

Town Fund Board meeting AGENDA

11.00am-1:00pm
31st January 2020

The Whitwell Suite, Holiday Inn, St Georges Way, Stevenage

1. Welcome and Chair's opening statement
2. Terms of Reference *Report*
Pages 3 - 8
3. Conflict of interest & confidentiality
Standing item
4. Overview of the Town fund *Report*
 - Overview of the Town Fund
(Pages 9 - 12)
 - Case study: Grimsby Town Deal
(supplied for reference – Pages 13 - 34)
 - Town Fund Prospectus
(supplied for reference – Pages 35 - 62)
5. The journey so far... *Presentation*
6. Local Industrial strategy and Stevenage *Presentation*
7. Town Fund Board Potential Work Plan *Presentation*

Following the first board meeting there will be a lunch served at 1pm

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STEVENAGE TOWN DEAL BOARD

Terms of Reference – Draft

1. INTRODUCTION

Stevenage was the first new town to be designated under the New Towns Act of 1946 and was the first place in Britain to have a fully pedestrianised town centre. The town has ambitious regeneration plans spanning the next 20 years, with real progress made since 2015.

Stevenage is one of the 100 towns included in the Ministry of Housing, Communities & Local Government (MHCLG)'s Towns Fund, set up to address growth constraints and to deliver long term economic and productivity growth through:

- Urban regeneration, planning and land use
- Skills and enterprise infrastructure
- Connectivity

The Towns Fund provides an opportunity for Stevenage to agree a Town Deal with MHCLG and thereby benefit from significant investment for growth.

It is a requirement of the Towns Fund that Stevenage Borough Council (SBC) develops and convenes a Town Deal Board.

2. THE ROLE OF THE STEVENAGE TOWN DEAL BOARD

The Stevenage Town Deal Board (“the Board”) is the vehicle through which the vision and strategy for Stevenage is defined.

The Board will:

- (i) develop and agree an evidence based Town Investment Plan that includes:
 - Background, context and evidence of need for suggested interventions
 - A vision for Stevenage, complementing agreed or emerging local economic strategies
 - A high level description of priority areas for the short, medium and long term including
 - Activity that can be locally funded
 - Projects that could be supported by public investment (including through the Towns Fund), with high level costs estimates
 - Ambitions for private sector investment and community involvement
- (ii) Develop a clear programme of interventions

- (iii) Coordinate resources and influence stakeholders

The area the Board will represent is the Stevenage Borough Council geographic area.

The Board is not a legal entity, and its role is advisory. Its purpose is to work with SBC, to which it is accountable as the Lead Council, to produce a well – evidenced Town Investment Plan which sets out a clear understanding of Stevenage focusing on its assets, opportunities and challenges. It will subsequently assist in the production of business cases to access Town Deal funding.

3. BOARD MEMBERSHIP

The Board is made up of 18 members comprising:

- An independent chair from the private sector, appointed through a process led by Stevenage Borough Council (SBC)
- The local MP for Stevenage
- The Leader of Stevenage Borough Council and the Chief Executive of Stevenage Borough Council
- A representative of Hertfordshire County Council
- A representative of the Hertfordshire Local Enterprise Partnership
- A representative from a business representative body
- 2 representatives from large businesses having bases in Stevenage
- A representative from a Stevenage small and medium-sized enterprise (SME)
- A representative of a key education and skills provider
- Two representatives of relevant bodies in relation to Homes and to Culture, Leisure or Heritage
- At least one landowner / developer representative
- 1 Community representative.

Once appointed, the Chair will invite stakeholder organisations to nominate individuals to represent them on the Board. In the event of the Board meeting ahead of the Chair being in post, interim appointments will be made.

Individual membership of the Board is dependent on the continuing support of the relevant nominating body.

The Board will have the power at any time to co- opt further members if and when an appropriate candidate becomes available.

Within 12 months the Board will aim to have a minimum female representation of 33% in line with Government recommendations.

A Board member shall cease to be a member in the event of:

- such member giving written notice to the Board of their resignation, to take effect on receipt by the Board of the notice of resignation or, if later, the date stated in the notice
- such member's death or, being a corporation, its winding up
- such member's bankruptcy, making of any arrangement or composition with his creditors, or liquidation, or in the case of an organisation, winding up, liquidation, dissolution or administration or anything analogous to any of the foregoing occurring in relation to a member
- such member ceasing to have an office or other base within Stevenage or ceasing to be employed by such organisation as entitles them to be a member.

All Board members must retire every three years but can be reappointed by their nominating body at the end of each three year period.

SBC will provide administrative support to the Board.

4. BOARD MEETINGS

The Board will meet 6 times per year in the first year of operation, with an expectation of meeting 4 times per year thereafter.

No business shall be transacted at any Board meeting unless a quorum is present. The quorum shall be six and shall include SBC, and a Business/SME member.

Members of the public may attend all board meetings, unless information relating to the financial or business affairs of any person or organisation is likely to be disclosed.

SBC will give at least 5 clear working days' notice of all Board meetings, by publishing details on its website.

SBC will publish on its website copies of agendas and reports that are open to public inspection at least 5 clear working days before each board meeting, and copies of minutes of board meetings that are open to public inspection as soon as practicable once they have been approved by the Board.

SBC will invite MHCLG to send a representative to attend Board meetings as an observer.

Each Board member shall have one vote and decisions will be made on a show of hands. In the event of an equality of votes the Chair shall have a casting vote.

5. BOARD MEMBERS' CONDUCT

Board members are expected to adhere to the Seven Principles of Public Life, known as the Nolan Principles, as defined by the Committee for Standards in Public Life . They are:

- **Selflessness:** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
- **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** Holders of public office should promote and support these principles by leadership and example

Conflicts of Interest

Once the Board is in operation, SBC will maintain and publish on its website a Register of Board Member Interests.

The following provisions shall apply to all Board members:

- In the event that there is a conflict of interest the person so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from any business where the conflict would be relevant.

- Whenever a person has an interest in a matter to be discussed at a meeting the person concerned will not be:
 - entitled to remain present at the meeting during discussion of that matter
 - counted in the quorum for that part of the meeting
 - entitled to vote on the matter

The Board may, at any time authorise a person to remain in the meeting whilst a matter in which they have or may have a conflict of interest is discussed, provided that the conflict of interest is declared and the person subject to the conflict of interest shall not be entitled to vote on the matter.

6. ROLES AND RESPONSIBILITIES

(i) The Chair

The role of the Chairman is to lead the Board in defining vision and direction, and in delivering the desired outputs, whilst ensuring that appropriate procedures for governance and management of resources are in place.

The key responsibilities of the post are to:

- Provide strategic leadership and direction to ensure that the Board achieves its goals
- Lead the efforts of the Board to agree a Town Investment Plan for Stevenage and business cases funding
- Effectively chair meetings of the Board, leading it towards decisions that ensure the strategic vision and key objectives of the Board are delivered.
- Be an effective influencer and “ambassador” for Stevenage at local, regional and national levels working with appropriate partner organisations and individuals
- Be an effective advocate on behalf of the Board, SBC and the businesses and people of Stevenage, in particular at conferences and events/meetings with Ministers, MPs and key civil servants
- Reflect the agreed policies of the Board and its members in all discussions with partners, stakeholders, government and its agencies.
- Ensure that the Board adheres at all times to high standards of ethics and governance in public life and is an exemplar to other organisations
- Ensure that all Board members participate actively in the work of the Board, encouraging their attendance and engagement and keeping regular contact with all members
- Exert a casting vote in Board decisions if circumstances so require

(ii) Board Members

Board members have a responsibility to uphold high standards of integrity and probity. They should support the Chairman in instilling the appropriate culture, values and behaviours in the boardroom and beyond.

Board members should take into account the views of other stakeholders, because these views may provide different perspectives on the Board and its performance.

The duties and responsibilities of a Board member are to:

- Attend meetings of the Board and to nominate an appropriate named alternative where attendance is not possible, subject to the prior agreement of the Chair and Lead Council
- Reflect the agreed view of the Board and its members in all discussions with partners, stakeholders, government and its' agencies
- Support the Chair by leading on activities relevant to their knowledge and experience by representing the interests of the Board in meetings with partners, stakeholders, government and its' agencies
- Actively develop an effective partnership
- Contribute knowledge and expertise to the development of the Town Investment Plan and business cases for funding
- Formally represent the Board in meetings with other bodies and partner organisations as required

Town Fund board

Title: Town Deal

Author: Tom Pike

Date: Town Fund Board 31st January

Purpose of Report

To provide the Board with an overview on the Town Deal opportunity, and the key steps that would need to be taken to achieve a Town Deal for Stevenage.

Executive Summary

On the 1st November 2019, government issued the Towns Fund prospectus inviting 100 towns to develop proposals to benefit from up to £25m funding each from a £3.6bn fund. The prospectus summarised the objectives of the Fund and the arrangements that are expected to be put in place to enable eligible towns to put forward Investment Plans to benefit from up to £25m funding.

The prospectus states the objective of the Fund is to drive the economic regeneration of towns to deliver long term economic and productivity growth through: regeneration, planning and land use; skills and enterprise infrastructure; and connectivity.

Included within this prospectus was an allocation of funding for each town, to be released in November / December 2019, to support the development of a Town Deal Board and preparation of a Town Investment Plan to set out the vision, governance, opportunities and business case for the town to benefit from government investment. For Stevenage Borough Council this sum is £173,000.

The prospectus identified a number of short-term actions that would need to be taken in order to put forward a Town Investment Plan and proposals for up to £25m. The prospectus also sets out a requirement for a Town Board to be established by the end of January 2020 and a Town Investment Prospectus to be developed and submitted in the first part of 2020.

Within the Towns Fund prospectus, the District or Borough level Council is asked to act as the lead body for the creation of the Town Deal Board and the subsequent Town Investment Plan. This should work in collaboration with other local partners.

There are several key steps to be taken. This includes:

- **Securing an independent Chair.** A recruitment and advertisement process is underway, supported by an external recruitment organisation, to advertise the role, seek applications and for a cross-partner panel to interview potential candidates. The intention is to have an independent Chair in post by the end of February 2020.
- **Creating a Town Deal Board.** This report will be presented to the first meeting of the Town Deal Board, with a programme of future meetings to be provided during 2020, with representatives drawn from a range of sectors and with different areas of expertise to support the development of a Town Investment Plan.
- **Developing a Town Investment Plan.**

Background

The Towns Fund prospectus identified that towns are host to key businesses, employers, education centres and where the majority of people live, and serve as important centres for leisure, shopping and

other services. It also recognised that while each town has its own assets, there can be constraints to the growth and success of towns.

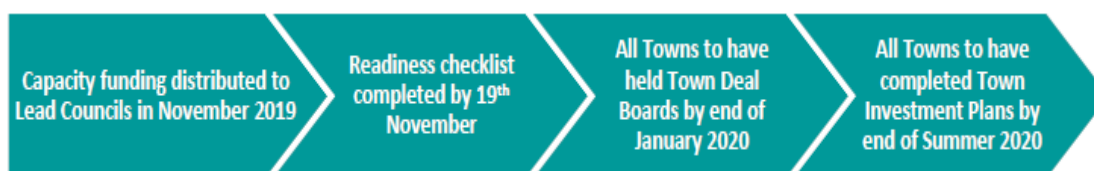
The prospectus sets out that proposals should drive long term economic and productivity growth through investment in connectivity, land use, economic assets including cultural assets, skills and enterprise infrastructure.

This could include:

- **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
- **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
- **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity.

The prospectus sets out the first stage of agreeing a Town Deal. This will operate as a two-stage process:

- Stage 1: providing capacity support to places to put the structures and vision in place in order to move to the next stage of agreeing a deal.
- Stage 2: places to use their locally-owned Town Investment Plan to put together a business case to apply for funding for interventions.



District and Borough Councils in the areas for the towns selected are designated as the Lead Council to develop a Town Deal Board, with this to be in place no later than the end of January 2020. The Town Deal Board will then be the vehicle to develop the vision and strategy, and produce a Town Investment Plan to inform the Town Deal. At this stage, further guidance on possible criteria for a Town Investment Plan is yet to be released.

The role of the Board is to:

- Develop and agree an evidence based Town Investment Plan
- Develop a clear programme of interventions
- Coordinate resources and influence stakeholders.

The Town Deal Board should be convened by the Lead Council with an expectation that the governance structure and decision-making structures of the Town Deal Board should be made public and that the Town Deal Board should align with the governance standards and policies of the Lead Council including around whistle blowing, conflicts of interest, and complaints.

The prospectus states that Town Deal Boards are required to include:

- **Other tiers of Local Government**
- **Members of Parliament:** The MP (or MPs) representing the town should be invited to engage in the process of designing and agreeing the Town Investment Plan.

- **Local businesses and investors:** Driving economic growth and building productivity will require entrepreneurship and investment from business. Existing investors currently active in the area also have an important role to play; their experience of driving development in specific regions should be drawn on to identify the best uses of public and private funds. This should include large employers and SMEs.
- **Local Enterprise Partnerships (LEPs):** LEPs bring a strong specialism in economic development strategy, business engagement, and the local skills system – through Skills Advisory Panels – ensuring Town Investment Plans are informed by local economic strategies.
- **Communities:** Each town will decide how best to involve their local community and communities should have a meaningful role in decision making for the future of their town, with an expectation of representation in the Board. This could include representatives from prominent civic or religious groups, or representatives of voluntary or community forums.
- **Other groups:** The Board could also include Job Centre Plus, anchor institutions such as FE or HE providers, hospitals, sports, culture or creative bodies or housing providers.
- **Other government agencies or arms-length organisation:** This could include agencies such as Homes England, culture, sport or other agencies.
- **Other private investors and developers:** National or international private investors and developers should be engaged early to understand their requirements for investment.

The Lead Council should publish the Town Deal Board's governance structure and ways of working, such as a statement for how the board will engage stakeholders and agree decisions over time. The Board's governance structure should be published no later than January 2020. Draft Terms of Reference for this new Board are attached as part of this report pack.

Once in place, it is the role of the Town Deal Board to work on a Town Investment Plan. This should set out investment priorities that could drive economic growth, supported by clear evidence and targeting investment into economic infrastructure, as well as making full use of existing powers, particularly in planning. The Investment Plan should complement other pre-existing strategy documents that have been developed with local partners, and where necessary build on these. This includes Local Industrial Strategies, Local Plans, Local Transport plans and other tools such as Skills Advisory Panel analysis.

Town Investment Plans are expected to include:

- Background, context and evidence of need for suggested interventions
- A vision for the town, complementing agreed or emerging local economic strategies
- A high-level description of priority areas for the short, medium and long term, including:
 - Activity that can be locally funded
 - Projects that could be supported by public investment (including through the Towns Fund), with high level cost estimates
 - Ambitions for private sector investment and community involvement.

On 19th December 2019, the council completed and submitted a readiness checklist which covered whether:

- The town has existing partnerships that meet most of the criteria for a Town Deal Board
- There are strategies or plans in place aligned with what is required in a Town Investment Plan
- The town has the capacity and governance to deliver at pace. It is expected that most places will need time to develop their Board and plans to be ready to enter into a Town Deal.

Policy Context

Local partners have worked closely with partners over the last few years to create a strong foundation to explore and secure future funding opportunities. Stevenage has already benefited from that

partnership ethos by securing Growth Deal funding from the Hertfordshire Local Enterprise Partnership, supported by local key partners as part of the previous Stevenage First board.

Stevenage, as the original new town, was designed to encourage sustainable growth. The Council's Local Plan, building on the aspirations of the original master plan, was adopted in May 2019 and seeks to build 7,600 new homes, 3 new neighbourhoods, 2,000 jobs and a revitalised town centre. The associated Infrastructure Delivery Plan (IDP), developed in conjunction with Hertfordshire County Council and other local stakeholders, details the key infrastructure the town needs to support this growth and make the town a success, and now supported by a Transport Strategy for the town to help better link residents with the opportunities for employment and learning in the town.

The Local Plan seeks to enable and encourage development and growth that will enhance and revitalise the town, address housing pressures, provide local jobs and bring forward regeneration across the town. However, it also performs an equally important role in terms of protecting the town's most important features and assets, which include not only its open spaces and heritage assets, but also its employment areas that are key to the economic prosperity of the town. These policies are also supported through the 'Stevenage Reimagined' culture strategy; the health strategy for the town; work on initiatives such as community wealth building; the success of the Stevenage Works employment project with North Herts College and other local construction partners.

Hertfordshire's emerging Local Industrial Strategy (LIS) provides Stevenage with a direction and support for how its world class businesses like GSK, Airbus and MBDA can grow and better connect with the town and region. The LIS focuses on:

- Accelerating development of the research and development cell and gene therapy cluster in and around Stevenage
- Developing an overarching skills strategy, and inclusion plan
- Prioritising infrastructure investments to increase productivity and provide inclusive growth
- Supporting key regeneration interventions such as the delivery of the vision for the Stevenage Central regeneration framework.

Local authorities in Hertfordshire have been working closely to develop the Hertfordshire Growth Board, and a programme of work to consider how to best prepare for the future growth of the county. This work is starting to consider how partners can draw in funding for infrastructure and work to ensure that growth enhances the opportunities of all residents in the county and delivers priority projects in a range of areas.

This policy background, strong alignment with the priorities of local partners, and progress on key programmes provides a good foundation for the work of a future Town Deal proposal.

Great Grimsby Town Deal

Overview

In 2018 a Town Deal partnership was formed between the Greater Grimsby project board and the Government and its agencies to support the regeneration of Greater Grimsby. Currently this is the only known example of a Town Deal, which aimed to delivery 8,800 new jobs and nearly 10,000 new homes.

At this stage, the Government has not produced criteria or a template to set expectations of what should be covered in a Town Investment Plan and Town Deal. The example from Grimsby is shared with the Board as a potential early example to consider.

The opportunities, assets and challenges in Grimsby will be distinct from those in Stevenage, given the strong focus on a specific sector within Grimsby. However, the form, format and ambition in the Deal may provide useful learning as the Board consider options for Stevenage.

The Town Deal Prospectus outlines useful information of how town deals have a specific focus on accelerating delivery, and how creating mixed model of Government and other investment support, can drive economic development and sustainable growth. Recent Government policy has emphasised the importance of town centres, high quality design, culture and heritage, and mixed-use schemes.

Additional information:

Government annouces landmark town deal for Greater Grimsby

<https://www.gov.uk/government/news/government-announces-landmark-town-deal-for-greater-grimsby>

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Greater Grimsby Town Deal Prospectus 2018-2028: Submission Draft



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Foreword

Our prospectus outlines a new place based approach to the regeneration of towns. It's an invitation to join us in a locally-led partnership to redevelop Great Grimsby and increase our contribution to the national economy.

As a council our role has changed. Our job in regeneration is to bring the right people with the knowledge, expertise, talent and funds together. We're in a position where we can broker partnerships and unite those with ambition and passion to do the best for North East Lincolnshire. For the first time we've brought together key people from the public sector, from industry, from central government and others who share a vision for Great Grimsby's future.

For too long as a town we've had our back to the waterfront. It's time that we turn around and embrace it. There's an appetite for change and a real sense of optimism about the Great Grimsby's potential. Our important location on the Humber Estuary and our proximity to offshore windfarm developments means we are in a prime position for our economy to thrive.

We're on the cusp of an exciting time for our borough. Like other post-industrial towns, Grimsby has its share of deprivation and that presents some unique challenges, but will not stop us thinking big and working with others to deliver on that vision.

Councillor Ray Oxby
Leader, North East Lincolnshire Council



We are on the cusp of an exciting phase of regeneration in Grimsby. Together with North East Lincolnshire Council, the Greater Grimsby Board has been developing a sustainable, practical vision for the town – and this document is critical to realising that vision. It sets out how we can work in partnership with central government to build a stronger economy, more jobs, more housing, a more attractive town centre, and increased aspiration.

Grimsby is a town with many strengths, from its growing green energy industry to its cultural heritage from the fishing and shipping industries. Our plans build on these strengths, harnessing Grimsby's underlying economic potential by encouraging more people to live, work in and visit the town.

Our hope is that this Town Deal will mark a new way of working with government – not just a bid for funding, but a place-based approach to regeneration that focuses departments across Whitehall on how to make a real and lasting difference here.

The prizes for success in our endeavours are great: not just a massive boost to the local and national economy, but an increase in aspiration. I want every child growing up in Grimsby to be inspired by the place they live in, to know that a wealth of opportunities is open to them, and to have every chance to get on in life. That is our goal – and I am committed to making it happen.

David Ross
Chair, Greater Grimsby Board



Town Deal Prospectus: Summary

This prospectus proposes a new approach to delivering place-focused economic and housing growth through a trailblazing **Town Deal** partnership for **Greater Grimsby** between central and local government, the private sector and local communities.

Located at the heart of the **Humber 'Energy Estuary'**, Grimsby and North East Lincolnshire are building a new economic future. Over the next decade and beyond, there are strong prospects for growth in **offshore wind** and the continuing transition to a **low carbon economy**; and for **export-led growth** in port-related logistics and manufacturing, chemicals/petrochemicals and food processing. The Council's Local Plan and Economic Strategy set out ambitious targets for housing and employment growth to realise these opportunities.

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Greater Grimsby's fishing and maritime heritage remain central to the town as it diversifies and grows. Yet there is much more to do for Greater Grimsby to deliver its opportunities for growth and for ensuring that we have **truly inclusive and sustainable growth**.

Too many young people leave school without having achieved their full potential. Low aspiration and academic underachievement are common. Others leave the region to pursue Higher Education and never return. **Our Place Offer** - housing, education, leisure, cultural and heritage provision – also needs significant improvement to help attract and retain mobile businesses, people and investment.

The Town Deal Prospectus

North East Lincolnshire Council and the Greater Grimsby Board are seeking to enter into a long term – at least ten year Town Deal with Government. Phase 1 of this Town Deal is an **Investment Plan** covering the first five years.

The Board has proposed four priorities for intervention:

- Delivering new jobs and investment through initiatives including a **Free Trade Zone** to deliver **inclusive growth** and **increase our contribution to UK plc**
- Improving economic infrastructure, digital networks and transport connectivity
- Developing a **first class Higher Education offer**, linked to our key economic sectors, to accelerate regeneration of Grimsby Town Centre
- Making Grimsby an attractive place to work, invest and live

The Greater Grimsby Board is seeking a total investment of up to £50m of new Government funding to enable delivery of the Investment Plan. The Investment Plan will be overseen by the Greater Grimsby Board. The Council supported by its Regeneration Partner ENGIE will be responsible for delivery of the Town Deal. This will deliver step change in the economic regeneration of Greater Grimsby and North East Lincolnshire, delivering the ambition in the **Local Plan** and the **Economic Strategy**.

This ambition includes directly delivering **95 hectares** of new employment land and enabling a further **100 hectares**. It includes creating **5,400 new jobs** and enabling development of **7,700 new homes**.

Greater Grimsby 2028

Economic Strategy Vision

Greater Grimsby is one of Europe's leading centres for **offshore wind**. 10 GW of deployed capacity, providing energy for a huge contribution to UK plc's energy needs, is managed from the Port of Grimsby. Most major global offshore wind investors have a presence. Our engineering firms form an integral part of the offshore wind supply chain, supporting over **2,500 jobs**.

North East Lincolnshire has a Low Carbon vision – to continue reducing emissions of greenhouse gases and other harmful pollutants. North East Lincolnshire will contribute to the Humber LEP ambition to **maximise the potential of the Humber Estuary**, leading the region to become a **renowned national and international centre for renewable energy** and thereby a region with a resilient and competitive economy.

The Ports of Immingham and Grimsby remain the largest by tonnage in the UK supported by a **Free Trade Zone** over 100 hectares on the South Humber Bank, stimulating investment in a wide range of added value logistics and manufacturing activity, creating over **4,000 jobs**.

University Campus, Grimsby is home to over **1,000 students** undertaking a wide range of graduate and postgraduate study. Grimsby's HE offer is contributing more graduates in Science, Technology, Engineering and Mathematics subjects per capita than any other part of the UK.

Grimsby Town Centre has doubled its number of national multiple and local independent retailers and **adapted to changes in the retail sector**. Our cultural and heritage offer attracts **new visitors** to the area. Our **heritage trail** and iconic landmark buildings help tell the story of our fishing and maritime heritage and our Viking history. **We connect** with our communities through displaying a wide range of collections.

East Marsh, West Marsh and Nunthorpe – three of our challenged neighbourhoods - have been transformed by new and **improved housing**, new community facilities and responsive local service provision. Entrepreneurial, active **community organisations** are ensuring that our **growth is inclusive and sustainable**.

A wide range of housing, meeting new and existing community needs at all life stages is enabled through the Local Plan being delivered. **Grimsby West** – a major suburban expansion and the largest strategic housing site in the Local Plan – is an exemplar near zero carbon community. Our **housing mix is diverse** in terms of tenure and context – as well as greenfield we have urban and brownfield housing developments delivered.

Housing completions per annum are doubled.

Greater Grimsby is a great place to do business with high quality business support and incubator facilities. All businesses have access to **class leading digital connectivity**. Half-hourly rail services to Doncaster and Manchester connect Greater Grimsby into the 'Northern Powerhouse'. Our direct route to London improves business links.

The Higher Education offer **enables greater links with secondary and further education providers** contributing to higher attainment at Key Stage 4 and vocational pathways as well as the new academic pathway – increasing access to Higher Education for local students.

Perceptions of Greater Grimsby are positive locally, regionally and nationally.

Driving export growth and added value through Humber Ports Free Trade Zone

The ports and logistics sector is one of the largest employers with over **7,400 people** employed directly or through supply chain in North East Lincolnshire. The Port of Grimsby and Immingham, operated by ABP, is the largest UK port complex by tonnage and the fourth largest in Europe. There are 60 short sea sailings each week to mainland Europe and Scandinavia.

Our ports are at the centre of the UK's trade and communication networks links – they provide a **vital trade gateway** to Europe and beyond for **exports from the Northern Powerhouse** – a market of over 170m people can be reached within 24 hours drive. Imported goods can be delivered to 75% of the UK population within four hours. The Port of Immingham accounts for over 25% of UK rail freight movements, serving major energy and manufacturing facilities. W12 rail gauge improvements will increase local freight capacity.

→ Brexit offers significant **opportunities for export-led industries**, particularly in the manufacturing sector, to thrive. ABP has invested over £250m in the Port of Immingham during the last decade to improved automated materials handling, including biomass.

To support the drive for export-led growth, the Humber LEP, local authorities and ABP are seeking to develop and pilot a **Free Trade Zone for the Humber Ports**. Designation of a Free Trade Zone would enable import, manufacturing and re-export of goods without incurring domestic customs duties. Evidence from the USA, China and other export led economies indicates that this could be a **major driver of inward investment, inclusive and sustainable business growth**.

Designation of up to 100 hectares of proximate employment land for the development and piloting of a Free Trade Zone together with the **deregulation of vehicle movements** between the South Humber Ports, coupled with the **Humber Link Road** will enable **step change for economic growth, new employment and wealth creation**.

Town Deal offer	Town Deal asks
Engage with landowners to promote opportunities for port-related logistics and manufacturing across the portfolio of strategic employment sites on the South Humber Bank.	DfT/HMT to engage with Humber & Mersey ports, Humber/Liverpool City Region LEPs & Transport for the North to establish Northern Powerhouse Free Trade Zone group and undertake feasibility and economic impact studies, including feasibility of a low carbon supply chain corridor along the M62.
ABP to continue investment in freight handling capacity at Immingham and target opportunities for the development of new container and RO/RO services – and potential diversification into leisure embarkations.	DfT/HMT to engage with NELC, Humber LEP and other partners to test the feasibility and model the economic impact of piloting a Humber Free Trade Zone, including up to 100 hectares of land on the South Humber Bank.
NELC, on behalf of Humber LEP, lead on creation of multi-port board to enable faster, greener access to domestic and European markets and link with the Liverpool Superport board to create a greener east-west logistics corridor.	Financial support to establish and support the multi-port board, and engage with stakeholders. DfT to commit resource to developing pilot initiative to deregulate vehicle movements within and between the Ports of Immingham and Grimsby.
ABP to update ports master plan for Ports of Grimsby and Immingham to reflect long-term implications of Brexit and logistics and manufacturing opportunities from transition to more export led economy.	DfT to commit resource to co-design inward investment strategy for port and added value logistics / manufacturing projects together with rail freight and infrastructure investment requirements with Transport for the North.

Developing 21st Century skills - a new Higher Education presence for Grimsby

Raising young people's aspirations through work and learning, raising existing workforce skill levels and stimulating demand for higher skilled jobs are essentials to creating long-term, inclusive growth. More **effective local pathways to Higher Education are required**. Too many young people leave school with low aspirations and few qualifications. Others pursue Higher Education elsewhere and never return. Key Stage 3 attainment is below national average. Workforce skills levels are comparatively low (45% of residents qualified to NVQ Level 3: 57% for England). The gap is even wider at Level 4. Employers struggle to recruit locally for higher skilled posts.

The Grimsby Institute for Further and Higher Education (GIFHE) delivers a wide range of Level 2 and 3 programmes, including apprenticeships. It delivers a limited range of foundation degree and degree programmes via its University Centre. Important technical training facilities serving the process industries, energy and engineering sectors include CATCH and Modal. CATCH is also working closely with the University of Hull to further develop the offshore wind skills offer. **There is an opportunity for a HE partnership of ambition to develop around Greater Grimsby.**

In a developing, growing and diversifying economy, demand for core engineering, technical and related skills increases. Strengthening the HE offer is essential to raise aspirations, reduce 'brain drain' and support long-term, sustainable and inclusive growth. The **vision is to build a multi-partner Higher Education offer based in Great Grimsby**. This offer will support further expansion of GIFHE and increased local delivery by the Universities of Hull and Lincoln. Key to this vision is developing a new partnership with a **Russell Group University** to deliver **class leading graduate, postgraduate and research based learning**. This include a **significant physical presence in Grimsby town centre**, contributing to regeneration.

Town Deal offer	Town Deal asks
Develop an industry led skills strategy action plan, with emphasis on key sectors, in partnership with local public and private sector partners. Deliver an effective incubator and HE business spin-out property strategy and offer within Greater Grimsby.	Funding, investment and transactional support to complete enabling site acquisitions.
Deliver the necessary programme of transactions to complete site acquisition, site information gathering and site preparation.	Funding, investment and transactional support to secure site technical information, complete enabling utility and digital infrastructure and site preparation works.
Enable effective partner networks and holistic approach to cultural, heritage, leisure and sport amenities required to provide an all round HE offer – delivering improved quality of place from a HE student perspective – Urban Living Housing Zone and student accommodation.	Facilitation of engagement with the participant group to deliver HE presence, develop strengthened local pathways to higher education and embed a whole system approach to improving educational attainment.
Provide administrative support and co-ordination enabling effective oversight, challenge and support for well governed projects.	Participation in, and support for a shadow HE Board sitting within the Great Grimsby Board structure to output a coherent HE offer tailored to local ambition.

Greater Grimsby Town Deal Prospectus - a place-based partnership between central and local government

What is the Town Deal?

The Town Deal will deliver regeneration – physical, social and environmental.

1. Town Deals focus on accelerating delivery. They remove barriers to delivery of locally driven integrated regeneration programmes providing inclusive and sustainable growth.
2. Town Deals provide a package of government support: funding and capacity. This mixed model of government and other investment support drives economic development and housing delivery in places with the potential for accelerated growth and enhanced contribution to UK plc.
3. Town Deals bring together support from across government joining up contributions from different departments. This includes brokering relationships, capacity building and enabling a more holistic approach to investment from different government departments and other sources.
4. Town Deals pilot new freedoms and flexibilities with the potential to accelerate delivery. They can be rolled out nationally to implement the Industrial Strategy and deliver inclusive and sustainable growth.
5. Town Deals are overseen by locally led boards of politicians, LEPs, private sector and community/voluntary sector partners with accountability for delivery.

The size of the prize: what the Town Deal will deliver by 2028

The Town Deal Prospectus will enable and facilitate two significant engines for step change in Greater Grimsby – the Free Trade Zone and Higher Education presence.

These in turn contribute to return on investment and inclusive and sustainable growth.

- 5,400 new jobs
- 7,700 new homes on brown and greenfield sites via initiatives such as Housing Zone, Garth Lane & Grimsby West
- 195 hectares of employment land
- 12 hectares of waterfront/town centre mixed use sites
- Improved productivity of our key sectors - ports and logistics, food/seafood processing, renewable energy, chemicals and visitor economy, services and retail.

Delivering the Energy Estuary – towards a zero carbon economy

Greater Grimsby is already at the **vanguard of the UK's global offshore wind industry** playing a critical role in the Humber region notably in respect of operations and maintenance. Port of Grimsby is already the operations base for five offshore windfarms with deployed capacity now exceeding 1 GW. Hornsea Project One – a **DONG Energy** project – will double this capacity, supported by **Siemens'** rotor blade manufacturing facility in Hull.

Construction and operating costs continue to fall. There is scope to deploy up to 10GW of offshore wind capacity in the southern North Sea over the next decade. This supports the creation of over **2,500 new jobs in the supply chain**. Challenges remain around talent pipeline and increasing the 'local content' of offshore wind projects. These are a focus for our Town Deal 'asks' and highlight benefits from class leading HE presence.

Greater Grimsby is reported to already generate more electricity per capita from renewable sources – in comparison to other parts of the UK. Conversations with Government continue to support the Humber ambition to maximise the potential of the Humber Estuary to become a renowned national and international centre for renewable energy.

We will achieve this through initiatives including:

- a significant increase in the **deployment of onshore generation through renewables projects**
- piloting a range of **renewable generation, decentralised grids, private wire and heat network opportunities**
- **engage major South Humber Bank employers** to review opportunities for cost-effective decarbonisation
- exploring options for **tidal generation** and
- continued support for domestic energy efficiency/demand reduction.

Town Deal offer	Town Deal asks
Work with private sector landowners to market South Humber Bank sites for a wide range of renewable energy opportunities and the development of investment grade business cases.	Access to finance to enable investment into renewable generation assets. Feasibility studies to support the development of decentralised energy solutions including private wire, micro-grid and storage. Continued collaboration with central government to enable further, for example, HNDU funding to enable district heating networks to be delivered. BEIS and OFGEM to facilitate technical engagement with local DNO to enable investment to upgrade network infrastructure to enable energy transition
Partnership including NELC Economic Development officers, CATCH, BEIS and major South Bank employers to identify decarbonisation opportunities	Capacity from BEIS to actively engage in a regional forum to decarbonise through orderly transition to low carbon economy. Provision of financial incentives to invigorate carbon reduction partnerships. DIT to commit resource to co-design inward investment strategy enabling transition to low carbon future
Partnership support to enable and facilitate this activity and taking on an Accountable Body status if required.	BEIS to engage with University of Hull, Humber LEP and partners to test feasibility of tidal generation in the Humber.

Smarter, sustainable and competitive manufacturing

Food processing

North East Lincolnshire hosts flourishing multi-billion pound food and seafood processing industries. This cluster accounts for over 70% of seafood processed in the UK and employs over **4,700 people**. It includes a mix of major international businesses - Young's, Icelandic Seachill, Two Sisters, Country Style Foods and Morrisons – with a thriving base of SME processors, cold storage, packaging and logistics businesses. The Europarc strategic employment site has been designated a Food Enterprise Zone and is home to the Humber Seafood Institute, an important R&D facility.

There are significant opportunities to **enhance export activity** to become smarter, more sustainable and competitive. The future outlook for this cluster will be enhanced by establishing **new sources of global seafood supply** and by accelerating investment in **automation**. The sector will benefit from being located in Humber Energy Estuary and links with a new HE presence will enable innovation in products and processes thereby securing longer term competitiveness.

Chemicals/petrochemicals

The Humber is home to one of the UK's four main chemicals/petrochemical clusters. The Total/Phillips 66 oil refineries provide more than 25% of the UK's capacity. Other global firms with local bases include Novartis, BASF, BOC, Air Products and Cristal. These businesses are currently in 'steady state' operation, but subject to globalisation pressures. The benefits of a Free Trade Zone, HE presence, the Humber Energy Estuary will enable the **continual process efficiencies these business need to remain competitive**.

The **industry body CATCH** are exploring opportunities to:

- implement cost effective decarbonisation programmes
- develop heat networks increasing sustainability, and competitiveness, by using waste and by products where possible
- develop collaborative approaches to apprenticeship provision.

Town Deal offer	Town Deal asks
Continue promoting opportunities for inward investment and expansion of existing businesses at Europarc Food Enterprise Zone	DEFRA to engage with Seafish Industry Authority, Seafood Grimsby & Humber to input to design of replacement for European Maritime & Fisheries Fund
Increase activity and investment to support trade mission programme to promote export/inward investment opportunities in food sector	DIT to support development of food sector trade mission programme to promote export of and inward investment into food sector
Identify opportunities for new and refurbished workspace to support expansion of artisan SME processors at Port of Grimsby	DIT to support development of food sector trade mission programme to promote export of and inward investment into artisan product synonymous with Greater Grimsby
NELC and University of Hull to explore opportunities to establish aquaculture research facility in Grimsby as part of new HE presence	Support for feasibility study to understand and enable the full potential of aquaculture research presence in Greater Grimsby.
CATCH/Humber LEP procuring study to identify opportunities for further integration of South Humber Bank cluster to maintain competitiveness for example heat networks and shared use of feed stocks and by products.	Support the implementation of integration opportunities through enabling mixed investment models.
CATCH to develop and support commissioning of joint Apprenticeship programmes for process industries employers to enable effective operation of Apprenticeship Levy	Provide enabling funding to support effective joint apprenticeship programme and link into new HE presence

South Humber Industrial Investment Programme (SHIIP)

SHIIP will de-risk and accelerate **delivery of strategic employment sites** in the A180 Corridor between the Ports of Grimsby and Immingham. SHIIP addresses the significant decline in the availability of high quality industrial land in North East Lincolnshire. Enquiry levels from local sources and inward investors have remained strong. Speculative development by the private sector is not currently viable because of ecological mitigation requirements, flood mitigation and site infrastructure and utility costs.

Capitalising on Enterprise Zone (EZ) status and incentives, the Council decided in 2015 to investing £15m in infrastructure and enabling works to bring forward key sites on a joint venture basis with partner landowners. Local Growth Fund investment – totalling £6.2m to date via Humber and Greater Lincolnshire LEP's - has also played a significant role in de-risking and accelerating delivery of the programme, which currently includes:

- provision of site access and infrastructure to develop **95 hectares** of employment land and enabling a **further 100 hectares** of employment land to come forward
- creating **3,600 new jobs**
- creation of **over 100 hectares of strategic ecological mitigation** land enabling SHIIP and other South Humber developments to come forward
- construction of the **Humber Link Road**, a new highway connecting the Ports of Immingham and Grimsby and improving access to the Enterprise Zone sites



Town Deal offer

NELC committed to invest £15.2m into SHIIP in 2015.

In addition to this direct investment, NELC is committed to delivering a low carbon transition through intelligent digital and energy networks.

Procurement of specialist marketing support for SHIIP.

Town Deal asks

£5m of additional investment to support delivery of the Humber Link Road – a key enabler for SHIIP and a potential Free Trade Zone.

Funding of £3.1m and expertise support for the installation of micro grid and enabling decentralised power infrastructure at Stallingborough. Mixed support to enable class leading digital and data networks to be implemented on SHIIP employment sites.

DIT to support delivery of the resulting marketing strategy to complement wider Humber Enterprise Zone promotion.

Housing Delivery Programme

Greater Grimsby needs and deserves a strong and diverse housing offer to support economic growth and to meet the housing needs and aspirations of all residents.

The Council's Local Plan, expected to be adopted later in 2017 represents a step change in housing delivery over the period to 2032. This **ambitious Local Plan** caters for the development of over **13,300 new homes**. A significant proportion of these homes will be delivered on previously developed or **brownfield sites within the urban area**. This complements proposals for suburban expansion including the Grimsby West strategic housing site which has the potential to become an exemplar near zero carbon development of over 3,300 new homes.

The Council has secured **Urban Living Housing Zone** status and is working closely with the Homes and Communities Agency to deliver 1,300 new homes within the urban area. A package of Council-owned sites will be brought to market later in 2017 via **HCA's Developer Partner Panel 3**.

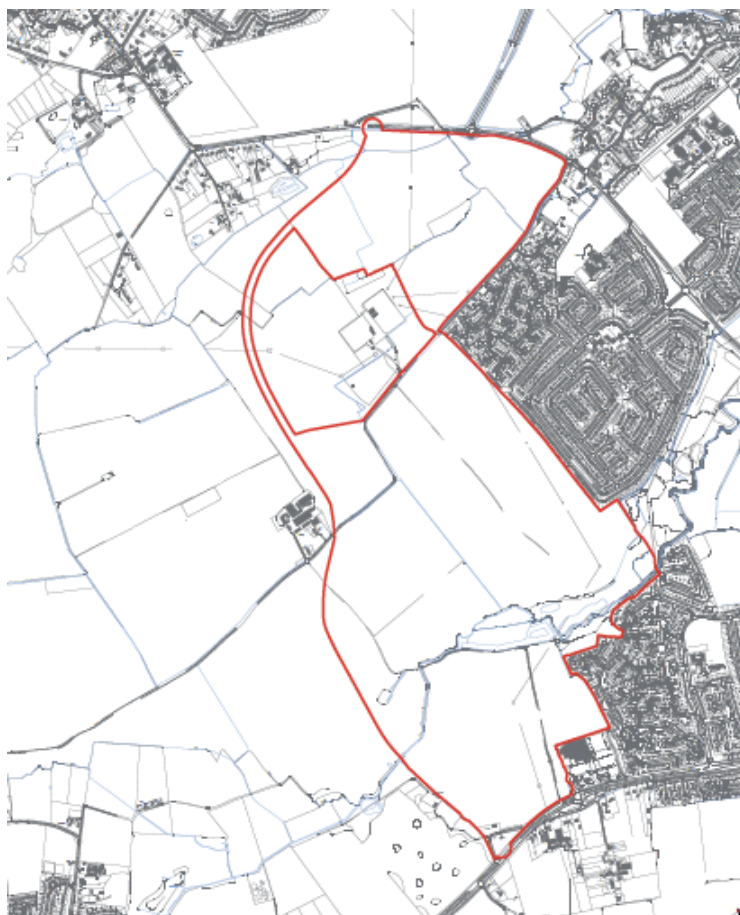


The Council has also secured **Estates Regeneration** funding to bring forward development proposals for the key town centre sites with potential to deliver 250 new homes in phase 1 and a further 750 homes in the long term and to develop **refined regeneration plans** for the adjoining East Marsh and West Marsh neighbourhoods.

Town Deal offer	Town Deal asks
Through Estates Regeneration building condition survey work will identify opportunities for renewal in the East and West Marsh wards.	£2.5m funding (cash flowing) to enable first pilot phase of renewal to be undertaken together with capacity, expertise and transactional input.
Engagement with partners (e.g. Shoreline Housing Partnership, NHS) to identify surplus land assets for inclusion within the Housing Zone programme	HCA capacity within dedicated project team with emphasis on relationships and signposting to technical and expert contribution.
Create an Integrated Letting and Housing Management Organisation (ILHMO) (funded via Estates Regeneration) to work with local communities, voluntary sector organisations and Registered Providers to contribute to the development of further housing regeneration activity in the East and West Marsh wards.	Support to enable the ILHMO to become self sustaining as a forum for community engagement and cohesion and to contribute to ensuring growth is inclusive and sustainable.
Accelerate delivery of Housing Zone sites, including provision of Local Development Orders and advance provision of site infrastructure	Support for Accelerated Construction Expression of Interest submitted.
Undertake analysis of sites with housing allocations as identified in the Strategic Housing Land Availability Assessment 2016 together with opportunity sites	Support for acquiring further sites to enable housing delivery.
Consideration of models to contribute to management of problematic empty homes.	Support to enable emerging model for management and improvement of problematic empty homes to be sustainable and community led.

Grimsby West: Urban Housing Extension

Grimsby West is the largest strategic housing allocation in the emerging Local Plan. Characterised by a strong partnership approach between landowners and the Council, the project aims to deliver circa 3,500 homes set in a exceptional, distinctive and high quality environment whilst also facilitating the first phase of the Western Relief Road from the A180 to Cleethorpes.



Town Deal offer

The delivery of the Western Relief Road (Phase One) will unlock and accelerate major housing development whilst putting the foundations in place for the further two phases.

Town Deal ask

Initial ask of £1m to deliver a webtag compliant business case for all three phases of the Western Relief Road.

Key Deliverables:

- 3,500 dwellings
- Delivery of Phase One of Western Relief Road
- 500 place secondary school
- Primary school
- Local centre
- No less than 2Ha of allotments/3 adult sports fields/3 equipped play areas
- Creation of Freshney Valley Country Park
- To integrate with its surrounding communities, wider countryside and town centre
- Maximise the potential for walking, cycling and use of public transport
- Develop a multifunctional green infrastructure strategy
- Integrated sustainable drainage system
- Safeguard and where possible enhance heritage assets

Key actions - Summary

1. Deliver new jobs

- Pursue a Free Trade Zone for Greater Grimsby
- Pursue an east-west ports & logistics corridor
- Transition to lower carbon economy and supply chain
- Deliver SHIP

2. Deliver new Higher Education provision

- Secure and prepare site for HE presence
- Develop improved pathways to HE
- Develop HE partnership of ambition
- Secure relationship with local partners and Russell Group

3. Make Grimsby Town Centre an attractive place to live, study and work

- Open up to 12 hectares of waterfront land
- Connect Greater Grimsby to improved blue/green infrastructure
- Deliver increased town centre living and working
- Refurbish Victoria Mills into a multi-modal culture, heritage, sports and leisure facility
- Kasbah – celebrating Grimsby's heritage, opening new opportunities linked to offshore wind
- Deliver a heritage trail through Greater Grimsby

4. Deliver new homes to meet the town's growth needs

- Promote Urban Living
- Pursue potential housing renewal in East and West Marsh Wards
- Enable Grimsby West as near zero carbon exemplar

5. Connectivity

- Improve enabling transport links – Humber Link Road
- Deliver detailed feasibility study for Western Relief Road
- Improve transport links to reduce carbon from supply chain, creating green east-west corridor.
- Improve passenger and freight rail transport
- A new direct rail link to London

Quality of place: realising Greater Grimsby's potential

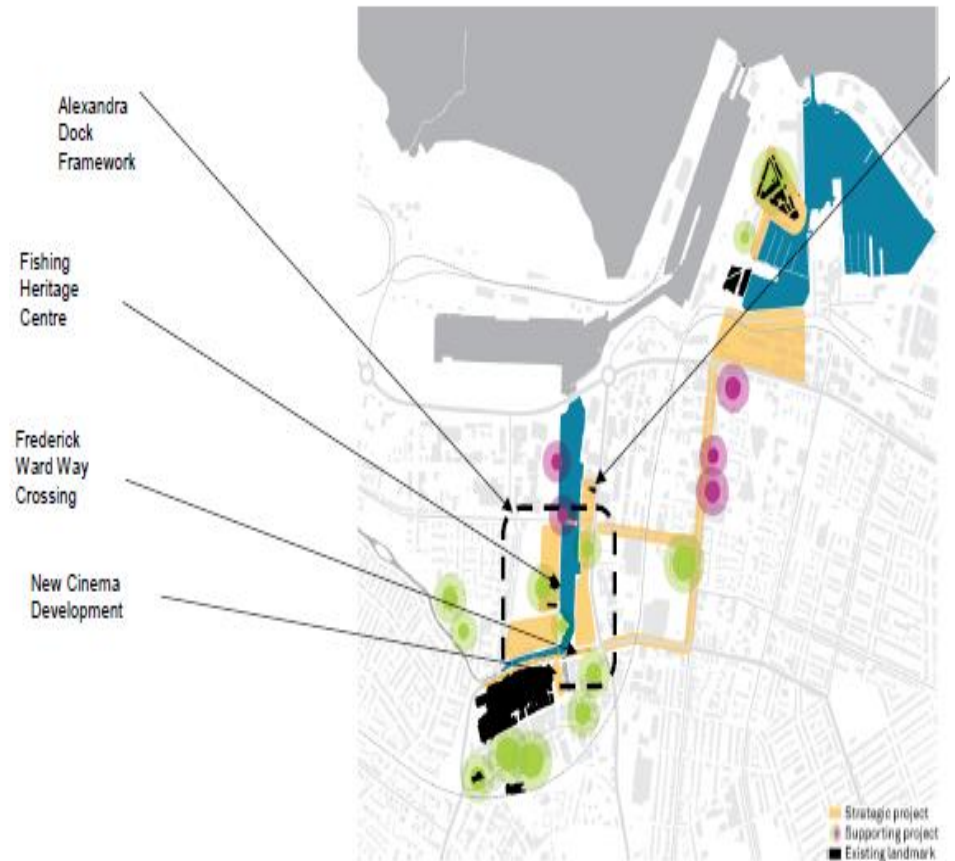
A critical element of the Greater Grimsby Town Deal is **to improve the quality of place**. Successful places attract residents, visitors and investors and which celebrate their underlying assets. An improved place offer provides **options for people filling new jobs** created through this Town Deal Prospectus. A class leading, **multi-partner HE presence will benefit from improvements to quality of place**.

Parts of Grimsby Town Centre would benefit from **improved connectivity**. Greater Grimsby's waterfront, heritage and cultural assets could be better utilised. Addressing these challenges to develop the town centre's offer and attractiveness to visitors and residents alike is vital if the area is to realise its potential for growth, and successfully attract and retain mobile businesses, people and investment.

Market confidence in Grimsby town centre is increasing. This is evidenced by the successful Cartergate office development and the emerging Riverhead Square cinema/leisure scheme that adjoins the Alexandra Dock waterfront. The Council will receive a first stage feasibility report in August 2017, likely to propose detailed design work to take forward proposals for a leisure and culture led redevelopment of this landmark heritage building.

An integrated programme of interventions has been developed:

- **development of a strategic framework for town centre development sites**
- **investment in public realm reconnecting Grimsby town centre to its waterfront**
- **bringing the historic Victoria Mills building back into use**
- **developing the Kasbah within the Port of Grimsby**
- **developing a heritage trail through Grimsby Town Centre to the Port of Grimsby**



Quality of place: Victoria Mills and the Kasbah

Victoria Mills

Victoria Mills is a **landmark Grade II listed building** now in Council ownership, on the eastern side of Alexandra Dock. To date the Council has **invested over £2.2m** in ensuring that the building is structurally sound, wind and watertight and no longer a danger to the public.

The building has potential for a mix of commercial leisure and cultural uses, including a restaurant, climbing wall and museum/gallery space.

The offer within the refurbished Victoria Mills building will **complement the class leading HE presence** proposed for Greater Grimsby, bringing alive the waterfront.



Kasbah

The historic Kasbah area in the heart of the Port of Grimsby provides a fine grained network of streets and buildings between the Royal Dock and Fish Dock, and remains home to a number of artisan fish processing businesses. Owned by ABP, a number of buildings would benefit from sympathetic restoration and re-use.

ABP is working with the Council and Historic England to develop proposals for the Kasbah **supporting conservation and re-use of buildings for offshore wind supply chain businesses/facilities and seafood processing uses**. This will be supported by **controlled public access to the operational Port estate**. Negotiations are ongoing to designate a **Conservation Area** and to secure **Heritage Action Zone** status from Historic England

Quality of place: realising Greater Grimsby's potential

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Town Deal offer	Town Deal asks
Delivery of Riverhead Square leisure development, supported by public realm investment funded by NELC/Humber LEP	Financial support for strategic site acquisition, physical connectivity across Frederick Ward Way and creation of Greater Grimsby's Heritage Trail
Delivery of public realm investment at Cartergate, St. James Square and Town Hall Square, Grimsby supported by Humber LEP. Deliver options appraisal and business case for extension enhancing the cultural and heritage contribution the Fishing Heritage Centre	DCMS/Arts Council England to commit resources to support business case developments and design competitions for cultural and heritage themed space at Victoria Mill and the Fishing Heritage Centre
Undertake technical, valuation and master plan studies covering sites for HE and quality of place offer	Historic England to commit resources to support development of Conservation Area proposals and to identify related supporting funding opportunities
Deliver feasibility report for leisure, culture and heritage options for conversion of Victoria Mills	Historic England to support in principle proposals for Heritage Action Zone status for Grimsby Town Centre



Progress to date

December 2016

- Second meeting of the 'Greater Grimsby Board'
- Presentation of the social, economic and physical baseline report
- Local Plan submitted

March 2017

- Secured Estate Regeneration enabling funding (£570k)
- Heads of Terms agreed on Cinema development
- Meeting held with ABP to discuss their master plan for the 'Kasbah' area of the Port of Grimsby
- Housing Zone Capacity Funding Secured

January 2017

- Next round of Local Growth Funding secured (£3.6m for the Town Centre and £1.6m for Stallingborough Strategic Employment sites)
- Coastal Communities bid / announcement

February 2017

- Third meeting of the Greater Grimsby Board with attendance from Andrew Percy MP

Update – July 2017

- Completed Town Deal Prospectus
- Cinema consultation completed
- Progress with site acquisitions
- DPP3 Developer forum
- Coastal Communities Fund awarded

November 2016

- North East Lincolnshire Housing Zone announced
- Government visit to Grimsby

September 2016

- The Council's £6m Cartergate Scheme is opened
- First formal meeting of the 'Greater Grimsby Board'

July 2016

- First meeting of key stakeholders involved in the Greater Grimsby project

Prior to July 2016

- South Humber Investment Programme
- Humber Enterprise Zone (with sites in the Port of Grimsby)
- Grimsby West Strategic Link Road (business case developed and submitted)
- Establishment of the NEL Development Vehicle
- Publication of the North East Lincolnshire Economic Strategy

2016

2017

Next Steps...

2017/18

- Complete first stage feasibility report for Victoria Mills
- Commence preparation of an SPD for extended Grimsby Town Centre
- Progress joint master plans for the Ports of Grimsby and Immingham
- Ensure a Greater Grimsby Programme Delivery Team is in place
- Advance acquisition of key sites
- Deliver procurement plan for operator for Victoria Mills
- Full business plan for Frederick Ward Way
- Secure Heritage Funding for the Town Centre and Victoria Mills
- Complete lighting work to Corporation Bridge
- Finalise business plan for the HE offer and secure an academic partners

2018/19

- Deliver first phase of Town Centre supporting projects including green infrastructure, legibility and way finding
- Confirm Conservation Area in the Kasbah
- Deliver pilot project in the Kasbah
- Commence procurement of an operator for the Victoria Mills facility
- Complete Works on Frederick Ward Way connectivity
- Completion of the Cinema Development
- Complete initial capital works to Victoria Mills
- Commence delivery of HE presence

2019/20

- Deliver first waterfront walking loop at Alexandra Dock
- Complete first phase of development on Garth Lane site
- Complete conversion of the Victoria Mills building
- Further site acquisition and implementation of relocation strategy for additional sites within the Framework
- Commence full delivery of the Kasbah master plan
- Free Trade Zone – delivery phase

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2017

2018

2019

The Greater Grimsby Town Deal

Asks of Government

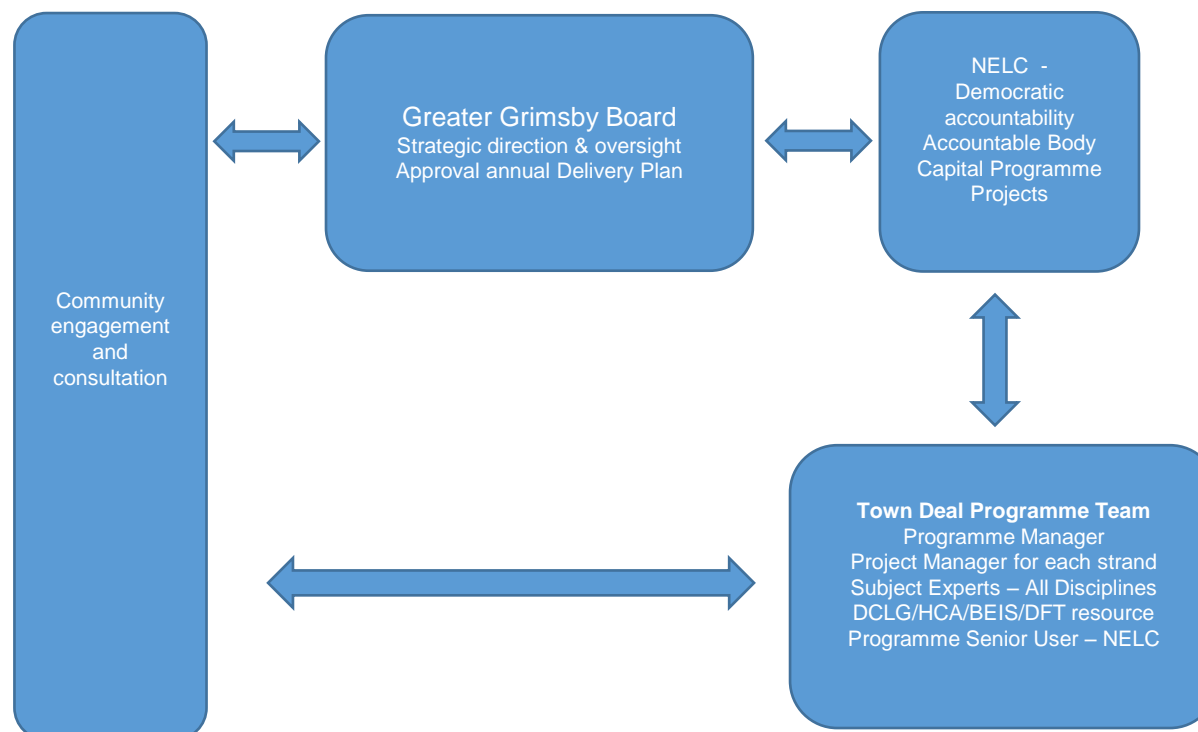
- **A commitment from Government** to remain an active member of the Greater Grimsby Board
- **Coordination and brokering** of arrangements with critical Government Departments – particularly DCLG (including the HCA), DfE, DfT, HMT and DBEIS
- **Capacity building** through support 'in-kind' such as secondments and financial support to secure specialist advice for the Council and the GGB
- **Funding of £50m with £36.9m in Phase 1 5 Year Investment Plan** to support the resourcing (staffing costs) of the Town Deal as well as capital investment in key projects and support in bidding to organisations such as Historic England for grant funding

Governance and Delivery

The Town Deal will represent a move away from a fragmented approach to delivering economic development and regeneration to a locally driven place-based approach. In order to achieve this, a clear and coherent 'deal' is needed with Government over the medium term, allowing flexibility and agility during delivery to adjust to changing circumstances.

The structure below outlines a proposed governance and delivery structure, with the Greater Grimsby Board maintaining a key role in overseeing delivery of the 'deal'. A delivery team will be established with specialists from the Council and Engie who will be responsible for delivering these plans and ensuring effective and constructive community engagement and consultation and through that sustainable and inclusive growth. The Council will utilise the Estates Regeneration programme as a platform for early consultation and engagement.

Proposed Governance Structure





Ministry of Housing,
Communities &
Local Government

Towns Fund

Prospectus





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November 2019

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Ministerial Foreword

Our country is home to some of the world's most innovative businesses, greatest universities, scientists and entrepreneurs and one of the most dynamic, business-friendly economies in Europe.

Unemployment stands at a 44-year low and, as we prepare to seize all of the economic opportunities that come with our departure from the European Union, we know that a bright and prosperous future lies ahead for the whole of the United Kingdom. However, for too long, the benefits of this unprecedented growth in many of our world-renowned cities has not been felt as strongly by communities in our towns and rural areas.

That's why the Prime Minister and I launched the £3.6bn Towns Fund to unleash the full economic potential of over 100 places and level up communities throughout the country.

We are working with local people to agree proposals for a significant investment of up to £25 million in each place.

This funding will help to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, skills and culture.

The private sector has an integral role to play in making these Town Deals a success – driving investment and value for money and ensuring that funding delivers the jobs, businesses and homes our towns need to thrive for generations to come. That's why we are asking that a Board be established for each Town Deal and for that Board be led by a representative of the local business community.

We want to help towns come forward with plans that support our strategies to help rebalance the national economy and level up our regions through the Northern Powerhouse, Midlands Engine and Oxford-Cambridge Arc.

This prospectus provides practical guidance and advice to help communities, businesses and local leaders develop their own ambitious proposals for growth while drawing on successful examples from towns who have spurred long-term investment and regeneration in their areas.

I'm excited to see what entrepreneurial and creative plans communities bring forward over the coming months as we realise a new era of growth and prosperity for every part of our country.

A handwritten signature in black ink, reading "Robert Jenrick". The signature is written in a cursive style with a horizontal line underneath.

Local Government Secretary Rt Hon Robert Jenrick MP

1 Levelling up our towns

Background

- 1.1 Towns are home to some of our key businesses and employers, they host our world leading universities and are where the majority of the population live¹. They serve as important centres to their surrounding areas, with shopping and leisure facilities and other services drawing in people from villages and rural areas.
- 1.2 Successive Governments have often focused on cities as engines of economic growth. City Deals gave local leaders new powers and resources to address constraints on growth in their economies – an approach since emulated around the world. City regions were further strengthened through the creation of Metro Mayors, who have brought together local government and businesses to define a collective vision and attract global inward investment.
- 1.3 Struggling towns do not always have the fundamental building blocks of a strong local economy in place. The evidence shows they can face some significant challenges: an ageing population without the skills necessary to attract new firms²; fewer people going on to and returning from higher education, fewer economic opportunities in the surrounding region; and less direct foreign investment than in cities³. Growth is held back where this is compounded by poor transport and digital connectivity.
- 1.4 Through the Towns Fund we will work with more places to address growth constraints.
- 1.5 While some towns have prospered through their links to growing cities⁴, generally residential towns – including commuter towns – have seen declining populations. For those still living in shrinking towns, social mobility often falters, even when compared to the most deprived communities in cities⁵. Where this is accompanied by declining quality of employment opportunities that can be accessed in towns, it can lead to feelings of being ‘left-behind’. In addition, the decline in retail offer and business closures often leaves a very visible mark on town centres and the wider built environment.
- 1.6 Without a strong economy, leisure facilities, which bring people together and contribute to the quality of life, have been closing in recent times⁶. It is crucial to grow the economy of towns to bring back these facilities back, and drive improvements in living standards.

1

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/understandingtownsinenglandandwales/anintroduction>

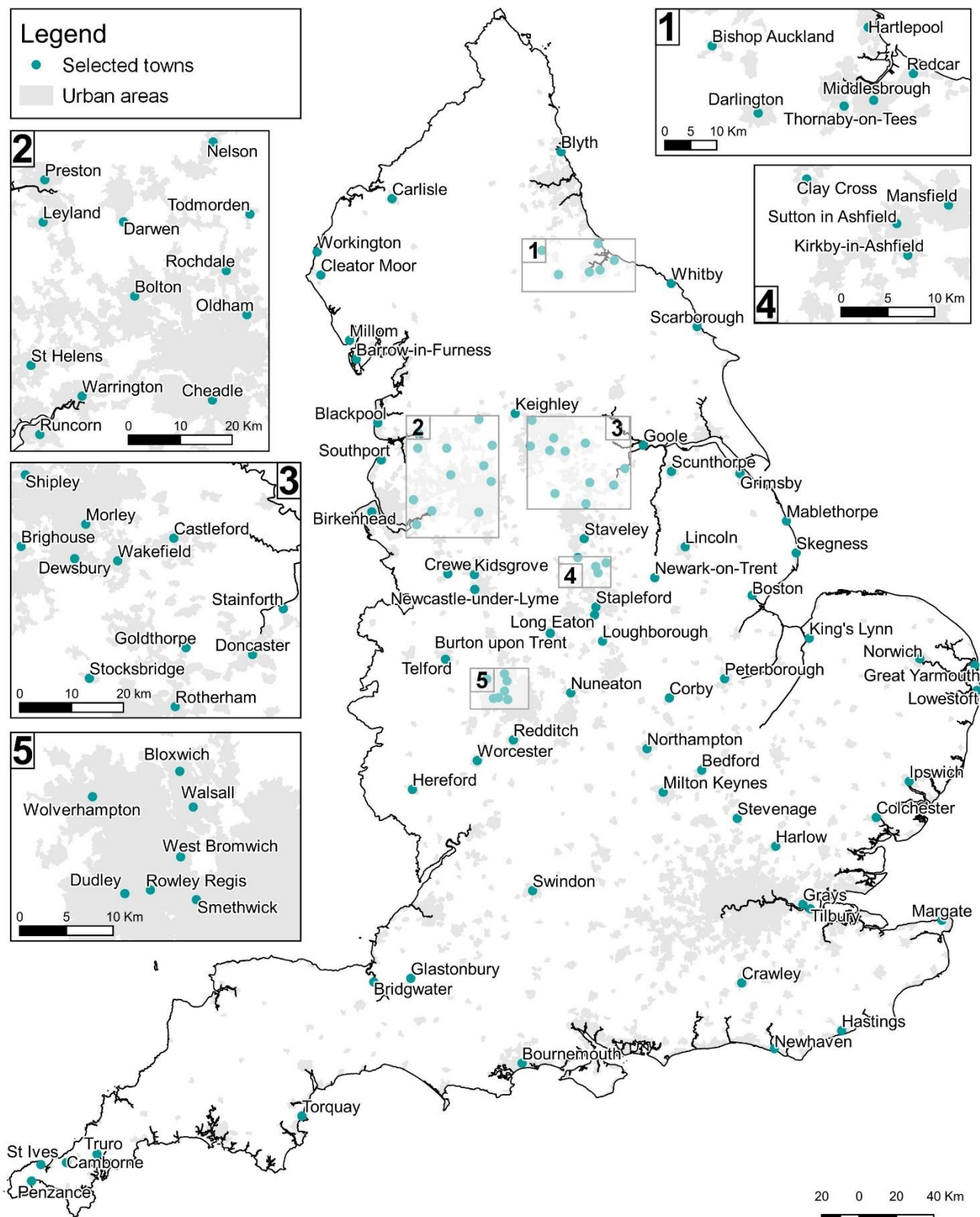
² <https://commonslibrary.parliament.uk/insights/trends-and-inequalities-in-cities-towns-and-villages/>

³ <https://www.ey.com/uk/en/newsroom/news-releases/18-11-27-uks-largest-towns-and-cities-lure-international-investors-whilest-rest-of-the-country-gets-left-behind-brexits-calls-for-a-new-approach>

⁴ <https://www.centreforcities.org/reader/talk-of-the-town/direct-links-cities-towns/>

⁵ <https://www.gov.uk/government/publications/state-of-the-nation-2016>

⁶ <https://localtrust.org.uk/insights/research/left-behind-understanding-communities-on-the-edge/>



Creating a sustainable future for towns

- 1.7 We know that each town will have different assets, and a unique path to prosperity. While there are many factors that determine the strength of the economy, growth ultimately depends on the success of businesses in the town and wider region. Through the Towns Fund we're giving 101 towns the tools to design and deliver a growth strategy for their area.
- 1.8 Some businesses make long-term investments in a place or depend on the location of towns for success in the wider economy. These firms might need access to the natural environment e.g. access to the coast for an offshore wind energy business; low cost floor space e.g. logistics and manufacturing; or are tied to a particular place through historic investment in infrastructure and capital assets e.g. ports, heavy manufacturing equipment.
- 1.9 Where these businesses are growing and significant in the town economy, local leaders should support them to grow further and invest into the workforce. By engaging with their supply chains, towns can diversify the economy and bring new opportunities to the area. For instance, car manufacturers depend on a supply chain of smaller manufacturers and professional services that can be supported to sell into new international markets. Transport connectivity to larger urban areas and regional economic assets (e.g. ports, manufacturers) can be strong in these towns and should be capitalised on by ensuring that there is good local connectivity (e.g. through improving access to a railway station) to deliver opportunities for all.
- 1.10 These interventions are equally appropriate for towns whose main function is to provide services, including from the public sector, to smaller towns and villages in the wider region. This is often the case in rural areas, where towns serve as hubs for the wider economy. A major hospital in a town like this could provide opportunities to boost the local supply chain, and then diversify those businesses into new markets.
- 1.11 In some towns, these businesses are declining or have closed. However, there are opportunities for the local workforce to re-train to access new jobs. Investments in social infrastructure – town centres, community spaces, schools, libraries – can create spaces for people to meet and deliver projects that build on a spirit of pride that is often strong in towns, and will give a strong foundation to develop skills and health. Local leaders should then work with the significant employers and education providers in the wider region to unlock new opportunities.
- 1.12 Businesses in other sectors (e.g. creative industries, professional services, tourism) are more mobile and can be drawn to the heritage and cultural offer in towns, as well as their connectivity to larger urban areas. Understanding what attracts these firms, and the wider link between amenity value and economic development will be key, such as the quality of town centres, the culture on offer⁷ and access to quality green space which can improve health and wellbeing.

⁷ Parker, C., N. Ntounis, S. Quinn and S. Millington (2017), Identifying factors that influence vitality and viability

- 1.13 Substantial investment will be required to attract these types of business where they are not present, even if historically they have made a significant contribution to the local economy. In this context, local leaders should both build the skills of local people and make the place work for them, and take a strategic and long-term approach to attract new high value firms.
- 1.14 By harnessing a diverse range of perspectives – business, philanthropists, investors, universities, colleges, communities and civil society, as well as local authorities – towns can understand their assets, and, crucially, ensure they are all playing their part in growing the economy.
- 1.15 We know that coming together helps drive economic growth and capture imaginations and opportunities. This has been demonstrated through the success of the Northern Powerhouse, Midlands Engine and Ox-Cam Arc.
- 1.16 With the right support from government and strong local and community leadership, our country's towns can unlock their full potential; helping to raise living standards and productivity across the country.

Town Deals

- 1.17 Through the £3.6bn Towns Fund, we have announced 101 towns we will work with toward a Town Deal, building on the learning of the Greater Grimsby Town Deal.
- 1.18 We know that substantial public investment is already flowing into towns and the regions in which they are located. Aligning this investment alongside the activity of business, investors, education providers and civil society will further improve the ability of towns to realise their growth ambitions.
- 1.19 We will work with places to identify opportunities to align or rationalise public investment around key local priorities, as part of agreeing a Town Deal. Where possible, there may also be commitments by government or its agencies to work with the town more closely.
- 1.20 Bringing in private investment will be key to sustainably growing town economies. The Towns Fund will allow towns to address some of the key investment criteria identified by overseas investors as important when considering investing in regional locations, including transport, skills, real estate availability and local business support. Investors are also attracted to projects with strong local alignment, as well as the support of government as a whole. Town Deals will play an important role in giving investors the confidence to back projects, ensuring all communities can prosper.
- 1.21 This Prospectus sets out the first stage of agreeing a Town Deal. This will operate as a two-stage process. We will provide further guidance on the Stage 2 in due course.

Stage 1: providing capacity support to places to put the structures and vision in place in order to move to the next stage of agreeing a deal

Stage 2: places to use their locally-owned Town Investment Plan to put together a business case to apply for funding for interventions

The Towns Fund

- 1.22 The Towns Fund will provide the core public investment in Town Deals – additional funding may come from other sources or parts of government. The objective of the Fund is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:
- **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
 - **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
 - **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity

Urban regeneration, planning and land use

- 1.23 Perception of place is an important ‘pull’ factor in business location decisions and can affect a place’s capacity to attract and retain workers. Many towns already have a strong heritage and sense of place, and benefit from their cultural and civic assets which may make places more attractive to live, work, visit and invest in.
- 1.24 Investing in these cultural assets as part of an integrated regeneration strategy can rejuvenate places, leading to positive economic outcomes at a local level through helping to retain a highly skilled workforce, and attracting tourists who will bolster local businesses.
- 1.25 In post-industrial towns, there will likely also be opportunities to redevelop vacant sites for new business and leisure uses. By aligning this with other complementary investment, including transport, local leaders can ensure these developments support the economy into the future, and create wider strategic benefits. For example, agglomeration effects can occur when urban areas are dense and provide space for a mixture of uses, including housing.
- 1.26 Towns should explore strategies for bringing forward town centre regeneration, including making best use of brownfield sites or surplus land owned by central or local government. Having such a strategy in place will allow places to acquire strategic sites when opportunities arise and make use of them as part of long-term regeneration plans. Towns should work with public land owners and other land owners to identify and unlock land across the town and its periphery, creating a future land supply that will sustain the town’s development. All development should

be cognisant of flood risk and coastal erosion where relevant.



1 Bolton Town Centre

Case example: attracting private investment to the development of Bolton Town Centre

Private investment can unlock growth plans that are beyond the scope of public investment. Bolton town centre's regeneration masterplan is an ambitious vision that has identified key areas for investment in the town centre, building on the town's successes in retail, tourism, office space and housing, and identifying areas for intervention that will expand and develop the town's assets.

Through Invest in Bolton, which was developed in collaboration with the Department for International Trade and the Greater Manchester Growth Company, the local authority has actively sought private investment of up to £1 billion, building on the £100 million committed by Bolton Council to kickstart the regeneration.

Though a 15-year plan, the quality of vision laid out in the masterplan, and the commitment the Council has made to regeneration means that investment has already begun to flow into the town centre, and a number of key sites for development are in discussion to be brought forward. The investment will ensure the town centre is fit for the future and can provide the right environment\ for shops and offices to prosper.

Source: <http://www.investinbolton.com/why-invest/>

Case example: modernising historic assets to drive local growth

Historic England's cross Pennine project focused on the economic potential of vacant historic textiles mills. 20 target mills were identified and options explored to make them viable investments and ensure that wider regeneration benefits are captured. The project concluded that across West Yorkshire and the North West there is 3m sqm of untapped space which could provide 35,000 homes, 200,000 jobs, £9 billion GVA and £23 million per annum in business rates.

Sunny Bank Mills, Farsley, Leeds was a major employer for more than a century, it closed in 2008 and the owners, took an incremental approach to regeneration, establishing an employment centre and creating quality commercial space.

The individual character of the buildings and the site's history make it unique and appealing. It is now home to over 70 businesses including designers, textile artists and a children's play gym, providing 300 jobs overall. It also accommodates a café, art gallery and shop, and hosts an annual community festival, drawing thousands of visitors every year.

Source:

<https://assets.publishing.service.gov.uk/government/uploads/system/uploads/att>



2 Sunny Bank Mills, Farsley, Leeds

Skills and enterprise infrastructure

- 1.27 We have one of the most successful labour markets in the world with the employment rate at a near historical high. But we still face challenges in meeting business need for skills and these challenges can be especially acute in towns. Furthermore, in many post-industrial towns, office space and other employment land is affordable, but is not always well connected to workers or attractive to business.
- 1.28 Universities, colleges and other skills providers already often play a significant role in many local communities and collaborating with local businesses on skills and economic development, but we need to build on this. Collaboration between businesses (large and small) and education providers is important to deliver a more highly skilled workforce. This could be achieved, for example, through investment in buildings that provide both office space and also areas to deliver training. Improving business support facilities may also open up opportunities for local partners, government agencies and the private sector to collaborate more effectively in delivering business support, trade and investment advice.
- 1.29 Addressing the skills that local employers need is essential. Further education providers have the flexibility to deliver the skills provision most relevant to their local areas. In addition, government and local places (through Local Enterprise Partnerships and Mayoral Combined Authorities) have established Skills Advisory Panels and, in some areas, Local Digital Skills Partnerships, to bring together local employers, education providers and other key players to further build an understanding of local labour market and skills needs. Town Investment Plans should use this evidence to identify challenges that local people face and coordinate strategies for how people can be supported locally to meet labour market needs in a way that complements existing skills initiatives and funding streams.
- 1.30 We recognise it is important to ensure everyone has access to high quality education and skills provision in order to reach their potential. Government and places are working together to help create a world leading technical offer including through T-Levels, Apprenticeships and Institutes of Technology. For some towns, investment in education facilities can attract new people to develop their skills. Equally, getting local people qualified to level 3, and build skills around English, maths and digital will help people to access and progress in work.
- 1.31 Places should also consider how they might provide additional support to young people to help them access traineeships or apprenticeships so that they can access and progress in work, especially for those young people at risk of leaving schools and being NEET (not in education or employment or training).

Case example: connecting employers with education providers in the Black Country

The Black Country Skills Factory is an employer-led education and training collaboration which aims to address the shortfall of skills in the Black Country and increase the pipeline of suitably skilled staff to respond to growth. It has been a highly successful project in addressing skills shortages in the advanced manufacturing sector.

The aspiration is to fundamentally shift the relationship between employers and education providers to develop a networked approach to skills delivery: one that is needs-driven by industry demand for skills while also meeting general best practice standards.

Training and education courses are co-developed and co-delivered using shared facilities and industry trainers. This results in the provision of bite-sized skills training courses which fit the current and future needs of highly technical industries. The initial funding for training courses has now come to an end, with new funding being explored. Early findings show that the courses had a significant impact on Black Country businesses and their workforces.



Case example: supporting science intensive firms in Harlow

In 2015, Harlow Council acquired 10 hectares in Harlow to create a collaborative, progressive sci-tech community. The community will provide spaces for start-ups to grow alongside larger, more established firms.

The development is located within the UK Innovation Corridor, an area which already has a global reputation for excellence in scientific research. Harlow Council is working in partnership with Vinci Developments, one of the UK's largest construction companies, and Anglia Ruskin University to create a public health science campus, bringing together research, innovation and manufacturing.

A second development phase was announced in June 2019 for a range of mid-tech units combining office, research and manufacturing and assembly space, with funding of £7.2 million approved for the development. The facility will support small businesses in the area and bring new employment to the local population.

Source: <http://harlowez.org.uk>

Case example: bringing education and skills providers together to boost essential life skills

The Opportunity Area programme established a partnership of education and skills providers in Doncaster, which found that there was a gap in provision for children dealing with multiple disadvantage and vulnerability.

Combining local funding pots with £1m of additional investment from the Department for Education, an Essential Life Skills programme was put in place to develop non-cognitive skills in children, such as confidence, resilience and punctuality.

Source:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/753695/DFE_-_Opportunity_Areas-One_Year_On_.PDF

Connectivity

- 1.32 High quality and well-designed infrastructure is critical to supporting local economies and sustainably improving living standards. Whether through improving the speed and reliability of transport connectivity or ensuring internet speeds are fit for the needs of businesses, infrastructure investment will be key to spreading prosperity in towns.
- 1.33 In many towns, there is a disconnection between where people live, and where jobs and leisure can be found⁸. For towns close to larger urban areas, strengthening transport within the town to regional transport links (e.g. through a bus network) will open up new opportunities for people in the area. All road-based investments should now include provision for bus priority and cycling, unless this can be shown to be inappropriate. Active travel schemes such as new cycle and walking paths, for example, those prioritised in Local Authority's Local Cycling and Walking Infrastructure Plans (LCWIPs), could have the added benefit of supporting the health of the population, as well as contributing to the net zero greenhouse gas emissions target.
- 1.34 While broadband access and speeds are increasing, we need to reduce the barriers to deployment of new gigabit-capable connectivity, including 5G and fibre connectivity to support our businesses to compete globally. For some firms (e.g. the creative industries or the area's start-up community) reliable digital infrastructure is a key determinant of their location of their jobs, and so digital infrastructure could underpin a new wave of entrepreneurialism to take root in our towns and cities. The deployment of digital, place-based infrastructure requires different local authority teams, for example highways, planning, estates, to buy into a single, cohesive vision for the area. Further support for local authorities can be found in the Digital Connectivity Portal⁹.

⁸ http://shura.shu.ac.uk/24128/1/tackling_transport-related_barriers_low-income_neighbourhoods.pdf

⁹ <https://www.gov.uk/guidance/digital-connectivity-portal>

Case example: strengthening transport links between towns and cities

Some towns suffer from disconnection to larger urban areas. Where there are transport links in place, towns should make the most of them by improving access from within the town.

For example, a project to improve cycling and walking access at Dewsbury and Huddersfield rail stations through information displays, safety measures and other enhancements was awarded £1.9 million through the Transforming Cities Fund, allowing more passengers to benefit from regional rail connections.

Towns can also help to strengthen transport networks in city regions, including through developing connections to other towns.

Sheffield City Region was awarded £4.2 million in March 2019, to take forward a suite of active travel measures that will better connect towns and villages across South Yorkshire. This includes plans for improved cycle and pedestrian routes connecting Doncaster's town centre, railway station, smaller towns such as Conisbrough and Thorne, and the new growth opportunities at Doncaster iPort; plus a new cycle route from Rotherham town centre that will help establish a sustainable transport link for around 2,400 new homes at the Bassingthorpe Farm site, beyond the town.



3 the Sheffield Rotherham tram-train trial

Photo © Andrew Tryon (cc-by-sa/2.0)

Case example: using transport infrastructure to give businesses a digital boost in Cambridgeshire

Towns have levers available to them to bring forward the digital revolution. In Cambridgeshire, a new 'Dig Once' policy has been put in place whereby all new major infrastructure projects (roads, cycleways, busways) must now include ducting to enable the fast and efficient installation of fibre.

Wider use of the assets is enabled by virtue of a new joint venture company between Cambridgeshire County Council and the University of Cambridge, Light Blue Fibre Ltd, which is licenced to make all new and existing duct and dark fibre assets commercially available on a wholesale basis (www.lightbluefibre.co.uk).

Alongside investment in digital connectivity for public sector buildings from which nearby firms can benefit, the scheme is bringing fast digital connectivity to businesses in the area, unlocking new growth opportunities.



Case example: opening access to retail in Telford

Retail and leisure businesses are often held back by poor access to the wider area. Addressing this can be complex when working with dense, built up areas, but we know that these schemes create a better, and more sustainable, foundation for local firms than out of town alternatives.

In Telford, a transport scheme reconfigured the Box Road: a high-speed, three-lane, one-way circulatory system surrounding and constraining the pedestrianised retail area and limiting growth of businesses in the area (pictured above).

The new design encouraged lower speeds, which allowed twelve pedestrian crossings to be installed, and new cycle-ways built.

Under the scheme, the shopping area was connected to a major public/private sector development, now completed at Southwater, including a cinema, hotel, bars and restaurants and other leisure attractions. The scheme was complex to design and deliver but puts Telford on a firm footing to grow into the future.

Source:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/648822/local-sustainable-transport-fund-impact-summary-report.pdf

2 Preparing for a Town Deal

- 2.1 This prospectus sets out the first stage of agreeing Town Deal, with the following steps:



- 2.2 We expect Unitary Authorities, District Councils, and Borough Councils in the areas for the towns selected (hereby referred to as ‘the Lead Council’) to develop a Town Deal Board no later than the end of January 2020, then produce a Town Investment Plan no later than Summer 2020. Further information on what we expect to see in both a Town Deal Board and a Town Investment Plan is below.
- 2.3 The Town Deal Board and Investment Plan will together inform the second stage of agreeing a Town Deal: which will include completing a business case based on the selected content of Town Investment Plans with government. We will publish further detail on how we will agree Town Deals in due course, including the amount of capital and revenue funding available, and the interventions that can be supported through the fund.
- 2.4 We know that in some towns, there are strong partnerships and proposals already in place. We expect to work with these places to agree a Town Deal more quickly. This, in turn, will allow others to take advantage of the support being offered by government to develop good proposals. Lead Councils will return a readiness checklist to government to gauge how quickly towns in their area will be able to prepare for a Town Deal.
- 2.5 Agreeing a Town Deal with investment from the Towns Fund of up to £25m per place will be dependent on government receiving high-quality proposals that meet the objective of the fund and follow the further guidance to be published. If government is not content with the quality of proposals, including their alignment with the objective of the Towns Fund by the end of Summer 2020, then it is unlikely a Town Deal would be agreed.
- 2.6 In due course we will announce details of a competition for further towns to develop a Town Deal Board, a Town Investment Plan and have the opportunity to agree a Town Deal. While we will be looking at aligning this with other funds, including the Future High Street Fund, the purpose of these funding streams is different with the Towns Fund focusing on a wider geography than just one high street. In many places Town Deal funding will not necessarily be directed toward the high street.
- 2.7 Where towns are both preparing to agree a Town Deal and are already involved in the Future High Streets Fund, we expect plans to be aligned, whilst still meeting the separate objectives of the funds. We are not changing our expectations or timelines

for those places currently progressing through the Future High Streets Fund.

Capacity funding and support

2.8 Lead Councils will shortly receive capacity funding from government via a s31 grant to support the development of a Town Deal Board and Investment Plan for each of the shortlisted towns in their area. Funding is being allocated according to population size, using the Office for National Statistics' categorisation of small, medium and large towns. The full details are published in the annex of this prospectus.

Town Size	Population (Census 2011)	Capacity funding (£)
Small	5,000 – 20,000	140,000
Medium	20,000 – 75,000	162,019
Large	75,000 – 225,000	173,029

2.9 We would anticipate that this funding will be used for:

- Convening Town Deal Board
- Running business and wider community engagement events
- Developing Town Investment Plans
- Providing technical expertise for business case development

2.10 Places will also receive some support from within the MHCLG, from relevant departments across government, and from further sources to be announced.

The MyTown Campaign

2.11 It is vital that towns engage with communities to find out directly from the public what they love about their place and how they want to see it grow. To do this we are developing a communications and community engagement toolkit for Town Deal Boards. This will be complemented by a media campaign which will:

- Inform people in the 101 towns of the opportunities of the Towns Fund
- Encourage local people to get involved and to generate ideas

2.12 This campaign will support the community engagement and capacity building activity, detailed below.

2.13 To support the campaign, Lead Councils should nominate a point of contact to work alongside government, as part of completing the readiness checklist.

Town Deal Boards

The Town Deal Board will be the vehicle through which the vision and strategy for the town is defined. It will produce a Town Investment Plan and inform the Town Deal, including the amount of investment secured through the Towns Fund.

The role of the Board is to:

- Develop and agree an evidenced based Town Investment Plan
- Develop a clear programme of interventions
- Coordinate resources and influence stakeholders

Which area should it represent?

2.14 The Lead Council should define the area the Town Deal Board will represent on a map. As a default, this should use the boundaries defined by the Office for National Statistics in their recent article¹⁰. This is important so that local communities and other bodies understand where the area of benefit will be. We expect that the geographical area should be continuous.

2.15 Any changes to the ONS boundaries will need to be discussed with government to ensure it includes, as part of the area, the town that was originally selected.

Role of the Lead Council

2.16 The Town Deal Board should be convened by the Lead Council. The governance structure and decision-making structures of the Town Deal Board should be made public by the Lead Council.

2.17 Where more than one town is coming together to develop a Town Deal (more detail on the Joint Town Investment Plans is below), both Lead Councils should have an equal role in the partnership.

2.18 Town Deal Boards can build on pre-existing governance structures and relationships at a local level, if they meet the guidance set out in this prospectus.

2.19 We expect the Town Deal Board to align with the governance standards and policies of the Lead Council including around whistle blowing, conflicts of interest, and complaints.

Who should be represented?

2.20 We recognise that no two towns are the same, but that successful partnerships share some characteristics. We have therefore set out the following requirements and guidelines.

2.21 Town Deal Boards must include:

- **Other tiers of Local Government:** We expect all tiers of local government to be a part of the Town Deal Board:

¹⁰

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/understandingtownsinenglandandwales/anintroduction>

- **Town and parish councils:** Town and parish councils have an important role to play in convening stakeholders and providing localised perspective, as they are closely connected to the communities they serve.
- **Upper-tier authorities:** bring crucial understanding of the important role towns play within the wider regional economy – as well as strategic leadership and powers that will be of value to the partnership.
- **Mayoral Combined Authorities and Combined Authorities:** provide a strategic overview of an area and many hold powers that will be critical to delivering the Towns Fund e.g. transport.
- **Members of Parliament:** The MP (or MPs) representing the town should be invited to engage in the process of designing and agreeing the Town Investment Plan.
- **Local businesses and investors:** Driving economic growth and building productivity will require entrepreneurship and investment from business. It will therefore be essential to draw on their leadership and capability to help understand challenges and develop the key proposals. Existing investors currently active in the area also have an important role to play; their experience of driving development in specific regions should be drawn on to identify the best uses of public and private funds. **We expect to see representation on Town Deal Boards through large employers and SMEs.**
- **Local Enterprise Partnerships (LEPs):** LEPs bring a strong specialism in economic development strategy, business engagement, and the local skills system – through Skills Advisory Panels – ensuring Town Investment Plans are informed by local economic strategies e.g. Strategic Economic Plans and Local Industrial Strategies.
- **Communities:** Each town will decide how best to involve their local community, building on the MyTown campaign. Communities should have a meaningful role in decision-making for the future of their town, and Town Deal Boards should draw on the local knowledge and insight that communities can provide on the barriers to driving local growth and productivity. We expect this to be achieved by including community representatives from prominent local civic and faith organisations in the governance structure, such as representatives from local community forums, voluntary and community sector organisations, or Councils of the Voluntary Sector.
- Communities are more likely to work to implement solutions, and be able to take advantage of the economic opportunities resulting from government investment if they engaged early and throughout the process of designing and delivering the Town Investment Plan.

2.22 Town Deal Boards may also include (either in their governance structure or in their engagement activity):

- **Business Improvement Districts (BIDs):** where they exist, BIDs work to improve commercial areas through additional services. They have close relationships with their business members and play a strategic role in place shaping

- **Jobcentre Plus:** provide information on working with people furthest from the labour market, and work closely with the voluntary and third sector to support people into work
- **Anchor institutions:** have strong convening power, as well as a significant role in the local economy. They may include:
 - The wider business community
 - Universities and Further Education colleges
 - Academies and Schools
 - Hospitals
 - Development corporations
 - Local sports teams
 - Cultural and creative institutions
 - Housing sector including housing developers and housing associations
- **Arms-length bodies and other non-departmental government agencies:** Such as Homes England, the Environment Agency, and the Historic England have expertise in delivering interventions, and existing place-based networks across the country, which can bring local expertise, as well as the ability to engage with issues at a regional level.
- **Other private investors and developers:** national or international private investors and developers should be engaged early to understand their requirements for investment and identify the best use of public and private funding.

How should it function?

- 2.23 The Lead Council should publish the Town Deal Board's governance structure and ways of working, such as a statement for how the board will engage stakeholders and agree decisions over time. Lead Councils should set out how capacity funding will be spent, and how that will support the process of developing a good Town Investment Plan.
- 2.24 Whilst the Town Deal Board serves an advisory function to the Lead Council, we expect all members to adhere to the Nolan Principles¹¹, set out clear Terms of Reference, and agree to a Code of Conduct.
- 2.25 While we recognise that each place is different, Town Deal Boards should appoint a Chair. Where appropriate we expect this Chair to be from the private sector.

Town Investment Plans

- 2.26 Towns must develop a well-evidenced Town Investment Plan, which sets out a clear understanding of the area, focusing on its assets, opportunities and challenges.
- 2.27 The amount of investment from the Towns Fund will be determined based on the strength of the Towns Investment Plan amongst other relevant factors.

¹¹ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

What should it say?

- 2.28 The Town Investment Plan should set out investment priorities that could drive economic growth, supported by clear evidence and targeting investment into the economic infrastructure listed around the objective of the fund, as well as making full use of existing powers, particularly in planning.
- 2.29 Town Investment Plans should complement other pre-existing strategy documents that have been developed with local partners to avoid duplicating efforts, and where necessary build on these to meet the expectations set out in this prospectus. For instance, it will be important to align with Local Industrial Strategies, Skills Advisory Panel analysis, local environmental strategies, Local Plans and Spatial Development Strategies, and Local Transport Plans.
- 2.30 Plans should be cognisant of the wider strategic approach being taken through the Northern Powerhouse, Midlands Engine, Ox-Cam Arc and other pan regional strategies. The document should detail high Value for Money interventions that will drive economic growth.
- 2.31 Investment from this fund should be aligned with the government's clean growth objectives where possible, while ensuring that projects deliver good value for money, and as a minimum must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.
- 2.32 It should capture existing government and local initiatives and suggest ways of better coordinating investments within a place, where this could lead to further economic growth.
- 2.33 We expect the strategic element of Town Investment Plans to include:
- Background, context and evidence of need for suggested interventions
 - A vision for the town, complementing agreed or emerging local economic strategies
 - A high-level description of priority areas for the short, medium and long term, including:
 - Activity that can be locally funded
 - Projects that could be supported by public investment (including through the Towns Fund), with high level cost estimates
 - Ambitions for private sector investment and community involvement

Case example: aligning Walsall's regeneration with the wider region

Aligning the growth plans of towns with the wider area will mean every opportunity is being acted on. Walsall's regeneration has been developed to ensure it closely aligns to wider plans for the Borough and wider West Midlands Combined Authority. The regeneration of Walsall began in 2017 with the purchase of the Saddlers Shopping Centre – located in a key position on top of Walsall Railway Station. Its location and regional connectivity across the Black Country has resulted in Transport for West Midlands further investing in public transport provision in Walsall.

New Art Gallery Walsall is one of the most prominent buildings in the town centre, and has an international reputation. Walsall Council have therefore put the Gallery at the heart of their Town Centre masterplan. This plan leverages the Art Gallery, and other cultural assets to draw people into the reinvigorated public spaces in the town centre, and encourage footfall for the surrounding retail offer, whilst also attracting workers to the offices located there.

Walsall will play a key role in realising the West Midlands' ambitious housing plans, as part of the West Midlands' Local Industrial Strategy. From the development of homes, to the Walsall to Wolverhampton housing growth corridor, Walsall has an opportunity to attract private sector housing investment to improve attract high-skilled workers to the area and grow the economy.



4 New Art Gallery Walsall

- 2.34 In due course, additional guidance will be published on the interventions in scope for the Towns Fund, the capital revenue split, and business case guidance. At this point, Town Investment Plans will be further developed to add detail to the priorities that could be funded through the fund (where consideration to the economic, commercial, management and financial aspects of proposals should be given.) However, as this is about driving long-term transformative change to local economies, we expect to see capital projects at the core of projects submitted for Town Deal funding.
- 2.35 Lead Councils and Town Deal Boards should seek to engage private investors and developers early. As part of this engagement, opportunities for private investment should be identified collaboratively.
- 2.36 We recognise that Town Deal Boards may want support and advice in developing their Town Investment Plans. A number of departments are considering the best way to provide that support; we anticipate that it will include guidance on assessing the evidence base, and intervention design to ensure Value for Money. For example, Department for Culture Media Sport (DCMS) has already set out its Connected Growth Manual¹², providing guidance to Local Authorities and LEPs on what they can do to support the sectors that DCMS represents.

Joint Town Investment Plans

- 2.37 There is provision for local places to produce a joint Town Investment Plan. This is dependent on towns selected in the list of 101 towns agreeing to work collaboratively and sharing both a Town Deal Board and Town Investment Plan. It is for the local area to decide whether a case can be put to government on the benefits of clustering towns together. This could be within a single local authority, LEP or Combined Authority area. Reasons for this could be:
- The towns in question are next to each other and/or are part of the same continued urban area
 - The towns have significant overlap in terms of economic and social geography
 - The Board representatives of each town would significantly overlap
 - Having multiple smaller geography partnerships would dilute from a more strategic approach across multiple towns
 - There are not suitable levels of stakeholder engagement for a particular town (because it lacks suitable scale etc.) and would benefit from a joint approach
 - There are wider strategic benefits from bringing the towns together
- 2.38 Following this approach will not reduce the levels of capacity funding or the Towns Fund allocation. However, the Lead Council will need to agree this with government ahead of the Town Deal being agreed.

How is it agreed?

- 2.39 The Town Investment Plan must be agreed by the Town Deal Board in line with the Board's locally-agreed governance structure, which we would expect to be agreed

¹² <https://www.gov.uk/government/publications/connected-growth>

and published no later than January 2020.

- 2.40 The Town Investment Plan is a locally owned document and will not require sign off by government, however it will form the basis of deal negotiation and inform the amount of investment agreed through the Towns Fund. The Plan should explicitly set out how the Towns Fund is being used to crowd-in other local and private investment. It should also articulate how the interventions are driving economic regeneration and delivering value for money.
- 2.41 We encourage places to communicate with government departments (both through regular channels and through specific engagement that MHCLG will arrange) on the development of the Town Investment Plan and to discuss investment priorities.
- 2.42 Further guidance on the agreement of Town Deals will be issued in due course.

Learning, networking, and collaboration

- 2.43 We ask the Lead Council to be 'open by default' about their Town Deal Boards, Town Investment Plans and outline business cases, while acknowledging that commercially sensitive information will need to be protected (this should align with the Lead Council's on their process to handle information which is not to be published in the public domain). Town Deal Boards will make their governance structures, profiles on key stakeholders, meeting agendas and minutes (in accordance with the Local Government Act 1972), evidence and any supporting documents for Town Investment Plans publicly available. For instance, this could be published on the Lead Council's website.
- 2.44 We will actively facilitate learning between towns. For example, by running regional events, thematic learning events (e.g. around active travel interventions) and publishing products on 'what works' for local growth in towns. In partnership with the What Works Centre for Local Economic Growth and the What Works Centre for Wellbeing, MHCLG will publish materials and support events for those involved in delivering the Towns Fund, as well as those in other towns.
- 2.45 We will be appointing officials who will support collaboration – strengthening existing connections between towns and creating new ones. They will also support Town Deal Boards to connect with local partners. For example, in towns benefiting from the government's Opportunity Area programme are encouraged to connect with their local Opportunity Area partnerships, thereby ensuring that Town plans can build on local efforts already underway in improving education and skills. Contact details can be found in the relevant published Opportunity Area plans.
- 2.46 Alongside future guidance being published on the Town Deal process, we will set out our expectations for monitoring and evaluation, as well as guidance on when Town Investment Plans should be published online.

3 Annexes

Timeline for Lead Councils

Capacity funding distributed to Lead Councils	November 2019
Readiness checklist returned	19 th November 2019
All Town Deal Boards convened (including publication of town boundary)	End of January 2020
Further guidance published	Early 2020
All Town Investment Plans produced	Summer 2020
Town Deals agreed	2020-21
A competition for further Town Deals	2020

Capacity funding allocation per town

Local Authority	Town(s)	Town Capacity Funding Allocation (£)	Local Authority Total (£)
Allerdale Borough Council	Workington	162,019	162,019
Ashfield Council	Kirkby-in-Ashfield	162,019	324,038
	Sutton in Ashfield	162,019	
Barnsley Council	Goldthorpe	140,000	140,000
Barrow Borough Council	Barrow-in-Furness	162,019	162,019
Bedford Borough Council	Bedford	173,029	173,029
Blackburn with Darwen Borough Council	Darwen	162,019	162,019
Blackpool Council	Blackpool	173,029	173,029
Bolton Council	Bolton	173,029	173,029
Boston Borough Council	Boston	162,019	162,019
Bournemouth, Christchurch and Poole Unitary	Bournemouth	173,029	173,029
Bradford Metropolitan District Council	Keighley	162,019	324,038
	Shipley	162,019	
Broxtowe Borough Council	Stapleford	140,000	140,000
Calderdale Council	Todmorden	140,000	302,019
	Brighouse	162,019	
Carlisle City Council	Carlisle	173,029	173,029
Charnwood Borough Council	Loughborough	162,019	162,019
Cheshire East Council	Crewe	162,019	162,019
Chesterfield Borough Council	Staveley	140,000	140,000
Colchester Borough Council	Colchester	173,029	173,029

Copeland Borough Council	Cleator Moor	140,000	280,000
	Millom	140,000	
Corby Borough Council	Corby	162,019	162,019
Cornwall Council	Penzance	140,000	604,038
	St Ives	140,000	
	Camborne	162,019	
	Truro	162,019	
Durham County Council	Bishop Auckland	162,019	162,019
Crawley Borough Council	Crawley	173,029	173,029
Darlington Borough Council	Darlington	173,029	173,029
Doncaster Borough Council	Stainforth	140,000	313,029
	Doncaster	173,029	
Dudley Borough Council	Dudley (Dudley)	173,029	173,029
East Lindsey District Council	Mablethorpe	140,000	302,019
	Skegness	162,019	
East Riding of Yorkshire Council	Goole	162,019	162,019
East Staffordshire Borough Council	Burton upon Trent	162,019	162,019
East Suffolk District Council	Lowestoft	162,019	162,019
Erewash Borough Council	Long Eaton	162,019	162,019
Great Yarmouth Borough Council	Great Yarmouth	162,019	162,019
Halton Borough Council	Runcorn	162,019	162,019
Harlow District Council	Harlow	173,029	173,029
Hartlepool Borough Council	Hartlepool	173,029	173,029
Hastings Borough Council	Hastings	173,029	173,029
Herefordshire Council	Hereford	162,019	162,019
Ipswich Borough Council	Ipswich	173,029	173,029
Borough Council of King's Lynn and West Norfolk	King's Lynn	162,019	162,019
Kirklees Council	Dewsbury	162,019	162,019
Leeds City Council	Morley	162,019	162,019
Lewes District Council	Newhaven	140,000	140,000
Lincoln City Council	Lincoln	173,029	173,029
Mansfield District Council	Mansfield	173,029	173,029
Mendip District Council	Glastonbury	140,000	140,000
Middlesbrough Borough Council	Middlesbrough	173,029	173,029
Milton Keynes Council	Milton Keynes	173,029	173,029
Newark and Sherwood District Council	Newark-on-Trent	162,019	162,019
Newcastle-under-Lyme Borough Council	Kids Grove	162,019	335,048
	Newcastle-under-Lyme	173,029	
North East Derbyshire District Council	Clay Cross	140,000	140,000
North East Lincolnshire Council	Grimsby	173,029	173,029

North Lincolnshire Council	Scunthorpe	173,029	173,029
Northampton Borough Council	Northampton	173,029	173,029
Northumberland County Council	Blyth	162,019	162,019
Norwich City Council	Norwich	173,029	173,029
Nuneaton and Bedworth Borough Council	Nuneaton	173,029	173,029
Oldham Borough Council	Oldham	173,029	173,029
Pendle Borough Council	Nelson	162,019	162,019
Peterborough City Council	Peterborough	173,029	173,029
Preston City Council	Preston	173,029	173,029
Redcar and Cleveland Borough Council	Redcar	162,019	162,019
Redditch Borough Council	Redditch	173,029	173,029
Rochdale Borough Council	Rochdale	173,029	173,029
Rotherham Borough Council	Rotherham	173,029	173,029
Sandwell Metropolitan Borough Council	Rowley Regis	162,019	486,058
	Smethwick	162,019	
	West Bromwich	162,019	
Scarborough Borough Council	Whitby	140,000	302,019
	Scarborough	162,019	
Sedgemoor District Council	Bridgwater	162,019	162,019
Sefton Council	Southport	173,029	173,029
Sheffield City Council	Stocksbridge	140,000	140,000
South Ribble Borough Council	Leyland	162,019	162,019
St. Helens Council	St Helens	173,029	173,029
Stevenage Borough Council	Stevenage	173,029	173,029
Stockport Metropolitan Borough Council	Cheadle	140,000	140,000
Stockton on Tees Borough Council	Thornaby-on-Tees	162,019	162,019
Swindon Borough Council	Swindon	173,029	173,029
Telford & Wrekin Council	Telford	173,029	173,029
Thanet District Council	Margate	162,019	162,019
Thurrock Council	Tilbury	140,000	302,019
	Grays	162,019	
Torbay Council	Torquay	162,019	162,019
Wakefield Council	Castleford	162,019	335,048
	Wakefield	173,029	
Walsall Borough Council	Bloxwich	162,019	324,038
	Walsall	162,019	
Warrington Borough Council	Warrington	173,029	173,029
Wirral Metropolitan Borough Council	Birkenhead	173,029	173,029
City of Wolverhampton Council	Wolverhampton	173,029	173,029
Worcester City Council	Worcester	173,029	173,029