



Shipley Town Fund Board Meeting

4th November 2020

17:00-19:00

Agenda

- 1 Apologies / Minutes / Actions
- 2 Consultants
- 3 SWOT & Vision
- 4 Lessons Learned from Cohort 1
- 5 Consultation and Engagement – Stakeholder Mapping
- 6 Project Identification – Proforma
- 7 Project Prioritisation – developing a prioritisation matrix
- 8 Homework
- 9 AOB

Apologies / Minutes / Actions



Consultants



Sharing our Approach & Experience from Warrington Town Investment Plan

- November 2020



Content

- Background/Atkins role
- Our Approach
- Warrington shortlisted projects
- Client feedback
- How our Experience will Benefit Shipley and Keighley

Background/Atkins Role

- Assistance with development of governance arrangements including Town Board
- Identification and set up of thematic workstreams
- Facilitation of thematic workshops
- Stakeholder participation and engagement with MHCLG/ARUP
- Development of evidence-base for Town Investment Plan (TIP)
- Project prioritisation and appraisal
- Development of the TIP (Sections 1 and 2)



Our Approach

- Defined the programme, objective and communications plan with identified risks and controls.
- Worked with thematic groups to identify a long list of projects and develop projects
- Analysed the evidence and aligned it with MHCLG criteria guidance for Towns Fund
- Applied the 'Theory of Change' to each project
- Developed the TIP and shared early drafts with the Board, MHCLG and Arup
- Revisited the selected projects after the first lockdown
- Worked in collaboration with the client team
- COVID-19 and Clean Growth commitment



Warrington Shortlisted Projects

A health and social care academy – which will offer opportunities to build a social care workforce in Warrington fit for the future.

A health and wellbeing hub in the town centre – which will help reduce health deprivation and improve quality of life, as well as increasing accessibility to healthcare and wellbeing services

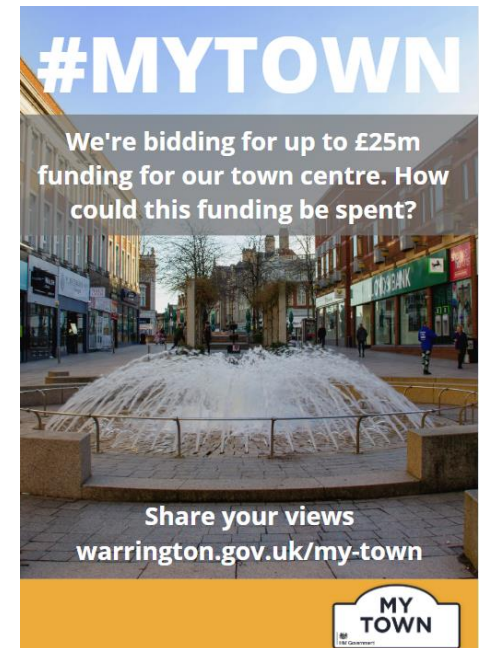
An advanced construction training centre – which will develop sustainable building skills and provide an opportunity to reskill people in sectors that have declined during the COVID-19 pandemic.

A new bus depot – which will provide the stimulus for the land on which to deliver sustainable housing.

A comprehensive active travel programme – putting in place the right infrastructure to encourage more walking and cycling throughout the town centre

A digital enterprise hub – which would be aimed at supporting all aspects of digital and disruptive technologies.

A remastered cultural hub at the Pyramid – which will nurture the arts professionals of the future, providing a modern and flexible creative space to collaborate, produce, present and perform



Client feedback

- The Warrington TIP submission was successful and has resulted in an award of £22.3m funding from MHCLG .
- *Atkins Feedback received from Warrington borough council*
- Steven Broomhead, CEO Warrington Borough Council “Our productive partnership with Atkins and their clear strategic advice was a main reason we have been successful”
- Stephen Fitzsimmons, Project Manager Warrington Borough Council “Covid seriously affected the process so the ability to respond and adjust was appreciated. The willingness of the team to meet regularly and early was impressive, as was the intensity ahead of submission. We needed discipline, energy, creativity and commitment”

How our Experience will Benefit Shipley

- Early engagement with MHCLG and Arup is key - Throughout the process of drafting the TIP, quality checks were carried out within Atkins, and with Arup and MHCLG which was extremely beneficial
- Sharing draft versions of the TIP with the Board and client team will ensure everyone is on board and totally engaged in the process
- 2 weekly communications to all stakeholders will ensure buy in - Consistent engagement with local stakeholders also allowed Atkins to capitalise on their lines of communication to connect with communities and ensure proposed projects were 'community-led' as per MHCLG guidance
- Clearly defined responsibility and accountability from all sides is key to the success of the TIP and will assist in obtaining quicker approvals
- The building of an effective working relationship with the Town Board and stakeholder groups was critical to the TIP development, and ultimate buy-in and delivery.

Thank you for
listening

SWOT & Vision

Strengths

- Saltaire World Heritage Site
- Salts Mill - Tourism attraction, Functional heritage
- Businesses – high-tech/ boutique and smaller scale retailers
- Shipley College and Business centre of excellence
- Digital sector strengths
- Strong sense of place
- Skilled workforce
- Independent retail offer in Saltaire
- Proximity/ access to Leeds and Bradford labour markets
- Artistic and creative community
- Strong Manufacturing base and High value businesses
- Good Electrified Rail links/ Bus hub
- Strong stable communities, volunteers culture, engaged residents
- Popular residential area, Good quality housing stock Rising residential Property Values
- Good schools
- Countryside setting, Canal Waterfront, River Aire, Green spaces

Weaknesses

- Retail is struggling. Poor market offer. Too many charity shops
- Not capturing local spend. Going to Leeds/Bradford
- Lack of available land, development space for business growth
- Shipley Station disconnect with town centre
- Place marketing. External image of Shipley
- A divided town – east/west split disparity in property values and concentration of single person flats/accommodation in East.
- Physical disconnect as a result of very busy Highway network.
- Lack of expansion space for Shipley College in Saltaire
- Businesses are hidden
- Congestion on key routes through the town due to high volume of through traffic
- Lack of activity for young people

Opportunities

- Shipley Market Place - refocus and repurpose. Review of Market offer and improvements through Streets for People
- HMRC offices redevelopment
- Business Development Zone
- Extend independent retail and hospitality offer from Saltaire into Shipley Town centre
- Capitalise on Hockney brand based on Salts Mill collection of original art works
- Shipley station investment - key economic driver for the town
- Improve connection between town centre and key assets such as Shipley Station and Canal waterfront
- Canal waterfront development
- Residential offer linked to rail station, waterfront development
- Improving education/FE links with local businesses
- Shipley as a '15 minute' neighbourhood
- Town Council provides additional local Focus
- Shipley-Bradford transport connectivity improvements
- Grow tourism offer - new hotel and visitor accommodation

Threats

- Loss of businesses and jobs due to lack of development space and land
- Move to online retailing
- Social Inclusion
- Ageing population
- Climate Change - Flood risk

Lessons Learned from Cohort 1

Strategic vision

- Is key; must run through the TIP + interlink the sections and projects
- Tell the town's story and how the Board has engaged stakeholders to develop the vision and strategy
- TIP should evidence the Town's needs; how it addresses these needs + capitalises on opportunities.
- Show you have considered the impacts of Covid / where plans might have adapted as a result.

Align with intervention framework

- Clearly align projects to the intervention framework.
- Need to demonstrate confidence / compliance on the deliverability of the projects within the timeframe set out in the further guidance.

Engagement

- Show how engagement influenced the proposals –vision and strategy and projects
- Include an ongoing engagement plan – to build on and galvanise interest and local ownership
- Demonstrate efforts to reach all community groups; hard to reach groups + digitally excluded
- Demonstrate how a cross section of businesses have been engaged – both directly and through representative organisations.

Programme + Delivery Costs

- Programme delivery costs should be costed into the capital projects - predominantly capital fund. Revenue costs can be included in the wider proposal for a capital project.
- Fully revenue projects may not align with the intervention framework and will be the exception.
- Outline outputs/outcomes + make it easy to identify appropriate costs – cost is a key assessment criteria.

Consultation and Engagement



- Builds relationships between you and your community and other stakeholders and organisations



- Creates ideas and projects that focus on your Towns Fund outcomes, developing long-term support for your town



- Enables community participation and involvement in your town visions and projects that gives people a sense of ownership and pride.

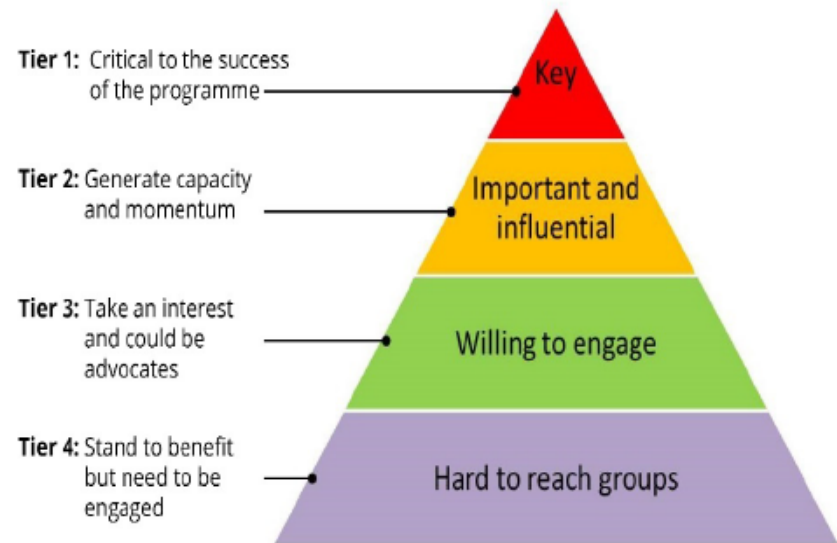
Consultation and Engagement

Identifying interested stakeholders

- Important to identify who may have an interest or be affected by your town vision and TIP and why
- Understand how they can support and help you develop and deliver your plan.

Tools to assist with this process

- Stakeholder Mapping
- Stakeholder Audits



Project Identification – Pro-forma

- Other Towns have issued a Pro-forma for project ideas
- Benefits of a Pro-forma – helps to ensure:
 - Consistency in terms of information provided;
 - Alignment to Strategic Objectives / Priorities of the Town
 - Alignment with the Intervention Framework criteria
- Helps to identify who will be affected / impacted by the project for consultation and engagement
- Provides an indication of project cost

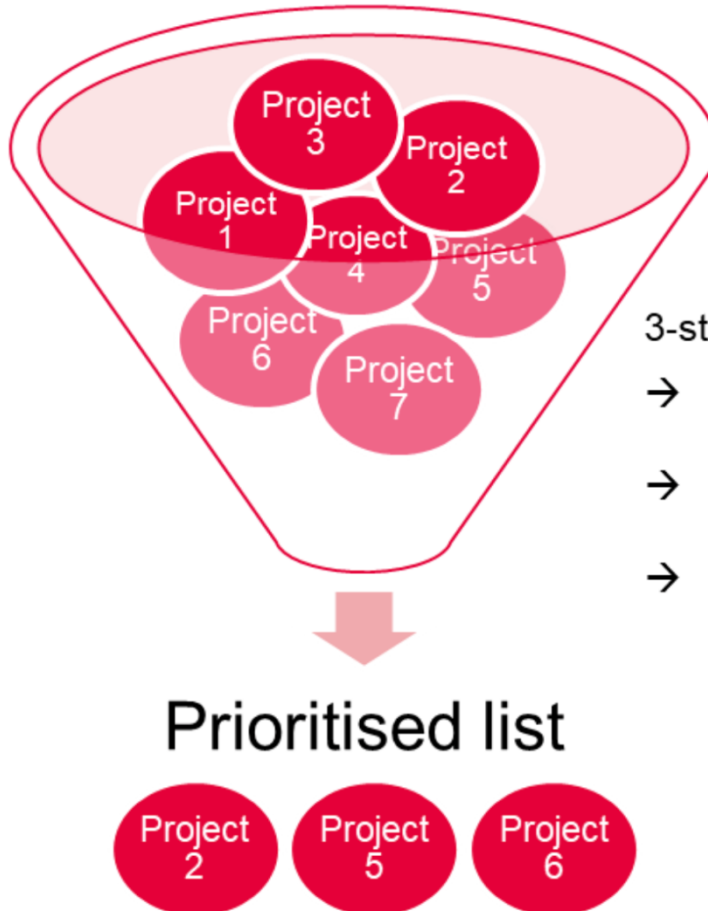
Project Prioritisation



• BUILD UP THE LOGIC



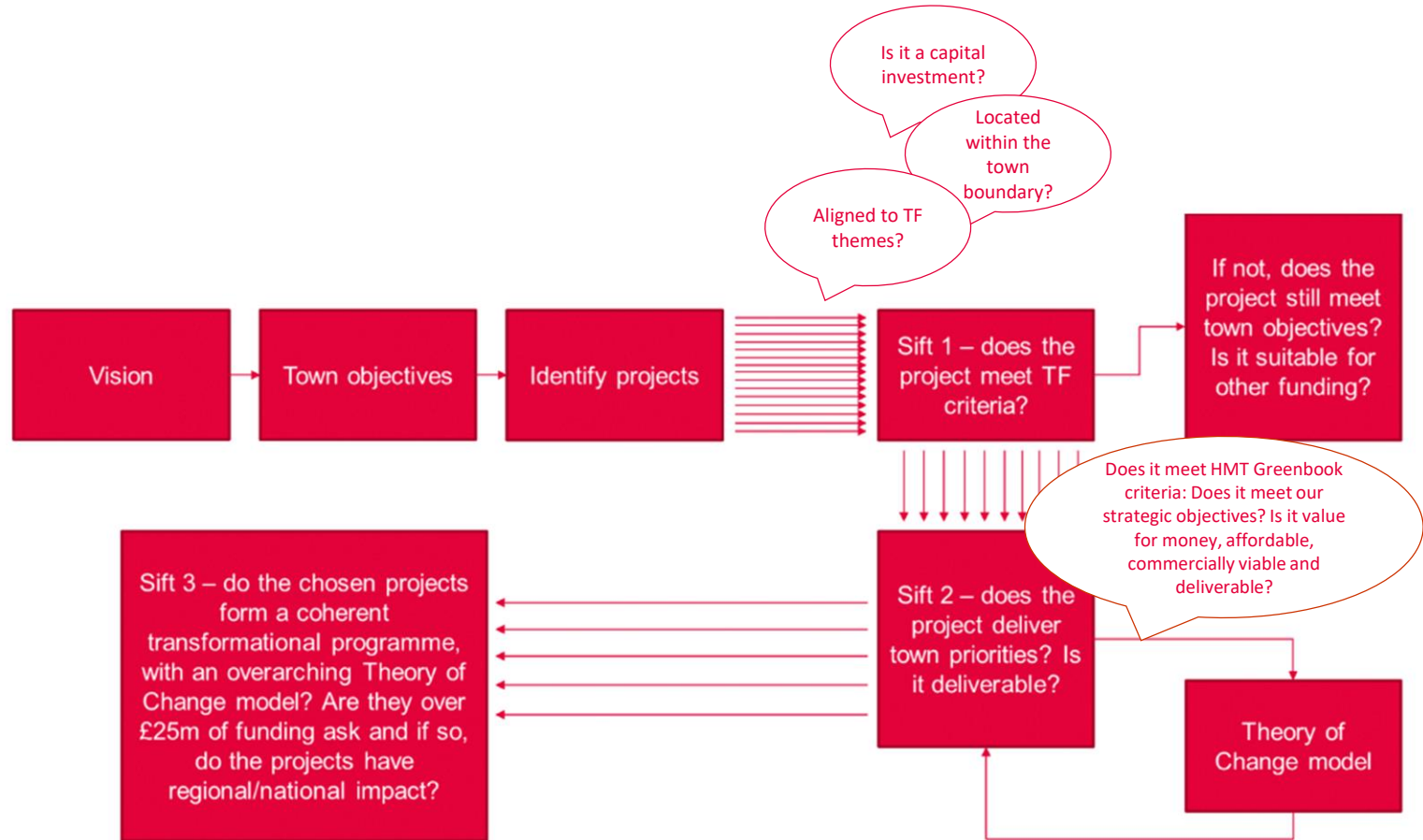
- The Sifting Process



3-stage process


- Initial filtering based on pass / fail criteria
- Assessment and scoring based on town specific criteria
- Check that projects form a coherent investment programme

•From Long-list to Short-list




•Prioritisation tool & blogs


		SCORING CRITERIA >>				TOWNS SPECIFIC CRITERIA		HMT GREEN BOOK APPRAISAL CRITERIA					
PROJECTS	DESCRIPTION	SCORING RATIONALE / COMMENTS	OVERALL SCORE	Celebrate and support the town's textile industry heritage	Improve biodiversity and reduce the town's carbon footprint	Create good jobs for local residents	Score	Value for Money (likelihood to deliver social value in terms of costs, benefits and risks)	Affordability (financing and affordability given existing budgets)	Achievability (deliverability given organisational capability and skills)	Commercial viability and feasibility of procurement	Stakeholder support	Score
Broadband project	Improve broadband in the town centre	Project expected to act as a catalyst for regeneration, having an strong positive impact on the local economy. Assessment based on preliminary analysis by council.	57%	2	1	5	53%	5	5	3	1	1	60%
Station Improvement	Station renovation, new retail and commercial space		73%	1	4	5	67%	5	2	3	5	5	80%
Cycle lanes	Improve cycle provision in the town centre		73%	1	5	1	47%	5	5	5	5	5	100%
Town centre craft and textile museum	Construction of a town centre to celebrate the textile heritage of the town		69%	5	1	5	73%						
Fashion start-up enterprise centre	Space for fashion / textile business start ups: Studio, factory, and desk space		87%	5	1	5	73%						
Knitting injury health clinic	Speciality clinic to treat knitting-related injuries		55%	4	1	3	59%						



Project Prioritisation: From long list to short list
21 Aug 2020



Project Prioritisation 101
19 Aug 2020



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Topics & Services

Project Prioritisation Tool

NB: This is an updated version of the previously provided tool

This Project Prioritisation Tool aims to help towns ensure that the projects put forward for further appraisal fit the Town's objectives and MHCLG's requirements.

The tool will help you to prioritise a long list of projects, taking you through two stages of assessment to score the projects against a set of town specific criteria, and Green Book appraisal criteria.

The recent blog posts [Project Prioritisation 101](#) and [From long list to short list](#) provide some guidance on how to use this tool, but please do read the 'Overview READ ME' tab of the Excel prior to using the tool, as this provides a thorough explanation as to how the tool works.

If you have any issues accessing or using the tool, please contact your town coordinator.

Download Tool

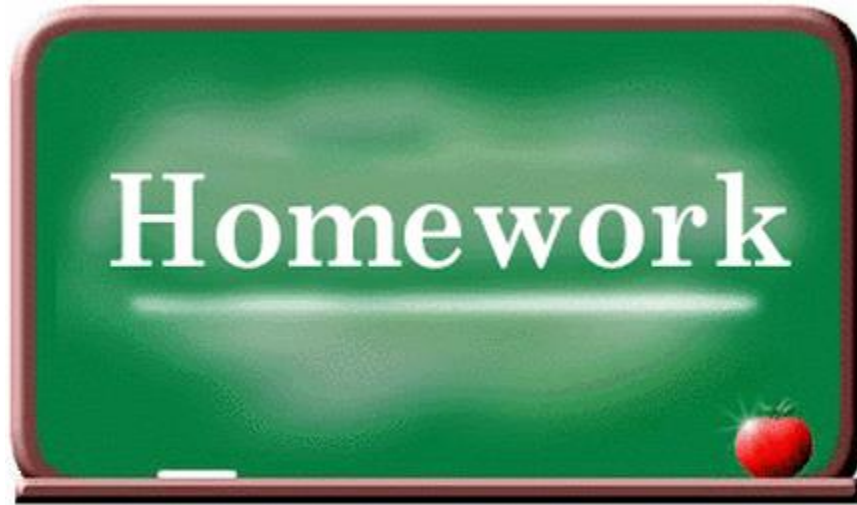
• <https://townsfund.org.uk/resources-collection/vy7hwk33nosq378ev62bcnp6c hfzrk-smtx9>

•Top Tips for successful prioritisation

•Top tips

- First set vision and objectives and identify potential projects
- Projects should be chosen following a rigorous process – follow a clear and structured approach
- Agree your criteria for assessment – both on strategic objectives for the town and project deliverability
- Show evidence of project prioritisation in the TIP
- Don't “back solve” to select a specific project
- Involve key stakeholders
- Agree criteria and rating system and ensure it's understood
- Keep it as simple as possible
- Present 1-page project summaries for the second sift to aid stakeholders in assessing projects
- Do sifting in small groups or individually so all views can be heard

Homework



AOB



Date of Next Meeting

- Wednesday 2 December; 17:00 – 18:30
- Wednesday 6 January; 17:00 – 18:30
- Wednesday 27 January; 17:00 – 18:30