

## Burton upon Trent Town Deal Board Minutes

14<sup>th</sup> May 2021

### Board Members Present

Ben Robinson	Chair
Cllr Duncan Goodfellow	East Staffordshire BC
Cllr George Allen	East Staffordshire BC
Cllr Bev Ashcroft	East Staffordshire BC
Cllr Philip White	Staffordshire CC
Cllr Julia Jessel	Staffordshire CC
Mick Clifford	Burton Civic Society
John McKiernan	Parish Council Representative
Dennis Fletcher	Parish Council Representative
Chris Plant	Chamber of Commerce
Kate Griffiths	Member of Parliament
Valerie Burton	Burton Civic Society
David Chadfield	Coopers Square Shopping Centre
Shaid Hussain	Business and Community Representative

### In Attendance

Andy O'Brien	East Staffordshire BC
James Abbott	East Staffordshire BC
Simon Hall	East Staffordshire BC
Thomas Deery	East Staffordshire BC
Wayne Mortiboys	Staffordshire CC
Sam Mackewn	Office of Kate Griffiths MP

### Apologies

Agenda Item No.	Subject	Decision / Discussion / Recommendation	Action Points	Date Action Required
1	Welcome and Apologies	The Chair welcomed the Board to the meeting and noted that there were apologies for lateness from Kate Griffiths.		
2	Minutes of Friday 19 <sup>th</sup> March 2021 Town Deal Board meeting and Matters Arising	The minutes of the meeting were approved.  The Chair also provided a brief update of the Facebook page activity.		
3	Town Deal Board Membership	The Chair invited AOB to present on Town Deal Board Membership. AOB confirmed that: <ul style="list-style-type: none"> <li>• Peter Hardingham has reluctantly tendered his resignation from the Town Deal Board. Peter has a new job in Coventry and the commuting makes it difficult for him to continue to commit to participate on the Town Deal Board.</li> </ul>		

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		<ul style="list-style-type: none"> <li>This creates an opportunity on the Board for another member to join, particularly as a business representative which is the role that Peter was filling.</li> </ul> <p>The Chair asked the Board to consider any suggestions for Board Members they had and to email these to TD/AOB. AOB stated that a recruitment process would need to be undertaken off the back of the suggestions.</p> <p>CP agreed to put this to the Burton Chamber Council to see if there's any interest.</p> <p>DG stated that the activities of the Town Deal Board has now entered a new phase, moving from the initial ideas stage into the development of business cases, which will require a different set of tasks and skillsets from the Board. As such, if any Board Member felt that they had contributed enough to the Towns Fund work, it would be beneficial to pick this up at the same time.</p>		
4	Towns Fund Programme	<p>The Chair invited TD to present on the Towns Fund Programme. On this item, Kate Griffiths joined the meeting.</p> <p>TD provided an overview of the programme for the business case process, including:</p> <ul style="list-style-type: none"> <li>The Heads of Terms being signed on the 24<sup>th</sup> March 2021, resulting in a deadline for the Project Confirmations on 24<sup>th</sup> May 2021;</li> <li>An expectation that Project Sponsors will be consulting over the summer period;</li> <li>Business cases will be developed between now and the end of the calendar year, with a aim of ESBC conducting their assessment around December 21/January 22.</li> <li>Project Summary documents will be developed and considered by the Board around January/February 22.</li> <li>Project Sponsors and ESBC will need to obtain organisational approvals for proposals around February 22.</li> <li>Project Summary Documents need to be submitted to Government by 24<sup>th</sup> March 22.</li> </ul> <p>On Project Leads, TD confirmed that:</p> <ul style="list-style-type: none"> <li>Each Project Sponsor will have an identified project team who will work closely with the Project Leads to keep them updated of progress. Project Leads are as follows: <ul style="list-style-type: none"> <li>Regional Learning Centre: Philip White</li> <li>High Street Linkages: Ben Robinson &amp; Valerie Burton</li> </ul> </li> </ul>		

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		<ul style="list-style-type: none"> <li>○ Library Enterprise Hub: Mick Clifford &amp; Ben Robinson</li> <li>○ Washlands Bridge: Shaïd Hussain &amp; Mick Clifford</li> <li>○ Canal Towpath: Julia Jessel</li> <li>○ Cycle Network: Bev Ashcroft</li> <li>○ College Specialist Officer: John McKiernan</li> </ul> <ul style="list-style-type: none"> <li>● The role of Project Leads is to act as the main liaison between the Town Deal Board and the project as they go through the business case development phrase. This will involve regular meetings with Project Sponsors, challenge, support, and updating the Board. Project Leads will also receive highlight reports from Sponsors.</li> <li>● Being a Project Lead does not necessarily mean that the Board Member supports the project at the end of the process, however they are expected to engage positively in order to support the development of the project so that it can achieve its intended outputs and outcomes.</li> </ul> <p>On Engagement with Project Sponsors, TD confirmed that:</p> <ul style="list-style-type: none"> <li>● Initiation meetings with each of the Project Sponsors, following the Heads of Terms, have now taken place. This includes ESBC, SCC, Burton and South Derbyshire College, University of Wolverhampton, and the Canal and River Trust.</li> <li>● Sponsors have been asked to input into the Project Confirmation documents, updating any information from the Town Investment Plan if required, and summarising their approach to consultation over the summer.</li> <li>● Sponsors will now be working on business cases and plans for consultation.</li> </ul> <p>On Project Confirmations, TD confirmed that:</p> <ul style="list-style-type: none"> <li>● The purpose of the Project Confirmation form is to confirm that nothing has changed since the submission of the TIP in light of the Heads of Terms offer and conditions, and to update the project if those conditions affect it.</li> <li>● There are towns that have received notably less funding then required, who now have to undertake a reprioritisation process in order to establish which projects can no longer be taken forward to business case development.</li> <li>● Similarly, some towns have received conditions that may be prohibitive to the development of the projects.</li> <li>● 6 of Burton's projects only received the expected standard conditions, only 1 (High Street Linkages) had a specific condition which was to create a delivery plan.</li> <li>● The town also received a funding allocation that was only 8.25% below the ask of the</li> </ul>		

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		<p>TIP for the 7 projects.</p> <ul style="list-style-type: none"> <li>• With this in mind, all 7 projects will proceed to the business case and consultation stage as planned. The Heads of Terms offer does not prevent this, which is what the Project Confirmation process clarifies.</li> <li>• The Confirmations are not final. There are very clear, standard processes the changing projects during the course of the year in terms of what outputs/outcomes they're achieving, how much funding is required or whether the business case or consultation outcome determines the project is no longer viable.</li> <li>• The Project Confirmation documents simply confirm which projects are proceeding through the business case process, as originally intended.</li> </ul> <p>On Communication and Consultation, TD confirmed that:</p> <ul style="list-style-type: none"> <li>• All projects will be consulted upon over the course of the next few months.</li> <li>• Consultations will be led by each individual Project Sponsor, with beneficial opportunities for joined up engagement being explored.</li> <li>• Sponsors may use different consultation methods and approaches, however ESBC in its programme management role will manage the overall programme of consultation to ensure that the quality is consistent.</li> </ul> <p>On Business Case Template, TD confirmed that:</p> <ul style="list-style-type: none"> <li>• The business case template has been developed using the standard template provided by Government and the delivery partner, tailored to local requirements and increasing the focus on consultation.</li> <li>• Each business case will be HM Green Book compliant and will capture the strategic, economic, commercial, finance and management cases for each proposal.</li> <li>• All 7 will be assessed by East Staffordshire Borough Council and the framework for how this will be managed is covered further down the agenda.</li> <li>• The Town Deal Board will then consider the outcome of that process and the Project Summary documentation.</li> </ul> <p>TD then handed over the JA to present on the Wider Programme, Governance and Division of Responsibilities. JA confirmed that:</p> <ul style="list-style-type: none"> <li>• There are four distinct areas in the governance structure – Project Management, Programme Management, the Town Deal Board, and ESBC Cabinet (including Business Case panel).</li> <li>• Each of the Project Sponsors are responsible for the project management stage, the</li> </ul>		

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		<p>Borough Council will be responsible for the overall programme management of the Towns Fund programme. The Town Deal Board will provide oversight of that in addition to ESBC Cabinet, which will also be responsible for the relevant compliance checks and assessment of business cases.</p> <ul style="list-style-type: none"> <li>• The Council’s own approach to programme management is through its Business Assurance Group (BAG). Project Managers will be responsible for individual projects under the guidance of a Project Executive and a nominated accountant. Progress is reported monthly to the Programme Manager, who compiles the overall programme report with the Chief Accountant. This is then reported to the BAG, which is made up of Senior Officers and chaired by the Chief Executive Officer.</li> <li>• For the Towns Fund programme, it is expected that the programme management information will flow from the BAG to Cabinet, the Town Deal Board and to the Council’s Scrutiny Committees. Both the Board and Committees will have an overview and scrutiny role, for example a Scrutiny Committee can call in certain programmes or projects for scrutiny.</li> <li>• In order to maintain effective and transparent governance, the Council will be establishing an ‘ethical wall’ separating the two roles of the Council in Programme Management and as Project Sponsors for Project D (High Street Linkages).</li> <li>• This will be achieved by a clear division of responsibilities between the Officers responsible for the respective two areas. This will prevent situations such as a Project Manager being the same person who scrutinises that project on the programme side.</li> <li>• For example, the new Interim Head of Towns Fund and Regeneration, working with the Enterprise Manager and Enterprise Team, will be responsible for bringing forward the Project D business case. The Chief Executive, BAG, and Corporate and Commercial team will be responsible for the Programme Management assurance.</li> </ul> <p>AOB confirmed that in order to facilitate this arrangement within the organisation it has been necessary to recruit an Interim Head of Towns Fund and Regeneration until December 2021, funded through the extra capacity money from the Towns Fund. AOB confirmed that Simon Hall had been recruited to this role, who then introduced himself providing an overview of his experience working in this area in Local Government.</p>		
5	Project D/E Proposals	<p>The Chair invited AOB to present on the Project D/E Proposals.</p> <p>AOB provided an overview of the proposals received including one that was received the evening before the meeting, for which he confirmed that this would be picked up by the Council through its work on Project D.</p>		

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		<p>On the Love Burton proposal, AOB confirmed that:</p> <ul style="list-style-type: none"> <li>• The proposal is to overhaul Project E to create an active waterfront setting, which is something that we probably agree with as an outcome.</li> <li>• Part of the proposal is to create a Library and Enterprise Hub in the vicinity of the water tower. The use of the water tower was discussed by the Board last year and this hasn't been ruled out as part of Project D, so there is some good overlap there between Love Burton's idea and the Boards ambitions.</li> <li>• In the Market Hall, it proposes creating a 21<sup>st</sup> Century artisan food and crafts market, which is something that the Council has looked at over the last 7/8 years at various stages. In 2018/19, the Council did attempt to consider outsourcing the Market Hall service and did some soft market testing. At the time, there was a real lack of interest from providers regarding running an artisan food market. Clearly, the Towns Fund work should try and change perceptions of Burton to try and encourage new forms of inward investment, so this is another area of potential overlap.</li> <li>• The proposal suggests turning the existing library site into a marina style development with a public realm boulevard, which is something that is being looked at for Project D as well.</li> <li>• As we go through business case making, we will be able consider viability more carefully and look at other options as part of that. In terms of the Heads of Terms and Project Confirmations, these should still go ahead as planned in order to move this project into the business case stage.</li> </ul> <p>On the Elaine Pritchard led proposal, AOB confirmed that:</p> <ul style="list-style-type: none"> <li>• The document asks 8 questions and makes around four proposals that could be considered sub-Towns Fund level.</li> <li>• The proposal suggests the Council publishes a list of private sector commercial properties with initiatives to bring them back into use. Burton performed very well at the end of the last decade in terms of the small number of voids in the town centre. That said, ESBC does provide a service to new businesses looking for accommodation in addition to existing businesses looking to relocate. There is work being done in that area already. In order to achieve the specifics of this proposal, the Council would need to publish rents, which could be an issue for landlords and agents.</li> <li>• The proposal also suggests improving business networking. Both Council has strong links with the politically independent Chambers of Commerce and the associated networks,</li> </ul>		

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		<p>making sure they are complementary rather than overlapping.</p> <ul style="list-style-type: none"> <li>• The proposal also suggests reinvesting the profit from parking investment. The money generated from car parking do help provide services to residents and businesses already, so the reinvestment is already happening, perhaps not as explicitly as the proposal suggests.</li> <li>• The proposal also makes a suggestion around George Street, which is something to possibly look at, thought the Council is doing something similar already with Love Burton in relation to the outdoor market.</li> </ul> <p>MC expressed some concern about the viability of the Love Burton proposal as it may require a greater ask than the Towns Fund can provide, possibly making it too ambitious for the time being.</p> <p>JM checked that the proposals would be replied to, AOB agreed that the proposals should be encouraged and the Board should look to work with these groups, particularly through Project D.</p> <div style="background-color: black; width: 100%; height: 40px; margin: 10px 0;"></div> <p>The Chair then invited TD to present the ESBC outline proposal for Project D. Board Members considered the options for consultation and supported the survey approach suggested, which will effectively be an open 'call for ideas' in order to ascertain as many views as possible about the possible options and aspirations for the High Street riverside area.</p> <p>MC also presented some ideas for creating temporary and pop up uses on the riverside open space areas in order to generate footfall in those areas.</p> <p>Dennis Fletcher joined the meeting at the end of this item.</p>		
6	Project Visits	<p>The Chair presented on this item, confirming that:</p> <ul style="list-style-type: none"> <li>• It is important to engage with the traders in the Market Hall and to understand how the building operates currently and he participated in two visits, one arranged by the Council where the Chair met with traders and one with John McKiernan and Dennis Fletcher to view the facility.</li> <li>• The Board Members should all visit the Market Hall to see how the businesses operate,</li> </ul>		

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		<p>how the building is and what work is required. A visit will be arranged for those Members who are interested in participating in a joined up meeting.</p> <p>DF used this as an opportunity to address the Board to confirm the following:</p> <ul style="list-style-type: none"> <li>• He did not participate in any discussions with Market Traders or try to persuade traders to move out of the Market Hall. The Chair also confirmed his meetings were not for this purpose.</li> <li>• A letter has been sent to the Secretary of State that suggests that DF and JM had reported behaviour by other Board Members that goes against the Nolan principles for openness and respect for others.</li> <li>• DF and JM confirmed that at no stage have they expressed concern about the conduct of other Board Members or suggested that their behaviour goes against the Nolan principles and they have not felt bullied or discriminated. This has been addressed with those involved.</li> <li>• DF stated that the difference of opinion at the Board meeting in question was a healthy disagreement.</li> </ul> <p>The Chair also suggested that Board Members will have the opportunity to visit the Lichfield library and this can be co-ordinated for those Members who may be interested.</p>		
7	Next meeting	A provisional next meeting date of 25 <sup>th</sup> June 2021 was approved.		
8	Any Other Business	<p>VB asked whether Project Leads would be contacted to set up what the next steps were. AOB confirmed that Project Sponsors will be assembling project teams initially and contacting Project Leads.</p> <p>There was no other business.</p>		