

# Loughborough Town Deal Board

**21st October 2021**

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

## Agenda

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2	Draft minutes of the previous meeting & matters arising	2 - 7	
3	Declarations of Interest	-	
4	Local Assurance Framework	8-26	
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8	AOB	-	
	Future meeting dates: <i>to be confirmed</i>	-	

## Meeting minutes

<b>PROJECT</b>	Town Deal		
<b>DATE</b>	27th September 2021	<b>LOCATION</b>	Virtual meeting using Zoom

Attendees	
<b>Board Members</b>	
Dr Nik Kotecha (Co-Chair – in the Chair)	Morningside Pharmaceuticals
Cllr Jonathan Morgan (Co-Chair)	Charnwood Borough Council
Cllr Jenny Bokor	Chair of MRG
Lez Cope-Newman	Loughborough BID
Jane Hunt MP	MP for Loughborough
David Pagett-Wright	Chair of CCEG
Andy Reed	LLEP
Prof. Chris Rielly	Loughborough University
Martin Traynor	Economy & Skills Group
<b>Officer Attendees</b>	
Eileen Mallon	Charnwood Borough Council
Sylvia Wright	Charnwood Borough Council
Richard Bennett	Charnwood Borough Council
Mal Hussain	Charnwood Borough Council
Mike Roberts	Charnwood Borough Council
Simon Lawrence	Leicestershire County Council
Nicky Conway	Minute Taker (Charnwood Borough Council)

Apologies
<p>Jo Maher (Loughborough College), Deborah Taylor CC (Leicestershire County Council)</p> <p>Peter McClaren and Helen Harris (LCC), Mandip Rai (LLEP), Rob Mitchell (Charnwood Borough Council).</p> <p>It was noted that the S151 Officer would not be attending as his role would be defined at this meeting.</p>
Meeting Type (Team, Board or other)
Board Meeting
Meeting Minutes
<p><b>2. Minutes of the previous meeting and matters arising</b></p> <p>The minutes of the previous meeting were confirmed as a correct record. There were no matters arising.</p>

## Meeting minutes

### 3. Declarations of Interest

None were declared.

### 4. Revisions to the Town Deal Board Terms of Reference and Delivery Sub-Group

Richard Bennett introduced this report and summarised the position with the Board's Terms of Reference, the creation of the Delivery Sub-Group and the requirement for a scheme of delegation including the possible delegated authority to the Co-chairs for matters of urgency.

*Jane Hunt MP joined the meeting.*

He noted that the Terms of Reference in Appendix 2 of the report reflected discussions of members at the Sub-Group meeting held on 7th September 2021 and drew the Board's attention to suggested options; section 5.6 of the report, page 10 of the agenda.

Summary of Board discussion:

- That the Co-Chairs had already taken some urgent decisions regarding minor amendments and that this could continue to be beneficial, particularly when swift action was required.
- The number of projects working at different paces and requiring different levels of support could make the decision making complex.
- That enabling the Sub-Group to make project amendments that affected cost up to a maximum of 10% of the total Town Deal offer was not perceived as acceptable. This could be a significant amount of a project budget particularly for the larger projects. For smaller funded projects this could potentially result in the termination of a project which should be a decision of the Board.
- Whether proposing a financial limit to the funding decisions that the Sub-Group could make would be preferable. This had worked effectively for sub-committees of the LLEP, with a cap of £250K for the Programme Board and £500K for the Investment Panel, any decisions made above these amounts were considered by the main LLEP Board.
- Decisions above a proposed funding limit could be circulated to all Board Members either electronically or at a Board meeting if the meeting was scheduled within the time frame for the decision requiring to be made. It was suggested the Co-chairs could consider all views of Board members and then make the final decision under their delegated authority for urgent matters within the Board Terms of reference.
- It was important to achieve a balance between allowing the Sub-Group and Co-chairs to make decisions quickly if required but not to compromise the governance framework of the Town Deal. It was anticipated that the Sub-Group would bring any significant concerns to the Board.
- Whether the Sub-Group should have the authority to invoke clauses within the Grant Funding Agreement.
- The need to be able to make decisions quickly was an important factor and it could be easier to bring a smaller number of members (Sub-Group) together to make the decision.
- It could be more appropriate for the Sub-Group to have the authority to suspend a project where there were red-rated issues rather than halt the project.

## Meeting minutes

- that it would be more appropriate for the Board to amend the Terms of Reference for the Sub-Group (see section 7 of Appendix 2).
- That the amendments to the Board's Terms of Reference were acceptable.

It was explained that when the funding was released by the Government that the accountable body (the Council) would put in place funding agreements with the Project Leads. This would set out the rules for the project to be funded, delivered and monitored in a consistent manner and the funding would be transferred to the Project.

Eileen Mallon noted that the practicalities of delegating authority to the Delivery Sub-Group and when decisions should be made by the Board should be considered to enable decisions to be made with deadlines. If suspending a project required a Board decision this could result in a delay for that project depending on when the next Board meeting was scheduled. Although flexibility in decision making was advantageous a practical mechanism for decision making was advised.

### Recommendations Agreed:

1. That the revisions to the Town Deal Board Terms of Reference be approved as indicated in Appendix 1 of this report and subject to the scheme of delegation agreed in point 2 below;
2. That the scheme of delegation for the Delivery Sub-Group is based on Option 3 in the report with amendments as follows:
  - a. Approval of projects for submission to MHCLG.
  - b. Make project amendments that affect cost up to a maximum of £500K of the individual Town Deal Projects.
  - c. That any proposed project amendments that affect cost above £500K is decided by the Board unless an urgent decision is required, in which case the proposal to be circulated to all Board members for their views and that on receiving all responses the Co-chairs to make the final decision if a Board meeting is not convened.
  - d. Approval of allocation of programme support funding.
  - e. Approval of monitoring reports for submission to MHCLG.
  - f. Suspend projects where there are Red rated issues such as potential for significant overspend and or project delay leading to late completion.
  - g. When a project is suspended, to report to the Board for it to consider halting the project unless urgent action is required, in which case to circulate to the Board for their views and that on receiving all responses the Co-chairs make the final decision if the Board is not convened.
3. That the Board approve the Delivery Sub Group Terms of Reference (as attached in Appendix 2 of this report), subject to the following amendments:
  - a. on page 18 of the appendix, that it is the Board that may amend the Terms of Reference of the Sub-Group at any time, not the Sub-Group.
  - b. any changes required because of decisions made under 2 above.

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### 5. Programme Management

Mal Hussain introduced this report and explained that processes to ensure that all projects were managed consistently would follow the seven principles of the Prince 2 Project management methodology. Key to getting projects started was to have a succinct project initiation document (PID) for all projects to complete, setting out objectives to deliver, how the project would be managed and risk assessments. This would be helpful for the officer team and for reporting back to the Board.

Members considered the use of Prince 2 Project management methodology and the suggested templates were satisfactory.

#### **Recommendations Agreed:**

- 1) That the programme management process detailed in section 3 of this report be approved,
- 2) That the completion of a Project Initiation Document by each project by 1st November 2021 be approved,
- 3) That the usage of the council's project templates by the project leads to manage, monitor, record and report on their projects be approved,
- 4) That the format of the Board reports set out in section 6 of this report be approved.

### 6. Draft Project Assurance Framework

Richard Bennett introduced this report and explained that it had been proposed to submit the Project Assurance Framework to the Board at its meeting scheduled on 21st October 2021. However, as the submission date had been brought forward by MHCLG to 15th October 2021 for fast track projects it was necessary to ensure that the Framework was approved promptly via options suggested in the report to ensure its availability for this new submission date. A draft had been prepared but it was currently undergoing due diligence by the Council's Monitoring Officer and S151 Officer.

Board members considered the options available to approve the Framework in time to support the first fast tracked submissions and agreed the second option was most appropriate.

**Recommendation Agreed:** That the Board advised the Project Team of its preferred option for approving the local assurance framework as: 'that the Board delegates authority to the Co-Chairs to consider the Framework and approve the final version with Board endorsement in retrospect'.

### 7. Project Update

Mal Hussain introduced this report and noted that the submission to MHCLG proceeded on 27th August, but prior to that date, the funding had been adjusted due to an overallocation of funding to the GCR project. This had resulted in a further £700K of funding available which

## Meeting minutes

was allocated to the 11<sup>th</sup> project, 'Lanes and Links' and to the Programme management support budget.

He provided a verbal update that the Generator Project had responded after the agenda was published confirming its intention to provide a business case within the week to be considered for submission in October 2021.

### Summary of Board discussion:

- whether the increase of £431K to the Programme Support budget could be better used to support the Rectory Place Wildlife Project. The project had been seeking financial support for a number of years, had no funding source of its own and played an important part in the Town's heritage. It was confirmed that during the prioritisation process the 11<sup>th</sup> project was the Lanes and Links project and the Rectory Place project had been prioritised lower in the ranking process. However, its importance was recognised and it was unfortunate that three of the projects submitted to MHCLG as part of the Town Investment Plan could not be funded. Once the total amount of funds required for programme support became clear, other projects could be considered for further funding.
- The provision of funding for programme support was important and costs difficult to predict due to the volume of work and officer time required. The allocated budget for programme support was in line with MHCLG guidance of 5% allowance but it was acknowledged that the costs were likely to vary dependent on the individual Project Lead's experience and requirements in developing business cases.
- It was noted that the Lanes and Links Project funding had been scaled down from its original bid and it was important be fair and transparent in the funding of projects in accordance with the prioritisation process.
- Discussions with third party consultants were being held to set in place support and guidance for Project Leads with drafting business cases and to ensure they met the project assurance framework. The Consultants would also be procured to give assurance to the Delivery Sub-Group and the S151 officer that the business cases were robust and funding be drawn down.
- The proportionality tool was being used by Project Leads to inform the level of detail required in business cases. Five projects were hoping their projects could be considered by the Delivery Group for submission to the 15th October funding deadline. It was confirmed that the Healthy and Innovative Loughborough project was aiming to submit their business case for approve to access the 14th January 2022 funding window. The Flood Mitigation Project would be submitted in Summer 2022. Board members suggested it would be beneficial for the Board to see a list of all projects and when they would be submitted to MHCLG.
- Engaging with stakeholders had been identified by the Board previously as important and it was pleasing to see that this had continued to be progressed.

The Chair of the Community Engagement and Consultation Group stated that to support the officer team in meeting the MHCLG submission deadline of 15th October, he considered it would not be disadvantageous to the CEC Group if the meeting currently scheduled for 5th October was rearranged for later in the month.

### Recommendations Agreed:

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1. That the Board endorsed the reallocation of funding to the Lanes and Links project, with a reduced scope of works within a budget of £669k and to include it as one of the projects selected for delivery,
2. That the Board endorsed the amendment of the Programme Support budget from £414k to £845k.

### 8. AOB

It was confirmed that the Terms of Reference could be signed using the Board members e-signature.

It was confirmed that the Generator Project was seeking to submit its business case for submission on 15th October 2021.

The Co-chairs thanked everyone for their hard work and noted there would be more work to follow in the next few months. Any significant decisions would be brought back to the Board

*Post meeting note: since the meeting MHCLG has changed its name to DLUHC (department for Levelling Up Housing and Communities).*

### Date of Future Meetings

21st October 2021

### Follow up actions

#### ITEM 7

- a. That project team provide a summary of submission dates to MHCLG for all projects to the Board.

## **LOUGHBOROUGH TOWN DEAL BOARD**

**21st OCTOBER 2021**

### **Item 4 – Local Assurance Framework**

#### **1. Introduction**

- 1.1 This report seeks Board endorsement of the Co-Chairs decision to approve the Local Assurance Framework

#### **Recommendations**

That Board endorses the decision of the Co-Chairs to approve the Local Assurance Framework

#### **2. Background**

- 2.1 At the meeting on 27th September 2021, Board considered a report setting out the outline of a Local Assurance Framework and agreed that this could be approved by the Co-Chairs given the urgency to have this in place to support business case submissions by 15th October 2021.

#### **3. Local Assurance Framework**

- 3.1 The purpose of the Local Assurance Framework (LAF) is to set out how the Loughborough Town Deal Fund Programme will be managed and governed, taking account the conditions in the Heads of Terms agreed with Government.
- 3.2 DLUHC have not set out comprehensive advice on the content of local assurance frameworks. Instead, they have pointed to the Local Government Governance and Accountability Framework and the Frameworks prepared by frontrunner town deal locations as examples. They have provided advice on the specific elements that sit within the Framework including for example: project prioritisation, business cases and their assessment and funding allocation.
- 3.3 The Local Assurance Framework must accompany the project business case and the Summary Document at the point they are submitted to DLUHC.
- 3.4 A copy of the Local Assurance Framework is attached in the appendix. In summary it comprises a suite of procedures, information and guidance including:
- The Town Deal governance structure
  - Terms of reference for the Board and any sub groups
  - An explanation of how business is administrated
  - The code of conduct for members
  - The register of interests



- The role of the Accountable Body (CBC) and its relationship to the Board
- The role of the S151 finance officer
- The process by which TIP projects are prioritised and agreed
- The process and templates for preparing business cases and how business cases are assessed, the approval process and who approves them
- The scope of the due diligence required to assess business cases
- The process for notifying project leads and issuing funds subject to a grant funding agreement
- The process for monitoring and managing projects once they have been approved
- Procedures and circumstances for clawback or to make variations to the grant funding agreement
- Arrangements for maintaining a pipeline of schemes to bring forward if priority projects should withdraw from the process

3.5 The Local Assurance framework has been drafted in consultation with the Accountable Body's Section 151 Officer and Monitoring Officer. In addition, the BEIS representative has also been consulted.

3.6 the Local Assurance Framework was programmed to be presented to the Town Deal Board at the scheduled meeting on 21st October 2021. However, with the submission date having been brought forward to 15th October 2021 for fast track projects, there is an urgent need to approve the Framework in advance of decisions being made on the first project business cases.

3.7 The LAF was approved by the Co-Chairs by email on 6th October. Board is invited to consider endorsing that decision.

## **Appendix - Local Assurance Framework**

## **Loughborough Town Deal Fund Programme: Project Assurance Framework**

**September 2021**

### Contents

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

### Appendices:

Appendix 1 – Loughborough Town Deal Terms of Reference

Appendix 2 – Sub Group Terms of Reference

Approved: 6 October 2021

## 1. Introduction

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

## 2. Loughborough Town Deal Governance Structure

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

- Community Consultation & Engagement Group
- Delivery Sub Group

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



#### *Loughborough Town Deal Governance Structure*

- 2.9 The **Member Reference Group** (MRG) is a forum for Loughborough Ward Councillors to gain a more detailed understanding of the issues, challenges and opportunities in Loughborough as well as the process and proposed response through the Government's Town Deal initiative. It provides a means to broaden awareness and build consensus and to assist ward councillors in their representative role in the local community. The MRG may also make representations to the Town Deal Board on any issues relating to the Town Deal.
- 2.10 The **Community Consultation and Engagement Group** (CEG) is an advisory body to the Loughborough Town Deal Board on matters of community engagement and consultation. It is a route through which residents, businesses, community groups and others can channel opportunities, issues and concerns, with a view to solving problems together and/or preparing submissions for consideration by the Loughborough Town Deal Board. It seeks to ensure effective communication and engagement on matters related to the Town Deal so that this may help influence the decisions made by the Town Deal Board.
- 2.11 The **Delivery Sub Group** (DSG) oversees the delivery of the overall Town Deal programme, ensuring effective co-ordination of project leads. The Sub Group reviews the detailed project business cases and external advice to determine whether schemes should be approved, and they monitor project progress, delivery of outputs, outcomes and expenditure.
- 2.12 An important role of the Delivery Sub Group is to consider project business cases and, subject to final approval by the Section 151 officer of the Accountable Body as detailed in Section 4, to authorise their submission to DLUHC.

### **3. Transparency**

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

### **4. Accountable Body**

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

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

to the Board on compliance to the Towns Fund programme. This will allow impartiality between different project leads and the Accountable Body.

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

## **5. Role of the Section 151 Officer**

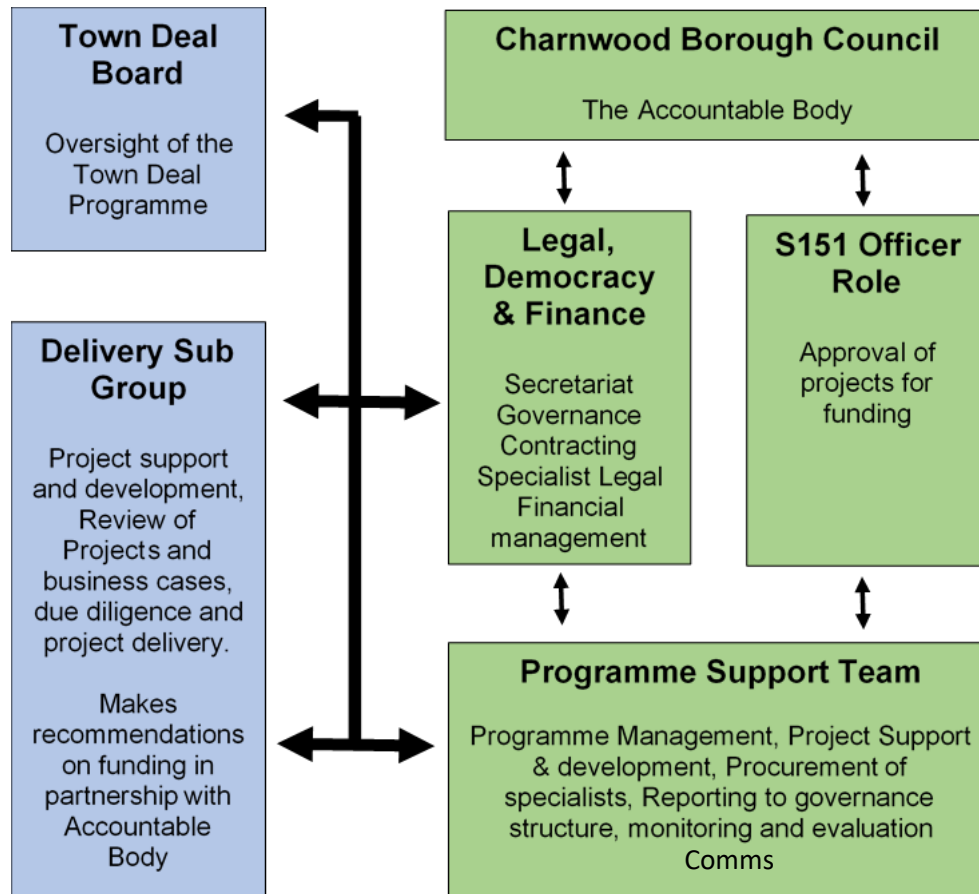
- 5.1 Charnwood Borough Council is the Accountable Body for the Loughborough Town Deal Board. The Council's Section 151 Officer will ensure compliance with all necessary financial regulations.
- 5.2 The Loughborough Town Deal Board and Accountable Body will ensure they address the five principles of the CIPFA guidance:
- Embed a corporate position for the Section 151 officer in Board assurance
  - Create a formal/structured mandate for the Section 151 officer
  - Embed good governance onto decision making
  - Ensure effective review of governance
  - Ensure appropriate skills and resourcing
- 5.3 All Board and any sub group documents which have financial implications will be provided to the Section 151 Officer/delegate, and where decisions are being made the Section 151 Officer/delegate will have the opportunity to comment. The Section 151 Officer/delegate will also attend the Loughborough Town Deal Board meeting and Sub Group meetings to provide support on items that have financial implications.

- 5.4 Assurance will be provided by the requirement for Project Leads to submit signed monitoring returns to the Section 151 Officer as required.
- 5.5 The Section 151 officer will provide an assurance statement as part of the Annual Performance Review (see section 13. Monitoring) and attend the review in support of the Board. They will provide a letter to the Accounting Officer at the DLUHC as required each year, which will include:
- Details of the checks that the Section 151 Officer has taken to assure themselves that the Accountable Body has in place the processes that ensure proper administration of financial affairs
  - A statement outlining whether, having considered all the relevant information, the Section 151 Officer is of the opinion that the affairs of the Accountable Body are being properly administered (including consistently with the National Assurance Framework and this LAF)
  - If not, information about the main concerns and recommendations about the arrangements which need to be implemented to get the Towns Fund to be properly administered.
- 5.6 Towns Funding will be separately identified from the Accountable Body's own funds; the Section 151 Officer will ensure that towns funding is used appropriately and not for any purpose other than for that which it is intended.
- 5.7 The Section 151 Officer (or their delegated representative) will be invited to attend all Board and sub group meetings but will not be entitled to vote or make decisions.
- 5.8 A wider support function will be provided by Council officers including expertise provided by Legal Services, Democratic Services and Financial Services. External consultancy services with specialist expertise will also be procured to support the Town Deal Project Team, such as to ensure an independent and robust due diligence process.
- 5.9 The Lead Officers for the Accountable Body are as follows:
- Strategic Director – Community, Planning & Housing
  - Strategic Director – Environmental and Corporate Services (S151 Officer)
  - Head of Planning and Regeneration
  - Head of Leisure and Culture
  - Head of Finance
  - Head of Strategic Support (Monitoring Officer)
  - Communications Manager
  - Loughborough Town Deal Project Manager
- 5.10 In the management and development of the Loughborough Town Deal Programme, officers and the Co-Chairs will seek to collaborate with other Towns Fund areas to



share best practice and to explore opportunities for cross-working and the sharing of resource and expertise where this is considered to add value or deliver efficiencies.

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



## 6. Business Case Development

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

provide access to expert external support where necessary, subject to available funding. However, responsibility for the development and drafting of the final business case will sit with the project leads for the project in each case.

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

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

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

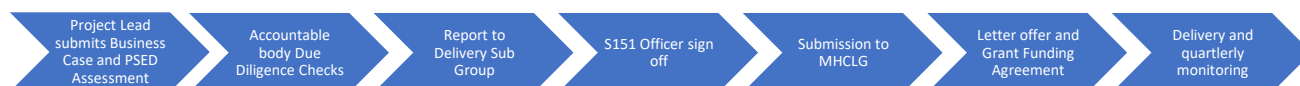
6.6 For schemes that are being delivered directly by the Accountable Body, approval will also be required by the Council Executive or its delegate in line with the Council's Financial Regulations and governance arrangements.

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

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

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

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



6.11 A business case template has been developed by government to take account of Town Deal specific guidance. Within the business case, projects will be required to meet the criteria set out below, building on the information provided within the Project Proformas set out in the Investment Plan:

- **Strategic case** – must show the rationale, background, policy context and strategic fit of the public expenditure or public intervention, this should include clear objectives with a robust logic of change from inputs to outcomes.
- **Economic case** – with evidence of why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. “Do nothing” should always be an option. The case must build on robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Value for money is ideally demonstrated in a credible Benefit-Cost Ratio, but where some of the costs and/or benefits cannot be monetised at the present time, the economic case should proportionally capture these impacts and specify a partial value for money measure. Wider benefits and costs should be considered and specified where these are sizeable, compared with the direct impacts. Towns should decide how to treat Covid-19 impacts.
- **Commercial case** – demonstrate commercial viability or contractual structure for the project, including procurement where applicable.
- **Financial case** – standard appraisal of financial implications of the project, where applicable this should include budgets, cash flow, and contingencies.
- **Management case** – how the project will be delivered

## 7. Scope of Due Diligence

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

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

1. Project summary and planning status
2. Funding sought and status of match funding
3. Key Issues
4. Review of Strategic Case
5. Review of Economic Case, including assessment of outputs and value for money
6. Review of Commercial Case, including market assessment and development appraisal as relevant to the scheme

7. Review of Financial Case, including review of the mechanism for investment, procurement, state aid and legal compliance
8. Review of Management Case, including assessment of deliverability, programme and milestones
9. Overall Risk Assessment
10. Conditions and terms for the funding agreement
11. Conclusions & Recommendations

7.3 The due diligence process will be undertaken by an independent expert, subject to appointment by the Accountable Body.

7.4 Following the due diligence process the independent expert will consult with the Section 151 Officer and projects will be classified as:

- Ready to proceed
- Ready to proceed, pending limited additional information
- Not ready to proceed/require significant additional information

7.5 The independent expert will pull together their findings in a report to be presented to the Delivery Sub Group (or Board) for a decision.

## **8. Decision Making**

8.1 Due diligence reports will be presented to the Delivery Sub-Group (or Board) who will consider whether to approve the business case.

8.2 The Delivery Sub-Group will be convened in accordance with its terms of reference to consider project business cases, due diligence reports and make decisions whether to submit the business case and summary documents to DLUHC, subject to the Section 151 Officer's approval.

8.3 A decision which is made in contravention of this Assurance Framework process will be invalid based on non-compliance unless the Loughborough Town Deal Board has given prior approval for variation in the decision-making process.

## **9. Claims & Grant Funding Agreements**

9.1 Once funding has been identified and confirmed, subject to projects fully addressing any compliance issues identified, a Grant Offer Letter will be issued to the Project Lead.

9.2 The Grant Offer Letter is not a contract and the Accountable Body reserves the right to withdraw or amend a Grant Offer Letter prior to issuing and finalising a legally binding Funding Agreement. The Grant Offer Letter will address any conditions placed on the funding by the decision-making body.

9.3 All Charnwood Borough Council projects will be governed by a Memorandum of Understanding (MoU). Project leads that are non-Borough Council will be subject to a project specific Grant Funding Agreement reflecting the conditions of the funding between the Board and the funding body. The MoU and the funding Agreement provisions will be aligned where possible to ensure equity and consistency. The final

Grant Funding Agreement is based on a standardised set of terms and conditions and will contain any specific provisions required by the funding source.

- 9.4 A Grant Funding Agreement will be developed by the Accountable Body to align with its requirements in respect of the management and monitoring of Town deal projects. The Schedule sections of the contract will include bespoke information relating to each project and take into account contractual obligations emerging from the due diligence appraisal process and expectations in terms of monitoring and evaluation of expenditure, outputs and outcomes.
- 9.5 The Grant Funding Agreement is prepared, agreed and signed between the Accountable Body and project lead and forms a legally binding contract between the two parties. It is recognised that projects that have multi-year funding are exposed to the risk that subsequent years' allocations may only be confirmed within the financial year to which they relate. Projects may choose to proceed at risk. The Board will consider options to assist in the management of the financial risk attributed to multi-year projects.
- 9.5 Subject to verification with DLUHC on a date from which spend may be legitimately claimed/any further detailed guidance, there may be occasions where projects incur essential eligible costs in advance of the contractual agreement being in place, for example, project design fees, planning fees, procurement costs, etc. These costs could be included within and considered as part of the due diligence appraisal, and if approved for funding support, would be specifically identified within schedules of the contractual agreement for the project.

## **10. Claw-back**

- 10.1 The Grant Funding Agreement will set out the conditions relating to the project and the responsibilities for all parties.
- 10.2 The funding agreement also includes a mechanism for clawback. This will ensure that that funding is only spent on the specified scheme and linked to the delivery of outputs and outcomes, whilst giving the Accountable Body the option of clawing back funds in the event of poor performance, misuse of funds, where a project is changed from its original purpose or where assets are disposed of within a certain period. Any decision to clawback funds will be made by the Town Deal Board on the recommendation of the Delivery Sub Group.
- 10.3 As a benchmark, it is proposed that if performance in terms of spend and/or outputs is deemed to be very poor (red RAG rated), that performance should be reviewed by the Delivery Sub Group. The Delivery Sub Group could decide to suspend the project and make recommendations to the Loughborough Town Deal Board that funding is halted and any grant issued be recovered.

## **11. Variation Orders**

- 11.1 There may be circumstances where projects need to declare variations to cost headings or changes to forecast levels of outputs or expenditure. Where variations to costs/outputs do not exceed 10% of the original amount allocated to the project within the contractual agreement, a Justification Form will be completed by the

relevant project manager, providing a full explanation for the revision/increase, and any additional information which may help clarify the changes being requested.

- 11.2 The Accountable Body will review the justification request and either approve or reject the proposals, highlighting reasons for the decision made. A variation order can then be raised and processed by the Accountable Body. Recommended decisions on variations will be formally submitted for consideration to the Delivery Sub-Group and flagged with the Local Growth Unit (BEIS) as appropriate.

## 12. Pipeline Projects

- 12.1 Subject to verification with DLUHC or any further Towns Fund detailed guidance, it may be important to have a pipeline of schemes should funding be withdrawn from the initial shortlisted schemes due to projects failing to pass the due diligence check or contractual obligations.
- 12.2 Where previously committed funds are removed from a project, subject to the terms of any agreement with Government, the Delivery Sub Group may consider alternative schemes within the Investment Plan (or fitting with this plan) deemed most deliverable and invite them to submit a full business case for assessment.
- 12.3 Selection of alternative schemes will be carried out as per the Project Prioritisation Methodology agreed by the Board 16 August 2021, in summary the process is as follows:
- a. The project details will include: project name, description, location, alignment with the intervention framework, how it will address the need / capitalises on the opportunity, funding required, match funding, financial profiles, outputs, outcomes, alignment with theory of change, delivery plan, project status, alignment with national programmes strategies.
  - b. The projects are scored by Members selected by the Board and by the Officer Team, the criteria and weightings to be used are:

Criteria	Weighting
1. Robustness of the business case (high level assessment)	x 2
2. Match funding	x 1.5
3. Readiness to go (started or ready to start)	x 2
4. Deliverability (ability of sponsor to commit to delivery over the project life)	x 2
5. Economic improvement	x 1
6. Visible impact for the town / residents of TD funding)	x 1.5

- c. The Board Members' scores to be recorded individually with the Officer Group providing a composite score. This is then to be used as control group to identify any outlying scores to provide an indication of the range to be expected from the group scores

- d. The Board Members and Officer Group scores to be grouped together to provide and overall score for the project(s).
- e. To then rank the projects based on the group scores
- f. The Board to review and approve the highest ranked project(s)

### **13. Monitoring**

- 13.1 Projects Leads will be required to provide baseline data for monitoring purposes as requested by DLUHC.
- 13.2 The Accountable Body will meet with project sponsors once they are contracted to explain how project funds can be drawn down and the procedures required to report performance.
- 13.3 The Accountable Body will monitor performance of all projects every quarter and will organise site visits to assist the monitoring of each project at least once a year as a minimum. If a project is not performing as expected, more frequent visits and progress meetings will be held with the funding recipients.
- 13.4 Funding recipients will provide 6-monthly monitoring claims to the Accountable Body, completing progress report information and spend/output updates on each claim. These will be required by 31<sup>st</sup> October for the preceding 6-month period April-September and by 30<sup>th</sup> April for the preceding 6-month period from October – March. More frequent monitoring may be required by the Accountable Body for certain schemes. Where a project is unable to financially cover its costs in the first 6-month period, an advance payment may be authorised, subject to approval by the Sub-Committee.
- 13.5 Monitoring claims will require requests for, inter alia: financial information, monitoring data, delivery progress, details of procurement.
- 13.6 The member of the Accountable Body who checks the claim and passes this will then trigger an approval, to be signed in accordance with scheme of delegation contained within the Charnwood Borough Council's Financial Procedures.
- 13.7 The Accountable Body will ensure from the outset that robust and suitable systems and processes are in place locally to maintain adequate audit trails and manage information effectively and efficiently.
- 13.8 The Accountable Body will review progress against outputs and outcomes quarterly until all outputs have been achieved.
- 13.9 Subject to government monitoring requirements, a quarterly reporting dashboard will provide the Delivery Sub Group and the Board with regular, detailed RAG rated information on how the project and overall programme is performing.
- 13.10 Where a project is Red RAG rated, it will be subject to monthly monitoring by the Accountable Body. If improvement is not demonstrated, this could result in suspension of the funding and potentially or claw-back of funds.
- 13.11 It is expected that the Accountable Body will commission an independent evaluation of the overall programme.

13.12 The Accountable Body will undertake an Annual Performance Review of the programme and present this to the Loughborough Town Deal Board, including:

- S151 Officer's assurance statement (as detailed in section 5)
- Statement of funds held on account and committed
- Performance data for each project including: financial information, monitoring data, delivery progress, details of procurement etc.



**Appendix 1: Loughborough Town Deal Board: Terms of Reference**

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

## **LOUGHBOROUGH TOWN DEAL BOARD**

**21ST OCTOBER 2021**

### **Item 5 – Programme Update**

#### **1. Introduction**

- 1.1 This report provides Board with an update on the Town Deal Programme

#### **Recommendations**

That Board notes the updates in this report

#### **2. Background**

- 2.1 At the meeting on 27th September 2021, the Board approved revised Terms of Reference for the Loughborough Town Deal Board including provisions for a new Delivery Sub Group and a scheme of delegation. Also approved were Terms of Reference for the Delivery Sub Group.
- 2.2 The Board also received a project update explaining when projects were expected to be submitted for due diligence and submission to MHCLG (now called DLUHC). The projects highlighted for 15th October submission were:
1. Careers and Enterprise Hub
  2. Bedford Square Gateway
  3. Loughborough Bell Foundry
- 2.3 All three of these projects are identified as fast track projects in the Heads of Terms.
- 2.4 The Board considered a report setting out the outline of a Local Assurance Framework and agreed that this could be approved by the Co-Chairs given the urgency to have this in place to support business case submissions by 15th October 2021.

#### **3. Business Case Due Diligence**

- 3.1 The Local Assurance Framework (LAF) was approved by the Co-Chairs by email on 6th October. The Board is invited to consider endorsing that decision in item 4 on this agenda. A key element of the LAF is to explain how due diligence of business cases will be undertaken when they are submitted to ensure they meet the government guidelines and the 'green book'. This process is necessary so that the Delivery Sub Group can have confidence they can be submitted to government, subject to the Accountable Body's S151 Officer's approval.
- 3.2 Project business cases can only be presented to the Delivery Sub Group for consideration when accompanied by an Equalities Impact Assessment and a

Summary Document. The EIA shows that the Accountable Body's public Service Equality has been met and the Summary Document is the actual document that is signed off by the Delivery Sub Group and submitted to the Government (not the business case).

- 3.3 The Programme Team have procured independent expert advice from consultants MACE to undertake the due diligence process. Given the short period of time to 15th October, MACE were identified from the SCAPE procurement framework and approval to procure was given by the Delivery Sub Group using programme support funds.
- 3.4 MACE have been asked to set up an appraisal framework and assess business cases when they are submitted. When business cases are submitted, they will provide an initial assessment against the key topic areas set out in the 'green book' and provide a RAG rating (red, amber and green) for the project. Projects with green indicators are considered to have high assurance and those with red indicators low assurance. Red indicators do not necessarily mean projects are not sound, it could be that the business cases have failed to provide information or evidence to enable a green or amber rating.
- 3.5 The initial assessment provides project leads with guidance of where the business case requires further work or if it is otherwise acceptable. Acceptable business cases are taken forward and a detailed assurance report is written with recommendations to the Delivery Sub Group. The Delivery Sub Group may consider that the project is:
- Ready to proceed
  - Ready to proceed, pending limited additional information
  - Not ready to proceed/require significant additional information
- 3.6 Decisions on progressing projects will need to reconcile the very extensive requirements of the 'green book' with the government's proportionality tool. That tool provides a means to take a lighter touch to business case preparation subject to certain conditions applying.
- 3.7 MACE have also been commissioned to provide guidance to project leads so that their business cases are as robust as possible before they are submitted for assessment. The nature of this support is to explain how business cases should be prepared in line with the 'green book' and to identify any gaps. MACE will identify those project leads that require more focused support and assistance and this will be provided by another supplier to ensure that there are no conflicts of interest.
- 3.8 A programme plan is being developed to set out the milestones and support available to the next funding window on 14th January 2022 and those that follow. This timescale up to the January window is short and project leads looking to submit in then are encouraged to identify resources and liaise with the programme team and MACE to ensure the best chance of success. The

working deadline for business cases to be complete for due diligence to take place is 26 November 2021.

#### **4. Project lead meetings**

- 4.1 Project leads continue to meet with the Programme Team on a fortnightly basis. MACE attended the last meeting on 13th October to explain the due diligence process and to set out the guidance that will be provided over the next three months. Officers also set out the indicative programme and milestones for submission to 14 January 2021.

#### **5. Business case submissions**

- 5.1 Since the last Board meeting the Programme Team has received three project business cases for submission to DLUHC on 15th October. These were:
1. The Generator
  2. Bedford Square Gateway
  3. Loughborough Bell Foundry
- 5.2 These projects were submitted to MACE for initial assessment and RAG rated. The project lead for The Generator project decided to withdraw to undertake further work on the business case and EIA but the Bedford Square Gateway and Bell Foundry Projects were taken forward by MACE and an initial assessment made. The Bell Foundry project had a high initial assurance rating and Bedford Square Gateway less so but both projects required further work to their business cases to achieve a satisfactory assurance level for the Delivery Sub Group to give approval at its meeting on 12th October 2021.
- 5.3 The Delivery Sub Group considered advice from officers that further work could be done to both business cases to reach a satisfactory assurance level and the Board therefore agreed to consider both projects again before the 15th October submission deadline. A verbal update will be provided to the Board on the progress made to this end.

#### **6. Stakeholder meetings**

- 6.1 The Member Reference Group and Community Engagement and Consultation Group meeting were cancelled in October to allow the Programme Team more time to set up the Delivery Sub Group and bring forward projects for the submission date. New meeting dates are being explored and members will be advised shortly. been agreed for these two sub groups:

#### **7. Communications**

- 7.1 A paper has been included elsewhere on this agenda setting out a revised communications plan as we moved into the next phases of the programme.

## LOUGHBOROUGH TOWN DEAL BOARD

21st OCTOBER 2021

### Item 6: Communications and Engagement Update

#### 1. Introduction

- 1.1. This paper gives an update surrounding the approach to communications and engagement around Loughborough Town Deal.

#### 2. Recommendation:

That the Board notes the report.

#### 3. Background

- 3.1. The Council's communications team is providing communications and engagement resource to support Loughborough Town Deal.
- 3.2. The Investment Plan set out a brief overview of how engagement and communication would be approached in the next phase of the Town Deal.
- 3.3. An updated communications and engagement plan (attached as an annex) outlines how the Council will be approaching communications and engagement as projects move through the business case phase.
- 3.4. In summary, the plan sets out:
- The principles of engagement
  - Objectives to:
    - Clearly articulate the aims and ambitions of Loughborough Town Deal
    - Tell the story of how Loughborough Town Deal will bring significant benefits to the town including its businesses and communities
    - Engage with a wide range of stakeholders to help shape those plans and develop support
  - A strategy to utilise the existing channels and networks used by the Council and partners
  - Key messages (which will evolve):
    - Loughborough Town Deal is on course to attract over £40 million worth of investment across a range of exciting projects
    - It will boost jobs, skills and make the town, including its centre, a better place to live, learn, work and grow

- Collaboration between organisations, businesses, communities and residents is key to the Town Deal's success
- How projects will have a responsibility to conduct their own engagement and provide updates to the Board
- List of stakeholders

## Annex:

# Loughborough Town Deal Communications and Engagement Plan Updated October 2021

## 1. Introduction

This document sets a high-level approach to communications and engagement surrounding Loughborough Town Deal as it moves into the business case phase.

## 2. Principles of engagement

Communication and engagement will be carried out based on the following principles:

- **Openness and transparency** – we will be clear about the decision-making process and the role stakeholders can take
- **Respect** – stakeholders will be treated with respect and express their views
- **Clarity** – we will ensure information is easy to access and understand
- **Being proactive** – we are committed to engaging stakeholders across a number of different channels
- **Inclusivity** – we will engage with a wide range of stakeholders who can participate and feel included.

## 3. Objectives

- Clearly articulate the aims and ambitions of Loughborough Town Deal
- Tell the story of how Loughborough Town Deal will bring significant benefits to the town including its businesses and communities
- Engage with a wide range of stakeholders to help shape those plans and develop support

## 4. Engagement strategy

The Council and partners already have several established channels to engage and communicate with a large number of people and organisations in Loughborough.

Those channels will be utilised to communicate the Town Deal vision, its projects and for engagement work.

Those channels include social media, websites, email subscription lists, regular meetings, local media and other networks.



The Council's communications team will co-ordinate communications around the Town Deal and proactively tell the Town Deal story and advise partners who wish to promote their own projects.

The key messages for the Town Deal (which will evolve) are:

- Loughborough Town Deal is on course to attract over £40 million worth of investment across a range of exciting projects
- It will boost jobs, skills and make the town, including its centre, a better place to live, learn, work and grow
- Collaboration between organisations, businesses, communities and residents is key to the Town Deal's success.

## 5. How we will engage

There are several strands to this. Loughborough Town Deal's Community Engagement and Consultation Group will continue to operate and meet regularly. The group consists of a range of stakeholders and they will receive updates on the Town Deal progress and give feedback to the Town Deal Board.

There will be a programme of regular communications from the Council communications team about Town Deal progress and the projects. These will be shared on various channels including:

- Loughborough Town Deal website
- Council channels including the corporate website, social media and email alerts
- Local Media
- Events when appropriate
- Updates at regular meetings such as Loughborough Town Team
- Partner channels

**Individual projects will be required to demonstrate how they are engaging with stakeholders and report to the Board.** A Stakeholder Engagement Project template (Appendix B) has been produced to support projects. It is not intended to replace project's existing engagement plans should they have them in place.

## 6. Communications plan

As of October 2021, the Council's communications team is planning to communicate updates about Loughborough Town Deal via Council channels (as set out in section 9)

In the coming months the Council will:

- Produce spotlights about each project. This could be an article or a video. The Council's communications team will liaise with projects directly and distribute the content across several channels, including the Town Deal website
- Milestones will be marked with a press release for the local and regional media. Other content may also be produced, including videos
- Consideration will be given to holding an awareness raising event. A budget will be required.

Partners will be encouraged to share any content generated to increase the potential reach.

## **7. Stakeholders**

A list of key stakeholders is in appendix A

## **8. Governance**

Plans and progress on communication and engagement will be reported to the Board. The Council's communications team will provide most of the resource, but some budget is likely to be necessary to bring in specialist skills or additional resource when required.

The Community Engagement and Consultation Group will be able to have input into engagement and communications.

## **9. Engagement tactics and communication channels**

We will use a range of tactics and channels to engage and keep people informed.

Communications will primarily be driven through the Council's corporate communication channels including:

- CBC Facebook page
- CBC Twitter account
- Loughborough Town Deal Twitter account
- Loughborough Town Deal website
- CBC website
- CBC Linked-In account
- CBC Email alerts
- Local and regional media
- Printed materials when appropriate
- Partner's channels, for example Love Loughborough and its network of local businesses
- Public displays to raise awareness

Engagement tactics are likely to include:

- Online surveys
- Virtual or in-person meetings
- Drop-in sessions
- Displays
- Focus groups
- Awareness raising events could also be used for engagement
- Market research
- Direct engagement with local partners

Projects will also be required to set out how they will engage stakeholders for their projects and provide updates to the Board.

## 10. Approach to reach seldom heard groups

The Council has good links with a variety of communities in Loughborough and will use those existing channels to reach seldom heard groups.

The aim will be to encourage engagement and raise awareness of the Town Deal to generate positive support.

## 11. Covid-19

As with any project, considerations to any potential issues caused by the pandemic will be factored into the engagement and communication work. The main issue will be if any restrictions are imposed which would affect in-person events.

## 12. Risks

The risks and mitigation around communication and engagement are set out in the below table.

	Risk	Mitigation
1	Limited number of stakeholders are informed and engaged	Engagement plan in place, clearly identifying stakeholders and channels
2	The Town Deal is not clear to local communities and partners	Having a clear plan to communicate the vision
3	Seldom heard groups are not engaged in the process	Identify channels to reach these groups either directly or through partners or other agencies

4	Resource hinders communication and engagement	Ensuring there is adequate support available either in-house from the Council or being able to commission support
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### 13. Evaluation

The Council's communications team records key metrics for communications activity and these will be monitored for Town Deal activity. They will include media coverage, social media reach and engagement, engagement levels for consultations and attendance for any events.

## APPENDIX A: Stakeholder list

### Key stakeholders – List A

Stakeholder	Category
Loughborough MP Jane Hunt	Government / Board Member
CBC Borough Councillors	Government
County Councillors	Government
BEIS	Government
Loughborough University	Board member / Project lead / Education
Loughborough College	Board member / Project lead / Education
Environment Agency	Project lead
Loughborough Bell Foundry Trust	Project lead / Heritage / Tourism
Love Loughborough	Board member / Project lead / Business
Generator CIC	Project lead
Canals and River Trust	Project lead
Great Central Railway	Project lead / Heritage / Tourism
Loughborough Chamber of Commerce	Business
Loughborough Town Team	Business

### Stakeholder - List B

Stakeholder	Category
Charnwood Arts	Arts and Culture
Charnwood Campus	Business
Federation of Small Businesses	Business
Loughborough Advanced Technology Initiative	Business
Landlords (commercial properties / student accommodation)	Business
Carillon Court shopping centre	Business
The Rushes Shopping Centre	Business
Loughborough Market Traders	Business / Town Centre

John Storer Charnwood	Charity / Community / Seldom Heard
Fearon Hall	Community
Grange Park Community Centre	Community centre
Gorse Covert	Community Centre
Leicestershire Police Authority	Crime / Community Safety
Charnwood Police	Crime / Community Safety
Baldwin Trust	Disabilities
Peter Le Marchant Trust	Disabilities / Charity
Parish Church / Rev Wendy Dalrymple	Faith
Loughborough Council of Faiths	Faith
Shree ram Krishna Project	Faith
Bangladeshi Association	Faith / Community Centre
Loughborough Mosque Islamic Cultural Association	Faith
Loughborough Heritage Forum	Heritage / Arts and Culture
Carillon War Memorial Trust	Heritage
Friends of Charnwood Museum	Heritage / Tourism
Storer & Ashby Area Residents Group (SARG)	Residents' Association
Haddon Way Residents Association	Residents' Association
Nanpantan Residents' association	Residents' Association
CBC Neighbourhoods team	Seldom Heard / residents / deprived wards
Equality Action	Seldom Heard / BAME / Deprived wards
JobCentre Plus	Skills
Active Charnwood	Sports and leisure
Friends of Queens Park	Town Centre / Tourism
Leicestershire Promotions	Tourism
Arriva Midlands	Transport
Kinchbus	Transport
East Midlands Trains	Transport

Student Union President	Young people
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## Appendix B: Project Stakeholder Engagement Plan Template



### Loughborough Town Deal Project Stakeholder Engagement Plan

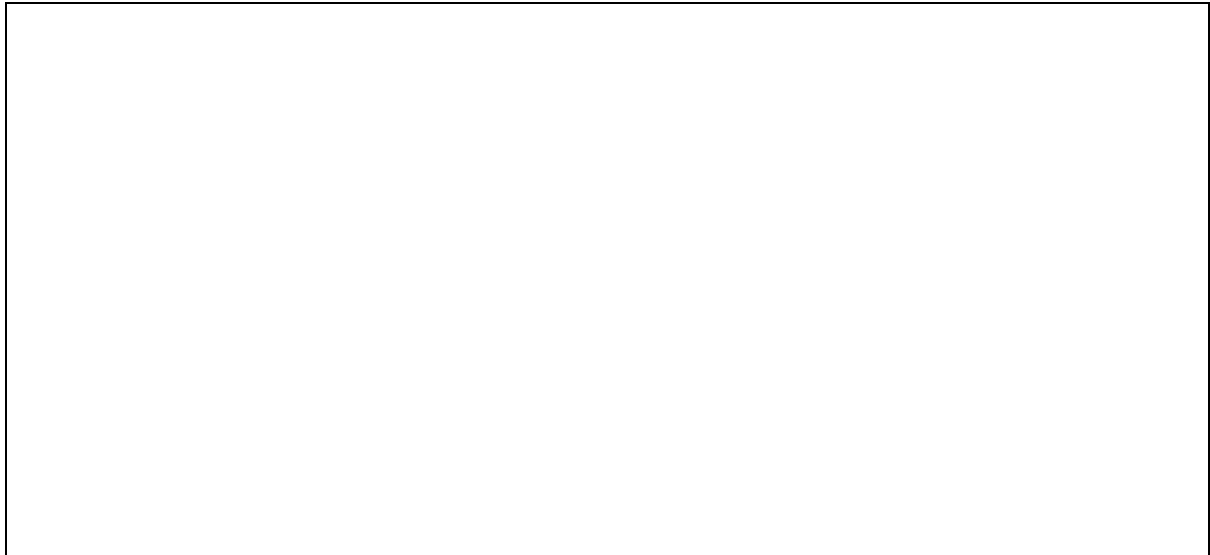
This is a template for projects to use to assist them plan stakeholder engagements. It is not intended to replace project's stakeholder plans if they have them, but it would be expected their plans to cover similar areas.

Projects are expected to provide updates to the Board about engagement work and consider any feedback from the board or the Community Engagement and Consultation Group.

<b>1. Project name and summary</b>		
<b>2. Who are your key stakeholders? (be as descriptive as possible and include their level of influence)</b>		
<u>Core - Those highly affected</u>	<u>Direct - Those moderately affected</u>	<u>Indirect- Those minimally affected</u>



<b>3. How will you engage with hard-to-reach groups?</b>		
<b>4. How will they be engaged? (please include channels and frequency)</b>		
<b>5. Please outline any existing stakeholder engagement work that you have carried out as part of your project and give examples of how that engagement has helped shape your project.</b>		



If you require any further information or have any questions, please contact:  
Mike Roberts  
Communications Manager  
Charnwood Borough Council  
[mike.roberts@charnwood.gov.uk](mailto:mike.roberts@charnwood.gov.uk) / 01509 634705

## LOUGHBOROUGH TOWN DEAL BOARD

21st OCTOBER 2021

### Item 7: Communications budget

#### 1. Introduction

- 1.1. This paper sets out an indicative estimate of the additional budget needed to support communications and engagement for Loughborough Town Deal over the next five years.

#### 2. Recommendation:

That the Board notes the indicative budget for communications and engagement and asks the Delivery Sub Group to consider this as part of the five year programme support budget setting process

#### 3. Background

- 3.1. The Council's communications team is providing communications and engagement resource to support Loughborough Town Deal.  
This resource is responsible for:

- Producing press releases
- Taking photographs
- Producing video content
- Responding to media inquiries
- Media and social media monitoring
- Supporting internal communications
- Managing branding
- Providing communications advice to the Board and partners
- Co-ordinating communications with partners and advising them on how the Town Deal can be referenced and any branding requirements
- Managing the Loughborough Town Deal website
- Operating the Loughborough Town Deal Twitter account
- Sharing Town Deal content on CBC channels (such as press releases / photos / social media graphics / video)
- Providing design support for printed materials such as posters
- Producing online consultations/surveys

- 3.2. This cost is currently being absorbed by the Council's general budgets.

- 3.3. The Council's communications resource is finite and while in possession of most communications skills, some areas of expertise, particularly around design, are sometimes outsourced.

- 3.4. To meet the requirements of ensuring there is good awareness and engagement with the Loughborough Town Deal process, it is proposed to identify a budget for Town Deal communication and engagement.
- 3.5. The below table sets out some estimated costings to support communications and engagement over the course of the programme of five years. The approach being taken is with a view that the Town Deal may need more additional communications and engagement resource in years one and two as projects get off the ground and interest has to be generated from limited visible activity. Once projects are underway, there is likely to be more to communicate and therefore content which can be more easily generated and shared across multiple channels.

	Description	21/22	22/23	23/24	24/25	25/26	Total
1	Professional photographs/video for the projects to help give updates about progress. Most photos and video can be done by the Council's communications team but there will be occasions when a high standard of photos and video may be required – or the Council's comms team lacks capacity	£1k	£1k	£1k	£1k	£1k	£5,000
2	Design work for print and digital products.  So far, most of the Town Deal design work has been outsourced as the Council does not have an inhouse design service. This has helped achieve a high level of design for the Town Deal and enhance professionalism, commitment and trust. There will likely be a requirement for more products in the coming months. Some simple design work will be carried out by the Council's communications team.	£2k	£2k	£2k	£2k	£2k	£10,000
3	Printing costs There may be a requirement for leaflets / display boards to raise awareness of Loughborough Town Deal	£2k	£2k	£2k	£2k	£2k	£10,000
4	Events	0	£5k	0	0	£5k	£10,000

	<p>Event in 2022</p> <ol style="list-style-type: none"> <li>1. It is worth exploring holding a public event, perhaps aimed at businesses and linked to a local business organisation, to raise awareness of the Town Deal and increase buy-in. For example, the event could be a business breakfast, include a guest speaker and updates on the projects, supported by displays. It could tie in with an existing event.</li> <li>2. There is likely to be a need for a wrap-up event/comms for the programme</li> </ol>						
5	Budget for advertising or promotion to support the Town Deal	£1k	£1k	£1k	£1k	£1k	£5,000
6	Town Deal website hosting	£720	£720	£720	£720	£720	£3,600
7	Town Deal Website Development/improvements	0	0	£2,000	0	0	£2,000
<b>Total</b>		<b>6720</b>	<b>11720</b>	<b>8720</b>	<b>6720</b>	<b>11720</b>	<b>£45,600</b>

3.6. Most of the proposals are self-explanatory and expected. Proposal 4 regarding events, particularly around an event next year, needs further consideration but it seems sensible to consider a budget from the outset if the idea has merit and support.

3.7. The profile of the spend is across five years but some flexibility will be required.