



Loughborough Town Deal Member Reference Group

10 February 2021

Item 3– Loughborough Town Investment Plan

1. Introduction

- 1.1 This report and the accompanying draft of the Loughborough Town Investment Plan is presented to Members to enable discussion on the Plan's content before it is put before the Town Deal Board on 15th February 2021.

Recommendation:

That the Group, via the Chair, feeds back comments on the latest draft of the Town Investment Plan to the Town Deal Board.

2. Background

- 2.1 A revised Town Investment Plan (TIP) will be submitted to MHCLG by the Loughborough Town Deal Board by the end of February 2021. Any town which does not submit a TIP will not be able to receive Town Deal funding from the Towns Fund.
- 2.2 The Town Deal Board will consider a final draft of Loughborough's TIP on 15th February 2021. At the meeting of this Member Reference Group (MRG) on 19th January 2021 it was agreed that the Group would welcome the opportunity to further comment on the draft TIP document which will be put before the Board.
- 2.3 The MRG also agreed at its last meeting that Members' comments on a previous draft of the TIP should be sent to the Chair. One comment was received, from Cllr Forrest.

3. Loughborough Town Investment Plan

- 3.1 Since the MRG met on 19th January 2021 there has been constant re-drafting work taking place on the TIP. Re-drafting has been based on:
- original TIP appraisal feedback from MHCLG
 - ongoing dialogue with MHCLG officials
 - comments from this MRG
 - comments from the Stakeholders and Community Engagement Group
 - benchmarking against other towns' TIPs

- f) comments from an independent consultant appointed by the Borough Council's Chief Executive
 - g) a Check and Challenge session led by Arup, Grant Thornton and MHCLG / BEIS officials on 5th February 2021.
- 3.2 The final draft of the TIP which will go before the Town Deal Board is still being worked -on. This is because Loughborough has been offered 'hands-on' input from Arup and Grant Thornton following the Check and Challenge session. This will involve assistance with presentational matters and strengthening of some project outcomes and will take place throughout the week commencing 8th February 2021.
- 3.3 The latest version of the TIP is appended with this report for Members to discuss and comment on. The main changes to the TIP which have been implemented are as follows:
- a) throughout the document clearer linkage is shown between the challenges facing the town and how the TIP's projects will address them,
 - b) more information is included on the town's areas of deprivation and diversity in its population,
 - c) the narrative has been simplified, edited and ordered in order to achieve a flowing 'golden thread' for the document,
 - d) the Theory of Change diagram has been further enhanced and places more emphasis on outputs and outcomes,
 - e) summary tables have been included of the TIP's projects and the financial ask,
 - f) the Foreword includes more summary information about the content of the TIP,
 - g) information has been strengthened where there is strong linkage between the TIP and other strategic documents and to show the contextual characteristics of the town,
 - h) the project submitted by Loughborough University has been revised and renamed as Healthy and Innovative Loughborough,
 - i) the previous Loughborough Public Realm project has been separated out in to three projects – Parish Green; Lanes and Links; Bedford Square Gateway,
 - j) the POD4 project has been removed [due to MHCLG advice that Government policy will not be in place that would enable it to be delivered].
- 3.4 It is likely that further changes to the draft of the TIP will be made this week before it is sent to the Board for consideration.

- 3.5 Comments on the TIP made by the MRG at this meeting will be fed back to the Town Deal Board by the Chair.

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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 sets out a compelling case for £31 million Towns Fund investment. This investment will complement our match funding of nearly £79 million and lead to a total investment value for all the projects for Loughborough of approximately £111m.

The projects within our plan will kickstart our ambition to level up both people and place - to change how the town looks, functions and be better connected, helping our communities improve their skills, find employment, and grow their businesses, and enjoy active, healthy lifestyles.

Loughborough has significant challenges both visible and unseen, falling below the average of many national indicators. Town Centre decline continues, years of under investment making it hard for business to succeed; slow pace of attracting and delivering transformational investment at scale; low skills means low income levels and separation of opportunity from tackling disadvantage. The Covid-19 pandemic has compounded these challenges impacting on key sectors such as manufacturing.

A levelling up is required. A response that embraces opportunity, potential and ambition that is rooted in our history is needed to evolve our Loughborough story. This strategy promotes five themes for change identified and anchored in consultation and commitment with residents, businesses and all stakeholders.

Addressing the Hollowing out of Loughborough town centre
Securing regeneration and place improvements
Improving connectivity across neighbourhoods
Protecting and enhancing our heritage
Improving the health and life opportunities for our residents

Specific, deliverable, partnership interventions part funded from the Towns Fund will spark a fire of ambition to create systematic transformation. The Town Deal Investment Plan consists of 17 focused interventions that will make the town a better-connected place in a physical sense and will support levelling up through creating opportunities for residents to improve skills, health, and nurture innovative businesses.

Loughborough's ambition is to be internationally recognised as a place which nurtures and provides opportunity for current, future and returning generations, places people and businesses choose to live, work, study and visit.

This Town Investment Plan is a clear, deliverable strategy to initially create, with Towns Fund assistance: **(outputs to be shown as infographic)**

This Plan evidences our vision for the future development of Loughborough and our ambitions for our 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

Executive Summary

(Awaiting input from Arup).

Introducing Loughborough

Loughborough is a town of contrasts. With a population of 67,000 it is a traditional market town with a strong industrial heritage and new emerging specialist sectors around pharmaceuticals, life sciences and technological innovation. Loughborough is also home to a world class, top 10 university, with cutting-edge research, sport and technology. Together with Loughborough College there is a student population of 27,000 studying in academic and technical education, which swells the population by 40% during term time. This brings some challenges and opportunities alongside a youthful, dynamic atmosphere. **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. They want to support and maintain Loughborough as a friendly, multicultural, accessible town, but accept the need to also embrace its role as a leading scientific and knowledge-based community, with a reputation on an international scale.

These two views are not mutually exclusive. The Town Investment Plan (TIP) 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 Zone sites to shape its future.

The TIP interventions will make the town a better-connected place in a physical sense, but also better connect residents to opportunities by helping to improve skills and nurture innovative businesses and enhance the life chances of our communities.

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 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.

The town has a vibrant, diverse community. In the 2011 Census, 19% of the population were Asian/Asian British and 27% whose ethnicity is not white UK, with 2% not speaking English well. Lemyngton Ward residents include 27% from Asian/Asian British including a specific Bengali population. Whilst this mix of people brings social vibrancy to the town, there are several socio-economic indicators which highlight that Loughborough has a tension between those able to access

the opportunities the town offers and those who cannot. A Town Deal will be important in addressing the significant levels of deprivation and relative economic / social exclusion found within the town. The 2019 Indices of Multiple Deprivation (IMD), for example, shows 8 Loughborough neighbourhoods being in the top 3 worst deciles in the UK for deprivation and 2 of them – Bell Foundry and Warwick Way - being in the very worst decile in the UK. ‘Levelling-up’ is of real importance.

Loughborough is anchored by the only UK top-10 research-intensive university in any Town Deal area – 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.

A thriving further education college leading on the Kickstart agenda and levelling up is also a key asset.

Our two Enterprise Zone sites have the potential to be larger than the Cambridge and Oxford Science Parks combined, once fully developed and occupied, and benefit from national designations including the UK’s first Life Sciences Opportunity Zone and as a High Potential Opportunity Zone for Rehabilitation.

Loughborough has a rich history of innovation, invention, and excellence. It has been the home to world-renowned companies such as AstraZeneca, 3M Health Care, Brush Engineering and Intelligent Energy. Loughborough University is recognised as being number 1 in the world for sports related subjects. The town had one of the first PE Colleges in the country and its sporting heritage means it is now blessed with over 20 national sports bodies based in the town. The Youth Sport Trust, the leading charity for the education and development of young people in the UK, was established and still resides in Loughborough.

Often these successes go unnoticed by town residents, and the rewards that follow do not always materialise in tangible benefits for those living at the centre of what is cutting edge technology or life changing science. The Impact Hub element of the University’s Healthy and Innovative Loughborough project is designed to measure and track the interventions of the TIP, to understand how this investment can make a difference and to build up a directory which evaluates the most successful ways to influence the desired outcomes.

Making the most of the University is a key strand of our strategy for growth, and the Town Deal 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 University’s long-term strategy is to develop its role as a Civic University, to ensure that its ongoing success can be shared with, and shaped by, the town.** The University’s project crystallises this commitment, so that not only those who work and learn at the university benefit, but the whole Loughborough community reaps these rewards.

Juxtaposed with innovation is Loughborough’s unique heritage with the only surviving Bell Foundry in the UK located in the east of the town, in one of the most deprived neighbourhoods. The Bell Foundry Lower Super Output Area is in the 10% most deprived areas in England for health deprivation and disability. The foundry has provided iconic bells across the globe, including the largest bell ever cast in the UK, the Great Paul, of St. Pauls Cathedral, and the post-earthquake bell for Christchurch New Zealand. It is vital to protect this hugely significant asset for future generations. An ambitious £5 Million project supported by several funding bodies including National Lottery

Heritage Fund will increase visitor numbers, enhance the area, and support the local economy. The cultural projects including the Generator and Great Central Railway, also maintain the links with our heritage which makes Loughborough unique. **Amplifying and supporting our heritage will help create a sense of pride and community whilst helping attract more visitors and investors to the town.**

Increasing the use and attractiveness of the town centre in response to a ‘hollowing out’ is a key component of the TIP. This will be achieved through investment in the public realm, assisting developers with investment opportunities and diversifying the use of the traditional retail core. Proposals 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.

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 in the TIP on capital investment, these proposals add value through community capital being achieved through the innovative projects of the University, and the heritage and public realm projects, 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.”

Our proposals are summarised in the table below aligned to the government themes and our five key challenges

TIP – Project Summary

<i>Theme and challenge</i>	Projects	Towns Fund Request	Total Project Value
<i>Urban Regeneration, Planning and Land Use</i> <i>Hollowing out of Loughborough town centre</i> <i>Securing regeneration and place improvements</i>	LIVING LOUGHBOROUGH	2.832m	£3.03m
	DEVELOPER ACCELERATOR	£8.2m	£50m
	BEDFORD SQUARE GATEWAY	£1.7m	£3.663m
	THE LANES AND LINKS	£1.2m	£1.2m
	PARISH GREEN	£0.4m	£0.4m
	FLOOD PROTECTION AND MITIGATION	£2m	£4.7m
<i>Transport and Digital Infrastructure</i> <i>Improving connectivity across neighbourhoods</i>	CONNECTED LOUGHBOROUGH	£1.5 m	£11.5m
	DIGITAL LOUGHBOROUGH	£1.995m	£2.13m
<i>Arts, Heritage and Culture</i> <i>Protecting and enhancing our heritage</i>	LOUGHBOROUGH BELLFOUNDRY	£0.835m	£5.453m
	GREAT CENTRAL RAILWAY	£0.28m	£0.98m
	THE GENERATOR	£1.6m	£3.995m
	RIVERSIDE REGENERATION	£0.085m	£0.9M

Skills and Employability <i>Improving the health and life opportunities of our residents</i>	LOUGHBOROUGH COLLEGE DIGITAL SKILLS HUB	2.6m	£8.7m
	GENERATION LOUGHBOROUGH	£1.09m	£1.21m
	MICROPROJECTS FOR DEPRIVED COMMUNITIES	£1.1m	£1.1m
Enterprise and Innovation: <i>Improving the health and life opportunities of our residents</i>	LOUGHBOROUGH UNIVERSITY PROJECT	£2.466m tbc	£10.737m tbc
	CAREERS AND ENTERPRISE HUB	£0.15m	£1.35m
Total		£31m	£111m

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 proposed East Midlands Hub HS2 station at Toton.

The Borough of Charnwood is situated in the north of the county, adjoining the city of Leicester to the south. Leicester is the key destination for work and leisure for residents in the south of the Borough whilst in the north of the Borough, Loughborough provides the economic, cultural and social focus. To the west of Loughborough is the small town of Shepshed and to the south are a string of larger villages along the Soar Valley and A6 corridor for which Loughborough provides the full range of retail, financial, commercial and leisure services. Loughborough has been a regionally significant market town since 1221 and Loughborough University has been a centre of learning since 1909.

Loughborough hosts the many cultural and celebratory events which take place in the Borough each year, including the 800-year-old Loughborough Fair, the Diwali celebrations, Loughborough Mela, and the Civic Remembrance Festival, drawing in visitors from way beyond the town boundaries. The town has two Mosques, a Hindu Temple, a Sikh community centre and has many Christian church groups based in a variety of venues offering a range of support to their communities. The town also has a thriving Polish centre which has been around since the early 1960's. Many of the schools in the town centre have a significant number of children who do not have English as their first language, this includes families from across Eastern Europe.

Loughborough is identified as a key area of growth in the Leicester and Leicestershire Strategic Growth Plan, and its population is growing rapidly. It is forecast to grow at over double England averages and faster than the East Midlands, Leicestershire and even Charnwood rates through to 2043, and is predicted to exceed 80,000 during the 2030s. With a built-up area of 1,450 hectares, the town has a density (46/ha) of city character, similar to that of Nottingham and Derby. Loughborough's population of 67,000 is of similar scale to places like Stafford and Burton-on-Trent and it is more than the neighbouring Leicestershire towns of Coalville and Melton Mowbray combined.

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 10,000. This is augmented by typically over 1,000 net UK internal migration per year, which is likely to increase further as out-migration from metros increases post-COVID19

Loughborough is already planning for significant growth through its new local plan (2020 –2035) including 6,700 houses and 3,000 new jobs, with up to 4,600 further jobs expected over the long term from the Loughborough University Science and Enterprise Park (LUSEP) and the life sciences facility at Charnwood Campus, both of which lie in the Leicester and Leicestershire Enterprise Zone. **The town is however, held back by structural weaknesses in its local internal connectivity, which will only be**

exacerbated as it grows outwards away from the centre. While it is a walkable town with good accessibility for pedestrians and cyclists, there are key routes that are not attractive or safe. There are opportunities to improve connectivity and help deliver on healthy living outcomes, enhance the sustainability of place and improve the inclusion of deprived communities.

Strategies need to be put in place now to ensure that the town can meet the demands of its increased scale, size and influence in the sub region. While new developments will bring localised green spaces, infrastructure and services, there will be an increasing pressure on how the town centre performs, how it functions and how it adapts to its changing role as a fulcrum of Loughborough life. In addition, improving the existing neighbourhoods to enhance open spaces, improve public realm and offer quality environments in established areas of the town to match those offered in new neighbourhoods, are key components of levelling up, ensuring equality of opportunity and enhancing life chances for all.

The Connecting Loughborough and The Lanes and Links projects will specifically target improvements in this area.

A large part of town is within an area at risk of flooding, and this limits the potential to realise regeneration aims, particularly in the town centre where there is redundant or underused land that could otherwise be redeveloped. The sequential test applied to planning applications invariably drives redevelopment to sites outside the flood risk areas compounding the hollowing out of the town centre. Large parts of the town are currently designated in flood zone 2 or 3a/b and the flood mitigation measures proposed will alleviate flooding such that redevelopment sites will become viable. As many of these sites are in the most deprived neighbourhoods, preventing their development has a significant detrimental effect which leads to the overall sense of an area being left behind.

The Loughborough flood alleviation and mitigation project, developer accelerator project and Connected Loughborough project are specifically aimed at unlocking development in these areas and will combine to improve the quality of life for residents.

Deprivation and Inequalities

The 2019 Indices of Multiple Deprivation ranked two of the Lower Super Output Areas (LSOA) of the town in the top 10% of England's most deprived areas. The Bell Foundry and Warwick Way LSOAs sit close to the town centre and have the highest deprivation statistics for the town. Other neighbouring LSOAs are also in the top (meaning worst) 25% of the IMD data for the country. Two Priority Neighbourhoods have been established in East and West Loughborough due to the high levels of deprivation in these areas.

Fig XX – East and West Loughborough areas of deprivation (need projects and boundaries on the maps. Show on one map) Arup graphic design to assist.

There are high levels of (non-student) economic inactivity including unemployment in some wards, especially Lemyngton and Hastings in East Loughborough [2011 Census, Nomisweb]. **An education 'gap' also exists Loughborough.** For example, in Nanpantan Ward only 7.7% of residents have no qualifications contrasting with worryingly high levels of no qualifications in Dishley and Hathern

Ward (20.3%), Garendon Ward (21.9%), Hastings Ward (26%) and Lemyngton Ward (21.7%) [2011 Census, Nomisweb]. All of which are in the two priority neighbourhoods.

The town does demonstrate some health inequalities in terms of both physical and mental health indicators, particularly in respect of cardiovascular disease and respiratory disease. Despite its overall younger age profile, health domain scores in the IMD2019 show bottom 20% scores in four Loughborough LSOAs and a further 10 LSOAs in the bottom 40% on the health and disability deciles. The statistics which show significant health inequalities in Loughborough according to Public Health England in 2018 are shown in Appendix X to this TIP.

Mental Health is a challenge in the Priority Neighbourhoods and is often linked to substance and alcohol misuse and the resulting crime that can come with it. Mental health is intrinsically linked to physical health and several of this TIP's projects provide ways in which all aspects of health in the town can be improved.

Our TIP projects which improve infrastructure, public realm, the heritage offer and programmes for health improvement and younger people will help address the above issues.

Table Showing High levels of Multiple Deprivation in East Loughborough

LSOAs IMD											
	Canal South	Bell Foundry	Tuckers Road	Central Station	Woodthorpe	Shelthorpe West	Centre West	Centre South	Midland Station	Shelthorpe North	Meadow Lane
County Decile:	1	1	4	1	1	2	5	1	1	1	1
County Quintile:	1	1	2	1	1	1	3	1	1	1	1
County Rank:	6	1	154	7	19	63	164	30	12	14	22
National Decile:	2	1	7	2	3	5	7	4	3	3	3
National Quintile:	1	1	4	1	2	3	4	2	2	2	2

Fig XX: Map showing Loughborough's sub-regional regional context
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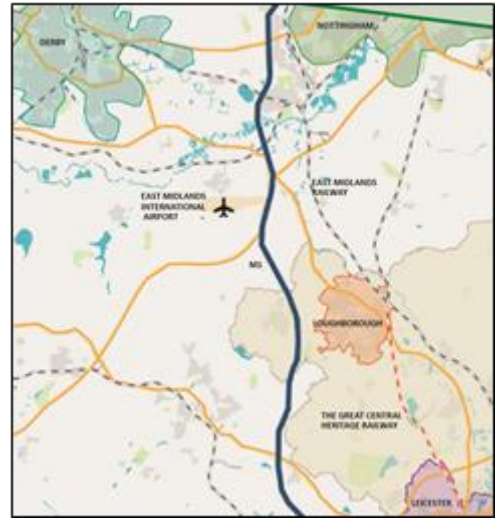


Fig XX - Map showing TIP boundary

Fig XX - Map showing town's spatial characteristics

Fig XX - Map showing location of TIP projects

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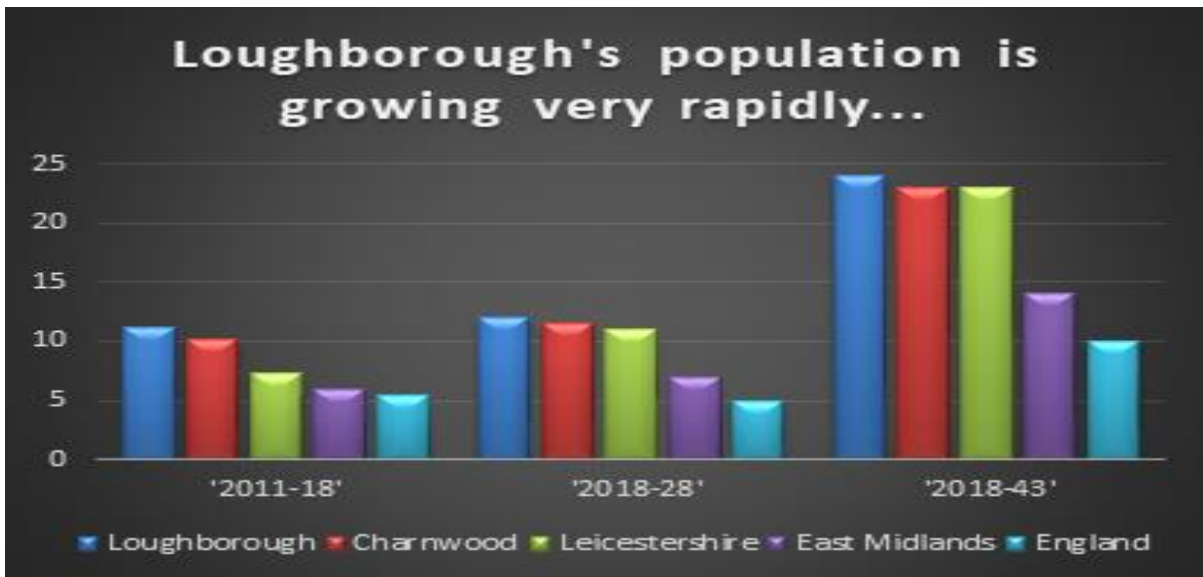


Fig. XX - Loughborough's population change (metrics shown are percentage)

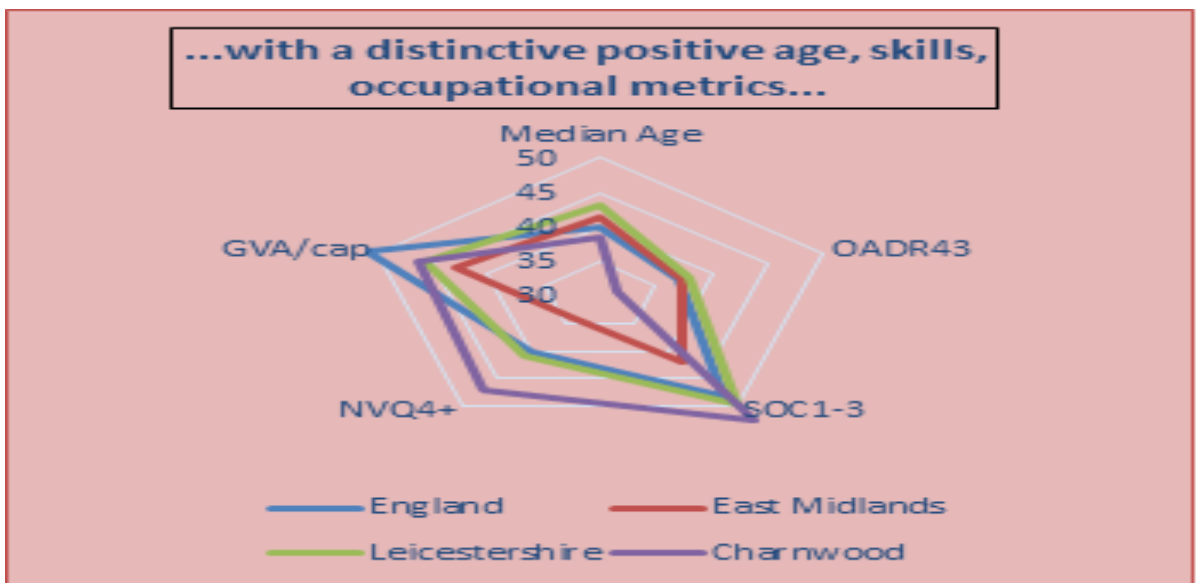


Fig XX – Radar diagram of illustrative notional metrics

- Median age is years
- OADR43 is the ratio of over 65s/working age population per 100 as projected by ONS
- SOC1-3 is % of jobs and is the NOMIS figure
- NVQ4+ is also the NOMIS figure and is % of WAP with a NVQ4 or higher qualification
- GVApc is the index (UK=100) divided by two to fit on the scale up to 50
- Productivity per hour is the UK index figure scaled
- Productivity growth is the £ per hour figures 2018/2008 scaled to fit on the graph
- Enterprise density is LEUs/1000 resident population
- Job density is the NOMIS figure of Jobs in the area/WAP 16-64 in the same area
- Workplace earnings is NOMIS figure of average weekly wage in £

Economic Output Metrics

Whilst this is a growing town metrics suggest that its economic performance is not as good as it could, or should, be. This has a knock-on impact on some parts of the community; whilst the most skilled thrive others struggle to access proportionate economic prosperity and are left behind

Loughborough's economy is based on a range of service and manufacturing businesses. Whilst there has been a national decline in heavy and electrical engineering industries, they continue to make an important contribution to the prosperity of Charnwood. In more recent years as traditional industry has declined, Loughborough has become well known for science and innovation activity in areas such as advanced engineering, bioscience and pharmaceuticals.

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 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).

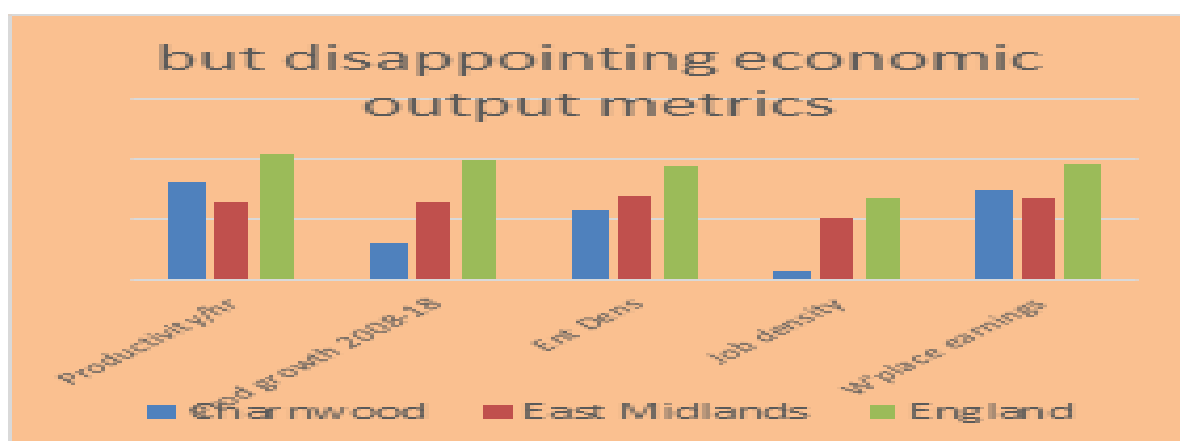


Fig XX – Illustrative notional economic output

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

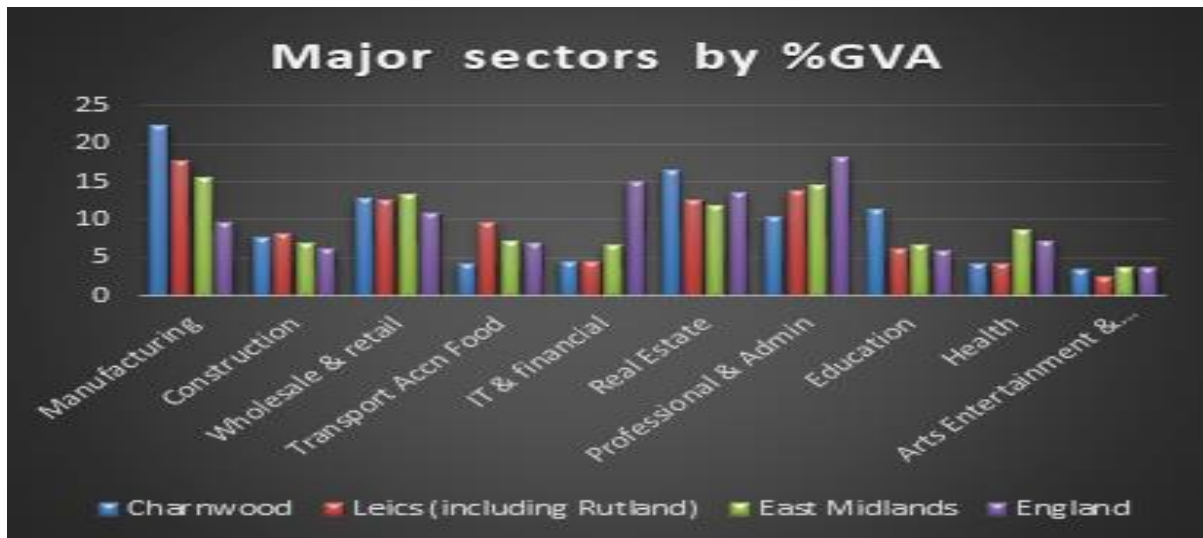


Fig XX – Major Sectors by % GVA (source: ONS)

Strengths Weaknesses Opportunities Threats

The town's assets and strengths

It 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 70 minutes. This accessibility is a terrific 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 17,000 (including close to 3,000 international enrolments), with an employment headcount approaching 4,000. With annual turnover of +/-£300 million, the latest economic impact study suggested a national impact approaching £1bn GVA per annum 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

On a campus opposite LU in West Loughborough the college is built on a long history of success which has resulted in being awarded TEF Gold, number one-ranked students union, Ofsted outstanding-rated apprenticeships, and 94% of students progressing into work, further education or training. The colleges main function 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 10,000 learners and 900 staff. It produces strong metrics in learning outcomes, employment progression and staff performance. As an approved T-Level provider the focus on technical education is critical to supporting levelling up, and recently the Chancellor of the Exchequer launched the college's Kickstart scheme, which will support over 150 people into jobs in the next 6 months. Leading on the Careers hub and a planned Institute of Technology – the college will be a key role player in post-COVID19 economic and social recovery planning.

Loughborough Schools Foundation

The Foundation has four schools located on a campus close to the town centre which together provide private education for 2,340 pupils. Loughborough Grammar School is one of the ten oldest independent schools in the country and has been a presence in the town since 1495. The foundation provides employment for 713 staff, and educational attainment of pupils at GCSE and A level is exceptionally high. The presence of the schools adds to the overall package of incentives for high value businesses wishing to relocate to the town and attracts staff and pupils from across the region.

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 strong manufacturing sector of national significance. It has also recently been designated a Wave Two High Potential Opportunity Area for Rehabilitation intricately 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 have the potential to be around 50% larger than Oxford and Cambridge Science Parks put together when fully developed. 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), Morningside Pharmaceuticals, Intelligent Energy (fuel cells), GL Industrial Services (engineering and scientific), Brush UK (power generation).

Loughborough has strong heritage assets with a potential to drive a larger visitor economy.

Hailed as the birthplace of popular tourism following Thomas Cook's successful one-day rail excursion from Leicester to Loughborough in 1841, Charnwood attracts over 6.01 million visitors a year. The value of tourism to the local economy was £304 million per year.

Of the 6.89 million Visitor Days, 5.48 million are Day Visits, and the challenge is to convert more of these day visits to Staying Visitors who will have a much more positive impact on Loughborough's economy. The average total economic impact per night by overnight visitor is £119 when compared to £48 day visitor. This tells us the importance of increasing overnight stays to the Charnwood economy.

Major challenges facing the town

The section above describes the town's strengths and assets. However, there are significant and major challenges facing the town which are outlined below.

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 under-performance is sustained and exacerbated by three major divides – looking outwards, separation of opportunity from tackling disadvantage, and weaknesses in keeping 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.

Connected Loughborough, The Links and Lanes and Living Loughborough address these issues
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Levelling up - 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 Loughborough University's record for the East Midlands as a whole (14% for first degree) is extremely poor compared to ALL other regional averages. This proves that the town has a genuine talent retention deficit.

Those outside the premier education, manufacturing, and other high value business eco-systems, 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.

Careers and Enterprise Hub, Youth Sports Trust and Public Realm projects will help address this balance

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.

Living Loughborough, the Wayfinder and Developer Accelerator are looking to address this issue.

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. For a town of its size Loughborough is more dependent on National and Regional retail as opposed to its independents. Due to the dramatic increase of online shopping and the very recent loss of many well know high street brands Loughborough will be faced with many more empty units when lockdown is lifted

None of the recent analyses suggest that it is well-placed to play a full town centre role for a rapidly growing town and its associated 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 vibrant 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.

Living Loughborough, The Lanes and the Public realm projects are all targeted at improving the town centre core.

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.

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 downside 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.

Enabling the tourism economy to recover

Many of those visiting Loughborough attend the attractions including the Bell Foundry, The Great Central Railway, the WW1 Memorial Carillon, Loughborough market, Loughborough Town Hall theatre and Museum. Protecting and enhancing these assets is critical to maintaining the value of tourism to our local economy and the viability of Loughborough town centre

Loughborough footfall analysis (quarter 4 in 2019 and 2020) using data provided by Proximity Future GEO Sense footfall data tells us that; overall footfall when comparing these 2 quarters has fallen to 46% of its 2019 level. The table below provides Ranking of Daytime Town Centre Footfall Locations (first Saturday in December) 2019 Footfall and 2020 Footfall % Change.

Loughborough Footfall

Location	2019	2020	%change
Market Place	495946	195787	-39.5%
The Rushes	287732	142195	-49.4%
Ashby Square	278428	134927	-48.5%
Biggin Street	271143	126399	-46.6%
The Rushes	235519	108398	-46.0%

Baxter Gate	199228	86474	-43.4%
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Living Loughborough addresses the hollowing out of the town centre, the Bell Foundry, Great Central Railway, the Generator Project and Riverside Regeneration focus on upgrading the heritage, tourism and Arts offer in the town.

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, unique 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. 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 Unique heritage assets remain on the National Heritage at risk sites
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 Refurbish key parks, lanes, walkways and improve public realm to provide a positive experience and great impression on visitors and residents while improving flow of students into town and residents to the university Improve access promotion and interpretation of Loughborough's rich cultural and unique built 	<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

<p>heritage to encourage tourism growth and stronger sense of place</p>	
<ul style="list-style-type: none"> • Pipeline 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. The impact of COVID has reduced footfall by 46% when Q4 of 2019 is compared with Q 4 of 2020. Shop vacancies have increased by xx % when compared with 2019 figures.
<ul style="list-style-type: none"> • Focus on the TIP measures that increase the diversity of the town centre, improve circulation and people perception. Encourage new occupants e.g LU/College and do this in a way that increases resilience and reduces carbon footprint. 	<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
<ul style="list-style-type: none"> • Making the most of the University and College to help with levelling up 	

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 Town Deal Board is supported by two advisory groups, a Community and Engagement and Stakeholders Group, and a Member Reference Group (councillors from Loughborough Wards).

A Town Deal website went live in 2020 and hosts agendas, minutes of meetings and key documents. It also has updates and information on governance arrangements.

A dedicated Twitter account was also created to give updates on the Town Deal. The Council's communications channels were also utilised, and partners also shared content about the Town Deal. 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 February 2020 the Council, on behalf of the Loughborough Town Deal Board, carried out an [online survey](#) to ask what the community liked about the town and what any Town Deal funding should be spent on. It covered the Government's Town Deal prospectus areas. Over 250 people responded. 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:

- The Community Engagement and Consultation Group
- Being part of the Town Deal board itself
- An online consultation
- Online focus groups
- Contact with stakeholders The Member Reference Group
- 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 social media and formed the basis for consultation thereafter.

Community priorities and building a widely supported TIP

Our Board and advisory groups discussed all community consultation outcomes. 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 others which will provide a pipeline of delivery over the lifetime of the Town Deal.

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 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 should Town Deal funding be secured. 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 an £8.1m accelerator provision for four schemes identified in our discussions with business. It enables this to be progressed to contract(s) during 2021/22 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 ecosystem. 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.

Future Engagement

The Town Deal will continue to utilise the Community and Engagement Group and Member Reference Group for future engagement. Stakeholders will be engaged as the Town Deal projects progress to ensure the community has an active voice in the projects and can add value. A range of engagement tactics will be utilised including surveys, focus groups and meetings. The Board remains committed to ensuring local people, businesses and organisations are fully involved in the Town Deal process.

The Council will continue to lead communications around the Town Deal and ensure residents, partners and stakeholders are informed about its progress

Strategic Overview

This TIP and its 17 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 significant 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:

All the heritage projects included in the TIP are instrumental in the delivery of the Leicester and Leicestershire Tourism Growth Plan; this Strategic tourism plan is designed to help districts to get actively involved in growing their visitor economy. Loughborough's Town Centre Masterplan and the Charnwood Economic Development Strategy 2018-20 also prioritises regeneration of the heritage Quarter in East Loughborough. The LLEP recovery plan proposes to use established channels to further invest in place marketing, with outputs which play to the strengths of the area, in Loughborough's case, using its arts heritage and culture to mitigate against any residual negative image resulting from Covid-19 and connecting and communicating effectively to new markets and visitors alike. The Arts Council England’s Lets Create Strategy utilises heritage assets and building the capacity of our cultural assets to drive growth, support creative people and enhance the cultural offer for our community. Each of the Loughborough heritage and culture projects reflects the strategic priorities above. Taylors Bell Foundry have successfully secured over £5 million, £3.5 of this

from the National Lottery to support the restoration of the historic Taylors Bell Foundry. The project aims to restore key parts of the Grade 11* listed building to take it off the Historic England Heritage at risk register and to develop a new museum offer. The Great Central Railway reunification project is one of the biggest projects in modern railway preservation – the reunification of the two halves of the UK’s only double tracked mainline railway to create a unique 18 – mile heritage route through the East Midlands. The Riverside regeneration project historical corridor which links the town centre and railway stations will further consolidate Loughborough's rich industrial heritage making it a more compelling and attractive place to visit.

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. 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 Motorway, and major economic drivers Loughborough University, Enterprise Zone, 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.

Ensuring Loughborough University becomes a more accessible community asset through its Civic University commitment is a key component of the TIP. It is recognised as being the number 1 University in the World for sports-related subjects (see <https://www.topuniversities.com/university-rankings/university-subject-rankings/2020/sports-related-subjects>) and also has significant strengths in Engineering and Design.

Its world-leading research focusses on areas such as participation in sport and exercise, lifestyle for health and wellbeing, sport performance and sports technology. As the home of one of the 3 2012 legacy National Centres for Sport and Exercise Medicine and working with local Active Partnerships it will drive impactful change in our local communities physical and mental wellbeing.

Research, expertise and coaching previously only available to elite athletes will be targeted at the most deprived communities of the town through the Health Improvement programme. This will ensure that the whole of Loughborough can benefit from this expertise. This will drive innovation, evidence-based interventions and employment improvements across the Town through applying research expertise and outstanding facilities to the challenges that the Town faces.

Vision

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

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 v gown' 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

A call for projects began in February 2020 and utilised the #MyTown website, the Council website, social media, email alerts and local media to invite applications.

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.

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.

Towns Fund request and summary of projects:

Loughborough's TIP is requesting a Towns Fund contribution of £28.7m capital and £2.3m revenue over the 2021-26 period.

Government Intervention Framework / TIP themes <i>And key challenges</i>	TIP Projects and Outcomes	Project Value	Match funding secured	TIP Ask

Urban regeneration, planning and land use <i>Hollowing out of Loughborough town centre</i>	LIVING LOUGHBOROUGH – A rejuvenated town centre making it more attractive as a place to live as well as shop and spend leisure time.	£3.03m	£0.395m	£2.832m
	DEVELOPER ACCELERATOR – A fund to unlock key sites in town centre for housing, commercial and leisure development and help drive the recovery of Loughborough.	£50m	£42m	£8.2m
	BEDFORD SQUARE GATEWAY - 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	£3.663m	£1.91m	£1.7m
	THE LANES AND LINKS - revitalising an open space within a deprived neighbourhood which will improve community safety and encourage people to visit the area.	£1.2m	£0.11m	£1.2m
	PARISH GREEN - physical improvements to urban lanes and gateways which are currently unattractive, under-utilised and do not give a feeling of safety to pedestrians. Making them attractive and safe will benefit local residents and enhance our offer to visitors.	£0.4m	£ Nil	£0.4m
	FLOOD PROTECTION AND MITIGATION - 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.	£4.7m	£2.7m	£2m
Local transport and digital Infrastructure. <i>Improving</i>	CONNECTED LOUGHBOROUGH - improving the public realm between the east and east and	£11.5m	£8.5m	£1.5m

<p><i>connectivity across neighbourhood</i></p>	<p>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</p> <p>ELECTRIC LOUGHBOROUGH network of charging points to contribute towards the town's drive to be cleaner and greener with net-zero carbon footprint.</p>	<p>£2.13m</p>	<p>£0.175m</p>	<p>£1.955m</p>
<p>Arts, culture and heritage. <i>Protecting and enhancing our heritage</i></p>	<p>LOUGHBOROUGH BELLFOUNDRY help the UK's last remaining bell foundry develop as a visitor attraction</p> <p>GREAT CENTRAL RAILWAY - help the UK's only double track, main line heritage railway to develop as a visitor attraction</p> <p>GENERATOR - establish a hub for creative enterprises to develop and grow in one of the most historic buildings in town</p> <p>RIVERSIDE REGENERATION upgrade this historic national corridor which links the town centre and railway station and make it a more attractive place to visit.</p>	<p>£5.453m</p> <p>£0.98m</p> <p>£3.995m</p> <p>£0.9M</p>	<p>£4.603m</p> <p>£0.7m</p> <p>£2.395</p> <p>£0.015M</p>	<p>£0.835m</p> <p>££0.28m</p> <p>££1.6m</p> <p>£0.085m</p>
<p>Skills and employability. <i>Improving the health and life opportunities for our residents</i></p>	<p>LOUGHBOROUGH COLLEGE DIGITAL SKILLS HUB- will offer T – Apprenticeships, and Kickstart learning centre to accelerate town transition to AI and post – COVID skills and employment.</p> <p>GENERATION LOUGHBOROUGH - Associated Employability and Life Skills support for 5,000 YP especially focused on disadvantaged groups and communities.</p>	<p>£8.7m</p> <p>£1.21m</p>	<p>££6.1m</p> <p>£0.12m</p>	<p>£2.6m</p> <p>£1.09m</p>
<p>Enterprise and Innovation</p>	<p>HEALTHY AND INNOVATIVE LOUGHBOROUGH -</p>	<p>£10.737m tbc</p>	<p>£8.271m tbc</p>	<p>£2.466m tbc</p>

<i>Improving the health and life opportunities for our residents</i>	CAREERS AND ENTERPRISE HUB - – College run but connecting them and LU skills, enterprise & innovation eco – systems into town communities and businesses and repurposing the High Street.	£1.35m	£0.9m	£0.15m
Microprojects for Deprived Communities <i>Improving the health and life opportunities for our residents</i>	MICROPROJECTS - A small capital community and business grants scheme - A small capital community and business grant scheme for those unable to articulate demand and bring forward full proposals during lockdown	£1.1m	£ NIL	£1.1m

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



Summary of TIP Projects

Fig XX – Map showing location of TIP 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. **Bedford Square Gateway** - 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. **The Lanes and Links** – physical improvements to urban lanes and gateways which are currently unattractive, under-utilised and do not give a feeling of safety to pedestrians. Making them attractive and safe will benefit local residents and enhance our offer to visitors.
5. **Parish Green** – revitalising an open space within a deprived neighbourhood which will improve community safety and encourage people to visit the area.
6. **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

Local Transport and Digital Infrastructure

7. **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
8. **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

9. **Taylor's Bell Foundry** - help the UK's last remaining bell foundry develop as a visitor attraction
10. **Great Central Railway** – is Europe's only surviving double track heritage railway and the only section of preserved mainline railway, the only place in the UK where heritage trains can be seen passing each other at speed, all important features which are unique and

benefit not only the town but are precious in terms of the UK as a whole. . This project will help to preserve and develop rare employment skills which are rapidly dying out. This includes engineering and an associated Education Centre, which will link with the University Engineering Department on several major projects. The GCR attracts over 110,000 visitors per annum in a normal non-Covid year - all contributing spending in the wider town economy. This has potential to grow, with a linked-up heritage quarter and the planned development of the attractions themselves.

- 11. The Loughborough Generator** – establish a hub for creative enterprises to develop and grow in one of the most historic buildings in town. The objectives included 1) retaining graduates, 2) generating jobs and 3) supporting/sustaining new, creative businesses
- 12. Riverside Regeneration** - upgrade this historic national corridor which links the town centre and railway station and make it a more attractive place to visit. The objectives include: improvement of 2km of waterway through the town centre, resurfaced and more accessible tow paths, installation of signage, lighting, wayfinding, access points and an increase of mooring sites. The improvements will contribute to a greater number of visitors on foot and by boat. It will also assist in making a physical link to the towns strong industrial heritage.

Skills and Employability

- 13. 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.
- 14. 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

- 15. 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
- 16. Healthy and Innovative Loughborough** – a multi-faceted project delivered by a key local institution. It will utilise University innovation and knowledge to support business innovation and growth. Excellence in sports will be used to connect with local people to facilitate

healthy living. An Impact Hub will help ensure that projects are delivering real, measurable benefits for the town.

Microprojects for Deprived Communities

17. **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.

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.

We would like to request a single sum of £500,000 from MHCLG via a Town Deal to enable us to procure capacity which drives delivery and the local monitoring of progression of the TIP over 5 years.

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.

Ensuring Delivery and Outcomes - New para please check

It is proposed that the Town Deal Board will continue in some form as an entity to drive forward the ambitions for Loughborough, beyond the life of the Town Deal. The value of the key stakeholders coming together to combine resources and expertise is already evident in the range of proposals and shared ambitions that have been generated for the TIP. Ensuring that these interventions are successful and targeting our combined resources in the future will be key to Loughborough's ongoing revitalisation.

The Impact Hub will be a vehicle through which expertise and knowledge exchange will be utilised to ensure successful implementation of the Town Deal, providing monitoring and evaluation services for Town Deal interventions. The Hub will deliver crucial evidence and data required at Town and District level to support the development, delivery, and evaluation of interventions on a sub-regional scale. It is clear from the data gathered as part of the TIP evidence base that analysis at the Loughborough level is not readily available, as much of the data collection is on a Borough wide basis. Given the proposed growth of Loughborough and the levels of deprivation in some wards, it is vital that access to town and ward level information is collated and analysed.

The Hub will support Post covid recovery, monitoring the ongoing health of the town, and identifying areas of concern. This will enable targeted interventions to take place. In the longer term the approach to town centre design, innovation and proactive actions for town centre development and viability will be supported.

This will ensure that the TIP not only delivers solutions for the next five years, but also provides Loughborough with a lasting legacy to secure its long-term future.

Document to end with partner logos etc as before, list who is on the Board etc.

Appendices:

MEL Research public consultation report

Engagement Plan

Project prioritisation / selection blank proforma

Public Health England 2018 Local Data Sets