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Engagement and Delivery

Stakeholder Engagement

The preparation of our CIP has been driven by stakeholders in Preston and Lancashire, representing our anchor institutions, our communities and our businesses. Development of the plan is only the first step in our commitment to strengthening engagement and collaboration. We see it as the start of a process in which our 15 year strategy and the investment priorities we pursue will continue to be shaped and refined through open dialogue between stakeholders and with our communities.

Our work on the CIP is being overseen by our Towns Fund Board. The Board was established by the Preston Partnership, a registered Community Interest Company launched in 2017 with a private

sector chair and substantial representation from more than 70 large and small businesses in the city, our Business Improvement District team, anchor institutions including Lancashire County Council, Preston City Council and UCLan, our Colleges and community groups. The Partnership's role is to actively support the growth and development of the city, harnessing the collective commitment of partners who are passionate about the city.

Chaired by the Chair of the Preston Partnership we created our Towns Fund Board in November 2019, to develop and agree the City Investment Plan, develop a programme of interventions, approve a capacity funding expenditure plan and oversee its delivery,

approve an annual Towns Fund Communications and Marketing Plan and oversee its implementation.

Towns Fund Board Membership

Harrison Drury (Private Sector); Cotton Court (Private Sector); Preston City Council, Leader & Deputy Leader; Lancashire County Council (Director of Growth, Planning and Estates); Disability Equality North West (CEO); UCLan (Chief Marketing Officer), Preston's College (Principal and CEO); Lancashire Enterprise Partnership (Investment and Programme Manager); The Harris (Interim Head of Culture).



A Task and Finish Group of Board members was set up to oversee technical work on the CIP, providing check and challenge to the process of assembling the 15-year strategy and investment priorities, and advising on the development of our Towns Fund investment proposals.

The stakeholder engagement we have undertaken to date, and the actions we have taken to obtain the views of Preston's communities include:

- Interviews with 20 community representatives selected to speak for both particular communities of interest in Preston and to give their individual views about the future of Preston and the outcomes they wanted to see for the city. These interviews took place in December 2019-January 2020.

- Reviewing and distilling feedback from the #MyTown initiative launched by the Government as the content of the City Investment Plan was developed. This has provided an alternative source of evidence about the issues and preferences of respondents about the city and its future
- Regular meetings of the Task and Finish Group and the Board to review progress, agree the vision, strategic objectives and key investment priorities, and agree the proposed investments to be taken forward for Towns Fund investment.

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- Regular presentations and discussions to and with Preston's informal cabinet to outline process, objectives and priorities.
- Extensive bilateral engagement between the team preparing the CIP and public, private and third sector organisations in the city. Approximately 30 interviews were carried out with individuals to discuss their priorities for the city, views about the challenges that new investment should address and to explore potential projects to be put forward for prioritisation process. This has been an excellent source of insights into opportunities for the city, good ideas about its future and how the Towns Fund might best support priorities for the city. Stakeholders were selected to represent the fullest possible range of interests represented on the Board, plus the wider networks of Board members representing the community, businesses and public sector partners.
- In 2019 the Design Council facilitated a series of workshops with cultural stakeholders in the City to explore the theme of Animating Preston.
- Input from the #WhatsYourPreston initiative, a comprehensive listening exercise led by UCLan and Preston City Council which sets out to build a new Preston narrative and provide the foundations for a future branding and marketing proposition for the city. The findings of the face to face surveys and workshops, and social media engagement, have been a key input into the CIP and its narrative about Preston's future. Engagement activities have included:
 - A collaborative workshop involving six students from UCLan and six community leaders, using team work to explore current perceptions about the city, its qualities vis-à-vis other places, and future trends in city design (February 2020).
- A pop-up exhibition at the Harris Museum, Art Gallery and Library using illustrations from the event above and providing the opportunity for feedback about the city. The location and timing were selected to maximise footfall during school holiday activities. 115 postcards were submitted with three additional email responses. The activity generated particularly valuable inputs into the CIP on what residents see as the distinctive strengths of the city (February 2020).

- An online survey which secured 312 responses to questions about the best features of Preston, what people would like to see in the city become, and how respondents would recommend Preston as a place to live, raise and family and work in (April-May 2020). The survey was posted to the original 20 community stakeholders and their networks, to ensure continuity, and via social media channels.
- Findings from the #WhatsYourPreston project were shared with the Preston Partnership and the Towns Fund Board. The outputs are strongly reflected in both the Investment Plan's narrative about Preston as a place and in its analysis of strengths and weaknesses. The core proposition of the CIP emerged from the #WhatsYourPreston project (June/July 2020).
- Reaching out through the Towns Fund Board to members' networks to generate a long-list of potential projects for Towns Fund investment, a key initial input to the process of determining the final package we are submitting. As part of this exercise, the team preparing the CIP engaged with organisations which had identified projects which might be included in the CIP and supported by the Towns Fund.



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- An online feedback form on Preston City Council's website to open up the CIP for a conversation around its key themes (July 2020).
- Social media posts sharing the views of Board members and project sponsors whose projects are taken forward for Towns Fund investment (July 2020-ongoing).

- Engagement with stakeholders drawn from across different community groups. In line with key principles of the #WhatsYourPreston listening project, we would continue to engage with community stakeholders selected in their capacity as spokespeople for specific communities of interest within Preston. As a group, these people enable 'breadth' of authentic opinion to be drawn in to the Plan.
- As part of our Renewal of Harris Quarter Assets project extensive engagement with specific sub-groups of stakeholders including those who have already expressed, through the Towns Fund project prioritisation process, interest in bringing to life these buildings.
- As part of our Cultural Capacity Building project extensive engagement with our local cultural networks and organisations.

- Engagement with specific sub-groups of stakeholders to provide more detailed 'drill-down' insight. We have listed the types of target stakeholders in our Stakeholder Engagement Plan. To add 'depth' of feedback in under-represented communities, we plan for example to:
 - Trial ideas such as the establishment of a Shadow Board within Preston's College. With support from Towns Fund Board member and Preston's College Principal, this kind of exercise would enable ideas to be fed in to the Plan from rarely surveyed members of Preston's most deprived inner city communities.
 - Deliver walking tours of Preston to share stories about its built heritage.
 - Be represented at Faith Forum events to ensure we engage with the multiple faith communities who live in our city.

The Preston Partnership and our Towns Fund Board are clear that this is only the start of a process. We have developed a forward looking stakeholder engagement plan submitted with our CIP. The Board have committed to investing in and resourcing ongoing dialogue, and to the further development of our plan in ways which encourage our communities and business to continuing to share their views on the future of their city. The features of our stakeholder engagement plan are:

- Participate in informal meet ups and group events at community-centred places within the city centre. (November 2020 onwards).
- Exhibition of visual elements of the CIP as schemes develop to reach the general public. Pop-up feedback stations proved highly engaging during the first phase of public consultation at the start of 2020 and we will run this activities again (late 2020).
- Further development of our online resources to maximise opportunities for people to engage with the CIP. This would encompass a range of feedback mechanisms, from simple 'comments box' functionality to regular survey distribution, to focus in on specific elements of the Plan as it develops.
- Fuller leverage of the Towns Fund Board and Preston Partnership as catalysts for cross-sector collaboration and debate. This knitting together of lead bodies within Preston's community is already proving to be a valuable platform for constructive debate. A continuation of this kind of activity would enable full value to be gained from the capital assets brought to life by the Towns Fund.



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Developing Our Business Cases

Development and submission of this CIP has been carried out in accordance with the Board's Terms of Reference, adopted in January 2020. To facilitate the move towards Phase 2 the Board, at its meeting in July 2020 agreed the need to:

- Adopt an Assurance Framework to be underpinned by principles of good practise taken from government's guidance for assurance frameworks including:
 - Transparent decision making
 - Accountable decision making
 - Ensuring Value for Money
 - Value for Money business cases
 - Monitoring and Evaluation
- Establish a Towns Fund Investment Panel and appoint a private sector Towns Fund Board member to chair

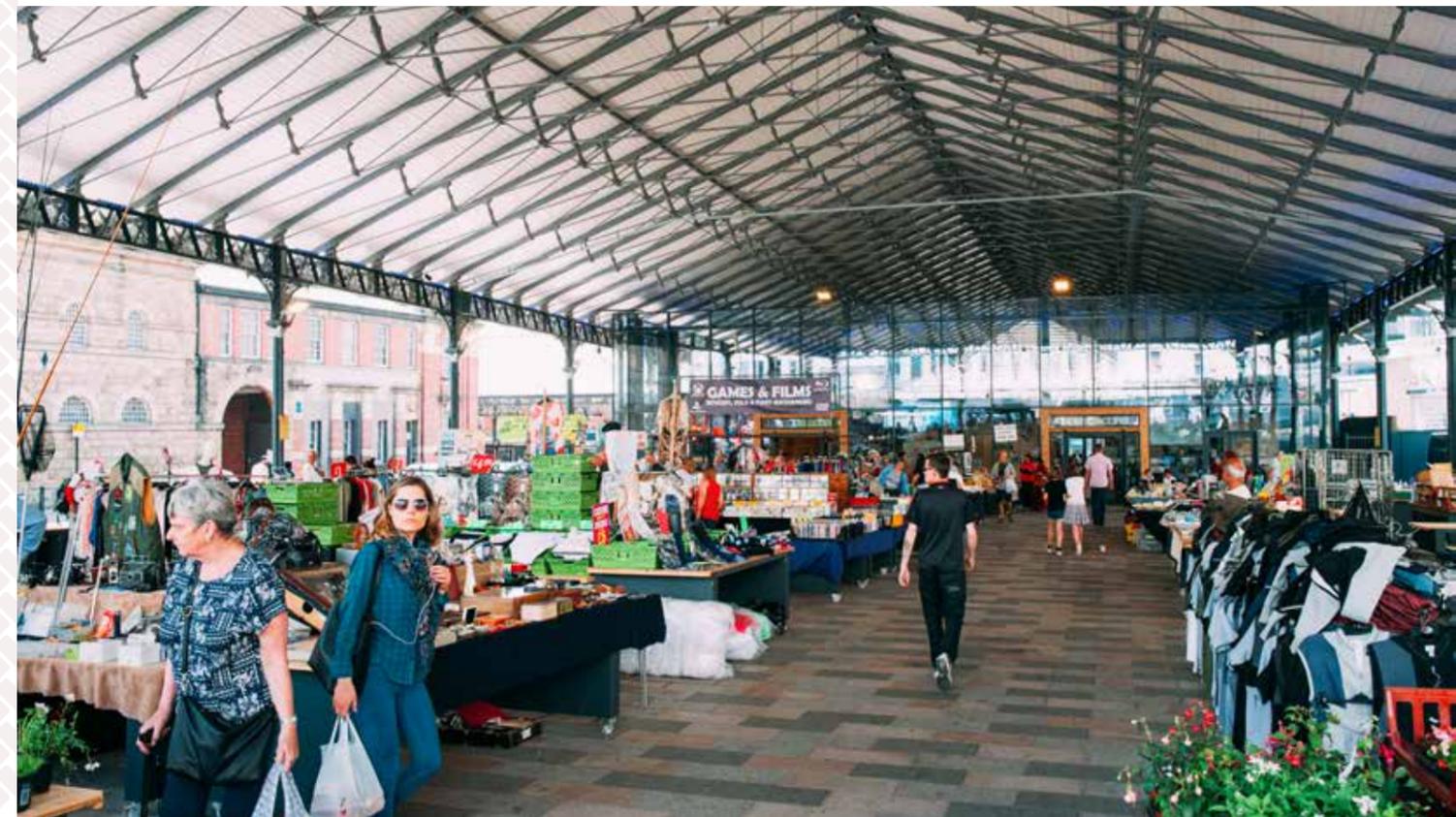
- Appoint independent appraisers to complete green book compliant appraisal of business cases in line with the principles of the Assurance Framework.

Our Towns Fund investment programme combines projects for which a strong business case is already in development with new initiatives sparked by the opportunity to develop our CIP. The process we are putting in place to develop our business cases is in line with guidance issued to date and includes:

- Confirmation of named individual as project owner and business case sponsor from each project lead organisation.
- Confirmation of the business case readiness of each project focusing on:
 - Underpinning studies including market assessments, feasibility, cost projections, income projections etc.

- Project designs
- Planning application status and requirements
- Community and stakeholder engagement plans.
- Funding commitments and plans, including private sector investment and public sector match funding commitments.
- Statutory requirements (State Aid, Environmental Impact Assessments, Equalities Impact Assessments)
- Status of delivery plan and roles and responsibilities of key delivery partners
- Outcomes and impacts, and related monitoring and evaluation plans.

- Rapid preparation of strategic outline cases for each project aligned to HM Treasury's Five Cases Model. This will provide us with consistent building blocks for the subsequent development of outline and full business cases, and enable the timely submission of the Summary Document to government in due course.
- In line with the Assurance Framework principles the Towns Fund Investment Panel will receive detailed business cases which have been supported by a Technical Implementation Group, including the accountable body, and appraised by independent assessors. The business cases will be accompanied by recommendations for consideration by the Towns Fund Board.



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Delivery Plan

Governance

Our Towns Fund Board will oversee the implementation of our CIP. The Board is committed to periodic review of membership to ensure representation of our key public sector organisations, our businesses, our voluntary and community organisations. The primary responsibilities of the Board will be to:

- Set and refine the strategy and our 15 year investment priorities
- Coordinate resources and engage stakeholders
- Ensuring diversity in its engagement with local communities and businesses
- Approve our Towns Fund investments, following recommendations from the Investment Panel and accountable body
- Adopt a comprehensive programme and delivery plan for the CIP priorities and Harris Quarter investment programme and receive progress reports and review the implementation against the programme and plan

- Oversee compliance with the Heads of Terms Agreement with government and the Accountable Body

The City Council will continue to act as the accountable body for the implementation of the CIP. The primary responsibilities of the accountable body will be to:

- Oversee compliance with the Heads of Terms Agreement with government and the Board
- Ensure Board decisions are made in accordance with good governance principles
- Ensure compliance at all times with the adopted Assurance Framework
- Ensure transparency requirements are met
- Prepare and monitor a comprehensive programme and delivery plan for the CIP priorities and Harris Quarter investment programme

- Adopt a programme management approach to support the delivery of the Towns Fund Investment Programme
- Support the development of detailed business cases
- Monitoring and evaluating Towns Fund projects and overall programme
- Submitting periodic monitoring reports to the Towns Hub
- Receiving and accounting for the Towns Fund funding allocation

The Board has agreed to establish a Towns Fund Investment Panel which will receive detailed business cases which have been supported by a Technical Implementation Group, including the accountable body, and appraised by independent assessors. The Investment Panel will make recommendations, informed by the accountable body, for consideration by the Towns Fund Board.

The Accountable Body will ensure the Technical Implementation Group has the skill, capacity and resource required to actively support project owners in the development and implementation of the priorities set out in the CIP, to support the Investment Panel and at all times operate in accordance with the Assurance Framework.

Assurance

The Board have agreed the need for a local Assurance Framework to be prepared, in line with guidance, adopted following the submission of the CIP. The Assurance Framework will draw on best practise and will set out:

- Programme management of the Towns Fund funding and co-ordination of programme governance to fulfil the Accountable Body requirements
- Business case preparation and approval
- Performance management systems against agreed KPIs
- Preparation of any project-specific funding agreements to ensure the compliance of projects with Towns Fund requirements
- Progress Monitoring Reports and collation of information submitted by each project to record activity, achievement, financial draw down and outputs and to explain variation from expected profiles

- Implementation of any changes in response to performance issues and lessons learnt
- Production of annual accounts and responses to audit requirements
- Due diligence checks on project delivery organisations in line with a programme implementation plan
- Development of tender specifications and procurement processes, where project activity is to be commissioned
- Monitoring and evaluation process (interim and final) to consider the success of the Towns Fund in meeting its objectives.

The following table sets out the phased delivery of our priorities over the term of the CIP.

Priority	Years 1-5, 2020/21-2024/5	Years 6-10 2025/6-2029/30	Years 11-15 2030/1-2034/5
Transforming Preston's Cultural Infrastructure	<ul style="list-style-type: none"> HQ Pops up (and popped down) Cultural Strategy launched Preston Events Board established and event plan in place 3 new public squares activated Guild Hall re-opened Animate open Harris satellites opened Lancashire City of Culture 2025 opens HQ assets redeveloped Re-imagined Harris open Birley Artist Studio developed 3 street sporting events of scale hosted Business case for Preston Arena 	<ul style="list-style-type: none"> Building on legacy of City of Culture 2025 Preston arena opens as part of conference cluster Nationally profiled exhibition at Harris 	

Priority	Years 1-5, 2020/21-2024/5	Years 6-10 2025/6-2029/30	Years 11-15 2030/1-2034/5
Supporting Preston's Economic Recovery, Growth and Prosperity	<ul style="list-style-type: none"> Review of Preston Model and future development Preston Partnership Reboot Business case for Innovation Hub <ul style="list-style-type: none"> City centre CEIAG established Preston embedded in the aerospace skills network Something about boost 10 new cooperative businesses established Preston Youth Zone opened 	<ul style="list-style-type: none"> Animate community benefits delivered 	
Preston Station Quarter: A New Commercial District	<ul style="list-style-type: none"> Development Board established SRF Adopted HS2 Hybrid Bill Phase 1 office occupied Digital command centre active Phase 1 public realm complete Investment strategy agreed for station fabric investment 	<ul style="list-style-type: none"> Government Hub opened Phase 2 office complete HS2 Phase 1 modifications Station improvements commenced Place based devolution deal for public sector reform strategy in place as part of CA ambition Community health and Wellbeing building occupied 	<ul style="list-style-type: none"> HS2 Phase 2 modifications complete Station improvements complete New living quarter established

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Priority	Years 1-5, 2020/21-2024/5	Years 6-10 2025/6-2029/30	Years 11-15 2030/1-2034/5
Building Community Health and Well-being	<ul style="list-style-type: none"> Community Health and Wellbeing Board established Partnership capacity boosted through strategic secondments 5 year Community Health and Wellbeing strategy developed Enhanced s75 Agreement in place Preston Youth Zone opened Community Health and Wellbeing Building business case proven Partnership delivery of preventative health and wellbeing projects 	<ul style="list-style-type: none"> Community health and Wellbeing building completed and occupied Devolution deal for health and wellbeing as part of CA ambition Continued delivery of preventative health and wellbeing projects 	<ul style="list-style-type: none"> Continued delivery of preventative health and wellbeing projects
Transforming City Living	<ul style="list-style-type: none"> City Living Strategy Launched Business case for Stoneygate SHILF developed and investment agreed with HE Housing Delivery Vehicle established Housing Delivery Vehicle Pilot project complete and assessed Planning consent for 300 new city centre dwellings 	<ul style="list-style-type: none"> Stoneygate SHILF programme underway Planning consents for 1,000 new city centre dwellings 	

Priority	Years 1-5, 2020/21-2024/5	Years 6-10 2025/6-2029/30	Years 11-15 2030/1-2034/5
Delivering a Step Change in Sustainable Movement and Accessibility	<ul style="list-style-type: none"> Continued roll out of "safe streets" Transport plan communication plan developed TCF Transforming Ringway delivered Future Mobility Plan delivered Car parking strategy operational Digital command centre operational 	<ul style="list-style-type: none"> Reduced city centre land take for car parking 	<ul style="list-style-type: none"> Demonstrable progress in CO2 reduction through removal of traffic in city centre

The Towns Fund Board has overseen an extensive and accelerated programme of activity since January 2020. The city has not had an overarching plan which brings together various agreed and adopted plans in one vision for many years and Board members have welcomed the opportunity to collaborate at a strategic level to help shape a genuine Community City.

The establishment of the Technical Implementation

Group to drive delivery progress of the Towns Fund investment programme is critical to supporting the accountable body and enabling delivery by 2025. In addition, the accountable body will establish and resource a Towns Fund programme management office with financial, legal and development capacity.

However, the accountable body will require a further injection of capacity, skill and resource into the PMO

in order to maintain the momentum and made by the Board over the last 6 months. We have therefore included £250,000 PMO capacity funding as part of our Towns Fund investment programme to support the Technical Implementation Group and ensure delivery by 2026.

Our Towns Fund investment programme is deliverable in its entirety by 2025/26. The following table sets out key delivery milestones for the programme.

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Project /Year	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)
HQ Pops Up	<ul style="list-style-type: none"> Delivered 				
Re-Imagining the Harris	<ul style="list-style-type: none"> NLHF secured Funding strategy in place External building repair works scoped 	<ul style="list-style-type: none"> Planning / listed building consent secured Business case for Towns Fund approved Satellites launched Harris engagement programme starts External building repair works commence. 	<ul style="list-style-type: none"> Works on site commence Fit out of special exhibitions galley Harris engagement programme continues 	<ul style="list-style-type: none"> Works on site continue Harris engagement programme continues Open early 2025 Site works complete beginning of 2024 	<ul style="list-style-type: none"> Engagement programme completes Harris Activity programme commences.
Animate	<ul style="list-style-type: none"> Development Agreement entered into Anchor agreements entered into Technical design 	<ul style="list-style-type: none"> Business case for Towns Fund approved Planning consent Tender process Tender financial review/appraisal Mobilise on site Build compromising; Substructure; Shell. 	<ul style="list-style-type: none"> Internal fit out Fit out carpark and landlord areas Tenant fit out 	<ul style="list-style-type: none"> Open 	
HQ Asset Renewal	<ul style="list-style-type: none"> Expressions of interest for assets Scope of external and internal base refurb works 	<ul style="list-style-type: none"> Business case for Towns Fund approved Asset 1 works on site Asset 1 open 	<ul style="list-style-type: none"> Asset 2 on site Necessary consents secured Asset 3 works on site Asset 4 works on site 	<ul style="list-style-type: none"> All projects completed Occupation of all assets 	

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Project /Year	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)
Illuminate and Integrate	<ul style="list-style-type: none"> HQ Integration Board established Phased delivery approach agreed Alignment with TCF Programme to be agreed for Friargate 	<ul style="list-style-type: none"> Business case for approved 	<ul style="list-style-type: none"> Secure necessary consents Implementation commences 	<ul style="list-style-type: none"> Project on site 	<ul style="list-style-type: none"> Project completed
Public Space Animation	<ul style="list-style-type: none"> Events Board established 	<ul style="list-style-type: none"> Business case for Towns Fund approved 5 year event strategy in place Adelphi Square opened and animated Consents secured for integrated kit in each of the 3 new squares 	<ul style="list-style-type: none"> Bus station plaza opened and animated 	<ul style="list-style-type: none"> Animate public square opened and animated 	<ul style="list-style-type: none"> City of Culture utilises 3 new public spaces
Preston Youth Zone	<ul style="list-style-type: none"> Business case for Towns Fund approved 	<ul style="list-style-type: none"> Funding strategy in place Land transaction complete Design process Capital fundraising campaign Planning secured Tender process Contractors appointed Start on site 	<ul style="list-style-type: none"> Recruitment and training of senior management team Engagement with young people: design /brand, staff recruitment and becoming ambassadors Development of delivery partnerships Developing youth work programme of activities and staffing plans Revenue fundraising campaign 	<ul style="list-style-type: none"> Practical completion of the building Training and inductions of all new staff Revenue fundraising continues 'Soft' openings and opening event First year of Youth Zone operations and delivery Full recruitment drive 	

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Project /Year	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)
CEIAG	<ul style="list-style-type: none"> • Business case for Towns Fund approved • Location confirmed • Open 				
Health and Wellbeing Building	<ul style="list-style-type: none"> • Business Case for Towns Fund approved • Community health and wellbeing board established • Strategic secondments 	<ul style="list-style-type: none"> • 5 year community health and wellbeing strategy developed • Enhanced s75 Agreement in place 	<ul style="list-style-type: none"> • Partnership delivery of preventative health and wellbeing projects • Development of business case for Community Health and Wellbeing building 		<ul style="list-style-type: none"> • Community Health and Wellbeing facility opened
Cultural Capacity Building	<ul style="list-style-type: none"> • HQ Pops up • Business case for Towns Fund approved • Cultural Strategy launched • Events Board established • City of Culture supported 	<ul style="list-style-type: none"> • City of Culture supported 			