

An aerial photograph of Burton upon Trent, showing a mix of urban buildings, green fields, and a winding river. The image is overlaid with a semi-transparent blue filter. The text 'BURTON UPON TRENT' is prominently displayed in large, white, bold, sans-serif capital letters on the left side of the image.

BURTON UPON TRENT

TOWN INVESTMENT PLAN

REPORT CONTEXT

A Town Deal Board has been created for Burton upon Trent and includes representatives from across the public, private and voluntary sectors brought together to develop bespoke Town Investment Plans. These plans will provide a clear vision for building on Burton upon Trent's unique strengths to transform its economic growth prospects and form the basis of negotiations with the government.



Burton upon Trent Town Deal Board Membership

Ben Robinson MBE (Chair)	Businessman, Chairman of Burton Albion Football Club and Chairman of Burton Consolidated Charities
Cllr Duncan Goodfellow	Leader of East Staffordshire Borough Council
Cllr George Allen	Deputy Leader for Regeneration & Planning Policy at East Staffordshire Borough Council and GBSLEP Board Member
Cllr Beverley Ashcroft	Cabinet Support Member for East Staffordshire Borough Council
Cllr Julia Jessel	Cabinet Member for Environment, Infrastructure and Climate Change at Staffordshire County Council
Cllr Philip White	Deputy Leader and Cabinet Member for Economy and Skills at Staffordshire County Council
Kate Griffiths MP	Member of Parliament for Burton upon Trent
Chris Plant	Divisional Director of Burton upon Trent & District Chamber of Commerce
David Chadfield	Centre Manager of Coopers Square Shopping Centre
Peter Hardingham	Former Centre Manager of Octagon Shopping Centre
Mick Clifford	Burton upon Trent Civic Society
Valerie Burton	Former Economist and Trustee of the National Brewery Centre
Dennis Fletcher	Parish Council Representative (Winshill Parish Council)
John McKiernan	Parish Council Representative (Stretton Parish Council)
Shaid Hussain	Local Business and Community Representative
Andy O'Brien	Chief Executive of East Staffordshire Borough Council and Secretary to the Board

The Burton upon Trent Town Deal Board has been supported by:



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Background Paper: Burton Regeneration Strategy 2019, available:

<http://www.eaststaffsbc.gov.uk/sites/default/files/docs/regeneration/Burton-Regeneration-Strategy.pdf>

“I am happy to see any development that makes Burton on Trent a safe and happy place to live. I was born and bred here and happy to say so. I’m proud of where I grew up and at 65, I’m happy to stay here. All I want to see is the regeneration of Burton so our younger generation can live and work here and be proud of themselves”

Quote from Public Consultation



FOREWORD

Burton upon Trent, historic brewing town, has a resilient, better and brighter future ahead.

At the heart of the National Forest and a key crossing point of the River Trent, with extensive washlands, it borders the West and East Midlands. Burton has developed as a strong logistics centre thanks to its key position on the A38/A50 intersection connecting the M1 and M6. Two key breweries (Molson Coors and Marston's) continue to invest elements of their national and European operations in the town, whilst Unilever has recently expanded the production base from Marmite to Mustard, as part of national restructuring.

We are proud of our town industry and heritage and see its natural attributes as vital foundations for inclusive growth; bringing real benefit for our communities, workers and to the wider region and UK. It is home to four national centres: football (St George's Park); the National Forest; National Brewery Centre; and the nearby National Memorial Arboretum. These are landmarks that bring National and International interest to the town. We want to grow our hidden heritage as tourism and utilise our position near the River Trent and in the National Forest.

But we are not without our challenges. Many of our residents face difficulties around accessing higher skills levels and getting in, around and out of Burton is problematic. This affects well-being and life choices. Anecdotally, businesses also report skills gaps restraining growth and the town has low levels of entrepreneurship. Our town is also growing quickly with new sustainable urban extensions to the West and South of Burton.

With the support of Government, we want to ensure that Burton is resilient, better and brighter for everyone. We want the town to be a place where residents can fulfill their aspirations, where people choose to live and come to visit and where businesses can invest and grow due to improved connectivity and new skills provision. Our Burton Town Investment Plan seeks to achieve this. Working with residents, stakeholders and a wide range of partners, supported by a continuous process of engagement; we have identified a programme of investment that can make a real difference to: restitching Burton (linking the forest, town and Washlands); repurposing, revealing and realising our hidden heritage; easier, safer and more active routes into town; more visitors and more often; and advancing and broadening skills horizons creating routes to prosperity.

We have an opportunity to make Burton a better place to live, work, and invest in. It's time to work together to forge a brighter future we all want to see.



Ben Robinson MBE

Chair of the Burton upon Trent
Town Deal Board



Photograph of the existing Ferry Bridge across the River Trent at the south of the town. Project F proposes a new cycle and footbridge at a more sustainable height level than the Ferry Bridge.

EXECUTIVE SUMMARY

This is a once in a generation vision to deliver a Resilient, Better, Brighter Burton.

Built on the entrepreneurial spirit of the great brewing families, Burton once produced one in every four pints of beer sold in Britain, and was home to the world's largest brewery. It has a proud brewing history, yet remains synonymous with it and continues to employ thousands either directly involved in brewing or through the supply chain. With this prosperity came the development of historic assets – a heritage that has become hidden as the town has grown and expanded.

The characteristics that created the environment for Burton to thrive in the 19th Century are also the basis of the key strengths that the town now enjoys. Its central location and strong core transport links have enabled it to develop as a key logistics and distribution hub and gateway between the East and West Midlands linked to key North/South road and rail corridors. These strong natural foundations provide a solid base to level up the town as place to live, a place to visit, and a place to invest in.

Before these ambitions can be realised, it is essential to recognise that the legacy of the town's successes are also the source of its current challenges. A significant area of traditional housing stock associated with brewery heritage combines with a mixed fabric of development over the last century which has resulted in a town which lacks effective and coherent connectivity, fails to create high quality education and skills outcomes, and struggles to capitalise on its critical natural assets and heritage.

Recognising these challenges, the Burton Regeneration Strategy was adopted in 2019, with three key themes, and these provide the basis of our investment plan ambitions:



BY THE RIVER

Providing raw materials and connectivity, the River Trent has played a pivotal role in the development of the Town, but since then the town has failed to exploit the green & blue lung – and has literally and figuratively turned its back on the river.

Our ambitious proposals once again look to exploit the River Trent and the Washlands area to be the catalyst of change in the 21st Century. The proposals seek to re-stitch the town centre to the river, making it an attractive location to visit, to live and do business.



IN THE FOREST

Burton is the largest settlement in the National Forest, and is designated as its “Capital”. Burton has a key role in enabling local communities to easily access and enjoy green spaces, including opportunities to extend the access network, create new green infrastructure, and links to urban blue and green spaces. These proposals seek to integrate the town, the National Forest, and the Washlands.



IN THE REGION

Burton is the capital of the National Forest, the home the National Brewery Centre, the home of the England Football Teams national training centre at St George's Park, and the closest town to the National Memorial Arboretum. Burton has a pivotal regional position between Birmingham, Derby, Stoke on Trent and A38 and the A50 transecting the M1 and the M6. It lies at the heart of HS2 development and central to the new free-port and freight hubs. These are formidable opportunities, and these proposals seek to capitalise on Burton's unique position in the Region.

EXECUTIVE SUMMARY

Developing these three key themes, the TIP develops five strategic objectives in response to challenges Burton faces which this proposal boldly and innovatively seeks to address:



Connectivity

Poor Connectivity underplays the town's key attractions, and congestion and poor air quality are a barrier to key economic and health outcomes. As well as seeking to improve traffic flow, these proposals provide green routes from a major urban development to link with the town centre and seek to reduce vehicular traffic through a significantly improved walking and cycling network, whilst providing greater east-west connectivity links across the river, and re-stitching and reconnecting the town centre with the river.



Enterprise & Skills

Whist Burton is fortunate to have many jobs & low rates of worklessness, jobs growth has stagnated and the residential labour force is overrepresented in lower skilled / lower paid occupations. A skills shortfall in Burton means the resident working population is underrepresented in higher paid/skilled and a clear link to deprivation exists. These proposals seek to significantly enhance University education in the town through the creation of a new hub, but also significantly bolster the further education provision in both Health & Social Care, and Digital, Creative and Data Science Technology Engineering Arts and Mathematics. The proposals also seek to consolidate three key County Council services into a single premise at the town centre Market Hall – focusing on enterprise and skills whilst also delivering new footfall closer to the retail centre of town.



River Trent

Burton upon Trent has historically capitalised on the River Trent for its raw materials and transport capabilities, but has failed to develop this critical resource as an attraction or as an amenity. The town not only turns it back on the river and the Washlands, but unintentionally creates a barrier to it. These proposals aim to re-focus the town in the direction of the River Trent and the Washlands by creating the environment to “break through” from the town centre to the river, creating a more dynamic tourism attraction.



Hidden Heritage

Burton's history as a market town and the country's brewing capital has shaped the town through its buildings, infrastructure and wider townscape. As the focus of the town became retail orientated through the 20th century, this heritage has become overshadowed or lost. These proposals seek to revitalise and protect the Market Hall, the Brewhouse and also the historically significant Trent & Mersey Canal, as well as opening up the opportunities of Burton's wider heritage.



Capital of the National Forest

The Forest presents the opportunity to maximise access to green spaces (country parks and local nature reserves) offering opportunities to get involved in order to increase understanding and enjoyment of the natural environment, while also valuing the contribution it makes to their health and wellbeing. These proposals seek to integrate the town, the National Forest, and the Washlands.

EXECUTIVE SUMMARY

Through 8 key interventions, the Town Deal Board will seek to level up and deliver a Resilient, Better, Brighter Burton:

University Learning Hub



An intervention that expands the university's current presence at the local hospital by creating a new Regional Learning Centre within the existing Brewhouse Arts Centre

TIP Funding Request: £2,000,000
BCR Score: 6.7

Trent and Mersey Canal Towpath Improvements



The improvement of the walking and cycling path between the major development at Branston Locks and the town centre through the Shobnall Playing Fields area

TIP Funding Request: £525,000
BCR Score: 2.1

High Street Linkages



This intervention will take the first steps towards enabling the realisation of the new High Street masterplan, focusing on enhancing the area around the existing library site and Andressey Passage, looking at how to connect the riverside to the High Street

TIP Funding Request: £3,000,000
BCR Score: 2.7

Cycle Network Enhancements



The implementation of the Local Cycling and Walking Infrastructure Plan for Burton, making significant improvements to the cycle network in and around the town

TIP Funding Request: £1,425,000
BCR Score: 2.9

Library & Enterprise Hub (Market Hall)



The creation of a public services and enterprise hub at the beautiful Market Hall building, bringing key services together in a prominent town centre location, driving footfall around the Market Place area and beyond

TIP Funding Request: £7,300,000
BCR Score: 2.2

College Specialist Education Offer



The creation of two new specialist facilities at Burton and South Derbyshire College; a Health & Social Care Realistic Environment and Digital, Creative and Data STEAM Hub

TIP Funding Request: £3,100,000
BCR Score: 3.9

New Pedestrian & Cycle Crossing over the River Trent



A new walking and cycling bridge that connects the Stapenhill Hollows and surrounding residential areas to the town centre at the redeveloped library and Garden of Remembrance, overlooking the enhanced Washlands central area

TIP Funding Request: £7,500,000
BCR Score: 2.7

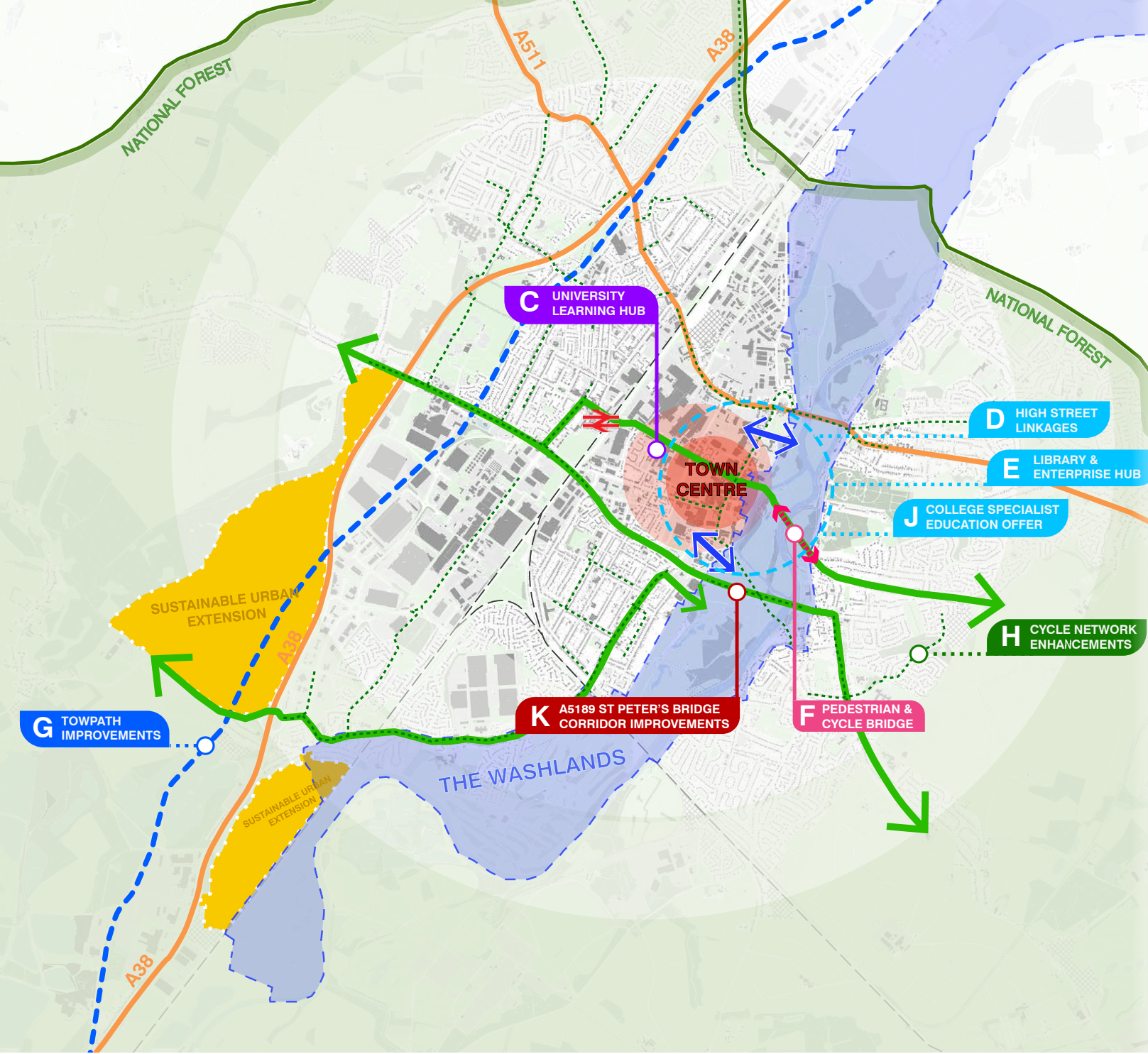
A5189 St Peter's Bridge Corridor Improvements Phase 1



The development of a new traffic model for Burton and creation of detailed designs looking at how St Peters Bridge could be improved in the future to alleviate significant congestion at a major gateway to the town

TIP Funding Request: £150,000

These form to create an ambitious plan, and an ambitious vision for Burton. Its delivery will result in a transformed town centre integrating the enhanced riverside into the High Street. It will see active travel supported and facilitated across a stronger walking and cycling network. It will meet local educational hopes through specialist learning environments and new Higher Education. It presents the greatest opportunity for Burton since the investment of the original breweries. Our ask of the Towns Fund is £25 million, which will truly level up Burton for the future.



These interventions will benefit over 70,000 residents directly and generate: £26.03 million in additional GVA; £40.75 million in Social Return on Investment; £4.7 million in Land Value Uplift; £2.07 million in transport benefits. We estimate these interventions will return £3 in additional benefits for every £1 of Towns Fund investment.

This is a geographical overview of the 8 proposed Town Investment Plan interventions.

Selected Town Funds Projects

- C** University Learning Hub
- D** High Street Linkages
- E** Library & Enterprise Hub (Market Hall)
- F** New Pedestrian & Cycle Crossing over the River Trent
- G** Trent and Mersey Canal Towpath Improvements
- H** Cycle Network Enhancements
- J** College Specialist Education Offer
- K** A5189 St Peter's Bridge Corridor Improvements Phase 1

1.0 CONTEXT

1.0 CONTEXT

1.1 TOWN OVERVIEW

Burton upon Trent (Burton, population 73,418) is an historic brewing town, at the heart of the National Forest and on a key crossing point of the River Trent, the town still does what it is famous for, and more.

With its favourable position along the A38, Burton has developed as a key logistics centre. Blended with the town's experience and heritage, this has seen the two key breweries (Molson Coors and Marston's) continue to invest elements of their national and international operations in the town, whilst Unilever have recently expanded its production base in the town as part of a national production restructuring.

Reflecting such investment, Burton is fortunate to have relatively low unemployment. Also, a loyal, local catchment has seen the town centre fair comparatively better than some of its neighbours including Nuneaton, Walsall and Tamworth (*Cushman & Wakefield: UK High Streets Dead or Alive? July 2018*).

Notwithstanding this, the premise of the 2019 Regeneration Strategy, already being progressed by East Staffordshire Borough Council, is one that is alert to significant challenges threatening the town's future prosperity if not addressed now.

Poor connectivity is underplaying the town's key attractions and may threaten the town's future success and realisation of its regeneration ambitions

Such connectivity challenges relate not just to acute issues in terms of "getting around" (transport), but also a disconnect in the part its people play in, and benefit from, the wider regional economy.

In Burton there is a legacy of low skills which is impacting on job opportunities, and this risks persisting in the future with the town falling behind its regional neighbours in its people accessing higher education.

This skills and education disconnect is a key concern, and risks further worsening areas of concentrated neighbourhood deprivation in the town, and further embedding the low enterprise, low productivity structure of the town.

A long term, continued decline in the access of the town's population to the opportunities of the wider region, risks its economic and social prosperity.

Together with ongoing structural change in the retail economy, a continued decline in the prosperity of its catchment then risks the social and civic heart of the town – the town centre.



View of the Grade II Listed Water Tower, looking north-east across the River Trent

1.0 CONTEXT

1.1 TOWN OVERVIEW CONTINUED

Also, one of the strengths of the town centre is its leisure offer (3rd best performer in the West Midlands Cushman & Wakefield: UK High Streets Dead or Alive? July 2018) , and this has been hit hard by the impact of COVID on peoples' habits, routine and behaviour, for example:

- Approximately 6.4% of employment in the town is concentrated in the accommodation and food services sector which has been **significantly impacted** by the restrictions including both lockdowns and the limits imposed by the tiering system.
- Additionally, the acute disruption to the leisure and tourism sector of the United Kingdom economy was reflected in Burton, with the National Brewery Centre having been closed for large parts of the year, due to COVID, with a corresponding fall in trips to other town centre retail and leisure businesses and amenities.
- Following England's second national lockdown East Staffordshire was placed in the **"Very High"** tier of restrictions which prevents the opening of hospitality venues (including restaurants, pubs and hotels), except for takeaway and delivery. This will have a significant, negative impact on the sector, and place further pressure on the sector which had 27% of its employees remaining on furlough in August despite the reopening. This risks a significant impact on the town's economic performance as more businesses struggle to survive or are forced to close, causing a decrease in employment and reducing economic activity in the town.
- Burton upon Trent is located just 7 miles from Drayton Manor Theme Park. The Theme Park was required to close during the national lockdowns and have restricted visitor numbers over the summer period, which in turn has had a significant impact on tourism numbers.






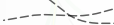




There is, however, much opportunity in Burton - as the only town along the Trent Washlands, in the heart of the National Forest, and with so much potential in its "hidden heritage", to be revealed and renewed in roles contributing to the prosperity of the town.

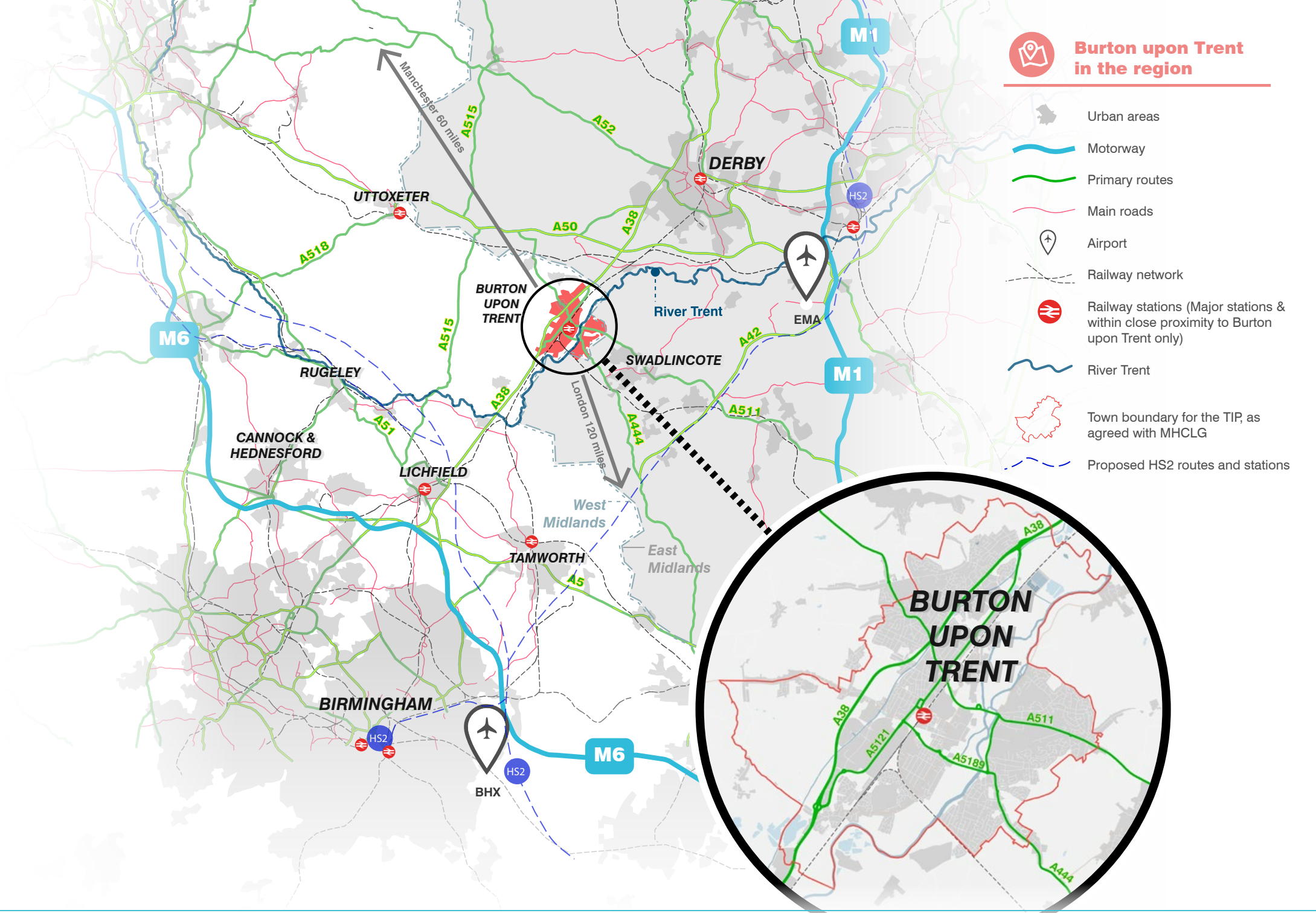
This context section concludes by drawing together these significant and distinct opportunities, with the challenges facing Burton. Directly addressing those challenges through these opportunities is fundamental to the place that Burton can be in the future.



Photograph of the Garden of Remembrance, an enhancement area for Project D

Burton upon Trent in the region

-  Urban areas
-  Motorway
-  Primary routes
-  Main roads
-  Airport
-  Railway network
-  Railway stations (Major stations & within close proximity to Burton upon Trent only)
-  River Trent
-  Town boundary for the TIP, as agreed with MHCLG
-  Proposed HS2 routes and stations



1.0 CONTEXT

1.2 TOWN CHALLENGES

Whilst it is accepted that all towns are subject to a number of common challenges, such as high vacancy rates and reduced high street spending, Burton has two fundamental challenges facing the town; a lack of Connectivity and a Skills Disconnect.

These challenges were initially identified by the Burton Regeneration Strategy through the diagnosis of the town contained in section 2.7, p151 of that strategy. They have been further explored within this Investment Plan.



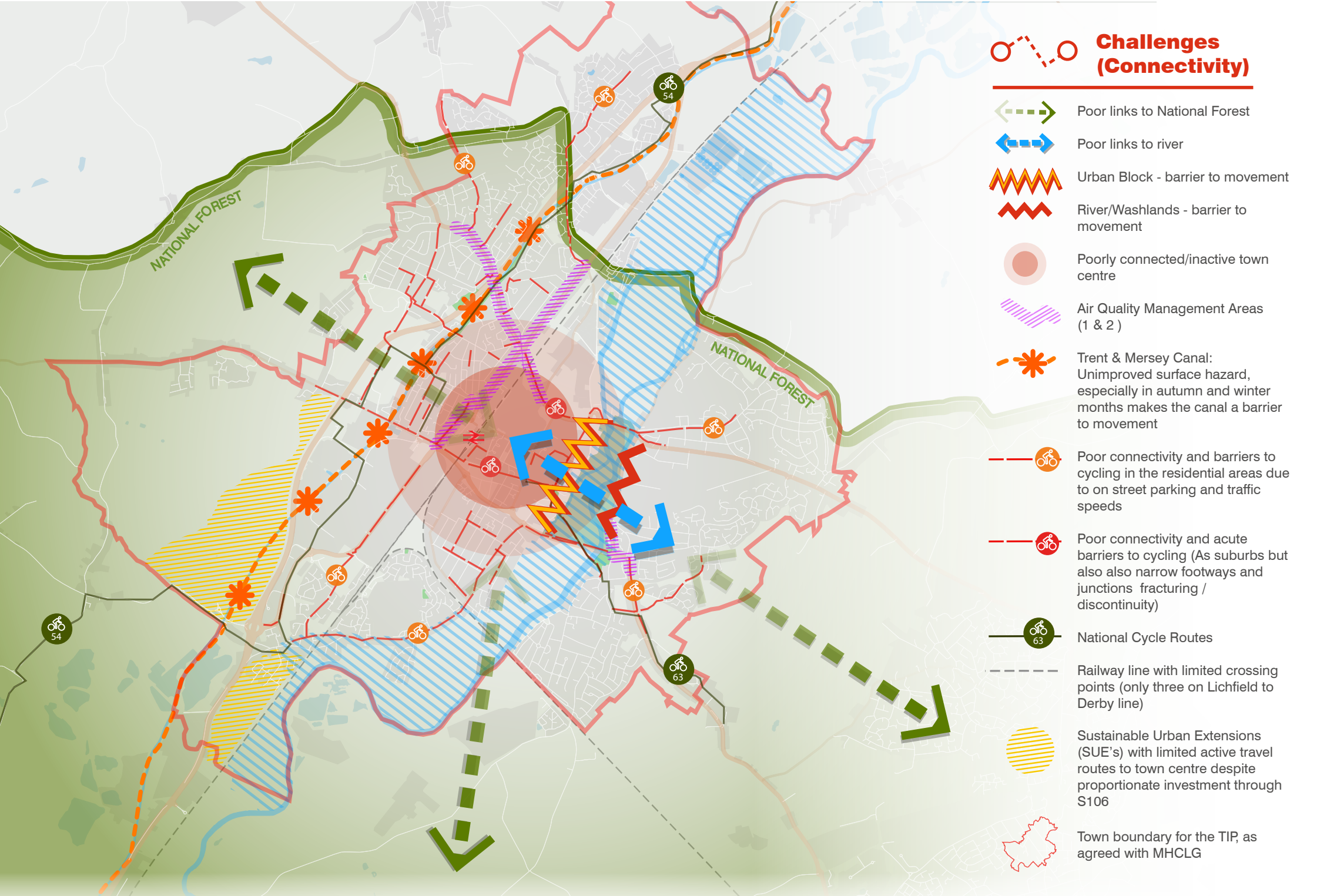
Connectivity

Hurdles and Barriers – The need to address the active travel disconnect

- **Poor connectivity is underplaying the town's key attractions and may threaten the town's future success and realisation of its regeneration ambitions.**
- Congestion, particularly at peak times, is an issue in certain locations and has contributed, alongside the urban form, to the declaration of two Air Quality Management Areas (AQMAs) (1). These AQMAs were declared due to the level of nitrogen dioxide (NO₂) from road traffic. The first and largest (1a) is centred on the A5121 / A511 Derby Turn and the routes that lead away from the roundabout. This particular junction has long been a bottleneck, where traffic flow is restricted due to a combination of narrow lanes, HGV movements and high volumes of traffic

especially at peak hours. The second, smaller (1b) AQMA is confined to the A5189 St. Peter's Bridge roundabout and part of A444 St. Peter's Street in Stapenhill.

- Analysis of the Traffic master dataset that was included in the East Staffordshire Integrated Transport Strategy, and the headlines from this analysis is presented in the *Congestion & Delay in Burton* map on page 17.
- For the larger AQMA 1, located towards the centre of Burton upon Trent, whilst many monitored locations meet the annual objective NO₂ 40µg/m³ standard, a number of locations remain over this limit concentration, with the highest being approximately 47µg/m³.
- AQMA 2, located at St Peters Bridge Island continues to remain just within the annual NO₂ objective, and although this has been the case for a number of years is still too close to the standard to be undeclared at this stage.



Challenges (Connectivity)

- Poor links to National Forest
- Poor links to river
- Urban Block - barrier to movement
- River/Washlands - barrier to movement
- Poorly connected/inactive town centre
- Air Quality Management Areas (1 & 2)
- Trent & Mersey Canal: Unimproved surface hazard, especially in autumn and winter months makes the canal a barrier to movement
- Poor connectivity and barriers to cycling in the residential areas due to on street parking and traffic speeds
- Poor connectivity and acute barriers to cycling (As suburbs but also also narrow footways and junctions fracturing / discontinuity)
- National Cycle Routes
- Railway line with limited crossing points (only three on Lichfield to Derby line)
- Sustainable Urban Extensions (SUE's) with limited active travel routes to town centre despite proportionate investment through S106
- Town boundary for the TIP, as agreed with MHCLG

1.0 CONTEXT



Connectivity Continued

“If Burton would want to think forward, especially a Burton fit for the future in 2050, then it needs to be bold in creating a predominant walking and cycling town with high quality network.”

Quote from Burton Regeneration Strategy Commercial Stakeholders Workshop

- **Walking and cycling Hurdles and Barriers:** audits undertaken as part of the development of the **Local Cycling and Walking Infrastructure Plan (LCWIP)** highlight significant gaps in the cycle network and a need to upgrade the existing network. The audit also identified many challenges involved in the provision of a high-quality network, including narrow, busy roads and residential areas that suffer from on-street parking and traffic speeds that do not aid safe

walking and cycling. In the town centre, pedestrian / vehicle conflict is evident which is exacerbated by narrow footways that are in a poor condition.

- The town is served by two routes of the National Cycle Network; Route 54 and Route 63. Some improvements have been made to the walking and cycling network in recent years but cycle infrastructure in the town centre still suffers from route discontinuity, particularly at difficult to manage locations such as junctions. There is the potential to link up existing cycle infrastructure more effectively, strengthening connections between existing off road, on road and advisory routes as well as National Cycle Routes. This has been effectively demonstrated by the work completed in the preparation of the Staffordshire LCWIP which included extensive audits of the cycle and walking networks and prioritisation of schemes based on robust evidence and analysis. Investment in cycling and walking infrastructure is required to achieve DfT’s new vision set out in the document Gear Change: A bold vision for cycling and walking (July 2020).








- Large housing development (onsite) to the south east of Burton requires better connections into the town.
- Redevelopment of the Bargates and Molson Coors sites (please see the map on page 42) could further add to traffic congestion within the town.
- Burton town centre is constrained in terms of access by road, on foot and by cycle on its western boundary by the Lichfield to Derby railway line which only has three crossing points
- River Trent acts as a barrier to movement to east of town centre



New significant urban extension to south-west of Burton, 3,000 new homes

Challenges (Congestion & Delay in Burton)

Data Source (Trafficmaster dataset, East Staffordshire Integrated Transport Strategy):

-  **Highest delays in the AM peak** are on Stanton Road, Stapenhill Road northbound and Main Street
-  **Highest delays in the PM peak** are on Union Street northbound, Stanton Road and Main Street
-  **Unreliable journey times in the AM** are Main Street/Rosliston Road and Stanton Road, Orchard Street and Union Street/Station Street
-  **Unreliable journey times in the PM** are Orchard Street, Union Street/Station Street northbound, Derby Road, Derby Street, Union St / Station St and Orchard Street southbound
-  At Risk if no active modes or highway interventions are introduced
-  Frequent HGV traffic serving brewery and industrial areas
-  Town boundary for the TIP, as agreed with MHCLG

1.0 CONTEXT



Enterprise & Skills

Willing but not ready - The need to address the skills disconnect

In Burton there is a legacy of low skills, which impacts on job opportunities as set out in headline statistics below. As per the Burton Regeneration Strategy, the growing catchment of Burton further increases the need for a longer term intervention that future proofs the prosperity and economic activity of the town (see p43 of that strategy).

<p>Many jobs & low rates of worklessness, but jobs growth has stagnated compared to the region and the residential labour force over-represented in lower skilled / lower paid occupations.</p> <p>A skills shortfall in Burton means the resident working population is under-represented in higher paid/ skilled roles</p>	<p>There are currently 39,000 jobs in Burton, unchanged from 2018 compared to an increase of 1.1% nationally</p>	<p>Source: Business and Employment Register BRES, 2019</p>
	<p>Jobs density (jobs per 10,000 working age population) at 81% is above the national average of 77%</p>	<p>Source: Business and Employment Register BRES, 2019</p>
	<p>In October 2020, Burton had a claimant rate of 6.3% with approximately 2,985 people claiming JSA and Universal Credit</p>	<p>Source: Staffordshire County Council Monthly e-Bulletin, 2020</p>
	<p>While the current rate has been impacted by the pandemic, evidence shows that local rates have been rising since 2018, and have remained consistently above the average for East Staffordshire, but below the regional and national rates</p>	<p>Source: NOMIS, Claimant Count</p>
	<p>Significantly higher workplace earnings compared with resident earnings – suggesting in commuting of higher skilled labour</p>	<p>Source: Annual Survey of Hours and Earnings</p>

The legacy of low skills is stark in relation to the town's neighbours and the region's cities, as evidenced by the proportion of residents whose attainment is below GCSE Grade C (or equivalent), using the West Midlands regional average as a comparative base. See map over the page.



**The Skills Disconnect:
Proportion of Population
at Level 2 or lower
(Indexed in relation to
West Midlands (56%))**

- Index**
- 1.02 (Burton upon Trent)
 - 1.00 (West Midlands)
 - 0.98 (East Midlands, East Staffordshire, Birmingham)
 - 0.95 (South Derbyshire)
 - 0.93 (Derby, Lichfield)

Burton performs worse than its West Midlands neighbours when comparing the maximum skills levels of its population. Presenting this information on an index basis, using the West Midlands Average as a base, shows that such a low maximum level of attainment is much more prevalent in Burton than its neighbours.

1.0 CONTEXT

Enterprise & Skills Continued

“Burton should focus on retaining and attracting employment, especially through training skills.”

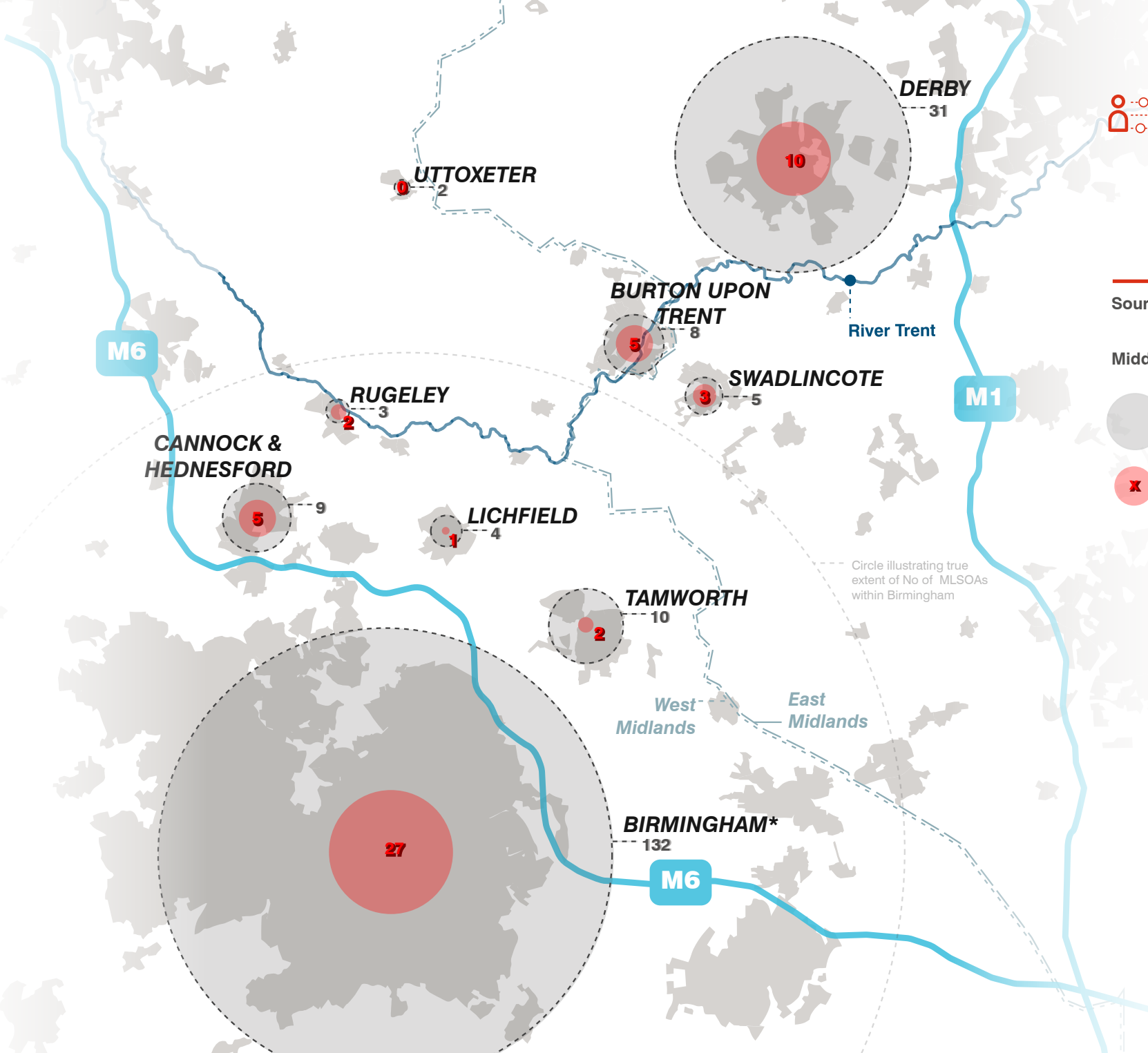
(Quote from Burton Regeneration Strategy Commercial Stakeholders Workshop)

Clearly, this is a snapshot in time, and it is important to understand the possible trajectory, for example as cohorts of university educated people enter the labour market, especially given the national rise in access to higher education over the past decade.

The map on the next page shows Middle Layer Super Output Areas (MSOAs) falling in to the lowest quintile of participation nationally (using POLAR data), and presents them as proportionate to the size of settlement (in terms of numbers of MSOAs) – Burton clearly shows the greatest proportionate degree of exclusion from higher education.

This skills and education disconnect is a key concern, and risks further embedding areas of concentrated neighbourhood deprivation in the town, which is already acute.

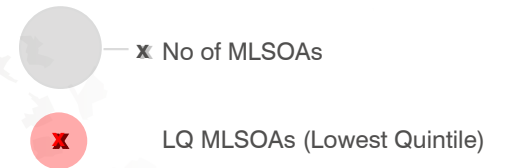
Neighbourhood Deprivation (Economic, Health & Environment)	Overall deprivation for East Staffordshire is mid-ranking (157/324, average of the ranks for all domains) but this masks pockets of deprivation in the area, for example in the town centre and near The Washlands	Source: <i>Index of Multiple Deprivation 2019</i>
	In Burton, 13 of the 44 Lower Super Output Areas (LSOAs) are in the worst 20% most deprived nationally in relation to the overall deprivation level	<i>Index of Multiple Deprivation 2019</i>
	Additionally, 18 of the 44 LSOAs are in the worst 20% most deprived nationally in relation to Education	<i>Index of Multiple Deprivation 2019</i>
	East Staffordshire has marginally lower life expectancy for both men and women compared with the national average, with male life expectancy below female as expected	<i>Public Health England, Health Profiles</i>
	There are higher standard mortality ratios in Burton ward (126.3) compared with the borough (106.4) and England (100)	<i>Public Health England, Health Profile</i>
	Burton has higher levels of obesity among young people compared with the national average: 11.4% of reception age children are obese and 24.2% have excess weight (the national average is 9.5% and 22.4% respectively)	<i>Census 2011 (All residents)</i>
	ASB – 31% of all incidents in Burton compared to 26% for England and Wales	<i>Office For National Statistics</i>



**The Higher Education Disconnect
Lowest Quintile MSO Areas for Access to
Higher Education
(Shown as a proportion of
Town/City MSO Areas)**

Source: HEFCE - Polar 4

Middle Layer Super Output Areas Rates:



This map shows Middle Layer Super Output Areas (MSOAs) falling in to the lowest quintile of participation nationally (using POLAR data), and presents them as proportionate to the size of settlement (in terms of numbers of MSOAs).

* Circle illustrating No. of MSOAs within Birmingham is scaled down (Diameter in proportion to other towns would extend as far as Burton upon Trent)

1.0 CONTEXT

Enterprise & Skills Continued

The skills and education disconnect risks further embedding the low enterprise, low productivity structure of the town, though the under-representation of the office sectors in the town has mitigated the direct effect of COVID on jobs.

Low Enterprise

Business density in Burton currently stands at 308 (businesses per 10,000 population), below the district level of 397, regional level of 360 and national figure of 407

Source:

UK Business Counts

Consistent and significant gap between the business density in Burton and the region

Business births - 515 businesses were created in East Staffordshire in 2018, down 9% since 2016

Low & Declining Productivity

GVA for manufacturing in East Staffordshire projected to decline by 19% in 2020 and won't return to pre-COVID levels until 2033

Source:

Experian Regional Planning Service, 2020

Jobs in manufacturing projected to decline over the longer-term – accelerated by COVID.

Correspondingly higher proportion of residents in lower value added jobs – for example process, plant and machine operatives, and sales

Economic Structure & Effect Of Coronavirus

As of August 2020, the Coronavirus Job Retention Scheme was being used to support 9% of employment in Burton (constituency), with the take-up rate increasing to 10% in East Staffordshire, 11% across the West Midlands and 10% in England.

Source:

HMRC, CJRS data

This corresponds with analysis of employment by sector in Burton and the take-up rate of furlough scheme which suggests that a relatively low proportion of employment in the town is concentrated in the most vulnerable sectors. (Burton has a significantly lower proportion of both retail and office space and higher stock of industrial space compared with the national average.)

1.0 CONTEXT

1.3 TOWN OPPORTUNITIES

a “resilient, better, brighter, Burton”

Burton’s strategic assets frame its growth potential and as such the TIP should capitalise on these to ensure a resilient, better, brighter Burton.

These opportunities were first identified by the Burton Regeneration Strategy and the following sections will build upon that.



River Trent

The Only Town on the Trent Washlands

Burton lies upon the River Trent, second only to the Thames in flow, and is the largest of its “Washland” towns - the Trent Valley Washlands being a nationally unmistakable mosaic of open, wetland and woodland habitats with open cropped fields, remnant pastures and water meadows, and is defined as a National Character Area (NCA).

The “Washlands” are a pristine green and blue asset of Burton, which is the only town along the entire Trent to have this unique environment in its town centre.

Until recent times, however, the town centre has literally and figuratively “turned its back on” this nationally distinct asset.

At present, the waterfront to the Washlands and the River Trent is a hidden quality of Burton, it provides excellent amenity space both from an environmental point of view but also from a wellbeing and psychological one. In recognition of such importance, East Staffordshire



River Trent is the 3rd longest river in the UK

Borough Council and its partners, are investing in a £2m enhancement scheme, which is due to complete in March 2022. This green and blue lung to the town, however, needs to be tapped into it and be enabled to extend into the town. It is the key to improve the urban and environmental quality of the whole town centre and to also create a strong attraction, which go hand in hand.



Artists illustration of forthcoming Washlands enhancement project Phase 1 (see page 40)

1.0 CONTEXT

1.3 TOWN OPPORTUNITIES CONTINUED



Hidden Heritage

Understand, Reveal & Renew

Burton has a long history (dating back to the 600s AD) though it is most renowned for its brewery history and heritage (the world famous “Burtonisation”), which grew over few hundred years and still makes up a strong element of its economy, and indeed has shaped the town through its buildings, infrastructure and wider townscape.

The Trent & Mersey Canal was key to connecting the port of Hull to the Burton breweries, and the export market beyond. Whilst the Trent & Mersey Canal is already a well-established green infrastructure providing biodiversity and ecological benefits for local species, the recreational potential for residents and tourists is not fully exploited.



21 Grade I Listed Buildings in Burton
(UK Total = 12,500)



6 Grade II* Listed Buildings in Burton



107 Grade II Listed Buildings in Burton



View of the Market Place and Church of St Modwen, Grade I Listed

1.0 CONTEXT

1.3 TOWN OPPORTUNITIES CONTINUED



Capital of the National Forest

The largest town in the National Forest.

Burton is the largest settlement in the The National Forest, and the National Forest strategy alongside the Town Investment Plan, presents several big opportunities, regarding the shared objectives of landscape and biodiversity enhancements and the role of the National Forest in the promotion of recreation and access in the area, particularly in its urban centres.

How this is manifested in Burton includes enabling local communities to easily access and enjoy green spaces, including opportunities to extend the access network, create new green infrastructure, links to urban blue and green spaces and the rural hinterland, and to maximise non-car dependent access. (Notably, the National Forest Strategy proposes promotion of canoeing on the River Trent and on the Trent and Mersey Canal – both running through Burton. This is actively being brought forward by the Burton Canoe Club who are currently offering 5



4.5Ha of National Forest at the Trent Washlands



The National Forest Way spans 75 Miles

sessions a week for members of the public to join in).

The Forest presents the opportunity to maximise access to green spaces (country parks and local nature reserves) offering opportunities to get involved in order to increase understanding and enjoyment of the natural environment, while also valuing the contribution it makes to their health and wellbeing.



Burton in the National Forest

The concept sketch on the next page illustrates the fundamental aim of integrating the town, the National Forest, and the Washlands.

“Washlands – Major project that is starting, should be a tourist attraction. £20 million investment from environment agency. We have the potential to link this to Market Square.”

“Make link around library, remembrance garden and abbey garden – so much potential.”

Feedback from Burton Regeneration Strategy Listening Events



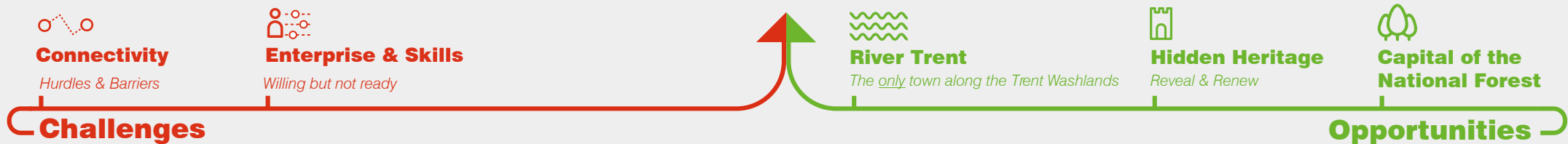
- ### Opportunities
-  Opportunity to directly link the town over the Washlands with a new bridge link
 -  Accessible & improved washlands
 -  "In the Forest" and "By the River" town centre identity
 -  Improved Canal Towpath integrated into active travel network
 -  Improved links to National Cycle network & town wide cycle routes
 -  Sustainable Urban Extensions (SUE's) with improved active travel routes to town centre, forest and washlands
 -  Enhanced active travel route network & safe, multiple active travel routes across rail line
 -  Unification of forest, town centre, canal and river
 -  Hidden heritage
 -  3.7km of renewed flood defences enabling future and securing current development (indicative only)

1.0 CONTEXT

1.4 TO CONCLUDE

The TIP will aim to address the challenges that currently face Burton, whilst capitalising and strengthening the key opportunities. When addressed this will enable the vision for Burton to be achieved; a resilient, better, brighter Burton by enhancing our Trent location, by the forest, while better connecting and future proofing the lives of our people.

"A resilient, better, brighter Burton by enhancing our Trent location, by the forest, while better connecting and future proofing the lives of our people".
Vision



The Challenges: To address the disconnection of Burton as a place through reconfiguration and renewal of sustainable and active travel links, and to address the often acute disconnection of its people with the success of the wider region.

The Opportunities: The town's under exploited physical assets, fundamental to the place that Burton has become, and can be in the future

The next section sets out our strategy for addressing the challenges and exploiting the opportunities to create a resilient, better, brighter Burton by enhancing our Trent location, by the forest, while better connecting and future proofing the lives of our people.

2.0 STRATEGY

2.0 STRATEGY

2.1 SYNERGY

A key objective in planning the TIP has been to avoid project silos, a risk when projects are simply promoted to address one specific challenge, or promote one specific opportunity, and maximise the opportunity for each project to support and make even better, the other projects.

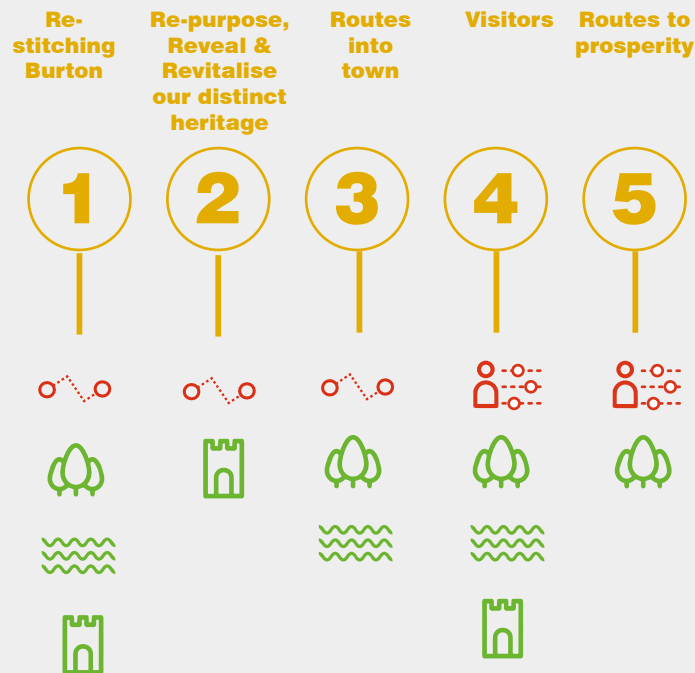
Thus, drawing on the Regeneration Strategy, the next key step has been a focus on the Vision and five core strategic objectives, serving to ensure the opportunities are directly leveraged to address its challenges.



2.0 STRATEGY

2.1 SYNERGY

Therefore, each strategic objective to be pursued in the TIP must have relevance to addressing a challenge, and advancing an opportunity. e.g.



Finally, to ensure geographic focus, avoid project silos and to maximise synergy, projects considered by the Board have to meet at least one of the three over-arching theme



BY THE RIVER

This green and blue lung to the town needs to be tapped into it and be enabled to extend into the town. It is the key to improving the urban and environmental quality of the whole town centre and to also create a strong regional attraction, which go hand in hand.

Within this plan, the “By the River” theme ensures that, as the only town located in the Trent Washlands, the key natural asset that has shaped Burton’s heritage remains a key focal point of Burton.



IN THE FOREST

Burton is the capital of the National Forest and the largest settlement within its boundary, The National Forest strategy alongside the Town Investment Plan, presents several big opportunities, regarding the shared objectives of landscape and biodiversity enhancements and the role of the National Forest in the promotion of recreation and access in the area.

Within the TIP, the “In the Forest” theme focuses on the relationship between a key asset of Burton, the National Forest, and how this can be linked into the town centre.



IN THE REGION

Bringing the region to Burton, and Burton to the region. This strand of the Regeneration Strategy is ambitious in scope, looking beyond the geography and timescales of the TIP, acting in unison with Midlands Connect and neighbouring local authorities with regard to Burton’s place in regional transport initiatives, enhanced transport links with South Derbyshire and the East and West Midlands, exploiting Burton’s pivotal position to both, including upgrading the A38 and re-opening the Ivanhoe Line.

Within the TIP, the “In the Region” theme focuses the relationship between the people of Burton and the wider regional opportunities, repairing the acute skills and jobs disconnect.

2.0 STRATEGY

2.2 PROJECT PRIORITISATION AND SELECTION

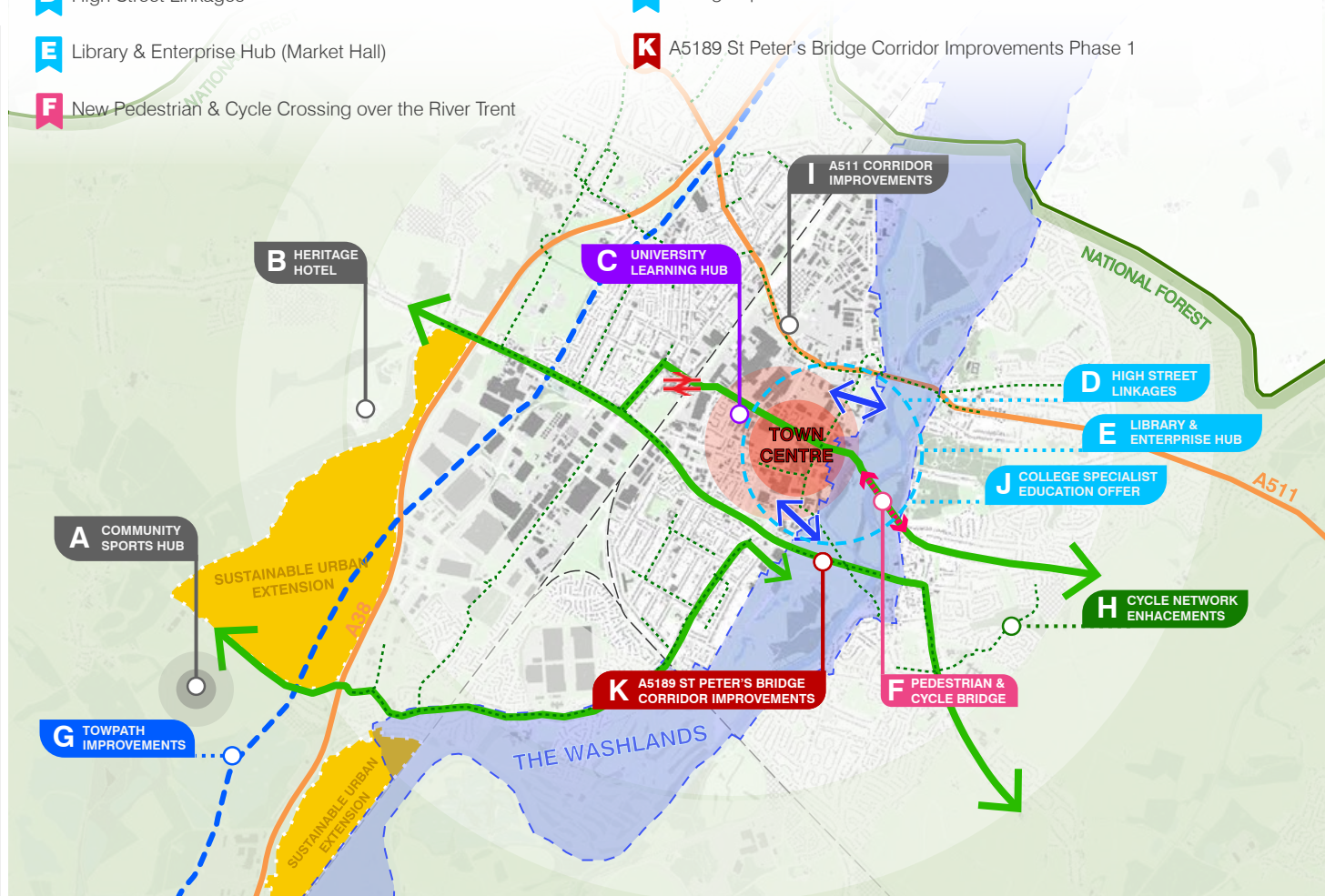
The three over-arching themes were first identified by the Burton Regeneration Strategy, page 9 (Shaping the Strategy), and have been further developed during the creation of this investment plan. Within the Regeneration Strategy, there were a larger number of interventions identified across the short term (<10 years), medium term (10 – 20 years) and long term (20+ years).

These interventions were assessed against the Towns Fund Prospectus, Further Guidance, and Framework in order to create a longlist that was suitable both in terms of achieving the transformative vision of the town and the requirements of the fund. Partner organisations and stakeholders were also invited to pitch proposals to the Board for consideration, which ultimately created a longlist of 11 projects that were consulted upon and fully evaluated against an appropriate selection criteria.

This map provides a geographical overview of those 11 projects.

Town Funds Projects

- A** Community Sports Hub (Burton Rugby Club)
- B** Heritage Hotel (Sinai Park House)
- C** University Learning Hub
- D** High Street Linkages
- E** Library & Enterprise Hub (Market Hall)
- F** New Pedestrian & Cycle Crossing over the River Trent
- G** Trent and Mersey Canal Towpath Improvements
- H** Cycle Network Enhancements
- I** A511 Corridor Improvements
- J** College Specialist Education Offer
- K** A5189 St Peter's Bridge Corridor Improvements Phase 1



2.0 STRATEGY

2.2 PROJECT PRIORITISATION AND SELECTION CONTINUED

Prioritisation Process

Prior to this assessment process, all 11 projects identified by the Board were checked for compliance with the TIP Framework as well as the overall vision and objective of the TIP.

In order to inform the shortlisting of projects, each project was assessed against a Balanced Scorecard and given a rank against each category.

The ranks were then converted into a score on the following basis:

Rank	Score	Balanced Scorecard	
1-3	4	Evidence of Need (Weighting: 40%)	Benefit and Cost Ratio / Economic Analysis (Weighting: 20%)
4-6	3	Lead Accountable Authority (View of the Administration) (Weighting: 10%)	Town Deal Board View (Weighting: 10%)
7-9	2	Public Consultation Response (Weighting: 10%)	Stakeholder Engagement Response (Weighting: 10%)
10-11	1		

Each score was then calculated against the weighting for each category on the following formula: $(score / maximum\ score) \times weighting = final\ category\ score$

For example, a score of 3 on Evidence of Need would be calculated as follows: $(3 / 4) \times 40 = 30$

Applying different weightings to each of the scorecard categories meant that the final assessment of projects could be divided into two theme; a technical assessment and a perception assessment. The technical assessment is comprised of the Evidence of Need and the Benefit and Cost Ratio categories, totalling 60% of the final score. The perception assessment is comprised of the remaining categories, each of which is effectively the view of 4 main groups of stakeholders, this totalled 40% of the final score.

The description for each of the 6 categories is outlined in Appendix D along with the full process and outcome of the project prioritisation and selection process, which is summarised on the following pages.

2.0 STRATEGY

2.2 PROJECT PRIORITISATION AND SELECTION CONTINUED

Summary of Project Prioritisation

Following this assessment process, it was possible to rank all 11 projects in order by score, resulting in a final ranking list that fairly takes into account all 6 of the balanced scorecard categories and also doesn't provide any one stakeholder, including the Town Deal Board, with a greater weighting than any other.

Included in this assessment are the public consultation and stakeholder engagement responses, which are summarised on page 65, and it can be seen that there are certain projects that scored well on public consultation, such as Project A, but didn't do as well on the technical assessment.





As such, the scorecard approach ensures that projects must also be technically and economically viable, providing that balance between aspiration and achievability.

Rank	Project	Description	Score
1 st		High Street Linkages	95.00
2 nd		Cycle Network Enhancements	90.00
3 rd		Trent and Mersey Canal Towpath Improvements	85.00
4 th		Library & Enterprise Hub (Market Hall)	77.50
5 th		University Learning Hub	67.50
6 th		College Specialist Education Offer	67.50
7 th		New Pedestrian & Cycle Crossing over the River Trent	65.00
8 th		A5189 St Peters Bridge Corridor Improvements Phase 1	60.00
9 th		Community Sports Hub (Burton Rugby Club)	52.50
10 th		A511 Corridor Improvements	52.50
11 th		Heritage Hotel (Sinai Park House)	47.50

2.0 STRATEGY

2.2 PROJECT PRIORITISATION AND SELECTION CONTINUED

From this prioritisation process, the following projects are identified as being achievable within the scope of the possible £25m of funding from the Towns Fund:

Rank	Project	Description	Score	Towns Fund Required Investment
1 st		High Street Linkages	95.00	£3,000,000
2 nd		Cycle Network Enhancements	90.00	£1,425,000
3 rd		Trent and Mersey Canal Towpath Improvements	85.00	£525,000
4 th		Library & Enterprise Hub (Market Hall)	77.50	£7,300,000
5 th		University Learning Hub	67.50	£2,000,000
6 th		College Specialist Education Offer	67.50	£3,100,000
7 th		New Pedestrian & Cycle Crossing over the River Trent	65.00	£7,500,000
8 th		A5189 St Peters Bridge Corridor Improvements Phase 1	60.00	£150,000
			Total:	£25,000,000

Summary of Project Selection

The combined 8 projects identified on the shortlist result in an overall Towns Fund ask of £25m and an ability to deliver the vision of this TIP.

Each project on the shortlist is summarised from page 43 of this document and further described in the second section of the TIP in the spreadsheet attached as Appendix D .

The three projects that cannot be captured within the £25m ask of this plan still form part of the overall strategy and objective of the TIP and so summaries of those projects are also attached as Appendix E. Although these are not currently being put forward for investment from the Towns Fund, the partnership will continue to support their progress as part of the overall delivery of the Towns Fund programme.

2.0 STRATEGY

2.3 STRATEGIC PLAN

The Plan sets out the proposed projects in relation to each other, and in particular demonstrating how they work together to drive the three core themes – “In the Forest”, “By the River”, and “Burton in the Region”.

The spatial focus of the Burton TIP is key, and by showing the projects spatially, the map also demonstrates how the opportunities presented by the River Trent, the National Forest, and the town’s heritage, have been exploited to address some of the town’s challenges.

The spatial focus of the TIP also allows individual projects to contribute indirectly to important wider objectives. For example, the primary objective of the Regional Learning Centre is to address the skills disconnect challenge, yet its position in the historic Brewhouse building in the town centre, will bring investment into the future of this listed building and draw further visits into the town centre. The spatial focus of the TIP allows the investment in the new Regional Learning Centre to go beyond the benefits of learning and skills access, to vibrant town centre uses and heritage.

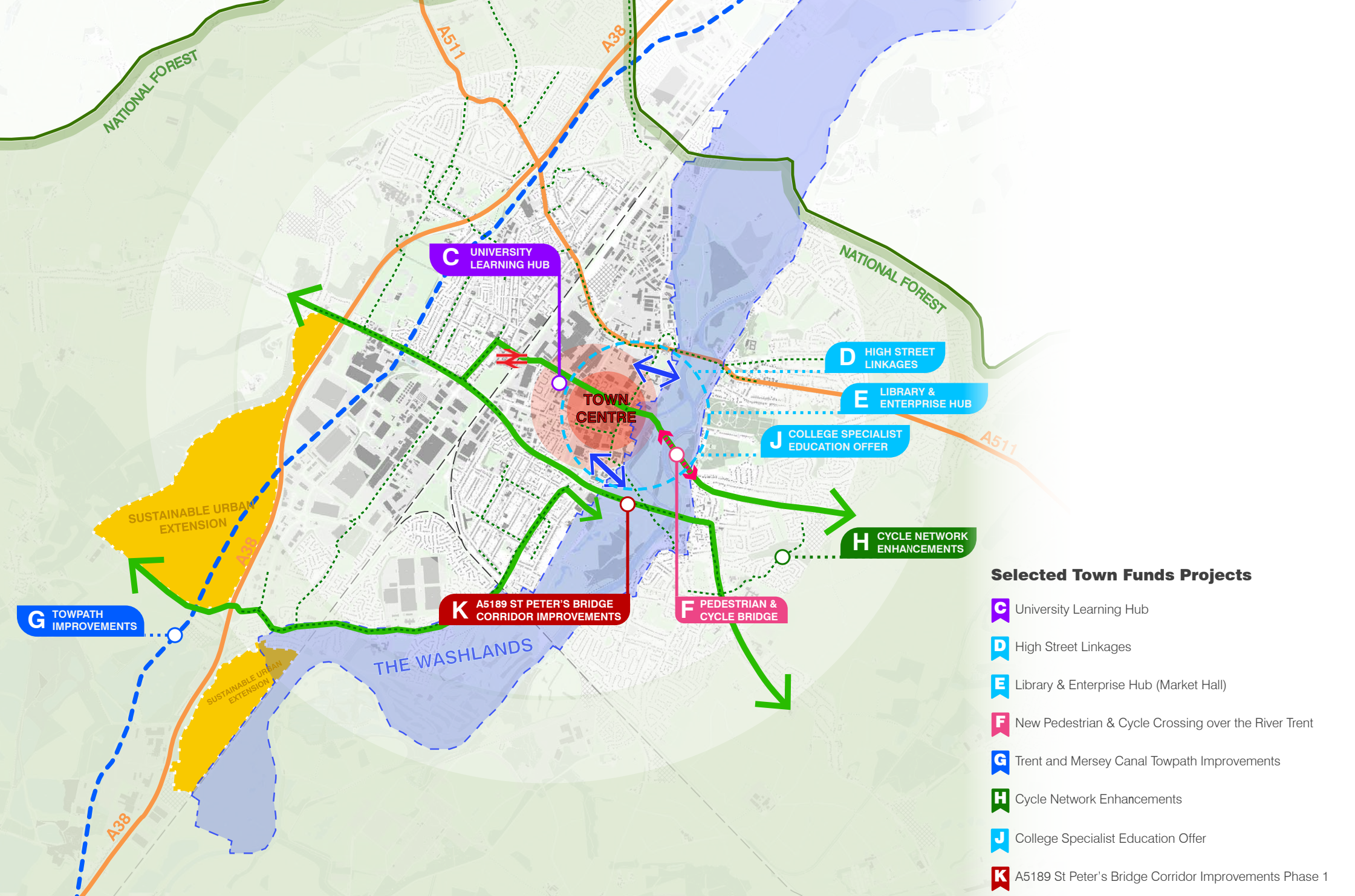
The delivery of each of these projects will individually address the challenges identified in section 1.2 *Town Challenges* and meet the opportunities outlined in section 1.3 *Town Opportunities*, but together they will collectively deliver the ambitious vision for levelling up Burton across an appropriate spread of intervention themes, meeting the 5 strategic objectives of this investment plan. This

cohesive approach to regenerating Burton will transform the town for the future, creating the right conditions for sustainable economic growth and prosperity

The map below provides a geographical overview of the 8 selected projects.



Artists illustration of the proposed Library & Enterprise Hub within the Market Hall building



Selected Town Funds Projects

- C** University Learning Hub
- D** High Street Linkages
- E** Library & Enterprise Hub (Market Hall)
- F** New Pedestrian & Cycle Crossing over the River Trent
- G** Trent and Mersey Canal Towpath Improvements
- H** Cycle Network Enhancements
- J** College Specialist Education Offer
- K** A5189 St Peter's Bridge Corridor Improvements Phase 1

2.0 STRATEGY

2.4 THEORY OF CHANGE

The diagrams on the following pages summarise the logic change and Theory of Change for the overall programme.

The following sub section then details the component projects, and how they address and contribute to this Theory of Change.

“It will improve the area & assist greatly with the quality of lives of our people”

Quote from Public Consultation



Resilient, Better, Brighter Burton upon Trent

+ £26.03 million in additional GVA

+ £40.75 million in Social Return on Investment

Impacts

+ £4.7 million in Land Value Uplift

+ £2.07 million in transport benefits

Outcomes

- Please refer to Project ToCs on pages 43-58



Local Transport



Urban Regeneration, Planning and Land Use



Arts, Culture and Heritage



Skills Infrastructure



Enterprise Infrastructure

Output Families

C University Learning Hub

D High Street Linkages

E Library & Enterprise Hub (Market Hall)

F New Pedestrian & Cycle Crossing over the River Trent

G Trent and Mersey Canal Towpath Improvements

H Cycle Network Enhancements

J College Specialist Education Offer

K A5189 St Peter's Bridge Corridor Improvements Phase 1

Interventions (Projects)



By the River

C D E F
G H J K



In the Forest

C D E F
G H J K



In the Region

C D E F
G H J K

Core Themes

1 **Re-stitching Burton:** Linking Forest, Town and Washlands

2 **Repurpose, Reveal & Revitalise our distinct heritage**

3 **Routes into town:** Easier, safer, more active and greener

4 **Visitors:** More visits, more often

5 **Routes to prosperity:** Advancing and broadening skill horizons

Strategic Objectives

"A resilient, better, brighter Burton by enhancing our Trent location, by the forest, while better connecting and future proofing the lives of our people".

Vision



Connectivity

Hurdles & Barriers



Enterprise & Skills

Willing but not ready



River Trent

The *only* town along the Trent Washlands



Hidden Heritage

Reveal & Renew



Capital of the National Forest

Challenges

Opportunities

2.0 STRATEGY

2.5 BURTON TIP: SUPPORTING NATIONAL & REGIONAL STRATEGIC OBJECTIVES

TIP THEMES: REGIONAL AND NATIONAL ALIGNMENT

The National Forest Strategy (2014-24)



BY THE RIVER



IN THE FOREST



IN THE REGION

Staffordshire County Council “Local Walking and Cycling Infrastructure Plan” promotes making “cycling and walking the natural choices for shorter journeys, or as part of a longer journey/ COVID Recovery”



BY THE RIVER



IN THE FOREST

Stoke-on-Trent and Staffordshire LEP Local Industrial Strategy (LIS)



IN THE REGION

Based on the findings of its detailed evidence research and engagement with partners, the Enterprise Partnership has agreed five aims, reflecting what needs to happen to develop different aspects of the economy:

The announcement made by the Secretary of State on 23 May 2020, identified that in response to COVID plans which support a healthy lifestyle would be supported by government.



BY THE RIVER



IN THE FOREST

Improving Higher Technical Education Policy, July 2020



IN THE REGION

The policy outlined above went to consultation in July 2020 to establish how further education could be advanced in order to provide higher quality and greater access to further education. These reforms will provide a skills system that can respond to economic shocks and provide high-quality training routes for those working in industry and across our digital, science, health and social care sectors.

Place: Repurposed and revitalised town and city centres and highly successful rural areas, with a strong commercial and residential offer and excellent quality of life. (Projects D, E, F)

Ideas: Increased adoption and absorption by businesses of new techniques and technologies, with expanded existing centres of excellence in logistics, energy use and manufacturing. (Project J)

Business Environment: A centre for start-up and growing businesses, with increasing productivity and enterprise levels, with more sustainable energy and resource use by firms. (Projects E, J)

Canal and River Trust ‘Principles of Towpaths’



BY THE RIVER



IN THE FOREST

Department of Education & Skills STEM Strategy



IN THE REGION

People: Rising wages, skills levels and ambition. A place where providers and industry collaborate and residents get the training and digital skills needed to fulfil their ambitions. (Project C, J)

Midlands Connect (The Transport Arm of The Midlands Engine)



BY THE RIVER



IN THE REGION

Historic England’s Conservation Principles, Policies and Guidance










IN THE FOREST

Infrastructure: Further improvements to the transport, energy and digital networks, with the high quality, sustainable housing our communities need. (Projects F, H, K)

2.0 STRATEGY








2.6 LOCAL COMPLIMENTARY INVESTMENT TO TIP OBJECTIVES: SUCCESSES TO DATE

PROMOTING TIP THEMES: SUCCESSES TO DATE

Station Street Regeneration Project	A transformative project that uplifted the key town centre pedestrianised area of Burton. The project included introducing 17 new trees into the town centre, new paving and public realm features that have improved the overall attractiveness and function of the town centre.	Completed October 2020	£1.4m	Funded by East Staffordshire Borough Council		IN THE REGION				
Washlands Enhancement Project	The enhancement of the Washlands central area between the Bargates development site and the Garden of Remembrance, including the complete transformation of the Washlands floodplain with new water swales, boardwalks, extensive landscape planting, and a significantly improved play area outside the current Burton library site.	Due to complete March 2022	£2m	£1m funded by East Staffordshire Borough Council, £1m funded by Greater Birmingham and Solihull LEP Local Growth Fund (joint bid with Burton Flood Defence Project).		BY THE RIVER		IN THE FOREST		IN THE REGION
Burton Flood Defence Project	The renewal of 3.7km of flood defences that protect Burton from the River Trent, safeguarding around 5,600 current homes and businesses as well as future development, including notable Sustainable Urban Extensions (SUEs) to the town. The total damages of a potential flood are estimated to be in the region of £365m and so without the flood defences, any development in the town would be significantly constrained.	Due to complete March 2021	Circa £36m	£2m funded by Greater Birmingham and Solihull LEP Local Growth Fund (joint bid with Washlands Enhancement Project), remaining funding from Environment Agency sources including Flood Defence Grant in Aid, Local Levy (Staffordshire County Council), and the EA revenue budget.		BY THE RIVER		IN THE FOREST		IN THE REGION
High Street Regeneration Project	A continuation of the Station Street project to uplift this key town centre area of Burton, introducing new paving and public realm features that will improve the overall attractiveness and function of the town centre. The scheme will also include the introduction of a new “bus gate” and Automatic Number Plate Recognition system to reduce the levels of traffic to make this an improved environment for pedestrians and cyclists.	Phase 1 is due to complete March 2021, Phase 2 is due to complete May 2021	£0.9m	£0.75m funded by the Towns Fund Accelerated Investment plus an additional £0.15 from the County Council’s Highways Capital programme (part Integrated Transport / part Structural Maintenance)		IN THE REGION				

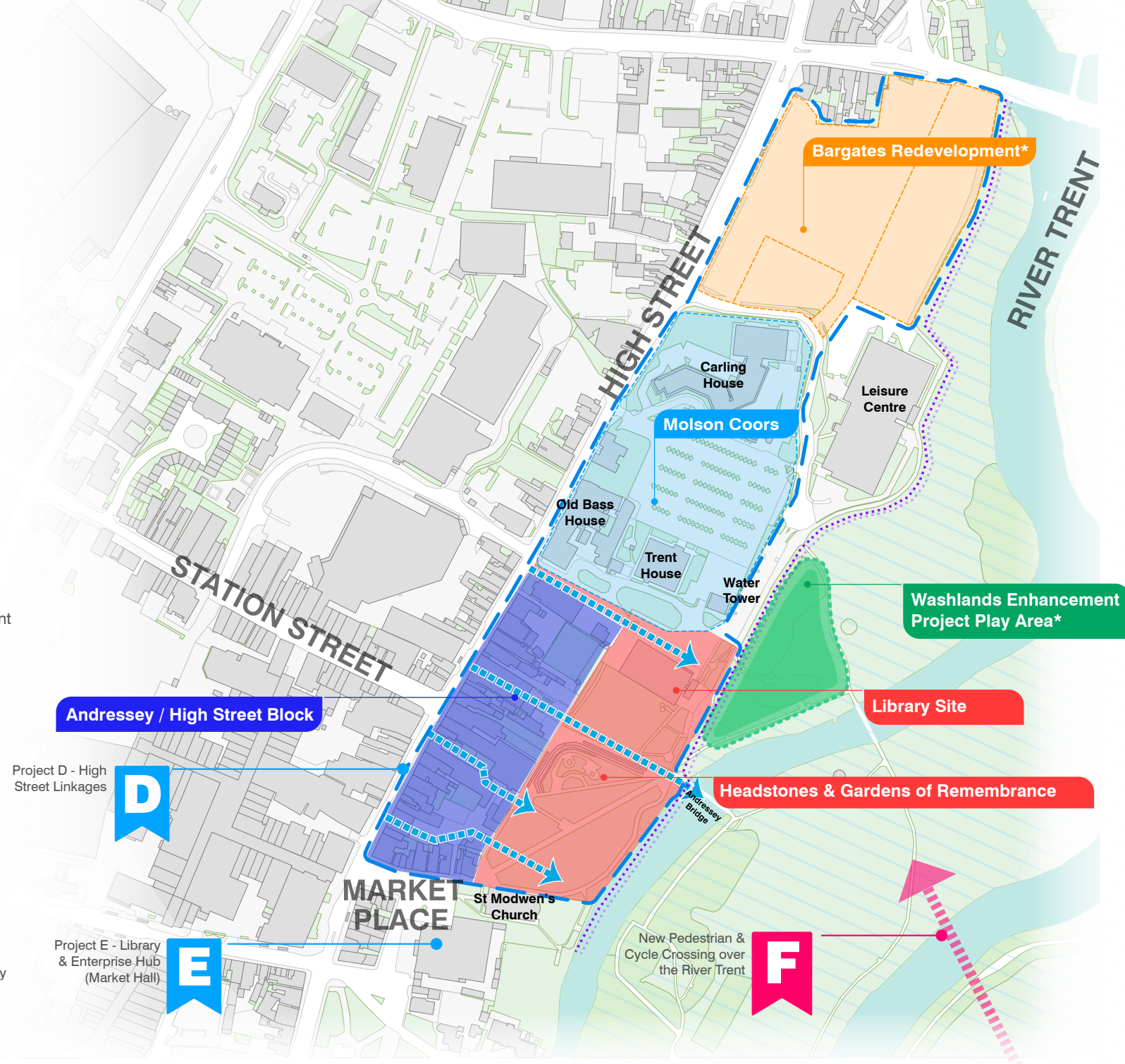
2.0 STRATEGY

2.6 LOCAL COMPLIMENTARY INVESTMENT TO TIP OBJECTIVES: SUCCESSES TO DATE CONTINUED

Burton Rail Station Forecourt Improvements	An enhancement to the station forecourt to create a better transport interchange with new bus infrastructure and a re-modelled taxi rank. Project was undertaken in conjunction with Network Rail bridge strengthening works to minimise traffic disruption. Further enhancement work to the station platform will be undertaken by a voluntary group associated with the Train Station, who have recently accessed funding from the Borough Council.	Completed December 2019	£0.6m	Funded through a combination of S106 funding and Integrated Transport block allocation	 IN THE REGION
Burton Bridge Strengthening Scheme	Strengthening of weak verges and waterproof through the installation of concrete arches and infill works. Also to resurface life expired carriageway and improve carriageway drainage.	Completed September 2019	£2.8m	Burton Bridge and St Peters combined scheme funded by DfT Challenge Fund Tranche 2a with contributions of £5.0m from DfT plus £1.2m from SCC	 BY THE RIVER  IN THE REGION
St Peter's Bridge Strengthening Scheme	Replacement of bridge bearings to avoid a 2019 weight restriction of 7.5T and potential 2024 total closure. Other maintenance works included waterproofing, resurfacing, joint replacement, painting of St Peters Footbridge, bearing replacement at Riverside Viaduct	Completed September 2018	£3.4m	Burton Bridge and St Peters combined scheme funded by DfT Challenge Fund Tranche 2a with contributions of £5.0m from DfT plus £1.2m from SCC	 BY THE RIVER  IN THE REGION
Bargates Mixed-Use Redevelopment	<p>The redevelopment of the former Bargates Shopping Centre on Burton High Street, which separates the town centre and the riverside Washlands. The forthcoming proposal for the site provides a mixture of uses with a hybrid planning application that covers a detailed application for Phase 3a and outline for Phase 3b, indicatively represented by the masterplan on the next page.</p> <p>This investment specifically refers to the development of Phase 3a, which will comprise predominantly residential uses, providing a mixture of apartments and houses, as well as a 72 bed extra care facility fronting the High Street. The outline application for Phase 3b will offer commercial uses fronting the Washlands such as office, retail, and restaurants.</p>	Forthcoming	Circa. £11m	Funded by Jessups and Trent & Dove Housing, supported by a funding bid to Homes England.	 BY THE RIVER  IN THE REGION

2.7 STRATEGIC PLAN (TOWN CENTRE PROJECTS)

-  Washlands Improvements Area
 -  Create new routes through (subject to heritage assessment & feasibility to establish extent of justifiable intervention)
 -  Bargates Redevelopment* - Potential for mixed use development (Full Planning Application received in December 2020)
 -  Molson Coors Site - Potential for high quality town centre residential development
 -  Indicative extent of Washlands Enhancement Project Play Area*
 -  Renewed Flood Defences
 - Andressey Passage Plus**
 -  Library Site, Headstone & Gardens Remembrance
 -  High Street Block
- *These projects are being delivered through the Borough Council's existing town centre regeneration programme, which is complementary to the Town Investment Plan and supports the delivery of its vision



2.0 STRATEGY

2.8 INDIVIDUAL PROJECT PROPOSALS

This section of the report will outline each of the 8 proposed shortlisted projects, the rationale behind them and the evidenced need for them in Burton, and show their context in the Programme Level Theory of Change, above. Information on the 3 reserve projects can be found in Appendix E.

The majority of projects have been subjected to independent Benefit and Cost Ratio calculations and the methodology for this process can be found at Appendix F.

The outputs and outcomes for each of the projects, which are further detailed in section 2 of the TIP (the spreadsheet summary), align with the expectations of the TIP Intervention Framework. In particular, they link to:

- Local Transport;
- Urban regeneration, planning and land use;
- Arts, culture and heritage;
- Skills infrastructure;
- Enterprise infrastructure.

The projects not only complement the themes of the Intervention Framework but they are carefully constructed to ensure that they appropriately meet the vision of creating a resilient, better, brighter Burton.



“The wide range of available projects offer a realistic prospect of improving the civic amenity within Burton.”

Quote from Public Consultation

2.0 STRATEGY




UNIVERSITY LEARNING HUB

Description: The provision of a new Regional Learning Centre for Burton, located at the historic Brewhouse, structured in a way that is relevant to the local context.

It is designed to provide opportunities to access new markets and provide relevant higher education skills and training that responds to the need for clear progression routes, working in partnership with local providers to achieve that objective.

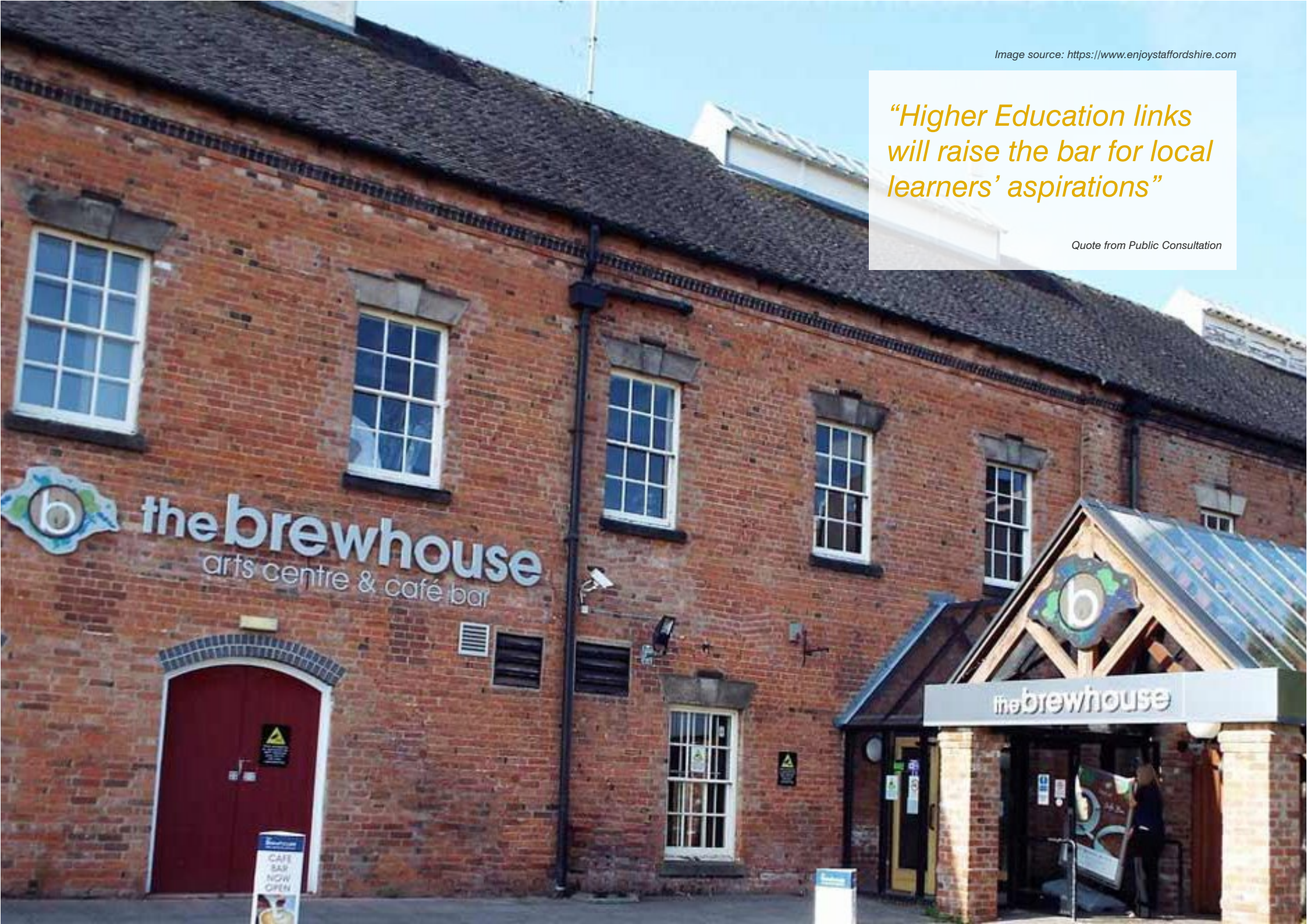
The offer will be multi-faceted and account for a range of learners (adults and young people) and include those already in employment (upskilling), those who require a change of direction (re-skilling), people who need to enter the workforce (intermediate skills) and at a range of qualification levels from 3-7 to build on school, FE and training provider progression.

Challenges & Opportunities	Project Objectives	Contribution to Strategic Objectives	Over Arching Themes Supported	Inputs	Outputs	Outcomes	Impacts
<p>Enterprise & Skills</p> <p>Only 34% of Students attained Grade 5 or above in English and Maths GCSE, compared with the national at 64.6% (Joint Strategic Needs Assessment (JSNA), 2020)</p> <p>In October 2020, Burton had a claimant rate of 6.3% with approximately 2,985 people claiming JSA and Universal Credit</p> <p>There are currently 39,000 jobs in Burton, unchanged from 2018 compared an increase of 1.1% nationally</p> <p>Business density in Burton currently stands at 308 (businesses per 10,000 population), below the district level of 397, regional level of 360 and national figure of 407.</p> <p>Consistent and significant gap between the business density in East Staffordshire and the region.</p> <p>Hidden Heritage</p> <p>Opportunity to enhance repurpose and revitalise heritage assets that otherwise may fall into disrepair.</p>	<p>Provide access to higher level education and training.</p> <p>Retain existing businesses in Burton and encourage other businesses into the local area.</p> <p>Reduce unemployment rates by providing residents with the skills and opportunities they need.</p>	<p>2</p> <p>Repurpose, Reveal & Revitalise our distinct heritage</p> <p>5</p> <p>Routes to prosperity: Advancing and broadening skill horizons</p>	<p></p> <p>IN THE REGION</p>	<p>Total Project Costs: £2,000,000</p> <p>TIP Required: £2,000,000</p> <p>UoW have effective governance and knowledge of delivery for similar schemes</p> <p>Engagement of key stakeholders</p>	<p>New HE learning centre</p> <p>Sustainable use for the Brewhouse site</p>	<p>GVA uplift of £15.9 million</p> <p>Young people accessing higher skills</p> <p>Businesses creating higher value jobs</p> <p>Increased expenditure in the local economy</p> <p>Providing access to quality education for young people and through adult learning courses</p> <p>BCR Score: 6.7</p>	<p>Higher level of qualification attainment, in turn helping to combat the skills disconnect</p> <p>Burton in the Region: Putting Burton as a place on the map offering an extensive higher education provision</p>

There will likely be a requirement for a revenue subsidy for the initial years of operation for the University of Wolverhampton until the facility is self-sustaining. This would be further explored during the development of the business case for this project, but at this time it is envisaged that the funding would be required for the first two years of the Regional Learning Centre being in operation, with the revenue funding being no greater than 25% of the project Towns Fund requirement, which equates to no more than 2% of the overall Towns Fund ask.

*“Higher Education links
will raise the bar for local
learners’ aspirations”*

Quote from Public Consultation



2.0 STRATEGY



HIGH STREET LINKAGES

Description: This project enables the High Street to turn, face and integrate itself with the Washlands as part of the National Forest. It will introduce town centre living with key walking and cycling routes to the nearby Washlands and Project F (new bridge) area; as well as delivering other hospitality uses, which will in turn promote active uses. This will also help drive the future sustainability of the town centre area in close location to Project E, library and enterprise hub.

Challenges & Opportunities	Project Objectives	Contribution to Strategic Objectives	Over Arching Themes Supported	Inputs	Outputs	Outcomes	Impacts
<p>River Trent</p> <p>Providing a redevelopment opportunity facing onto the Washlands and the River Trent.</p> <p>Redevelopment of this site should capitalise on the natural asset, that is currently hidden behind the existing development.</p> <p>Connectivity</p> <p>There is currently limited access through from the town centre. Access routes from the High Street should be strengthened and re-development will provide people with a reason to visit the Washlands.</p> <p>Hidden Heritage</p> <p>Opportunity to revitalise and boast both the heritage and natural assets that are in close proximity to this site.</p>	<p>Re-develop a key town centre site to deliver an active use, town centre living and a clear route between the River and the Town Centre.</p> <p>Development of a new washlands area, providing people with a reason to visit.</p>	<p>1</p> <p>Re-stitching Burton: Linking Forest, Town and Washlands</p> <p>2</p> <p>Repurpose, Reveal & Revitalise our distinct heritage</p> <p>3</p> <p>Routes into town: Easier, safer, more active and greener</p> <p>4</p> <p>Visitors: More visits, more often</p>	<p> BY THE RIVER</p> <p> IN THE REGION</p>	<p>Total Project Costs: £3,000,000</p> <p>TIP Required: £3,000,000</p> <p>Planning permission required</p> <p>Further engagement with key stakeholders such as Molson Coors and other landowners</p>	<p>New residential units created</p> <p>Public realm and access improvements</p> <p>Access routes into the town centre strengthened</p> <p>Acquisition and re-purposing of key historic buildings, the Trent House and the Bass House, bringing them into public use.</p>	<p>New residential units created</p> <p>Land value uplift of £5 million</p> <p>Production of town centre living</p> <p>Create key walking and cycling route through from the town centre to the Washlands</p> <p>Enhance natural assets</p> <p>BCR Score: 2.7</p>	<p>Improved riverside area offering a healthier environment</p> <p>By the River: Re-stitching the town centre with the River Trent, creating clear access points and a reason to visit both areas</p> <p>Burton in the Region: Attracting visitors into the town, both to use the town centre and to admire its natural assets</p>

“Bringing people back into town to live is critical for Burton’s survival as a town.”

Quote from Public Consultation

Parcel 3A: Full planning application received in December 2020

Listed buildings and buildings which contribute to setting of Conservation Area to be retained and enhanced

Buildings of no heritage value/negative impact to the setting of Conservation Area to be considered for replacement with sensitive contextual development

Create new routes through (subject to heritage assessment & feasibility to establish extent of justifiable intervention)

Andressey / High Street Block

Project E - Library & Enterprise Hub (Market Hall)

PARCEL 3 BARGATES REDEVELOPMENT*

Parcel 3A

Parcel 3B

Parcel 3B

PARCEL 2 MOLSON COORS

Old Bass House

Trent House

Water Tower

Carling House

Leisure Centre

Indicative extent of Washlands Enhancement Project Play Area*

A

A - Library Site

B

B - Headstones & Gardens of Remembrance

St Modwen's Church

Andressey Bridge

New cafe

Reduced tree cover to create open and welcoming green area

New Garden of Remembrance - Views over river and better connection to the St Modwen's Church








High Street Property Intervention Masterplan (Illustrative Only)

Andressey Passage Plus
(Parcel A + B + C area: 3.674ha)

- A** **Library Site**
- B** **Headstones & Garden of Remembrance**
(Parcel A + B area: 2.006ha)
- C** **Andressey / High Street Block**
(Parcel C area: 1.668ha)

Molson Coors
(Site area: 2.829ha)

Bargates Redevelopment*
(Parcel 3A + 3B site area: 2.409ha)

-  Create new routes through (subject to heritage assessment & feasibility to establish extent of justifiable intervention)
-  Create new/re-surface routes through enhanced green public space
-  Washlands Enhancement Project Play Area* (indicative extent)
-  Residential units overlooking green space
-  Grade I Listed
-  Grade II Listed
-  Buildings of Clear Heritage Value

*These projects are being delivered through the Borough Council's existing town centre regeneration programme, which is complementary to the Town Investment Plan and supports the delivery of its vision

2.0 STRATEGY





LIBRARY & ENTERPRISE HUB (MARKET HALL)

Description: Relocation of three key County Council services into a single premise at the town centre Market Hall.

Market Hall transformation will encourage a greater use of that area of the town centre and enable further re-development opportunities at the riverside (See Project D)

The project could also cater as a business incubator space providing facilities such as superfast broadband, on-site Bluetooth and 3D printing capability, and flexible, bookable meeting rooms.

Challenges & Opportunities	Project Objectives	Contribution to Strategic Objectives	Over Arching Themes Supported	Inputs	Outputs	Outcomes	Impacts
<p>Hidden Heritage</p> <p>Opportunity to enhance repurpose and revitalise heritage assets that otherwise may fall into disrepair.</p> <p>Enterprise & Skills</p> <p>Many of Burton's LSOAs are in the worst 20% most deprived nationally in relation to Education</p> <p>A skills shortfall in Burton means the resident working population is underrepresented in higher paid / skilled roles</p> <p>There has been a reduction of 9% in new business births in Burton since 2016</p>	<p>Relocate the existing library enabling redevelopment of land</p> <p>Re-purpose the market hall providing a long-term use for the building to ensure it is maintained and retained.</p> <p>Create town centre library to increase footfall and visitor numbers to the town centre.</p>	<p>1</p> <p>Re-stitching Burton: <i>Linking Forest, Town and Washlands</i></p> <p>2</p> <p>Repurpose, Reveal & Revitalise our distinct heritage</p> <p>4</p> <p>Visitors: <i>More visits, more often</i></p> <p>5</p> <p>Routes to prosperity: <i>Advancing and broadening skill horizons</i></p>	<p> BY THE RIVER</p> <p> IN THE REGION</p>	<p>Total Project Costs: £8,300,000</p> <p>TIP Required: £7,300,000</p> <p>Engagement of key stakeholders</p>	<p>New library and public sector hub</p> <p>Enhanced public realm</p> <p>Improved cultural/ educational offer</p>	<p>Additional 99,935 library visits annually</p> <p>Additional 1 ha of public realm</p> <p>BCR Score: 2.2</p>	<p>Re-purpose, and revitalise heritage assets: Ensuring the continued use of the Market Hall building, a key heritage asset in the heart of the town centre</p> <p>By the River: Relocation of the library from its existing building will enable wider re-development along the River Trent</p>

“I believe that this is an excellent project proposal and would receive my full and most enthusiastic support. Following in the excellent example of Lichfield Library relocation into St Mary’s Church, I believe that this project has great promise to help drive footfall into the town centre and develop a proper cultural hub.”

Quote from Public Consultation






2.0 STRATEGY



NEW PEDESTRIAN & CYCLE CROSSING OVER THE RIVER TRENT

Description: A new pedestrian and cycling bridge that crosses the River Trent.

Provision of a key link in the creation of an east to west route for active modes across the town, from the Town Hall to the Washlands and residential areas to the east of the River Trent as part of the LCWIP.

Challenges & Opportunities	Project Objectives	Contribution to Strategic Objectives	Over Arching Themes Supported	Inputs	Outputs	Outcomes	Impacts
<p>Connectivity</p> <p>Poor connectivity is underplaying the town's key attractions and may threaten the town's future success and realisation of its regeneration ambitions.</p> <p>Two AQMAs designated due to traffic emissions and levels of congestion on key routes leading to the town centre.</p> <p>Redevelopment of the Bargates and Molson Coors sites (as well as wider planned development) could further add to traffic congestion within the town.</p> <p>There are higher standard mortality ratios in Burton ward and Burton has higher levels of obesity among young people compared with the national average.</p> <p>There is the need to rediscover active travel as part of a green recovery following COVID.</p> <p>DfT's new vision for cycling and walking set out in Gear Change: A bold vision for cycling and walking</p> <p>New design guidance for cycle infrastructure LTN1/20.</p>	<p>Widen the walking and cycling catchment of Burton town centre for both commuting and leisure trips.</p> <p>Reduce the need to travel by car and alleviate congested routes caused by car use for short journeys.</p> <p>Improve air quality, reduce carbon emissions and enhance health and wellbeing of Burton residents whilst providing for their mobility needs.</p> <p>Enhance east west connectivity, reconnecting Burton town centre with the River Trent, as part of a wider connection with the National Forest.</p>	<p>1</p> <p>Re-stitching Burton: Linking Forest, Town and Washlands</p> <p>3</p> <p>Routes into town: Easier, safer, more active and greener</p> <p>4</p> <p>Visitors: More visits, more often</p>	<p> BY THE RIVER</p> <p> IN THE FOREST</p> <p> IN THE REGION</p>	<p>Total Project Costs: £7,500,000</p> <p>TIP Required: £7,500,000</p> <p>Capital funding</p> <p>Staff Resources via Staffordshire County Council's Infrastructure+ public/private partnership with Amey</p> <p>Effective governance and delivery arrangements</p> <p>Embedding of LCWIP and associated schemes in local policy</p> <p>Engagement of key stakeholders</p> <p>Land owned by ESBC</p>	<p>Improved pedestrian routes</p>	<p>An additional 650 residential properties will be within a 20 minute walk of the town centre</p> <p>949,000 annual journeys across new bridge</p> <p>Improved connectivity within Burton. The bridge facilitates access to the new integrated High Street-Washlands area (project D) as well as projects C, E, J and onto G and H</p> <p>Increase in number of town centre visits</p> <p>BCR Score: 2.7</p>	<p>Stronger local economy, healthier environment and improved quality of life for residents</p> <p>The Heart of the Midlands: making it easier and safe to get to, from, in and around Burton, through a multi-modal, multi-scale range of interventions</p> <p>By the River: reconnecting the town centre with the River Trent, and, bringing the two together as part of a wider connection with the National Forest</p> <p>Burton in the Forest (the Capital of the National Forest) - exploiting its status as the largest town in the National Forest</p>



“This could have a huge benefit on the experience of walkers and cyclists, on sustainable transport objectives, and on the riverside environment.”


Quote from Public Consultation

2.0 STRATEGY



TRENT AND MERSEY CANAL TOWPATH IMPROVEMENTS

Description: Enhance the Trent and Mersey Canal towpath throughout Burton in three main sections: 1) the path between Branston Water Park and Shobnall Playing Fields, 2) from Shobnall to Eton Park Junior School, 3) from Eton Park to the Dove Aquaduct. The improvements will include a 1.5m - 2m wide path using a self-bind dust finish with appropriate separation between the path and the verge. The total length of all three sections is 8.9km.
Please Note: The TIP funding request will enable the delivery of Phase 1 of this project, opportunities to deliver the other two sections will be fully explored during the development of the business case.

Challenges & Opportunities	Project Objectives	Contribution to Strategic Objectives	Over Arching Themes Supported	Inputs	Outputs	Outcomes	Impacts
<p>Hidden Heritage</p> <p>Opportunity to enhance tourism offer of Burton through making the most of its green and blue infrastructure assets.</p> <p>Connectivity</p> <p>Path condition and lack of maintenance are critical to accessibility of towpaths.</p> <p>Unimproved surfaces are prone to deterioration during wet weather but particularly during the winter with ice and snow presenting an additional hazard.</p> <p>Cycling propensity is driven by provision of infrastructure in the right places i.e. along likely commuter routes to work.</p> <p>In Burton, poor active mode connectivity is underplaying the town's key attractions and may threaten the town's future success and realisation of its regeneration ambitions.</p> <p>Branston Locks, a large housing development to the South East of Burton, requires better connections into the town.</p> <p>Capital of the National Forest</p> <p>The provision of a well-marked trail that is easy to follow also encourages walking and cycling</p> <p>There is the need to rediscover active travel as part of a green recovery following COVID and promote use of green and blue infrastructure in support of wider wellbeing.</p>	<p>Widen the walking and cycling catchment of Burton town centre for both commuting and leisure trips, specifically enhancing connections between Branston and the town centre.</p> <p>Reduce the need to travel by car and alleviate levels of congestion caused by high car use for short journeys.</p> <p>Improve air quality, reduce carbon emissions and enhance health and wellbeing of Burton residents whilst providing for their mobility needs.</p> <p>Support the tourism sector.</p>	<p>1</p> <p>Re-stitching Burton: Linking Forest, Town and Washlands</p> <p>2</p> <p>Repurpose, Reveal & Revitalise our distinct heritage</p> <p>3</p> <p>Routes into town: Easier, safer, more active and greener</p> <p>4</p> <p>Visitors: More visits, more often</p>	<p> IN THE FOREST</p> <p> IN THE REGION</p>	<p>Total Project Costs: £525,000</p> <p>TIP Required: £525,000</p> <p>Staff resources via Canal and River Trust and their framework contractors.</p> <p>CRT has effective governance and delivery arrangements</p> <p>Embedding of scheme in local policy documents</p> <p>Engagement of key stakeholders</p>	<p>Improved pedestrian and cycle routes</p>	<p>Additional users and visits</p> <p>Active travel</p> <p>Improved canal towpaths will facilitate access for those with disabilities and/or limited mobility</p> <p>BCR Score: 2.1</p>	<p>Stronger local economy, healthier environment and improved quality of life for residents.</p> <p>The Heart of the Midlands: making it easier and safe to get to, from, in and around Burton, through a multi-modal, multi-scale range of interventions</p> <p>By the River: reconnecting the town centre with the River Trent, and, bringing the two together as part of a wider connection with the National Forest</p> <p>Burton in the Forest (the Capital of the National Forest) - exploiting its status as the largest town in the National Forest</p>

“This project is one I support in the strongest manner. This includes linking communities (notably the new & significantly large Branston developments) across the town, developing our cycle & walking networks, encouraging green and healthy travel, developing local tourism (particularly linking Branston Water Park, Shobnall & Barton Marinas, & the town centre). Moreover, as a near shovel ready, highly affordable project, this also represents a project that can be quickly achieved and begin improving the lives of residents from the returns it delivers”

Quote from Public Consultation



2.0 STRATEGY



CYCLE NETWORK ENHANCEMENTS

Description: A package of sustainable transport measures (prioritised to achieve greatest value for money) focusing on accelerating the delivery the Local Cycling and Walking Infrastructure Plan (LCWIP). Focus on enhancing the environment within the town centre and the provision of high-quality walking and cycling facilities connecting to the town centre including along the A511 corridor and to the east of Burton tying into proposals to enhance connectivity across the Washlands.

Challenges & Opportunities	Project Objectives	Contribution to Strategic Objectives		Inputs	Outputs	Outcomes	Impacts
		Over Arching Themes Supported					
<p>Connectivity</p> <p>Poor connectivity is underplaying the town’s key attractions and may threaten the town’s future success and realisation of its regeneration ambitions.</p> <p>Burton town centre is constrained in terms of access by road, on foot and by cycle on its western boundary by the Lichfield to Derby railway line which only has three crossing points.</p> <p>Walking and cycling audits undertaken as part of the development of the LCWIP highlight significant gaps in the cycle network and a need to upgrade the existing network. The audit also identified many challenges involved in the provision of a high-quality network, including narrow, busy roads and residential areas that suffer from on-street parking and traffic speeds that do not aid safe walking and cycling. In the town centre, pedestrian / vehicle conflict is evident which is exacerbated by narrow footways that are in a poor condition.</p> <p>The LCWIP analysis also took into account forecast trips from proposed new housing developments in Burton and demonstrated that improvements could assist in accommodating significant planned development in Burton.</p> <p>Two AQMAs designated due to traffic emissions and levels of congestion on key routes leading to the town centre.</p> <p>Redevelopment of the Bargates and Molson Coors sites (as well as wider planned development) could further add to traffic congestion within the town.</p> <p>There are higher standard mortality ratios in Burton ward and Burton has higher levels of obesity among young people compared with the national average.</p> <p>There is the need to rediscover active travel as part of a green recovery following COVID.</p> <p>DfT’s new vision for cycling and walking set out in Gear Change: A bold vision for cycling and walking</p> <p>New design guidance for cycle infrastructure LTN1/20.</p>	<p>Widen the walking and cycling catchment of Burton town centre for both commuting and leisure trips.</p> <p>Enhance the town centre public realm and amenity spaces.</p> <p>Improve connectivity to the rail station to provide sustainable transport links with the wider region.</p> <p>Reduce the need to travel by car and alleviate levels of congestion caused by high car use for short journeys.</p> <p>Improve air quality, reduce carbon emissions and enhance health and wellbeing of Burton residents whilst providing for their mobility needs.</p> <p>Enhance east west connectivity, reconnecting Burton town centre with the River Trent, as part of a wider connection with the National Forest.</p> <p>Build upon the National Cycle Route network and the opportunities this provides.</p> <p>The number of AQMAs will be reduced through increased use of active travel.</p>	<p>1</p> <p>Re-stitching Burton: Linking Forest, Town and Washlands</p> <p>3</p> <p>Routes into town: Easier, safer, more active and greener</p> <p>4</p> <p>Visitors: More visits, more often</p>	<p>BY THE RIVER</p> <p>IN THE FOREST</p> <p>IN THE REGION</p>	<p>Total Project Costs: £6,300,000</p> <p>TIP Required: £1,425,000</p> <p>Capital funding</p> <p>Staff resources via Staffordshire County Council’s Infrastructure+ public/private partnership with Amey.</p> <p>Land currently owned by Molson Coors Brewery.</p> <p>Effective governance and delivery arrangements</p> <p>Embedding of LCWIP and associated schemes in local policy</p> <p>Engagement of key stakeholders</p>	<p>Improved cycle routes</p>	<p>Additional cyclists</p> <p>Active travel</p> <p>Health benefits</p> <p>Measure of reducing the number of AQMAs</p> <p>Reduced congestion</p> <p>BCR Score: 2.9</p>	<p>Stronger local economy, healthier environment and improved quality of life for residents.</p> <p>The Heart of the Midlands: making it easier and safe to get to, from, in and around Burton, through a multi-modal, multi-scale range of interventions</p> <p>By the River: reconnecting the town centre with the River Trent, and, bringing the two together as part of a wider connection with the National Forest</p> <p>Burton in the Forest (the Capital of the National Forest) - exploiting its status as the largest town in the National Forest</p>



“Cycling network needs improving, particularly to encourage more children to cycle to school, which they can only do if there is a safe cycle route available.”

Quote from Public Consultation

2.0 STRATEGY



COLLEGE SPECIALIST EDUCATION OFFER

Description: Burton and South Derbyshire College (BSDC) serves 5,000 learners and works with 1,000 business annually, acting as the primary Further Education college for local residents. The proposal for developing the college is twofold but being proposed as a singular project. This proposal will in turn create a Health & Social Care Realistic Environment, which would offer a simulated environment for learners to experience, gain knowledge/skills and understanding within a range of health and social care settings, as well as £2.3m towards the creation of a Digital, Creative and Data STEAM hub (Science, Technology, Engineering, Arts, Mathematics). This would provide 4 distinct facilities for Creative Digital Learning, Games Development, Mechatronics, and Cyber-Security.

The estimated cost breakdown is as follows:

- Health & Social Care Realistic Working Environment (c. £800,000, including specialist equipment, specialist IT equipment, furniture and remodelling work)
- Mechatronics (c. £350,000, including specialist equipment, specialist IT equipment, and remodelling work)
- Creative & Digital Learning Hub (c. £1.25 million, including specialist IT equipment, furniture and remodelling work)
- Games Development (c. £450,000, including specialist equipment, specialist IT equipment, furniture and remodelling work)
- Cyber Security (c. £250,000, including specialist IT equipment, furniture and remodelling work)

Challenges & Opportunities	Project Objectives	Contribution to Strategic Objectives	Over Arching Themes Supported	Inputs	Outputs	Outcomes	Impacts
<p>Enterprise and Skills</p> <p>Only 34% of Students attained Grade 5 or above in English and Maths GCSE, compared with the national at 64.6%</p> <p>In October 2020, Burton had a claimant rate of 6.3% with approximately 2,985 people claiming JSA and Universal Credit</p> <p>There are currently 39,000 jobs in Burton, unchanged from 2018 compared an increase of 1.1% nationally</p> <p>Business density in Burton currently stands at 308 (businesses per 10,000 population), below the district level of 397, regional level of 360 and national figure of 407.</p> <p>Consistent and significant gap between the business density in East Staffordshire and the region.</p>	<p>Provide access to higher level education and training.</p> <p>Provide simulated environments allowing learners to experience, gain knowledge, skills and understanding.</p>	<p>5</p> <p>Routes to prosperity: <i>Advancing and broadening skill horizons</i></p>	<p></p> <p>IN THE REGION</p>	<p>Total Project Costs: £3,100,000</p> <p>TIP Required: £3,100,000</p> <p>Engagement of key stakeholders</p>	<p>New education centre</p> <p>Enhanced educational offer</p> <p>Demand led skills provision</p>	<p>70 new learners</p> <p>£1,385,086 per annum additional GVA (safeguarded jobs)</p> <p>Young people accessing higher skills</p> <p>Businesses creating higher value jobs</p> <p>Increased expenditure in the local economy</p> <p>Providing high-quality education to the young and unemployed</p> <p>BCR Score: 3.9</p>	<p>Higher level of qualification attainment, in turn helping to combat the skills disconnect</p> <p>Burton in the Region: Putting Burton as a place on the map offering a unique higher education offering.</p>



Burton and
South Derbyshire
College

“Excited by the College proposals as new and emerging technologies and future job creation should be a strong focus of this plan.”




Quote from Public Consultation

2.0 STRATEGY



A5189 ST PETER'S BRIDGE CORRIDOR IMPROVEMENTS PHASE 1

Description: This project will commission a new traffic model for Burton, with a particular focus on the A5189 St Peter's Bridge Corridor. Following the production of the traffic model, the modelled data will be used to create a new design for that corridor as well as providing updated data for the rest of Burton for future development. Through using the model, a new designed scheme will be created for St Peters Bridge, which would incorporate the creation of an additional lane of vehicular traffic to ease traffic flow in and out of the town centre. The model will support the assessment of the schemes' viability and impact on congestion within Burton (i.e. to determine whether a bigger intervention at St Peters Bridge would be economically worthwhile), which could result in the further project to transform the bridge.

Challenges & Opportunities	Project Objectives	Contribution to Strategic Objectives	Over Arching Themes Supported	Inputs	Outputs	Outcomes	Impacts
<p>Connectivity</p> <p>Congestion, particularly at peak times, is an issue in certain locations and has contributed, alongside the urban form, to the declaration of two Air Quality Management Areas (AQMAs). These AQMAs were declared due to the level of nitrogen dioxide (NO2) from road traffic.</p> <p>There are only two current crossing points on the River Trent in Burton which creates bottlenecks. Funding approval for a new crossing in the nearby village of Walton on Trent will create new traffic patterns for HGVs which currently have no option than to route through Burton, adding to the air quality problems.</p> <p>The creation of a new traffic free bridge (project F) will present opportunities to re-route many active travel journeys along the River Trent and into town via this route.</p> <p>COVID has changed traffic patterns and there is an opportunity to create a new transport model for the town which captures, models and analyses traffic movements along the A5189 corridor due to the combination of these major contributing factors.</p>	<p>The current version of the Burton transport model is well over 5 years old, with the majority of the origin-destination data underlying it being even older. To meet Department for Transport guidance on model performance it needs to be updated so that schemes to address congestion issues and facilitate housing and employment growth can be progressed. Without an updated model there is a very high risk that the ability of Staffordshire County Council and East Staffordshire Borough Council to develop suitable schemes (such as for the A5189 St Peter's Bridge Corridor) and obtain funding for them from private and public sources will be compromised.</p>	<p>1 Re-stitching Burton: Linking Forest, Town and Washlands</p> <p>3 Routes into town: Easier, safer, more active and greener</p> <p>4 Visitors: More visits, more often</p>	<p> BY THE RIVER</p> <p> IN THE FOREST</p> <p> IN THE REGION</p>	<p>Total Project Costs: £300,000</p> <p>TIP Required: £150,000 (£150,000 secured from local authorities)</p> <p>Traffic surveys (speed, volume, turning counts, roadside interviews)</p> <p>Reconfiguration and verification of transport model</p> <p>Analysis of theoretical options to improve traffic flow</p> <p>Engineering design input to analyse engineering constraints</p>	<p>Up-to-date traffic data</p> <p>New SATURN transport model of Burton</p> <p>Engineering appraisal of engineering constraints</p>	<p>Improved knowledge of traffic behaviour</p> <p>Improved awareness of opportunities for improved transport movements</p>	<p>Ability to improve current traffic flows</p> <p>Ability to mitigate the impact of future development</p> <p>Improved routes into town</p> <p>Improved perception of visitors to town</p>











“Traffic and its backlog across the town is always a problem that affects a lot of local people, this would be a good investment.”

Quote from Public Consultation

2.0 STRATEGY

2.9 SUMMARY OF TIP REQUEST AND PROJECT VALUES

Project	Description	Total Project Value	TIP Funding Request	Direct Financial Contribution
	University Learning Hub	£2,000,000	£2,000,000	-
	High Street Linkages	£3,000,000	£3,000,000	-
	Library & Enterprise Hub (Market Hall)	£8,300,000	£7,300,000	£1,000,000
	New Pedestrian & Cycle Crossing over the River Trent	£7,500,000	£7,500,000	-
	Trent and Mersey Canal Towpath Improvements	£525,000	£525,000	-
	Cycle Network Enhancements	£6,300,000	£1,425,000	£4,875,000
	College Specialist Education Offer	£3,100,000	£3,100,000	-
	A5189 St Peters Bridge Corridor Improvements Phase 1	£300,000	£150,000	£150,000
		TOTAL TIP FUND REQUEST:	£25,000,000	<i>There will be other in kind contributions, including the value of the Market Hall building given over to enterprise space, and the value of the site on which the Library currently stands.</i>

3.0

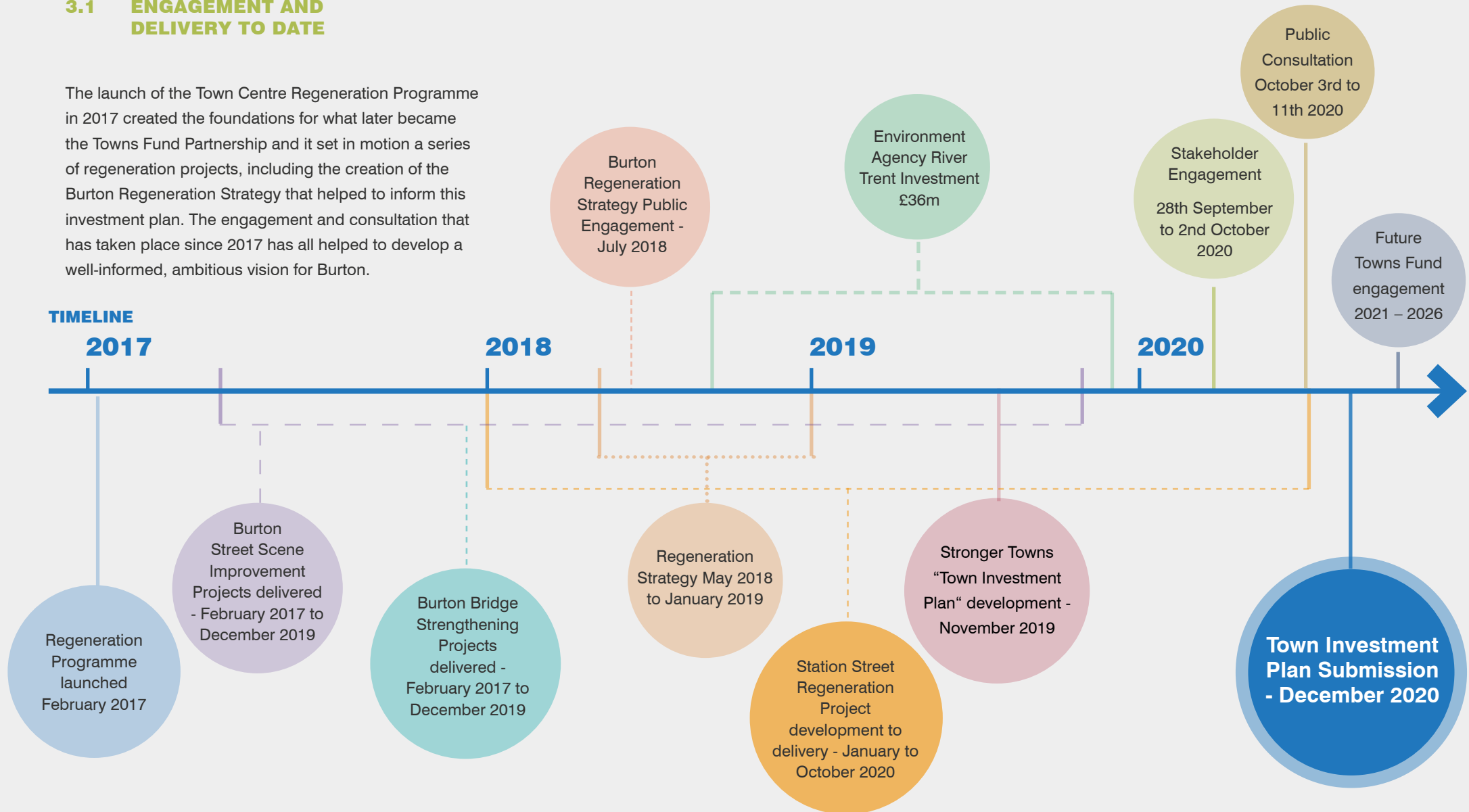
ENGAGEMENT & DELIVERY

3.0 ENGAGEMENT & DELIVERY

3.1 ENGAGEMENT AND DELIVERY TO DATE

The launch of the Town Centre Regeneration Programme in 2017 created the foundations for what later became the Towns Fund Partnership and it set in motion a series of regeneration projects, including the creation of the Burton Regeneration Strategy that helped to inform this investment plan. The engagement and consultation that has taken place since 2017 has all helped to develop a well-informed, ambitious vision for Burton.

TIMELINE



3.0 ENGAGEMENT & DELIVERY

3.2 INTRODUCTION OF TIP CONSULTATION

URBED delivered the engagement & consultation of the Town Investment Plan commission for Burton in relation to the production of the Town Investment Plan. URBED's proposed methodology was split into two parts: a Stakeholders' Engagement; and a Public Consultation. As a close-knit town, it was crucial that local residents, businesses and stakeholders all had the opportunity to input into the town investment plan by identifying the key issues and challenges facing the town and how these can be delivered through projects to have an overall positive impact on Burton.

The list of stakeholders with whom engagement took place was developed from the original stakeholder list for the Burton Towns Fund prospectus of 2019. The list of stakeholders included a number of local businesses employers, charities and organisations. A full list of stakeholders involved in the stakeholder workshops can be found in Appendix B. The choice of stakeholders was largely informed by the Towns Fund Prospectus and these organisations will continue to be involved during the future engagement of the Towns Fund programme.

For more information about the engagement and consultation process and findings, please refer to Appendices A and B.

3.3 TIP CONSULTATION APPROACH

By utilising the following engagement tactics, we were able to reach a wide audience with high participation levels:

- Stakeholder engagement workshops held digitally on two different dates and times to fit around differing work/home commitments
- Multiple engagement channels used including QR scanning facility, social media campaign, local authority consultation pages and physical consultation materials
- Wide range of stakeholders invited to attend stakeholder events, including community networks and organisations, sports clubs, local parish councils, local charities
- Digital questionnaire and information boards enabling participation from the public at a time and place that suits them
- Physical consultation boards located in the Cooper Square shopping centre, one of the highest footfall locations in Burton.



View of the Town Hall, Grade II Listed

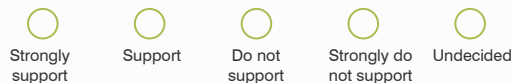
3.0 ENGAGEMENT & DELIVERY

3.4 LIMITATIONS OF CONSULTATION APPROACH

Generally, when using a 'poll' or 'voting' type system care needs to be taken, as there is a tendency to polarize feedback. However, in this instance, we believe that this method was effective as all stakeholders got the opportunity to pick their favourite projects (top 3).

In addition to this, there were two opportunities at the start and the end of the questionnaire to offer wider feedback (Qu. 1 + 14), as well as comment boxes on each individual question. Several people invested a good amount of time adding additional insight. There were 61 answers to Qu.1, and 170 answers to Qu.14. Overall, 1268 comments were made on the online survey monkey, and at least 50 comments emerged from the postal and emailed questionnaires.

Q1 Do you support overall our emerging Town Investment Plan for the regeneration and strengthening of the town?



Any comments? _____

Q14 This is a small selection of questions, and you may have more questions or comments. Please feel free to tell us more here:

Extract from the questionnaire showing Qu.1 and Qu.14

3.5 SUPPORTING ACCESS TO INFORMATION AND CONSULTATION

Careful consideration was given to this strategy, mindful of the constraints presented by COVID in terms of appropriate locations to ensure safe and convenient access, and that a several otherwise suitable facilities were closed due to COVID. As such the Cooper Square Shopping Centre was chosen. As well as being popular, central, accessible and well known, it was able to offer a "COVID secure" location – the space and layout of the centre allowing easy access whilst enabling social distancing.

Live banners, with large text to ensure readability were placed at the Cooper Square Shopping Centre for a period of nine days (3rd-12th October 2020).

These were complemented with flyers for people to take away review at a later date or to be distributed wider. Ideally the flyers would have been placed more widely, but COVID meant several public facilities were not accessible at the time.

Furthermore, effective use of digital methods were made to ensure maximum access, including:

- Online link on council website to digital copies of banners

- Printed questionnaire and digital questionnaire
- Targeted stakeholder workshops to discuss options in more detail – two sessions offered at different times of the evening for those who could not attend during working hours

Again, COVID restricted opportunities for be-spoke targeting of harder to reach groups targeting of harder to reach groups such as the younger generation, though the choice of the Cooper Square Shopping Centre location, and the effort put into making the consultation digitally accessible, are methods that fit well with younger demographic groups – and the approach paid off with 7% of respondents to the public consultation being aged 25 and under.

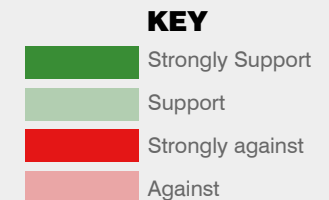
It is also of note that key demographic targets of the proposed University and College projects are young people, and targeted engagement will take place if these projects progress (see section 3.8 *Future Engagement* on page 68), and the importance of the educational projects was one of the themes to come across from the consultation responses received.

3.0 ENGAGEMENT & DELIVERY

3.6 PUBLIC CONSULTATION FINDINGS

Through the consultation, the public were asked to state whether they did or did not support each of the proposed projects. The following summaries the 'net support ratings', which are determined by subtracting the 'against' votes from the 'for' votes. The overall outcome of this is very positive as it shows that there wasn't a single project for which there was a greater number against than for.

	For (%)		Against (%)		NET Support Ratings at the project level
A Community Sports Hub (Burton Rugby Club)	62.5	18.63	5.54	6.49	69% (For 81%, against 12%)
D High Street Linkages	29.11	39.86	11.96	5.43	51.5% (For 69%, against 17.5%)
G Trent and Mersey Canal Towpath Improvements	24.45	41.61	15.21	4.26	46.5% (For 66%, against 19.5%)
H Cycle Network Enhancements	22.66	39.95	16.93	6.46	39.5% (For 63%, against 23.5%)
J College Specialist Education Offer	21.07	29.90	17.07	6.78	27% (For 51%, against 24%)
K A5189 St Peter's Bridge Corridor Improvements Phase 1	18.28	32.15	16.56	8.34	25% (For 50%, against 25%)
I A511 Corridor Improvements	16.34	32.06	19.16	9.95	19% (For 48%, against 29%)
F New Pedestrian & Cycle Crossing over the River Trent	27.74	22.99	21.05	12.27	17% (For 50.7%, against 33.3%)
B Heritage Hotel (Sinai Park House)	25.63	23.94	19.47	13.42	16.5% (For 49.5%, against 33%)
C University Learning Hub	16.50	32.77	21.36	12.01	16% (For 49%, against 33%)
E Library & Enterprise Hub (Market Hall)	16.65	25.39	23.21	18.59	0% (For 42%, against 42%)



Projects A, B and I have not been selected, please see Section 2.2 on page 31

3.0 ENGAGEMENT & DELIVERY

3.7 OVERVIEW OF CONSULTATION RESPONSES

HOW PEOPLE RESPONDED

The Digital Survey

- 861 people responded via Survey Monkey (the consultation and analytics package used)
- According to the Survey Monkey, 100% of respondents completed the survey, although “a few” skipped certain questions

Stakeholder Workshops

- 26 stakeholders attended the stakeholder workshops, representing 21 organisations

Paper or email responses

- 22 people responded via posted or emailed questionnaire
- 2 organisations wrote letters

Stakeholder Engagement Findings

Overall, across all the groups and the two workshop sessions, the top three most favoured projects were Projects D, H and I and the least favoured projects were projects A and F.

The project I – improvements to the A511 corridor, was the most favoured project with nine votes in total with a comment that this project would enhance connections in and out of the town. The second to the top-rated project, with eight votes was project D – the high street interventions. The participants acknowledged that regenerating the high street is key for the town and that there is potential to reuse the existing empty shops to create new leisure, residential and commercial opportunities that will support the local economy. The groups felt that this project had potential to integrate the Washlands and riverside area to make the most of these assets. The participants noted that the project needs a bold and comprehensive plan for this area for it to be successful. The third preferred project was project H and the plan to introduce new and enhanced cycleways across Burton. This project received positive comments that it would ease congestion, create safer and

sustainable cycle access into the town centre the towpath along the canal and to employment areas.

The least preferred projects were project A - the community sports hub and project F - the new pedestrian and cycle crossing. With project A, the participants questioned whether the proposed community sports hub is needed, mentioning the existing sports provision in the area, i.e. Burton Shobnall Leisure Centre and that the project could potentially impact on these existing facilities. A question was also posed, of whether it would be entirely publicly or privately funded. The concerns were countered, however, by positive views that the project could create an inclusive and accessible leisure space for Burton and the surrounding areas and generate more activities for young people. There were doubts about project F - the new pedestrian and cycle bridge, regarding how expensive the project could become and whether it was a need, given the Ferry Bridge is not far from the proposed new bridge. The project was welcomed by other participants who suggested that it could improve access to the Washlands and invite people to explore areas in Burton beyond the town centre.

3.0 ENGAGEMENT & DELIVERY

3.7 OVERVIEW OF CONSULTATION RESPONSES CONTINUED

The remaining projects, projects B, C, E, G, J and K, all scored between 3 or 4 votes each. Project B – Sinai Park House was a welcomed idea as participants described the building as a hidden gem and a great heritage asset for Burton and its restoration has the potential to attract tourists. There was a concern that it might end up like St. George’s Park and not attract tourists. The workshop participants identified Project C - the regional learning centre as a good project which could revitalise the existing building and provide an opportunity to connect to local industry and maximise day and nighttime uses. A participant noted that the project might need other activities to support it due to social distancing pressures of the COVID outbreak. The participants also highlighted that project E – the market hall and community service hub was a good project and agreed that by combining services into one hub, it would make the market hall building more sustainable. There was a concern about what would happen to the existing library and to make sure that the proposed services do not double up over existing services. Project G – the Trent and Mersey Canal towpath improvements project is seen as a positive

project, though participants highlighted that the Canal & River Trust could partner on the project. Many of the participants welcomed project J – the specialist education centre, as a project that could increase educational opportunities for young people in the area and provide training in trades to address skills shortages. The

participants commented that project K - A5189 St. Peter’s Bridge corridor improvements would contribute positively to helping people access the town. The participants, however, questioned the improvements as a lot of money had been spent on the bridge already.

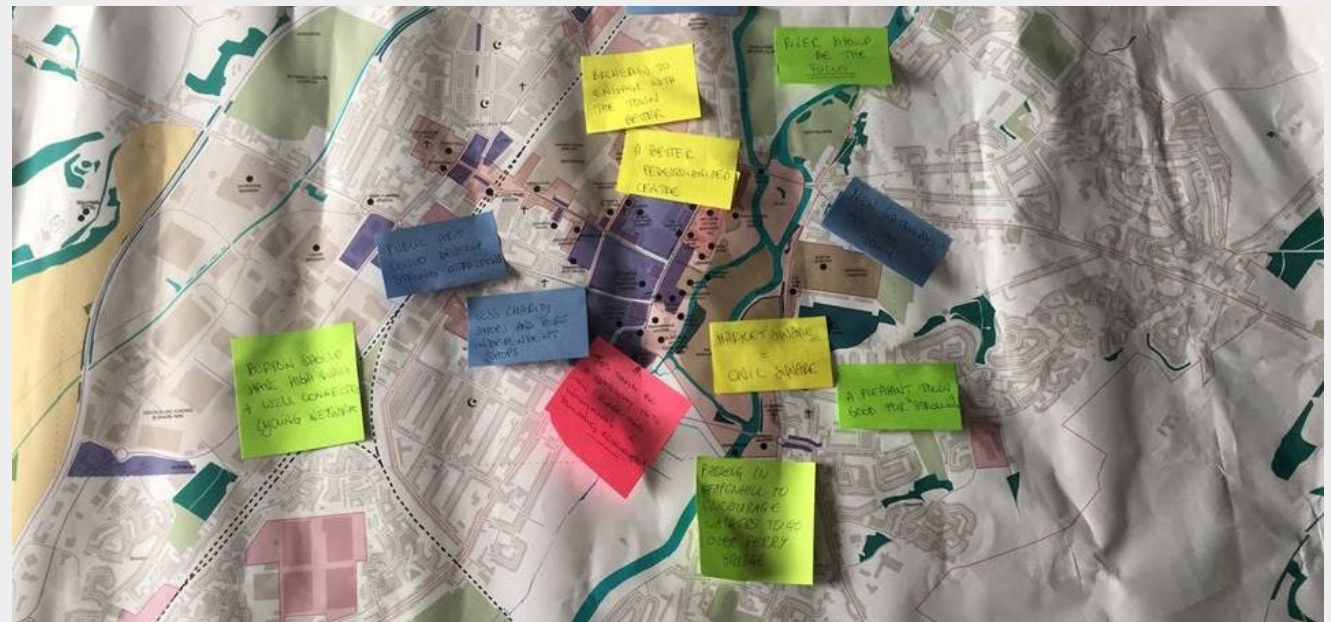


Photo from public & stakeholder engagement event

3.0 ENGAGEMENT & DELIVERY

3.8 FUTURE ENGAGEMENT

The future engagement of the Burton Towns Fund Programme will build upon the model and tactics that have been used for the stakeholder workshops and public consultations thus far. This model will be applied flexibly in order to accommodate any changes that can be applied if COVID restrictions are no longer in place, or are reduced in some way. This will include increasing the level of face-to-face engagement with the public via workshops and events.

Information on the progress of the Towns Fund programme will continue to be provided via the dedicated pages on the Borough Council's website, which will provide details and updates for each project.

Regular reporting of progress will also take place through the Council's social media platforms, including the use of campaign approaches, in addition to the use of local printed and online media. Additionally, progress will be reported to the Town Deal Board and the Borough Council's Cabinet on a quarterly basis. Further details on how the project will be monitored are provided in the Governance section on page 77.

An illustrative stakeholder engagement plan is included at Appendix C, which outlines how the Town Deal Board will continue to communicate and engage during the next stages of the Towns Fund programme.”

3.9 COMMITMENT FROM THE PRIVATE SECTOR

Throughout the development of the TIP private sector commitment has been key.

Significant communications have taken place between the Town Deal Board Partnership, ESBC and Molson Coors, regarding the potential acquisition and relocation of the Molson Coors Office space, which would enable the extension of Project D Phase 1. Furthermore, there has been ongoing engagement with the prospective private sector developer of Phase 3a (Bargates), Jessups, who are looking to invest more than £11m in the regeneration of the High Street. Jessups will continue to be engaged as the vision of the High Street masterplan is brought to life.

Further to the above, a number of key stakeholders and private sector businesses have been involved in the development of the TIP document, both at the initial project development stage and at the project prioritisation stage.

3.0 ENGAGEMENT & DELIVERY

3.10 FINANCIAL COMMITMENT FROM PUBLIC SECTOR

A massive investment programme of nearly £50 million by East Staffordshire Borough Council, Staffordshire County Council, and their public sector partners, is already underway in the town. These focus on complementary transport, environmental infrastructure investments directly addressing the TIP themes of “By the River”, “In the Forest”, and “Burton in the Region” (Please also refer to Section 2.8 Local Complementary Investment), and complementary to the planned TIP projects.

Staffordshire County Council is also aligning investment of its own funds in support of TIP Projects, with a substantial match funding contribution to Project H (Cycle Network Enhancements), whilst for Project E (Library & Enterprise Hub) the Council will be complementing the TIP investment in the fabric of the building by completely funding the internal fit out.

With regard to the University of Wolverhampton (UoW) investment at the Brewhouse, the TIP will be funding the delicate conversion project, and contributing towards the initial running costs. UoW will then be taking ongoing revenue funding requirements after that point.

Likewise, Burton & South Derbyshire College will be complementing the TIP investment in the Health & Social Care Realistic Environment, and the Digital, Creative and Data STEAM hub – funding their entire operation from opening.



View of the Market Hall from the Market Place

3.0 ENGAGEMENT & DELIVERY

3.11 COMMITMENT FROM DELIVERY PARTNERS

All partners, including the Lead Authority, are expected to commit to exploring the feasibility of securing further direct and indirect funding during the business case development stage in order to add value to the proposed projects and create opportunities for additionality when delivering the Town Investment Plan vision.

As outlined in the minutes of the Town Deal Board meetings, partners (such as education providers) have been invited to the Board meetings to present their proposals and partners have since been informed that this commitment is a requirement of their project being included in the TIP. Whilst this doesn't guarantee the availability of match funding, it ensures that investment from the Towns Fund is not taken for granted and that all partners share the objective of maximising the investment in the town.

There are also opportunities for non-cash financial contributions, which will still tangibly benefit the Towns Fund programme. For example, the Town Deal Board have been working with Molson Coors regarding the disposal of their land and property assets in the town.

3.12 DELIVERY

The key factor for all parties investing and delivering the projects is certainty regarding the integrity of the TIP and that its vision will be realised.

Each project:

- Has a direct part to play in realising the vision for Burton, addressing connectivity, and exploiting the town's existing assets,
- Seeks to access TIP as a funder of last resort, ensuring additionality and maximum leverage of public and private investment locally



The following tables set out at a high level the delivery plan for delivering each of the 8 TIP projects

3.0 ENGAGEMENT & DELIVERY

3.12 DELIVERY CONTINUED

Category A Projects

The following projects require Towns Fund Investment as the final funding piece, are at an advance stage of planning/pre-development or are relatively straightforward to deliver, and upon confirmation of funding, can start to be delivered in the short to medium term




Project	Remaining Post Funding Hurdles	Interdependencies	Target Date (Completion)	Explanation
 Cycle Network Enhancements	Detailed Design / Specification	None	Can be delivered incrementally in line with other projects being delivered across the town The project has been split into 3 intervention categories; short term, medium term and long term.	Active travel success
 Trent and Mersey Canal Towpath Improvements	Detailed Design / Specification Appointment of contractor	None	Can be delivered incrementally	Given the nature of this project, no planning permission is required.

3.0 ENGAGEMENT & DELIVERY

3.12 DELIVERY CONTINUED

Category B Projects

Category B: The following projects require Towns Fund Investment as the final funding piece, are at an advanced stage of planning/pre-development, but by their nature are more complex and upon confirmation of funding, can be delivered within 3 years:




Project	Remaining Post Funding Hurdles	Interdependencies	Target Date (Completion)	Explanation
 Library & Enterprise Hub (Market Hall)	Planning Application Contracts Relocate traders	Dependant on relocation of library Refer to High Street Linkages (Project D)	2023/24	Architects appointed and design work underway.
 College Specialist Education Offer	Detailed Design / Specification Appointment of contractor	None	2021/22	
 A5189 St Peter's Bridge Corridor Improvements Phase 1	Model Commissioning	None	2023/24 due to COVID impact	-

3.0 ENGAGEMENT & DELIVERY

3.12 DELIVERY CONTINUED

Category C Projects

The following projects require Towns Fund Investment as the final funding piece, are large, complex projects, at an early stage of development, but with key “buy in” of all parties, and upon confirmation of funding, can be delivered within 4-5 years:

Project	Remaining Post Funding Hurdles	Interdependencies	Target Date (Completion)	Explanation
 New Pedestrian and Cycle Crossing over the River Trent	Design Planning Application Contract	None	2023/24	
 University Learning Hub	Formal agreement between the University of Wolverhampton and ESBC over the tenancy of the building will need to be made. Planning Consent (Change of use) Contracts	None	2024/25	
 High Street Linkages	Design Planning Application Negotiation with landowners Contract	Library & Enterprise Hub (Project E)	2025/26	

3.0 ENGAGEMENT & DELIVERY

3.13 INITIAL POTENTIAL PROJECT RISKS

SITE	RISK ID	DESCRIPTION	IMPACT	LIKELIHOOD	SCORE	RISK RESPONSE AND MITIGATION MEASURE	IMPACT	LIKELIHOOD	SCORE
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PROJECT C - University Learning Hub

UoW	C1	No formal agreement in place with UoW - risk that UoW do not proceed.	3	3	9	Continued dialogue between ESBC and UoW - discussion of Memorandum of Understanding to document commitments.	3	2	6
UoW	C2	Risk of building condition being worse than anticipated	2	3	6	Commissioning of early building surveys once funding approvals given	2	2	4

PROJECT D - High Street Linkages

High St	D1	Unwilling landowners - cannot secure control of land to implement change	4	2	8	Ongoing discussion with landowner	4	1	4
High St	D2	Risk of planning approval not being achieved	4	2	8	Early dialogue between ESBC and the Local Planning Authority	4	1	4

PROJECT D - High Street Linkages

Library	E1	Risk of planning approval not being achieved	4	3	12	Early dialogue between SCC and the Local Planning Authority	4	1	4
Library	E2	Risk of building condition being worse than anticipated	2	3	6	Commissioning of early building surveys once funding approvals given	2	2	4
Library	E3	Risk of vacant possession not being achieved	4	4	16	ESBC / SCC to work with current stall holders to find alternatives	4	2	8

3.0 ENGAGEMENT & DELIVERY

3.13 INITIAL POTENTIAL PROJECT RISKS CONTINUED

PROJECT F - New Pedestrian & Cycle Crossing over the River Trent

River Trent	F1	Risk of adverse ground conditions in the flood plain	3	3	9	Ground investigation works to be commissioned once funding approvals given	3	2	6
River Trent	F2	Risk of planning approval not being achieved	4	3	12	Early dialogue between SCC and the Local Planning Authority	4	1	4
River Trent	F3	Risk of not obtaining landowners consent for the proposals	4	3	12	Early dialogue between SCC and the landowners once funding approvals given	4	2	8

PROJECT G - Trent and Mersey Canal Towpath Improvements

Towpath	G1	Risk of adverse ground conditions in the flood plain	3	2	6	Works being undertaken incrementally	3	1	3
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PROJECT H - Cycle Network Enhancements

Cycle	H1	Risk of public / statutory consultee objections to Traffic Regulation Orders	3	3	9	Early consultation throughout design stages	3	2	6
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PROJECT J - College Specialist Education Offer

I	J1	Project costs increase when detailed design completed	3	3	9	Consultants to be appointed to undertake detailed design and prepare cost assessment.	3	1	3
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3.0 ENGAGEMENT & DELIVERY

3.13 INITIAL POTENTIAL PROJECT RISKS CONTINUED

PROJECT K - A5189 St Peter's Bridge Corridor Improvements Phase 1

St Peters Bridge	K1	Risk of extended COVID working arrangements mean that traffic patterns do not plateau at a "new normal" as traffic data collection already delayed until 2022/23 anticipated during 2021/22	4	3	12	Potential to delay further - no ability to control course of the pandemic, monitor the situation and update project timecales accordingly. Project remains valid.	4	3	12
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RISK GUIDE

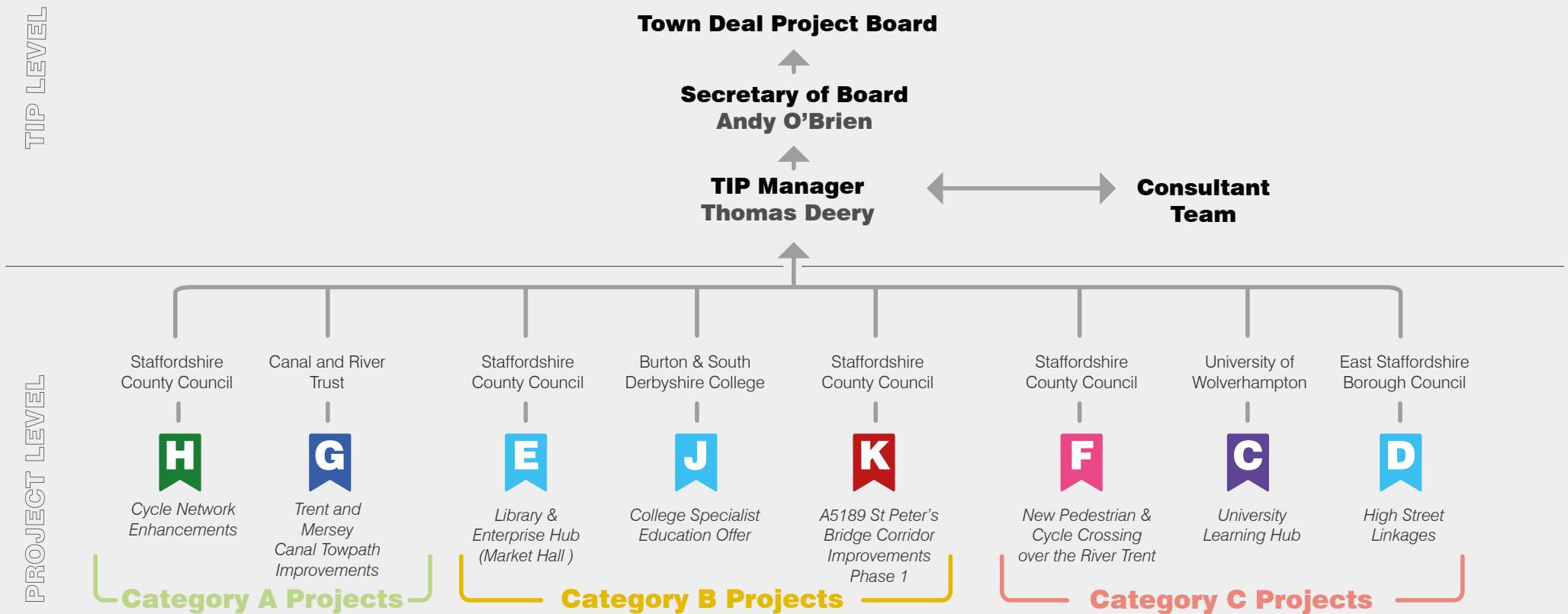
HIGH (Severe)	Immediate control improvement to be made to enable business goals to be met and service delivery maintained/ improved
MEDIUM (Material)	Close monitoring to be carried out and cost effective control improvements sought to ensure service delivery is maintained
LOW (Tolerable)	Regular review, low cost control improvements sought if possible
Threat Response: Avoid, Reduce, Fallback, Transfer, Accept, Share	
Opportunity Response: Enhance, Exploit, Reject, Share	

↑ LIKELIHOOD	4	Almost Certain	Material	Severe	Severe	Severe
	3	Likely	Tolerable	Material	Severe	Severe
	2	Possible	Tolerable	Material	Material	Material
	1	Unlikely	Tolerable	Tolerable	Material	Material
			Minor	Medium	Major	Critical
		1	2	3	4	
		IMPACT →				

3.0 ENGAGEMENT & DELIVERY

3.14 INDICATIVE GOVERNANCE STRUCTURE FOR DELIVERING TIP PROJECTS

In terms of governance, the TIP secretary has overall responsibility for the above delivery plan, liaising with the project leads to keep this updated and reporting into the Secretary of the Board. The following diagram illustrates the governance structure for delivering the TIP projects:



3.0 ENGAGEMENT & DELIVERY

3.14 INDICATIVE GOVERNANCE STRUCTURE FOR DELIVERING TIP PROJECTS CONTINUED

The business cases for each project identified by this TIP will be developed by specific project teams and consultants, working closely with the Town Deal Board, to ensure they are fully in accordance with the MHCLG and Green Book requirements, including any revisions to the Green Book.

As the town enters the business case development phase of the Towns Fund programme, it may be appropriate to establish working groups or sub-committees that report into the Town Deal Board, which would hold the operational responsibility for specific themes of interventions.

Whilst the overall Towns Fund structure is outlined above, new structures will be established as required for the individual projects, which will outline reporting arrangements, project leads and project teams. Through the programme, the Borough Council will act as the accountable body for all interventions with the Council's S151 Officer holding in particular role in relation to the submission and approval of any business case.

Updates to the Town Deal Board and the Borough Council's Cabinet will be provided on a quarterly basis. At this stage, it is also proposed that the Council's outsourced Internal Audit process has a role in locally determining submitted business cases against the TIP framework and MHCLG requirements. Through this appropriate, it is possible to utilise the Council's existing framework, Constitution, and Financial Regulations, to establish appropriate Governance arrangements throughout the programme.



“Having grown up in Burton which I still visit through family, I support these brilliant efforts to develop the town further.”

Quote from Public Consultation

Prepared by:

Burton upon Trent
Town Deal Board

Supported by:

