements of the Town Deal fund and
 - Outputs, outcomes and spend timetable do not move or reduce by more than 30%

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Subject to meeting all other required criteria, any reallocation of project funding amendments above £500k is to be decided by the Loughborough Town Deal Board unless an urgent decision is required, in which case the proposal is to be circulated to all Board Members for their views and, on receiving all responses, the Co-chair makes the final decision if a Board meeting is not convened.

Where proposed project changes exceed the 30% thresholds set out above, on behalf of the Loughborough Town Deal Board approve the submission of Project Adjustment Requests for DLUHC approval.

4. Professional and Administrative Support

Committee management and administrative support to the Sub-Group will be provided by Charnwood Borough Council.

5. Quorum

A quorum shall be 2 members present, including at least one independent representative and the Sub-Group Chair. If there is no quorum the meeting can continue for discussion purposes only but no decisions can be made.

6. Frequency of meetings

The Sub-Group will meet at least four times a year. The Sub-Group may meet at other times during the year as agreed between the members of the Sub-Group or as otherwise requested by the Board and may approve recommendations via written procedure, including via electronic communication.

Only members of the Sub-Group have the right to attend Sub-Group meetings but other non-voting representatives and external advisers may be invited to attend all or part of any meeting as and when appropriate provided that such parties agree to be bound by the Code of Conduct and shall be entitled to speak at the meeting with the prior permission of the Chair.

7. Conduct

Members of the Sub-Group shall abide by the agreed Board Code of Conduct and return Declaration of Interests on an annual basis.

The Sub-Group shall give due consideration to all laws, ~~and~~ regulations and guidance as appropriate.

The Sub-Group will, from time to time, consider projects and proposals of a "commercial in confidence" or sensitive nature. All Board Members and Observers will observe the need for confidentiality in this respect.

If a Sub-Group member has a pecuniary or personal interest in a matter to be discussed at a meeting the member shall immediately declare the nature of the conflict or potential conflict and withdraw from all or part of any meeting where the conflict would be relevant.

8. Notice of Meetings

Meetings of the Sub-Group shall be called by the secretary of the Sub-Group at the request of the Chair of the Sub-Group or the Board.

Unless otherwise agreed, a copy of the agenda and associated papers will be sent to every member of the Sub-Group five clear working days before the meeting. The agenda will give the date, time and place of each meeting and specify the business to be transacted and will be accompanied by such details as are available.

Any supporting papers shall be sent to each member of the Sub-Group and other attendees (as appropriate) at the same time.

9. Decisions

Each member of the Sub-Group shall have one vote, which may be cast on matters considered at the meeting. Votes can only be cast by members attending a meeting of the ~~Committee~~Sub-Group. If the number of members attending the meeting does not allow for a decision to be reached due to the reduced numbers, absent members may be called upon to cast their vote by email. This will be recorded in the minutes of the meeting.

Other representatives and external advisors invited to a meeting of the Sub-Group will not be able to vote on decisions made by the Sub-Group.

Any decision of the Sub-Group must be a majority decision.

If a matter that is considered by the Sub-Group is one where a Sub-Group member, either directly or indirectly has a personal interest, that member shall not be permitted to vote on that matter and may not take part in discussions relating to that matter. In this instance, the Sub-Group member shall be required to leave the meeting until such time as the matter has been dealt with and any vote has taken place.

Save where he or she has a personal interest, the Chair will have a casting vote.

A resolution in writing, sent to all members entitled to receive notice of a meeting of the Sub-Group and agreed in writing by a majority of the members shall be valid and effectual as if it



has been passed at a meeting duly convened and held and may consist of several documents in materially the same form each agreed in writing by one or more members. This includes via the use of electronic mail.

Decisions identified by the Sub-Group that require urgent agreement that does not allow for a Board meeting to be convened can be made by the full approval of the Co-Chairs of the Board.

10. Reporting

The proceedings and resolutions of meetings of the Sub-Group, including the names of those present and in attendance, shall be minuted by the secretary of the Sub-Group.

Draft minutes of each meeting will be circulated to all members of the Sub-Group. Once approved, the minutes of each meeting will be submitted to the Board as a formal record of the decisions of the Sub-Group on behalf of the Board unless it would be inappropriate to do so. If information discussed at the Sub-Group meeting is of a business sensitive or confidential nature this information will be shared as a confidential note to the Board and not published on the Loughborough Town Deal Website.

The Sub-Group shall produce an annual report, summarizing project progress and spend and any other matters pertinent to the delivery of the programme. This report will be presented to the Board.

LOUGHBOROUGH TOWN DEAL BOARD**29 SEPTEMBER 2023****Item 7 – Programme and Projects Update****1. Introduction**

- 1.1 This report provides an overview of progress being made in delivering the Town Deal programme and the status of its projects.

2. Recommendation

- 2.1 That the contents of the report be noted.

3. Background

- 3.1 With all Loughborough Town Deal projects now in their delivery phase, the monitoring of delivery performance and how funding is being utilised is a key component of the Town Deal process.
- 3.2 While the Delivery Sub-Group is responsible for monitoring the performance of approved projects during their delivery stage (as set out in its Terms of Reference), the Board is responsible for maintaining strategic oversight of the Town Deal, approving the annual delivery plan and monitoring the delivery of target outputs and outcomes.
- 3.3 The Project Assurance Framework sets out the monitoring cycle – formal, half yearly performance reports are required to be submitted to DLUHC in December (for the FY period April to September) and June (for the FY period October to March); additionally, DSG receives two quarterly reports for the periods April to June (Q1) and October to December (Q3) in any financial year. This report provides an update on key areas of activity and delivery expectations.

4. Programme Update

- 4.1 Close monitoring of project delivery and activity by the Town Deal Programme Team continues to be undertaken via 1-2-1 liaison with Project Leads and group meetings. Officers will continue to report progress, or flag issues, on the programme and projects to this Board and the Delivery Sub-Group.
- 4.2 The total Town Deal funding received to-date is £11.5M with almost £4.2M received this financial year. A further payment from DLUHC is expected to be received in October. All projects are on course to utilise Town Deal funding in FY 2023/24 except one, which is using its co/match-funding this financial year to progress its delivery phase.

- 4.4 The first Town Deal project was completed earlier this year and a further four projects are still forecast to be completed this financial year. However, two projects are scheduled to finish in March 2024 and therefore any unforeseen or uncontrollable issues (for example bad weather, unexpected issues found on-site) could delay their completions until early FY 2024/25. Three further projects are expected to be delivered in FY 2024/25.
- 4.5 Although the overall delivery performance pattern is one of increasing delay, this appears quite typical across other Town Deals. While not all issues/challenges are controllable, unreasonable or unexpected, particularly in terms of inflation, supply chain issues and bad weather, the Programme Team is working to support Project Leads better identify and have in place potential strategies and options to draw upon and/or adjusted to help bring their project back on schedule or minimise delay.
- 4.6 The extent of adjustments to projects' scope remain relatively minor to-date and have been prompted mainly by financial pressures or to deliver rationalised/improved design. Tendering is continuing to prove challenging as a result of rising construction costs and supply/capacity issues – tender returns for several projects have significantly exceeded budgets and project leads have indicated they require substantial time for value-engineering. However, the introduction of the recently updated PAR process should enable more rapid, local decision-making on proposed project changes, which should help lessen the risk of further delay to implementation and delivery.

5. Projects Update

- 5.1 The 'Summary on a Page' (Exempt Appendix A) provides a synopsis of the progress and status of each Town Deal project at the time of writing. Brief descriptions of the projects' current progress are set out below for information:
- 5.2 **Careers and Enterprise Hub (Phase 2):**
Completion was achieved at the end of May and a 'Project Close-out' Report for DSG consideration is being prepared.
- 5.3 **Bedford Square Gateway:**
All phases of the public realm works have been concluded but the project will be considered complete when the scheme is successfully handed back to/ re-adopted by the Highway Authority (Leicestershire County Council). Adoption and the final amount of Town Deal funding are now expected by December.
- 5.4 **Taylor's Bellfoundry:**
The contractor remains confident that the Main Works programme and practical completion is on course for March/ April 2024. No substantive changes or value engineering has been undertaken.

5.5 **Digital Skills Hub:**

The tender price was substantially overbudget and the College and its professional team have been analysing the tender return and considering options. Consequently, appointment of a contractor and commencement on-site has been delayed and at the time of writing an update from the College is awaited.

5.6 **Riverside Regeneration:**

Work was substantially completed in April except for the final 'spray and chip' surfacing, which was delayed by the weather. However, full completion is imminent.

5.7 **Generator:**

Main contract works have been tendered but returns were considerably overbudget. Initial value engineering discussions indicate savings are possible but the contract price would still exceed the budget, leaving a funding gap. Funding applications to other funding bodies are being prepared and submitted. Those funding decisions are critical to how and when the project progresses.

5.8 **Great Central Railway:**

Completion of the project is forecast for March 2024 subject to the discharge of several planning conditions. An application has not yet been submitted/registered and therefore delivery of the proposed extensions could be delayed until early Q1 2024/25.

5.9 **Healthy and Innovative Loughborough:**

Research staff are now in post and all component parts of the project have commenced. Despite the short delays to commencement, the duration of all programmes in the project will run as originally intended. While this means their individual completion/ end-dates are subject to delay, the overall H&IL project remains on track to be fully concluded by March 2026 as expected.

5.10 **Woodbrook Flood Scheme:**

Increases in the complexity of the project, including more extensive work; utility diversions; and Biodiversity Net Gain off-site requirements, are impacting on project delivery and costs but additional Town Deal funding is not being sought.

5.11 **Living Loughborough:**

This project is still scheduled for completion in March 2025 but the delivery and expenditure profiles of some activities are being adjusted. These adjustments will be included in the next formal performance reporting process and as set out in recent guidance, do not require a Project Adjustment Request (PAR). The 'Sound and Vision' work package will now be led by Charnwood Borough Council rather than the BID.

5.12 **Lanes and Links:**

The project as a whole remains on track for completion by March 2025 but the delivery and expenditure profiles of some activities have been adjusted in order to minimise disruption for users of Queen’s Park and avoid abortive works being carried out. Updated quotes for work are higher than originally anticipated but options such as additional quotes and value engineering are being explored.

APPENDIX A: EXEMPT ITEM - ‘Summary on a Page’



LOUGHBOROUGH TOWN DEAL BOARD

29 SEPTEMBER 2023

Item 8 – Town Deal Budget

1. Introduction

- 1.1 This report provides details of the Loughborough Town Deal Programme Management expenditure for financial year 2022/23 and the budget and expenditure incurred to-date in the current financial year (2023/24).

2. Recommendations

- 2.1 That the content of this report is noted.

3. Background

- 3.1 Charnwood Borough Council is the Accountable Body for Loughborough's Town Deal. Accordingly, the Council receives Town Deal funding from the government on a financial year-by-year basis. It then disburses grants/ payments to project lead organisations, which enables the Town Deal projects to be implemented and the programme delivered. This function is carried out on behalf of the Loughborough Town Deal Board.
- 3.2 The Accountable Body started receiving funding for the programme management of the Loughborough Town Deal in FY 2021/22. In addition, £845,000 of Pre-Payment ('Early Release') funding was received from DLUHC (Department for Levelling Up, Housing and Communities) in December 2021, which equates to 5% of Loughborough's Town Deal of £16.9m. It has been used previously to meet revenue costs that exceeded the initial programme management payment. If required, the Pre-Payment/'Early Release' funding may be used to plug any interim shortfall/ funding gaps in programme management costs but there is no identified need for this use at present.
- 3.3 The Accountable Body has also been receiving and disbursing Town Deal funding to approved Loughborough Town Deal projects. DLUHC reduces the capital element of these project funding payments by 5% to reconcile the £845k Pre-Payment/'Early Release' funding already received.

4. Budget Update

- 4.1 Programme Management funding in FY 2022/23 supported projects in developing their business cases. The support available met the projects' own consultancy costs via retrospective cost claims up to a limit of £10,000. In FY 2022/23 two retrospective

claims were received. Town Deal appointed consultancy support also helped projects update their business cases as part of the Project Adjustment process. The costs of locally assuring these updated business cases were also met by the Town Deal programme management budget.

- 4.2 Other costs incurred include general publicity/ communications and dedicated programme management costs. The Delivery Sub-Group (DSG) approved support for dedicated communications and planning resources, the latter to deal with Town Deal related planning applications, and those costs have started to be met this current financial year.
- 4.3 The budget for this current financial year includes allowances for a business and public facing event as well as further business case updates and assurance, although no costs have yet been incurred.
- 4.3 Details of the programme management income and expenditure for FY 2022/23 and 2023/24 are provided in Appendix 1. The table also includes existing budget allowances for the remainder of the Town Deal lifespan. Future annual programme management payments, in accordance with the approved Town Deal financial profile, have been included in the budget.
- 4.4 In addition the table includes a 5% adjustment to 'top up' DLUHC's reduction in grant payments (to reconcile its 'early release'/pre-payment amount) for the approved Loughborough Town Deal projects. This adjustment ensures projects receive the full amount (100%) expected.
- 4.5 The overall financial position indicates an unallocated amount of programme management revenue by the end of the Town Deal programme. DSG has previously considered it sensible to 'hold' this unallocated funding as a 'contingency reserve' and approved principles for its use (*DSG October 2022 Item 8*). With Town Deal projects now in their delivery stages, it is increasingly likely that this 'contingency reserve' will be required.

**APPENDIX 1: EXEMPT ITEM - Town Deal Programme Management Budget
Expenditure & Income Summary**

LOUGHBOROUGH TOWN DEAL BOARD

29 September 2023

Item 9: Communications Update

1. Introduction

1.1. This paper provides an update on communications activity surrounding the Town Deal.

2. Recommendation: That the Board notes the communications update and planned next steps.

3. Recent Communications Activity

3.1. There has continued to be a period of communications activity to highlight Town Deal funding announcements and share information about the Town Deal.

Free wi-fi extended across Loughborough town centre thanks to Town Deal-backed project



3.2. A press release was issued on June 6 about the extension of town centre wi-fi as part of the Living Loughborough project. It was shared across Council and Town Deal channels.

3.3. The media coverage is summarised below:

Date	Content	Media Outlet
14.06.23	Expanded wi-fi to bring people into town centre	Loughborough Echo

- 3.4. On social media, the news was shared across the Loughborough Town Deal Twitter account and Charnwood Borough Council's social media accounts including Facebook, Twitter and LinkedIn. There were nine social media posts on Twitter and Facebook reaching over 3,200 people.
- 3.5. A video was also produced and shared across social media achieving 1,959 views.



- 3.6. The story was also sent to 11,166 CBC email alert subscribers via the Latest News alert (Charnwood Now) and 6,170 via the Business e-alert. The video containing interviews with key representatives was sent to 11,176 email subscribers via the Latest News alert.

Careers and Enterprise Hub relaunches with recruitment fair



- 3.7. A press release was issued on July 3 about the Careers and Enterprise Hub relaunching with a recruitment fair. It was shared across Council and Town Deal channels.

3.8. The media coverage is summarised below:

Date	Content	Media Outlet
02.08.23	Careers hub boosted by Town Deal Funding	Loughborough Echo

3.9. On social media, the news was shared across the Loughborough Town Deal Twitter account and Charnwood Borough Council’s social media accounts including Facebook, Twitter and LinkedIn. There were three social media posts on Twitter and Facebook reaching over 5,900 people.

3.10. The story was also sent to 11,186 CBC email alert subscribers.

Loughborough’s history at visitors’ fingertips thanks to Town Deal-backed project



3.11. A press release was issued on August 1 about the launch of the augmented reality heritage trail which is part of the Living Loughborough project. It was shared across Council and Town Deal channels.

3.12. The media coverage is summarised below:

Date	Content	Media Outlet
09.08.23	Digital heritage trail launched in Loughborough	Loughborough Echo

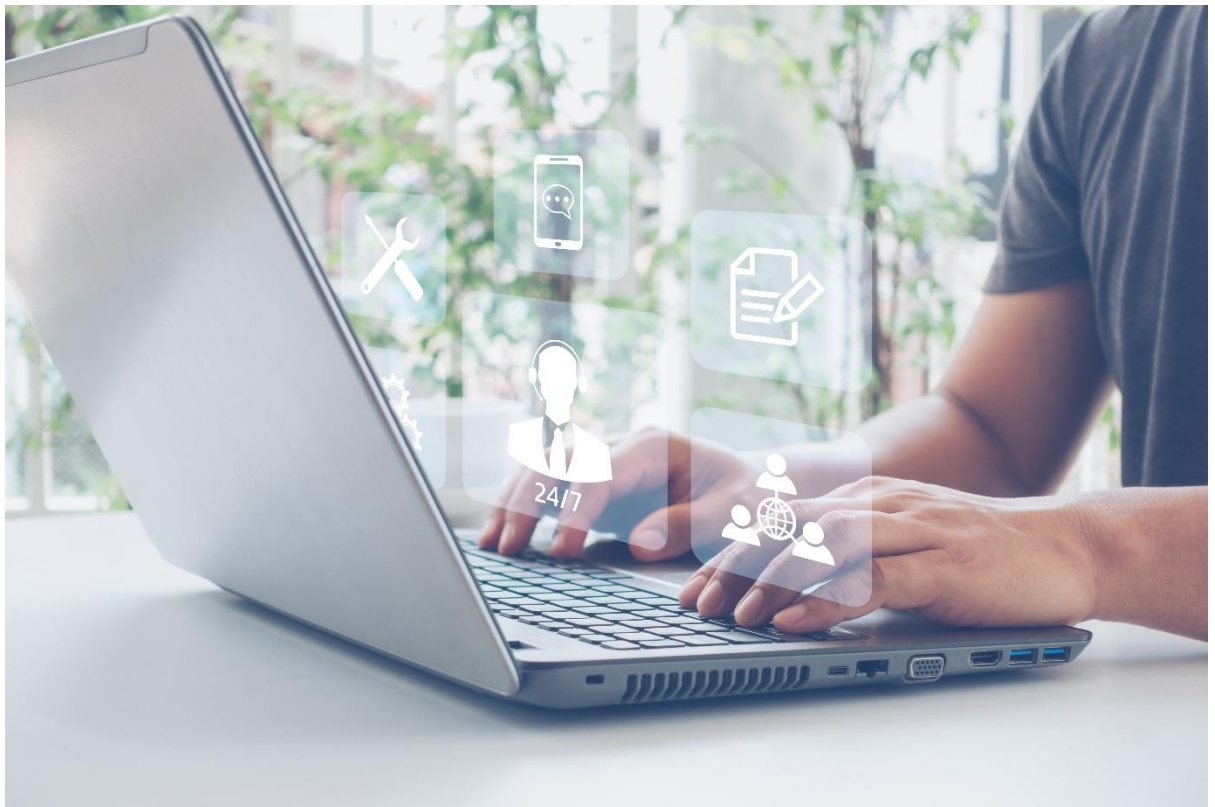
3.13. On social media, the news was shared across the Loughborough Town Deal Twitter account and Charnwood Borough Council’s social media accounts including Facebook, Twitter and LinkedIn. There were 5 social media posts on Twitter and Facebook reaching over 22,400 people.

- 3.14. Two videos were produced featuring interviews with representatives from the Council, Love Loughborough and LPL Promotions plus Jane Hunt MP They were shared across social media achieving 2,618 views.



- 3.15. The story was also sent to 11,242 CBC email alert subscribers.

Local businesses can thrive in digital world thanks to Town Deal-backed programme



- 3.16. A press release was issued on September 5 about the launch of the augmented reality heritage trail which is part of the Living Loughborough project. It was shared across Council and Town Deal channels.
- 3.17. The media coverage is summarised below:

Date	Content	Media Outlet
21.09.23	Digital support offered to local businesses	Loughborough Echo

3.18. On social media, the news was shared across the Loughborough Town Deal Twitter account and Charnwood Borough Council's social media accounts including Facebook, Twitter and LinkedIn. There were two social media posts on Twitter and Facebook reaching 867 people.

3.19. The story was also sent to 11,275 CBC email alert subscribers via Latest News (Charnwood Now) and 6,230 via the Business e-alert.

4. Videos and GIFS

4.1 A series of GIFs has been produced for most projects, plus a general one to cover the total investment. These have been shared across CBC and Town Deal social media. Images of the GIFS (10-15 seconds long) are below, and the aim is to succinctly convey the key aspects of each project.



4.2 So far, the GIFs have had around 21,500 impressions.

- 4.3 Short videos of some of the projects continue to be shared across social media, with examples including the GCR project which was shared on the Council’s FB page and reached around 9,500 people.



- 4.4 Short videos have also been produced for the Healthy and Innovative Loughborough project, the Riverside Regeneration project, the Generator project and the John Taylor’s Bell Foundry project.
- 4.5 Overall, over 60 Loughborough Town Deal related social media posts have been published across various social media channels since June, reaching over 85,000 impressions.

5. Event

- 5.1 Plans are being put together to hold two events in February to celebrate and mark the progress of the Town Deal. They would be held under the banner – ‘Delivering the Deal’.

Business facing event

- One event would be business facing and aim to promote the Town Deal projects to the local business community and local business leaders
- It would also be an opportunity to showcase individual projects and the overall level of investment the Town Deal is bringing to Loughborough, including key benefits being brought by the projects
- It would also be an opportunity to bring together the local and regional business community and key stakeholders
- Considering using a location involved in Town Deal projects

Public facing event

- Utilise any materials produced for the business event to have an exhibition/ open event in Loughborough town centre to give members of the public an opportunity to find out more about the Town Deal and its projects

- 5.2 Both events would also provide content for promotion of the Town Deal across all channels.
- 5.3 External support is being brought in to support the organisation and delivery of the events, in association with the CBC communications team.

6. Other

- 6.1 Further branding guidance has been issued by Government and circulated with the projects.

7. Next Steps

Date	Project	Content
October	All	Video showcasing all 11 projects and level of Town Deal investment
October 26	Healthy and Innovative Loughborough	Official opening of SportPark Pavilion 4
October	Riverside Regeneration	Setting up media opportunity following completing of surface work
November	All	Press release: Update of the Town Deal overall, the projects already completed, the level of investment already brought into Loughborough and brief updates on other projects which are underway Supported by digital content for social media / websites / email alerts
Nov/Dec	Bell Foundry	Update on project. The update will influence the channel i.e. possible press release or just digital
Nov/Dec	GCR	Update on project. The update will influence the channel i.e. possible press release or just digital
Sept-Dec	All	Continue to share videos / GIFs giving project overviews

8. Issues

- 8.1 There are no immediate comms or media issues. Longer term risks remain regarding the delivery of projects and any reputational impact, but all projects are progressing.
- 8.2 The CBC communications team continue to liaise and work with CBC colleagues and Town Deal project leads; therefore potential communications issues can be quickly highlighted and action undertaken.

LOUGHBOROUGH TOWN DEAL BOARD**29 SEPTEMBER 2023****Item 10 – Towns Conference****1. Introduction**

- 1.1 This paper provides a summary of the proceedings and discussions from the Towns Conference that took place in June 2023.

2. Recommendation

- 2.1 That the Board notes the update of the Town Conference.

3. Background

- 3.1 The Towns Conference was hosted by DLUHC, Arup and the Towns Fund Delivery Partner consortium on 20th June 2023 in Manchester. Its purpose was to celebrate the Towns Fund, share best practice and discuss some of the key challenges faced during the delivery of the Fund. It included a mixture of expert presentations, panel sessions, guided discussions and networking opportunities and was attended by over 230 people including representatives from both Town Deal and Future High Streets Fund (FHSF) places.
- 3.2 The morning session included presentations from DLUHC, Town Deal and FHSF places from programme management to board level perspectives. The afternoon comprised various break-out sessions lead by the Towns Fund Delivery Partner. Copies of the morning presentations are available at Appendix A with the break-out sessions slides available at Appendix B.

4. Notable Points from the Conference

- 4.1 Several key challenges strongly emerged at the conference including rising costs; procurement; supply chain issues and delays; stakeholder management; and capacity. Presentations from four Town Deal places helped illustrate how places are combining Town Deal funding with other funding sources to deliver more extensive, holistic investment and regeneration across places and how projects evolve and adapt in response to policy changes and local constraints.
- 4.2 Presentations from two different Town Deal Board Chairs provided valuable examples of how Board leadership has been tailored to their unique, local circumstances. While both the Glastonbury and Morley Chairs emphasised the importance of remaining strategic in their local leadership, their Board's public presence, connection to their local communities and willingness to take and be accountable for difficult decisions was highlighted. Glastonbury had undertaken a Board performance review and its Chair drew attention to its legacy aspiration to continue to provide opportunities for all beyond the end of the Town Deal programme (March 2026). The Morley Chair spoke about how diverse and

inclusive representation was being facilitated (through working groups) where people were reluctant to become Board members.

4.3 The afternoon break-out sessions covered more technical, practical aspects of delivery and included:

- Change in project design
- Project management and overcoming delivery challenges
- Funding markets, development finance and addressing viability challenges
- Market movements and property market insights
- Communications and branding
- CPO (Compulsory Purchase Order) tips and tricks

Copies of these presentations have been shared with the Loughborough Project Leads.

APPENDICES

Appendix A – Towns Conference Slide Pack (morning presentations)

Appendix B – Afternoon Break-out Sessions presentations



Towns Conference

20 June 2023

Manchester, UK





Programme Update from DLUHC

Jessica Blakely, Director
Levelling Up: Major Programmes



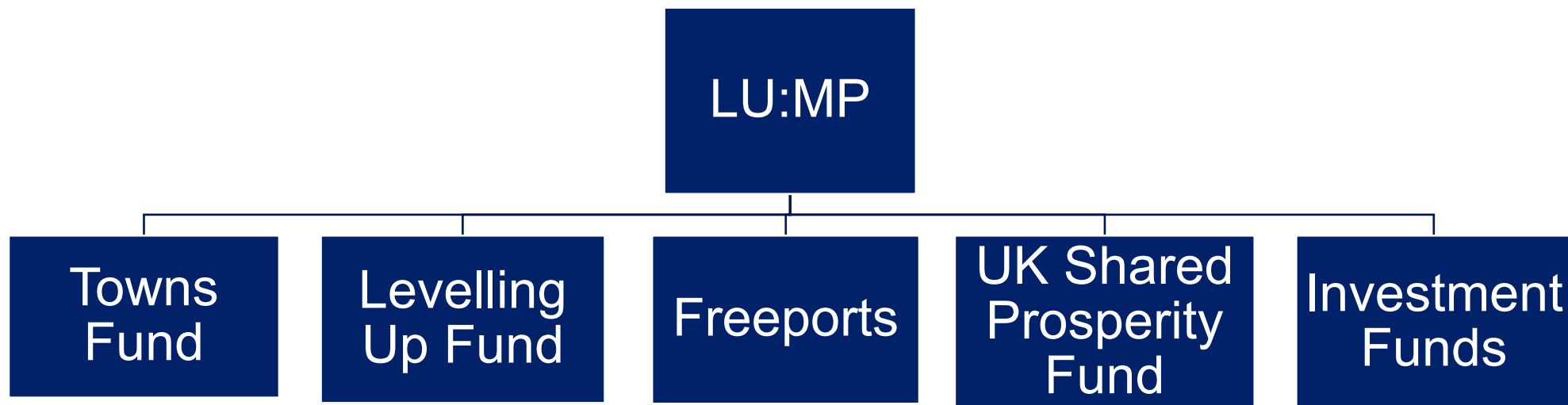


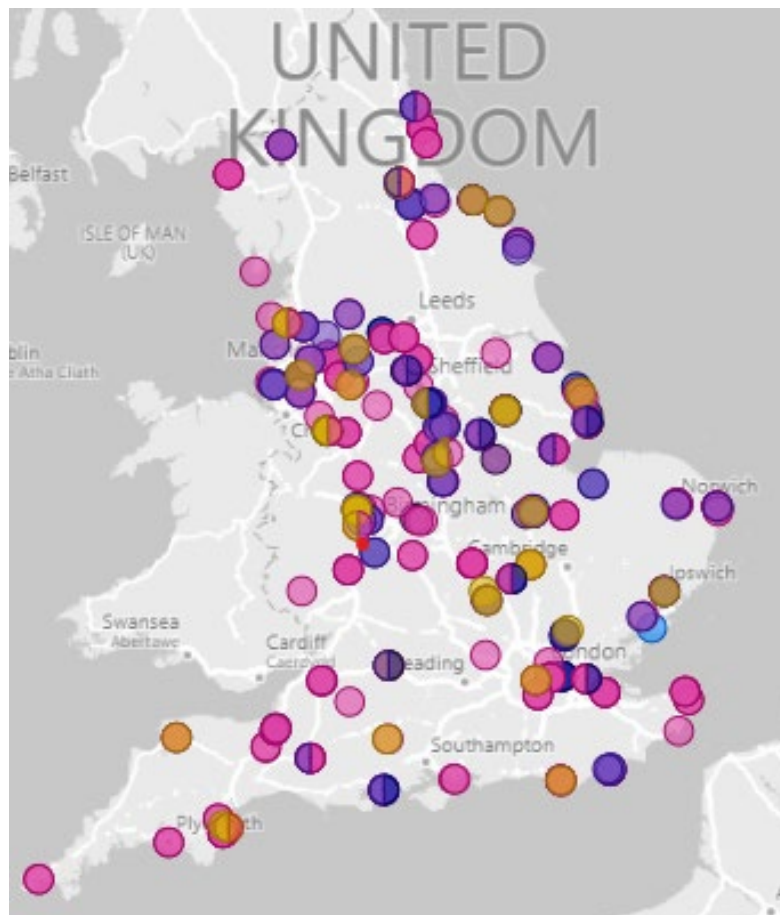
Department for Levelling Up,
Housing & Communities

Towns Fund

Jessica Blakely

Director, Levelling Up: Major Programmes





Map of Town Deals & FHSF

Town Deals

“Drive the economic regeneration of towns to deliver long term economic and productivity growth”

- £2.2bn shared between 101 selected towns
- Programme ends March 2026

Future High Streets Fund

“Renew and reshape town centres and high streets in a way that drives growth, improves experience and ensures future sustainability”

- £830m shared between 72 high streets selected via competition
- Programme ends March 2024*



Key achievements

What we've achieved together

Town Deals

- 101 Town Deal Boards up and running
- 101 Town Investment Plans assessed and funding awarded
- 684 Summary Documents received, including 6 FBCs
- Capacity funding paid directly to all LAs
- 5% CDEL upfront payments paid to all LAs
- Just under 2 years of support from TFDP

FHSF

- 101 full business cases received and assessed
- 72 high street business cases approved
- Capacity funding paid directly to LAs to develop the business cases



Key Challenges

- Rising costs
- Stakeholder Management
- Procurement
- Supply Chain issues and delays
- Governance
- Capacity

How can we help?

Project Adjustment Process

- Making it easier to make changes to projects, helping you to respond to external pressures and change

Capacity support

- Supporting you directly through our Area Teams
- Later this year, access to technical experts through Delivery Associates

Listening

- Tell us what you need!



Support
Delivery

Monitoring
and
Evaluation



Lessons
learned

Celebrate
successes





Strategic Regeneration and the Towns Fund

Chair: Joanna Rowelle

1. Blackpool (Nick Gerrard)
2. Hartlepool (Bev Bearne)
3. Sandwell (Rina Rahim)
4. Swindon FHSF (Lynsey Turner, Craig Walker)





Blackpool Council

Nick Gerrard



Blackpool

Blackpool makes it work



HM Government

Blackpool's Town Deal & £2bn+ Growth and Prosperity Programme

Nick Gerrard, Growth & Prosperity Programme Director
Blackpool Council

BLACKPOOL'S ECONOMIC RECOVERY

Tourism
Recovery

£2bn
Growth &
Prosperity
Programme

Skills and
Employment
and Business
Support

2bn+
**Growth &
Prosperity
Programme**

STRATEGIC OBJECTIVES

- ***Town Centre regeneration
(Talbot Gateway)***
- ***Extending the Tourism Season
(Blackpool Central)***
- ***Jobs in Growth Sectors
(Enterprise Zones)***

Major recent investments (£830m)

Over £830m of investment in the past decade

- Phase 1 of Talbot Gateway - £80m
- Promenade/ sea defences & 17km new tramway - £285m
- Blackpool Tower and Winter Gardens - £50m
- Houndshill Shopping Centre - £150m
- Public spaces - £12m
- Electrification of Preston - Blackpool line - £225m
- The Boulevard 4 * hotel - £12m
- Hampton by Hilton 3* hotel - £12m
- Premier Inn 3* hotel - £7.1m

Investments recently completed/underway (over £1bn)

- **Phase 2 Talbot Gateway (tram/transport interchange) - £35m**
- **Phase 3 Talbot Gateway – DWP Civil Service Hub - £99m**
- **Winter Gardens Conference and Exhibition Centre - £25m**
- **Blackpool Airport Enterprise Zone - c £300m**
- **Blackpool Central - £300m**
- **Blackpool Museum - £13m**
- **Quality Corridors - £7m**
- **5 / 4 / 3 star hotels – c £50m**
- **Houndshell Phase 2 extension - £20m**
- **Abingdon Street Market refurbishment - £4.0m**
- **Abingdon Street Post Office - £26m**
- **Blackpool Business Loans Fund - £200m**

Blackpool's Town Deal Programme - £40.5m of £180m total

- **The Platform (Youth Hub) - £500k**
- **The Edge - £4.5m of £7m total**
- **Blackpool Airport Enterprise Zone - £7.5m of £23.9m total**
- **Blackpool Illuminations - £4.5m of £13.2m total**
- **Blackpool Central courts relocation - £7m* of £47m total**
- **Revoe Community Sports Village - £6.5m of £23.5m total**
- **Multiversity - £9m of £65m total**
- *** plus £1m accelerated funding**

The Platform (Youth Hub)



The Platform (Youth Hub)



The Edge



The Edge

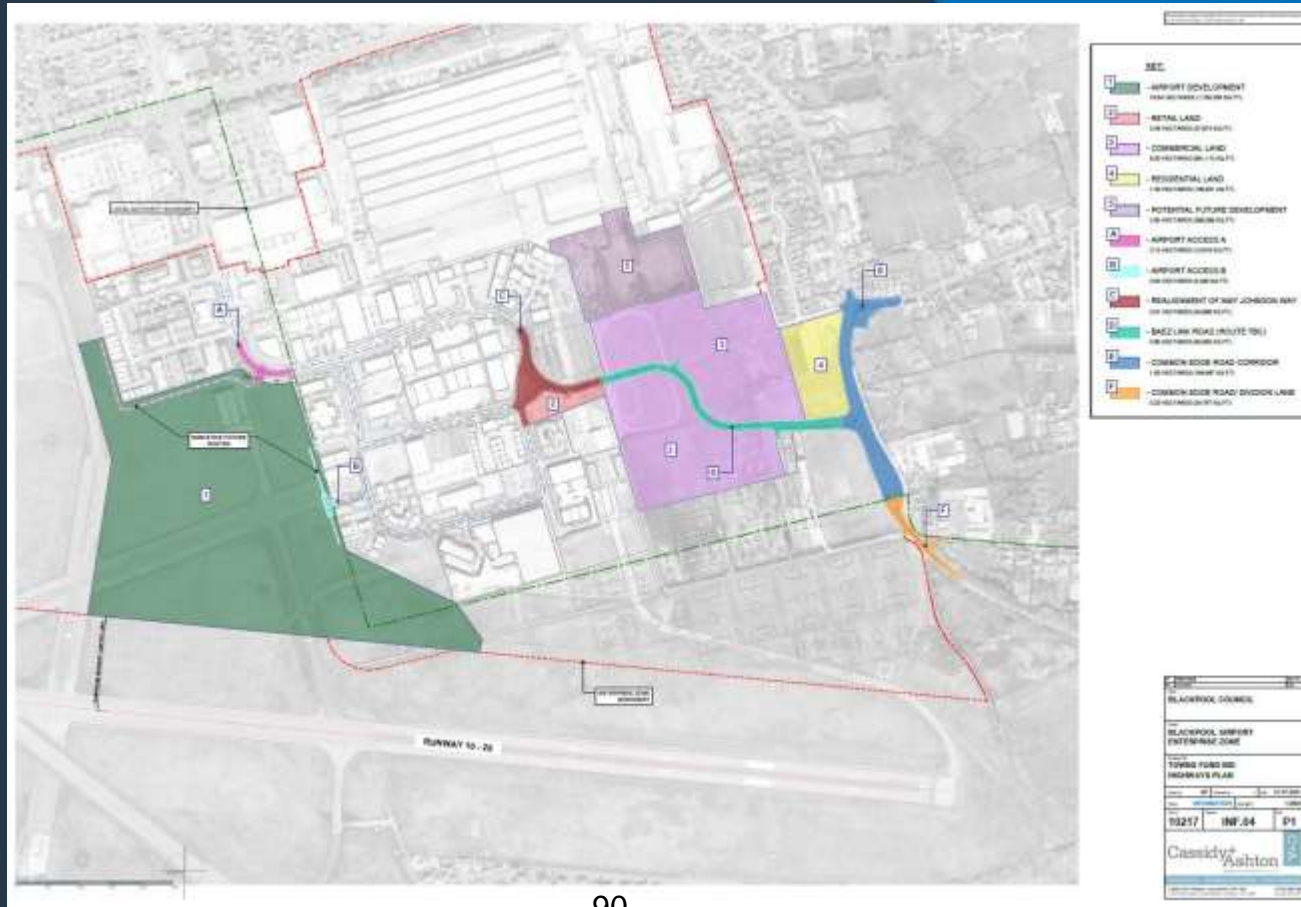


VIEW FROM CAUNCE STREET

Blackpool Airport Enterprise Zone Infrastructure



Blackpool Airport Enterprise Zone Infrastructure



Blackpool Airport Enterprise Zone Infrastructure



Blackpool Illuminations Rejuvenation



Blackpool Illuminations Rejuvenation



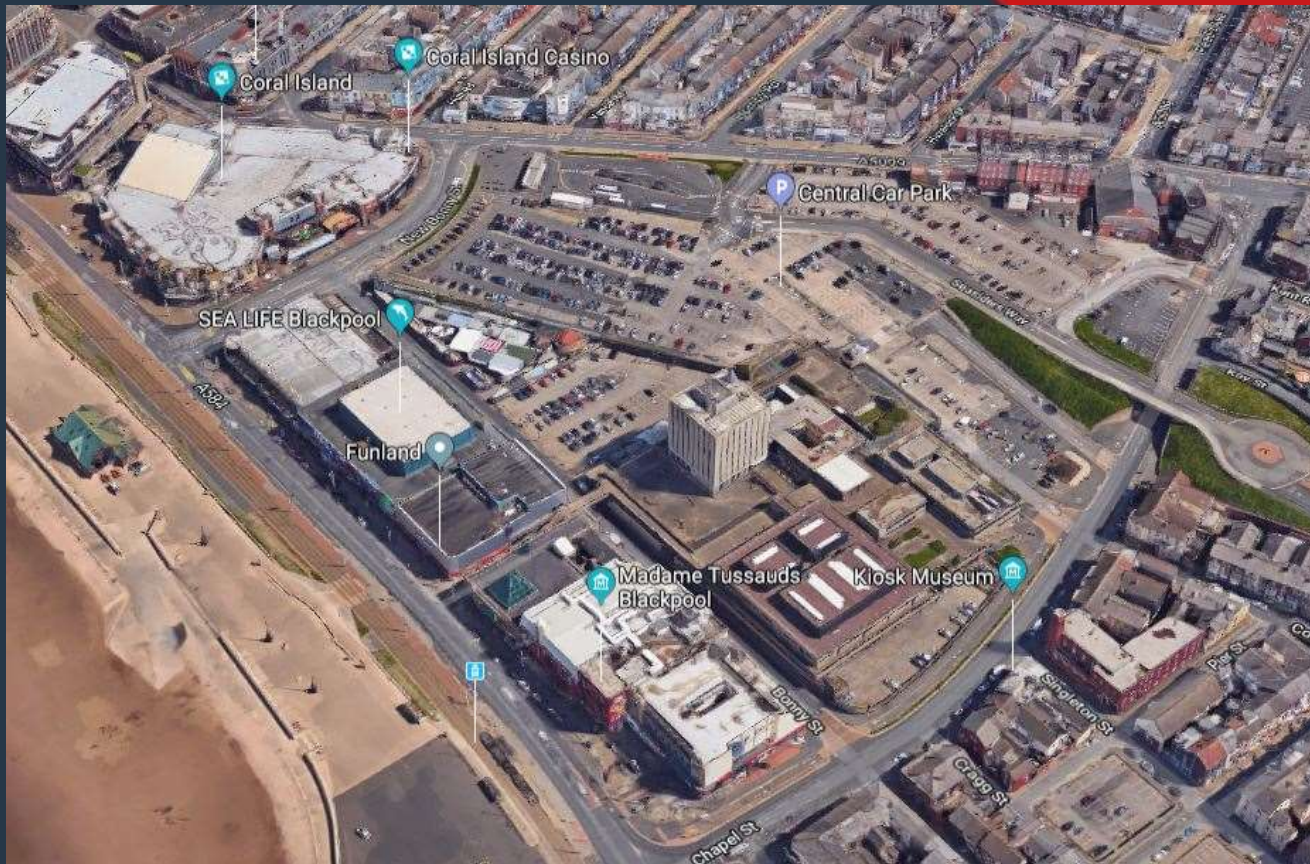
Blackpool Illuminations Rejuvenation



Blackpool Central Courts Relocation



Blackpool Central Courts Relocation



Blackpool Central Courts Relocation



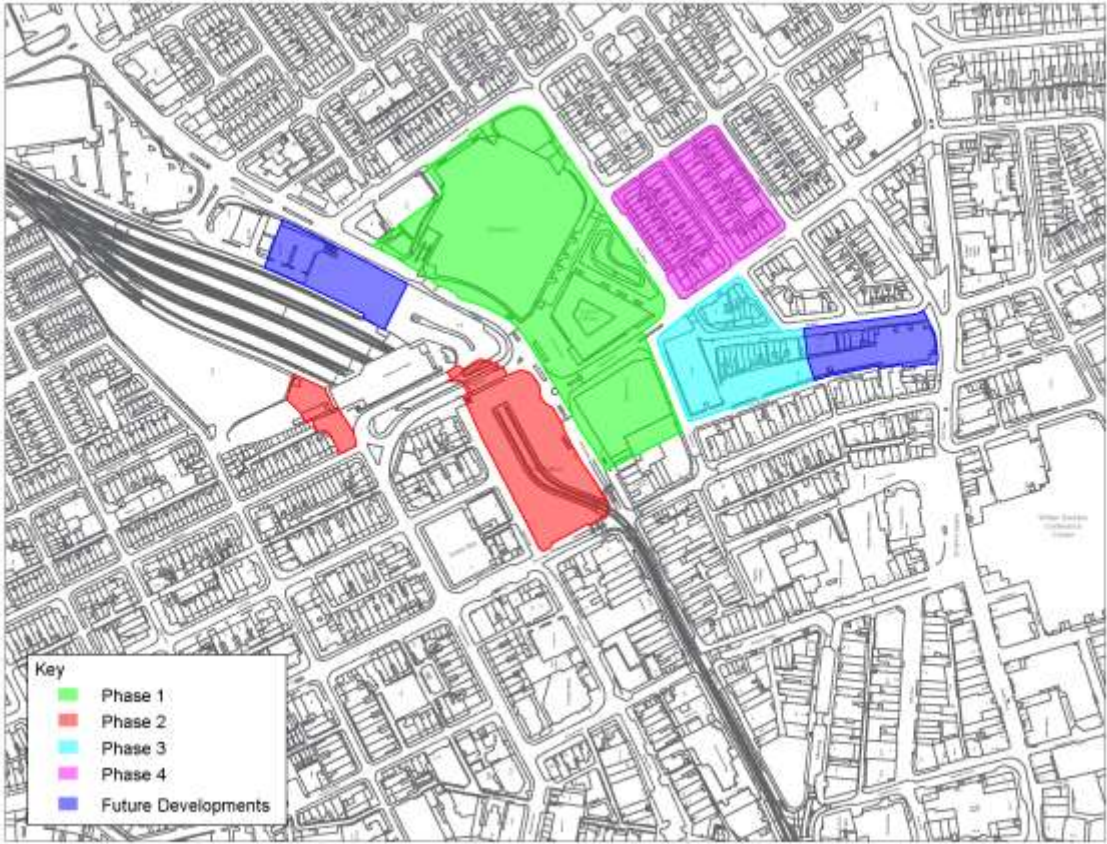
Revoe Community Sports Village



Revoe Community Sports Village



Multiversity Site Assembly



Multiversity Site Assembly



Multiversity Site Assembly



Blackpool's Town Deal – some key comments

- **Have a Vision and Plan**
- **Be Strategic**
- **Governance Arrangements**
 - **Town Deal Board**
 - **Town Deal Investment Panel**
 - **Town Deal Project Board**
- **Challenges**
 - **Cost price inflation**
 - **Interest rates**
 - **Tender response**
- **Never Give Up !**

Blackpool

Blackpool makes it work



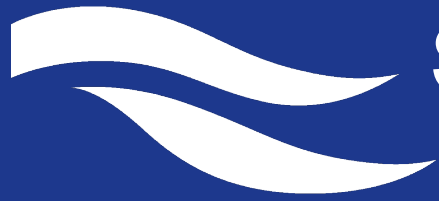
www.businessinblackpool.com



Hartlepool Borough Council

Bev Bearne





Strategic Regeneration and the Towns Fund in Hartlepool



Bev Bearne – Assistant Director Development & Growth



Quick Geography Lesson



Hartlepool in Context...

92,300
residents in
40,900
households
(2021 Census)



32,300
Jobs (2021)

13,899
residents on
universal credit
(October 2022)



2,200
enterprises
(2022)



18,300

residents aged 65+
(2021 census)



11 Trains

Average daily
number of trains
to London



£1.38
Billion

Size of Hartlepool
Economy (2020)



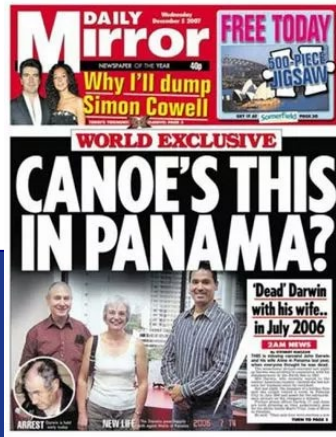
HARTLEPOOL
BOROUGH COUNCIL

Alternative facts!



Allegedly tried and executed a monkey during Napoleonic War

The only First World War Battlefield in the UK (bombardment by Imperial German Army in Dec 1914 killing 117 citizens)

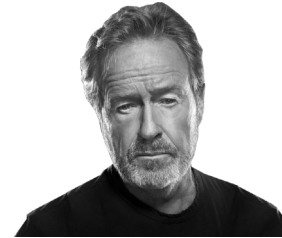


Seaton Carew - home to John Darwin (aka "Canoe Man")

Famous Faces



Jeff Stelling



Sir Ridley Scott (Educated at Northern School of Art)



Brian Clough (Lived here for a while)

Our Strategic Regeneration Journey So Far

2020

- 'Town Investment Plan' first published

2021

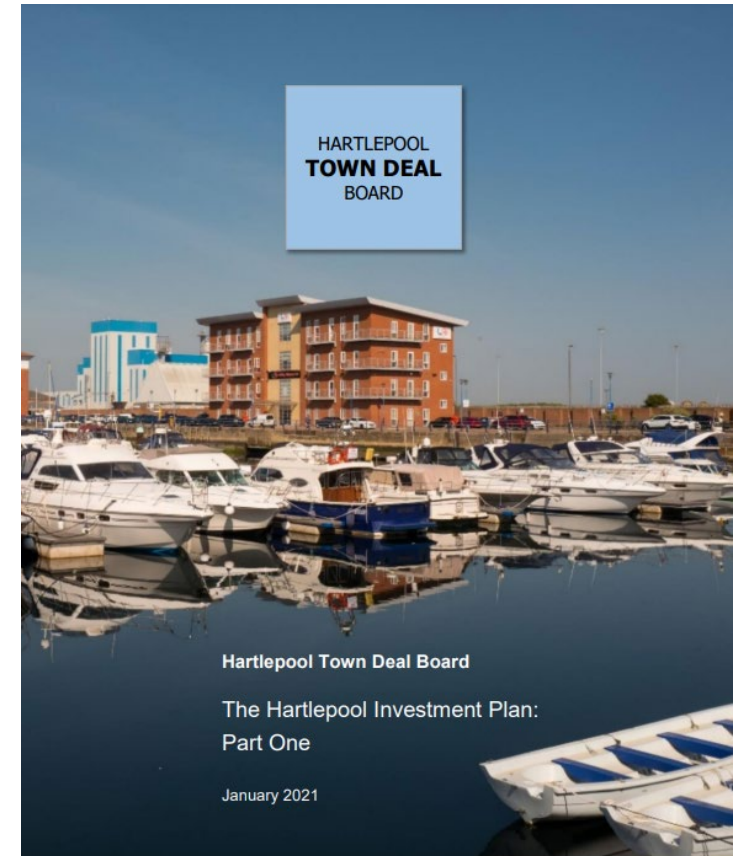
- Our first 'Town Centre Masterplan' adopted
- Climate Pledge approved to embed Net Zero

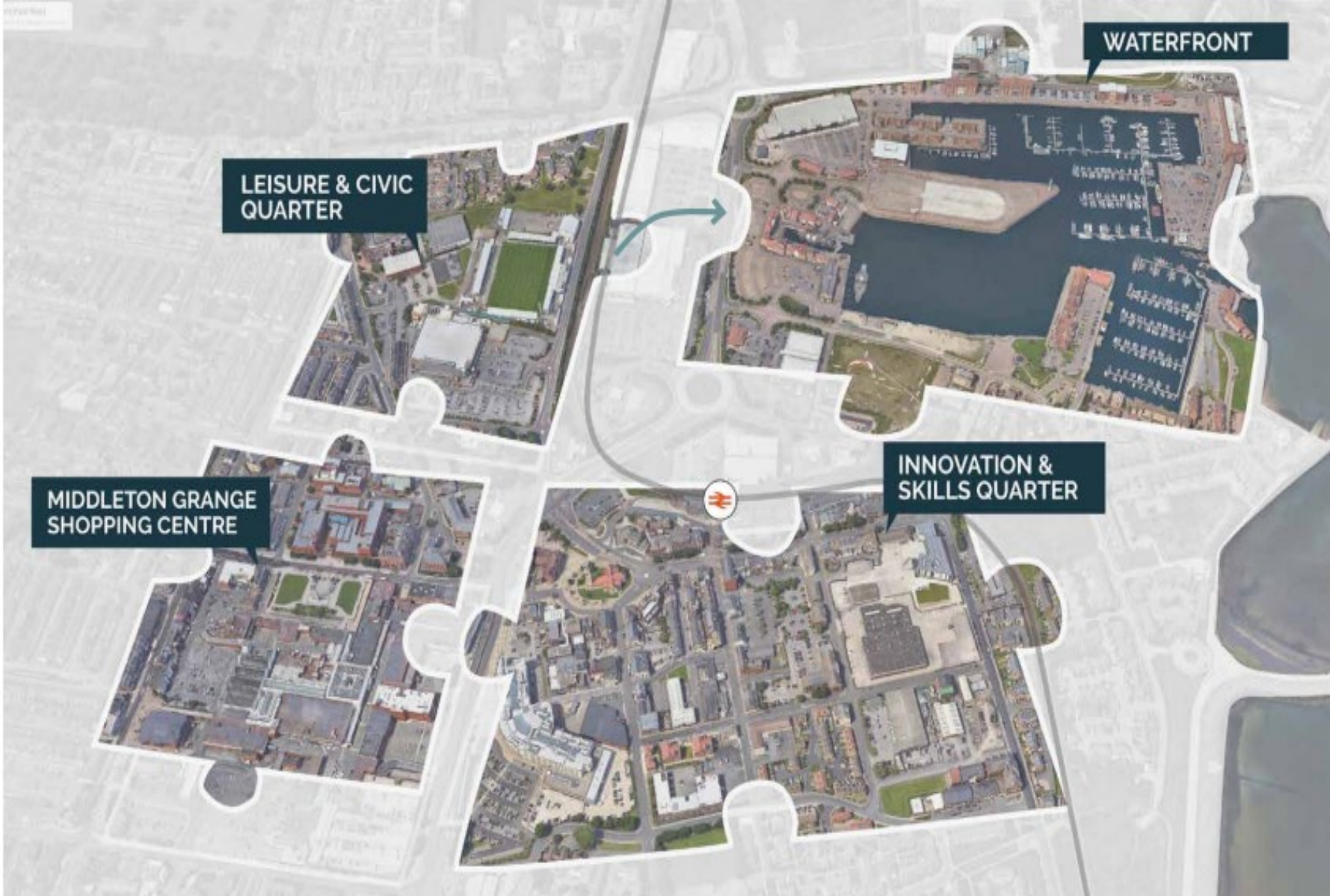
2022

- Adopted our 'Inclusive Growth Strategy'
- Five Town Deal projects worth £25m in delivery

2023

- £16.5m of Levelling Up Round 2 funding secured
- Hartlepool Development Corporation established





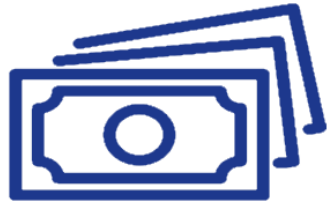
TOWN CENTRE MASTERPLAN

- Creating a 'new Heart for Hartlepool'
- Providing a clear path for future growth of Hartlepool Town Centre over the next 20 years
- Connecting key locations of the town centre to our fabulous waterfront and marina



**HARTLEPOOL
BOROUGH COUNCIL**

21 Capital Projects in Delivery



£115m

Of funding secured
and being invested



650
new jobs (FTE)

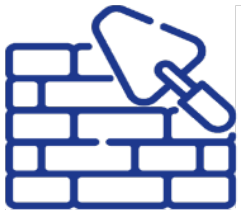


Over £300m

of additional
economic benefit



300,000+
additional visitors



supporting
1500
construction jobs



3500
square meters of new
commercial floorspace

All designed to....

Create a new Heart for
Hartlepool

Provide different offers and
mix of economic activity

Deliver a more vibrant and
functional town

Demonstrate viability

Change peoples perception
of Hartlepool for good



HARTLEPOOL
BOROUGH COUNCIL

Waterfront Programme – Creating a Tourist Destination



- £36m – prudential borrowing and capital grant from TVCA
 - Highlight Leisure Centre - contract award Summer '23
 - Wingfield Castle Restoration – emergency repairs underway
 - Museum of Hartlepool refurbishment – out to tender for design competition to RIBA 3
 - Dam Board repair – dive surveys and delivery plan development
 - National Museum of the Royal Navy Hartlepool – business case development for £8.5m expansion and additional exhibition space
- Delivery timeframe 2023 – 2026
- Projects range from RIBA 1 to RIBA 4 with huge interdependencies

TOWNS FUND – HELPING US CREATE A NEW HEART FOR HARTLEPOOL

Reimagining Middleton Grange



What

- £13.8m redevelopment of North East wing of shopping centre
- Bringing the former Grade II listed Binns Building back into use

Wesley Chapel



What

- £4.1m redevelopment of 1873 Grade II listed building
- 36 bedroom boutique hotel, hospitality venue and commercial units

Waterfront Connectivity



Two Skills Academies



What

- £2.25m Civil Engineering Skills Academy
- £2.25m Health and Social Care Academy
- Expanding access to skills and qualifications

Where

- Brenda Road Hartlepool, Hartlepool FE College and North Tees Hospital



When

- March 2023 – April 2024

Who

- HBC, NHS, Seymours, HCFE

Growing Screen Industries Sector



Levelling up Hartlepool

HARTLEPOOL BOROUGH COUNCIL
LEVELLING UP

- 131 new jobs created
- 10 dilapidated buildings brought back into use
- 2,600 additional people visiting the Production Village per annum
- 2,750 square metres of new floor space for the screen industries and creative sector

An infographic titled 'Levelling up Hartlepool' set against a background of a sunset over a harbor with many masts. The infographic lists four key achievements in colored boxes: 131 new jobs created (pink), 10 dilapidated buildings brought back into use (purple), 2,600 additional people visiting the Production Village per annum (teal), and 2,750 square metres of new floor space for the screen industries and creative sector (yellow). The Hartlepool Borough Council logo and 'LEVELLING UP' slogan are in the top right.

Challenges & Successes

- Capacity – people, skills, knowledge & capabilities at all levels
- Balancing multiple stakeholders & managing expectations
- Inflation and supply chain issues
- Subsidy control
- Great people with enthusiasm, passion & strength of convictions
- Genuine relationships & right cultural fit with partners – generates added value
- Imitation is the best form of flattery!
- Historic England are bringing their Historic Places Panel to Hartlepool for a 3 day visit in the Autumn.

THE TALL SHIPS RACES

6TH - 9TH JULY 2023 HARTLEPOOL



MAXIMO PARK

THE WAILERS

ROB HERON
& THE TEA PAD
ORCHESTRA

ONE
DREW
THE
GUN

HOLY MOLY
& THE
CRACKERS

THE
YOUNG
'UNS

MICHAEL GALLAGHER

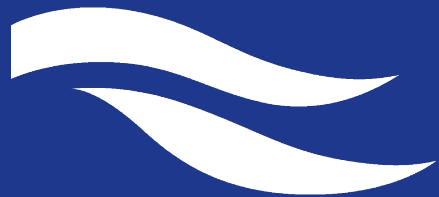
MORE ACTS TO BE ANNOUNCED

LIVE MUSIC

FOOD & DRINK

FREE ENTRY





Thank you



Bev Bearne

Beverley.Bearne@Hartlepool.gov.uk





Sandwell Metropolitan Borough Council

Rina Rahim



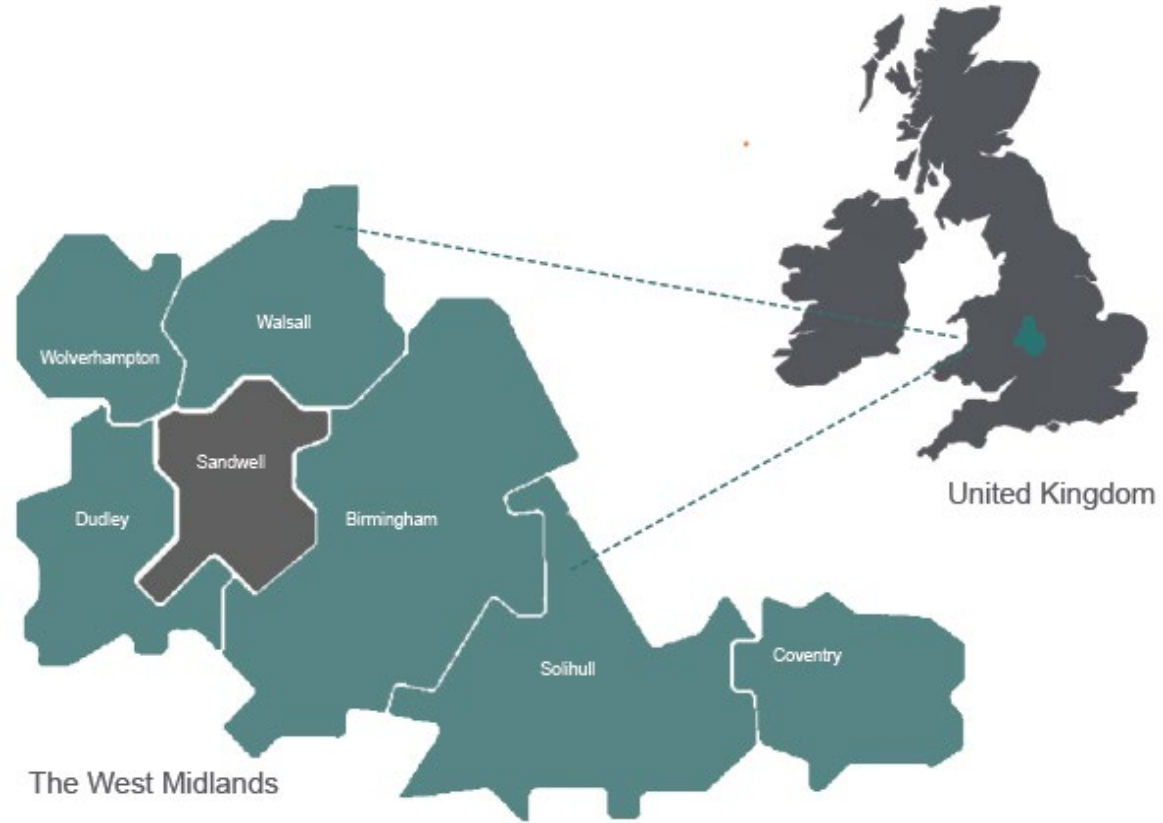
Sandwell Metropolitan Borough Council

Regenerating Sandwell

Rina Rahim – Towns Fund Programme Manager

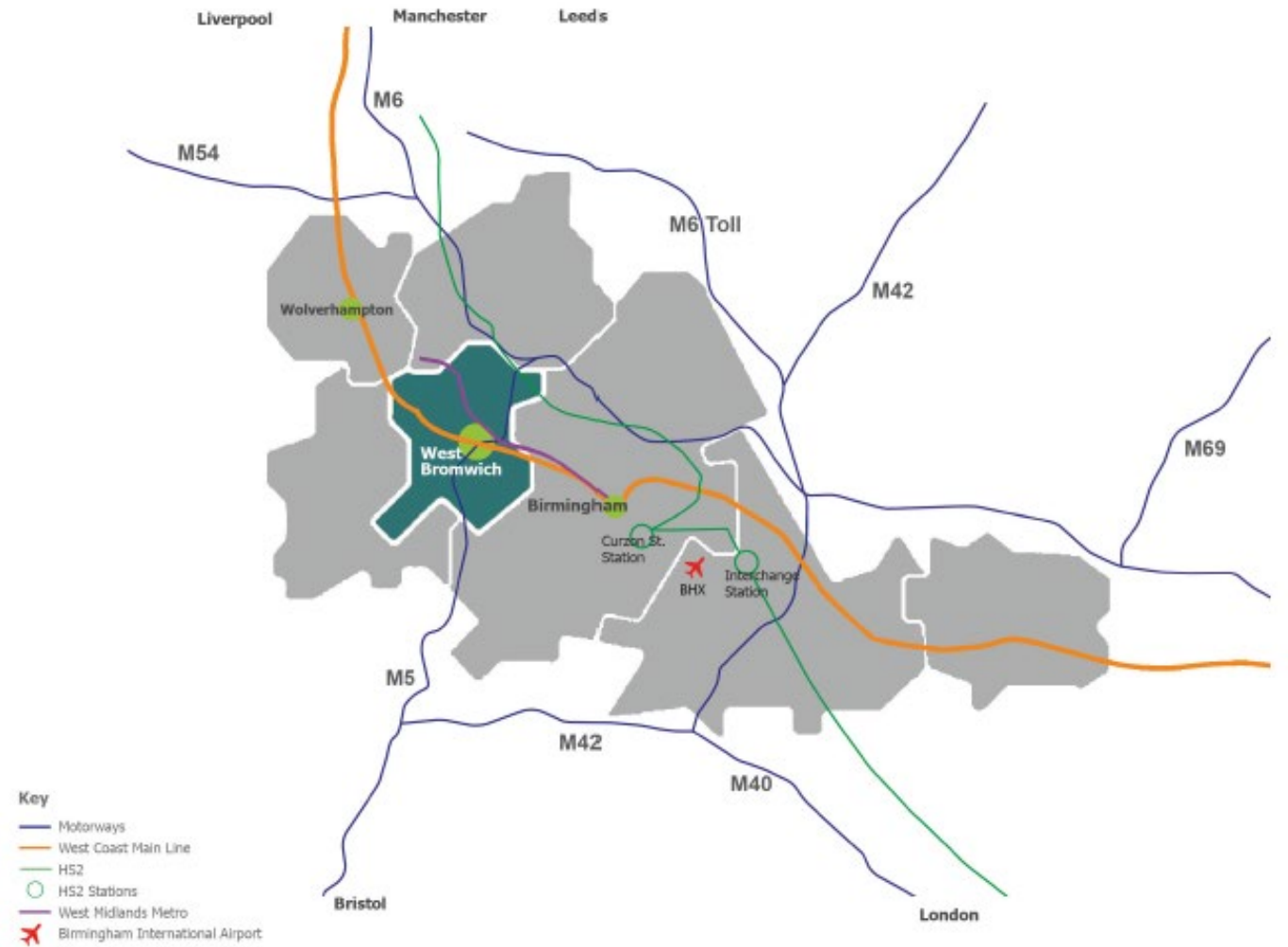


The West Midlands and the UK



REGENERATION

Pipeline Projects 2023 - 2027



REGENERATION

Pipeline Projects 2023 - 2027

£6.6b Economy



Population of 340,000



Fast Growing

Young Population



Connectivity



Limited green space

Lack of jobs

Low skills

Inefficient public transport

Lack of things to do

Footfall decline

Digital connectivity

Uninviting high street

Vacant shops



Challenges:

- 12th most deprived Local Authority area,
- Low skills levels with only 27% of Sandwell 16-64's qualified to NVQ 4 and above.
- Cost inflation/supply chain disruption
- Contractor availability/deliverability
- Changing/conflicting priorities
- Land Values vs Land aspirations
- High land remediation costs



Regenerating Sandwell



1 GOAL

to improve the borough

2.8
BILLION

pounds total investment



67
PROJECTS

Planned



15
THOUSAND +

jobs supported



4

THOUSAND +

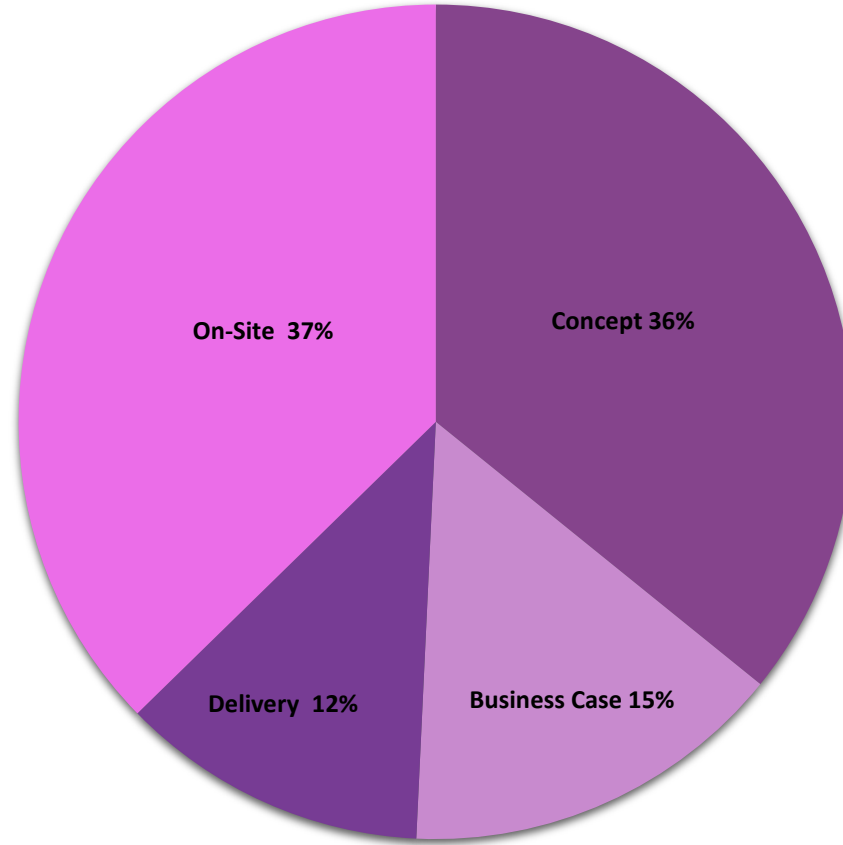
new homes

3
PROJECTS

Completed



Pipeline Performance



■ Concept ■ Business Case ■ Delivery ■ On-Site



PROUD TO BE PART OF SANDWELL'S TOWN FUND PARTNERSHIP

£67.5
pounds
investment



3
towns

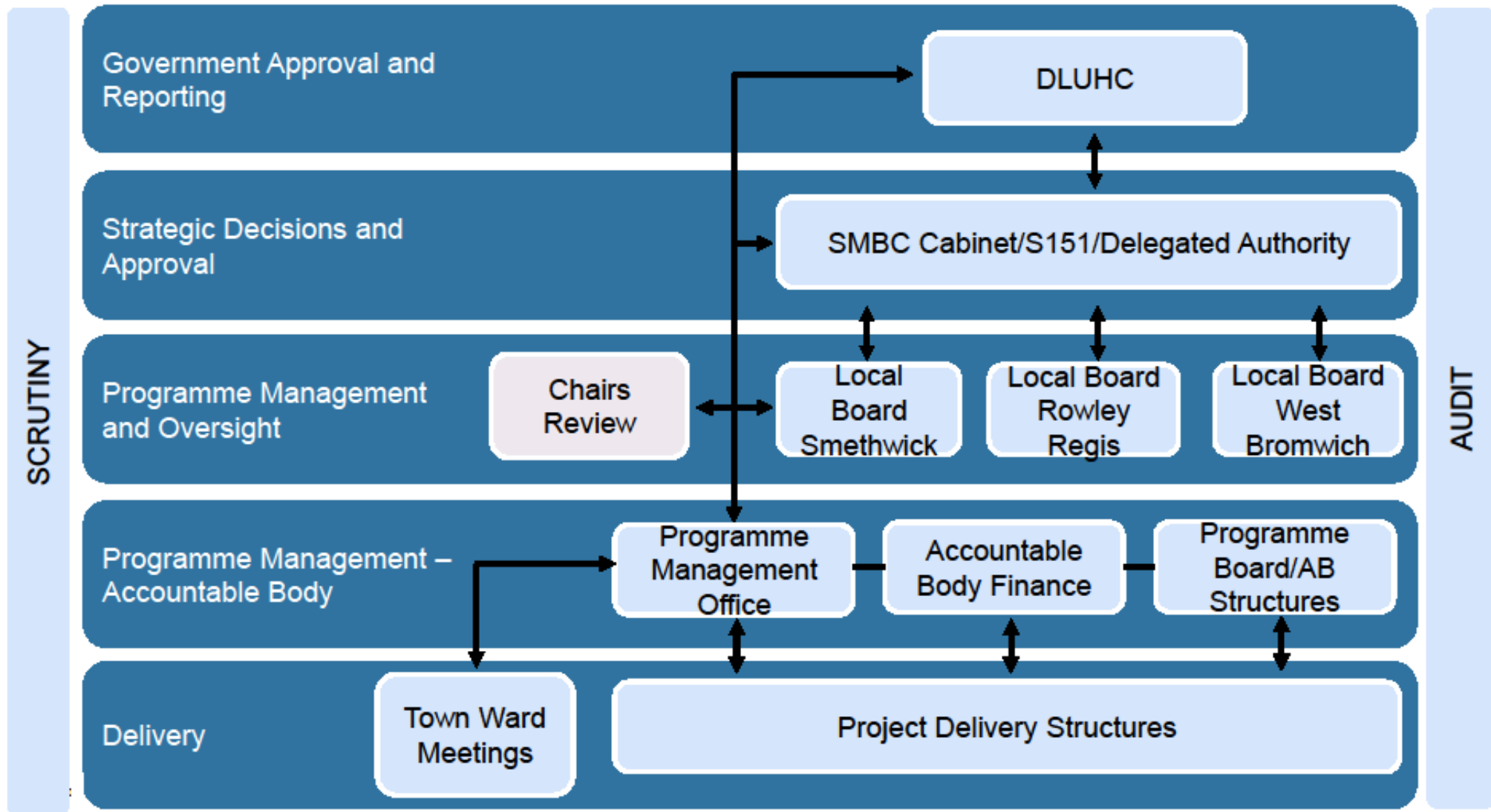
16
PROJECTS
Planned





West Bromwich	Digital Den
	Sandwell Civil and Mechanical Engineering Centre
	Urban Greening
	Retail Diversification Programme
	Town Hall Quarter
	West Bromwich Connected – (Walking and Cycling Scheme)
Smethwick	Midland Met Learning Campus
	Grove Lane Regeneration
	Rolfe Street Canalside Regeneration
	Ron Davis Centre Expansion
	Smethwick Connected – (Walking and Cycling Scheme)
Rowley Regis	Rowley Regis Satellite Education Hub
	Canal Network Connectivity
	Britannia Park Community Hub and Greenspace Improvements
	Blackheath Bus Interchange and Public Realm
	Rowley Regis Connected (Walking and Cycling Scheme)







REGENERATION

Pipeline Projects 2023 - 2027



**CONTACT DETAILS
AND ADDITIONAL
INFORMATION**

Jenna Langford – Regeneration Manager – Jenna_Langford@Sandwell.gov.uk

Rina Rahim – Towns Fund Programme Manager – Rina_Rahim@Sandwell.gov.uk

Regenerating Sandwell – Regenerating@Sandwell.gov.uk

Regeneration Pipeline

There is a dedicated website that holds the details of projects on the Regeneration Pipeline: www.regeneratingsandwell.co.uk

If you have any questions about an individual project that is not covered by the information on the Regenerating Sandwell website, please use the 'contact us' button at www.regeneratingsandwell.co.uk.

There are also progress updates to Cabinet on the Regeneration Pipeline every 6 months. These are published in the public domain and are available to view via sandwell.moderngov.co.uk

Sandwell: A Great Place to do Business

There is a dedicated website that sets out the way in which the council supports current and new businesses.

www.thinksandwell.com

www.regeneratingsandwell.co.uk





Swindon Borough Council

Lynsey Turner and Craig Walker



Fleming Way Improvement Scheme, Swindon



Fleming Way – Delivering strategic regeneration



Fleming Way – Improvement scheme



Fleming Way – Artist impressions



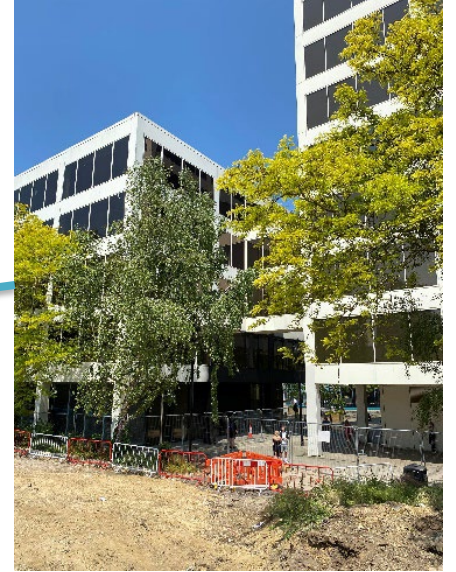
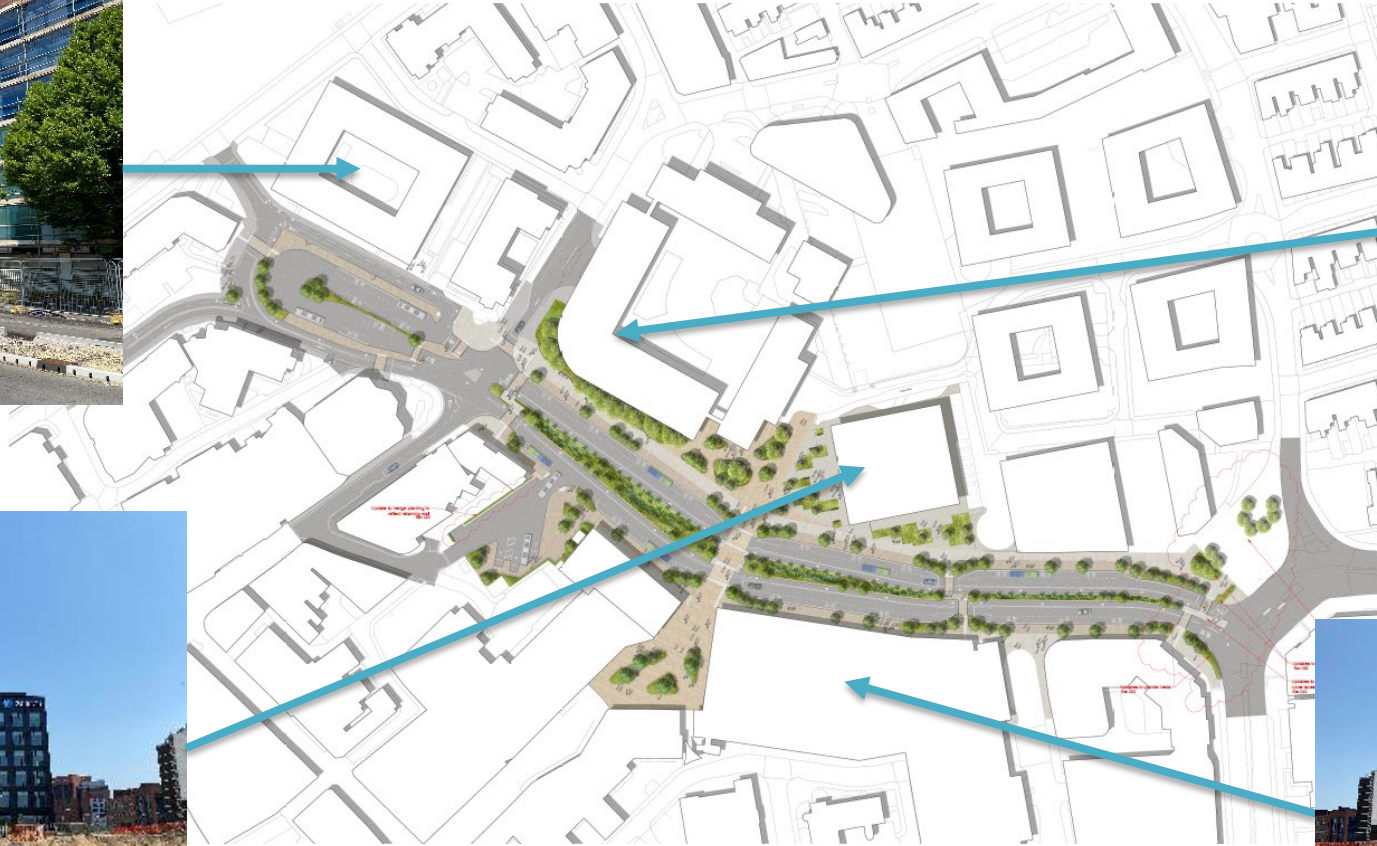
Fleming Way – Artist impressions



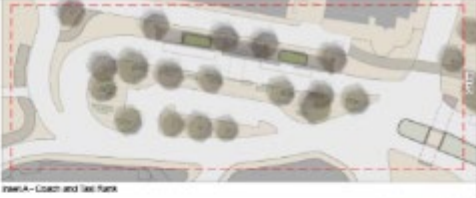
Fleming Way – Artist impressions



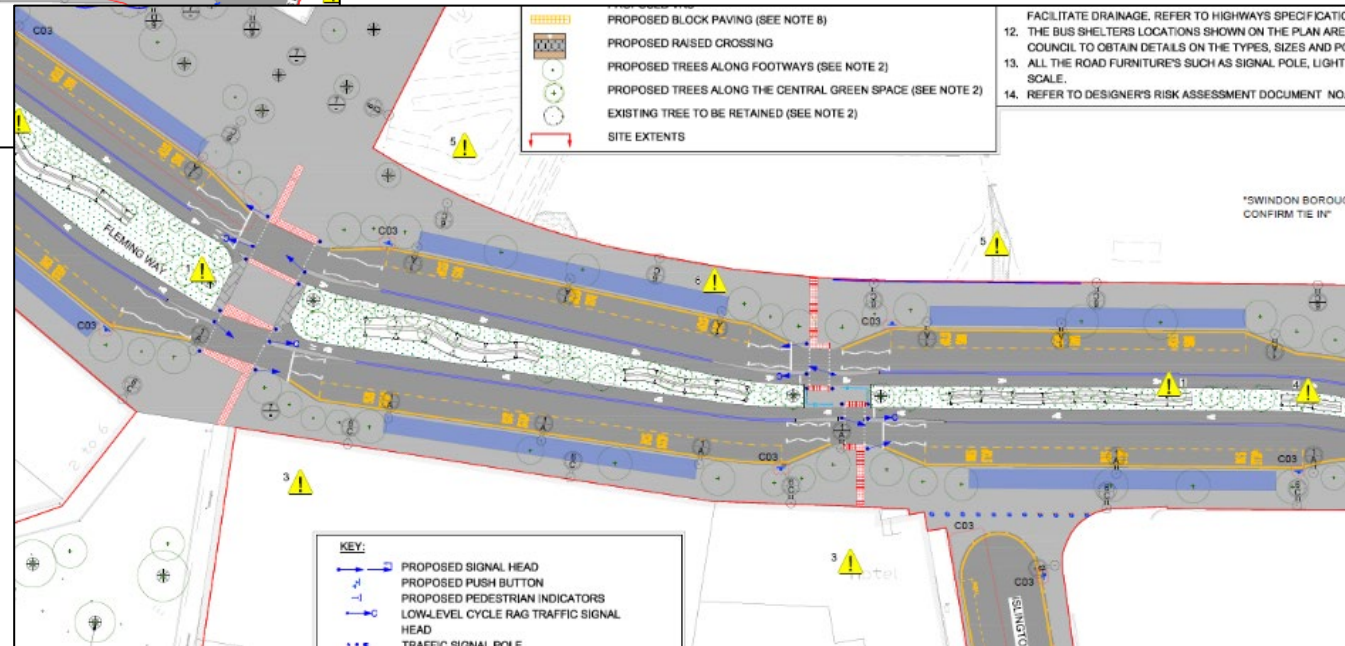
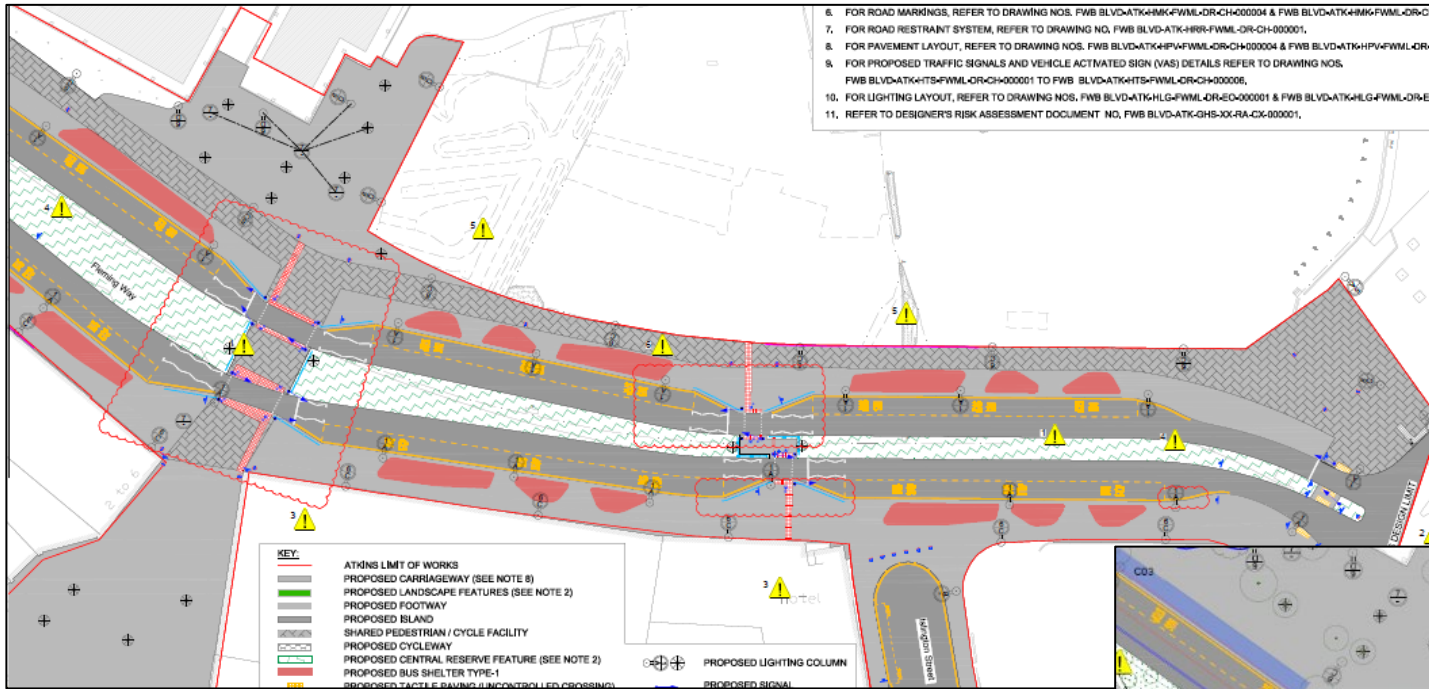
Fleming Way – Enabling town centre regeneration



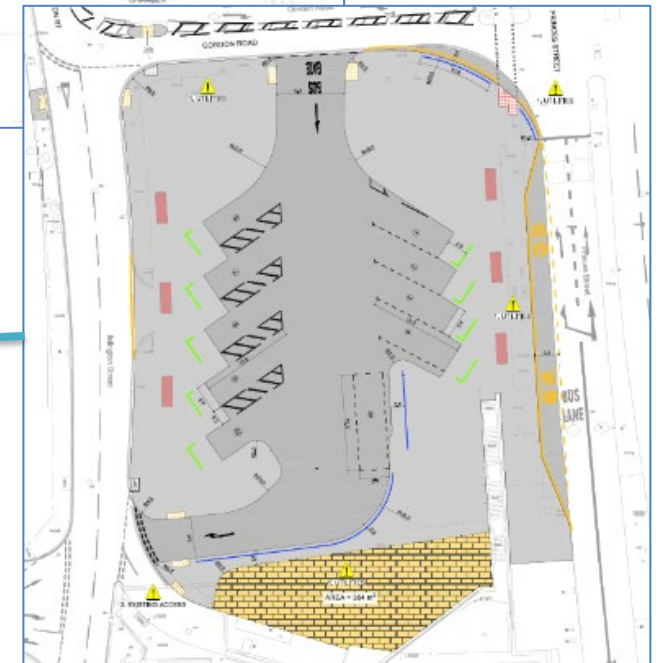
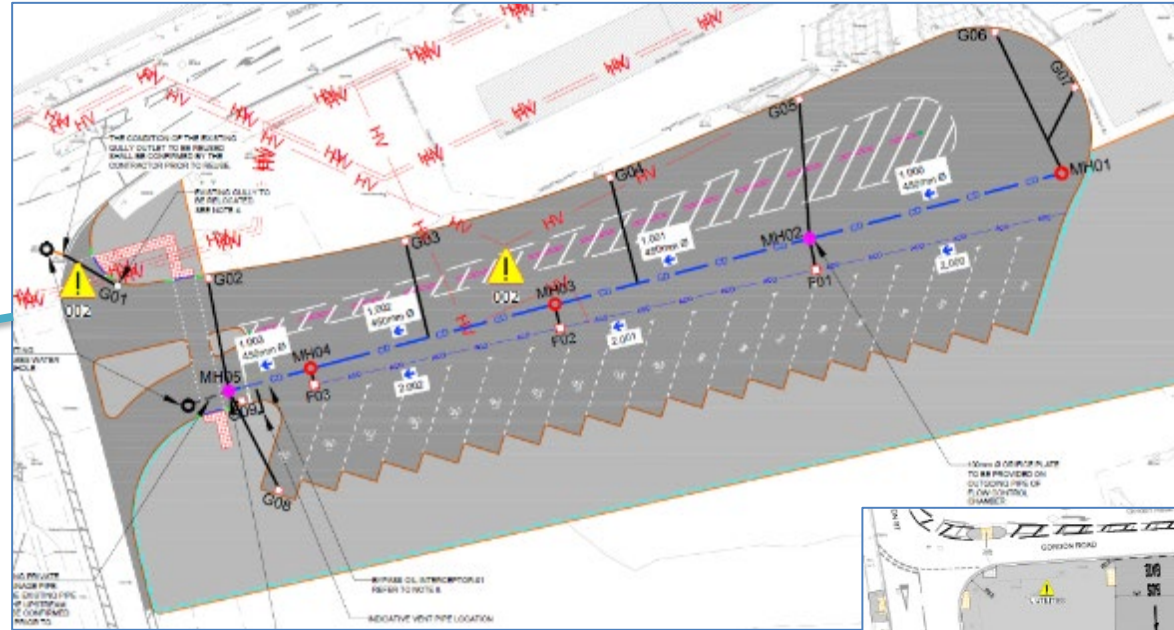
Adapting the project – Landscape design



Adapting the project – UK standards change LTN 1/20



Adapting the project – Temporary bus stations



Adapting the project – Temporary bus facilities



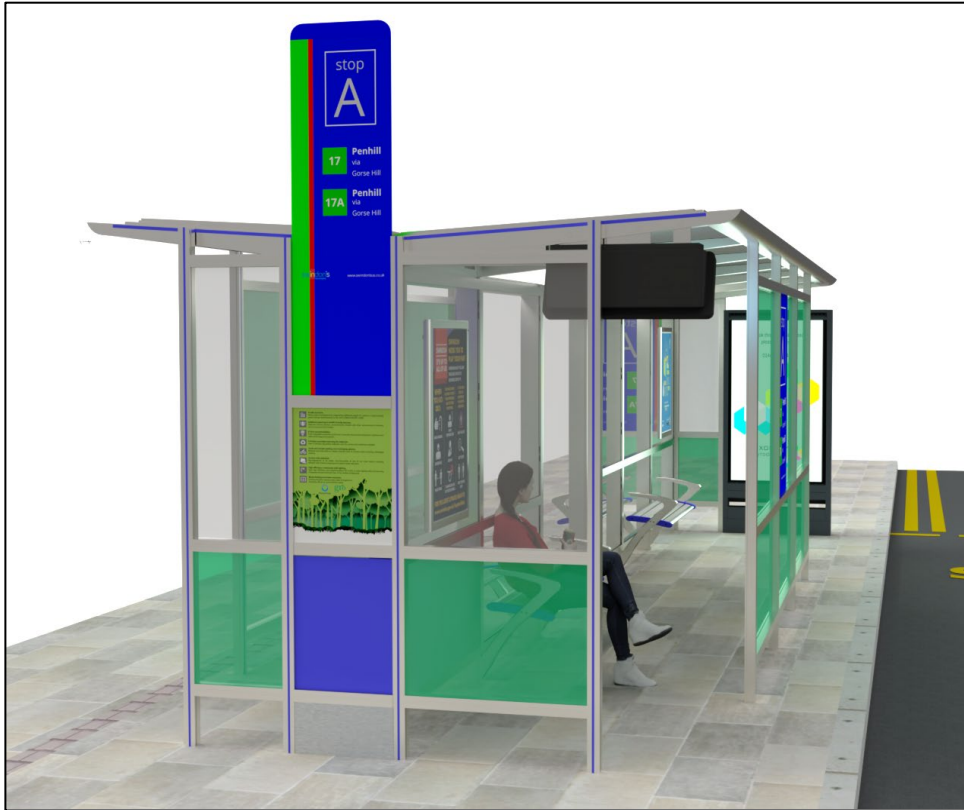
Adapting the project – The canal



Adapting the project – The canal



Adapting the project – Bus shelter procurement



Adapting the project – Bus shelter procurement



Adapting the project – Bus shelter procurement





Local Leadership and Lessons from Town Deal Boards

Chair: Kate Willard OBE

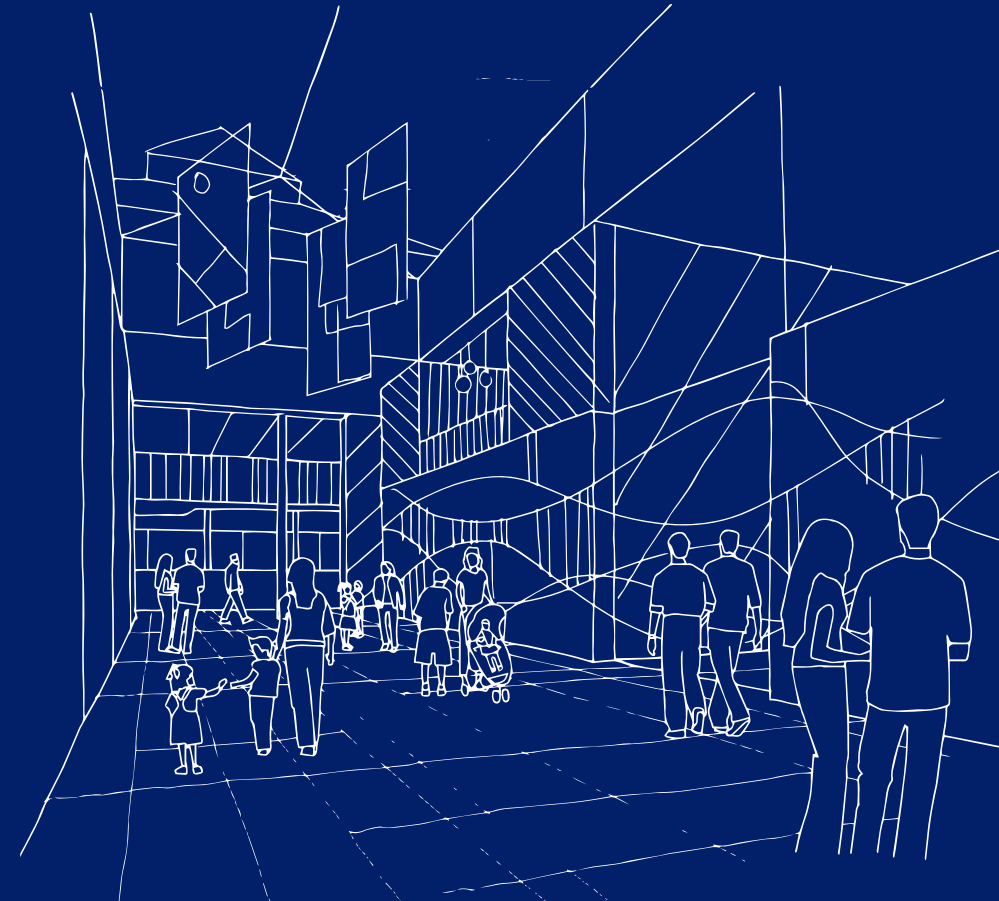
1. Glastonbury (Dr Lynne Sedgmore CBE and Julie Reader-Sullivan)
2. Morley (Gerald Jennings)





Kate Willard OBE

Senior Advisor to
Towns Fund Delivery Partner





Glastonbury

Dr Lynne Sedgmore CBE and
Julie Reader-Sullivan





A View from
the High Street

Glastonbury Town Deal

Towns Deals Conference 20 June 2023



Delivery

- Delivery components for 11 Projects in place and working well.
- Monitoring, community engagement, strong executive, project and board leadership.

Perspective

- An eco system and climate emergency perspective.
- Commitment to leaving a legacy beyond 2026.
- Grass roots generated and led projects from community wide consultation process

Themes

- Strategic cross cutting themes of sustainability, skills and education, procurement and VFM.
- Every person in Glastonbury positively affected by one or more project outcomes.

STRICTLY PRIVATE AND CONFIDENTIAL

R O U N D
G O V E R N A N C E

GLASTONBURY TOWN DEAL (“GTD”)

GLASTONBURY TOWN DEAL BOARD (“GTD BOARD”)

Board Effectiveness Review: Observations and recommendations

MAY 2023

External Board Performance Review

- Effective and achieving results
- Board members proud of town/uniqueness
- Diverse range of skills and experience
- Relentless passion and commitment
- Importance of legacy
- Effective communication
- Strong partnership working
- Strong Chair and Officer leadership
- Development Days
- Community Engagement and Open Days



-
- Scope of 11 projects
 - Increasing costs/funding shortfall
 - Advisory nature of Board
 - Partnership working
 - Small officer team
 - Conflict of Interests
 - Working through COVID
 - Wide range of stakeholders

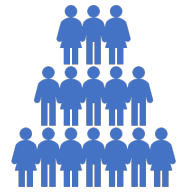
Moving Into the Delivery Phase - Collaboration Communication and Courage – And.....



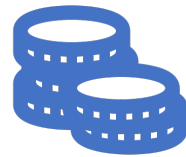
Legacy also about
upskilling Partner
organisations



Support team flexible to
innovate/change/adapt
to rising costs rise and
complexity



Support Team, Chair and
Board relationship
honest and open



Use of Doughnut
Economic Model to
frame the Glastonbury
Town Deal

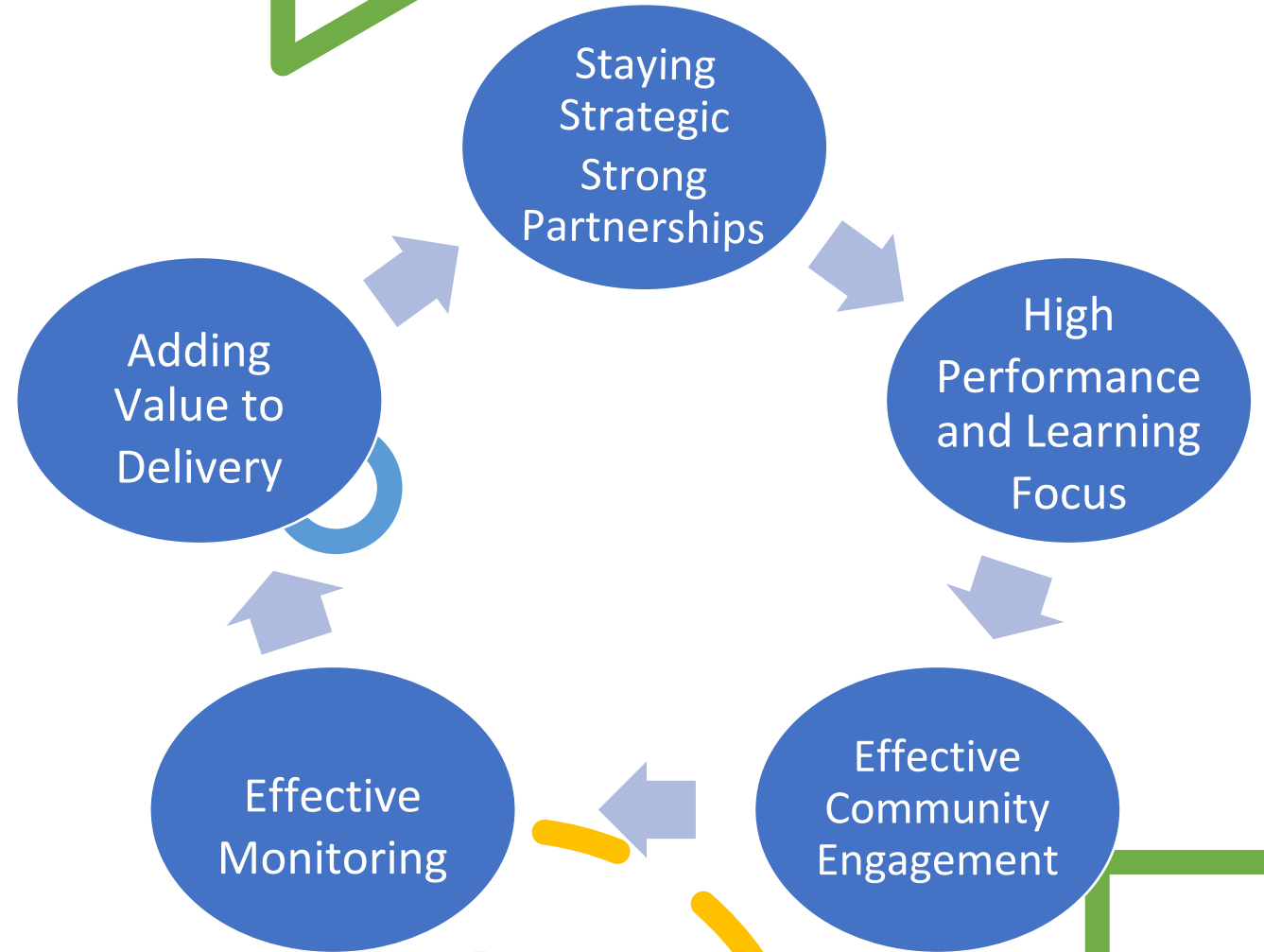


Scope, Schedule and
Budget



Pride in all we do
Providing opportunities
for All to Be the Best
they can be

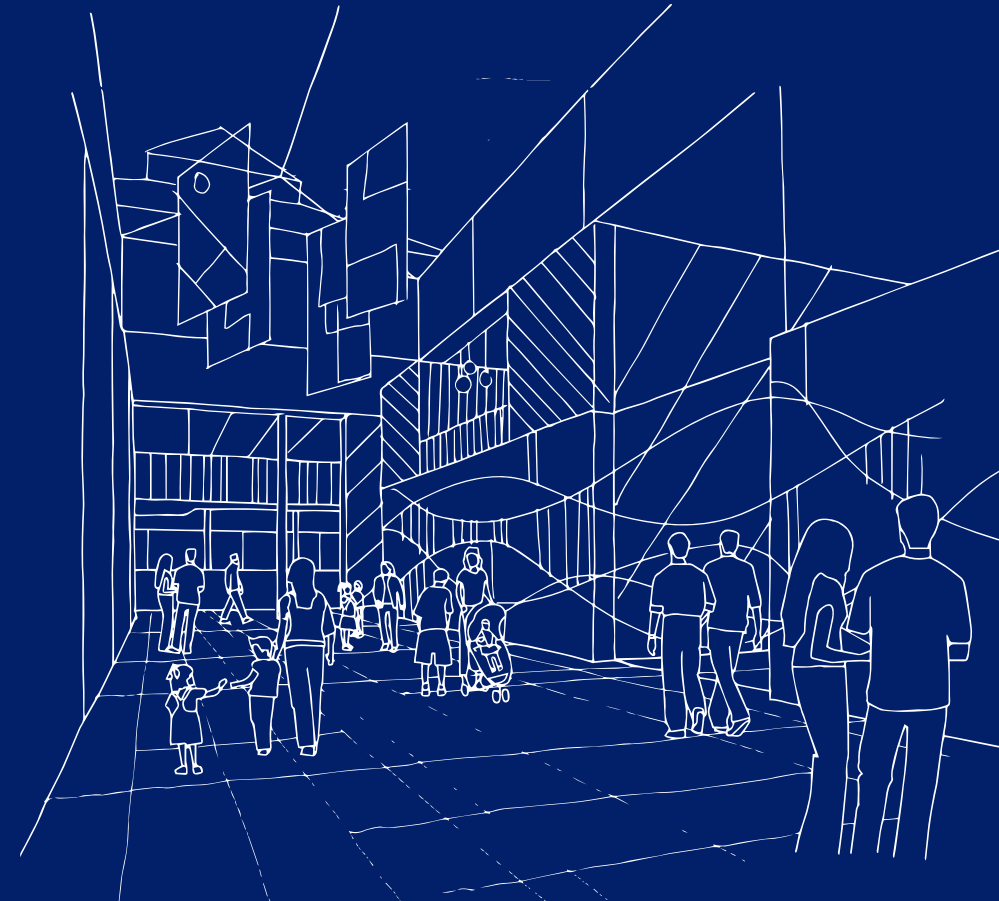
Why we are effective





Morley

Gerald Jennings



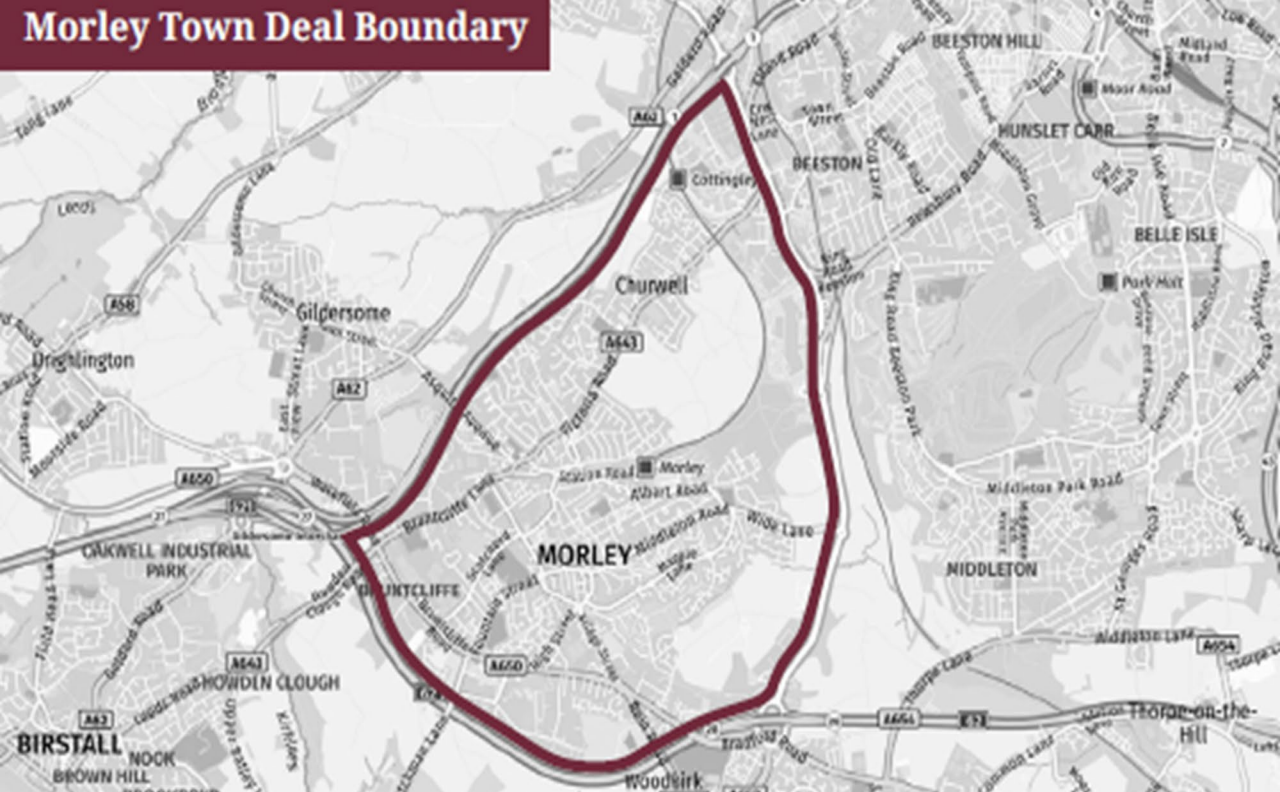
Morley Town Deal

Gerald Jennings

Chair of Morley Town Deal Board



Morley Town Deal Boundary



Original boundary extended

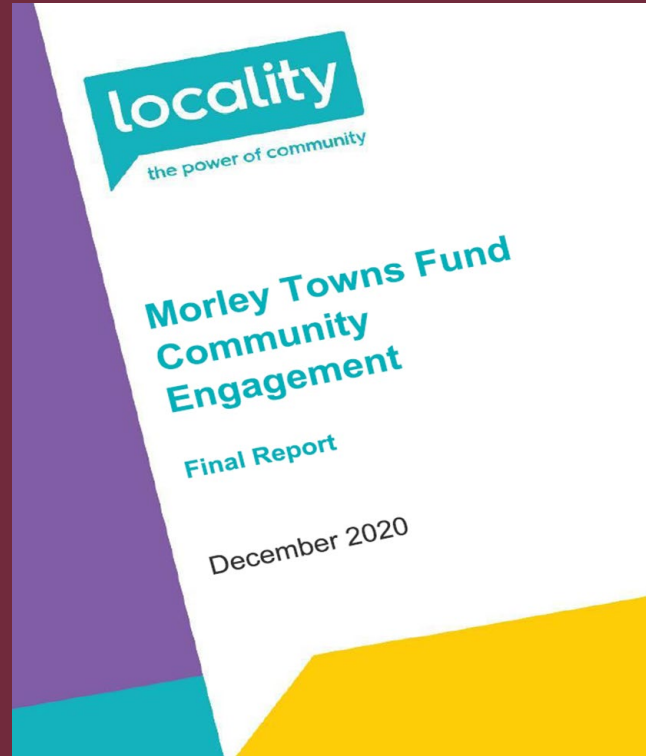
Morley has a strong local identity

Fiercely independent (from Leeds!)



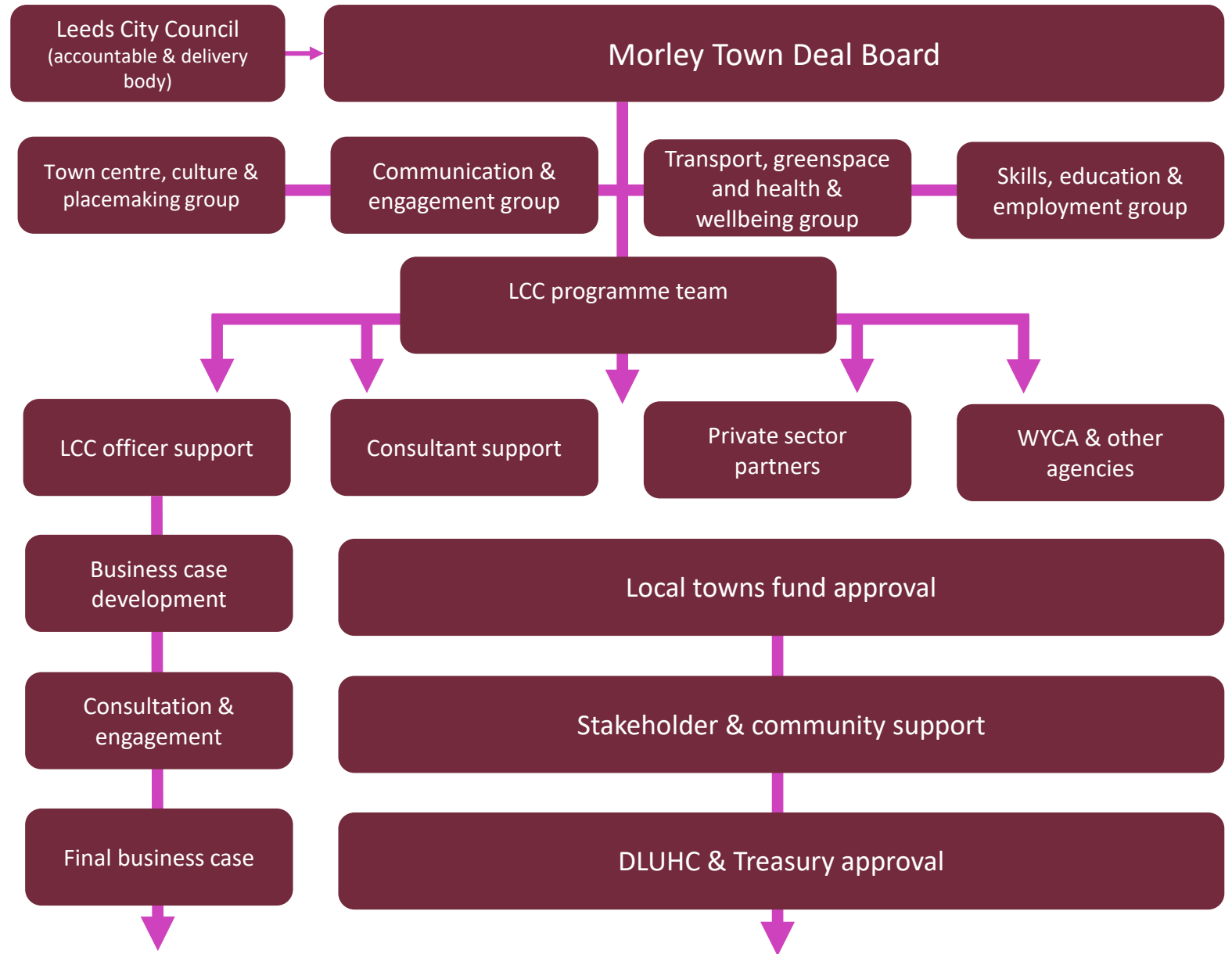
An Evidence-led Case

- Underlying threats
- Local Challenges
- Local Strengths
- Digital led
- Stakeholder interviews
- Community engagement



The Town Deal Board

Wide ranging representation with a Chair from the private sector



Town Investment Plan 2021



Project	Grant monies	Leveraged	Match funding
Greener and Connected	£9.9m	£1.27m £30,000	Leeds City Council Morley Town Council
Morley Town Hall	£3.9m	£457,000	Leeds City Council
Morley Station Gateway	£2.4m	£270,000 £45,000 £71,000	Network Rail Morley Town Council Shared Prosperity Fund
Morley Skills College	£4.5m	£700,000	Luminate Education Group
White Rose Innovation Hub	£1.9m	£3,071,166	Munroe K
Heritage Investment Programme	£1.7m	£68,750 £218,750	Leeds City Council Shop Owners
Sub-totals	£24.3m	£6,201.666	
		£30,501,666	



Lessons learned

Barriers

- Timescale and detail involved
- Constraints imposed by Covid
- No lead-in or initial bid – a ‘cold start’

Challenges

- P/politics
- Board representation and skills
- Community buy-in

Risks

- Cost inflation
- Delivery and under achievement
- Inertia and apathy

Opportunities

- Private sector leverage
- Catalyst for investment
- Behavioural and cultural change



- Open
- Transparent
- Connected
- Committed

MORLEY more than a place | HM Government | Leeds CITY COUNCIL

Transforming our town

With a £24.3m investment plan

For better greenspaces, jobs, adult education and skills, a better connected train station, an improved Morley Town Hall, and better cycling and walking routes.

bit.ly/morleytowndeal

Let the Kids GO Wild & have your say on the future of Morley's parks
Scatcherd Park
Thursday 2nd June, 10am to 2pm

The MORLEY Town Deal

Join in at our next public Morley Town Deal Board meeting on:
Monday 22nd May
2pm – 4pm

Large Banqueting Suite
Morley Town Hall
Queen Street, Morley, LS27 9DY

Want to keep up to date with the Morley Town Deal? Download the latest meeting minutes by scanning the QR code or visiting:
bit.ly/mtd-boardpapers

Have your say...
on the proposals for the Morley Conservation Area

Found out more:
bit.ly/morleyheritage

ART IN THE PARK
THURSDAY 1 JUNE - 11AM-3PM

with

Unleash your inner Picasso and help design a new piece of wall art for Hembrigg Park with the renowned mural artist, The Cortisol Kid, United Art Project and AHEAD Partnership.

In celebration of the recent work at Hembrigg Park, we are holding a mural workshop and activity day. Come along and learn about street art, mural design, and community pride in Morley. It's free and all materials are supplied.

To find out more about the Morley Town Deal visit:
bit.ly/mtdinfo

Thankyou



