

Morley Town Deal Board

Agenda

Tuesday 29 September 2020

15:30 – 17:30

MS Teams

ITEM

1. **Introductions and welcome**
 2. **Background, key processes and timescales**
 3. **Governance arrangements:**
 - a. Confirmation of Chair
 - b. Terms of Reference
 - c. Code of conduct
 - d. Ongoing Board recruitment and equality and diversity
 4. **Town Investment Plan**
 - a. Consultation and engagement
 - b. Economic baselining
 - c. Project longlisting, prioritisation and development
 - d. The 'golden thread'
 5. **Accelerated funding projects**
 6. **Future meetings and business**
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Attendees

Councillor Lisa Mulherin	<i>Executive Member, Climate Change, Transport and Sustainable Development, Leeds City Council</i>
Dawn Ginns	<i>Resident, Morley</i>
Mark Goldstone	<i>Head of Policy and Business Representation, West and North Yorkshire Chamber of Commerce</i>
Councillor Robert Finnigan	<i>Morley Town Council</i>
Steven Foster	<i>Director, Land Securities</i>
Rebecca Greenwood	<i>Policy Officer, West Yorkshire Combined Authority</i>
Mark Harding	<i>Market Manager, Morley Market</i>
Gerald Jennings	<i>Director, G.R. Jennings Properties Ltd</i>
Rachael Kennedy	<i>Morley Town Centre Manager</i>
Reverend Anthony Lee	<i>Leader, Morley Community Church</i>
Cameron Stephenson	<i>Constituency Office Manager, Office of Andrea Jenkyns MP (Sub)</i>
Adam Brannen	<i>Head of Regeneration, Leeds City Council (Sub)</i>
LCC Ward Member TBC	<i>Representative of Morley Borough Independents TBC (Interim pending LCC Member Management Committee)</i>
LCC Ward Member TBC	<i>Representative of Labour Group TBC (Interim pending LCC Member Management Committee)</i>

Apologies

Martin Farrington	<i>Director of City Development, Leeds City Council</i>
Andrea Jenkyns	<i>Member of Parliament, Morley and Outwood</i>

In Attendance

Lorraine Coates	<i>Area Lead, Leeds City Region, Cities and Local Growth Unit, BEIS/MHCLG</i>
Jessica Ashton	<i>Senior Regeneration Officer, Leeds City Council</i>
Christopher Brown	<i>Career Grade Officer, Leeds City Council</i>
Samuel Lewis	<i>Principal Regeneration Officer, Leeds City Council</i>
Claire Simms	<i>Regeneration Support Officer, Leeds City Council (Minutes)</i>

1. Introductions and welcome

- 1.1. Cllr Mulherin's welcome
- 1.2. All Board members to introduce themselves

2. Background, key processes and timescales

- 2.1. Presentation from Leeds City Council officers providing contextual background on the Towns Fund and defining key processes and timescales for the development and submission of the Morley Town Investment Plan

3. Governance arrangements

- 3.1. The following provides an overview of the governance arrangements for the Morley Town Deal Board including the role of the Board in relation to the broader decision making processes of the Council as accountable body for any funding secured. This seeks agreement from the newly formed Morley Town Deal Board of the Terms of Reference and Code of Conduct, as well as the confirmation of the Board Chairperson. It also sets out a number of key matters for the Board, including future recruitment and equalities considerations

Chairperson

- 3.2. The Towns Fund guidance from MHCLG sets out a clear requirement that the lead Chair of the Town Deal Board should be from the private sector
- 3.3. Alongside the Secretary of State for Housing, Communities and Local Government, the Council's Chief Executive, and the Leader of the Council, the Chair of the Town Deal Board will be a signatory to the Town Deal with government
- 3.4. The Chair has a key role in leading the Board to achieve its objectives, maintaining an overview of the activities undertaken to produce the Town Investment Plan and of other activities progressed under the Towns Fund programme (such as the accelerated funding projects, which are set out later in this report). The Chair will be a prominent voice for the activities of the Board and for the Town Investment Plan and may lead some aspects of stakeholder engagement on behalf of the partnership
- 3.5. The Chair will ensure that decisions made by the Board are in accordance with good governance principles and with the Terms of Reference as agreed by the Board
- 3.6. In recognition of the role that the Local Authority plays as lead body for the development of the Town Investment Plan, accountable body for any funds granted and delivery body, the Co-Chair role will be undertaken by the Council's Executive Member for Climate Change,

Transport and Sustainable Development in line with the responsibilities of that portfolio

Terms of Reference

- 3.7. Draft Terms of Reference have been circulated as part of the Membership Pack and are attached at Appendix 4. These Terms reflect the Government guidance as well as the Council's governance arrangements and processes. The Terms define the role of the Morley Town Deal Board, key processes, meeting and reporting arrangements
- 3.8. The Morley Town Deal Board is an Outside Body to the Council and will act as an advisory body for the Council's Executive Board. The Town Deal Board will guide the development of the Town Investment Plan including the setting of a vision, key areas of focus, and the selection of projects and interventions. These processes will be undertaken in line with a framework to be set out by the Council's Morley Town Deal officer project team, including a methodology for the prioritisation of projects that will enable factors such as economic impact, value for money and strategic alignment to be taken into consideration. The Executive Board will give approval for submission of the drafted Town Investment Plan, unless a delegation is required and sought in advance and with the agreement of the Town Deal Board to enable submission timescales to be met
- 3.9. It should be noted that the term of membership has been proposed as one year, however given that any long term role for the Board will be determined by the success of the Town Investment Plan bid, it is stated that the Board should agree appropriate length of tenure and ongoing approval processes at a future date
- 3.10. The government guidance is also clear on the requirement for a Code of Conduct which follows the Seven Principles of Public Life (the Nolan Principles). These are set out in the Morley Town Deal Board Code of Conduct:
- Selflessness
 - Honesty and Integrity
 - Objectivity
 - Accountability
 - Openness
 - Leadership
- 3.11 The Code of Conduct provides details of the expectations of members with respect to these principles, and advises that allegations of a failure to comply with this code, however made or received, will be considered in accordance with a procedure to be agreed
- 3.12 The Code of Conduct also provides guidance relating to disclosable interests. Completed Declaration of Interest Forms must be provided by all members as a precedent to confirmation of membership. In line with the transparency obligations and reflecting the Government's focus on good governance, the Register of Interests will be published on the Leeds City Council website
- 3.13 The Board has been formed through direct appointment, by nomination and through open recruitment. Through these processes the Council has sought to promote inclusivity

to ensure that a wide and representative range of people, communities and voices are heard. It is important that this new partnership reflects the local community and drawing on a wide range of perspectives enables the development of more innovative and better quality plans and proposals

- 3.14 Open recruitment was promoted through the Council's equalities networks, as well as through wider stakeholder groups and through the Town Council and 'Shadow Board'. A selection panel was convened to assess and confirm recruitments to the Board and was asked to consider the breadth and diversity of the Board's membership

Ongoing Board recruitment and equality, diversity, cohesion and integration considerations

- 3.15 Ongoing recruitment to the Board may be required to ensure that the membership appropriately reflects equalities characteristics and reflects the population of the town

Governance Recommendations and Actions

- 3.16 **The Board is asked to:**
- 3.17 **Consider and agree a Chair from among the private sector members. Gerald Jennings has expressed an interest in undertaking this role**
- 3.18 **Agree the Terms of Reference, providing any additional comments**
- 3.19 **Confirm an approach to the length of membership of the Board and an approval process for new members. The draft Terms of Reference state:**

The term of membership will initially be for [1] year, though the Board will review and agree appropriate length of tenure in relation to the Town Deal bidding and approval process once this becomes clearer.

It is recommended that this is considered and agreed at a meeting following agreement with Government on Heads of Terms for the Town Investment Plan when greater clarity can be provided on the future role of the Board

- 3.20 **Confirm to officers an approach to considering and managing breaches of the Code of Conduct. It is recommended that any concerns are raised to the lead officer and are managed through consultation with the Chair and with the Council's democratic services team. Where action is required this will be at the discretion of the Chair, who will bring a vote to the Board**
- 3.21 **Consider ongoing recruitment to the Board and to support Council officers to undertake a further recruitment round on the following basis:**

- **Places on the Board will be promoted again through equalities networks and stakeholder groups**
- **In line with the recommendation on terms of membership, the Board's membership will be reviewed following agreement of Heads of Terms with MHCLG on the Town Investment Plan. This review will be undertaken by the Board and will reflect two key considerations:**
 - **The representative breadth of the Board's membership with regard to the Town's population and equalities characteristics**
 - **The projects to be funded through the Town Investment Plan and any additional representation required to support the development and delivery of these projects**

4 Morley Town Investment Plan

- 4.1 The Morley Town Investment Plan (TIP) will act as a strategic document that sets out an economic vision for the Town, including key areas of challenge and opportunity. The Morley TIP will form the bid document for Morley's submission to the Town's Fund and will set out a number of projects and interventions in the town, along with 'asks' of government and 'offers' around the alignment of local services and the development of local projects. It will set out the Town's vision and business case for capital funding of up to £25m from the Towns Fund.
- 4.2 The TIP will be developed and submitted by Leeds City Council as the lead and accountable body for the Town Deal. The TIP will reflect local economic need and opportunity and should form a long term and sustainable strategy for economic growth in Morley. It will also reflect local ambitions and priorities and will be informed through engagement with the local community and key stakeholder groups including the Town Deal Board itself.
- 4.3 MHCLG has granted initial revenue funds to all Local Authorities in whose administrative boundary the towns that have been nominated to submit TIPs sit, for the purposes of enabling and supporting the development of those plans. For Morley this sum was £162,000 and this has been drawn upon in advance of the formation of the Board to commission external advisors on (a) Consultation & Engagement and (b) Economic Baseline, through competitive tendering through YORtender (as Open Procedure Low Impact Procurements Under £100k). Due to the pressing timescales attached to submitting the TIP an urgent start has been made to the work under these commissions prior to the first formal meeting of the Board. Further details on each are set out below.

Consultation and Engagement

- 4.4 In September 2020, a partnership of Locality and Commonplace was commissioned to undertake a community engagement exercise focused on obtaining the views of residents and other stakeholders (business community, VCFSE sector etc.) to inform the development of the Town

Investment Plan. A draft report of the initial consultation findings will be presented at the next Town Deal Board Meeting on 12 October 2020

Community Engagement Processes

- 4.5 Between September and December 2020 the following methodology will be used to support the community engagement exercise:
- 4.6 The online digital engagement platform Commonplace (<https://morleytownsfundengagementmap.commonplace.is/>) will be used in Phase 1 to allow local people to provide their initial thoughts and ideas. Participants will be able to comment on an interactive map of the town, identifying and making comments on areas of Morley which are important to them. They will be asked to comment on the town's strengths, weaknesses and priorities for investment. The date for the launch of this engagement exercise was the 18th September.
- 4.7 A second commonplace site will be used in Phase 2 to present individual project ideas (in a condensed form) under an agreed number of themes. Local people will be able to comment on the proposals and ideas generated by Phase 1 and grouped into a number of specific themes that the Town Deal Board will define. All responses and comments will be read and used to refine and structure the Town Investment Plan
- 4.8 Analysis will also be undertaken of public posts on the Morley page of the MyTown website, set up by MHCLG to enable the public to post their thoughts about Morley and their priorities for improvement
- 4.9 Stakeholder interviews will be used to target those in key representative roles or with an in-depth understanding of the town. This will include local politicians, voluntary, community, faith and social enterprise leaders, and key members of the business community, and others in positions of leadership. These will begin in mid-September and will continue over the duration of the project
- 4.10 Resident interviews will be used to engage with communities and individuals that are unlikely to be reached by traditional or mainstream outreach, including young people, older people, and those who are economically disadvantaged or considered vulnerable. The aim is to begin these interviews at the beginning of October and to continue them over the duration of the project
- 4.11 A Morley Town Board Visioning Exercise will be facilitated in the form of an online workshop with the members of Morley Town Deal board. This will be an opportunity to receive feedback on the initial stages of the engagement process, and for the board to develop initial project proposals, which will then be subject to further consultation. This could also be an opportunity to agree some initial themes (e.g. Economy and Enterprise, Communities and Health) which individual project proposals could be presented under. This will likely take place in October, potentially within the planned Board meeting on 12 October

Next Steps

- 4.12 Locality will first carry out the community engagement exercise. This will help to identify the wider perceptions and understanding of the strengths, weaknesses and priorities for investment. The information will support the development of the TIP as well as providing evidence of community support for the project proposals contained within it. Locality will present a draft of this report at the Town Deal Board meeting on 12 October 2020 with a report due to be finalised early in November 2020

Consultation & Engagement Recommendations and Actions

- 4.13 **The Board is asked to:**
- 4.14 **Share and amplify the commonplace platform through networks and social media, a link for which is in this document and will be shared by email following the meeting**
- 4.15 **Engage with the commonplace platform, providing views and comments**
- 4.16 **Review the stakeholder interview list and propose key stakeholders to be added to this schedule. This will be shared following the meeting and in line with General Data Protection Regulations**
- 4.17 **Support the development of further stakeholder and network mapping – through which key groups, bodies, memberships and relationships of the Board will be identified. This exercise will be undertaken through email exchange following the Board meeting**
- 4.18 **Participate in stakeholder interviews where relevant. Locality are undertaking these interviews and will be in touch directly with Board members**
- 4.19 **Discuss how the Board can further engage with the community and raise local awareness of the opportunity presented through the Towns Fund process**

Economic Baselineing

- 4.20 During July and August 2020 a procurement exercise was undertaken to appoint a multidisciplinary agency to carry out economic baselining of Morley to help inform interventions for the Town Investment Plan. Following this procurement exercise Mott MacDonald have been appointed to carry out this work. A draft of the initial Economic Baselineing Report will be presented at the next Town Deal Board Meeting on 12 October 2020
- 4.21 Mott MacDonald will first carry out a baseline analysis to assess the current economic performance and socio-economic conditions in Morley. It will set out the key economic characteristics, strengths, weaknesses, opportunities and key challenges faced for Morley. It will also provide an early assessment of how resilient the economy is likely to be to the COVID-19 pandemic and economic impacts of this crisis, how the economy may be influenced by other policy changes (at the local, regional, national and international levels) and other external factors and trends. Mott MacDonald will present a draft of this report at

the Town Deal Board meeting on 12 October 2020 with a report due to be finalised the week commencing 9 November 2020

- 4.22 This work is critical in providing an evidence base that can guide the focus of the Town Investment Plan, demonstrating a robust case to government of the underlying economic conditions and the potential impacts of selected projects and interventions in the town. The baselining exercise will also contribute to defining a broader narrative, outlining the town's current performance within a broader economic context
- 4.23 This baselining exercise can support ongoing evaluation and monitoring of impact, enabling the bid team to demonstrate the impact of proposed investment through the TIP on key indicators. Appendix 2 shows the key datasets and areas of analysis that will form this baselining exercise
- 4.24 Mott MacDonald will also work with the commissioned communications and engagement consultant, Locality, to support the visioning exercise for Morley in conjunction with the Town Deal Board. It will be critical to achieve an integrated TIP that not only reflects local ambitions and ideas, but is driven by a clear economic evidence base that demonstrates how project proposals address identified challenges and opportunities
- 4.25 The key reports that will be produced by Mott MacDonald are the Economic Baselining Report and an Options Prioritisation Report. These will then be included as appendices of the final Morley Town Investment Plan, to demonstrate the evidence driven approach to options assessment and selection.
- 4.26 Once the Town Investment Plan has been submitted and if the Council is successful in entering into Heads of Terms with MHCLG for Morley, then Mott MacDonald may be further utilised for detailed project development under the existing commission, enabling draw down of specific technical skillsets and expertise to support the development of projects within the Town Investment Plan

Economic Baselining Recommendations and Actions

- 4.27 **The early analysis from the economic baselining work will be presented to the Morley Town Deal Board in October. In the interim, Board members are asked to:**
- **Consider and discuss key areas of socio-economic opportunity and challenge in Morley in preparation for the future presentation and vision setting session**
 - **Comment on the approach and methodology and provide recommendations to officers for areas of focus and analysis beyond those set out in Appendix 2**

Project longlisting and prioritisation

- 4.28 The identification of key projects and interventions that can be undertaken in Morley in order to realise the town's vision for regeneration will form a core activity over the period of developing the Town Investment Plan
- 4.29 The Towns Fund is a capital programme and therefore the majority of funding requested through the TIP should reflect this. Given wider pressures on local finances there is a narrow scope for projects that require upfront or ongoing revenue funding from the Local Authority or public sector, unless these are attached to limited-risk investment projects that may be capable of generating financial returns that can cover ongoing costs. Where projects are identified that may contribute to realising the overall vision for the town and provide a compelling case for investment, but that require revenue support, it will be necessary to identify sustainable and revenue neutral/minimising models of delivery
- 4.30 Government are also seeking bids that are able to leverage wider investment in the Town. This may be in the form of additional government or national funding sources, local investment or private business or institutional investment
- 4.31 Projects will be identified and proposed through a number of sources, including the Town Deal Board, the Commonplace platform, the Government's MyTown website, stakeholder interviews and public engagement, and through Council services and partner plans and strategies
- 4.32 Leeds City Council are currently in the process of drawing up a long list of potential interventions in Morley on the basis of input already received through the 'Shadow' Town Deal Board and engagement with key partners and Council services. Mott MacDonald will then work with the Town Deal Board to carry out a project prioritisation process, which will help to inform the interventions that will go into the Morley Town Investment Plan
- 4.33 An initial methodology for this prioritisation process is included at Appendix 2. This process will be developed further and the Town Deal Board will take a key role in prioritising projects in line with the Town's vision once set
- 4.34 Projects may fall under a number of areas, as set out in the government's Towns Fund guidance, including: transport and digital connectivity; urban regeneration, planning and land use; arts, culture and heritage; skills infrastructure; and enterprise infrastructure. A schedule of the Towns Fund Intervention Framework is included at Appendix 3

Project Long Listing Recommendations and Actions

- 4.35 **To recommend to officers projects for consideration within project longlisting, in advance of more detailed work which will take place through the Board at a future meeting utilising the prioritisation approach developed by Mott MacDonald**

The 'Golden Thread'

- 4.36 It will be necessary to establish a 'golden thread' which draws a clear line between projects in the Town Investment Plan, the achievement of desired outputs and outcomes, and the realisation of the overall Town vision. This thread should run through the projects for which funding is sought, the alignment of wider services and plans, the ongoing leadership of the Board, and delivery models developed to achieve TIP projects
- 4.37 MHCLG are encouraging towns to consider the 'Theory of Change', outlined in HMG Majenta Book, which provides a methodology for demonstrating and understanding the impact and value of an intervention. The theory sets interventions in the context of a 'causal chain of events that are expected to bring about (a desired) change'
- 4.38 In helping to establish a vision for the TIP, the Board will be asked to consider key thematic areas for intervention, and a 'golden thread' that can create a compelling and coherent case for investment. The final suite of projects should generate opportunities for multiplier benefits, with alignment between areas of intervention under an overall strategic ambition

5 Accelerated Funding

- 5.1 On 1 July 2020 Leeds City Council received a letter from MCHLG offering a grant of £750,000 to fund capital projects in Morley that could be delivered and fully spent this financial year. Funding is being allocated according to population size from the 2011 Census, using the Office for National Statistics' categorisation of small, medium and large towns. This grant must be used to support capital spend within the intervention framework as set out in the Towns Fund Further Guidance (Appendix 3)
- 5.2 Leeds City Council were given a deadline of 14 August 2020 to respond to this opportunity. The Town Deal Board project team worked with departments across the Council to identify suitable projects that could be delivered within these tight timescales. Engagement with the Shadow Town Deal Board enabled a final list of projects to be submitted to MCHLG on 14 August 2020
- 5.3 The interventions identified for funding were as follows:
 - 5.4 Two public realm improvement schemes have been identified which will help to enable businesses to operate in a socially distanced manner while creating uplift to the street scene. These are:
 - 5.4.1 Extending the partially pedestrianised zone on Queen Street by closing it to through traffic in the evenings to facilitate and encourage bars, cafes and restaurants to use the public realm both in the day time and in the evenings
 - 5.4.2 At Morley Bottoms to permanently close a section of highway to traffic and repurpose the road to create a public plaza with street furniture, planting and new paving to support commercial businesses to operate safely, and to enhance the environment to benefit longer term economic recovery and growth. The proposal also facilitates the provision of pedestrian crossing at busy road junctions and helps animate and enhance a key route from the train station to the high street

- 5.4.3 Included in these proposals are a range of street scene improvements including uplift to street furniture, tree planting and greenery
- 5.5 Improvements to be made to two Morley parks:
 - 5.5.1 Scatcherd Park - New paths, ramps, fencing, walls, bollards, handrail, signage, replanting of beds, tree planting and a new flagged area
 - 5.5.2 Lewisham Park – Upgraded park infrastructure including a new toddler play area
- 5.6 Public art and ‘place animation’ to be commissioned, which will interact with the pedestrianisation and parks schemes set out above. Locations will be determined working alongside the Morley Arts Festival. Artists commissioned will then be encouraged to work with stakeholders and residents to produce public art that is meaningful to Morley and which can create a Morley art trail. It is anticipated that the public art project will also play a positive role in building profile and engagement for the wider Town Deal
- 5.7 Further plans for these interventions are in development and will be shared with the Morley Town Deal Board when available

Next Steps

- 5.8 The Council has not yet received confirmation that this bid has been successful, however there is every expectation that this is imminent. Initial work is progressing at pace to design the project interventions to enable early engagement with stakeholders once there is certainty of the funding
- 5.9 An officer project team has been formed to further design the accelerated funding projects and to ensure that they will be delivered within the required timescales. The project team will include project leads from the relevant Council services and retain internal accountabilities in accordance with the Council’s governance requirements. The Morley Town Deal Board will be kept up-to-date with progress of this work and to help steer its design and delivery as a core agenda item for future meeting
- 5.10 In instances of major project changes or exceptions, the Morley Town Deal Board may be consulted alongside the Executive Member for Climate Change, Transport and Sustainable Development

Accelerated Funding Recommendations and Actions

- 5.11 **The Board is asked to comment on the accelerated funding projects outlined above and, within scope of the proposal to government, recommend further considerations for the project team**

6 Future Meetings and Business

6.1 The following meeting dates have been set for the Morley Town Deal Board. These meetings will continue to be held virtually unless national and local government guidance changes

September 29	15:30 – 17:30
October 12	14:00 – 16:00
November 17	16:00 – 18:00
December 7	10:00 – 12:00

6.2 Additional meetings may be arranged within this period to address particular focus areas, and meetings for 2021 will be scheduled

6.3 In line with the Council's values and the Towns Fund guidance, agendas, papers and minutes will be published publicly. The web platform for this publication is yet to be confirmed, and as a result the papers of this meeting will be published after the meeting has been held. In future papers will be published in advance of meetings being held. These papers will be shared in advance with any parties wishing to view them in the absence of a web presence