

Loughborough Town Deal Board

12th June 2020

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

Agenda

Item	Subject	Page #	Action
1	Apologies	-	
2	Minutes of the previous meeting & matters arising	2 - 6	
3	Declarations of Interest	-	
4	Project Overview Update	7 – 10	Decision
5	Online Public Survey Outcomes (February 2020)	11 – 19	Decision
6	Communications and Public Engagements Update	20 – 22	Decision
7	Town Deal Investment Plan, Proposition Draft	23 - 33	Decision
8	Date of Future Meetings (<i>31 July 2020</i>)	-	
9	AOB	-	

Meeting Report

PROJECT	Town Deal		
DATE	29 January 2020	LOCATION	Southfields, Loughborough

Attendees	
Board Members	
Cllr Jonathan Morgan (Chair)	Charnwood Borough Council
Dr Nik Kotecha	Morningside Pharmaceuticals
Cllr TJ Pendleton, CC	Leicestershire County Council
John Doherty	Loughborough College
Cllr Jenny Bokor	Charnwood Borough Council
Andy Reed	LLEP
Lez Cope Newman	Loughborough BID
Martin Traynor	Economy & Skills Group
Professor Tracy Bhamra	Loughborough University
Simon Whelband (representing Jane Hunt MP)	
Officer Attendees	
Rob Mitchell	Charnwood Borough Council
Eileen Mallon	Charnwood Borough Council
Dave Hankin	Charnwood Borough Council
Mike Roberts	Charnwood Borough Council
Mandip Rai	LLEP
Peter McLaren	Leicestershire County Council
Peter Sutton	BEIS/Communities

Apologies	
Tom Purnell	Leicestershire County Council
Helen Mitchell	BEIS
Jane Hunt, MP	

Meeting Type (Team, Board or other)				
Board Meeting				
Agenda				
Item	Topic	Paper	timing	Item Type
1.	Welcome & Introductions			
2.	Governance Structure and Terms of Reference	A		Decision
3.	Towns Fund: Introduction Scope & Vision	B		Decision
4.	Programme & Capacity Funding Arrangements	C		Decision

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5.	Process & Timeline for Producing a Proposal to Government	D		Decision
6.	Town Deal Communications and Engagement Strategy	E		Decision
7.	Date of Future Meetings			
8.	AOB			

Meeting Notes

1. Welcome & Introductions

Cllr Morgan welcomed the group. The purpose of the meeting is to ensure compliance with the Town Deal and to generate the next stages.

2. Governance Structure and Terms of Reference

Eileen Mallon, Strategic Director of Housing Planning Regeneration and Regulatory Services presented this draft proposal. The government expects this to be heavily led and owned by the local community

For the Terms of Reference Great Grimsby Town Deal has been used as an example.

It was agreed to amend the Board Membership to have co-Chairs rather than Chair and Vice Chair. Cllr .Morgan and Nik Kotecha will be co-chairs.

It was agreed to adopt Charnwood Borough Council declarations of interest.

It was agreed to use a scheme of delegation to manage events that will occur between Board meetings and to use email circulation.

Community involvement will include the voluntary sector. Proposals for the Chair of the community involvement group are to be put by the Board to Cllr Morgan and Eileen Mallon.

Eileen Mallon is to send a Local Authority form of declaration.

Declarations of interest should be included on the Board agendas.

The quorum of five voting members including the Chair will be required for decisions to be made. If the Board is not quorate, a meeting can still be held for discussion only; no decisions will be made at that meeting. .

Named substitutes are to be allowed, and attend if Board Members are unable to attend meetings. Board members were asked to provide the name of their substitutes. The substitutes should be covered by the Register of Interest.

If Board Members cannot attend the meeting they can email their views.

Rob Mitchell is to check the practicalities of virtual attendance e.g. Skype meetings.

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Minutes of meetings will be made public.

It was agreed that the revisions to the governance structure and terms of reference should be accepted.

3. Towns Fund: Introduction Scope & Vision

Dave Hankin, Team Leader Regeneration and Economic Development, presented this paper. The purpose of the paper is to set the scene. The scope of the Town Deal includes urban regeneration, planning and land use, skills and enterprise infrastructure, and transport and digital connectivity.

An investment plan is to be produced by end of Summer 2020. The focus is on a milestone of end of July 2020.

The boundaries of Loughborough defined in the prospectus rely on data from the 2011 Census. The potential Town Deal area might be reviewed to capture new areas of housing, the LUSEP enterprise zone and the Sustainable Urban Extension to the west of the town.

At the end of 2018 a re-parishing exercise was carried out. Loughborough is not parished, but the new boundaries may assist in the definition of the Loughborough urban area.

Various policy documents and statements advance differing visions for areas greater than the town or for the town centre only; none are specific to the town of Loughborough. However the analysis of those visions permits the distillation of six themes. They are:-

- An active role for delivering growth to support the Leicestershire International Gateway
- Consolidation of the town centre as the social, cultural and economic heart of the town contributing to the “total offer” to attract inward investors.
- Delivery of the LUSEP and Charnwood Campus Enterprise Zone
- Ensuring there is a suitably trained qualified workforce
- Improving connectivity with localised sustainable transport choices between the town centre and trip generators.
- Enhanced digital connectivity

The additional areas which might be included within the Town Deal remit was clarified to the Board by reference to the plan circulated with the agenda.

The south east quadrant includes areas of residential development completed since the 2011 Census.

The south west quadrant is Loughborough University Science & Enterprise Zone, now designated as part of the enterprise zone. Charnwood Campus comprises the other part of the zone within Loughborough and is already included within the built up area as defined by the 2011 Census having previously been occupied by Astra Zeneca.

To the north west lies the West of Loughborough Sustainable Urban Extension designed to incorporate large areas of open space, 3,200 homes, 16 hectares of employment land, schools and a local service centre. These are significant directions of growth where the Board might wish to consider potential interventions to enable delivery and economic growth. A case could be made to include Burleigh Wood and car parking associated with LUSEP which appeared to

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have been excluded but was otherwise encircled by the proposed urban area.

The boundary could be made wider. It is important to think about what kind of intervention could be funded.

The SUEs and EZ should be considered as a minimum. There will be opportunities to match the money that could be drawn down. The sports park plus the Advanced Technology Innovation Centre (ATIC) could be included. The maximum area should be aimed for.

It is important to make a strong case to government as to why the boundary should be amended.

The vision statement should refer to the economic vision of Loughborough. More vision regarding the economy should be included. The health of the town must be part of the vision.

It must be considered how Loughborough will look in 10-20 years. Strong sources of evidence must be included.

The paper was accepted by the Board.

4. Programme & Capacity Funding Arrangements

5. Process & Timeline for Producing a Proposal to Government

Dave Hankin, Team Leader Regeneration and Economic Development, presented these papers.

If Beacon status is aimed for then the programme must be accelerated and staff in place to implement the programme.

Regarding the priority of economic regeneration then the measures of success must be considered plus providing an example of a comparison business case.

Process and spending regulations need consideration.

In terms of process it is possible that the government may accept evidence based on strategy documents.

If the option to accelerate the programme was chosen then a May/June deadline should be aimed for.

The Secretary of State is keen to see progress.

It was cautioned that the amount of £162k is not a lot of money.

It is important to make the most of the opportunity and to begin the process early.

Changing the urban area boundaries as defined by the Office for National Statistics (ONS) could cause delay.

It is important to find successful projects out of the projects that may be put forward.

Some procurement measures could be waived. Beacon status is worth attaining, but there are

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no details yet regarding how this might be progressed.

6. Town Deal Communications and Engagement Strategy

Mike Roberts, Communications Manager presented this paper.

Board members discussed the benefits of talking directly to people, possibly at events and in focus groups, to gain meaningful feedback. Public events are being planned but details are yet to be finalised and timescale is a factor.

The Board also emphasised the need to use the existing networks of partners as well as the Council to ensure a good response and maximise involvement from a wide variety of people. Professor Bhamra offered to assist with engagement with Students' Union.

Engagement with people should take place before and after the Investment Plan is submitted.

The need to involve people and organisations with a heritage and culture interest was highlighted.

Finding out the views of people don't live in Loughborough was could also be useful.

Large employers with employees who don't live in Loughborough could be consulted.

Branding was identified as being an important part of the process.

Engagement must be focused on the requirements set by central government regarding the Town Deal.

7. Date of Future Meetings

The Board agreed to meet every other month. A list of dates was provided to the Board.

8. AOB

Cllr Bokor offered to investigate the example of Belper especially in terms of communications.

Follow up actions

1	Eileen Mallon is to send a Local Authority form of declaration. List of named substitutes to be provided
2	Proposals for the Chair of the community involvement group are to be put by the Board to Cllr Morgan and Eileen Mallon. (Board)
3	Rob Mitchell is to check the practicalities of virtual attendance e.g. Skype meetings.
4	Professor Bhamra offered to assist with engagement with Students' Union.
5	Cllr Bokor offered to investigate the example of Belper especially in terms of communications.

LOUGHBOROUGH TOWN DEAL BOARD

12th June 2020

Item 4 – Project Overview Update

1. Introduction

This report gives an overview of the current status of project activity which is in place in order to produce Loughborough's Town Deal Investment Plan.

Recommendation: That the Board notes the content of this report and that the project is on schedule to produce an Investment Plan by the end of July 2020.

2. Background

- 2.1 The Loughborough Town Deal Board is responsible, in conjunction with Charnwood Borough Council as Lead Council, for securing a Town Deal for Loughborough, worth up to £25 million. Production of an Investment Plan and its submission to Government will complete Phase 1 of the overall Town Deal process.
- 2.2 Due to the Covid-19 pandemic, the Board has not met since 29th January 2020. However, the Board was sent an emailed project update in April 2020, which can be viewed via https://www.charnwood.gov.uk/files/documents/tdb_april_2020_update_documents/TDB%20April%202020%20Update%20-%20Documents.pdf
- 2.3 There have been a significant number of actions carried out since the update referred to at 2.2 above and which will need to be undertaken in the coming period through to July 2020.

3. Timelines and Milestones

- 3.1 The Board agreed at its meeting on 29th January 2020 that an investment plan should be produced for recommended approval by 31st July 2020. This target is expected to be met as the project remains on schedule.
- 3.2 The table below shows key milestones which lead to the investment plan being delivered on time.

Objective / Activity	Deliverable	Indicative Programme	Responsibility
Inception Meeting (virtual)	Contract signed off	w/c 20 April 2020	Consultant / CBC COMPLETE
Desktop analysis and engagement with stakeholders, other consultants and CBC officers. Evaluation of projects ideas.		22 April – 22 May 2020	Consultant(s) COMPLETE
Draft Investment Plan Proposition submitted to CBC	Draft Investment Plan Proposition Document	1 June 2020	Consultant COMPLETE
Draft Investment Plan Proposition considered by Board for approval		12 June 2020	CBC COMPLETE
Consultation seeking comments from Board, stakeholders, Member Reference Group, Community Engagement Group and wider public		15 June – 3 July	Consultant(s) / CBC
Revisions to and development of Investment Plan document, informed by the consultation feedback		6 July – 16 July 2020	Consultant
Proposed final Investment Plan document submitted to CBC officers for comment	Proposed Final Draft Investment Plan	17 July 2020	Consultant
Presentation of Final Investment Plan to Board for approval	Approved Investment Plan	31 July 2020	Consultant / CBC

4. The Board

- 4.1 All Board members have been offered a one-to-one opportunity to speak with David Marlow, the consultant producing the investment plan. This enabled members to convey their thoughts about Loughborough and the opportunities which a Town Deal could deliver.

4.2 An email update was sent to the Board in April 2020 (see paragraph 2.2 above). As part of that update members were asked to comment on the outcomes of the online public survey which was undertaken in February 2020 and a further opportunity to comment will be given via discussion of Item 5 of the agenda of this board meeting.

4.3 The Board is next scheduled to meet on 31st July 2020 at 10am.

5. Member Reference Group

5.1 Due to the impacts of the Covid-19 pandemic and social distancing requirements, the Member Reference Group will not now meet until 22nd June 2020, via video conference call.

5.2 The Group was emailed a suite of town deal update papers in May and, as per the Board, councillors were given the opportunity to comment on the outcomes of the online public survey which had been carried out earlier in the year.

6. Community Engagement Group

6.1 Due to the impacts of the Covid-19 pandemic and social distancing requirements, the Community Engagement Group will not now meet until 15th and 16th June 2020, via video conference call. Due to the large size of the group, there will be two identical sessions in order to make interactive participation possible.

6.2 The Group was emailed a suite of town deal update papers in May and, as per the Board and Member Reference Group, stakeholders were given the opportunity to comment on the outcomes of the online public survey which had been carried out earlier in the year.

6.3 All comments received on the public online survey from the Board, Member Reference Group and Community Engagement Group were passed on to the consultant who is producing the investment plan.

7. Investment Plan

7.2 Very good progress has been made in the early stages of producing an investment plan. Following the commissioning of David Marlow at Third Life Economics a lot of work has been undertaken in moving forward this key area of activity. Item 7 on this agenda deals with progress on the investment plan and gives the Board the opportunity to consider and discuss a proposition document.

8. Communications and Public Engagement

8.1 Please see Item 6 on this agenda.

9. Government Guidance

9.1 Council officers have been in regular contact with Peter Sutton, the Government's liaison official for the Loughborough town deal. The expected further guidance on town deals has not, at the time writing, been released.

10. Risks

10.1 The following risks have been identified:

	Risk	Impact	Mitigation
1	Ongoing Covid-19 regulations prevent face-to-face meetings	Difficult to exchange knowledge and views	Increased use of emails, phone calls and video conferencing
2	Community does not engage in the process	Failure to gather the knowledge and experience of those living in the town	Ensure the communications strategy is followed
3	Absences from work caused by Covid-19 related illness and / or self-isolation / quarantine	Delays in progressing project work	Ensuring close working between officers and consultants and sharing of access to documents where possible and appropriate

Officer to Contact: Chris Grace
 Town Deal Project Manager
Christopher.grace@charnwood.gov.uk

LOUGHBOROUGH TOWN DEAL BOARD

12th June 2020

Item 5 – Online Public Survey Outcomes (February 2020)

1. Introduction

- 1.1 During February 2020 an online survey was undertaken asking the public for their views about Loughborough in the context of a town deal. This report highlights the key outcomes from that survey.

Recommendation: The outcomes of the survey are noted and used as part of the overall evidence base that informs the development of the town deal investment plan.

2. Background

- 2.1 In late February 2020 the Council, on behalf of the Loughborough Town Deal Board, carried out an online survey which canvassed public views about Loughborough.
- 2.2 The exercise was a pre-cursor to further public consultation and engagement which will take place as part of the community-led process for production of a Loughborough Town Deal Investment Plan.

3. The Survey

- 3.1 The survey was designed in a way which would enable ‘testing of the water’ in terms of what the community likes about the town and what types of things town deal funding should be spent on. The outcomes of the survey would provide a useful backdrop for decision-making and the refinement of further rounds of community engagement.
- 3.2 The survey was available for completion on the Charnwood Borough Council website for a period of 2 weeks. The survey questions [and the analysis below in this paper] were framed around the thematic areas for intervention identified by the Government for town deals:
- Urban Regeneration, Planning and Land Use
 - Skills and Enterprise Infrastructure
 - Connectivity
 - (a 4th ‘local’ theme of ‘Other’ has been used as some comments do not fit with any of the thematic areas).

Respondents were simply asked for views about a) what do you like about Loughborough currently and b) what suggestions do you have for projects or initiatives that town deal funding could be spent on?

4. Summary of the Outcomes

4.1 The survey produced interesting outcomes. Some headline conclusions can be drawn from the survey:

- People like lots of things about Loughborough and they particularly value the shops and markets
- Parks, open spaces and a connection with nature are valued and people would like to see more of that
- Loughborough is a place where a 'sense of belonging' is very evident and there are significant numbers of people who clearly feel it is a diverse, friendly and tolerant town with strong community aspects
- Being able to access Loughborough easily and its location in the heart of the country is recognised as an asset to the town
- Unsurprisingly, the things that people want to see happen in the town as part of a town deal are, in the most part, things which do not score highly as currently being liked
- There is strong demand for projects that relate to better connectivity of various types and forms. It should be noted however that environmentally friendly connectivity projects, electric charging points and electric vehicles for example, barely feature as things that people would want to see
- The importance of the car still seems to be prevalent in Loughborough with demands around car parking featuring strongly in the survey responses.

4.2 The outcomes of the survey have been previously emailed in Update papers to the Board, Member Reference Group and Community Engagement Group. Some individuals from those groups commented on the outcomes and those comments have been fed through to the investment plan consultant for his consideration.

4.3 Tabular representation of the outcomes of the survey are shown at Appendix A to this report.

5. Risks

5.1 The following risks have been identified:

RISK	IMPACT	MITIGATION
Survey outcomes not taken on board	Investment plan does not reflect community wishes	Survey outcomes and comments on the survey outcomes have been provided to the investment plan consultant
Survey undertaken in February becomes 'out of date'	Investment Plan doesn't take account of current views as a result of the Covid-19 pandemic	Further in-depth public engagement and consultation planned to take place in June and July

Appendix A: Survey Outcomes

Appendix A

Survey outcomes:

Part A. What do you like about Loughborough?

314 mentions were given to things that people like about Loughborough. These mentions were recorded across the thematic areas as follows:

144 – Urban Regeneration, Planning and Land Use

105 – Other

42 – Connectivity

23 – Skills and Enterprise Infrastructure

The Top 5 most mentioned things that people like about the town, from across all the thematic areas were:

43 – Shops and markets

30 – Family heritage / always lived here / live here

26 – Queens Park / open spaces

25 – Tolerant place / diverse community / multi-cultural / friendly

23 – Being in centre of England / very accessible / air, road and rail links.

The breakdown of all the responses for things that people like about Loughborough are shown in the tables below.

Table A.1 – Urban Regeneration, Planning and Land Use

THINGS PEOPLE LIKE	NUMBER OF TIMES MENTIONED
Shops and markets	43
Queens Park / open spaces	26
Good facilities for a small town / not a city / market town character	19
Places to eat and drink	16
Town Hall / entertainment	12
Pedestrianised centre	5
Museum	5
Tourist attractions	4
Library	3
Art Deco architecture	2
Attractive built environment	2
Assets to capitalise on	1
Regeneration schemes underway	1
A physically growing town	1
Sports / fitness / leisure facilities	1

Youth facilities	1
Housing and housing developments	1
Area around the church	1

Table A.2 – Skills and Enterprise Infrastructure

THINGS PEOPLE LIKE	NUMBER OF TIMES MENTIONED
University / students	17
Canal House creative businesses space	2
Vibrant business community	1
Social enterprise(s)	1
Loughborough College	1
Love Loughborough loyalty app	1

Table A.3 – Connectivity

THINGS PEOPLE LIKE	NUMBER OF TIMES MENTIONED
Being in centre of England / very accessible / air, road and rail links	23
Cheap parking / parking	7
Footpaths / walkable	5
Cycleways	5
Canal	1
Buses / bus routes	1

Table A.4 – Other

THINGS PEOPLE LIKE	NUMBER OF TIMES MENTIONED
Family heritage / always lived here / live here	30
Tolerant place / diverse community / multi-cultural / friendly	25
Vibrant sense of community	15
Closeness to the countryside	15
Feel safe	8
Voluntary sector activity	3
Clean / tidy / litter free	3
Feels charming and quaint	2
Plants, flowers and trees	1
The Fair	1
Christmas lights	1
Everything!	1

Part B. What are your Suggestions for Town Deal Projects and Initiatives?

650 ideas were mentioned as things that people would like to see happen in Loughborough. These ideas were recorded across the thematic areas as follows:

- 239 – Connectivity
- 218 – Regeneration, Planning and Land Use
- 144 – Skills and Enterprise Infrastructure
- 49 – Other

The Top 5 most frequently mentioned suggestions for the town, from across all the thematic areas were:

- 44 – Business rates and commercial rents relief / incentives
- 39 – More free / cheaper / better parking
- 28 – More / better cycleways
- 20 – Enterprise centres / hubs
- 20 – Better / new bus services to the town centre from peripheral / outlying areas.

The breakdown of all the responses for what people would want to see in Loughborough are shown in the tables below.

Table B.1 – Urban Regeneration, Planning and Land Use

SUGGESTION	NUMBER OF TIMES MENTIONED
Youth and children centres / facilities	15
More green spaces / wildlife areas / trees / flowers	14
Better cultural facilities	14
Town centre / brownfield housing	12
Better leisure and sports facilities	12
Better canal / waterways / more water features	11
Mixed-use regeneration schemes	10
New shopping mall / more shops	10
University presence in the town centre	10
Less accommodation for students	10
Improved public realm	9
Improved markets	9
Council to purchase vacant premises and rent out for different uses	8
Improve Nottingham Road gateway	7
Better tourist and local info in the marketplace	7
More affordable housing	6

Improved flood protection	5
Improve John Storer House / voluntary organisations' facilities	5
Indoor market / stalls in vacant retail premises	5
Enlarge / improve Queens Park	4
Change retail floorspace to other uses	4
Free public toilets	4
Homeless shelter / hostel / hotel	4
Regenerate Loughborough High Street	3
Demolish Packe Street car park	3
Alternative use for the Odeon Cinema	3
Community Centre in the town centre	2
Better use of parks and spaces for events	2
Zero carbon-only developments	2
Limit number of charity shops	2
Remove restrictions on student accommodation	1
Redevelop Limehurst Depot	1
Regenerate Hastings and Lemyngton areas	1
Incentives for commercial landlords with vacant premises	1
Use Rectory Place for markets and events	1
Improve the appearance of town centre alleyways (lanes)	1

Table B.2 – Skills and Enterprise Infrastructure

SUGGESTION	NUMBER OF TIMES MENTIONED
Business rates and commercial rents relief / incentives	44
Enterprise centres / hubs	20
Grants for new businesses and small business expansions	17
Business start-up and business support programmes	15
Local apprenticeships and skills co-ordination	11
University to run courses and programmes for local people and businesses	10
More office spaces / shared office spaces	4
Digital technology and skills / cyber	4

security centre of excellence	
Bio-degradable projects and products development / environmental skills initiatives	4
Support for young / graduate entrepreneurs	3
Inward investment incentives	2
Social enterprise initiatives	2
Great Central Railway linked skills programme	1
Jobs boards and information at places other than Job Centre Plus	1
Bring Garendon School back to life	1
Reduced market stall rents for home-made / home-grown products	1
HS2 linked apprenticeships for Loughborough people	1
Upgrade computers in the library	1
Enterprise skills centre at Loughborough College	1
More adult learning classes	1

Table B.3 – Connectivity

SUGGESTIONS	NUMBER OF TIMES MENTIONED
More free / cheaper / better parking	39
More / better cycleways	28
Better / new bus services to the town centre from peripheral / outlying areas.	20
Address Epinal Way congestion / crossings	18
Bus station	16
Reduce the amount of pedestrianisation	14
More bus services to the rail station	14
New bus services to the new edge of town housing developments	11
Improve traffic flows across the town	9
Park n Ride facility	9
Covered cycle racks	6
Better quality roads in to and within the town centre	5
Tram system	5
Free street wi-fi across the whole town	5
E-bikes scheme	4
Electric buses and taxis	4
E-charging points	4

Public transport app / better info at bus stops	4
Complete the Great Central Railway link to Nottingham	4
Loughborough bypass	3
Better footpaths / walking areas	3
No deliveries / cycles / traffic in the marketplace	2
Digital display points for public information	2
Superfast fibre broadband across the whole town	2
Safe pedestrian crossing between Queens Park and the library	1
More evening bus services	1
Disability friendly travel schemes	1
Better facilities at the rail station	1
Extended hours on buses for bus pass holders	1
Remove on-road parking at Bedford Square / Wards End	1
Reduce car access and car parking	1
Train / bus ticket machines in the town centre	1

Table B.4 – Other

SUGGESTIONS	NUMBER OF TIMES MENTIONED
Address anti-social behaviour	18
Stage more events	10
More evening events and activities	6
More Police	4
More cleaning and litter removal	4
Green energy [non-transport] and recycling infrastructure	4
Activities for students in the town centre	1
Better marketing of the town centre	1
CCTV in all parks and open spaces	1

LOUGHBOROUGH TOWN DEAL BOARD

12th June 2020

Item 6 - Communications and Public Engagement Update

1. Introduction

- 1.1. This paper sets out an update around arrangements for the next phase of consultation for the Loughborough Town Deal.

2. Recommendation:

That the Board approves the consultation plan.

3. Background

- 3.1. The Board approved an engagement strategy in January for the Loughborough Town Deal.
- 3.2. This strategy has now been revised due to the pandemic to reflect social distancing guidance and an accelerated timescale.
- 3.3. An external supplier, MEL Research, has been commissioned to carry out the consultation.
- 3.4. While the pandemic has caused significant disruption to the project, preparations have been made with MEL Research to carry out a short and focussed engagement process subject to the approval of the draft investment plan. Further details are set out in section 4.
- 3.5. To assist with engagement, the creation of Loughborough Town Deal branding was created before the pandemic escalated and a town deal website has now been completed.
- 3.6. Government had indicated a consultation toolkit would be issued but, understandably, one does not appear to have been produced.

4. Consultation and communications plan

- 4.1. The consultation and engagement strategy has changed due to the pandemic and social distancing rules.
- 4.2. However, we are planning to utilise online focus groups for businesses and residents to ensure the consultation captures qualitative data.

Consultation plan

Date	Action
W/c June 15	Launch online residents' survey
W/c June 15	Online business survey begins
W/c June 15	Online business survey begins
W/c June 15	Five online focus groups: <ol style="list-style-type: none"> 1. Business focus group 2. Young professionals/couples 3. Households with children (pre-school and/or older families), single parents 4. Empty nesters/retired households 5. Students (16+)
June 15	Community Consultation and Engagement Group Meeting No 1
June 16	Community Consultation and Engagement Group Meeting No. 2
June 29	Residents' survey closes
July 6	MEL Research to deliver consultation analyses

- 4.3. Below is a brief communications plan setting out how the consultation will be promoted.

Communications plan

Date	Action	Audience	Key message
June 15	Press release to launch the residents survey	Residents	<ul style="list-style-type: none"> Help us shape the future of Loughborough Town Deal is critical to the area's recovery
June 15	Social media campaign begins	Residents	As above
June 15	Website updated	All	As above
June 15	CBC Email alerts to subscribers	Subscribers	As above
June 15	Email to Members	Members	Please share the launch of the consultation and encourage participation
June 15	Email to partners	Partners	Please share the launch of the consultation and encourage participation
June 15	Email to CBC officers	Officers	Please share consultation with community groups and contacts and encourage participation
Before the consultation ends	Reminders via social media / email alerts / contacts	Residents Businesses	Time is running out to have a say in Town Deal consultation
Week commencing June 29	Social media	Residents Businesses	Thank you for taking part in the consultation, XXX responses received

5. Risks

5.1 The following risks have been identified:

	Risk	Impact	Mitigation
1	Shortened timescale	Negative impact on consultation response numbers Potential reputational damage	Clear communication about the reasons for the timescale Multiple channels used to ensure good promotion of the consultation and therefore engagement

LOUGHBOROUGH TOWN DEAL BOARD

12th June 2020

Item 7 – Town Deal Investment Plan, Proposition Draft

1. Introduction

This report presents a town deal investment plan proposition document prepared by Third Life Economics. The document is intended to be used as a basis upon which a more detailed and final investment plan would be produced. It has been written in a way which facilitates further input into the town deal process from the Board, reference groups, stakeholders and the wider public.

Recommendations:

- 1) That the Board considers the vision for Loughborough contained within the town deal investment plan proposition document and the ambition for the town as being a place of distinctive national significance and quality.
- 2) That the Board considers the town deal investment plan proposition document and agrees the key themes for projects investment, namely:
 - a) Physical regeneration and how Loughborough functions as a place
 - b) Equipping people, communities and businesses for the future
 - c) A smart, green Loughborough
 - d) Loughborough – innovation ‘city’; a global, national and regional destination.
- 3) That the Board asks officers of the Council and the retained consultants to undertake consultation on the document and its content.

2. Background

- 2.1 At its meeting on 29th January 2020 the Board agreed that a proportion of town deal capacity funding should be used to commission a consultancy to produce Loughborough’s town deal investment plan.
- 2.2 Third Life Economics were subsequently appointed and have been working to a timeline described at Item 4 above. The consultant has now produced a proposition document for consideration by the Board.

3. The Proposition Draft

- 3.1 The document at Appendix A to this report is a proposition draft prepared by Third life Economics. It presents the next major staging post for formulating a Town Deal Investment Plan.
- 3.2 The document provides an opportunity for the Board to consider and agree an ambitious, outward and forward-facing long-term vision for the town and to endorse the overall shape of the plan's vision, principles, intervention themes, criteria for investment and win-win short/long term projects (Appendix, pages 5-7). The proposition draft takes the town deal in a distinctive and compelling direction.
- 3.3 The next stage for the investment plan consultant will be assessment of how robust, investment and shovel-ready existing schemes are. He will also be identifying whether there are other opportunities not yet on our radar. It has been challenging to progress this piece of work without site visits, meetings and deliberative workshops – all of which would have been the approach which would have been adopted had 'lockdown' measures not been in place.
- 3.4 The document has been formulated following the consultant's 'digital' meetings with all Board members and extensive desk research of documentation provided to him by Council officers. It represents an independent assessment of both Loughborough's potential and how the Town Deal might contribute to realising this.
- 3.5 David Marlow, the consultant, will be present at this meeting to present his document and help facilitate discussion of it.
- 3.6 If approved by the Board, the document should be shared with MEL Research and used by them and the Council's officers to undertake stakeholder and wider public consultations through the remainder of June and into early July (see Item 6).
- 3.7 If approved, the document should be presented as the Board's statement of intent at this stage of the town deal process. It can be used as part of ongoing dialogue with Government officials and potential funding partners.
- 3.8 Following the Board's deliberations and comments, the document will be amended and stylised by the consultant and / or officers to make it suitable for use in stakeholder engagement and public consultations.

4. Risks

4.1 The following risks have been identified:

	Risk	Impact	Mitigation
1	Ongoing Covid-19 regulations prevent face-to-face meetings	Difficult to exchange knowledge and views	Increased use of emails, phone calls and video conferencing
2	Community does not engage in the process	Failure to gather the knowledge and experience of those living in the town	Ensure the communications strategy is followed
3	Absences from work caused by Covid-19 related illness and / or self-isolation / quarantine	Delays in progressing project work	Ensuring close working between officers and consultants and sharing of access to documents where possible and appropriate
4.	Document not approved by the Board	Delay in commencement of consultation with stakeholder groups and wider public	Seek potential extension to timeline for producing final investment plan

5. Appendix

Investment Plan Proposition Draft

Loughborough Town Deal – Investment Plan proposition, May 2020

Executive Summary

This proposition draft is a statement of intent from Loughborough's Town Deal Board (TDB). We are tasked by July 31st2020 with formulating a Town Deal prospectus and investment plan to access a tranche of Government's £3.6bn Town Fund.

Having interrogated the evidence, received feedback from preliminary consultations, and considered a number of approaches, we set out in this paper our intentions for completing the prospectus and investment plan. Your feedback on this paper will be an important contribution to this process.

Our investigations have confirmed what a special and genuinely distinctive place Loughborough is. Alongside being a great place to live, work and visit, we have authentic global, national and regional roles that can help deliver a strong post-COVID19 recovery and long run success for our communities.

However, we also recognise that there are serious challenges facing the town in remaining vibrant, meeting global challenges like sustainability and inclusive growth, and particularly addressing the social and economic disruption of the COVID19 public health crisis and lock down.

To that end, we are proposing an ambitious, future facing Town Deal that prioritises investments in four areas.

We suggest physical schemes – many already in plans and masterplans – that will make the town work better and more resiliently as a place. We recognise the need to support communities and businesses to make the transition to a post-COVID19 future. We wish to accelerate a programme to create a digital, green Loughborough akin to leading UK smart cities. Fourthly, we propose support for those special qualities that have relevance and can draw visitors and investment to Loughborough from the Midlands Engine, UK and even further afield.

We have assembled a list of over 20 projects and programmes and outlined the criteria by which we will appraise them if they are to be part of our 2030 vision and included in the first Town Deal we submit to government. We are also proposing a fund for smaller local schemes that can kickstart our post-lockdown recovery and revitalise the town centre, communities and neighbourhoods.

There is considerable technical work to turn this statement of intent into a credible, deliverable prospectus and investment plan deserving of government agreement and financial support. But, perhaps even more importantly, this needs to be OUR collective Town Deal. It needs your ideas, energies, enthusiasm and support to bring it to fruition.

We ask nine questions in this statement – some specific but others a more general request for your views and advice. They cover topics like how ambitious you are for the town; how we should balance long-term goals with short-term recovery; and whether we are missing any significant opportunities.

We hope you will give us feedback by 15th July 2020.

Please get in touch via.....

Introduction and purpose: Loughborough has been invited to submit an Investment Plan to access Town Deal funding from Government's £3.6bn Town Fund. The Town Deal (TD) programme seeks "to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, skills and culture" for each eligible place.

Loughborough has established a Town Deal Board (TDB) of business, community and public sector members. We have worked since January 2020 to develop and consult on a proposition that will enable Loughborough to realise its full potential during the 2020s, and to which the Town Fund can be a major contributor. This endeavour is being undertaken during the COVID-19 public health crisis and consequent acute economic and social dislocation.

Nevertheless, we have made progress in formulating this high-level statement of intent. We are committed to an inclusive process as we firm it up into a full prospectus and investment plan.

We invite organisations and individuals as passionate about Loughborough's future as we are to consider this document. Please give us feedback no later than July 15th 2020. We shall use your input to produce a full Investment Plan compliant with Government guidance and expectations by July 31st 2020.

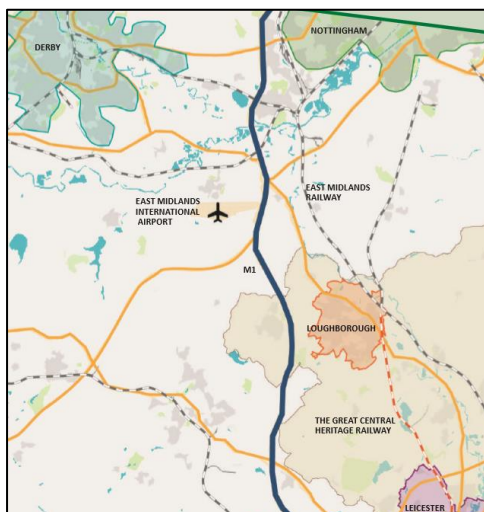
Towards a Loughborough 2030 manifesto: Loughborough has an important, special and highly distinctive place in the UK's roll-call of large towns.

We are known and globally significant for elite sports. We host a UK top-5 university and England's first Life Sciences Opportunity Zone. In the Midlands Engine, Loughborough is unparalleled outside the metros and large cities as a knowledge, science and technology hub at scale. In the East Midlands we sit at the intersection of the three primary city regions – Derby, Leicester and Nottingham – able to add value to all of them, and to the region's International Airport Gateway and impending HS2 regional station. Finally, as, effectively, the 'county town' and largest urban centre in Leicestershire, we host the two Enterprise Zone campuses outside Leicester itself. By the 2030s, Loughborough will be home to over 80,000 residents with a direct primary catchment of 200-250,000 who may routinely look to the town for many of the ingredients of their quality of life and well-being.

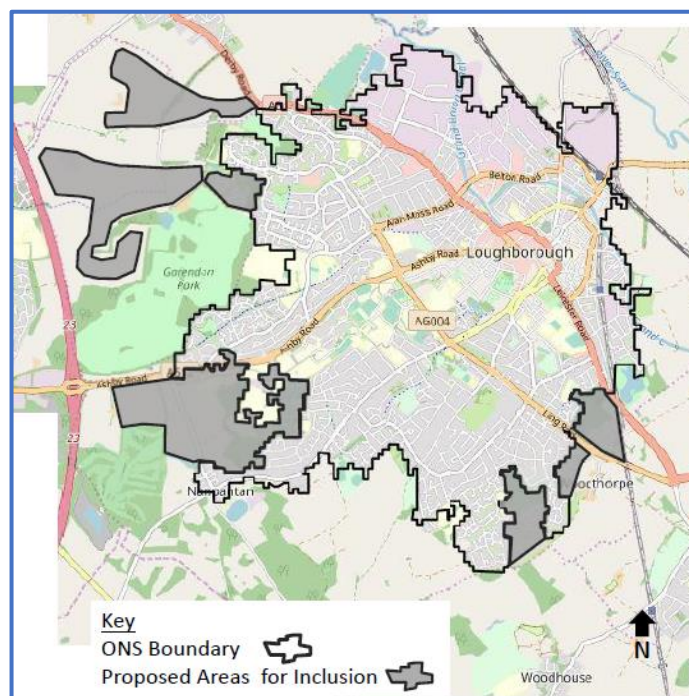
The Town Deal has to answer questions, post-pandemic, of '**what sort of town is needed to build on these global, national, regional and county roles?**'; and '**how to best leverage them for the benefit of the people and communities who chose to call Loughborough their home?**'; and for those who look to the town for dimensions of their quality of life like employment, leisure, health & wellbeing. And it needs to be future facing. **Those born this year will be 30 in 2050. What sort of place do we need to become to be the place of choice for living, working and visiting for our next generations?**

The Town Deal Board is seeking your views and advice on answering these types of questions:

- A. Should the Town Deal be an ambitious programme that builds on Loughborough's global, national, regional and county profile and reputation?**
- B. However, within this outward-looking perspective, should the Town Deal Investment Plan focus primarily on improving the economic, social and environmental well-being of Loughborough communities and businesses – especially accelerating recovery and rebooting the economy and social life after the COVID19 lockdown?**



Loughborough Background: This section sets out some of the key background evidence that the TDB have considered.



Loughborough is:

- The largest town in the Leicestershire County Council area. Our population of +/-66,000 in 15sqkms is at a density similar to the neighbouring cities of Derby and Nottingham.
- We are probably the best located centre in the East Midlands and one of the best in the UK. Near the centre of England, within 30 minutes of the three largest East Midlands Cities, close to the airport and regional HS2 station, and with over 50 trains a day to London, the fastest of which makes the journey in under 80 minutes
- Our resident population is younger than county, regional and national averages with, in general, higher average skills levels, more senior jobs, and higher residential and workplace earnings per week than the region and county
- Our population is forecast to grow at faster rates than county and regional averages surpassing 80,000 residents in the 2030s.
- Loughborough University is an asset of genuine international significance and a top 5 UK university. With over 18,000 students enrolled and 3000 staff, the vast majority resident for the academic year locally, this gives the town huge dynamism, but also an acute seasonality to town activity.
- Pre-COVID-19 the town had a suite of plans and strategies that provide a good basis for medium-term growth and development. These included the CBC Core Strategy and Draft 2019-36 Local Plan, and the 2018 Town Centre Masterplan
- We host two of the three Leicester & Leicestershire Enterprise Zones (EZs) at LUSEP and Charnwood Campus. We have plans for a sustainable urban extension (SUE) of 3,200 homes at West of Loughborough and a further 1900+ additional homes in the urban area.
- The 2018 town centre health check suggests a relatively vibrant, diverse and evolving town centre – BUT it will need to continue to change (with probably contracting retail) into the 2020s. The pace of those town redevelopments has sometimes been frustratingly slow
- Loughborough and Charnwood more widely have relatively low job and enterprise densities. Outcommuting is highly significant – especially to Leicester. The gap between resident average earnings and workplace average earnings in Loughborough constituency (£68) is significantly higher than CBC (£51) and Leicestershire (£47) averages.

- The town 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. All four are adjacent to the town centre itself.
- The COVID19 public health and economic crises are existential shocks and a return to pre-COVID19 normalcy is unlikely in the short term and may not be viable in the long run.

To capture the evidence base of town performance in a high-level strategic tool for town deal planning and prioritisation, we have used a SWOT analysis. A condensed summary is presented below. These are not the ONLY strengths-weaknesses-opportunities-threats facing Loughborough – but we consider them highly significant in terms of formulating our Town Deal strategy:

Loughborough Town Deal Strengths-Weaknesses-Opportunities-Threats (SWOT)

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 	<ul style="list-style-type: none"> • Four central neighbourhoods on edge of town centre are among most-deprived 20% in England
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"> • Potential national and regional post-lockdown economy reduces domestic demand, levels of private investment, and appetite for innovation – with specific university dimensions that particularly 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

C. What other issues would be relevant to the Town Deal if we expanded the table from three strengths, weaknesses, opportunities and threats to four or five each?

Context and futures for leading towns: In formulating a 2030 proposition for Loughborough, the TDB has discussed likely characteristics and challenges for leading towns through the 2020s.

Prior to the COVID19 crisis a lot of work had been done on the dimensions of future success for ambitious large towns and cities. The smart future city is seen as rich with technology infrastructure and services (e.g. from 5G networks to widespread Internet of Things sensors); an attractor and developer of talented, skilled people; using big data openly, effectively and in real time to manage the place better; often majoring in low carbon sustainable development. Leading Future Cities in the UK and across the world have, for example, been developing open data stores, smart transport systems, digital skills and business innovation hubs, improving building and vehicle environmental performance, and involving citizens and communities in these changes.

What has been much less prevalent has been the application of smart futures policies and projects to large towns in consistent and comprehensive ways. It is worth asking whether ***Loughborough should use its underlying strengths to progress these agendas as part of post-COVID19 recovery.***

To some extent this depends on how and when places will emerge from COVID19 crisis management and what the medium-term implications of this will be. Whilst there are no definitive answers and assured forecasts for this, we believe it is reasonable to assume implications of the crisis will include:

- Long-term increased levels of home working and home learning
- Need to give residents and visitors confidence that social distancing and other public health measures make trips in towns and neighbourhoods safe and secure
- Continuation of the shift to online purchasing and deliveries seen during the lock down, with consequent acceleration of pressures on bricks and mortar retail
- Enduring interest in green and active living improvements secured during the lockdown
- Greater focus on resilience compared to growth in economic and social priorities
- Reconfirmation of commitment to levelling up opportunities for communities not currently participating in or benefiting from Loughborough's success; and for those whose lives and futures have been seriously damaged during the lock down.

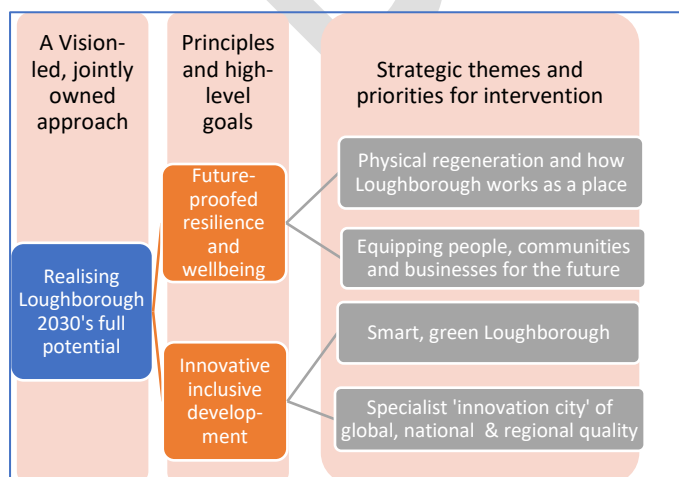
Some of the longer-term perspectives align with the COVID19 implications. For instance, contraction of retail cores, online working and even environmental concerns are major accelerations of pre-crisis trends. Others are somewhat different in character – especially for the many households and communities who have suffered major setbacks and enduring hardships as a result of the crisis.

In broad terms, therefore, we are suggesting a Town Deal that lays the foundations for long run success of Loughborough as a leading town but also contributes quickly and tangibly to short term recovery – especially for those most at risk of enduring hardship.

D. Please can you give us your ideas of win-win short-term recovery measures that can also lay the foundations for the town's long-run success?

High-level vision and strategy: The analysis above has informed our strategic choices for the type of Town Deal we are commending to Loughborough. We suggest a vision-led prospectus recognising and realising Loughborough's potential as a place of distinctive national significance and quality.

We consider ***Loughborough has the assets and capabilities of a leading small city. In the 2020s we can be globally known for both elite and participatory sports excellence; the Midland Engine's premier small city knowledge and science hub; at the centre of the region's tri-city area (of Derby, Leicester and Nottingham); and Leicestershire's county town. To make the most of those roles and functions, Loughborough should offer residents, communities and business the opportunities, experiences and well-being to participate fully in Loughborough's life and development.***



As suggested opposite, our TD will adopt an ambitious and forward-looking 'Team Loughborough' approach; focussing on goals to increase resilience, improve well-being, encourage innovation and ensure inclusivity. Long-run success will be assured by progressing programmes and projects that deliver sustainable place, business and people-based results; building Loughborough's significance, profile and reputation for Global Britain and Midlands Engine.






E. Do you find our proposed vision and approach attractive and compelling? Would you want us to add or take away anything from it?

Contribution of Town Deal (TD) Programme: The Town Deal is an invitation to Loughborough to access Government's Town Fund with an indicative quantum of +/-£25m available over a number of years for successful applicants. Although £25m is a welcome and valuable resource, it is a fairly modest amount. Our current total economy might have a value just over £1.5bn every year (2017 figures), but this would grow to over £2.5bn (2017 prices) by the early 2030s with over 80,000 residents and economic performance akin to, say, a knowledge city like Cambridge or Bath.

The Board have carefully considered criteria for proposing Town Deal programme investments and the shape of the overall programme. Our approach will combine projects that assist short-term recovery and rebooting of economic and social life, whilst building momentum for long-term success as a leading distinctive place of national significance and quality. In particular, we are seeking to assemble a portfolio of measures that will:

- Contribute to the long-term vision and ambitions for the town
- Align with national, regional and local post-COVID19 lockdown recovery and economic plans
- Enthuse both local partners, and particularly UK government as funder of the programme
- Leverage further national and local public and private investment
- Support and catalyse business dynamism and community activism
- Increase resilience and future proof local infrastructure and services
- Generate economic and fiscal returns whilst reducing long run public revenue requirements
- Support vulnerable groups and communities most impacted by the crisis
- Ensure early progress, deliverability and affordability

For a notional programme of +/-£25m, we have undertaken an exercise to explore the overall architecture of the Town Deal Programme. This considered issues like whether the programme should focus on a small number of big or a large number of small schemes; should it be largely capital or revenue expenditure; physical or community regeneration; new or existing schemes; town centre or the whole urban area. Of course, the Board has a breadth of views, and there are no single right answers for the balance between these dimensions of a programme. However, in aggregate, and synthesising the views, we are suggesting a programme with the following type of balances:

	Balance of programme approaches	
2-3 Big ticket projects		Lots of small projects
Capital investments		Revenue programmes
Town centre		Whole urban area
Pump-prime new initiatives		Top-up/gap-fund existing schemes
Physical development		Community Regeneration
Other criteria (insert)	Strong interest in strengthening Loughborough's green and smart credentials	
		Other criteria (insert)

This amounts to a programme architecture comprising:

- 3-4 larger schemes but a sum (perhaps £3-£4m) for a number of small and micro-projects
- We expect government to confirm this as mainly a capital programme, but a revenue element for things like kickstarting town events and activity, or for reskilling and retraining has merit

- The majority of the programme should focus on the town centre and urban core but there should be support for intra-urban connectivity and relevant projects in the wider urban area
- We will top up existing schemes where these are viable long term and have been stalled by the lock down – but most of the programme should pump prime future-facing initiatives
- There should be a balance between physical and people-facing schemes – especially for those communities that need levelling up support or who have suffered major lock down setbacks
- Successful places in the future will need advanced digital capabilities and strong green credentials. The programme should seek to mainstream this in its overall approach

F. Do our suggested criteria for investment and the overall shape of the programme make sense? What else might you like to see in them?

Indicative Investment Plan: During the early months of our work, the Board and our subgroups have compiled a long list of over 20 existing ongoing schemes and ideas that are in development. For reasons of scale, it is clear the Town Deal will not be able to fund all of these. However, taken together they begin to outline a coherent approach to a long-run public sector supported investment programme necessary to progress Loughborough's overall goals and ambitions.

Over the 2020s, to advance an ambitious vision, we believe Loughborough needs to deliver the following thematic interventions and illustrative projects – NOT in any priority order:

1) Physical regeneration and how Loughborough functions as a place:

- a) Core physical resilience – Environment Agency flood risk and drainage schemes
- b) Town Centre schemes
 - i) Opportunity sites (e.g. Baxter Gate, Aumbery Gap, Devonshire Square, Ashby Road)
 - ii) Public Realm – quality, public health aligned townscape, street scene and open spaces
 - iii) Town Hall/Markets Square events space and Love Loughborough Place Management
 - iv) Urban Living residential and lifestyle development
- c) Station Quarter – improving gateway areas and connectivity to town centre
- d) Limehurst Depot and Canal Side developments (including canal and rivers trust)
- e) Connectivity – particularly:
 - i) Town centre parking, circulation, public transport interchange and mobility
 - ii) A rapid transit spine – station – town centre – college – university/LUSEP – West Loughboro'

2) Equipping people, communities and businesses for the future

- a) Skills
 - i) Digital skills hub
 - ii) Reskilling and future jobs programme
- b) Business
 - i) Business Support and accelerator
 - ii) Innovation and incubation centres in the town itself
- c) Communities
 - i) Housing and living environment improvements in deprived neighbourhoods
 - ii) Youth Sports Trust

3) Smart, green Loughborough

- a) Digital Loughborough infrastructure and services – superfast broadband, next generation networks, internet of things (IoT) sensors, observatory, open data centre and related apps
- b) Smart, green transport plan – including cycle and pedestrian priority corridors, greener public transport, e-bikes and EV charging points, canal and river side

4) ***Loughborough – ‘innovation city’, global national and regional destination***

- a) Sport and Active Healthy Living Exemplar
- b) Loughborough Area of Innovation, innovation eco-system and LATI+ – with strong linkages to tri-city eco-systems and Midlands Engine
- c) The Generator, Creative Loughborough and Charnwood Arts
- d) Industrial Heritage quarter
 - i) Grand Central Railway restoration and education centre
 - ii) Bell Foundry
 - iii) Museum and memorial
- e) Midlands Connect rapid transit to Derby, Leicester, Nottingham, Airport, HS2 and beyond

As stated above, the Town Deal will not be able to deliver or even accelerate and pump prime all of these. Many individual schemes are closely related and may be packaged together. Others may have their own sources of funding. However, subject to your feedback and any government guidance, our intention is to work with project sponsors over June and July to appraise them against the criteria outlined in this paper and assess their investment readiness for a late 2020/21 or early 2021/22 start.

Following this assessment, we expect to put to Government a three-four-year TD programme. Whilst this is illustrative only, a profile with the following scale and character may be credible:

Investment type	2020/21	2021/22	2022/23	Later years	Comments
Design and Development	£0.25m	£0.5m	£0.25m	?	• To progress ideas and new schemes into deliverable projects
Top-up/Gap-funding	£0.5m	£3m	£3m	?	• Need to hit the ground running with viable but stalled schemes
Microprojects	£0.5m	£1m	£1.0m	?	• Small local projects with merit including revenue schemes
New schemes	£0.5m	£5m	£10m	£10mpa	• Mobilises fully next year and should continue beyond initial TD Investment Plan
Institutional Development	£0.25m	£0.4m	£0.35m	Tapers as capacity grows	• To build capacity & capability to deliver Loughborough2030 goals

G. Do you agree with the overall approach we are suggesting to formulating the programme?

H. Have we missed any major opportunities in our long list of themes, projects and programmes?

Concluding remarks and next steps: This proposition draft is your opportunity to further help the TDB shape the Town Deal prospectus and investment plan we wish to propose to government at the end of July 2020. Our hope is to agree in the late Summer a Town Deal with Government and other relevant partners that will restart and reboot the town following the COVID19 lockdown and drive us towards long term success in the 2020s and beyond.

We hope you will be inspired by what you have read – Loughborough is a special, distinctive place. At our best we are already of genuine global and national significance and quality. A Town Deal – well supported nationally and locally – will ensure we will be at our best across a much wider set of outcomes and areas of activity. And being at our best must resonate with the aspirations of all our residents, communities and businesses. To that end:

- I. ***Please let us have your feedback on this document, the questions therein, and any other comments no later than July 15th2020.***