

Loughborough Town Deal Board

22nd January 2021

10.00am Virtual Meeting, Charnwood Borough Council, Southfields, Loughborough

Agenda

Item	Subject	Page #	Action
1	Apologies	-	
2	Draft minutes of the previous meeting & matters arising	2 - 8	
3	Declarations of Interest	-	
4.	Loughborough Town Investment Plan	9 - 36	Decision
5.	AOB	-	
	Future meeting dates 15th February 2021 (additional meeting), 26th March 2021	-	

Meeting minutes

PROJECT	Town Deal		
DATE	27th November 2020	LOCATION	Virtual meeting using Zoom

Attendees	
Board Members	
Dr Nik Kotecha (Co-Chair)	Morningside Pharmaceuticals
Cllr Jonathan Morgan (Co-Chair)	Charnwood Borough Council
Cllr Jenny Bokor	Chair of MRG
Prof. Tracy Bhamra	Loughborough University
Lez Cope Newman	Loughborough BID
Jane Hunt MP	MP for Loughborough
Jo Maher	Loughborough College
David Pagett-Wright	Chair of CECG
Cllr TJ Pendleton, CC	Leicestershire County Council
Andy Reed	LLEP
Martin Traynor	Economy & Skills Group
Officer Attendees	
Rob Mitchell	Charnwood Borough Council
Eileen Mallon	Charnwood Borough Council
Richard Bennett	Charnwood Borough Council
Chris Grace	Charnwood Borough Council
Mike Roberts	Charnwood Borough Council
Helen Harris	Leicestershire County Council
Mandip Rai	LLEP
Peter Sutton	MHCLG
Nicky Conway	Minute Taker (Charnwood Borough Council)

Apologies
Tom Purnell, (Helen Harris acting as substitute), Sylvia Wright

Meeting Type (Team, Board or other)
Board Meeting

Meeting minutes

<p>Meeting Minutes</p>
<p>2. Minutes of the previous meeting and matters arising</p> <p>The minutes of the previous meeting were confirmed as a correct record.</p>
<p>3. Declarations of Interest</p> <p>Item 7 - Upfront Funding Update – Jo Maher and Prof. Tracy Bhamra declared conflicts of interest prior to the Board’s consideration of this item as representatives of Loughborough College and Loughborough University respectively.</p>
<p>Agenda Variance</p> <p>It was agreed that to consider item 5 (Town Deal Forthcoming Process and Next Steps) before item 4 (Town Deal Cohort 1 Submissions and Outcomes).</p>
<p>4. Town Deal Forthcoming Process and Next Steps (item 5 on agenda)</p> <p>Eileen Mallon introduced this report and stated that after receiving initial feedback from MHCLG it would be appropriate for Peter Sutton to give the Board a verbal update in his role as MHCLG representative.</p> <p>Peter Sutton explained that he would provide the initial feedback following the appraisal of Loughborough Town Investment Plan (TIP) submission by MHCLG and that written communication of this information would be provided next week. He stated that:</p> <ul style="list-style-type: none"> • an assessment of all cohort 2 TIPs had been completed, and the department had identified that whilst there were some strong aspects to Loughborough’s TIP there were some key areas where the TIP was not scoring high enough in the criteria to reach an overall pass mark at present. • although the long-term vision was ambitious and distinctive to the town, the ‘active healthy living’ and ‘town of innovation’ themes were not articulated sufficiently or linked clearly to the project selection. There were also sections where the timescales did not match. The link between the vision and the projects could be made more explicit and the ‘golden thread’ more fully explained. • in general, the Loughborough TIP required simplification, more coherence, and explanations in plain English for townspeople to understand. A clearer relationship between the vision and how the projects inter-related to this was required. • there were two options for the Board to consider; it could submit revisions, clarifications and additional information within a two-week window, and if the TIP reached the necessary standard, it could then move towards the deal stage. However the red-amber-green scoring system used by MHCLG meant that in the areas where the Plan had scored red, the maximum it could score after receiving additional information would be amber and this could impact the overall score of the TIP. If the TIP scored amber overall it would be eligible for a reasonable deal but would not get higher than £25mill for investment. • if the Board chose the second option and re-drafted the TIP for re-submission by 30th January, the department would review the whole document in its entirety, and this could unlock higher levels of investment and further support from BEIS and ARUP.

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- if submission of additional information within the two-week window resulted in the TIP still scoring red, the TIP could be fully re-submitted but there were resource implications as it was unlikely feedback would be received from the Department until near to Christmas.

Peter Sutton explained that it was important for the Board to have this information now and consider the implications for unlocking higher levels of investment.

Board Members sought clarification from officers and discussed the following:

- whether the 'check and challenge' sessions had highlighted any of the issues seen by MHCLG and if ARUP had been involved in the appraisal process. It was clarified that ARUP supported Town Deals in the initial stages, with its 'check and challenge' sessions but were not involved in the appraisal process. The assessment was completed by two assessors and a moderator. At the two sessions with ARUP, issues had been raised and prior to the second session, officers had resolved the issues and shared the final draft of the TIP with ARUP prior to its submission to MHCLG.
- the implications of choosing to submit additional information within the two-week window, and how it could impact the scoring and opportunities for obtaining higher investment. The feedback from MHCLG suggested submission of additional information within the two-week window would not achieve the investment required to support the TIP vision for the town.
- whether recently announced funding in the Comprehensive Spending Review by the Government could impact future funding and Town Deal funding. It was noted that it was too early to say what interaction the Spending Review funding would have with town deals. Concerns were raised that if the Loughborough TIP could not obtain full funding from the Town Deal this could impact opportunities for other future funding.
- it was disappointing to hear that the bid could not proceed at this stage. It was important to consider other Cohort 1 submissions where bidders had been successful – it was noted that by varying the agenda to consider item 5 first, this discussion could inform the consideration of item 4.

Lez Cope Newman joined the meeting.

- that if the TIP did not score green overall it would not be able to access higher investment. By being limited to scoring amber for areas currently scoring red, if further information was submitted within the two-week window the town would obtain a reasonable deal, but it would be below the level of ambition in the recently submitted Loughborough TIP and hamper the delivery of the long-term vision.
- whether it would be beneficial to de-emphasise the sports / active healthy living theme in line with current government policy, although it was noted that the vision needed to reflect the individuality of the town.
- the advantages to re-writing the TIP with an independent BID writer and having a fresh pair of eyes to review the final draft of the TIP prior to submission.
- that it was important to remember that there were strong aspects to the TIP and that including the University as a focus of the TIP was not inappropriate if this matched the vision for the town.
- concerns were raised about the validity of the vision and themes in the TIP and how much required re-writing. It was noted that the vision did not necessarily require changing, as it was essential that the vision reflected the town's distinctive character and its future

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plans. The initial feedback received from MHCLG suggested that the narrative and how the projects related to the vision required simplification.

Peter Sutton concluded that if the Board chose to resubmit the TIP by 30th January, further support would be available from ARUP and BEIS. He noted that the 30th January was a 'hard' deadline and that it would be appropriate to have conversations around some of the broader aspects of the Board discussion today if the Board chose this option.

Rob Mitchell noted that it was disappointing, and it was clear that some amendments were required, but he encouraged the Board to remain ambitious and enthusiastic for the project, and that it was still a tremendous opportunity for the town. In considering the level of resources required by the Council to support the borough during the second pandemic wave, he advised that it would be challenging to submit additional information within the two-week window and would be more advantageous to re-draft the TIP for resubmission by 30th January 2021. This would allow for a fresh pair of eyes to consider the final draft, further support from BEIS and 'check and challenge' sessions with ARUP.

Eileen Mallon noted that it was challenging to understand the scoring system as it had not been shared with the Council and was likely to include certain judgements alongside comparison with other TIPs. On reviewing other successful TIPS, the Loughborough TIP did appear more ambitious and complex but it had been based on consultation with the communities and residents to reflect their needs and to meet the brief provided by MHCLG.

Recommendation Agreed:

1. that the Town Investment Plan is redrafted and resubmitted to the MHCLG by 30th January 2021;
2. that the forthcoming process included having a fresh pair of eyes to review the TIP, ensuring the projects tied into the vision, reflected what the town requires and a general simplification of the narrative to maximise the amount of investment obtained.

5. Town Deal Cohort 1 Submissions and Outcomes (item 4 on the agenda)

Chris Grace presented this update and explained his feedback would be based on his professional interpretation of other TIPs and noted that the government had announced the introduction of a Cohort 2a in the Towns Fund Guidance when it became apparent that many towns had not been able to meet the Cohort 2 deadline in October.

He highlighted the following to the Board:

- it had been challenging to obtain information about other TIP submissions, submission numbers for Cohort 2 had not been confirmed and the numbers submitted in Cohort 1 had only recently been confirmed.
- the submitted TIPs in Cohort 1 varied in approach and how the TIP reflected the character of the towns. There was a strong emphasis around classic projects – town centre regeneration, skills and enterprise - and less emphasis on other areas. The Government's thematics had been strongly adhered to.
- It was noteworthy that no town deal location had been awarded the full amount that had been asked for in its TIP.

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- with reference to Blackpool, Peterborough, Darlington, Torquay and Warrington, there was a strong focus on town centre regeneration and skills and enterprise.
- of the TIPs submitted not one particularly stood out as the plans were a reflection of the local area and its needs. It was appropriate to consider other successful TIPs but the TIP for Loughborough should reflect what was required for the town.

Board Members raised the following points:

- that other TIPs had chosen different approaches; some had mirrored their Council's corporate plans and whether the Borough Council's master plan should be referenced in the Loughborough TIP.
- that some TIPs had very clear summaries, with clearly identified gaps and solutions. The Warrington TIP had placed their vision halfway through the document to tell its story well and had included a one-page summary explaining theme, strength, issue and need to emphasise the link to its vision. This approach could be applied to Loughborough's TIP.
- other successful TIPs had similar projects to ones included in the Loughborough TIP so it was clear that the Loughborough projects submitted were appropriate, more clarity of vision and narrative was required.
- whether the Loughborough TIP had been too ambitious and had focused on the investment required as being the first step in what the town could achieve as a healthy living demonstrator. Concerns were raised that in re-writing the narrative it was important not to suggest that the town deal funding only was required to fulfil the long-term vision for Loughborough, in case future funding was impacted by this view.
- whether some projects grouped together should be 'uncoupled' and not to be afraid of having a long list of projects.

Peter Sutton noted that although he couldn't comment on other TIPs, the Plan didn't need to be complex, detail was welcomed, and that the Board should consider how the Plan could be presented clearly for the understanding of the assessors and the person in the street.

Rob Mitchell noted that MHCLG had been clear on what was required and that when comparing the Loughborough submission with other successful TIPS, the plan did not appear to require radical alteration but a reformatting and presenting of the narrative in a different way.

Having considered this item and the preceding item and sought clarification from officers and Peter Sutton, MCHLG representative, Board Members reflected that the Loughborough TIP required some modification to its vision and narrative but that the projects included were essentially sound. The detail from the letter of MHCLG, once received, would provide reassurance of the direction of travel and that there were benefits in utilising approaches taken by other successful TIPs.

Recommendation Agreed: That the Town Deal Board noted its discussion and the content of the report.

6. Future Resources for Delivery of a Town Deal

Richard Bennett introduced this report and drew the Board's attention to the future funding programme and the following points:

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- that there was sufficient resources available from the existing capacity funding to service demand to the end of 2020/21.
- that the Board consider using the some of the underspend (£11k) to fund an extension to the backfilling arrangements for the secondee to the Town Deal Manager post until 31 March 2021.
- that no further resources had been identified for the programme of the Project Team beyond the current financial year.
- that it was important to stress that individual projects would need to be sufficiently resourced and supported by the lead organisations responsible and that the amount of support required could vary between projects.

It was noted that the Board took ownership for the approval of the TIP, and that the contract with David Marlow had come to an end. However the feedback received regarding the Loughborough TIP submission would be provided by officers to David Marlow as he had requested.

Recommendations Agreed:

1. That Board agreed the use of £11k of Town Deal budget to fund the backfilling of the Business Relations and Economic Growth Officer (Post M316) to 31 March 2021.
2. That the Board noted the financial position in relation to the management and delivery of the Town Deal and accepts the proposal to receive a status report on each project once the bid has been determined by MHCLG.
3. That a report be submitted to the Board, at an appropriate future meeting, setting out the status of each project, requirements for business cases and any further work required to bring forward these projects including timescales.

7. Upfront Funding Update

Eileen Mallon presented this report and noted that 4 projects had been identified and prioritised, with the top priority (Careers and Enterprise Hub) being put forward for approval. MHCLG had then confirmed it would release the £750,000 to be spent on the project.

Chris Grace drew the Board's attention to the details of the project as noted in the report. He stated that its purpose was to function as more than a Careers Hub but to also encourage business start-ups and enterprise knowledge sharing. Jo Maher provided further details regarding the fitting out of the premises and timelines for completion of the project.

It was suggested that businesses seeking to recruit apprentices could use the Hub, and that the County Council's Work Club could be involved to help with tuition and other careers activities, (*contact details to be supplied to Jo Maher*).

Recommendation agreed: that Board noted the content of the report and that the Borough Council had allocated the spend of £750,000 as per the priority order for projects previously agreed by the Board.

8. AOB

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It was requested that the letter from MHCLG was circulated to the Board on its receipt by the Council.

9. Date of Future Meetings

The next meeting of the Board is scheduled for 22nd January 2021.

It was requested that an additional Board meeting be arranged prior to the scheduled meeting for the Board's consideration of the re-written TIP prior to its submission by 30th January 2021.

Follow up actions

1	<u>ITEM 6 – Future Resources for Delivery of a Town Deal</u> <ul style="list-style-type: none"> That Officers submit a report to the Board, at an appropriate future meeting, setting out the status of each project, requirements for business cases and any further work required to bring forward these projects including timescales.
2	<u>ITEM 7 – Upfront Funding Update</u> <ul style="list-style-type: none"> That Jo Maher contacts the appropriate officer of the County Council's careers team to discuss support from the Work Clubs
3	<u>ITEM 8 – AOB</u> <ul style="list-style-type: none"> That the letter from MHCLG providing feedback from the appraisal of the Loughborough TIP is circulated to the Board.
4	<u>ITEM 9 – date of future meetings</u> <ul style="list-style-type: none"> That the Clerk in consultation with officers and members, agrees a date and arranges an additional meeting of the Board.

LOUGHBOROUGH TOWN DEAL BOARD

22nd January 2021

Item 4 – Loughborough Town Investment Plan

1. Introduction

- 1.1 This report provides an overview of a first re-draft of the Town Investment Plan and invites Board to consider several key areas of proposed revisions to the original Plan.

Recommendations:

1. That agreement is given to the overall approach being taken to re-draft the TIP;
2. That the new structure and amended vision for Loughborough contained within the TIP first re-draft is agreed;
3. That, subject to recommendations 1. and 2. above being agreed, the re-drafted TIP is referred to the Member Reference Group and Community Engagement Group for their observations; feedback to the Board to be provided by the Groups' Chairs.

2. Background

- 2.1 As per the Minutes of the Board meeting of 27th November 2020, a revised Loughborough Town Investment Plan will be submitted to the Ministry of Housing Communities and Local Government (MHCLG).
- 2.2 Subsequent to the November meeting, MHCLG confirmed that submission of the revised Plan could be in February 2021, rather than January as originally indicated.
- 2.3 The reason for a full resubmission of the TIP is that initial appraisal by MHCLG had produced a 'red' rating. MHCLG explained that if Loughborough addressed the points raised in written feedback, the TIP would still only be able to achieve an 'amber' rating. An amber rating would prevent being able to achieve the level of funding requested in the TIP. The only route to requesting the full amount of the TIP's financial ask is to fully re-submit the TIP.

3. Engagement with MHCLG and Arup

- 3.1 MHCLG has undertaken an initial appraisal of the Loughborough TIP and this was first raised with the Board when it met on 27th November via a briefing from an MHCLG official (the draft minutes as at Item 3 above refer).

- 3.2 MHCLG's formal written feedback was received on 9th December 2020 and subsequently forwarded to all Board members.
- 3.3 The written feedback from MHCLG identifies where further 'points of clarification' are required and is as follows:
- a) Provide more quantifiable information about the impact and scale of your proposed interventions
 - b) Explain the 'active health living demonstrator' and how the proposed interventions will help realise this element of the vision
 - c) Tell us how your different timescales and frameworks relate to one another – for example 2033 or 2050.
 - d) Provide detail of how you have considered spatial impact, including naming key sites and areas of the town on the map.
 - e) Explain the document's golden thread, linking the vision through to the interventions
 - f) Clarify which inputs/resources and specific outcomes are included in the Theory of Change.
 - g) Explain how the TIP aligns to local and national strategies.
 - h) Clarify which co-funding is projected and which is secured, and what you are doing to secure any that is not yet agreed
 - i) Provide further detail on how you plan to maximise existing investment and future planned investment
 - j) Provide further detail on how you plan to manage and oversee the delivery of the town deal, taking into account the range of different project leads.
- 3.4 The verbal briefing at the Board meeting on 27th November was consistent with the above points and it was suggested that the TIP document would benefit from being written in plain English; the document required more coherence in order to assist appraisers and lay-readers. It was stressed that the link between the TIP's vision and projects needed to be made clearer in order to achieve a transparent and robust 'golden thread'.
- 3.5 In addition to engagement with MHCLG, Borough Council officers on behalf of Board are liaising with Arup [the consultancy appointed by the government to advise on Town Deal matters and the production of TIPs - and which had previously advised Loughborough prior to submission of the original TIP]. Weekly catch-up sessions have been arranged with Arup and MHCLG officials. A formal 'check and challenge' session has been confirmed for 5th February.
- 3.6 The first re-draft of the TIP attached to this report takes account of the regular liaison with Arup and MHCLG. Officers will provide Board with a verbal update on any further material matters arising from that liaison if it occurs after the writing and circulation of this report.

4. Revised TIP – first re-draft

- 4.1 The TIP is being redrafted to take account of the appraisal feedback outlined in Section 3 above. The TIPs of other towns which have already received notice of a funding allocation have been used as benchmarks for examples of how a successful TIP might be structured.
- 4.2 The first re-draft of the TIP is attached as the Appendix to this report and Board is invited to consider it and comment on it. Officers will speak to the appended document and present comparisons between the originally submitted TIP and this new draft version. The following key aspects of change in comparison with the originally submitted TIP should be noted:
- a) The TIP now includes an introduction by Board’s Co-Chairs
 - b) The TIP now includes a contents page
 - c) The structure of the document has been simplified and is intended to help bring out the ‘golden thread’ of the TIP proposal
 - d) An amended Vision has been written to reflect the issues raised with the original version. It retains the essence of the vision previously approved and which was based on public consultation yet relates specifically to the nature of the projects contained within the TIP, as advised by MHCLG.
 - e) All sections of text have been edited or re-written if necessary, to help the MHCLG appraiser and lay-reader see the ‘golden thread’ of the TIP and to clearly understand the reason for inclusion of projects within it.
 - f) The outcomes, outputs and the financial ask associated with each project within the TIP is clearly demonstrated through new Theory of Change and ‘TIP on a Page’ diagrams.
 - g) The ‘engagement’ section has been streamlined to show the link between consultation activity and why projects were selected for inclusion within the TIP.
 - h) A distinct section is now included on governance and delivery arrangements.
 - i) The Loughborough Public Realm project proposal is being enhanced to include a bigger funding request for the Bedford Square Gateway element and an explanation of precise benefits from the Parish Green and Lanes elements. This means that the total financial ask of Loughborough’s TIP would rise from £31.7m to £ XXm.
 - j) In reviewing the TIP it has become apparent that there is an opportunity to revisit Loughborough University’s previous project proposals and to re-shape them into a single project which will help the economy, enterprise, and demonstrate benefits for the wider community of Loughborough, with a direct link to community outcomes.
 - k) The ‘Active Healthy Living Demonstrator’ concept has been removed as a mainstay feature of the TIP although healthy living remains a key theme, albeit with a reduced focus, and the projects are still

included. It is proposed that the TIP emphasises Loughborough being a town of innovation which is better connected in terms of bringing together its communities, organisations and disparate spatial functions.

- l) All the above key aspects of change to the TIP, alongside other 'finer tuning' is considered to address the appraisal feedback from MHCLG.

4.3 In considering this first re-draft of the TIP, Board members are asked to give their attention to the aspects listed at a) to l) above in particular. This will then enable further drafting work to be carried out on the TIP in accordance with the wishes of Board and alongside the advice of MHCLG / Arup.

4.4 A further enhanced version of the TIP will be put before Board for final approval at its meeting on 15th February 2021.

Appendix - re-drafted TIP

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Loughborough in Context

Strengths, Weaknesses, Opportunities and Threats

Town Deal Engagement

Strategic Overview

Vision and Priority Projects

Town Deal Delivery

Foreword

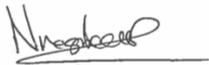
We are proud of Loughborough and are delighted to have submitted our Town Investment Plan to the government on behalf of our Town Deal Board. Our plan is an exciting and transformative proposal which makes the case for **nearly £32million** of funding for the town.

The array of projects contained within our plan are intended to help people and place - projects to change how the town looks, functions and be better connected. It is also about helping our communities improve their skills, find employment, and grow their businesses.

Our plan could not have been produced without the input of many people, including residents and businesses who submitted ideas or commented on our draft plan - their views were invaluable, and they made the plan stronger.

This document clearly explains how we envisage the future development of Loughborough and our ambitions for its communities.

By continuing to work together we are sure that Loughborough will achieve a Town Deal to be proud of.



Dr Nik Kotecha, Co-Chair, Loughborough Town Deal Board



Cllr Jonathan Morgan, Co-Chair, Loughborough Town Deal Board

Introducing Loughborough

Loughborough is a town of contrasts. A traditional market town with a strong industrial past, Loughborough is also home to a world class, top 10 university, with cutting edge research, sports and technology, and a student population of 17,000. A Town Deal offers the chance to bring together the two distinct identities of Loughborough to benefit the whole town and positively influence the outcomes for future generations.

The consultation process during the preparation of this submission highlighted the dilemma for Loughborough residents, in wanting to maintain Loughborough as a friendly, accessible town, but accepting the need to also embrace its role as a leading scientific and knowledge-based community, with a reputation on a global scale.

These two views are not mutually exclusive, and the Town Deal is part of a range of strategies that aims to bring together the past and the future, the traditional and the modern, to re-position Loughborough as a high performing, vibrant 'small city' which makes the most of its unique heritage and builds on the opportunities of the university and the enterprise zones to shape its future.

The Town Deal Investment Plan interventions will make the town a better-connected place in a physical sense, but also better connected to opportunities for residents by helping to improve skills and nurture innovative businesses.

Loughborough is full of potential, but this will only be realised if the town can be made to work better as a post-COVID19 place, with all town communities and many more businesses being able to participate in its growth and development. And this is how our Town Deal Investment Plan (TIP) proposals are framed.

Loughborough has county-wide influence as the largest settlement outside of Leicester City but faces the economic and social challenges of the hollowing out of the centre, low skill levels and increasing unemployment. Pre-pandemic, and accelerated by it, Loughborough demonstrates too many characteristics of a 'left-behind' traditional industrial Midlands town. Low jobs and enterprise densities, and productivity growth sits alongside deprived communities with increasing education, health, and wellbeing inequalities. Targeted support will be needed to ensure these groups are able to participate in and share the town's future success.

We are anchored by the only UK top-10 research-intensive university in any Town Deal invitee – with relevant global quality specialisms in sports - supporting active living, life sciences - supporting health and wellbeing, and engineering - supporting design and innovation to help places work well. Each of these attributes is represented in the proposed projects. Our two Enterprise Zones are larger than Cambridge and Oxford Science Parks combined, and benefit from national designations including the UK's first Life Sciences Opportunity Zone and as a High Potential Opportunity Zone for Rehabilitation. The town is in one of the best located, most accessible centres in all of England – with the three major East Midlands Cities and a 2m population within 30 minutes' drive time, and the Airport, HS2 station, and East Midlands Development Corporation priority sites close by.

The Town Deal can help deliver increased GVA and productivity, inclusive sustainable 'good growth' and 'good jobs'. Increasing the use and attractiveness of the town centre through investment in the public realm, assisting developers with investment opportunities and diversifying the use of the traditional retail core to include arts, culture, performance, and entertainment venues along with increased levels of residential accommodation, will address the issue of the hollowing out of the core.

Supporting the proposals on the enterprise zones will enhance skill levels, increase employment opportunities, and provide future technologies to support sustainable living. The cultural projects including the Generator, Taylor's Bell Foundry and the Great Central Railway maintain the links with our heritage which makes Loughborough unique.

Making the most of the university is a key strand of our strategy for growth, but the Town Deal also provides an opportunity for communities to benefit directly from the expertise, innovation, and resources that the university can offer, to promote healthy lifestyles, improve life chances, support businesses and nurture innovation.

The ambitions for Loughborough are not only embedded in this Town Deal proposal but reflect the wider strategic context of the town in terms of the local, county, and regional agenda. While there is a focus on capital investment, these proposals add value through community capital being achieved through the innovative projects of the University, ensuring that this investment not only changes the place, but also has the potential to improve lives within it. Our ambitions for Loughborough are captured in the following Vision:

Loughborough will be a great place to live, learn, work, and grow - offering residents, communities, businesses, the University and college, opportunities to participate fully in the town's development. It will be digitally, culturally and physically connected, providing industries for the future, cherishing its heritage, with healthy neighbourhoods and opportunities for all."

Loughborough In Context

Located at the centre of the three cities of Derby, Nottingham and Leicester, Loughborough is at the very heart of the UK and the Midlands Engine: an area that is recognised as the 'engine room' of the UK economy. The town is well-connected to the rest of the country via the M1 Motorway and strategic road network as well as the Midland Mainline railway. It is also well placed to benefit from its proximity to the East Midlands Enterprise Gateway at East Midlands Airport and the East Midlands Hub HS2 station at Toton.

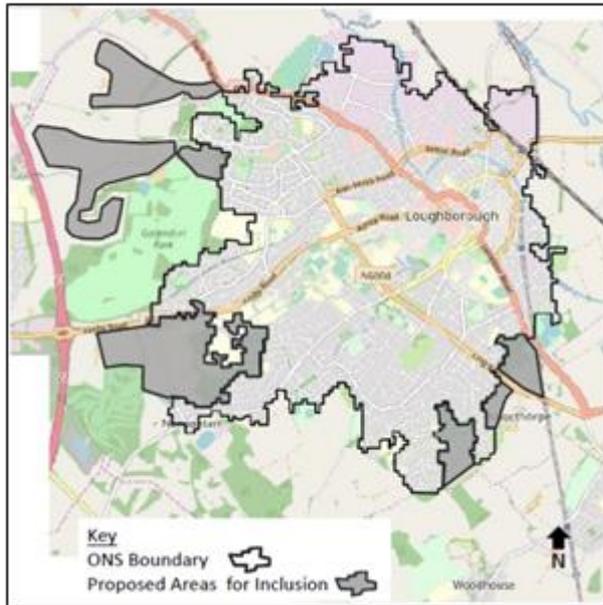
Loughborough is already planning for significant growth through its new local plan including 6,700 houses and new jobs at LUSEP by 2037 and the life sciences facility at Charnwood Campus both of which lie in the Leicester and Leicestershire Enterprise Zone.

FIGs XX, YY, ZZ

ADD IN MAP SHOWING SPATIAL CHARACTERISTICS OF THE TOWN



Page Break



Headline economic and demographic statistical context

Page Break

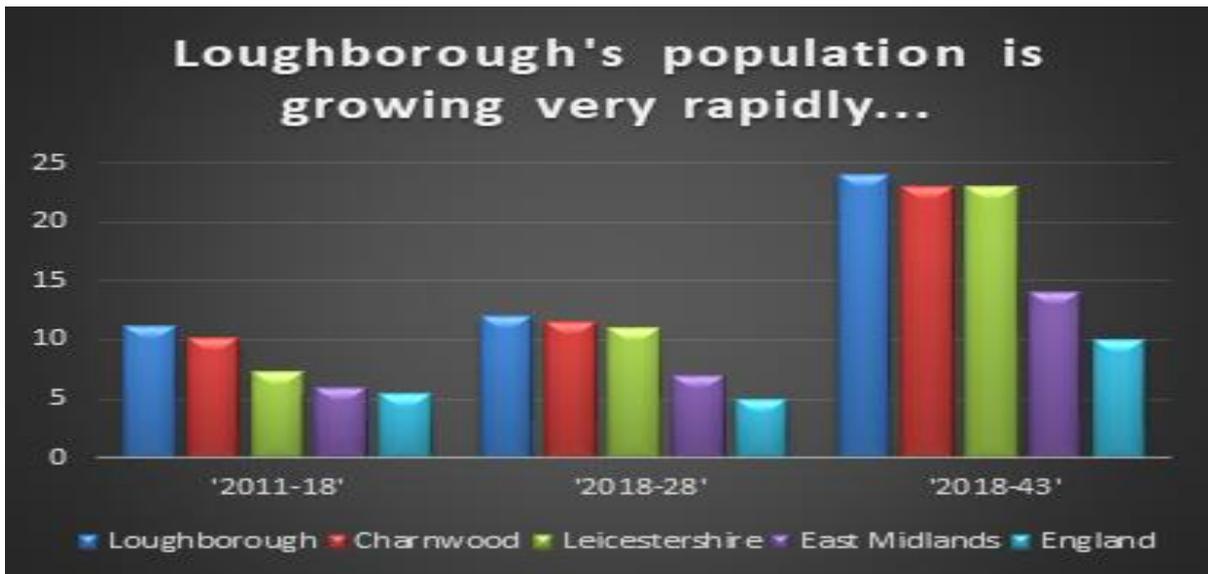


Fig. XX

Loughborough's 2018 population (67,000) is growing rapidly. It is forecast to grow at over double England averages and faster than East Midlands, Leicestershire and even Charnwood rates through to 2043, and exceed 80,000 during the 2030s.

With a built-up area of 1450 hectares, the town has a density (46/ha) of city character – very similar to Nottingham and Derby.

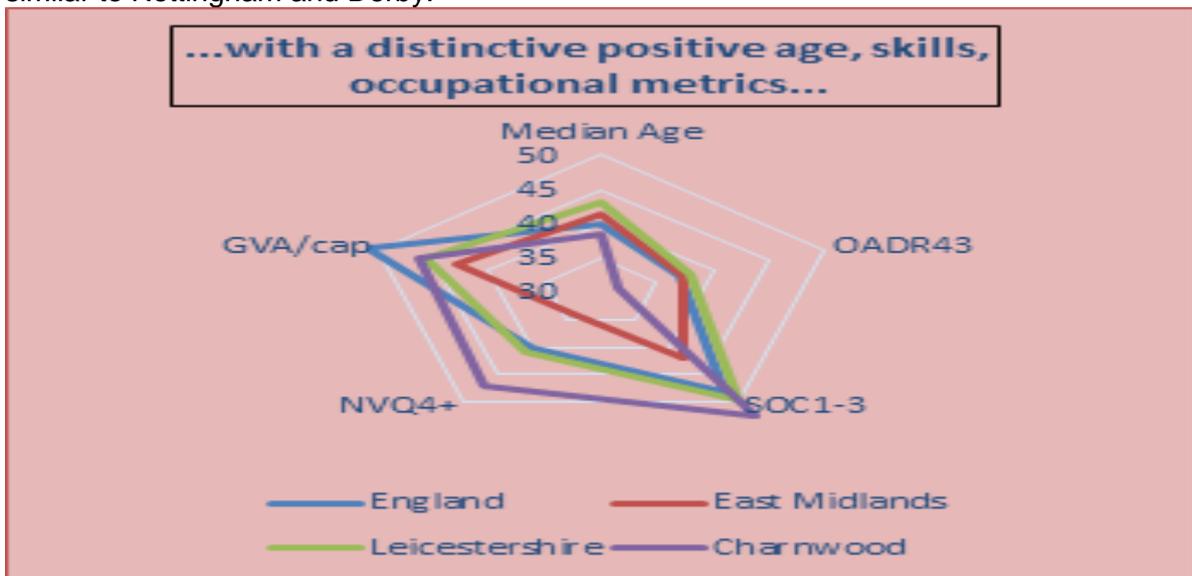


Fig XX

Loughborough's population is younger and has a stronger skills and occupational profile than county, regional and even England averages. By 2043 its Old Age Dependency Ratio will still be below the England average as it is today. This youthful, skills-rich profile is epitomised by the University with over 17,000 enrolled students and the College with over 11,000. This is augmented by typically over 1,000 net UK internal migration pa which is likely to increase further as out-migration from metros increases post-COVID19.

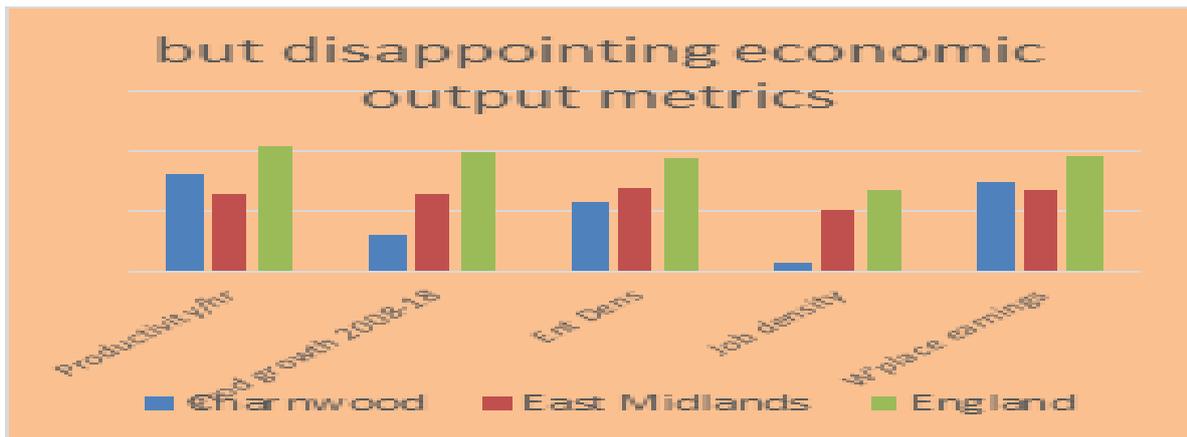


Fig XX

Yet, despite this demographic dynamism, Loughborough is far from fulfilling its economic potential. GVA per capita and economic metrics like productivity are much more typical of Midlands averages (so well below England); job and enterprise densities are even lower; and the gap between residential and workplace median earnings is very high. Loughborough's self-containment is only around 50% (53% in 2011 census) with up to 40% of economically active residents commuting to outside the borough (principally Leicester and the North West Leicestershire area around the airport).

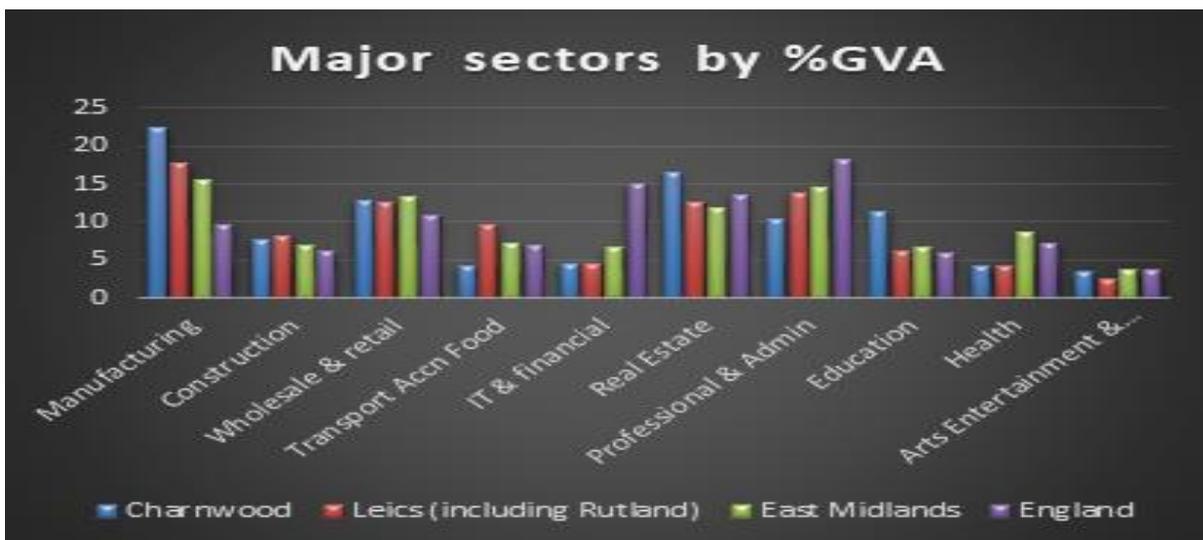


Fig XX

The economic structure of the town is similarly distinctive and different to the rest of the Leicestershire Local Enterprise Partnership (LLEP) and the regional geography. Strongly dominated by manufacturing and education, perhaps by virtue of proximity to the three major East Midlands cities, Loughborough is less strong in ICT, professional and business services that often drive local growth – and, also in health and care.

In terms of core metrics, Loughborough has two neighbourhoods in the 10% most deprived in the Index of Multiple Deprivation (2019) and a further two in the bottom 20% - the only such neighbourhoods in Charnwood including the most deprived in Leicestershire outside the city. All four are adjacent to the town centre itself. The latest District profile identified the main causes of health inequalities as cardiovascular disease and respiratory disease – both of which are best addressed through supporting active and healthy lifestyle choices. Despite its overall younger age profile, health domain scores in the IMD2019 show similar bottom 20% scores in four Loughborough LSOAs but a further 10 LSOAs in the bottom 40% on the health

and disability deciles. Enabling active, healthy living through improved infrastructure, arts and cultural opportunities is a key component of these proposals.

Strengths Weaknesses Opportunities Threats

The town's assets and strengths

The statistical profile above can only be interpreted and understood with reference to the qualities of Loughborough as a place.

Loughborough is one of the best located and most accessible towns in England

Loughborough is at the centre of the East Midlands' three major cities – Derby, Leicester and Nottingham – with a 2m+ population within 30 minutes' drive time. It is close to East Midlands Airport, the HS2 station and East Midlands Development Corporation prime sites. It is on the M1 Motorway and Midlands Mainline with regular services to London in 780 minutes. This accessibility is a great opportunity to access all the strengths of Midlands labour and residential markets, business services and industrial supply chains, drawing value from them.

Loughborough University (LU) is a top-10 UK university with widely recognised global quality capabilities and at the apex of a rich education eco-system.

Loughborough University student enrolment on its Loughborough campus is approximately 17,000 (including close to 3,000 international enrolments), with an employment headcount approaching 4,000. With annual turnover of +/-£300m, the latest economic impact study suggested a national impact approaching £1bn GVA pa and 14,400 FTE jobs – with over half of this accruing to the LLEP area. With a TEF Gold teaching rating and a top-10 England REF research rating Loughborough ranks near the very top of UK rankings. The QS World Rankings places Loughborough University as the world's best university for sports-related subjects whilst it is first nationally on other subject areas including Building, Communications and Information Management. More of the success of the University needs to be shared by residents of the town, and the projects included in this deal will harness these benefits for the community.

Loughborough College (LC) – on a campus opposite LU in West Loughborough – is similarly ranked gold in TEF degree teaching ratings and outstanding in other areas like Apprentices. However, its main functions in the town and region is as one of the leading colleges in the UK for further education sixth form and apprenticeship delivery. LC has around 11,000 learners and 900 staff. It produces strong metrics in learning outcomes, employment progression and staff performance. It is currently enhancing its core offers with both T-Level, Institute of Technology and most recently 'kickstart' developments – and will be a key role player in post-COVID19 economic and social recovery planning.

Loughborough is an important Midlands and LLEP centre for high value, knowledge-based growth and manufacturing.

It hosts two large LLEP Enterprise Zone sites, the UK's first Life Sciences Opportunity Zone, and has a very strong manufacturing sector of national significance. It has also recently been designated a Wave Two High Potential Opportunity Area for Rehabilitation and is closely linked to the Military and Civilian National Rehabilitation Centres just outside the town on the Nottinghamshire border.

Loughborough University Science and Enterprise Park (LUSEP) on over 260 acres already hosts over 80 organisations from start-ups to global businesses and national HQs, together employing over 2500 staff, it is one of two LLEP Enterprise Zones (EZ) in the town.

Charnwood Campus – formerly a major Astra-Zeneca research facility and the other EZ site – is designated the UK's first and currently only Life Sciences Opportunity Zone. It has

recently opened a large Lighthouse Lab as part of the national COVID19 response and recovery strategy.

Together, ***the EZ sites are around 50% larger than Oxford and Cambridge Science Parks put together!*** Over their development lifecycles they can potentially have at least a similar impact in terms of jobs, business growth and economic multipliers for Midlands Engine and UK.

Loughborough hosts major large national and global manufacturers – e.g. 3M Healthcare (pharmaceutical), Fisher Scientific (scientific instruments), Intelligent Energy (fuel cells), GL Industrial Services (engineering and scientific), Brush UK (power generation). A range of strategically important companies like Morningside Pharmaceuticals, and niche specialists like the UK's only remaining bell foundry – are important, iconic parts of the Town Deal.

Loughborough has superb accessibility, a world class research-intensive university, major development sites focused on high value, knowledge-based enterprise at scale, and a strong manufacturing base. It is identified in the County-wide Strategic Growth Plan as a town where planned growth will be managed in support of the Leicestershire International Gateway.

Major challenges facing the town

Just as the statistical portrait suggested key strengths, it also signals significant challenges further elaborated here. As is often the case, each strength has related down-sides – but there is perhaps a more fundamental part of the narrative that merits explanation.

Loughborough is an archetypal struggling Midlands sub-regional centre

Loughborough displays characteristics which are consistent with the very reason Towns Fund was created.

Aggregate socio-economic performance is at or around Midlands averages – so well below national averages, let alone levels in the higher performing areas of London and Greater South East. The town also sits apart from the more sedate and sometimes affluent villages of rural Leicestershire – evidenced, for instance by well above national average crime incidents per capita compared to very modest rates in the rural hinterlands. In short this is a major urban centre, with all the complexities and many of the tensions of less-advantaged Midlands large towns. This underperformance is sustained and exacerbated by three major divides – looking outwards, separation of opportunity from tackling disadvantage, and weaknesses in retaining talent, both in acute seasonality and post-study departure.

Looking outwards

Loughborough's strengths cluster towards the outskirts of the town rather than in a vibrant centre. This means key components of Loughborough's current success look outwards rather than inwards to the town. Loughborough University, the College and LUSEP are on the way to Junction 23 of the M1 Motorway, an area which will also host the large Sustainable Urban Extension (SUE) of 3,200 new homes. Charnwood Campus is just off the A6 on the road to the Airport. The rail station (only 70 minutes from London and therefore a potential attractor of inward investment) is 15 minutes walking distance east of the town centre – making a long east-west primary spine from there through the centre to the college, university, LUSEP and SUE.

Separation of opportunity from tackling disadvantage:

A second big divide is between those that participate in and benefit from Loughborough's strengths, and those that do not. To some extent this is shown in the high resident-workplace earnings gap. The average resident surplus of almost £70 per week above workplace earnings is 40% more than the borough figure, 50% above Leicestershire and over five times the regional gap. Yet workplace earnings remain over £40 per week below the England

average. Those with better qualifications and occupational capabilities more easily access the wider regional labour market – driven at least partly by low local job and enterprise densities.

At its most extreme, outward commuting of 47% of Loughborough's employees with significant flows to neighbouring districts and the three cities indicates the low job densities in general and some lack of breadth of opportunity compared to larger neighbours. Similarly, but addressing the talent retention point, the last University impact study suggested retention of LU graduate earnings in the whole of Leicester & Leicestershire is between 8-16% - illustrating the loss of talent. Heidiplus analysis of graduate outcomes provides graduate retention data showing LUs record for the East Midlands as a whole (14% for first degree) is very poor compared to ALL other regional averages – tending to support the talent retention deficit. CG to revise this last sentence.

Those outside the premier education, manufacturing, and other high value business ecosystems, or who are less likely to commute outwards, have a more normal distribution of skills levels compared to regional and national averages. There are areas of acute low participation and attainment, at its most extreme, in the four neighbourhoods in the most deprived 20% of England's LSOAs – the only such neighbourhoods in Charnwood and the worst performing in the county of Leicestershire.

Seasonality and the day/night divide:

The influence of the education sector – Loughborough University, College, and schools – means acute changes of character out of term time when students are on holiday in addition to the talent retention points made above. Similarly, the way the town works as a place for living and working means there is a definite gap between day and night-time economies – especially given the attractions of neighbouring cities.

A town centre with dynamics towards hollowing out:

The most recent health check for the town centre recognises reasonable levels of vitality, some 'jewels' particularly in townscape, heritage and open space; recent improvements; and a strong Love Loughborough BID. The town was described as discharging its roles as a 'provincial market town' and the largest retail centre in Leicestershire after the city and its adjacent centres.

However, our consultation responses confirm the town centre looks dated and jaded in parts. Several of the heritage areas need repair. It suffers from problematic vehicle, cycling and pedestrian access and circulation especially at peak times and along east-west and north-south corridors. There is also an imbalance between the north and south parts of the centre. Vacancy rates – especially in secondary and peripheral areas are high – and might be expected to increase post-COVID19.

None of the recent analyses suggest that it is well-placed to play a full town centre role for a rapidly growing town with global, national and Midlands roles and functions. The town's drivers of growth and development are outside the centre. Threats to commercial and retail cores from accelerated post-COVID19 contraction are acute. With relatively vibrant local town/village centres nearby, three major cities and regional out-of-town motorway-accessible centres like Fosse Park, without proactive intervention the town centre is likely to suffer increasing hollowing out over the 2020s.

Slow pace of development and change

The weaknesses above have been exacerbated by the relatively slow pace of attracting and delivering transformational investment at scale. The two EZs are large and will take perhaps a generation to reach their full potential. Progress since designation has been patchy. Similarly, the town centre had a new masterplan adopted as recently as 2018, but, to date, the opportunity sites identified are proceeding in a piecemeal way. Development challenges need

to address flood risk constraints, and a sub-optimal pattern of ownership of developable sites at scale.

The projects proposed in the plan around flood mitigation and the developer accelerator are specifically intended to kickstart and accelerate the pace of delivery.

A disproportionate post-COVID19 risk

Finally, in terms of challenges, all towns will face major post-COVID19 recovery risks. These are particularly acute in Loughborough. Loughborough’s dependency on education and manufacturing – two of the most impacted sectors by breakdown according to the OBR April 2020 base scenario – means the town is likely to have a GVA and employment impact significantly worse than the rest of the country. In more tangible terms, the University – as with other universities – is facing genuine existential threats; and the manufacturing sector has both a major post-COVID19 and a post-Brexit rebooting to deliver. **Sylvia to add tourism stats**

Government’s economic and fiscal strategies during the crisis management phase have been unprecedented and highly interventionist. Funding has been made available for labour market (e.g. furlough schemes), sector support (e.g. tax holidays) and for increased spending (e.g. NHS). Government published a largely public health-oriented recovery strategy in May and ‘The next chapter in our plan to rebuild’ in July, but these will be augmented and evolve as the pandemic continues.

ONS reports the UK is now in by far its deepest recession since records began. Short-term forecasts are heavily caveated by uncertainties, but with many more downsides than upside risks. The **OBR’s July 2020 analysis** suggests real GDP falls in 2020 in the range -10.6% to -14.3% and unemployment rising to 9.7 – 13.2%. with medium term (i.e. to mid-2020s) ‘scarring’ of 3-6% in reduced GDP and 2.4 – 4.7% in structural fiscal damage.

CBC’s initial strategic recovery planning baseline – drawing on LLEP and LLRLRF commentary – suggests Loughborough’s outcomes may be 1% worse than this without specific intervention, due to the Borough and the Town’s high dependency on Education and Manufacturing GVA and employment – two of the more at-risk sectors nationally.

Key Opportunities for the town and evidence of need:

Building on the narrative above, the Town Deal Board produced a high-level SWOT in June 2020 on which we consulted fully (see below).

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Younger, higher skills, better jobs and growing faster than regional and county averages 	<ul style="list-style-type: none"> High levels of out-commuting for some higher earners, and of seasonality when university is closed
<ul style="list-style-type: none"> Global quality university with relevant assets and capabilities for future town development & wellbeing 	<ul style="list-style-type: none"> Town centre needs continual evolution and pace of development has sometimes been slow
<ul style="list-style-type: none"> Superb international gateway, national and regional location and access a number of iconic, important heritage sites and highly valued open spaces in the town centre, The town is set to grow to over 80,000 population in the 2030s with 5,000 new homes 	<ul style="list-style-type: none"> Four central neighbourhoods on edge of town centre are among most-deprived 20% in England A number of communities are not participating in or benefitting from Loughborough’s strengths & success Loughborough does not work as well as a place as it should – particularly on major corridors and within the town centre Acute congestion hotspots at peak times in the centre and around the University/College; bus and cycle infrastructure and services require major improvement. <p>Some open spaces and heritage sites these are in poor condition and/or are not being used as much or as well as they might be</p>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Leverage University, Enterprise Zones and other assets and relevant capabilities to make Loughborough a genuine global, national and regional knowledge hub 	<ul style="list-style-type: none"> National/regional post-lockdown economy reduces domestic demand, levels of private investment, and appetite for innovation – with amplified university and manufacturing dimensions that highly impact the town
<ul style="list-style-type: none"> Use Town Deal and associated opportunities to make Loughborough work well as a cohesive, inclusive place 	<ul style="list-style-type: none"> Business closures and/or rationalisation increase need for reskilling and enterprise support beyond local capacity and resources to deliver
<ul style="list-style-type: none"> Reasonable suite of long-standing plans and projects which can be made investment-ready relatively swiftly 	<ul style="list-style-type: none"> Social distancing and new public health requirements accelerate contraction of high street and reduces footfall in the medium term
	<ul style="list-style-type: none"> Economic forecasts predict manufacturing jobs decline in Charnwood to be greater than in other parts of the LLEP area and in contrast with manufacturing jobs growth regionally and nationally major development sites with a continuing high flood risk

Sylvia and Chris to add manufacturing and town centre data in table above

Engagement and Consultation

Loughborough’s approach to the Town Deal has been inclusive and engaging. Considerable effort was put into adapting methods of communication and participation during the COVID19 lock down.



The Loughborough Town Deal Board is supported by an advisory partnership Board (TDB Community Engagement Group and a Members Reference Group of all Loughborough elected councillors – Borough and County. Governance structures and meetings of all three groups is publicly documented with members’ declaration of interests, agenda papers and minutes available online.

A Town Deal website went live in early 2020. Here, all agendas, minutes of meetings, key documents and other Town Deal news can be found along with information on governance arrangements.

Regular social media output has been generated since January 2020 and the public has been encouraged to feed through views via this channel as well as through more traditional channels of communication and consultation.

Our Town Deal consultation and engagement builds on extensive previous public engagement from exercises like the Town Centre Masterplan and Local Plan, regular resident /customer surveys about Council services and life in Loughborough issues, and our ongoing regular liaison with community and business groups. Loughborough Town Team and the Charnwood Economy and Skills Group, along with independent bodies such as Love Loughborough (the Business Improvement District (BID)) and LATi Ltd are organisations which provide views and feedback on how the town should be developed and move forward. Links with resident associations, community centres and the voluntary sector also provide important and relevant data and views.

In late February 2020 the Council, on behalf of the Loughborough Town Deal Board, carried out an [online survey](#) designed to enable the Board to 'test the water' regarding what the community likes about the town and what types of things Town Deal funding should be spent on. It covered the Government's Town Deal prospectus areas of potential Town Deal investment (Urban regeneration, skills and enterprise, connectivity plus an 'other' category). Over 250 people responded. In March/April their views were fed through to our Board, Member Reference Group and Community Engagement Group. One-to-one interviews with key stakeholders and a TIP strategic choice exercise with individuals and the above referred to groups was carried out.

After this early engagement work, we identified stakeholders from the following categories:

- Local/National Government
- partners
- businesses
- education and skills
- heritage
- residents and community groups
- internal audiences

Throughout the summer stakeholders were encouraged to engage in the TIP process via:

- Participating in the Community Engagement and Consultation Group
- Being part of the Town Deal board itself
- Through the consultation exercises, including by contacting stakeholders and groups to either take part in the online consultation or be part of the online focus groups
- Through the Member Reference Group
- Through a Virtual Chat with officers which was open to all members of the public.

Due to the pandemic, all consultation has been online. We have carried out resident and business surveys, six virtual thematic focus groups (business, young professionals, households with children, empty nesters/retirees, young people, a group of Loughborough users/visitors who are not residents) and an open online 'coffee and a chat'. MEL Research were appointed to run the focus groups and consultation exercise and produced a [comprehensive report](#) of findings, which is appended to this document.

In June, the Town Deal Board approved a proposition draft/statement of intent based on socio-economic analysis, and preferences expressed by the public and stakeholders through the February – May period. This was posted on our Town Deal website, promoted through the social media campaign, and formed the basis for consultation thereafter.

We engaged with business, public agencies and other potential investors who might be looking to put forward TIP projects. Following publication of the Government's Further Guidance on June 15th a project proforma was produced, circulated widely to known interested parties and promoted on our website to enable project ideas to be submitted for consideration by our consultant and the Town Deal Board. By September 1st, over 25 proformas had been submitted, the majority of which were credible proposals for consideration for inclusion in a draft TIP. In addition, private sector town centre proposals which help underpin the TIP's priorities were known to be at an advanced stage of development – these can be made deliverable via our Developer Accelerator proposal.

Community priorities and building a widely supported TIP

Our Board and advisory groups discussed community consultation, involvement and the results of each engagement exercise. Particularly useful were the views of the public on the future of the town and these helped shape the Board's strategic vision and inform which projects are included within this TIP.

Public engagement showed that there are differences of opinion between those who see priorities as short-term recovery and those who want a Town Deal to be a catalyst for long-term economic and physical transformation. This difference of outlook is very much evenly split. Consequently, this TIP provides a balance of project proposals which are both 'shovel-ready' and more aspirational.

Our public consultation also showed a split between those people who wish Loughborough to remain and be characterised as a relatively modest provincial market town they remember from their past and with those who see the town as a dynamic, outward and forward-looking place with increasing levels of innovation, world class university and vibrant social and commercial activity, more akin to that of a city. These perspectives tend to be differentiated by age and between those who were born and bred in the 'traditional market town' and those attracted to Loughborough by the university, modern industry and employment, and Loughborough's central, accessible location.

The TIP is explicitly founded on giving benefits to all communities in the form of a revitalised, safe, repurposed town centre with accessible, green open spaces and a strengthened heritage offer. There is an emphasis on connecting the global, national and regional operators in the town, such as the University and enterprise zone businesses with the town centre and local communities. Our Plan provides the digital and physical environment for older and less advantaged people to be able to benefit from the town's outward and forward-facing future success. For example, the focus on residents, and especially young people, in the disadvantaged wards is prioritised in projects such as the Careers & Enterprise Hub and Generation Loughborough. Projects relating to our heritage and public realm improvements will improve quality of life for our residents and facilitate further potential public and private investment in both the town centre and more deprived peripheral areas.

Consequently, this TIP puts forward a proposition and suite of projects which will bring about innovation, economic vibrancy and regeneration and will respect the town's undeniable and much valued heritage.

This reflects community and stakeholder sentiments about Loughborough. Our public engagement exercises have informed the TIP portfolio of projects. They reflect a public desire to:

- A) revitalise the town centre.
- B) make the town greener, digitally smarter, cleaner and safer.
- C) connect priority corridors (especially station – centre – College/University – LUSEP/SUE).
- D) celebrate the town’s heritage.
- E) widen employment and business opportunities.

Business and key stakeholder involvement

Many stakeholders and businesses have engaged with our TIP process. Integrated into the TIP as a result are Loughborough University, Loughborough College, public agencies like the Environment Agency, national and regional bodies such as the Youth Sports Trust, Canal and Rivers Trust and local companies such as Taylor’s Bell Foundry and the Great Central Railway). Many of these organisations such as the Generator CIC are successful in securing match funding and private sector business investment.

Our approach to private sector involvement in the TIP has been proactive. Private sector representation on the Board is strong as it is in the Community Engagement group. Individual meetings have been held with existing private sector landowners, investors and developers. Their portfolio of commitments in and to Loughborough amount to over £250m and their best intentions over the 2020s envisage investments of at least £100m.

Market conditions are highly uncertain and risk aware in the ongoing pandemic and economic crisis. However, private sector investment can be stimulated by a Town Deal. Developers and investors have indicated that they can make schemes work in Loughborough if they can work in partnership with the Borough Council and other organisations as a result of Town Deal funding. The rationale of the Developer Accelerator project is an explicit response to discussions with businesses about major town centre sites which can deliver hundreds of homes, thousands of square metres of business space and attractive regeneration of the town centre.

The Development Accelerator will provide an investment of 10-15% of private costs in return for both an accelerated delivery timeframe and improved social value from the approved scheme. The TIP includes up to a £8m accelerator provision for four schemes identified in our discussions with business. It enables this to be progressed to contract(s) during 2021 and the twelve-month business case development window – with major construction commencing in 2022.

Through other projects in this TIP, Loughborough intends to connect small local business and budding entrepreneurs with the global and national capabilities already in and around the town, for example at the Science and Enterprise Park. The Careers and Enterprise Hub explicitly enables local SMME and labour market engagement with the whole College and University skills, enterprise and innovation eco-system. The University Wayfinder builds on this by providing a business accelerator service and linkages from Hub clients to University incubation and innovation programmes. Our microprojects proposal will enable small and micro-business relocations and small property repurposing in a flexible manner as the post-lockdown ‘new-normal’ sets in.

Strategic Overview

Explain how the TIP relates to national and local strategies in this section

This TIP and its project proposals are aligned to national, regional or local strategies and policies, including those of the Towns Fund.

Urban Regeneration, Planning and Land Use

The Charnwood Core Strategy (2015) and saved Local Plan (2004) together provide the development plan framework to manage the growth of Loughborough. The Core Strategy identifies the importance of Loughborough Town centre as both the focus for retail, leisure, offices, arts, tourism and cultural activities in Charnwood and supporting wider regeneration objectives for the town. Policies CS7 and CS9 provide a framework for addressing the vitality of the town centre and its regeneration through the enhancement of its compact, legible and walkable character and the comprehensive redevelopment of identified opportunity sites that will reshape of the commercial core and encourage development within the town centre for new housing, commercial and leisure activities.

The 2018 Town Centre Masterplan identifies key sites for public realm, transport and gateway improvements, including at Devonshire Square, Bedford Square, the Generator and Baxter Gate/Aumberry Gap as well as recognising the opportunity to improve the connectivity and heritage value between the train station, the town centre and university.

The Leicester and Leicestershire Strategic Growth Plan identifies Loughborough as a centre for managed growth, acknowledges its function as the largest town outside of the city, and its strategic location in relation to the International Gateway to Leicestershire.

Work undertaken for the LLEP to inform the Leicester and Leicestershire Local Industrial Strategy highlights the importance of high value assets like the university and EZ. It finds there are opportunities to harness these resources to drive innovation, research and development that can address many of the barriers and challenges holding the area back.

The Charnwood Economic Development Strategy 2018-20 prioritises actions that will enable a “re-imagining” of town centres [including Loughborough].

Transport and Digital Infrastructure

At the local level, the Core Strategy recognises the important role of transport in supporting growth and allowing communities access to jobs and services. It seeks to provide genuine travel choice by delivering infrastructure and transport measures that support growth and provides for modal shift. A Loughborough Sustainable Transport Strategy is underway which will review how traffic routes through the town, how townscape can be improved and make it safer. There is recognition too, through the County Council’s Prospectus for Growth, that Loughborough’s housing growth, LUSEP and the Enterprise Zone will be supported by improvements to the strategic transport network including improvements to J23 of the M1 Motorway/A512. These interventions have enhanced the strategic road network and unlocked further land for growth at Shepshed in support of the SGP’s International Gateway.

Arts, Heritage and Culture:

- **Sylvia** are already applicants of DCMS lottery funding and are instrumental in the delivery of the Tourism Growth Plan, Town Centre Masterplan.

The Charnwood Economic Development Strategy 2018-20 prioritises regeneration of the heritage Quarter in East Loughborough.

Skills and Employability:

The Local Industrial Strategy Prospectus includes priorities focussing on key sectors including life sciences and advanced manufacturing requiring programmes that develop skills and learning within those sectors. college T2 strategy??

The Charnwood Economic Development Strategy 2018-20 gives priority to “building a skilled and learning workforce” and developing entrepreneurial skills.

Enterprise and Innovation:

Loughborough is recognised by the Government as an Area of Innovation which is a concept developed by Loughborough University in partnership with many other organisations, including the Local Enterprise Partnership and the Borough Council.

The Local Industrial Strategy Prospectus identifies priority and support to be given to life sciences, health and medical technologies, including a Sports Innovation Hub at Loughborough University and further development of SportPark. It supports the creation of an advanced manufacturing cluster at LUSEP along with a Global Sports Manufacturing and Business Hub.

The Charnwood Economic Development Strategy 2018-20 includes priorities to encourage entrepreneurship and strengthen excellence in science, innovation and advanced manufacturing.

Many proposed interventions in this TIP are integral parts of the development and investment plans of key stakeholders including Charnwood Borough Council, Loughborough University, Charnwood College, Environment Agency, Leicestershire County Council, private investors and third sector partners. This ensures a cohesive approach to investment, and a long-term commitment from partners to the town.

Vision and Priority Projects

To progress an ambitious vision, the town needs to work well as a place; an increasing number of businesses, communities and residents need to be equipped to play a positive role in the town’s development; and change needs to be smart, green and innovative. The off-centre positioning of key assets and access corridors needs to be mitigated; low jobs and enterprise densities with modest workplace productivity should be turned around.

The TIP is a key component for the transformation of the town. Its focus is to get the town centre working much better - enabling new roles and functions (Urban Regeneration, Arts and Heritage) and stronger connectivity to the station, M1, and major economic drivers LU, EZ, and College (Transport and Digital Connectivity).

To build cohesion between and across communities and businesses with different ambitions, perspectives and outcomes, they need to be equipped to face both pre-COVID19 trends (demographic, green and digitalisation/AI) and different post-pandemic futures.

A portfolio of digital skills, enterprise support, and people-focused gateways – some of it delivered in the town centre and others connecting it to the EZs – equips those most vulnerable to benefit from Loughborough’s assets and capabilities. A micro projects proposal will ensure that those disadvantaged in formulating propositions during the lock-down have further opportunities to engage during TIP delivery.

Paragraph regarding the role of the University and college projects

The Board's vision for the town provides the basis and starting point against which, we have aligned our selection and prioritisation of projects.

Vision

The overarching vision for the town is:

“Loughborough will be a great place to live, learn, work, and grow - offering residents, communities, businesses, the University and college, opportunities to participate fully in the town's development. It will be digitally, culturally and physically connected, providing industries for the future, cherishing its heritage, with healthy neighbourhoods and opportunities for all.”

Loughborough is a connected place. There is a natural flow from the heritage quarter in the east to the science and enterprise park in the west. It is also well connected to the rest of the UK and the world thanks to its central location and nearby airport.

People come to Loughborough to live because of those connections.

Loughborough is also connected to its industrial past and its cutting-edge future through the unique Taylor's Bell Foundry and Great Central Railway and the world-renowned University and thriving Science and Enterprise Park.

The town is now more town and gown as the university and college are more integral parts of the centre, operating a skills and enterprise hub which is accessible to all. The improved public realm means students flow more into the town and the residents can take more pleasant walks and bike rides closer to the university. Improved infrastructure for walking and cycling, especially in the heritage quarter and eastern side of the town present opportunities for healthy lifestyles and visiting all the town has to offer.

Businesses are thriving due to the science and enterprise park, the science and enterprise zone and the availability of premises and skilled staff to grow their businesses. Those with small start-ups, and community projects that enhance the quality of life have become established and valued.

The town centre is lively with high-quality homes which support a bustling nightlife for students and professionals, with some longstanding difficult sites now fully utilised. There are improved cultural and leisure opportunities including the generator, the bell foundry museum and great central railway, all historical icons with a new lease of life and a modern twist.

Project Selection Process

Add in note on what we did re: a call for projects.

Projects selected for inclusion within this TIP are those which scored well during a local appraisal exercise. Businesses, organisations and individuals had been asked to submit their project proposals in written form. The proposals were then scored against the following criteria:

- A) alignment to the government's Intervention Framework,
- B) alignment to the TIP's place-based priority themes
- C) outcomes and outputs
- D) deliverability
- E) value for money
- F) positive impact aiding post-pandemic economic recovery.

A copy of the blank appraisal scoresheet is attached to this Plan at Appendix X.

Add in Summary of number of projects, number didn't make the cut

Towns Fund request and summary of projects:

Loughborough TDB is requesting a Towns Fund contribution of £29.4m capital and £2.3m revenue over the 2021-26 period. It also recognises expenditure of £750,000 capital as a 2020/21 quick win precursor to the main programme. **THESE FIGURES WILL CHANGE DUE TO AMENDMENTS TO BEDFORD SQ AND PARISH GREEN PROPOSALS**

Insert summary of quantifiable information about the impact

Intervention framework and themes	Summary of projects	TIP amounts	Match funding	Total
Local transport and digital infrastructure	Connected Loughborough Electric Loughborough	£3.6mill		
Urban regeneration, planning and land use	Living Loughborough – Developer Accelerator – Public realm gateways, access and open spaces Flood protection and mitigation	£4.3mill £8.2mill £2.1mill		
Arts, culture and heritage	Taylor's Bell Foundry, Generator and great Central Railway –Riverside regeneration	£3.6mill		
Skills and employability	A new town centre Carers and Enterprise Hub College Digital Skill Hub – Generation Loughborough -	£3.8mill		
Enterprise	LU enterprise % innovation eco-system development	£1.8mill		
Microprojects	A small capital community and business grants s scheme -	£1.1mill		
Foundation and cross cutting interventions	Loughborough University as an anchor institution (LUTDAI) Physical Resilience Capacity funding	£3.2mill		

Specific map of projects



Urban Regeneration Planning and Land Use

1. **Development accelerator** – Create a fund to unlock four key sites in town for housing, commercial and leisure development and help drive the recovery of Loughborough
2. **Living Loughborough** – rejuvenate the town centre to make it more attractive as a place to live as well as shop and spend leisure time
3. **Gateways to the town centre** – invest in the public realm to make the town centre attractive and accessible and link the urban with open spaces such as the award-winning Queen's Park
4. **Flood defence scheme** – jointly fund a flood defence scheme for Loughborough town centre which will bring forward development opportunities and reduce the risk of flooding for hundreds of residents and businesses

Transport and Digital Infrastructure

5. **Connected Loughborough** – improving the public realm between the east and east and west sides of town, making it easier for people to move from the train station through the town centre to the university, college and science and enterprise park
6. **Electric Loughborough** – **network of** charging points to contribute towards the town's drive to be cleaner and greener with net-zero carbon footprint.

Arts Culture and Heritage

7. **Taylor's Bell Foundry** – help the UK's last remaining bell foundry develop as a visitor attraction
8. **Great Central Railway** – help the UK's only double track, main line heritage railway to develop as a visitor attraction
9. **The Loughborough Generator** – establish a hub for creative enterprises to develop and grow in one of the most historic buildings in town
10. **Riverside Regeneration** – upgrade this historic national corridor which links the town centre and railway station and make it a more attractive place to visit.

Skills and Employability

11. **Loughborough College Digital Skills Hub** – The Digital Skills Hub will offer T-Levels, Apprenticeships and Kickstart job placements to skill-up local people as Loughborough moves into a more digitally focussed future.
12. **Generation Loughborough** – improve job and life skills for 5,000 young people with a focus upon supporting people from disadvantaged backgrounds and communities. The scheme will promote learning and a healthier, more active lifestyle.

Enterprise and Innovation

13. **Careers and Enterprise Hub** – create a place in the town centre where people, young and old, can get help to plan their future in terms of developing skills or starting a business
14. **University as an anchor institution needs to go in here ?**

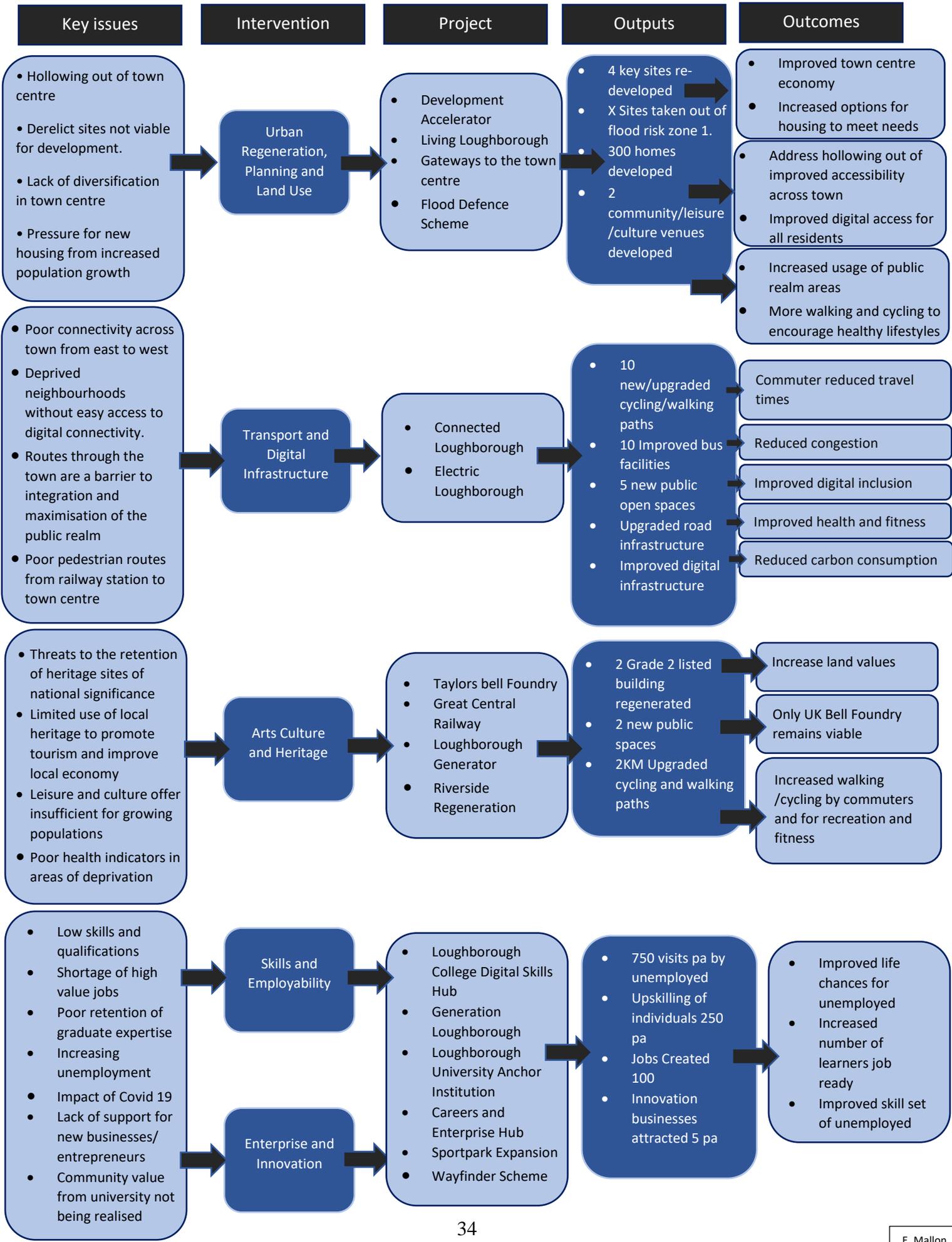
Microprojects

15. **Community and Business Capital Grants Scheme** – A grant scheme to help businesses and community groups access capital funding for micro or small projects which add value to the community or local economy.

Can we include future planned investment and maximising investment?

Based on the contextual analysis, ambitions and headline objectives described above, the Town Deal Board has developed the following programme-level Theory of Change:

Loughborough Town Deal Investment Plan Theory of Change



Town Deal Delivery

Accountability and Governance

The Loughborough Town Deal Board will have strategic oversight of the delivery of the TIP. It will ensure that the objectives of the TIP and the outcomes required of projects are being met. It will have oversight of all decisions which are being made by the Accountable Body. The Board will oversee our local assurance arrangements.

Charnwood Borough Council will be the TIP's Accountable Body through which Town Deal money is awarded. It will be responsible for any formal agreements with project lead organisations and ensure compliance of all Town Deal partners regarding public sector procurement principles and transparency of accounting.

Both the Board and Borough Council will ensure that business cases for projects, monitoring of projects delivery and the establishment of our Local Assurance Framework is fully compliant with the guidance issued by MHCLG on these matters.

Business cases and Project Implementation

All projects included within the TIP, once beyond the agreement of Heads of Terms, will be developed to full business case status. This will be in accordance with HM Treasury's Green Book. For each of our business cases we will require:

- A) evidence of the need for intervention,
- B) value for money assessments and,
- C) information pertaining to the Green Book's 5 cases:
 - Strategic case
 - Economic case
 - Commercial case
 - Financial case
 - Management case

We will also require the project to be subject to an equality impact assessment. Where relevant, an environmental impact assessment will also be required.

Where the Borough Council is not the lead organisation for a project, in its role as Accountable Body it will require the third party to develop the business case (for example, the Youth Sport Trust would produce the business case for the Generation Loughborough project).

Where the Borough Council is the lead organisation for a project, it will ask the LLEP (Leicester and Leicestershire Economic Partnership) to carry out the business case appraisal. This will avoid conflict of interest.

Once the business case for each project has been written and approved, a Summary Document for each project will then be submitted to MHCLG. The Co-chairs of the Town Deal Board will sign-off the Summary Document along with the S151 Officer or other appropriate officer at the Accountable Body.

Following the Heads of Terms for the TIP being agreed, we will require project leads to produce full business cases so that they can be appraised, signed-off and then submitted to MHCLG within a maximum of 12 months. The exception to this is where the Board and Borough Council have notified MHCLG that a project is to be fast tracked via the process of

agreement of Heads of Terms. In this scenario, the business case must be produced, signed-off and submitted within 2 months.

Document to end with partner logos etc as before.

Appendices: (to be included later)

MEL Research public consultation report

Engagement Plan

Project prioritisation / selection blank proforma