
Agenda Item 6

Blackpool Town Deal Board 10th July 2020

Town Investment Plan: Progress Update

1 Introduction

This paper sets out a summary of the further Towns Fund Guidance published by Government, on 15th June an analysis of the recent and proposed projects, and a commentary on the Investment Plan templates that are expected to be provided by 10th July. A timeline is also provided which outlines the steps required to complete the Plan in time for the first round of submissions at the end of July.

2. Accelerated Towns Fund

On 1st July, the Government wrote offering Blackpool a grant of £1million now to fund capital projects that can be delivered this financial year. This grant will be used to support capital spend within the intervention framework set out in the Towns Fund Guidance. It is potentially in addition to the £25 million allocation through Town Investment Plans (which are the basis of a Town Deal) will be assessed on their own merits and the exact amount of money offered under a town deal will be based on this assessment. The Government is particularly encouraging projects that will support towns in responding to immediate challenges, including:

- improvement to or new parks and green spaces and sustainable transport links;
- improvements to town centres including repurposing empty commercial properties;
and
- demolition or site remediation where this will have an immediate benefit.

We will also have to confirm that this funding is spent according to the Towns Fund Intervention Framework and show how we are building on this investment in the Town Investment Plan and it is intended to make a decision on this as part of the finalisation of the Town Investment Plan..

3. Updated Government Guidance

The Towns Fund Guidance¹ document published on 15th June, provides details about the process for agreeing the Town Deal and the funding from the Towns Fund, interventions in scope, the proposed structure of the Investment Plan and the criteria that will be used to assess the Plan.

The guidance clarifies that the process for agreeing the Town Deal and starting implementation will be structured in two phases, as follows:

- 1. Development of the Investment Plan** overseen by the Town Deal Board. The Plan will be assessed by the Towns Hub, which will include representatives from MHCLG and other relevant government departments, and Heads of Terms offered where submissions are of sufficient quality²; and
- 2. Development of detailed projects and business cases**, which will allow Government to release funding for implementation, subject to assurance that business cases have been through a rigorous assessment process by either the local accountable body (Blackpool City Council) or the Towns Hub and Heads of Terms conditions have been met.

MHCLG will accept submissions in three cohorts - July, October and January. Once the Plan is appropriately developed support will be provided to the Board through the Towns Hub to inform an assessment of readiness. As previously discussed, Blackpool Town Deal Board intends to submit its Town Investment Plan as part of the first wave of submissions by 31st July 2020.

The Intervention Framework

The Guidance confirms that towns can develop proposals for up to £25 million from the Towns Fund (or more – up to £50 million - in exceptional circumstances), with levels of funding determined based on the quality of the proposed interventions. The Fund is available for 6 years from 2020/21 and will focus primarily on infrastructure, with 90% expected to comprise capital funding. Some revenue funding may be made available to support capital projects.

Interventions should be feasible and sustainable in the long-term, building on existing assets and strengths, setting out a well evidenced theory of change. The Guidance sets out a detailed

¹ <https://www.gov.uk/government/publications/towns-fund-further-guidance>

² Where Investment Plan submissions are not deemed to be of sufficient quality, the Town Board will be offered one further opportunity to resubmit.

intervention framework, which includes a broad set of acceptable outputs, interventions, outcomes and indicators that could be used to measure progress.

Examples of acceptable/eligible outputs include:

- **Local Transport** - new, revived, or upgraded train and tram lines and stations; new or upgraded road infrastructure; more frequent bus services or infrastructure upgrades e.g. digital bus shelters with real time information; new or upgraded cycle or walking paths; wider cycling infrastructure such as cycle parking;
- **Digital Connectivity** - provision of specialist digital technologies to meet the needs of specific sectors; infrastructure to support 5G or full fibre connectivity, where this is appropriate for the LA role, and with a clear outline of how proposals do not duplicate other national programmes and initiatives;
- **Urban regeneration, planning and land use** - remediation and/or development of previously abandoned or dilapidated sites; delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites); delivery of new public spaces;
- **Arts, Culture and Heritage** - new, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens; new, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth;
- **Skills Infrastructure** - increase in capacity and accessibility to new or improved skills facilities; availability of new specialist equipment; increased and closer collaboration with employers; increase in the breadth of the local skills offer that responds to local skills needs; increased benefit for the public education over the long term; and
- **Enterprise Infrastructure** - increase in the amount (and diversity) of high-quality, affordable commercial floor space; increase in the amount of shared workspace or innovation facilities; other schemes to support enterprise and business productivity and growth; and programmes of grants to local small and medium sized enterprises (SMEs) or employers in key sectors.

The Investment Plan

The Investment Plan will comprise two sections, as follows:

- **Section 1:** outlining the context; strategy; and engagement and delivery arrangements; and
- **Section 2:** providing details of projects and a prioritisation of interventions, including likely value for money and funding arrangements.

The Investment Plan is expected to be a clear and relatively concise document, as set out in Section 4 below, supported by appropriate evidence and technical reports in the form of appendices. This could include, amongst other things, market analyses, details about the governance and delivery arrangements, including membership of key groups, and letters of support.

The Guidance indicates that the Investment Plan should act as a ‘wrapper’ for a wider programme of interventions, based on other public or private funding sources. It stresses the need to maximise leverage in support of local priorities; align with established funding sources; sequence funding processes; and co-fund or match fund projects where possible.

In line with the Guidance issued to date, Blackpool has carried out extensive consultation with local communities and stakeholders with assistance from Locality. This has highlighted a number of key issues that will need to be addressed through the wider programme of proposed interventions set out in the Town Investment Plan. These include:

- an ambition that resident’s needs should be prioritised over tourists;
- to reconfigure the local housing market;
- to modernise Blackpool’s tourism offer;
- to improve the “street scene” and to develop more green spaces and green public realm in the town centre and other urban areas;
- improve transport connectivity and passenger experience – tram and rail particularly, as well as re-establishing international air travel;
- investment in youth facilities and services, mental health support and support for the most vulnerable (particularly homeless people); and
- reinvigorating the town centre - developing a vibrant, high-end café and bar culture and supporting the night-time economy.

Assessment Criteria

The criteria for assessing the Investment Plan and associated evidence base focuses on:

- **Impact** – including evidence of need and the scale of opportunity;
- **Strategy** – strength of the vision and economic rationale, coherence of the plan based on the linkages between needs and interventions, and alignment with other initiatives; and

- **Partnerships** – strength of collaboration with communities and stakeholders, as well as evidence of collaboration with the private sector.

The project approval process will take into account the level of alignment with the intervention framework; the use of evidence on what works and/or good practice; indicative Benefit Cost Ratios (BCRs) – grounded in sound judgements about additionality; technical quality; and the scale of outputs and outcomes proposed and whether the full potential for match funding has been leveraged.

At this stage there are a number of projects that have been identified as key priorities for the area in the recently published Town Prospectus, such as wide ranging housing and health interventions, that fit less well with the focus of the Towns Fund, as well as projects such as the Fylde Coast Tram Loop which includes significant investment outside of the Town Deal area. They will form a key part of the overall Town Investment Plan, as part of the wider programme of investment.

Development of detailed projects and business cases

Following agreement of Heads of Terms, towns have up to a year to develop projects and comprehensive business cases and submit a summary document to MHCLG. The summary document needs to include:

- a list of agreed projects (including BCRs);
- details of business case assurance processes followed for each project;
- an update on actions taken in relation to the Heads of Terms key conditions and requirements;
- a delivery plan - including details of the team, working arrangements and agreements with stakeholders;
- a monitoring and evaluation plan;
- confirmation of funding, financial profiles for each project, approval of planning applications; and
- letters of approval from the Town Deal Board and Lead Council.

4. Analysis of the Projects and Investment Programme

A review of recent and proposed projects and programmes was presented to the Board in May. This review has been refined further.

A high-level summary of the funding identified for existing and current key projects and programmes is presented in Table 1.

Table 1: Funding allocated to recent and current major projects (Appendix A)			
Theme	Public	Private	Total
1: Place	£403.0m	£189.6m	£592.6m
2: Economy and Enterprise	£28.9m	-	£28.9m
3: Skills and Enterprise	£8.8m	£0.9m	£9.7m
4: Communities and Health	£9.9m	-	£9.9m
5: Infrastructure/Environment	£6.2m	-	£6.2m
TOTAL	£456.8m	£190.5m	£647.3m

In line with the requirement to demonstrate that the Town Investment Plan will leverage investment and attract match funding, Table 2 presents details of the indicative funding for future projects within the Blackpool Town Investment Plan Programme.

Table 2: Indicative funding for proposed future projects (Appendix B)			
Theme	Public	Private	Total
1: Place	£159.9m	£316.2m	£476.1m
2: Economy and Enterprise	£45.5m	£300.6m	£346.1m
3: Skills and Enterprise	£113.7m		£113.7m
4: Communities and Health	£17.4m	-	£17.4m
5: Infrastructure/Environment	£17.4m	£200m	£217.4m
TOTAL	£353.9m	£816.8m	£1,1710 m

In order to meet the objectives of the Towns Fund - to drive the economic regeneration of towns to deliver long-term economic and productivity growth through: urban regeneration, planning and land use; skills and enterprise infrastructure; and connectivity – at the last meeting of the Town Deal Board, it was agreed that the following four projects should be worked up in further detail:

- Blackpool Central - Courts relocation and wider infrastructure;
- Talbot Gateway Phase 4 – including the University Centre Blackpool/Multiversity;
- Southern Quarter/Revoe - Community Sports Village / Blackpool FC; and
- Enterprise Zone – including access improvements and linkages to the AquaComms Transatlantic Loop cable.

Table 3 shows the potential scale of Towns Fund support required and demonstrates how these projects and others within the Investment Framework align with the objectives of the Fund and the criteria that will be used to assess the Investment Plan. It also shows how the projects align with the key themes from the most recent community engagement exercise. At this stage the precise level of funding that could be allocated to each project has not yet been determined but the banding shows the potential range on many projects where this is the case. **The Board will need to consider which projects to include and the funding requested.**

As noted above, there is now an opportunity to bid for up to £50 million of Towns Fund in exceptional circumstances. Additional scrutiny will be applied to Towns awarded over £25 million. **The Board will also need to consider whether it wants to apply for over £25 million of funding.** Nb based on the ranges of figures below, for the highest ranked projects shown in blue the range of funding required could be between £34.2m and £77m.

Table 3: Investment Programme Scoring Matrix

Blackpool Town Investment Programme - Scoring Matrix

Investment Theme		Towns Fund Request	Town Fund Objectives	Strategic Fit	Benefits	Deliverability/ technical quality/good practice	Affordability/ leverage	Total	Fit with Community Engagement Priorities
Place	Blackpool Central Court Relocation and wider infrastructure		4	4	4	3	3	18	C,D,G
	Grundy Art Gallery Capital Extension		3	3	2	2	4	14	A,C,D,G
	Blackpool Housing Company		2	3	2	4	3	14	A,B,D,F
Economy and Enterprise	Blackpool Airport Enterprise Zone		4	4	4	3	3	18	A,C,D,E
	True Partnership		3	3	3	3	3	15	A,F,G
	Blackpool digital marketplace		1	2	1	2	4	10	A,G
	Incubator Office Space - Stanley Buildings		4	4	3	3	3	17	A,G
Skills and Education	Strategic Education and Skills Partnership - Multiversity		4	4	4	2	1	15	A,F,G
	Blackpool Works/Hub		4	4	3	3	4	18	A,F
	Southern Quarter/Revoe Community Sports Village/Blackpool FC		4	4	3	2	2	15	A,C,D,F,G
Communities and Health	Blackpool Youth Zone		2	2	3	2	1	10	A,F
	Opportunity Area Programme Extension		1	2	3	?	?	6	A,F
	Pilot Neighbourhood Approach - Claremont		1	4	3	2	2	12	A,B,D,F
	Blackpool Library Service: Libraries Ambition Plan		1	1	2	5	4	13	A,F
	South Beach Initiatives		2	2	1	4	5	14	A,C,F
Infrastructure and Environment	Blackpool Illuminations Modernisation		3	4	3	4	4	17	C,G
	Fylde Coast Tram Loop		1	4	4	3	2	14	A,C,E,G
	Net Zero Carbon		2	3	2	2	2	11	A,D
	Transatlantic loop cable (inc Blackpool EZ)		4	4	3	3	2	16	A
Total		£67.7m -£116.5m							

Priorities highlighted through the Community Engagement Process:

- A** An ambition that resident's needs should be prioritised over tourists
- B** To reconfigure the local housing market
- C** To modernise Blackpool's tourism offer
- D** To improve the "street scene" and to develop more green spaces and green public realm in the town centre and other urban areas
- E** Improve transport connectivity and passenger experience – tram and rail particularly, as well as re-establishing international air travel
- F** Investment in youth facilities and services, mental health support and support for the most vulnerable (particularly homeless people)
- G** Reinvigorating the town centre - developing a vibrant, high-end café and bar culture and supporting the night-time economy

5. Town Investment Plan Template

A template for completion of the Town Investment Plan is due to be released by Friday 10th July. This will stipulate the level of detail required, but early stage indications suggest that Section 1 of the Plan will be largely unprescribed but will have a 10,000 word limit, while Section 2 will be more prescribed in terms of word limits for each sub-section.

In discussion with the Towns Hub, further guidance has been provided to confirm that:

- projects will not be required to meet a minimum BCR;
- there is no minimum private sector investment, but projects without private sector match will be required to demonstrate why there is none; and
- FHSF projects cannot be used as match.

Table 4 sets out the overall structure for the Town Investment Plan as set out in the recent Guidance.

Table 4: Town Investment Plan - required contents	
Section 1	Detail required within the Plan
Context	<ul style="list-style-type: none"> • Town Deal Boundary • Main challenges • Evidence of need • Key opportunities
Strategy	<ul style="list-style-type: none"> • Town Vision and headline outcomes • Strategy, Objectives, and Priority Areas • Response to Covid 19 • Strategic fit
Engagement and delivery	<ul style="list-style-type: none"> • Stakeholder engagement and support • Private sector investment • Business case development and appraisal • Delivery plan
Section 2	Detail required within the Plan
Prioritised list of projects	<ul style="list-style-type: none"> • Project description • Theory of change • Costs, timescales, spend profile, BCR • Funding sources, stakeholder involvement, major interdependencies

6. Timetable and next steps

In order to submit Blackpool’s Town Investment Plan within the first wave, a completed Plan will be required by 31st July 2020. To facilitate this process, it is recommended that the following action be taken:

- **Complete draft of the template - by Tuesday 21st July**
- **Circulate to the Board for comment - on Wednesday 22nd July**
- **Comments to be received – by Monday 27th July**
- **Town Investment Plan to be submitted to the Towns Hub – by 31st July 2020**

7. Recommendations

The Board are recommended to :

- **Note the progress made and the indicative programme**
- **Consider the projects to include and the funding requested**
- **Decide if it wants to recommend applying for over £25m**
- **Note the timetable and process for finalising the Town Investment Plan and the Towns Fund submission**

AMION Consulting, 6th July 2020

APPENDIX 1

SUMMARY OF TOWNS FUND GUIDANCE

Appendix 1 – Updated Government Guidance

1. *Background*

The £3.6 billion Towns Fund has been established to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth. Up to £25 million is available for the regeneration of towns with a focus on:

- **Urban regeneration** - ensuring towns are thriving places for people to live and work, by:
 - Increasing density in town centres;
 - Strengthening local economic assets including local cultural assets;
 - Site acquisition, preparation, remediation, and/or development; and
 - Making full use of planning tools to bring strategic direction and change.
- **Skills and enterprise infrastructure:**
 - Driving private sector investment and small business development; and
 - Ensuring towns have the space to support skills and small business development.
- **Connectivity:**
 - Developing local transport schemes that complement regional and national networks; and
 - Supporting the delivery of improved digital connectivity.

In addition, areas are advised to target social issues through a focus on inclusive growth and be guided by sustainability – social, economic and environmental – with clean growth a core principle of the Towns Fund.

The Town Deal Board will be the vehicle through which the vision and strategy for the town is defined. The Board will oversee production of the Town Investment Plan (or the Plan), which will be the basis upon which the Town Deal is agreed with Government. The Plan will set out a comprehensive investment programme for each town including private, public and third sector schemes.

2. *Towns Fund Further Guidance*

Updated guidance³ has now been published by government providing details of the process, eligibility criteria and the proposed structure of the plan. This clarifies the process for agreeing the Town Deal and starting implementation as set out in Figure 1. The process is structured in two phases:

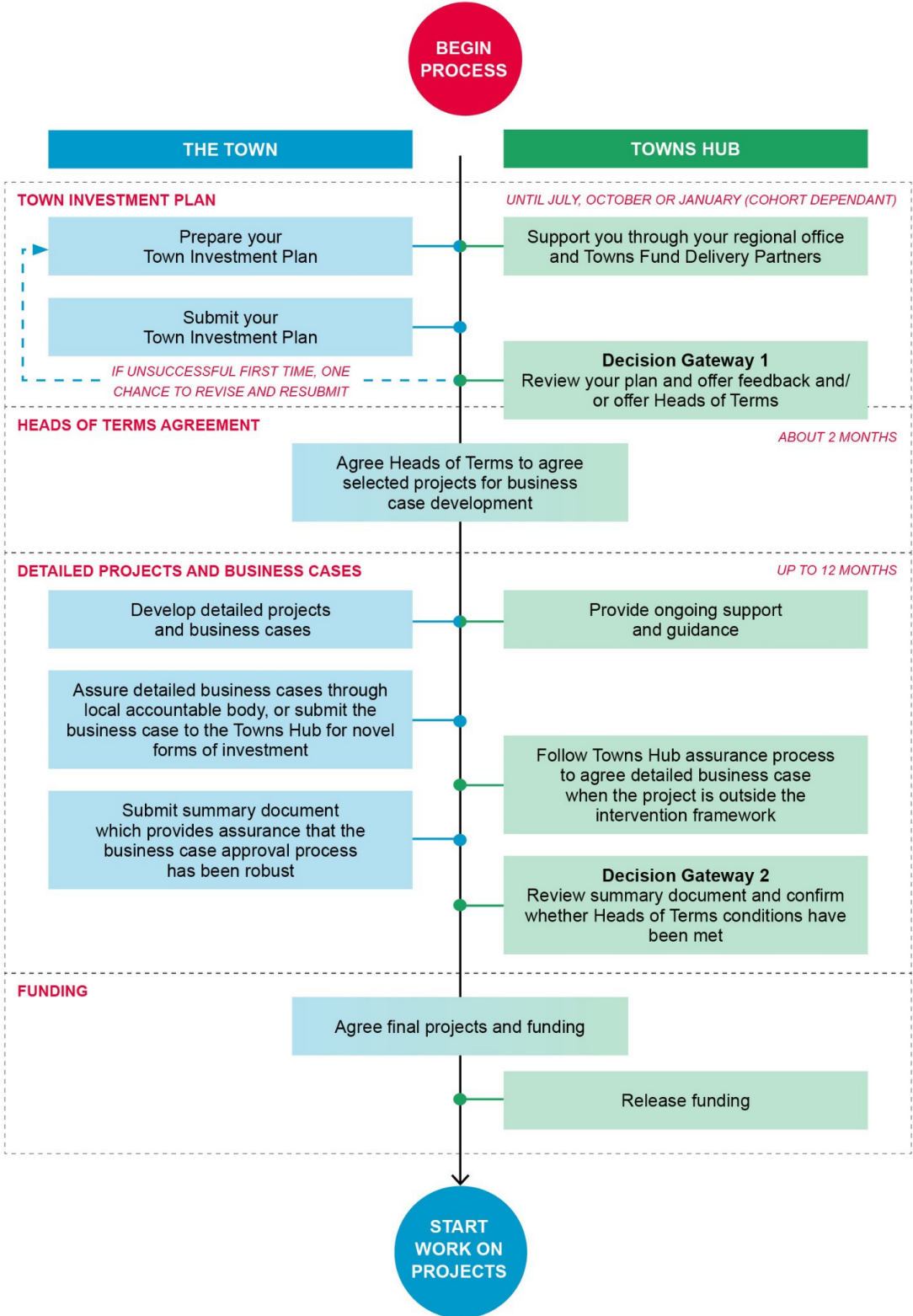
1. **Development of the Investment Plan** overseen by the Town Board. The Plan will be assessed by MHCLG and terms offered where submissions are of sufficient quality⁴;
2. **Development of project business cases**, which will allow Government to release funding for implementation.

The guidance indicates that MHCLG will accept submissions in three cohorts - **July, October and January** - at a point at which the Plan is appropriately developed. Support will be provided to the Boards through the Towns Hub to inform an assessment of readiness.

³ <https://www.gov.uk/government/publications/towns-fund-further-guidance>

⁴ Where Investment Plan submissions are not deemed to be of sufficient quality, the Town Board will be offered one further opportunity to submit.

Figure 1: Investment Plan preparation pathway



Key points outlined within the updated guidance are detailed in Table 1.

Table 1: Summary of key issues within updated guidance	
Theme	Investment Plan requirements
Intervention framework	<p>Guidance confirms that towns can develop proposals for up to £25 million from the Towns Fund (or more in exceptional circumstances), with levels of funding determined based on the quality of the proposed interventions.</p> <p>The Towns Fund is available for 6 years from 2020/21. It is expected that the Fund will focus primarily on infrastructure, with 90% expected to comprise capital funding. Some revenue funding may be made available in to support capital projects.</p> <p>Interventions should be feasible and sustainable in the long-term, build on existing strengths and assets and set out a well evidenced theory of change. The intervention framework in Annex A of the guidance includes indicative outputs, outcomes, and indicators to measure progress. Examples of outputs include:</p> <ul style="list-style-type: none"> • Local Transport - new, revived, or upgraded train and tram lines and stations; new or upgraded road infrastructure; more frequent bus services or infrastructure upgrades e.g. digital bus shelters with real time information; new or upgraded cycle or walking paths; wider cycling infrastructure such as cycle parking; • Digital Connectivity - provision of specialist digital technologies to meet the needs of specific sectors; infrastructure to support 5G or full fibre connectivity, where this is appropriate for the LA role, and with a clear outline of how proposals do not duplicate other national programmes and initiatives; • Urban regeneration, planning and land use - remediation and/or development of previously abandoned or dilapidated sites; delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites); delivery of new public spaces; • Arts, Culture and Heritage - new, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens; new, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth; • Skills Infrastructure - increase in capacity and accessibility to new or improved skills facilities; availability of new specialist equipment; increased and closer collaboration with employers; increase in the breadth of the local skills offer that responds to local skills needs; increased benefit for the public education over the long term; and • Enterprise Infrastructure - increase in the amount (and diversity) of high-quality, affordable commercial floor space; increase in the amount of shared workspace or innovation facilities; other schemes to support enterprise and business productivity and growth; and programmes of grants to local SMEs or employers in key sectors.
Investment Plan structure and aspirations	<p>Guidance sets out clear expectations for the structure of the investment plan. This is outlined below.</p> <p>The investment plan should:</p>

Table 1: Summary of key issues within updated guidance

Theme	Investment Plan requirements
	<ul style="list-style-type: none"> i. Include long-term strategic planning, and be based on sound evidence and analysis, with an understanding of the town’s context. It should also include a set of intervention proposals with a clear strategic fit, guided by evidence of ‘what works’ or by case studies of success from elsewhere. ii. Demonstrate how programme and project-level planning responds to Covid-19 impacts in the short, medium and long term, and how it supports recovery and aligns with clean growth principles. iii. Make clear the unique characteristics and assets of the town and set a path towards a realistic and sustainable future for the local economy, bearing in mind local assets. iv. Maximise the contributions from a variety of local stakeholders, demonstrating their buy-in and setting ambitions for ongoing collaboration. v. Take into account all published guidance relating to clean growth and community engagement. Each element should be related to the local context. vi. Make a case for an appropriate amount of Towns Fund investment based on need, evidencing other available funding.
<p>Alignment and linkages</p>	<p>The plan should act as a ‘wrapper’ for a wider programme of intervention, based on other public or private funding sources:</p> <ul style="list-style-type: none"> • Maximising leverage in support of local priorities - Towns Fund investment may help ‘crowd-in’ and leverage other sources of funding, leading to synergies, win-wins and multiplier effects. • Established funding sources - the Investment Plan should indicate where there is overlap with other government interventions and the potential for alignment. • Sequencing funding processes – timescales for funding should be noted in the Investment Plan alongside details of any linkages, synergies or interdependencies • Co-funding and match funding should be used where possible - there is no minimum private sector investment or match funding, but attempts to secure private investment should be evidenced
<p>Assessment criteria</p>	<p>The criteria for assessing the Investment Plan and associated evidence base is outlined in Annex C of the guidance, focused around:</p> <ul style="list-style-type: none"> • Impact – including evidence of need and the scale of opportunity; • Strategy – the strength of the vision and economic rationale, coherence of the plan based on the linkages between needs and interventions, and alignment with other initiatives; and • Partnerships – strength of collaboration with communities and stakeholders, as well as evidence of collaboration with the private sector. <p>The project approval process will take into account:</p> <ul style="list-style-type: none"> • the level of alignment with the intervention framework; • the use of evidence on what works and/or good practice; • indicative benefit cost ratio (BCR) – grounded in sound judgements about additionality; • technical quality; and

Table 1: Summary of key issues within updated guidance

Theme	Investment Plan requirements
	<ul style="list-style-type: none"> the scale of outputs and outcomes proposed and whether the full potential for match funding has been leveraged.

3. Phase 1: Developing the Investment Plan

Based on the updated guidance, the proposed structure for the Investment Plan is outlined in Table 2. The guidance indicates that the Plan should be prepared in two sections:

- Section 1** – outlining current conditions within the designated area, focusing on challenges and strengths, detailing the strategic ten-year vision for the town, and setting out a robust delivery framework underpinned by engagement;
- Section 2** – providing details of projects and a prioritisation of interventions, including likely value for money and funding arrangements.

It is envisaged that the investment plan will be prepared as a clear and relatively concise document, supported by appropriate evidence and technical reports in the form of appendices. This could include (amongst other things) market analyses, details about the governance and delivery arrangements, including membership of key groups, and letters of support.

Table 2: Town Investment Plan Structure

SECTION 1	
1. Context analysis	<ul style="list-style-type: none"> Map of agreed town boundary and other relevant context The main challenges facing the town Evidence of need, relevant to proposed projects The town’s assets and strengths Key opportunities for the town
2. Strategy	<ul style="list-style-type: none"> Town vision, and headline outcomes and/or targets for 2030 or beyond Strategy, outlining strategic planning, objectives and targets, spatial strategy, underlying evidence, analysis and rationale, and a description of priority areas for the short, medium and long term. Mapping of all strategies, partnerships, programmes and investments relevant to the vision and strategy, and how they will be aligned
3. Engagement and delivery	<ul style="list-style-type: none"> Clear evidence of buy-in from local businesses and communities, description of how they have been engaged throughout the development of the plan, and how engagement will continue Demonstration of commitments from private sector stakeholders, and ambitions for private-sector investment going forwards High-level plan of business case development and appraisal for each project including the identification of the accountable body High-level delivery plan with justification of deliverability
SECTION 2	
4. Prioritised list of projects	For each project, the Investment Plan should set out: <ul style="list-style-type: none"> Project description, rationale and alignment with intervention framework Theory of Change, projected outputs and outcomes

	<ul style="list-style-type: none"> • Estimates of project costs, timescales, spend profile, and estimated BCR • Funding secured from other sources • Community and private sector involvement and major interdependencies • Scoring as a basis for prioritisation
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As part of the first decision gateway, Town Investment Plans will be considered in two stages. The first stage will consist of a review of the TIP in its entirety (sections 1 and 2). Once standards have been met, TIPs will progress to the second stage. The Towns Hub (including officials from MHCLG and from other government departments - at both local and national levels - including individuals covering policy, finance, and management as well as specific sectors or technical areas) will then review the detail of the individual project proposals. Where standards are not met, clear feedback will be given and there will be one more opportunity to resubmit the TIP at a later date, as agreed with the Towns Hub. Where the TIP is of the required standard and contains viable projects, Heads of Terms will be offered.

Heads of terms will include:

- Allocated Towns Fund budget and financial profile
- List of projects to receive funding and recommended assurance route for business cases
- List of support agreed by other government departments [where applicable]
- Key conditions and requirements – e.g. target figures for match funding, minimum BCRs, improved VfM, confirmation of planning approval

4. Phase 2: Developing detailed projects and businesses cases

Following agreement of Heads of Terms, towns have up to a year to develop projects and comprehensive business cases and submit a summary document to MHCLG. During phase 2, work will include the development and assurance of business cases, and could comprise:

- Technical studies and assessments
- Detailed project design
- Planning actions, documents and processes
- Community and stakeholder engagement
- Discussions with potential private investors, work on funding agreements, etc.
- Public Sector Equalities Duties and Environmental Impact Assessments
- Negotiation and agreement with other bodies
- Setting in place delivery arrangements and plans with clear roles and adequate local capacity
- Developing monitoring and evaluation frameworks, KPIs etc.

For each agreed project, a fully costed business case is required which must be sufficiently detailed and robust and include delivery arrangements for each project. Following completion of the business cases, a Town Deal Summary Document must be submitted including:

- A list of agreed projects (including BCRs)
- Details of business case assurance processes followed for each project
- An update on actions taken in relation to the Heads of Terms key conditions and requirements
- A Delivery Plan (including details of the team, working arrangements and agreements with stakeholders) – guidance to be provided

- A Monitoring and Evaluation Plan – guidance to be provided
 - Confirmation of funding, financial profiles for each project, approval of planning applications
 - Letters of approval from the Town Deal Board and Lead Council
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Contents of the Guidance:

1. Introduction
2. Towns fund purpose
3. What should be in the Town Deal
4. Phase 1: Preparing the Town Investment Plan
5. Decision Gateway 1: Reviewing the Town Investment Plan
6. Phase 2: Developing detailed projects and business cases
7. Decision Gateway 2: Funding release and implementation
8. Support

Annex A: Intervention framework

Annex B: includes details of other funding programmes which align with Towns Fund objectives

Annex C: includes details on the types of evidence required in the TIP

Annex D: sets out governance guidance for Town Deal Board including roles and responsibilities

Annex E: is a summary of how to carry out a business case