

# Nuneaton

## TOWN INVESTMENT PLAN



@mytownnuneaton

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Appendix 2: Abbey Street Masterplan

Appendix 3: Future High Street Fund Plan

Appendix 4: Stakeholder Engagement Plan

Appendix 5: Project Prioritisation Process

Appendix 6: Summary of Outcomes/Impacts

## Executive Summary

**Nuneaton** is the largest town in the county of Warwickshire, with exceptional potential as a place to live, visit, shop and do business.

**Nuneaton** is a story of tenacity, flexibility and innovation. It has faced many challenges since the decline of its traditional industries, nevertheless, an entrepreneurial spirit has led to the adoption of new manufacturing sectors, building upon the opportunities presented by the town's excellent position at the heart of the transport network.

Many challenges remain. These are considered in detail within this Town Investment Plan and illustrate the gap between **Nuneaton** and the rest of the county and UK as a whole. However, with those challenges come opportunity. To complement other initiatives and plans to transform **Nuneaton**, including the Transforming Nuneaton Programme, an ambitious multi-agency plan to transform **Nuneaton** town, and a bid to the Future High Street Fund, the Towns Fund Board has established a vision for **Nuneaton**, based upon its challenges, strengths and opportunities:

***To deliver a step-change for Nuneaton by 2030. Building upon our proud industrial heritage, our vision is to create a forward looking innovation and entrepreneurial centre in North Warwickshire which helps to raise aspirations and skills, is supported by modern transport and digital infrastructure, and offers a diverse range of community and leisure uses.***

The projects the Board has selected for inclusion within the Nuneaton Town Investment Plan total **£23,222,601m** and attract co-funding of **£4,537,464m**. These projects form a package of interventions that directly address the challenges and opportunities within **Nuneaton** whilst achieving significant outputs and outcomes for the town.

The delivery of transport infrastructure and sustainable transport improvements; the remediation of land and removal of planning constraints, together with increased and improved training facilities and training offers; the provision of Full Fibre supported new incubation and grow on commercial spaces, combined with the improved leisure and heritage offer, will be the catalyst to achieve the required **step-change**, as identified within our vision for **Nuneaton**.

Project	Project / Opportunities
<b>Project A: Digital Evolution</b>	The installation of a dark fibre spine will act as an enabler to stimulate private sector investment. This will assist existing businesses to exploit full fibre for 5G applications, create opportunities for new innovation and new markets, support progressive training applications and support a £45m GVA uplift over 10 years.
<b>Project B: George Elliot Visitor Centre</b>	The re-purposing of an outbuilding from the childhood home of George Eliot will restore a local heritage asset and provide a new visitor attraction with exhibition, meeting and learning space. This will deliver an improved heritage offer, support the creation of new businesses linked to George Eliot and provide new community space.

Project	Project / Opportunities
<b>Project C: Digital Skills &amp; Innovation Centre</b>	The re-location of commercial facing functions of the local college to the town centre will offer industry specific training with an emphasis on digital subjects and the establishment of a training restaurant. This will improve the digital skills base, create a new training opportunity and support a GVA skills uplift of £13.4m over 10 years.
<b>Project D: Parks Revival</b>	The creation of new and upgraded outdoor events spaces, along with the improvement and creation of new pedestrian and cycling links, will increase visitor numbers to the park for leisure and events, promoting improved health and wellbeing, and supporting the delivery of £3.075m social value.
<b>Project E: The Saints</b>	The purchase and restoration of this local heritage building will deliver new training and enterprise space, along with 4 incubation units and new community space. It will provide training for people to become work ready, increase confidence and aspirations and provide support to new start-ups, supporting the delivery of £8.6m social value.
<b>Project F: Weddington Road Cycle Link</b>	The establishment of a segregated two-way cycle track over a distance of 0.9km, will provide a much needed link to existing cycle routes. This will improve connectivity as well as the health and wellbeing of users and residents. This sustainable transport mode will contribute positively to the reduction of harmful emissions and improve air quality.
<b>Project G: Visiting Nuneaton: Changing Perspectives</b>	The improvement to the pedestrian gateway access to the town from the train station will deliver 6500m2 of improved pedestrian and cycle links along with improved signage and connectivity. Supporting an improvement in the perception of the town, it will also deliver an improved sense of safety and support the realisation of £3.1m social value.
<b>Project H: Wheat Street Junction</b>	Delivering access to a key locked development site, it will enable the provision of a viable residential development site, increase land values and support the improvement to the perception of the town.
<b>Project I: Reimagining Nuneaton Museum &amp; Art Gallery</b>	The extension to the museum will augment the existing offer, creating a new multi-functional place for learning, business and community events and support the delivery of £10.1m social value.
<b>Project J: Corporation Street Queens Road Junctions</b>	Improvements to the ring road around the town centre will deliver a 21% increase in speed during peak travel times, reduce congestion, improve air quality and improve perceptions of the town.
<b>Project K: E-Mobility Hub</b>	Providing an uplift in the number of electric vehicle charging points will encourage the use of electric vehicles and provide much needed infrastructure to support the use of renewable energy, and cut the levels of harmful emissions.



## Section 1: Introduction

### This document provides the submission for Section 1 of the Nuneaton Town Investment Plan (TIP).

Our submission aims to facilitate step-change for **Nuneaton** with post Covid-19 rebuilding a key focus. The Plan is based on extensive research and community consultation, linking strongly to national and sub-regional strategies, and builds on and complements important existing local initiatives.

Below, we have indicated the structure for **Section 1**. **Table 1** shows how the structure of our proposal links to the Towns Fund Guidance and TIP Template.

Section 2	<b>Context</b> – analyses the key issues facing Nuneaton.
Section 3	<b>Opportunity</b> – provides a SWOT analysis of the local economy and a summary of opportunities for change.
Section 4	<b>Consultation</b> – discusses our community consultation.
Section 5	<b>Vision and Objectives</b> - presents our vision and strategy along with short, medium and long term objectives as well as the TIP theory of change.
Section 6	<b>The Projects</b> – discusses our criteria for shortlisting and introduces the selected projects.
Section 7	<b>Developing the Business Case</b> – our approach to developing and finalising the project business cases.
Section 8	<b>Delivery Plan</b> – provides a high level delivery plan.

Table 1: How the structure of the Nuneaton TIP links to the Town Investment Plan Template

Content	Section
<b>Context Analysis</b>	
Map of town boundary and context	1
Main town challenges	2
Proposed projects – evidence	6
The town's strengths and assets	3
Key opportunities	3
<b>Strategy</b>	
Town vision, headline outcomes and targets for 2030 or beyond	5
Short summary of all projects, including Towns Fund funding requested	6
Strategic plan, including	5
o Underlying evidence	
o Analysis and rationale	
Objectives, targets, and priority areas for the short, medium and long term	8
Spatial Strategy	5
Mapping of all strategies, partnerships, programmes and investments relevant to the vision and strategy, and how they will be aligned.	5
<b>Engagement and delivery</b>	
Clear evidence of buy-in from local businesses and communities, how these have been engaged throughout the development of this Plan, and continuation of this engagement.	4
Commitments from private-sector players.	7
High-level plan of business case development and appraisal for each project including the identification of the Accountable Body.	7
High-level Delivery Plan with justification of deliverability	8

Nuneaton enjoys a strategic location at the heart of the major road network, enjoying excellent connectivity to major cities via road and rail, its geographical location presents significant opportunities for businesses.

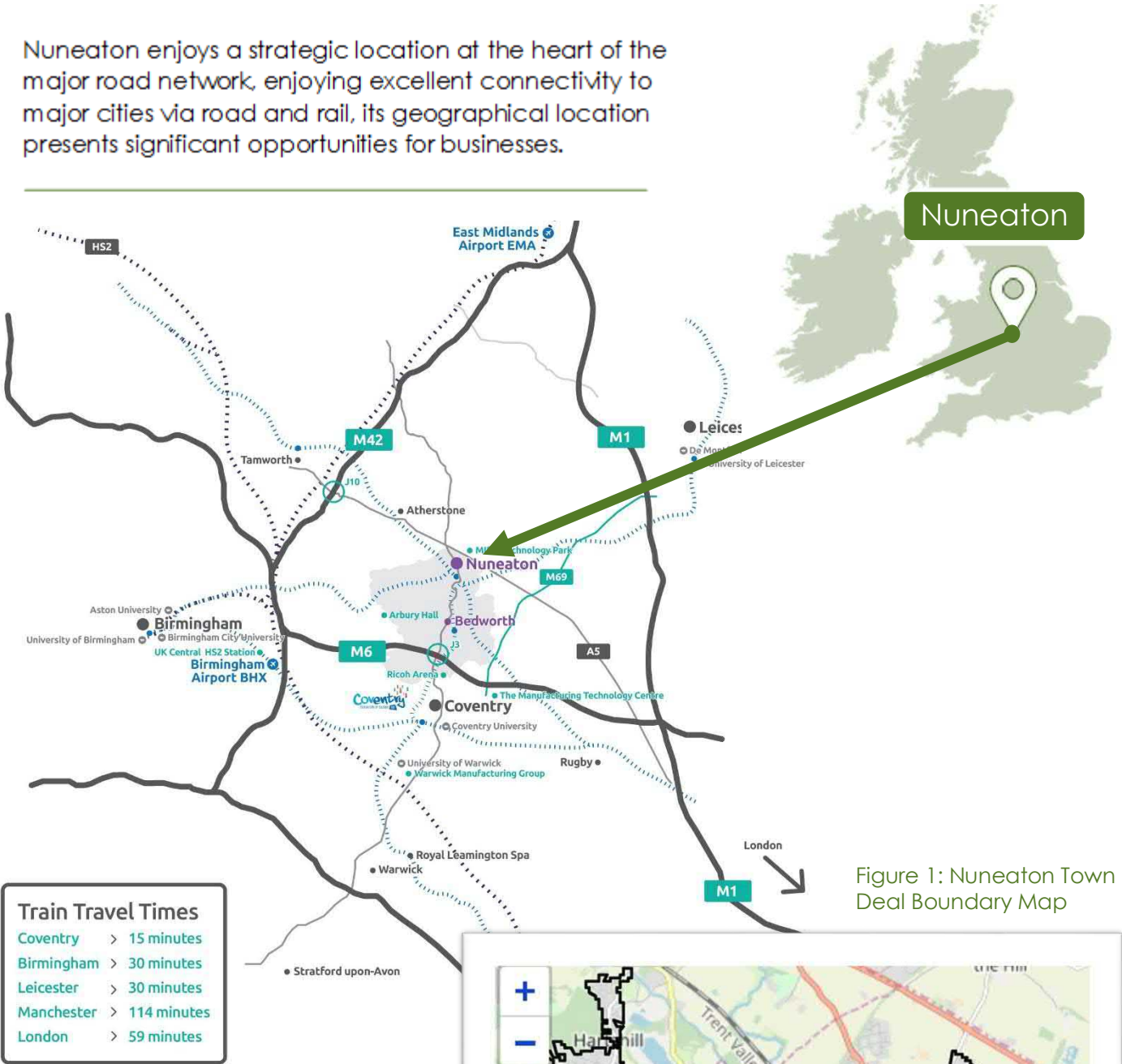


Figure 1: Nuneaton Town Deal Boundary Map

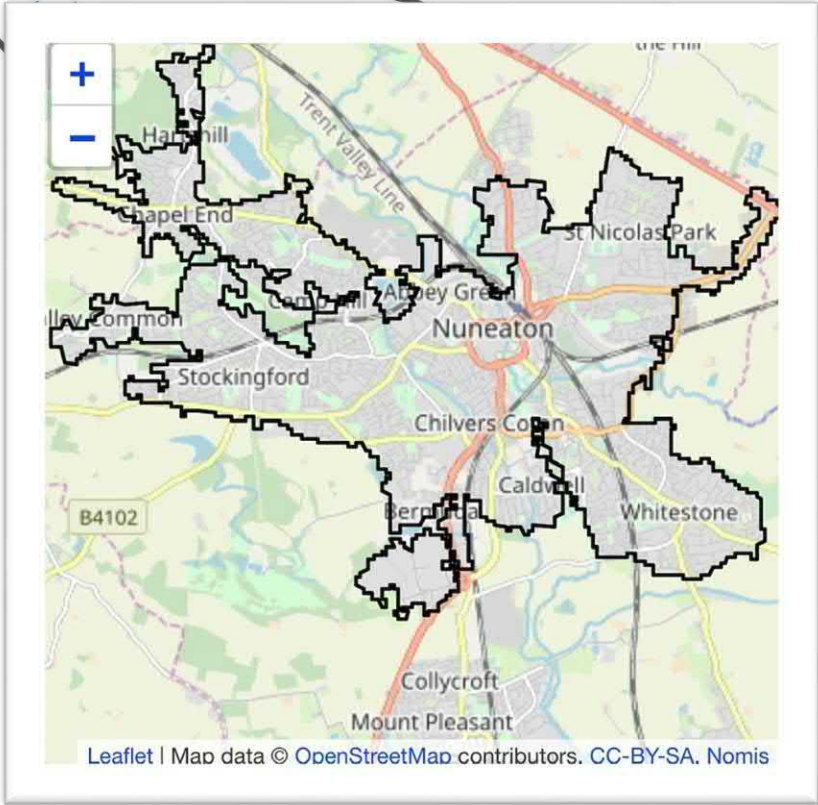


Figure 2: Nuneaton Location Map



## Section 2: Context

### 2.1 Introduction

This section provides information about **Nuneaton** and the issues faced by the town.

### 2.2 Description

**Nuneaton** is the largest town in Warwickshire. With a population of 86,552, it expanded rapidly during the industrial revolution developing significant industries in coal and textile manufacturing. The decline of these industries in the second half of the 20<sup>th</sup> century led to significant unemployment.

Whilst **Nuneaton** has now largely recovered through the development of services and light engineering, significant areas of deprivation remain. The town centre looks tired, footfall is declining and retail voids are increasing. Business productivity is low, with Covid-19 exacerbating the challenges facing the town.



### 2.3 Poverty Levels

The socio-economic profile of **Nuneaton** is less prosperous than the rest of Warwickshire. At £25,150, average household income is lower than the West Midlands region (£26,710) and the UK (£26,500)<sup>1</sup>. The town has six Lower Super Output Areas<sup>2</sup> in the 10% most deprived nationally<sup>3</sup>.

There is significant variation between Wards. Abbey, Barpool, Camp Hill, Kingswood and Wembrook demonstrate high levels of deprivation reflecting high levels of inter-generational poverty after the decline of traditional industries. These Wards are associated with higher levels of child poverty, crime and unemployment compared to county and national averages, with a high proportion of the working population having no qualifications (**Figure 3**). In 2020, Abbey, Wembrook, Camp Hill and Barpool hosted the highest proportion of "Priority Families" in the Borough - 61% of the total number of local families in this category<sup>4</sup>.

<sup>1</sup> Annual survey of hours and earnings 2019.

<sup>2</sup> Note: LSOAs are smaller than Wards. In most cases there are 5 LSOA units per Ward.

<sup>3</sup> These include Abbey, Wembrook, Barpool, Kingswood and Camp Hill.

Source: Index of Multiple Deprivation 2015.

<sup>4</sup> NBBC data (2020) Priority (Troubled) families defined as those who have children or young people involved in youth crime/anti-social behaviour, excluded from school/regularly truanting; have an adult on out-of-work benefits; and/or cost the public sector large sums in responding to their needs (estimated average of £75,000 per family per year).

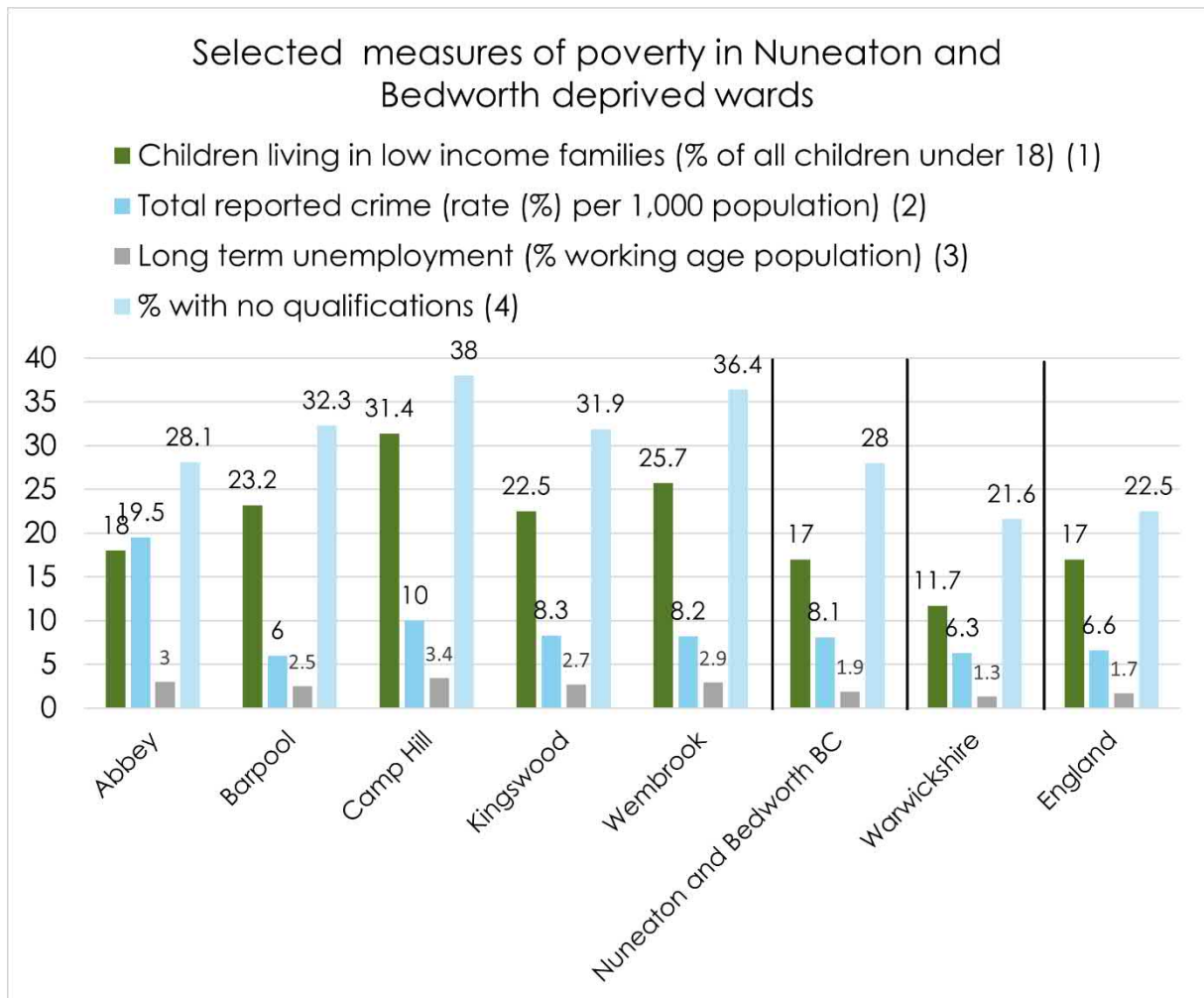


Figure 3: Selected measures of poverty in deprived wards

Sources: (1) HMRC 2016 (2) data.police.uk September 19–August 2020 (3) Long Term Unemployment - those who have been unemployed for 1 year or more (Census of Population 2011) (4) Census of Population 2011.

## 2.4 Health

The Borough has a lower level of physical and mental wellbeing compared to county and national rates (**Figures 4-5**) with this being particularly prevalent in certain Wards.

Key issues:

- A high proportion of the population self-identifying as being in poor health.
- High rates of teenage pregnancies.
- Obesity amongst children and adults.
- Low levels of physical activity amongst adults.
- High suicide rate.

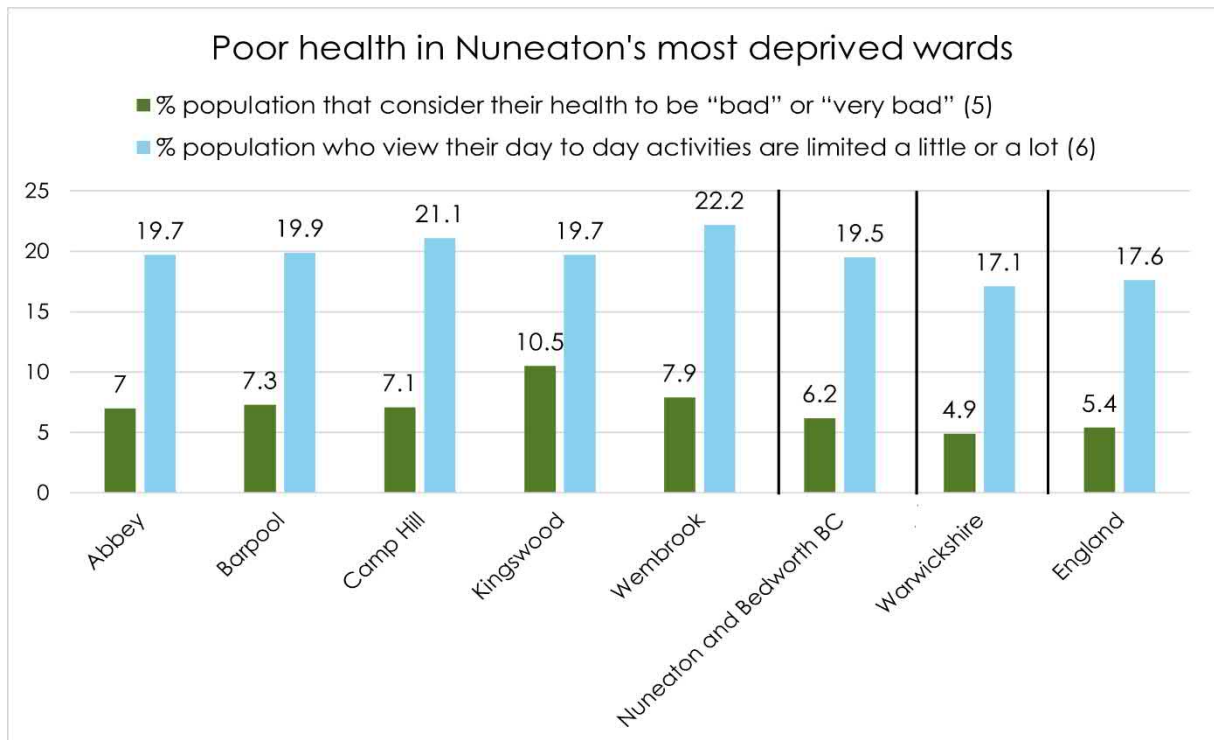


Figure 4: Poor health in Nuneaton's most deprived wards

Source: Census of Population

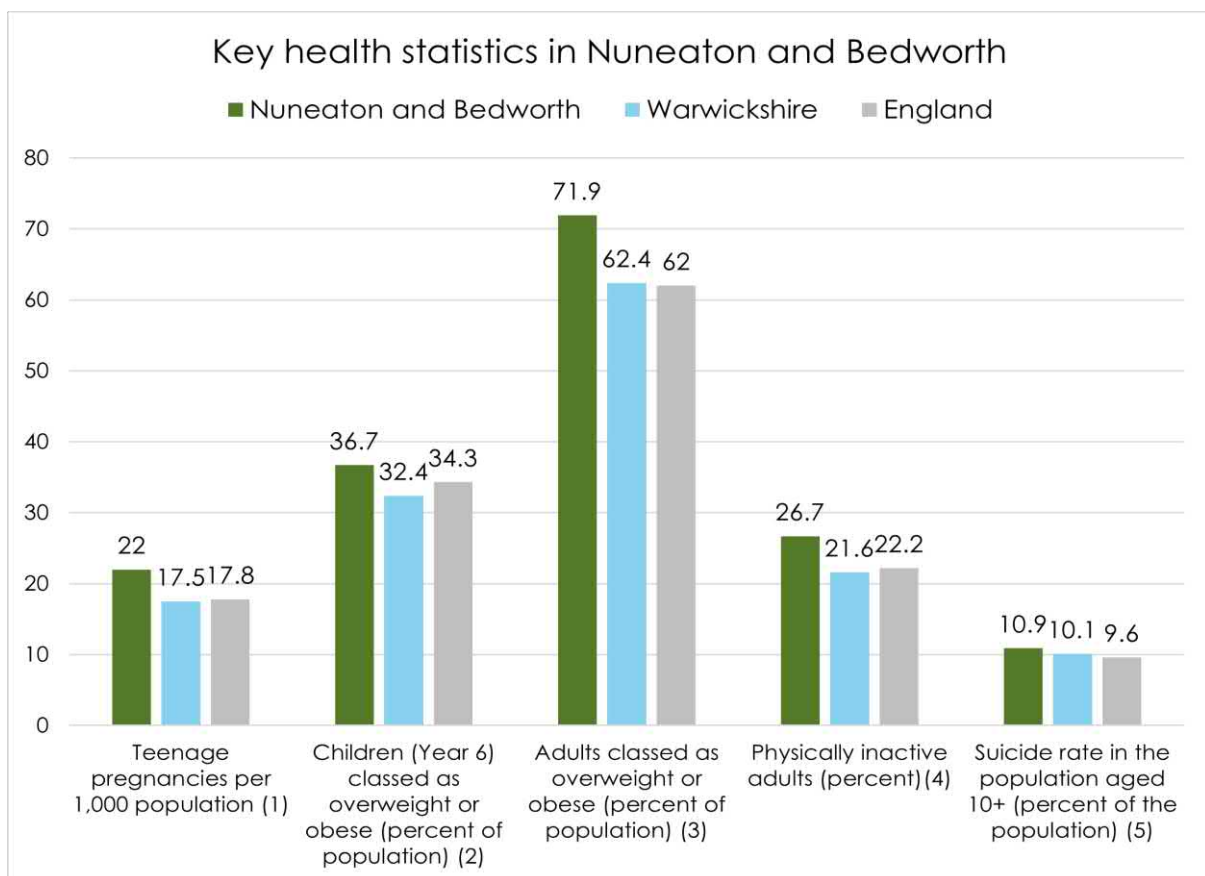


Figure 5: Key Health Statistics in Nuneaton and Bedworth

Sources: (1) ONS (2017) (2) NHS Digital Child Measurement Programme (2018/2019) (3) Public Health England Active Lives Survey (2017/2018) (4) Active Lives: Adult Survey) Sport England 2017/2018 (5) ONS 2016–2018.



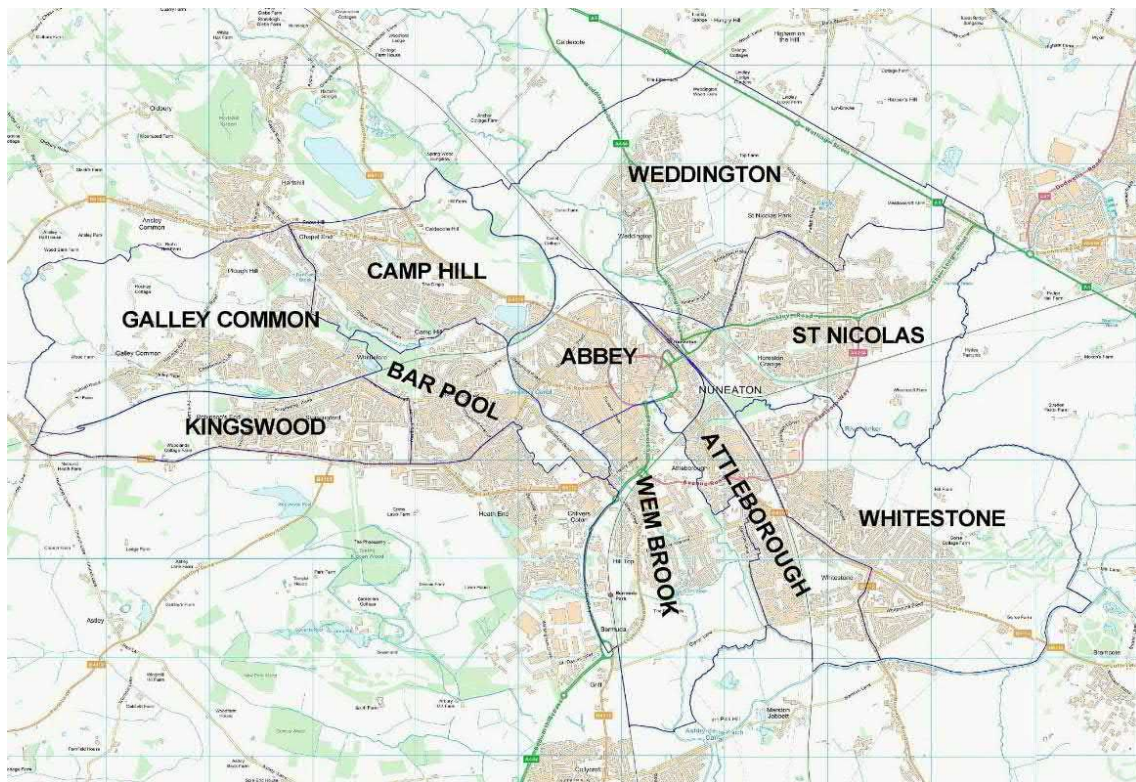


Figure 6: Nuneaton Ward Geographies

#### Index of Multiple Deprivation 2019 - Nuneaton and Bedworth LSOAs

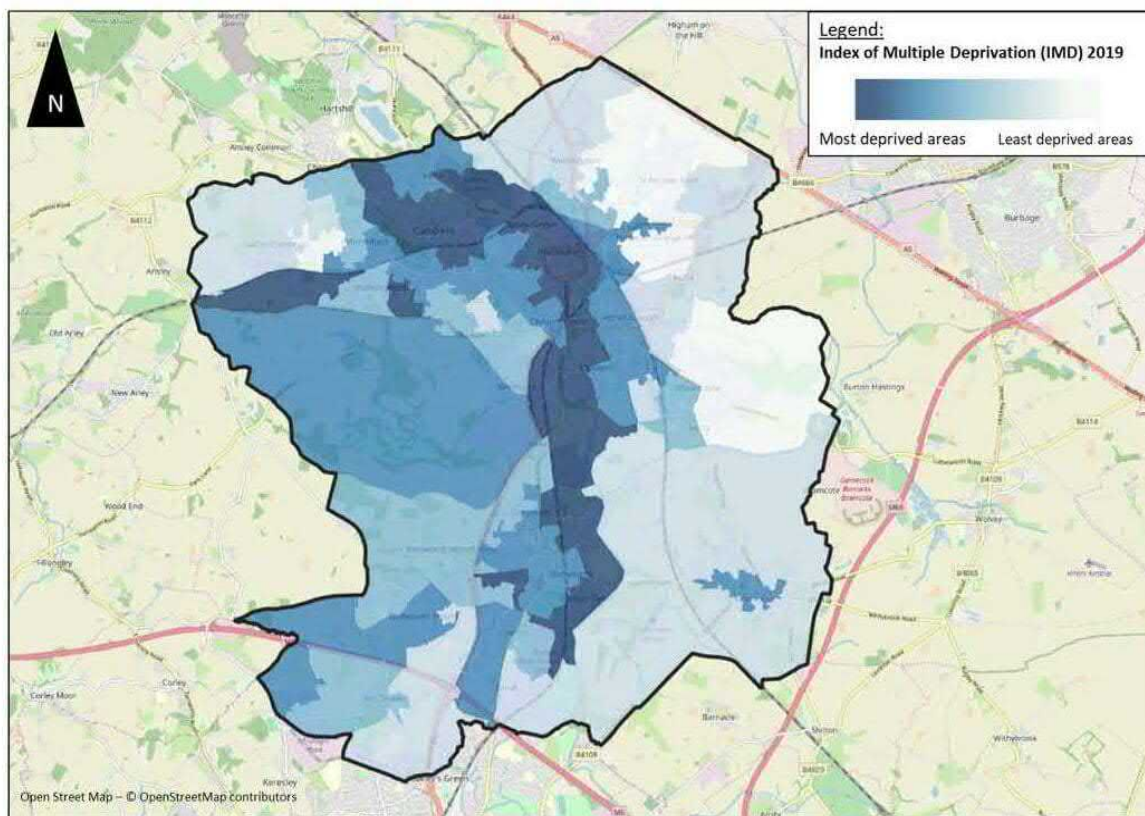


Figure 7: Index of Multiple Deprivation 2019

## 2.5 The Town Centre

The town's retail centre is extensive, at 47ha. In recent years this has declined due to online trading and the loss of key anchor stores. There is little leisure, entertainment and night-time economy and a poor food and beverage offer.



There is minimal residential accommodation in the town centre, with just ten flats above shops. Attractive physical features, such as nearby parks and the River Anker passing through the town centre remain unexploited. The combined impact of these issues has been a decline in footfall. Between 2009 and 2018 the fall was 29%<sup>5</sup>, by March 2020, 15.15% of commercial floorspace in the town was closed or vacant<sup>6</sup>, higher than the national figure of 12.2%<sup>7</sup>

There is a lack of suitable space for new businesses to replace the retail activity and a shortage of flexible grade A and B office accommodation and small manufacturing workspaces, limiting the potential for business diversification.

## 2.6 Travel Infrastructure

Travel to the town centre by all modes is time consuming and/or unreliable. The A444, the main through route, bisects the town (**Figure 2**). The *Nuneaton Town Centre Strategy: Transport Strategy*<sup>8</sup> (TCTS) highlights average speeds of 14 mph in peak periods on the A444 ring road due to significant levels of congestion, leading to poor air quality, with two *Air Quality Management Areas* (AQMAs) near **Nuneaton** town centre<sup>9</sup>, both within deprived areas.

Bus services from residential areas to the town centre are unreliable due to congestion with few bus priority measures. Large parts of the town centre are more than 250 metres from a bus stop.

Rail links to other cities such as Birmingham, Coventry, Leicester and London are good but **Nuneaton** Railway Station has limited bus access due to insufficient space on the station forecourt meaning travellers alight at bus stops a distance from the Station.

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<sup>5</sup> NBBC

<sup>6</sup> NBBC

<sup>7</sup> British Retail Consortium Vacancy Monitor March 2020

<sup>8</sup> Nuneaton Town Centre Strategy: Transport Strategy (WCC) Atkins July 2020

<sup>9</sup> These are designated when NO<sub>2</sub> exceeds 40 micrograms per cubic metre of air.



Pedestrian and cycle links are poor from the town centre to residential areas, and from the town centre to the Railway Station. The town centre pedestrian zone inhibits cycling and the A444 is poorly laid out for cyclists, which has historically led to accidents, which disincentivises active travel from residential areas. Ample parking in the town centre reduces incentives to use public transport. Future growth will put further pressure on already congested links.

## 2.7 Digital

Digital connectivity is broadly good in **Nuneaton**. 91% of households receive 4G mobile data<sup>10</sup>. More than three quarters of households (77%)<sup>11</sup> have basic computing skills. However, the *Get Digital Heatmap (2017)*<sup>12</sup> shows there is a medium risk of digital exclusion for the Borough as a whole.

Research by the *Tinder Foundation (2015)*<sup>13</sup> demonstrates that digital exclusion disproportionately affects low income groups, and more marginalised communities. **Nuneaton** has a number of Wards with high levels of deprivation, implying high levels of digital exclusion. The research highlights that having higher digital skills correlates with improved employment prospects.

**Nuneaton** is not reached by commercial investment in Full Fibre, with 4.09% coverage compared to 8% Warwickshire average and 15% England average. This will become increasingly urgent as 5G technology develops into the future. The manufacturing and transport/logistics clusters in and around **Nuneaton**, in particular, are adopting digital technologies. 5G promises a step-change in mobile connectivity with enormous potential to boost productivity and growth<sup>14</sup>.

## 2.8 The Economy

**Nuneaton** and Bedworth is home to around 4,000 businesses, of which, approximately 2,600 are located in **Nuneaton**<sup>15</sup>. Business productivity (GVA per head of population) is low compared to both regional and national levels highlighting the Borough's predominantly low value economy (**Figure 8**).



Figure 8: Business productivity – GVA per head of population (2015 latest available data)

Source: ONS GVA (Income Approach) by Local Authority 1997–2015

<sup>10</sup> Get Digital Heatmap 2017 <http://heatmap.thetechpartnership.com/>

<sup>11</sup> Get Digital Heatmap 2017 <http://heatmap.thetechpartnership.com/>

<sup>12</sup> <http://heatmap.thetechpartnership.com/>

<sup>13</sup> The Economic Impact of Basic Digital Skills in the UK: A Report for the Tinder Foundation and GO ON UK (CBRE UK November 2015)

<sup>14</sup> Next Generation Mobile Technologies: A 5G Strategy for the UK (March 2007) DCMS

<sup>15</sup> ONS Business Counts 2019

The Borough's most significant sectors are professional, scientific and technical activities, construction, business administration and support service activities, transport and storage and manufacturing (**Table 3**). Manufacturing and transportation and storage businesses, as a percentage of all businesses, are higher than the national average, reflecting local clusters of these industries. The manufacturing cluster is focused on transport technologies and is particularly associated with major local OEMs such as Jaguar Land Rover. The transportation and storage cluster has developed due to the excellent access to the regional motorway network.

Manufacturing and the retail and distribution sectors (including transport and storage) are the industries that make up the largest proportion of the Borough GVA. Whilst the manufacturing sector accounts for only 9% of business numbers it accounts for approximately 16% of GVA (**Table 2**). GVA for retail and distribution, including transport and logistics accounts for a quarter of the total for the Borough and 32% of businesses.

Between 2010 and 2020, the total number of businesses in the economy increased by 31% (**Table 3**). The manufacturing sector increased at a rate above the national average, as did the number of transport and storage firms, highlighting the strength of these local clusters. In terms of business numbers, the largest growth over the past 10 years, well above the national average, was in business administration and support services (+134%). Other significant increases have been in finance and insurance, information and communication and professional, scientific and technical sectors.

Table 2: £million GVA in Nuneaton and Bedworth 2015 (latest available data)

SIC codes		2015 £ million	% of total
A	Agriculture	6	0
BDE	Other production	16	1
C	Manufacturing	305	16
F	Construction	124	7
GHI	Retail and distribution	480	25
J	Information and communications	47	2
K	Finance	58	3
L	Real Estate	252	13
MN	Professional, scientific and technical/ Business Services	234	12
OPQ	Public administration	289	15
RSTU	Other services	90	5
	<b>£ million</b>	<b>1901</b>	

Source: ONS

Note: Data is only available within broad sector groups

Table 3: Business counts – trends for Nuneaton and Bedworth and the UK 2010 and 2020

	Nuneaton and Bedworth					UK				
	2010	%	2020	%	% change 2010 - 2020	2010	%	2020	%	% change 2010 - 2020
Agriculture, forestry & fishing	40	1	50	1	<b>25</b>	137,135	7	148,845	5	<b>9</b>
Other production - mining, quarrying & utilities	15	1	20	1	<b>33</b>	7,610	0	14,965	1	<b>97</b>
Manufacturing	305	10	335	9	<b>10</b>	127,370	6	137,705	5	<b>8</b>
Construction	420	14	465	12	<b>11</b>	274,415	13	351,250	13	<b>28</b>
Motor trades (G)	135	5	170	4	<b>26</b>	66,595	3	76,910	3	<b>15</b>
Wholesale (G)	165	6	155	4	<b>-6</b>	104,465	5	101,330	4	<b>-3</b>
Retail (G)	285	10	290	8	<b>2</b>	188,320	9	208,795	8	<b>11</b>
Transport & storage (inc postal) (H)	225	8	415	11	<b>84</b>	67,530	3	123,075	4	<b>82</b>
Accommodation & food services (I)	165	6	200	5	<b>21</b>	129,740	6	161,695	6	<b>25</b>
Information & communication	165	6	235	6	<b>42</b>	144,890	7	225,745	8	<b>56</b>
Financial & insurance	40	1	60	2	<b>50</b>	41,800	2	62,040	2	<b>48</b>
Property	70	2	85	2	<b>21</b>	75,110	4	102,340	4	<b>36</b>
Professional, scientific & technical (M)	365	13	505	13	<b>38</b>	324,015	15	467,595	17	<b>44</b>
Business administration & support services (N)	190	7	445	12	<b>134</b>	147,370	7	235,755	9	<b>60</b>
Public administration & defence (O)	0	0	5	0		2,810	0	7,665	0	<b>173</b>
Education (P)	40	1	55	1	<b>38</b>	31,140	1	45,000	2	<b>45</b>
Health (Q)	100	3	125	3	<b>25</b>	79,935	4	103,265	4	<b>29</b>
Arts, entertainment, recreation & other services	195	7	220	6	<b>13</b>	150,125	7	175,715	6	<b>17</b>
<b>Total</b>	<b>2920</b>	<b>100</b>	<b>3835</b>	<b>100</b>	<b>31</b>	<b>2,100,375</b>	<b>100</b>	<b>2,749,690</b>	<b>100</b>	<b>31</b>

Source: ONS

From 2013 to 2017, rates of business start-up in the Borough were similar to rates for the county and UK. The latest data (2018) shows start-up rates higher in the Borough than the county and UK, although business death rates were roughly comparable to regional and national averages. However, **Nuneaton** continues to have one of the lowest business densities per head of population in the county (only 28 businesses per 1,000)<sup>16</sup>. This, along with good transport links, has led to a significant quantity of out commuting to nearby cities.

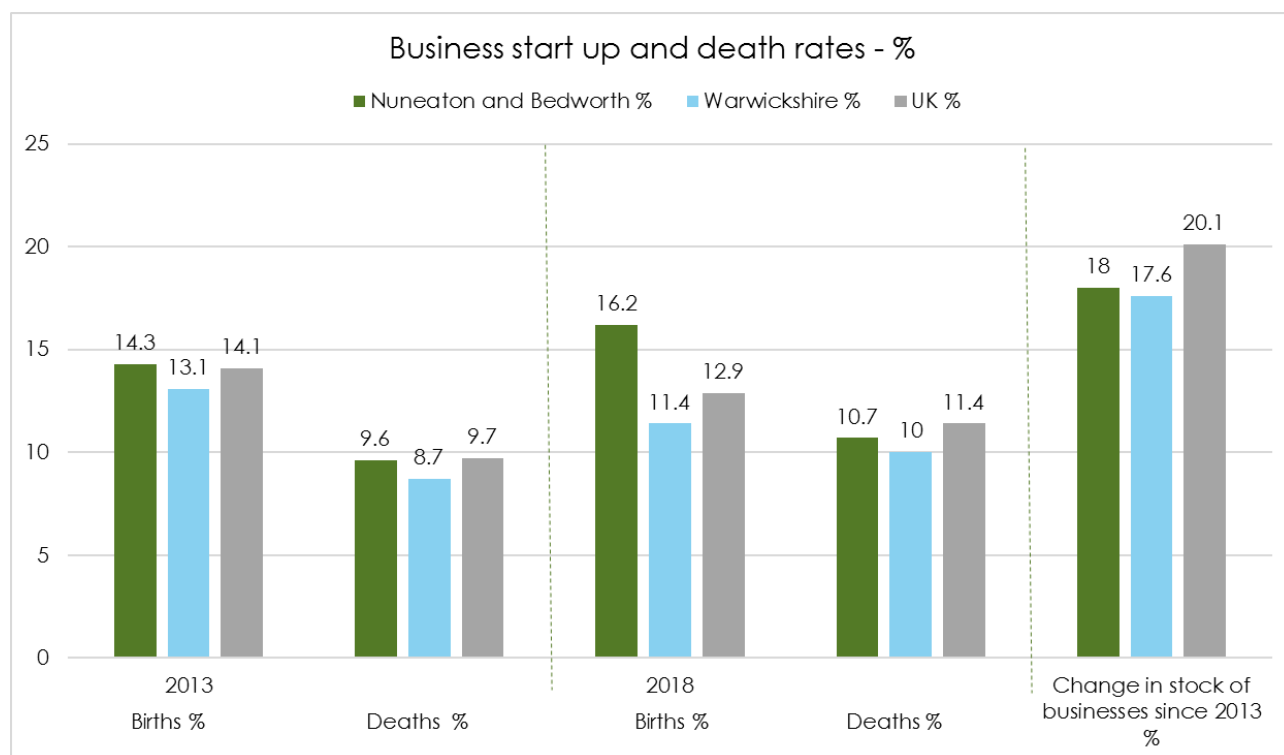


Figure 9: Business births, deaths and stock in Nuneaton and Bedworth (figures show percent of total business stock)

Source: ONS (Business Demography Business Births and Deaths 2018) latest available data.

57% of **Nuneaton** and Bedworth residents travel outside the Borough and 43% travel outside the county<sup>17</sup> which is indicative of the lack of local job prospects and leads to an outflow of spend into other economies, rather than in the Borough.

## 2.9 Commercial Land/Premises Availability

A 2019 *Market Signals* study<sup>18</sup> indicated there was a lack of flexible workspace across Warwickshire. This means space that is used for a multitude of purposes (design, creative, digital, office), or the ability to take more/less space, depending on the state of the market along with flexibility around contractual terms/leases. In **Nuneaton** and Bedworth there is a particular shortage of small scale, grow on space for SME's, in both the industrial and office sectors. The report highlighted the lack of

<sup>16</sup> Nuneaton and Bedworth Economic Review 2017

<sup>17</sup> Census of Population 2011 (latest available data)

<sup>18</sup> CWLEP Sub-Regional Employment Market Signals Study (BBP 2015)

“affordability” of employment stock across the sub region and how this prevents local SME’s from expansion and growth.

Land values are relatively low which makes development in **Nuneaton** unattractive. Low land values are indicative of low rents and poor developer profit, deterring private sector interest (**Figures 10-11**). This is exacerbated by parts of the town centre being subject to flooding.

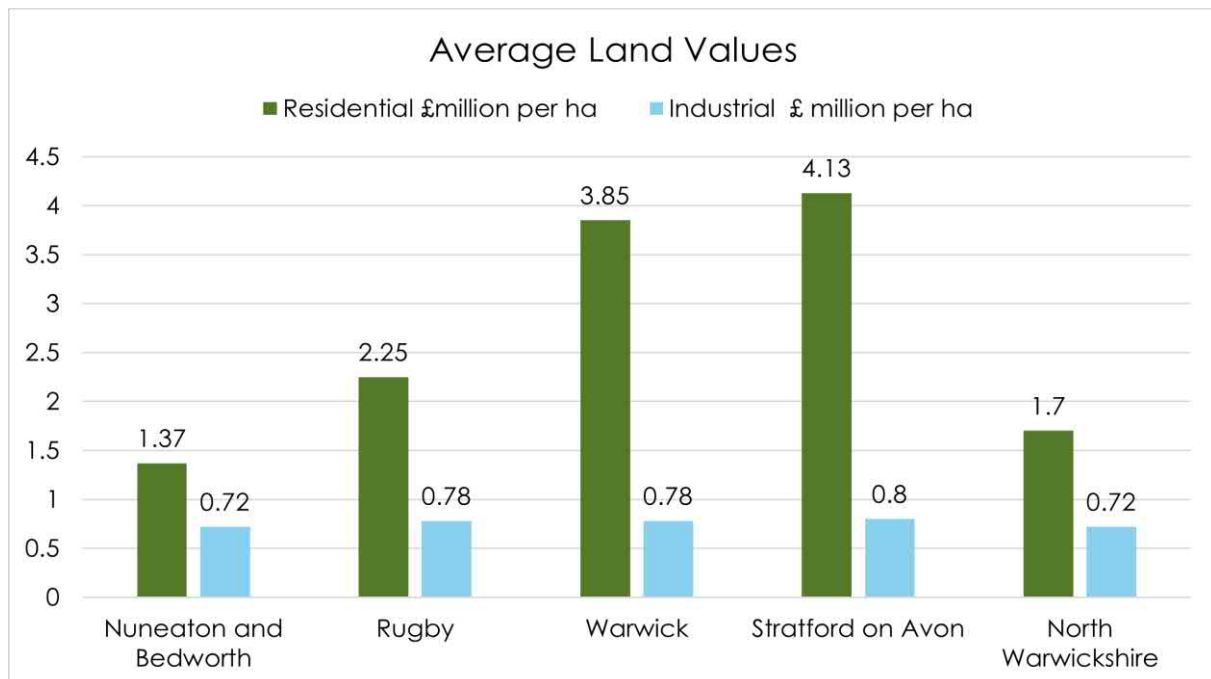


Figure 10: Comparative average land values in Nuneaton and Bedworth Borough

Source: MHCLG: Land Value Estimates for Policy Appraisal 2019

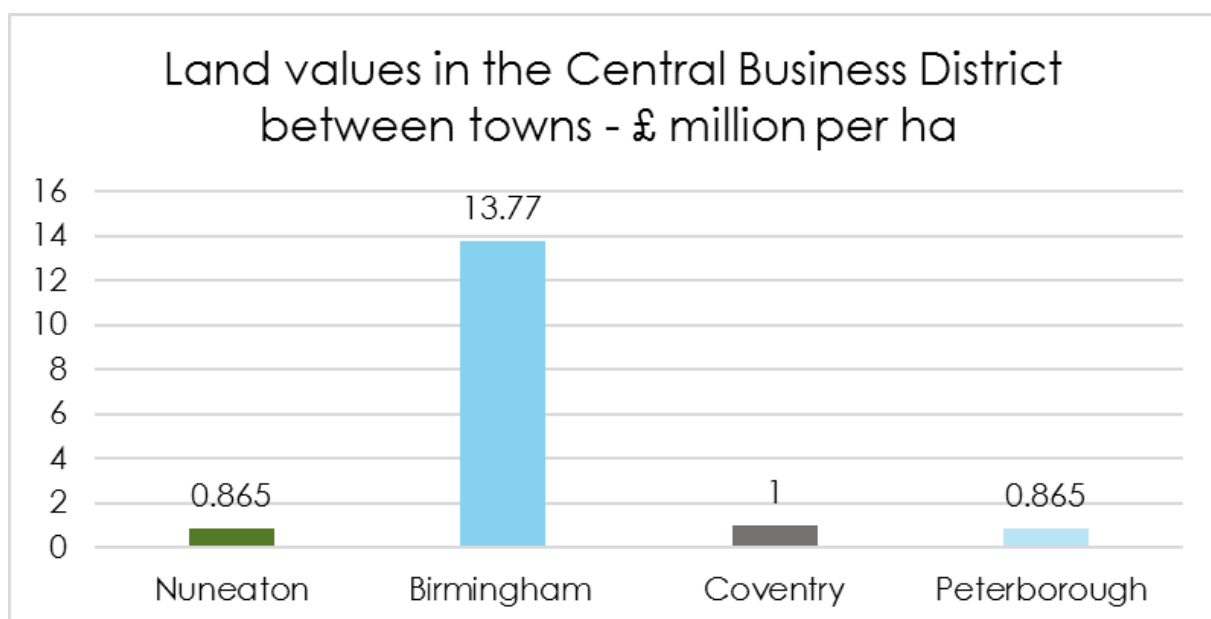


Figure 11: Comparative land values in the Central Business District between towns

Source: MHCLG: Land Value Estimates for Policy Appraisal 2019



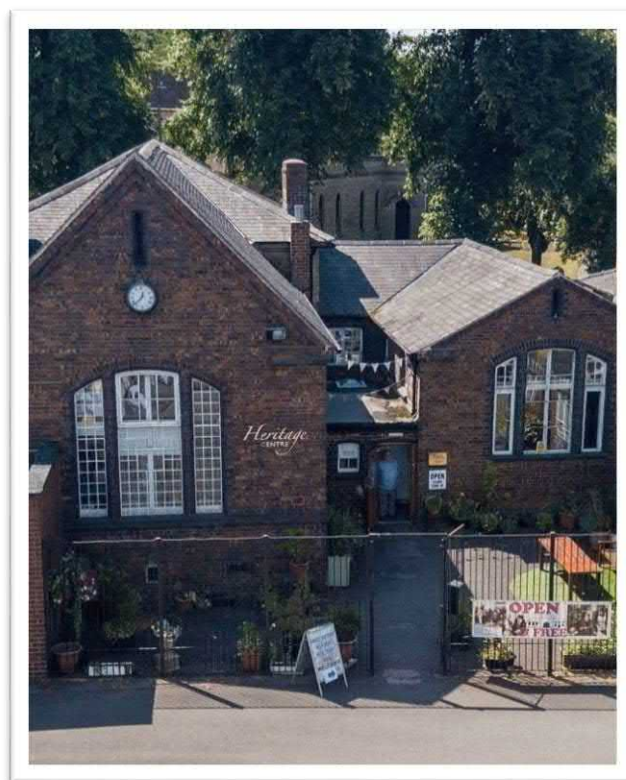
In terms of land costs for the Central Business District, at £850,000 per hectare this reflects the lowest price within the *MHCLG Land Value Estimates* (2019). It is shared with a wide range of towns that exhibit characteristics associated with decline.

## 2.10 Arts, Heritage, Leisure and Culture

There are few arts, culture and heritage attractions. The Museum & Art Gallery and parks are the most popular, although the parks are poorly connected to the town centre. Others include Chilvers Coton Heritage Centre, Whites Fine Arts & Gallery, Indigo Jack Arts Events and Exhibitions, and Odeon Cinema. Retail and town centre restaurants tend to be at the value end of the market.

The potential to make the River Anker into a visitor attraction has yet to be realised<sup>19</sup>.

**Nuneaton** is the birthplace of the author George Eliot, which provides an opportunity for tourism and building an identity for the town.



## 2.11 Education and Skills Levels

Poor skill levels hamper business investment and productivity. Children in the Borough achieve consistently below the county and UK average in national tests<sup>20</sup>. The *Nuneaton Education Strategy*<sup>21</sup> highlights low pupil aspirations in some communities and some poor standard schools. 74% of schools in **Nuneaton** are rated by Ofsted as good or better (2019), as compared to 87% nationally and 89% across Warwickshire.

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<sup>19</sup> Nuneaton and Bedworth Destination Assessment 2016

<sup>20</sup> In 2019, achievement at Key Stage 1: Reading, Writing and Maths - all below County levels. At Key Stage 2: only 60% of children reached the expected standard compared to 65% for both Warwickshire and England. Source: Children and Young People Overview and Scrutiny Committee paper January 2020: Achievement of Warwickshire Children and Young People in Statutory National Tests in 2019 (WCC).

<sup>21</sup> Nuneaton Education Strategy: Raising Aspiration, Working Together (WCC 2020)

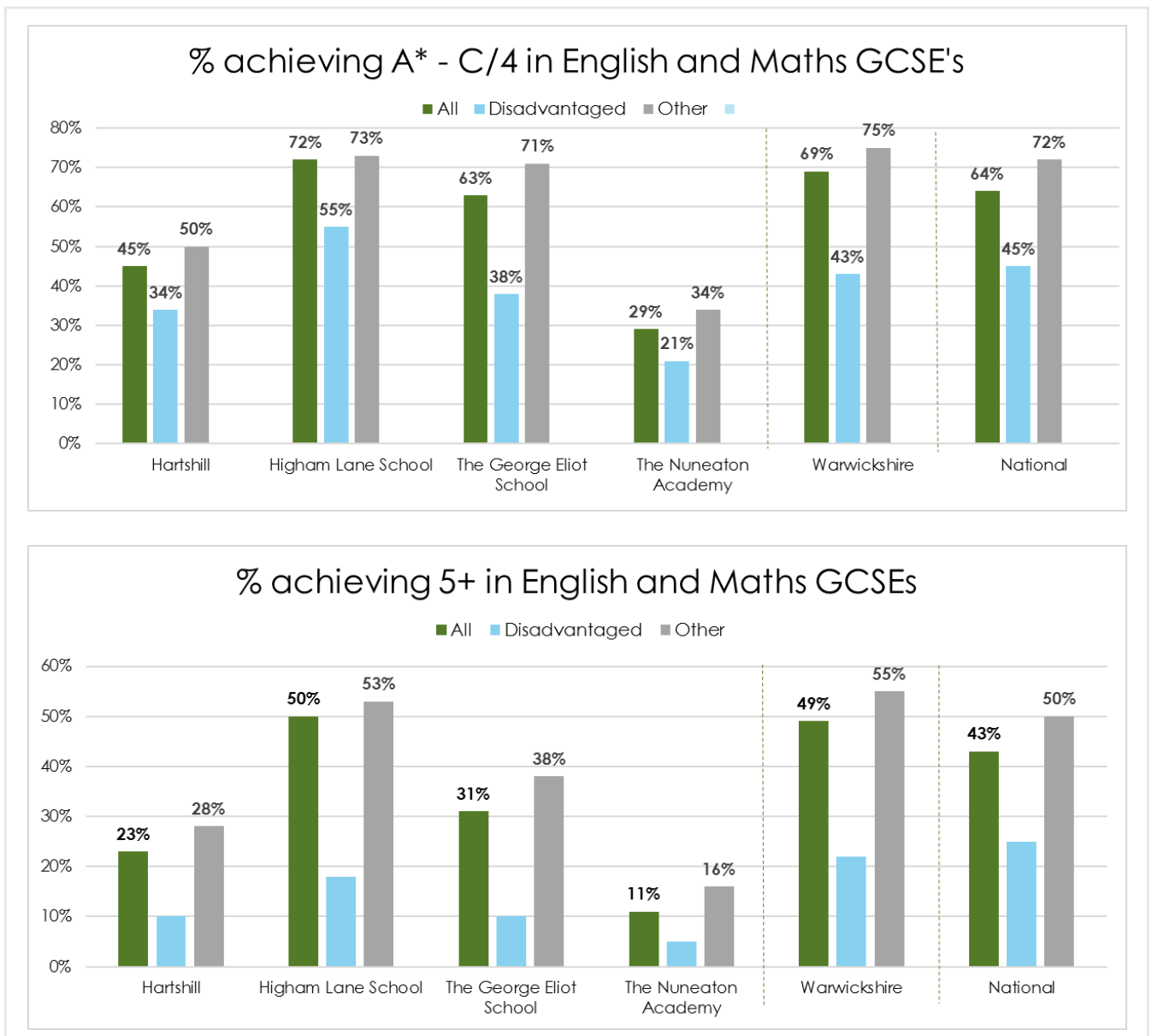


Figure 12: Education results for Nuneaton and Bedworth, Warwickshire and England (2019) All pupils and disadvantaged pupils.

Source: WCC 2019

In the adult population, availability of higher-level skills (NVQ 4+) is relatively low compared to the county, region and UK. This is particularly apparent in deprived Wards<sup>22</sup>.

In 2017, 62% of businesses in Coventry and Warwickshire had a skills shortage. Of these, 30% attributed this to not being able to afford workers with the right skills. The remaining hard-to-fill vacancies were attributed to lack of workers or competition from other firms<sup>23</sup>. Skilled trades people were most in demand<sup>24</sup>. The current picture

<sup>22</sup> Nuneaton and Bedworth (30.6%), West Midlands (34.1%), UK (40.3%) of those aged 16–64 Source: ONS Annual Population Survey 2019 (Updated)

<sup>23</sup> Skills Shortages in Coventry and Warwickshire (WCC 2017)

<sup>24</sup> Employer Skills Survey Research Report 2018 (DoE)

around skills shortages is unclear as post-Covid assessments of skills shortages are not yet available.

A range of local and regional strategies highlight digital, particularly 5G, as being important for the future. 77% of households<sup>25</sup> have basic computing skills although this is lower in deprived Wards.

## 2.12 Impact of Covid-19

The impact of the pandemic has been disproportionately felt by deprived communities<sup>26</sup>. The *Coventry and Warwickshire Covid-19 Health Impact Assessment* showed that mortality rates from Covid-19 were more than double in deprived areas<sup>27</sup>. By September 2020, unemployment across all ages in the most deprived Wards had risen to approximately double the county rate<sup>28</sup>.

Ward	Jan-20	Sep-20	% increase in claimant count	Total unemployment (count)
	%	%	Jan – Sept 2020	Sep-20
<b>Most Deprived Wards</b>				
Abbey	6.1	10.8	78	675
BarPool	4.6	7.1	55	325
Camp Hill	5	10.2	104	550
Kingswood	4	8.1	103	345
Wembrook	4.9	9	84	450
<b>Other Wards</b>				
Galley common	2.2	5.2	141	265
Weddington	1.4	3.6	169	175
St Nicholas	1.5	4.2	171	190
Whitestone	0.9	3.5	271	130
Attleborough	3.5	6.8	94	320
<b>Nuneaton and Bedworth BC</b>	<b>3.4</b>	<b>6.9</b>	<b>104</b>	<b>5,440</b>
Warwickshire	2.1	5.1	142	17,830
England	2.9	6.6	127	2,306,555

Figure 13: Unemployment

Source: WCC statistics – based on the stock of UC and JSA Claimants

<sup>25</sup> Get Digital Heatmap 2017 <http://heatmap.thetechpartnership.com/>

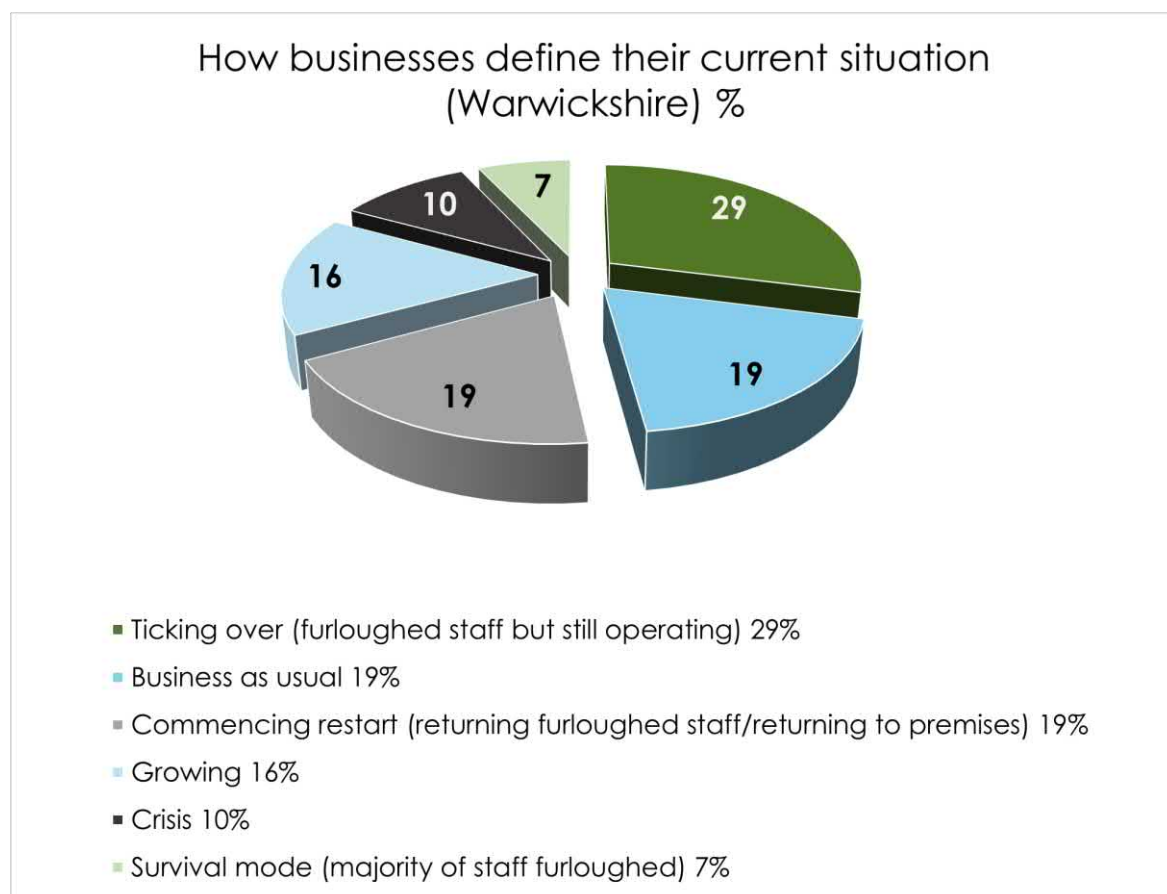
<sup>26</sup> Covid-19 Health Impact Assessment (September 2020) – A paper to the WCC Health and Well Being Board

<sup>27</sup> Coventry and Warwickshire Covid-19 Health Impact Assessment: Coventry and Warwickshire Joint Strategic Needs Assessment July 2020

<sup>28</sup> WCC 2020

Between Quarter 2 2019/20 and Quarter 2 2020/21 the overall incidence of crime increased by 7%. Violent crime in the Borough increased by 21% with domestic violence accounting for approximately 40% of incidents.<sup>29</sup>

Covid-19 restrictions have placed significant pressure on **Nuneaton's** economy<sup>30</sup>. Although many businesses have now re-opened, by August 2020, only one fifth of surveyed businesses in Warwickshire described their activities as "Business as usual" (**Figure 14**).



**Figure 14: How businesses define their current situation**

Source: CWLEP: Sub-Regional Covid-19 Business Intelligence 4<sup>th</sup>–17<sup>th</sup> August 2020

Projections for Quarter 2 2020<sup>31</sup> highlighted that GVA for **Nuneaton** and Bedworth was likely to reduce by 36% with manufacturing being the sector likely to see the largest reduction (21.7%). More recently, the *Manufacturing Barometer*<sup>32</sup> reported returning confidence in the sector although many businesses are still experiencing some drop in business activity<sup>33</sup>. Locally, there are expectations that key Tier 1

<sup>29</sup> Safer Communities Partnership Performance Monitoring Report (Nuneaton and Bedworth 2020/21)

<sup>30</sup> CWLEP: Sub-Regional Covid-19 Business Intelligence 4<sup>th</sup> – 17<sup>th</sup> August 2020

<sup>31</sup> Centre for Progressive Policy based on ONS data (Spring 2020)

<sup>32</sup> Manufacturing Barometer Special Focus: Covid-19 Recovery and Future Prospects National Report (Q1) 2020/21

<sup>33</sup> CWLEP: Sub-Regional Covid-19 Business Intelligence 21<sup>st</sup> July–3<sup>rd</sup> August 2020

companies such as JLR, McLaren and Aston Martin will not be returning to normal until December 2020 with associated impacts on local supply chains<sup>34</sup>.

WCC's *Covid-19 Wholesale and Retailers Survey*<sup>35</sup> indicated that approximately one in three businesses in this sector were likely to close permanently due to Covid-19<sup>36</sup>. WCC reports that the pandemic has caused a loss of one in seven jobs, and nearly half of GVA in the county arts, culture and heritage sector<sup>37</sup>.

A recent *Build UK update*<sup>38</sup> highlighted that nationally, the number of construction contracts awarded in August 2020 were 19% lower than in August 2019. Sector research undertaken by the WMCA<sup>39</sup> for professional services, identified confidence returning slowly. In the future, hybrid models between home-office working were anticipated along with a reduced office footprint.

Coventry and Warwickshire Local Enterprise Partnership (CWLEP)<sup>40</sup> observed that the pandemic had impacted on businesses' ability to deal with the 31<sup>st</sup> December EU exit, including a lack of cash reserves, an inability to stockpile and general business disruption making them less resilient and prepared for any disruption.

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<sup>34</sup> CWLEP: Sub-Regional Covid-19 Business Intelligence 4<sup>th</sup>–17<sup>th</sup> August 2020

<sup>35</sup> Warwickshire Economics Covid-19 Business and Economic Update (Week ending 5<sup>th</sup> June 2020)

<sup>36</sup> Sub-Regional Covid-19 Business Intelligence 19<sup>th</sup> May–8<sup>th</sup> June 2020

<sup>37</sup> WCC (2020) have estimated that for Nuneaton and Bedworth Borough the Covid-19 pandemic has resulted in the loss of 46.3% GVA and 15% of jobs in the arts, culture and heritage sector by the end of Q2 2020. (The Impact of Covid-19 on the Creative Industries - Warwickshire Economics briefing note: WCC 2020).

<sup>38</sup> Build UK website September 2020.

<sup>39</sup> WMCA Sector Action Plans (note these are "live" documents, regularly updated).

<sup>40</sup> Sub-Regional Covid-19 Business Intelligence 4<sup>th</sup>–17<sup>th</sup> August 2020



## Section 3: The Opportunity

### 3.1 Introduction

This section considers existing programmes and activities to transform **Nuneaton**. It then analyses key challenges, strengths, assets and opportunities and considers the views of stakeholders to identify further opportunities to deliver step-change.

### 3.2 Transforming Nuneaton



Recognising the challenges facing the town, an ambitious multi-agency plan to transform it by 2030 – *The Transforming Nuneaton Programme* (TNP) – has gained rapid momentum. Nuneaton and Bedworth Borough Council (NBBC) and Warwickshire County Council (WCC) are working together to deliver the TNP, by boosting economic growth via mixed use regeneration, including housing, leisure and commerce. The associated *Prospectus for Growth*<sup>41</sup> details ambitions for the town and is the strategic blueprint to promote and capitalise upon opportunities. Partners including Coventry and Warwickshire LEP (CWLEP) and the West Midlands Combined Authority (WMCA) are supporting the plans, having already invested £9.69 million for early interventions and enabling works.

The transformation has begun and there is growing business confidence. Recently, Co-Fresh has chosen **Nuneaton** as the location for their large-scale production centre, while Hello Fresh, has moved into newly built premises. McCarthy and Stone have completed 50 residential units for the over 60's.

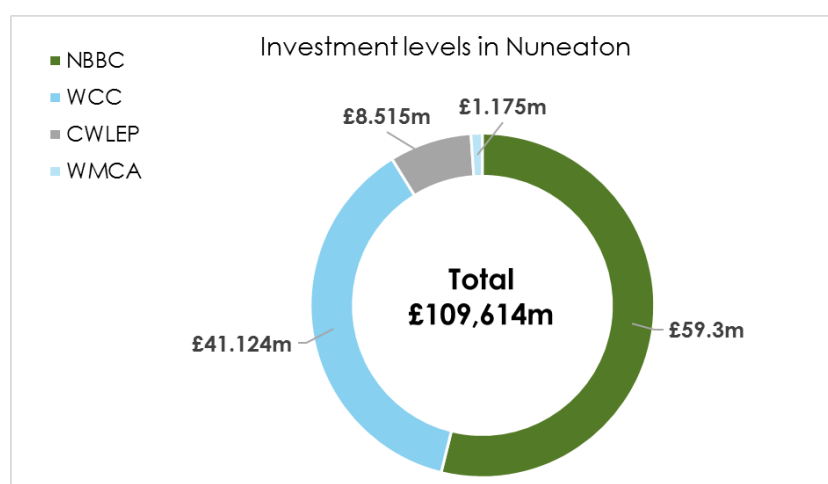


Figure 15: Investment levels in Nuneaton

NBBC has procured a development partner, Queensberry Real Estate Ltd, undertaken key site assembly, agreed Heads of Terms for the provision of a new hotel by a national chain in the town centre, along with a £59.3m programme to deliver Phase 1 of the Abbey Street Quarter. The masterplan is attached at **Appendix 2**.

<sup>41</sup> <https://api.warwickshire.gov.uk/documents/WCCC-688-371>

With a commitment of £41.124m, WCC has approved the construction of a new Business Centre and Library, undertaken site assembly and pledged to deliver major transport infrastructure improvements.

### 3.3 Future High Streets Fund (shortlisted application)

Based on the TNP blueprint, in July 2020 NBBC submitted a bid to the Future High Streets Fund (FHSF) for £19.4m (**Appendix 3**). This focuses upon the diversification of the available town centre offer, providing quality residential, office and commercial accommodation, new leisure activities and improved active travel routes. The proposal also reduces the number of retail premises and significantly reduces the flood risk to the town centre, and opens up access to the parks. The Towns Fund provides an opportunity to complement this proposal.

The correlation between the Towns Fund preferred projects, the Transforming Nuneaton Programme and the Future High Streets Fund proposals are identified at **Figure 32**.

### 3.4 Further Opportunities

The analysis of challenges, strengths, assets and opportunities (**Figures 16 – 21**), and findings from the stakeholder survey identify further opportunities.

#### Urban Regeneration, Planning and Land Use

There are opportunities for further town diversification including extending workspace in the town centre. There is also an opportunity to improve the presentation and utility of the parks, promoting “greening” of the town centre as well as tackling the flood risk. This would augment the activities covered by the FHSF (above) and complete the TNP vision along with responding to stakeholder desire to regenerate the town centre.

Challenges	Strengths and assets	Opportunities
<ul style="list-style-type: none"> <li>Improving perceptions of the town - it has a tired, dilapidated feel.</li> <li>Diversifying the town centre to increase footfall – new workspace, residential development and day/night entertainment utilising retail voids.</li> <li>Developing outdoor space for events, exercise and recreation. The parks provide potential venues but there is a need to open up and link the town centre to them and provide appropriate facilities;</li> <li>Tackling the town centre flood risk.</li> </ul>	<ul style="list-style-type: none"> <li>Green spaces and river through the town centre and local parks</li> <li>Popular bi-weekly market</li> <li>Nuneaton and Bedworth BC and Warwickshire CC own land in the town Centre and can use this as a catalyst for change.</li> <li>Adopted Local Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Open out and link the town centre to George Eliot Gardens and Riversley Park so improving the town centre environment.</li> <li>Use the Parks to develop open air event space and cycle links from the south of the town to the centre</li> <li>Improve presentation of the River Anker</li> <li>Covid 19 recovery - utilise vacant shops for incubation and grow on space for businesses.</li> <li>Improve the interpretation of George Eliot.</li> <li>Tackle flood risk.</li> </ul>

Figure 16: Urban Regeneration, Planning and Land Use

**Long Term Opportunity Impact:** Over the past decade town centre footfall has fallen by approximately 30%. Diversifying the town centre and introducing new business activities will return footfall to pre-2010 levels.

## Local Transport

Travel within the town is blighted by congestion, poor air quality and poor active travel routes, along with poor public transport facilities and a lack of infrastructure to promote electric vehicles. The TCTS provides a comprehensive plan to tackle these issues including tackling congestion on the A444 via junction improvements, provision of active travel facilities, improved infrastructure for buses and access to the Railway Station, and provision of electric car recharging points. This is supported by stakeholder consultations that emphasise the need to tackle congestion, improve cycle routes, public transport and sustainable transport options. WCC has made a financial contribution of £21,704,000 towards delivering the Plan, however, further funding is required to complete the full programme and transform the town's transport network.

**Long Term Opportunity Impact:** Vectos (2020)<sup>42</sup> estimate these changes could increase average peak time traffic speeds by 21% from 14mph to 17mph on the A444 with an overall reduction in CO2 of 519,000 tonnes carbon.

Challenges	Strengths and assets	Opportunities
<ul style="list-style-type: none"> <li>Reducing congestion on the A444 Ringway.</li> <li>Improving cycle and pedestrian links to the Town centre from residential areas.</li> <li>Improving access to the railway station for all travel modes.</li> <li>Improving frequency of popular routes and developing a more reliable bus service</li> <li>Improving air quality and reducing CO2 caused by congestion.</li> </ul>	<ul style="list-style-type: none"> <li>Good access to the major road network. Proximity to the M6, M42 and M69 motorways and the A5 trunk road.</li> <li>Nuneaton Transport Strategy already in place.</li> <li>Significant Transport Infrastructure investment confirmed by WCC.</li> <li>Location on the draft Major Road Network (MRN) which attracts priority government funding.</li> <li>Various rail improvement projects are underway for the rail line travelling through Nuneaton including new railway stations at Ricoh Arena, Bermuda and Kenilworth and new services.</li> </ul>	<p>Nuneaton Town Centre Strategy: Transport Strategy suggested a range of options to improve local transport, subject to funding. For example:</p> <ul style="list-style-type: none"> <li>Improvements to A444 road junctions to enhance traffic flow.</li> <li>Developing new and enhanced cycling and pedestrian links.</li> <li>Improvements to bus lanes and bus stops (automatic signage) to improve bus reliability</li> <li>Proposed stations between Nuneaton and Hinckley to reduce traffic into Nuneaton town centre and free up road capacity for other modes.</li> <li>Promoting e transport infrastructure.</li> </ul>

Figure 17: Road Transport

<sup>42</sup> Transforming Nuneaton Paramics Modelling (Vectos 2020)

## Digital Connectivity

Strengths and assets in relation to digital connectivity are conspicuous by their absence whilst stakeholder observations have highlighted lack of access to 5G. There is a significant opportunity to facilitate the development of a 5G network between enterprise and training assets in the town centre. This could be achieved by “pump priming” the costs of future private development by undertaking some initial infrastructure works. The existence of 5G would make the town centre more attractive to investors and assist local businesses to innovate, particularly within local manufacturing and logistics clusters, both of which increasingly utilise digital technologies to innovate and grow. Digital training needs to be widely available to all groups. The Towns Fund can support this through the provision of training infrastructure and equipment to community and formal education training providers.

Challenges	Strengths and assets	Opportunities
<ul style="list-style-type: none"> <li>▪ Encouraging interest from the private sector to invest in 5G mobile.</li> <li>▪ Promoting digital connectivity amongst deprived groups</li> <li>▪ Area not reached by commercial investment.</li> </ul>	<p>Few apparent strengths, however:</p> <ul style="list-style-type: none"> <li>▪ Many retail businesses have successfully pivoted their activities during the pandemic to trade online.</li> <li>▪ 4G mobile data coverage is good.</li> <li>▪ More than three quarters of households (77%) have basic computing skills although digital skill levels are lower in deprived wards.</li> <li>▪ Local planners open to facilitating full fibre/5G</li> <li>▪ Emerging SMART applications such as Town Centre Wifi, Geo Sense counting and analyses of footfall in the town centre.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support North Warwickshire and South Leicestershire College in their efforts to expand digital skills training through the provision of training rooms and equipment.</li> <li>▪ “Pump prime” the costs of developing a 5G network, such as laying “dark fibre” to encourage a private sector internet provider to develop a 5G network in the town.</li> <li>▪ Promote digital skills to residents of deprived areas to increase their job prospects by providing digital training facilities and equipment to community groups currently supporting these groups.</li> </ul>

Figure 18: Digital Connectivity

**Long Term Opportunity Impact:** Based on Broadband Strategy Group data, Amion Consultancy Ltd estimates that there is a potential 3.6% rise in GVA for businesses that adopt 5G. On this basis, cumulative town centre additional GVA could be £45 million over 10 years. In addition, digital initiatives could create a minimum of 50 growing digital businesses in the town centre.

## Arts, Heritage and Culture

An important issue for stakeholders is that **Nuneaton** has little town centre entertainment and few arts, culture and heritage attractions. This sector has suffered a significant decline due to Covid-19 and requires intervention to promote re-growth. The Council is already negotiating with private providers to develop family entertainment in the town centre.

Further opportunities include:

- Enhancing entertainment offers that are free at the point of use in order to maximise benefits to all, including deprived groups, e.g. the parks and Museum & Art Gallery are both extremely popular attractions and are free to use. Proposed actions include improving cycling and pedestrian routes in the parks, developing spaces for events and improving the presentation of the River Anker.
- Enhancing the interpretation of George Eliot, including new attractions, to promote the branding of the town as a heritage destination.

**Long term Opportunity Impact:** NBBC estimates that visitor numbers could increase by more than 500,000 over 10 years as a result of enhancements to the parks and heritage assets of the town.

Challenges	Strengths and assets	Opportunities
<ul style="list-style-type: none"> <li>▪ Assisting the sector to recover from Covid 19.</li> <li>▪ Improving the visitor offer. Nuneaton has few attractions and a poor food and beverage offer.</li> <li>▪ Improving online information about the Town along with information on arrival.</li> <li>▪ Improving accessibility to Riversley Park and the George Eliot gardens from the town centre.</li> <li>▪ Enhancing the presentation of the River Anker.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A central location in England so a large potential catchment for tourists.</li> <li>▪ Popular bi-weekly market.</li> <li>▪ The author George Eliot was born in the town and had strong associations with the area.</li> <li>▪ Significant local attraction in Nuneaton Museum &amp; Art Gallery,</li> <li>▪ Proximity to Coventry – City of Culture.</li> <li>▪ Existing private sector interest to develop family entertainment in the town.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improving outdoor events space within the Parks.</li> <li>▪ Further developing Nuneaton Museum to broaden its attraction to a range of social groups.</li> <li>▪ Developing the George Eliot offer further.</li> <li>▪ Attracting private investors into the town to provide day and night time entertainment options.</li> <li>▪ Marketing the heritage and culture offer to tourists during Coventry City of Culture year and the Commonwealth Games 2022 to attract additional visitors.</li> </ul>

Figure 19: Arts, Culture and Heritage



## Skills

Education and skills levels are low in **Nuneaton** with poor school results compared to county and national averages and low levels of adult skills. Stakeholder views highlight the need for education and skills training for all ages. Opportunities include:

- *Expanding the College to the town centre*

The College is seeking to develop a new Digital Skills and Innovation Centre in the town centre, providing digital training and enterprise support for residents and businesses. This will link with the Digital Skills Academy led by the College on the Coventry University Techno Park, enabling a ladder of progression to degree and post degree qualifications. It would be part of a network of training/education and business sites on the proposed 5G network. The proposal emphasises wider participation and requires collaboration with community organisations to engage with vulnerable local residents. A town centre College will increase footfall, thereby supporting existing businesses.

- *Training Restaurant*

A training restaurant is also proposed for the town centre, which will improve the existing food and beverage offer as well as providing real life training for the hospitality trade, which needs to recover post-Covid.

Challenges	Strengths and assets	Opportunities
<ul style="list-style-type: none"> <li>▪ Education outcomes need to improve. Children in the Borough achieve consistently below the average in national tests.</li> <li>▪ There is a need to increase aspirations of children and improve schools.</li> <li>▪ Skill levels across the adult population as a whole need to increase.</li> <li>▪ Efforts to improve skills need to focus in particular on the deprived wards.</li> <li>▪ A range of local and regional strategies highlight digital, particularly 5G, as an important skill area for the future.</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is a new Skills Hub based in Nuneaton which provides advice and support to local residents regarding skills issues.</li> <li>▪ North Warwickshire and South Leicestershire (NWSL) College.</li> <li>▪ Strong Third Sector supporting community education.</li> <li>▪ Nuneaton Education Strategy in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ NWSL is seeking to expand vocational training in Nuneaton town centre for the digital, hospitality and restaurant industry, which could help to revitalise these sectors post Covid-19.</li> <li>▪ The Saints building could be extended to provide further community education and confidence building along with digital training.</li> <li>▪ Extending the scope of existing community facilities e.g. the museum and art gallery to provide volunteering and training opportunities.</li> <li>▪ Anecdotal evidence of technology companies planning links with new T Levels at North Warwickshire College.</li> </ul>

Figure 20: Skills

## Community/Voluntary Organisations

Engagement of deprived adults and young people in further education and apprentice opportunities can be supported by the Towns Fund via provision of equipment and facilities, especially for digital training within community organisations engaged in training activity.

**Long term Opportunity Impact:** Within 10 years, additional training facilities in the town centre, well integrated with community groups, would lead to adult education and skill levels reaching a minimum of prevailing regional average standards and longer term national average standards.

## Post-Covid Recovery

There are a number of opportunities:

### *Developing workspace to house new job opportunities*

- i. Developing new flexible workspace for businesses seeking to start-up and grow, as highlighted by the 2019 *Market Signals Study*. This would be located on the proposed 5G network and suitable for digital technologies, creative, design and commercial office activities. This facility could also be used by recently unemployed individuals seeking a space to work online. A facility is to be developed at Queens Road Chambers using advance funding.
- ii. Provision of new light industrial workspace would offer an immediate opportunity to attract investors to the town centre. Despite Covid-19, local commercial property agents highlight demand outstrips supply for small light manufacturing/engineering premises. These are already planned via a shortlisted FHSF application.
- iii. Further flexible workspace/incubation space linked to 5G fibre network within community organisations and the new Digital Skills and Innovation Centre, augmenting the digital and enterprise training provided by these organisations.

### *Training in a range of industry specific skills, particularly digital and hospitality skills, to enhance employability and create new businesses*

- i. The pandemic has heightened the importance of digital skills training. New training opportunities for basic and advanced digital skills can enhance employability and promote the growth of digital businesses. The Towns Fund can support this by funding new training equipment and premises.

The arts, culture and heritage sector has declined significantly and is poorly represented in **Nuneaton**. Training and business advice in the development of hospitality and entertainment businesses will encourage business start-up and upskilling in these sectors, thereby supporting its recovery and growth. An investment in the training restaurant could provide an opportunity to both provide training in this sector through work experience and increase the footfall in the town to support this and a range of other businesses.

### Boosting employability and wellbeing

- i. Community associations will be crucial in engaging deprived groups and the unemployed to encourage them to take part in further education and apprenticeships. This would have particular impact if incorporating digital training opportunities due to the enhanced importance of these skills as a result of the pandemic. The Towns Fund could provide equipment and premises.
- ii. Facilitating the provision of free community and sports events to promote wellbeing for unemployed and deprived groups. This could also serve as one route to meeting and engaging people in community associations promoting confidence building and training. The Towns Fund could provide facilities and the Borough Council could mobilise community and voluntary groups to use the new facilities.

Challenges	Strengths and assets	Opportunities
<ul style="list-style-type: none"> <li>Recovery from Covid-19 and preparation for Brexit.</li> <li>Tackling low productivity</li> <li>Providing flexible workspace accommodation to facilitate start up and scale up.</li> <li>Improving skill levels of residents to attract investment.</li> <li>Generating interest from the private sector in developing 5G.</li> <li>Improving perceptions of Nuneaton by residents, visitors and business people.</li> </ul>	<ul style="list-style-type: none"> <li>Improved business birth rate.</li> <li>Strong demand for flexible commercial and manufacturing space.</li> <li>Established manufacturing (transport technologies) and logistics clusters upon which to build.</li> <li>MIRA Technology Park Enterprise Zone, located outside the town is an important high technology hub that augments the strength of the transport technologies cluster.</li> <li>Proximity to major road network.</li> </ul>	<ul style="list-style-type: none"> <li>Develop mixed use development in retail voids to increase workspace for flexible manufacturing and commercial accommodation in the Town centre so supporting start-ups and growth businesses.</li> <li>Enhance skills infrastructure especially linking to deprived areas and key growth opportunities.</li> <li>Promote the development of 5G in the town centre to encourage the development of digital businesses.</li> <li>Diversify the centre, enhance the physical environment and local transport and improve the leisure offer to change perceptions of the town to promote investment.</li> </ul>

Figure 21: Post-Covid Recovery (Enterprise)

### Promoting Digital Infrastructure

Facilitating the development of a 5G network, along with the provision of appropriate workspaces would be the starting point for growing a 5G cluster of small digital/technology activity particularly associated with the manufacturing and logistics clusters.

### *Place Making*

Improving perceptions of the town to promote inward investment and to promote wellbeing. This is very much the focus of the Transforming Nuneaton programme of town centre diversification, including improving entertainment, improving transport, development of residential sites and provision of green space.

**Long term Opportunity Impact:** A combination of interventions should enable productivity per head of population to increase as a minimum to the prevailing regional average and eventually the national average.

### *Clean Growth*

**Nuneaton** is committed to reducing CO2 aligning with UK Government policy. It also has significant air quality issues associated with congestion which has led to the designation of 2 AQMAs. The Towns Fund can help to tackle these issues by:

- i. improving traffic flow around the town centre to reduce congestion and tackle air quality;
- ii. developing infrastructure for sustainable travel modes including electric cars and active travel; and
- iii. ensuring new buildings meet high level environment specifications.

**Long Term Opportunity Impact:** Measurable reduction in air pollution and CO2 within Nuneaton's AQMAs.

### *Health and Wellbeing*

**Nuneaton** has health disparities with low income groups experiencing comparatively poorer wellbeing. The SWOT analyses show that the Towns Fund can assist via:

- actions to tackle poverty through the provision of education and employment training infrastructure;
- promoting access to green space; and
- improving air quality by improving local transport infrastructure.

**Long Term Opportunity Impact:** Substantial increase in the number of residents taking part in activities to boost health and well-being.

## Section 4: Consultation

### 4.1 Introduction

This section considers the consultation process undertaken to develop the TIP and the proposed approach to ongoing engagement.

### 4.2 Engagement to date

The Council places great emphasis upon the involvement of stakeholders. It has a significant track record of engagement, ensuring that everyone has the opportunity to shape where they live and the services that they receive.

#### Corporate Plan

Between August and December 2018, consultation was undertaken in relation to the Council's Corporate Plan generating over 250 responses.

#### Business Expo

The Council hosts an annual Business Expo to engage local businesses. In July 2019, a presentation was given regarding the TNP Programme. Feedback received proposed that greater business diversity was needed within the town and that the aims and objectives of the programme were widely supported.

#### Future High Streets Fund

During January and February 2020, a consultation exercise was undertaken in relation to the FHSF. Over 600 responses were received identifying a range of priorities including improvements to public realm, improvements to cycle/pedestrian access and preservation of heritage buildings.

#### #MYTOWN

The National #MYTOWN campaign generated over 160 responses. Suggested priorities included attracting inward investment from high tech businesses, creation of spaces for start-ups and improving the transport infrastructure.

### 4.3 My Town Nuneaton

To enhance stakeholder engagement, the Board procured an external consultant, who created '**My Town Nuneaton**' to align with the established #MYTOWN. A Facebook page, Twitter account and website<sup>43</sup> were developed and provided information about the Towns Fund, inviting stakeholders to give their views on priorities for this initiative.

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<sup>43</sup> (<https://mytownnuneaton.co.uk>)



Due to Covid-19 restrictions a digital approach was adopted. 73 press releases were issued to the local newspapers and national business magazines promoting the consultation. The campaign was supported by existing networks and partnerships:

Table 4: Partnership Engagement Activity

Network	Activity
<b>Industry Bodies</b>	Engagement with businesses is a key element to understand barriers and opportunities, ensuring the TIP is responsive to business requirements. The CWLEP, Coventry and Warwickshire Chamber of Commerce (CWCC) and the Federation of Small Businesses each promoted the campaign via their own newsletters on 10 occasions, and via their websites, social media and direct discussions at branch meetings.
<b>The Midland Academies Trust</b>	The Board recognises that younger people are the future of the <b>Nuneaton</b> . In order to engage with this group, the North Warwickshire South Leicestershire College and local schools, including the George Eliot School and Nuneaton Academy assisted in generating responses from young people, via the Youth Voice campaign.
<b>Warwickshire Community Voluntary Action (WCAVA):</b>	To ensure that views were obtained from a range of different communities across the town, including young people and deprived communities, WCAVA promoted the consultation with its more than 300 member organisations.

**My Town Nuneaton** consultation ran through August 2020 and September 2020. More than 8,000 impressions were generated via Twitter and over 300 responses were received, identifying priorities such as improvements to public realm/green space: transport infrastructure: skills opportunities: promotion of heritage.

**Figures 22-27** below provide a sample of suggested priorities from the #MYTOWN and **My Town Nuneaton** campaigns.

The responses received were analysed and used to refine the overall vision and objectives, shape project development and short list the final projects.

Summary of key findings from engagement:

Transport	Ranking
<b>Road Infrastructure</b> – mainly high levels of congestion on the A444.	1
<b>Cycle and pedestrian Infrastructure</b> – the network needs to be larger. It varies in quality and safety.	2
<b>Car parking</b> – cheaper/free parking	3
<b>Train Service</b> – access to the train station particularly a new access point via Weddington Terrace. Poor pedestrian access via the Town centre.	4
<b>Bus Service</b> – improvements to the bus station, digitised time displays on bus stops, cheaper transport.	5
<b>Other</b> - improved connectivity between transport modes (i.e. a bus/train/taxi/coach interchange, developing tram service/electric vehicles.	6

Figure 22: Local Transport

Digital Connectivity	Ranking
<b>Connectivity (5G)</b> – for businesses and internet cafes.	1
<b>Communication</b> – the Borough should be using interactive display boards showing e.g. live traffic information, upcoming events in town, live music and sports information	2
<b>Interactive Heritage</b> - a top range digital map and information trail that could be accessed via mobile phones e.g. to explore George Elliot history.  The digital map might be of interest for visitors.	3

Figure 23: Digital Connectivity

Urban Regeneration, Planning and Land Use		Ranking
<b>Green Space/environment/ parks and gardens/ riverside</b> – need to integrate green space into the urban realm. Need to improve the look of the town by cutting grass/planting flowers. Need to develop more parks and play areas for children and use the parks for events.		1
<b>Housing</b> – turn vacant retail space into housing.		2
<b>Retail</b> – improving the retail offer with big brand names e.g. HMV, Primark, Marks and Spencer. Also more independent shops, boutique and pop up shops.		3
<b>Appearance of the Town centre</b> – the town look tired, depressing, dated with poor landscaping. The town centre should be made more attractive to residents, businesses and visitors. It needs to be made into a vibrant and attractive destination that people want to visit.		4
<b>Bi-weekly markets</b> - Residents were concerned to maximise opportunities from and improve the bi weekly market, with bringing it indoors or relocating it to other streets being popular suggestions.		5
<b>Facilities in the town centre</b> – more public conveniences.		6
<b>Library/historical buildings/museum</b> – need to maintain them and improve.		7

Figure 24: Urban regeneration planning and land use

Arts, Culture and Heritage	Ranking
<b>Leisure Facilities</b> – more leisure and entertainment in the town, particularly night entertainment e.g. more good restaurants and speciality cafes, a new cinema, theatre, swimming pool, ice rink, pinball. Also, the organisation of more events such as fun runs, musical festivals etc.	1
<b>Community Spaces/youth centres and facilities</b> – develop youth centres and improve community centres and events spaces.	2
<b>Art venue/art displays</b> – more exhibition space e.g. an arts centre with performance spaces, a small shopping area with local crafts, use of empty shops as exhibition space the old Bingo Hall turned into a music venue, more exhibition space for local artists.	3
<b>Heritage Promotion</b> – promote the George Eliot connection.	4

Figure 25: Arts, culture and heritage

Skills	Ranking
<b>Skills Development</b> - promote skills training especially across age groups with poor life chances and for lower socio-economic groups, especially for those who can't afford this themselves.	1
<b>Youth Skills</b> – support to access degree apprenticeship programmes. Help young people to boost soft skills to help them into employment. Support venues that support these activities. More opportunities for volunteers.	2

Figure 26: Skills

Enterprise	Ranking
<b>Enterprise</b> - improve incentives for businesses such as reducing rent and rates in the town on commercial premises.	1
<b>Work spaces</b> – the need for more work space. Other suggestions included providing testing opportunities e.g. via pop up trade stands or shared workspace facilities.	2
<b>Other</b> – attract new investment/ provide business support	3

Figure 27: Enterprise

## 4.4 Ongoing Stakeholder Engagement

The Board is committed to the ongoing engagement of all stakeholders, placing great emphasis upon their identified priorities and ongoing involvement with the Towns Fund throughout its life.

Continuing with the **My Town Nuneaton** brand, each project will have a project specific Engagement Plan, tailored to the most appropriate stakeholders.

Given the current restrictions related to Covid-19, and in recognition of the potential fluidity of the situation, it is anticipated that a continuation of a largely digital approach will be necessary in the short to medium term. However, as with the first stage consultation, it is important to include mechanisms for seldom heard/digitally excluded groups.

The main methods of engagement for each stakeholder group have been identified as:















<u>Digital Engagement</u>			<u>Physical Engagement</u>		
Emails		Business Stakeholders	Events		All Stakeholders
E-newsletters		All Stakeholders	Exhibitions		Business Stakeholders
Texts		Business Stakeholders	Meetings		Business Stakeholders Young People
Social Media		All Stakeholders	Posters		All Stakeholders
Virtual Meetings		Business Stakeholders	Press Releases		All Stakeholders
Vlogs		All Stakeholders	Surveys		All Stakeholders
Webinars		Business Stakeholders			
Websites		All Stakeholders			

Figure 28: Summary of Stakeholder Engagement Methods

In addition to the **My Town Nuneaton** website, Facebook and Twitter, for the provision of information, vlogs and signposting to consultation, existing networks and partnerships will be used to maximise engagement and influence upon the Town Deal.



Table 5: Future Partnership Engagement Activity

Network	Activity
<b>WCAVA</b>	<p>The Board's membership includes the Area Manager for WCAVA, who is the channel for the voice of some 300 third sector organisations, including youth groups and other hard to reach communities. The breadth and reach of WCAVA will ensure the opportunities to shape the future via the Town Deal are maximised.</p> <p>Activities will include: utilising community groups Facebook pages for the provision of vlogs, information and signposting to consultation. Attendance at appropriate meetings and events to receive feedback and promote opportunities for meaningful involvement.</p>
<b>Industry Bodies</b>	<p>The Board's membership includes representatives from the CWELP. Together with this and the established partnerships with the CWCC and FSB, private sector stakeholders will have a direct influence on the Town Deal.</p> <p>Activities will include: utilising partner E-Bulletins/E-Newsletters. Attendance and presentations at meetings, including Branch meetings and specific interest meetings.</p>
<b>The Midland Academies Trust</b>	<p>The Board's membership includes the Chief Executive and Principal of the Midland Academies Trust and North Warwickshire South Leicestershire College. Having access to a range of ages, this partnership will allow young people to appropriately engage in and influence the Town Deal.</p> <p>Activities will include: utilising partners Facebook and other social media for the provision of vlogs, information and signposting to receive feedback and promote engagement.</p>
<b>Faith Groups</b>	<p>The Board's membership includes a representative from Coventry Diocese. The Council has trusted and well established networks with differing faith groups within <b>Nuneaton</b>. These networks provide a sound foundation for engagement and will ensure those from all faiths have the opportunity to engage in and influence the Town Deal.</p> <p>Activities will include: utilising partners social media for the provision of vlogs, information and signposting to receive feedback and promote engagement.</p>

To strengthen our approach to engagement, a Stakeholder Engagement Team (SET), comprising of members from NBBC, WCC, and representatives from the Third Sector and businesses will be established and have oversight of the engagement approach. The SET will sign off the individual engagement plans, to ensure they are appropriate for the audience, as well as monitoring and reporting to the Board on a monthly basis.

The Board approved Stakeholder Engagement Plan contains detailed information relating to activity undertaken to date and the proposed approach to engagement throughout the life of the TIP (**Appendix 4**).

## Section 5: Vision and Objectives

### 5.1 Introduction

This section discusses the strategy, including the vision and key objectives and priorities for the TIP.

### 5.2 The Town Deal Board

The Town Deal Board is chaired by a member of CWLEP. Reflecting the diversity of the town and surrounding area, it has 16 members comprising representatives from NBBC, WCC, the local Member of Parliament, WMCA, business, education, health, the community and voluntary sectors. The multiplicity of representation brings together significant existing networks and partnerships to form a collaborative approach to achieve the ambitions for **Nuneaton**.

### 5.3 Overview of the TIP Strategy

#### Developing the Objectives and Priorities for Action

The Board used the findings of SWOT analyses and stakeholder engagement to develop the vision and objectives for the TIP. The vision is:

*To deliver a step change for Nuneaton by 2030. Building upon our proud industrial heritage, our vision is to create a forward looking innovation and entrepreneurial centre in North Warwickshire which helps to raise aspirations and skills, is supported by modern transport and digital infrastructure, and offers a diverse range of community and leisure uses.*

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The objectives reflect the challenges identified in **Section 2: Context**, and the opportunities align with the stakeholder feedback, the six themes within the TIP guidance, along with other local and national strategies (see below). Note that three objectives are effectively cross cutting. This relates to Covid-Recovery, Clean Growth and promoting Health and Wellbeing.

#### Priorities for Action

The priorities for action were selected based on three main requirements:

- i. Support for at least one of the TIP objectives;
- ii. alignment with stakeholder feedback;
- iii. potential to bring about a step-change by providing a significant improvement against a key objective; or
- iv. a step-change would be achievable in conjunction with other activities.

Table 6: Nuneaton TIP Strategy

Objective	Priorities for action	Summary of the opportunity for step-change
<b>i) Sustainable Transport -</b> Improve local sustainable transport infrastructure.	<ul style="list-style-type: none"> <li>Promoting sustainable travel modes and enhancing cycling and pedestrian connections and environments.</li> </ul>	<p>The TCTS identifies a comprehensive range of activity that will promote sustainable travel including improving traffic flow, air quality and access to public transport, developing facilities for clean travel, promoting active travel and reducing CO2. The Towns Fund could co-fund the completion of this Programme which already has circa £21 m funding from WCC.</p> <p>Community views: Travel concerns included congestion, poor quality active travel opportunities, poor public transport.</p>
<b>ii) Digitally enabled growth -</b> Provide high quality digital infrastructure within the town centre and promote digital competencies.	<ul style="list-style-type: none"> <li>Facilitating development of 5G capability and delivering digital skills training – particularly targeted towards deprived Wards.</li> </ul>	<p>Germinating a digital cluster by pump priming the infrastructure costs for 5G to encourage private sector investment in the network, linking businesses and training organisations. Provision of training infrastructure for FE/HE training institutions and community groups serving deprived areas.</p> <p>Community views: 5G connectivity was identified as a key opportunity.</p>
<b>iii) Diversify town centre offer</b>	<ul style="list-style-type: none"> <li>Creating a variety of residential and digitally enabled commercial accommodation facilitating start-up, incubation and co-working spaces.</li> <li>Enhance access to green space.</li> <li>Tackle town centre flooding.</li> </ul>	<p>Completion of the TNP for urban realm diversification including developing new, flexible commercial space in the town centre, tackling flooding and improving the appearance and utility of the parks. The shortlisted FHSF application seeks support for the remainder of the vision including redevelopment of the town for mixed use workspace, commercial and residential use.</p> <p>Community views: Low cost workspace, access to green space and improving the environment of the town were frequently highlighted as issues in engagement responses.</p>
<b>iv) Arts, culture and heritage-</b> Promote leisure, culture and heritage to attract residents and visitors.	<ul style="list-style-type: none"> <li>Investing in and improving the leisure, cultural and heritage offer in Nuneaton and ensuring that the offer is affordable and accessible to all.</li> </ul>	<p>The Council is negotiating with private providers to develop family entertainment in the town centre. The Towns Fund will complement this providing entertainment offers that are free at the point of use to maximise benefits to all groups, e.g. the Parks and Museum &amp; Art Gallery along with promotion of the George Eliot Heritage. Mobilisation of voluntary and community sector and invitations to outside groups will provide a vibrant programme of events and activities in the parks.</p>

Objective	Priorities for action	Summary of the opportunity for step-change
		Community views: Promoting recreation, arts, culture and heritage was a key issue of importance in the community survey response.
<b>v) Skills and employment -</b> Address low skills and aspiration to assist residents to access sustainable employment opportunities across a range of sectors.	<ul style="list-style-type: none"> <li>Providing high quality, life-long training opportunities for all with an emphasis on deprived communities and future skills.</li> </ul>	Relocating the commercial function of the College to the town centre – New Enterprise & Innovation Centre providing digital training and 5G connectivity plus new town centre training restaurant. Refurbishment of The Saints building and provision of digital training and 5G connectivity for community use.  Community views: Affordable training opportunities to be available for all ages in order to promote employment opportunities.
<b>vi) Promoting post Covid-19 growth -</b> Create a resilient local economy which supports and enables new enterprise in Nuneaton delivering more and better jobs and harnessing local innovation potential.	<ul style="list-style-type: none"> <li><i>Delivering new flexible workspace and incubation facilities.</i></li> <li><i>Training for all ages.</i></li> <li><i>Germination of a new digital cluster.</i></li> <li><i>Promoting Post-Covid re-development of the hospitality sector.</i></li> <li><i>Place making.</i></li> </ul>	<b>Cross cutting theme</b> <ul style="list-style-type: none"> <li>New flexible workspace provided as part of the Transforming Nuneaton Vision.</li> <li>Development of 5G business capability by “pump priming” a new network along with infrastructure for digital training.</li> <li>Expansion of the College into the town centre to deliver digital training and development of a town centre training restaurant to promote hospitality skills and new ACH business start-ups. Also, increase town centre footfall.</li> <li>Longer term Place making – improving skills, perceptions of the town via diversification, improved ACH offer.</li> </ul>
<b>vii) Clean Growth –</b> Embed environmental sustainability to contribute positively to the national and local Clean Growth agendas.	<ul style="list-style-type: none"> <li>Reduce CO2 emissions promoting air quality via sustainable transport solutions.</li> <li>Promote access to green space.</li> <li>Develop sustainable buildings.</li> </ul>	<b>Cross cutting theme</b> <ul style="list-style-type: none"> <li>Completion of the programme of sustainable transport initiatives in the TCTS include measures to tackle air pollution, reduce CO2, promote active travel, improve public transport and provide infrastructure to support electric car charging.</li> <li>Development of new workspaces to high environmental standards</li> </ul>
<b>viii) Health and wellbeing -</b> Improve the health and wellbeing of the community and reduce inequality in comparison to the rest of Warwickshire.	<ul style="list-style-type: none"> <li>Tackling deprivation and worklessness particularly in deprived Wards. (Worklessness is a key driver of health inequalities).</li> <li>Enhancing green space and active travel.</li> </ul>	<b>Cross cutting theme</b> <ul style="list-style-type: none"> <li>Provision of infrastructure for employment skills training.</li> <li>Enhancement of existing green space and active travel routes to encourage physical activity.</li> <li>Upgraded parks/events spaces facilitate positive wellbeing via attendance at events and community and sports activities.</li> </ul>



## 5.4 Spatial Strategy

The main focus of TIP activity is the town centre, the adjacent parks and the transport routes serving the town centre from residential and business areas. Impacts of the investments are far more geographically dispersed. Key beneficiaries include residents, particularly from deprived areas, businesses, visitors and travellers journeying through the town to reach a different destination. **Table 7** below summarises the spatial strategy of the TIP. See **Figure 31** for a map of the TIP projects.

## 5.5 TIP Strategy alignment with local, regional and national strategies

### Sustainable Transport

The TNP highlights the importance of developing rail links to major cities as well as improving highways links. The TIP responds to this by improving access to the **Nuneaton** Railway Station for pedestrians and bus travellers, as well as relieving congestion on the A444. Activities to promote cycling and pedestrian links into and out of the town centre will contribute towards lowering carbon emissions. The updated *CWLEP Strategic Economic Plan (2016)* highlights the need to improve connectivity via the A444 along with enhanced rail and bus networks. Both the *CWLEP Strategic Economic Plan* and *Midlands Engine Strategy (2017)* highlight the need for good rail and road networks.

The A444 is part of the draft *Major Road Network* that attracts UK Government priority funding. Developing new cycling and walking routes supports the *DfT Strategy - Gear Change: A Bold Vision for Cycling and Walking*. The *UK Industrial Strategy (2017)* highlights the need for investment in good connectivity.

### Digitally Enabled Growth

The TNP highlights the importance of developing digital infrastructure. The *CWLEP Strategic Economic Plan* highlights the need for digital connectivity via mobile and fixed access superfast broadband as well as the need to facilitate the growth of the digital sector. The *WMCA Strategic Economic Plan* highlights the needs for 100% connectivity to superfast broadband. The *West Midlands Local Industrial Strategy (2019)* highlights the need to promote superfast connectivity and 5G via the regional 5G testbed.

Promoting the development of 5G responds to *Next Generation Mobile Technologies: A 5G Strategy for the UK (March 2017)* and the *UK Digital strategy March 2017* as well as the goal in the *UK Industrial Strategy (2017)* for good connectivity.

Table 7: Nuneaton TIP Spatial Strategy

Activity	Location of projects	Spatial benefits
<b>Sustainable Transport</b>	A444 gyratory plus active travel routes to town centre from residential areas	All residents, visitors and commuters.
<b>Digitally Enabled Growth</b>	5G network to link town centre education and business locations	Young people, people seeking to train/retrain due to Covid-19/unemployed from the Borough, particularly those in deprived Wards. Businesses in the town centre will benefit from provision of 5G along with students/ trainees.
<b>Diversify the Town Centre Offer</b>	Town centre	All residents, visitors and investors.
<b>Leisure, Culture and Heritage</b>	Town centre and parks	All residents and visitors. Events to be provided by professional entertainers and a range of arts based community groups across the town e.g. Escape Arts, The Saints, Reel People, Inspire in Arts. All seek opportunities for their members to deliver a range of performances. Young people, family groups and BAME residents to be attracted to a newly redeveloped Museum, as well as visitors and existing users.
<b>Skills and Employment</b>	Town centre	Residents of deprived Wards introduced to The Saints via community workers. The Saints (and other community groups) build confidence assist young people and adults into learning, and signpost to formal education at the College to promote qualifications and vocational learning. Residents from throughout the Borough to benefit from new College facilities but particularly local deprived Wards.
<b>Promoting Covid-19 Recovery</b>	Town centre, parks, A444	New and existing businesses within Nuneaton, particularly the town centre, plus inward investors. Local community groups, in particular, to introduce residents from deprived Wards and Covid-19 unemployed to new enterprise incubation facilities and advice services.
<b>Green Growth</b>	Town centre, parks A444	All residents, particularly residents of adjacent deprived Wards in Arbury, Wembrook and Attleborough (who will particularly benefit from their proximity to the Park).
<b>Health and Wellbeing</b>	Town centre, parks, A444	All residents and commuters. Sports groups, e.g. Nuneaton Harriers Athletic Club, based in the Park, are seeking to expand participation from deprived wards. A number of BAME community groups living in town centre Wards are seeking to utilise the Park for group sports and outdoor activity, e.g. exercise groups, running groups, cycling for children, Gurkha yoga, etc.

## Diversify the Town Centre Offer

Diversifying the town centre is central to the ambitions of the TNP which highlights the need for diversification actions including developing “a thriving cultural and leisure offer anchored with a cinema and restaurants that supports and enhances the existing offer” along with “a new residential offer within the town centre with excellent connections to employment and leisure opportunities, along with “a new economic base for businesses”. The TIP also responds to the *Transforming Nuneaton – Design Code (WCC August 2020)* which discusses the character of different parts of the town and the strategy for improvement. Place making is one of the five drivers of productivity discussed in the *West Midlands Local Industrial Strategy*. Diversification of the town centre will contribute towards this. The TIP promotes the “Unlocking Potential” Pillar in the 2016 updated *CWLEP Strategic Economic Plan* which highlights the need to make infrastructure and urban centre improvements.

Town centre diversification is encouraged in *MHCLG Planning Guidance (September 2020)*. It also supports the development of “place” discussed in the *UK Industrial Strategy (2017)*.

## Leisure, Culture and Heritage

A “thriving cultural and leisure offer” is an ambition within the TNP. *Warwickshire's Heritage and Cultural Strategy (WCC (2020 – 2025))* supports a strong heritage and culture sector contributing towards “health and wellbeing”, a “sense of place” and “economic vibrancy”. The *West Midlands Local Industrial Strategy* sees leisure and cultural assets as an important component of delivering the “Place” theme. In response to Covid-19, led by Culture Central, The *West Midlands Culture Response Unit* is seeking to develop and deliver a sector led response to the Covid-19 crisis via online events and programmes.

Developing events spaces and infrastructure to support arts and culture supports the goals of the *Culture White Paper 2016 (DCMS)*, which emphasises the need to enhance access to arts and culture for all groups, particularly deprived communities. It also supports *The Heritage Statement (2017) (DCMS)* which highlights the need for income diversification of existing attractions, engaging hard to reach groups, the importance of heritage for placemaking and the value of our heritage in generating tourism income.

## Skills and Employment

The *CWLEP Strategic Economic Plan* highlights the need to promote skills to drive growth and create jobs. There is a particular shortage of digital skills and skills in science and technology. There is also a need to tackle unemployment. The TIP responds to this by developing new College and community infrastructure to support digital skills, proposing activities to help unemployed people into work and to upskill. The TIP responds to the *WMCA Regional Skills Plan* by contributing towards the *Delivering Inclusive Growth Action*. This seeks to tackle poverty and high unemployment by improving skills and social mobility. Projects developed seek to work creatively with young people and adults to raise aspirations and engage them

in learning. TIP projects support the goals of the *WMCA Local Industrial Strategy (2019)* which seeks to increase qualifications delivered at all levels via flexible learning models to support working adults. Proposed skills actions are available in flexible learning models.

Work to raise confidence and promote skills contributes to the *Department for Education Strategy Unlocking Talent: Fulfilling Potential: A plan for improving social mobility through education (2017)* which highlights education and training as a route out of poverty.

### Health and Wellbeing

*Warwickshire Health and Wellbeing Strategy (Strategy Refresh 2018 – 2020)* – emphasises the need to tackle health inequalities, including focusing on deprived areas. The *Warwickshire Joint Strategic Needs Assessment for Nuneaton Central (March 2019)*, discusses the need to tackle deprivation as a route to good health, including developing strategies to address long term deprivation, including accessing employment opportunities other than in low skill areas. Particular mention is made of addressing the gap in IT skills and employability training associated with digital skills, including learning how to code. It highlights the need to support youth groups and target hard to reach residents.

*Public Health England Analysis and Research* published online September 2018 highlighted poorer health outcomes in deprived areas. Additionally, a *Public Health England Statement - Improving Access to Green Space: A Review for 2020* - highlights green spaces as assets for supporting health and wellbeing.

### Promoting Post-Covid Growth

The vision for the *TNP* highlights the need to “do business, with excellent transport connections, a skilled workforce and high quality office space for entrepreneurs”. The TIP supports this by developing new workspaces in the town centre and making the town more attractive to businesses, promoting place making via the improvement of transport infrastructure and promotion of leisure and heritage and access to green spaces. The *West Midlands LIS* seeks to “drive growth by strengthening the five drivers of productivity<sup>44</sup>, contributing towards the grand challenges and taking advantage of market driven opportunities in mobility, data driven health and life sciences, modern services, creative content, techniques and technologies”. The TIP supports this, including skills development, improving infrastructure and promoting place making. The TIP particularly promotes the “Unlocking Potential” Pillar in the 2016 updated *CWLEP Strategic Economic Plan* which highlights the need to provide more employment land in **Nuneaton** and promote transport infrastructure and urban centre improvements, as well as expansions of the superfast broadband infrastructure.

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<sup>44</sup> defined these as Ideas, People, Infrastructure, Business Environment and Places

All projects contribute to the development goals of the *UK Industrial Strategy (2017)* which highlights the need for investment in place, infrastructure, people and ideas. Activities also support *Our Plan to Rebuild: The UK Government Covid-19 Recovery Strategy* by promoting **Nuneaton** as an attractive place to invest, thereby encouraging jobs growth in the Town.

### Clean Growth

The TNP discusses improving and “greening” the urban realm, particularly by seeking to link park spaces to the town centre and tackling congestion and CO2 emissions via cycling and pedestrian access. *Warwickshire, Coventry and Solihull Sub-Regional Green Infrastructure Strategy (2013)* seeks a diverse and well managed green infrastructure network that underpins the quality of life for communities. *WMCA LIS 2019* highlights “Place” as one of five foundations of Productivity. “The West Midlands is committed to celebrating and improving the high quality natural environment, public spaces and biodiversity that make the region a great place to succeed and is integrating the environment into all its decision making”.

Activities to promote sustainable transport and reduce CO2 respond to the priorities in the *BEIS Clean Growth Strategy: Leading the Way to a Low Carbon Future (2017)* as well as the requirement to promote sustainable development in the *UK Industrial Strategy (2017)*.



## Section 6: The Projects

### 6.1 Introduction

This section summarises the methodology used for project prioritisation and introduces the projects we wish to fund, including their strategic alignment and the need for these initiatives. A Theory of Change and BCR is included for each project, along with the Programme Theory of Change.

### 6.2 Task and Finish Groups

The Board established seven “Task and Finish Groups” to identify the goals and potential projects for inclusion within the TIP. The groups were aligned with the Towns Fund intervention themes, with an additional group considering ongoing and future engagement. Each group, led by a Board member, considered the stakeholder engagement responses, the evidential data for the town, and relevant local, regional and national programmes/strategies and initiatives.

### 6.3 Project Prioritisation Process

The Task and Finish Groups formulated an initial list of projects. Utilising an adapted version of the *Town Deal Delivery Partner Prioritisation Tool*, the projects were prioritised in line with the process (**Figure 29**). Of the original projects, 13 were longlisted and presented to the Board in October 2020.

A Project Prioritisation Panel, comprising the Chair of the Board plus four Board members undertook the prioritisation exercise against the local criteria. Independent consultants undertook the assessment of the projects against *HM Treasury's Green Book*. The scores were then combined and independently moderated.

Presented to the Board in November 2020, 11 projects were approved for inclusion within the TIP.

Additional details are contained within **Appendix 5**.

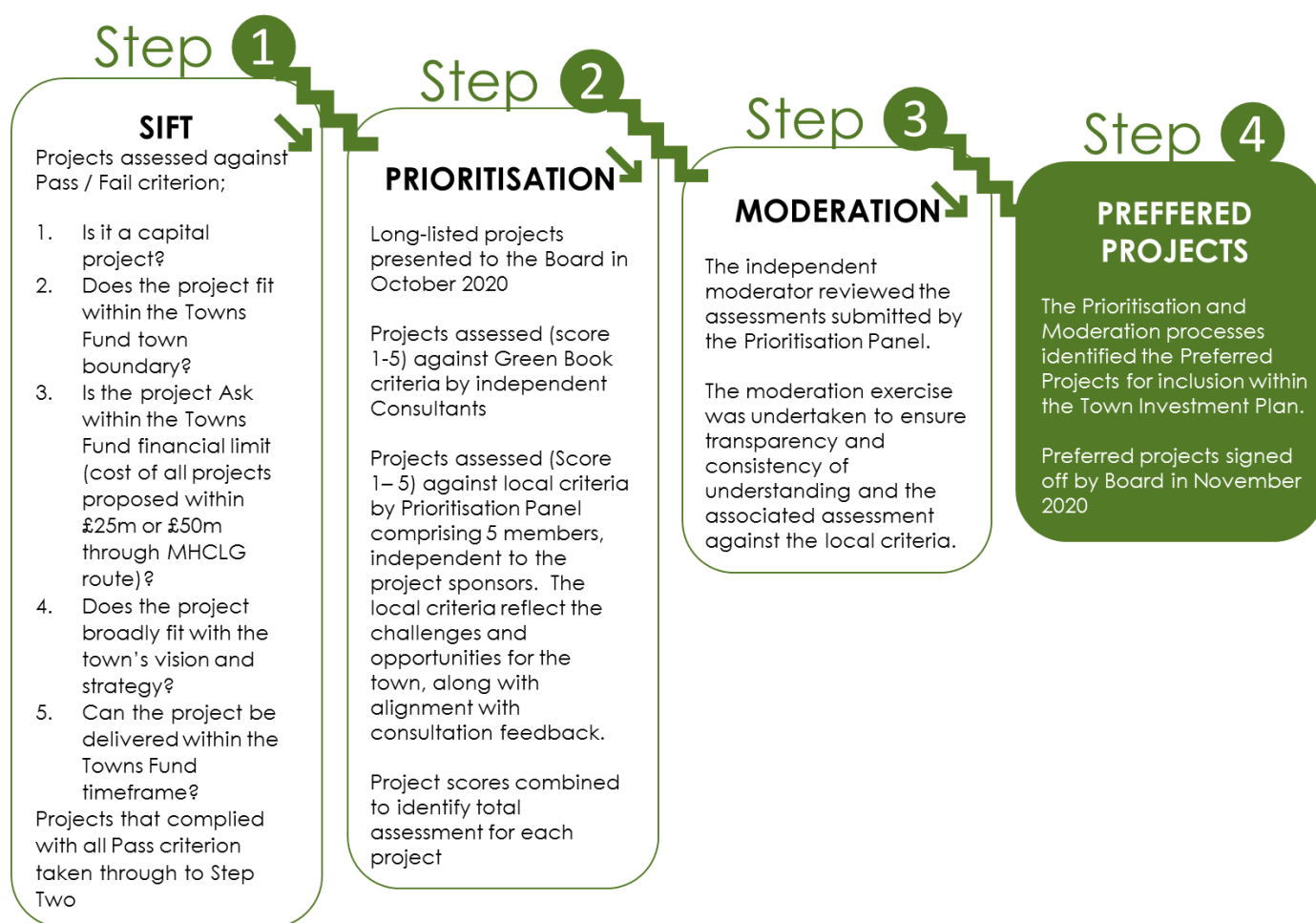


Figure 29: Project Prioritisation Process

## 6.4 The Projects

The total Towns Fund ask is **£23,222,601m**, attracting **£4,537,464m** of match funding. The preferred projects are seeking capital funding only, and at this stage, none of the projects is considered as shovel ready. The projects are detailed below at **Figures 31 to 43** and form a package of interventions that directly address the challenges and opportunities within **Nuneaton**. The totality of these projects achieve significant outputs and outcomes for the town. The delivery of transport infrastructure and sustainable transport improvements, the remediation of land and removal of planning constraints, together with increased and improved training facilities and training offers, the provision of Full Fibre supported new incubation and grow on commercial spaces, combined with the improved leisure and heritage offer will be the catalyst to achieve the required step-change, as identified within our vision for **Nuneaton**. A summary of key impacts relating to the Programme Theory of Change is included at **Appendix 6**.

**Nuneaton** was successfully awarded **Advance Funding** following the Government's decision to bring forward £5bn of capital investment projects to support jobs and economic recovery. The funding is being used to address the chronic shortage of start-up and shared workspaces within the town centre. Supporting Covid-recovery, the new Queens Road Chambers will see the conversion of redundant retail space and the creation of 1,245m<sup>2</sup> energy efficient affordable, flexible workspace, providing for 75 job opportunities.

The Programme Theory of Change (**Figure 30**) identifies the outputs, outcomes, and impacts for the totality of the projects submitted within the TIP.

## Programme Theory of Change

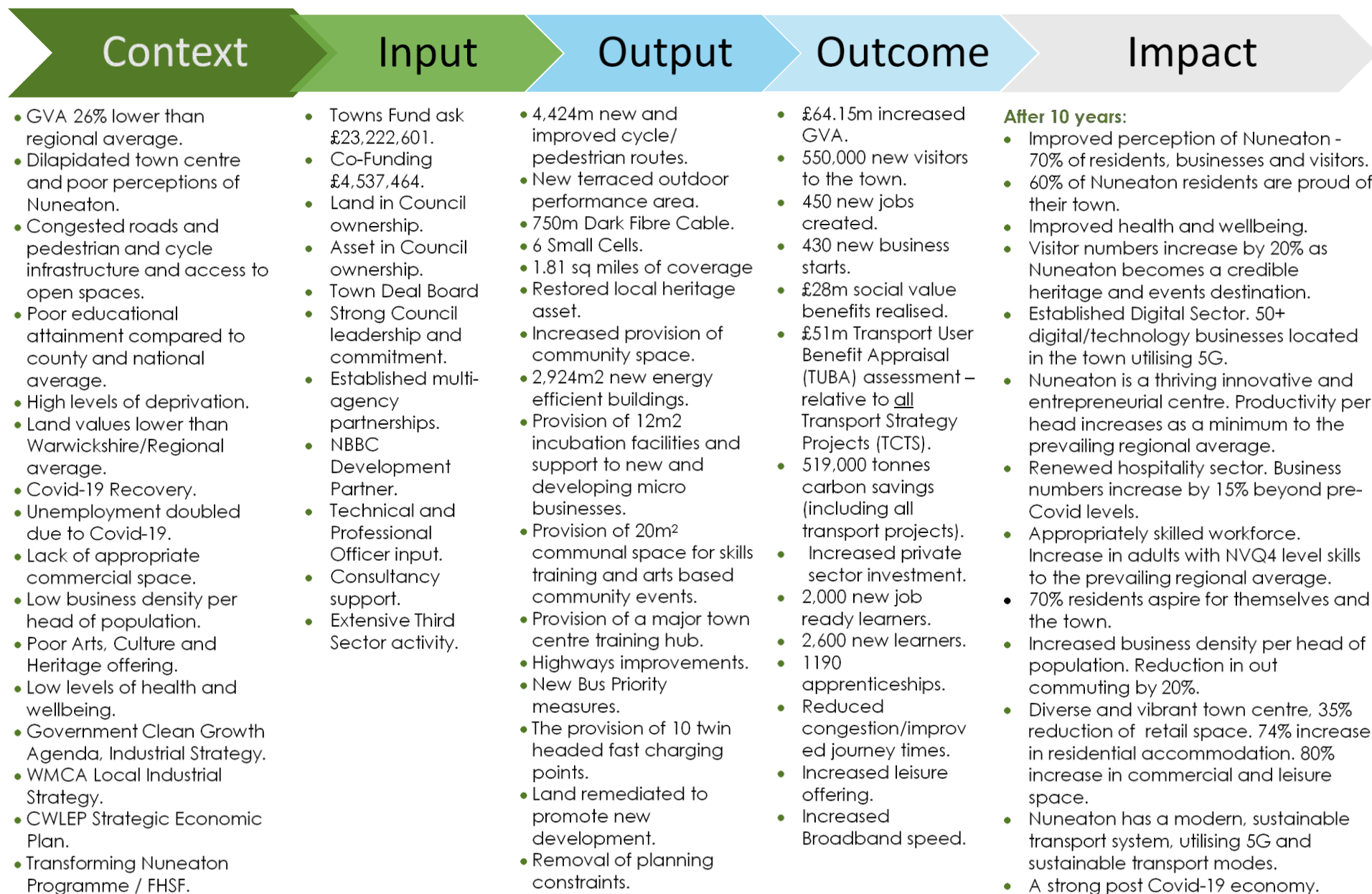
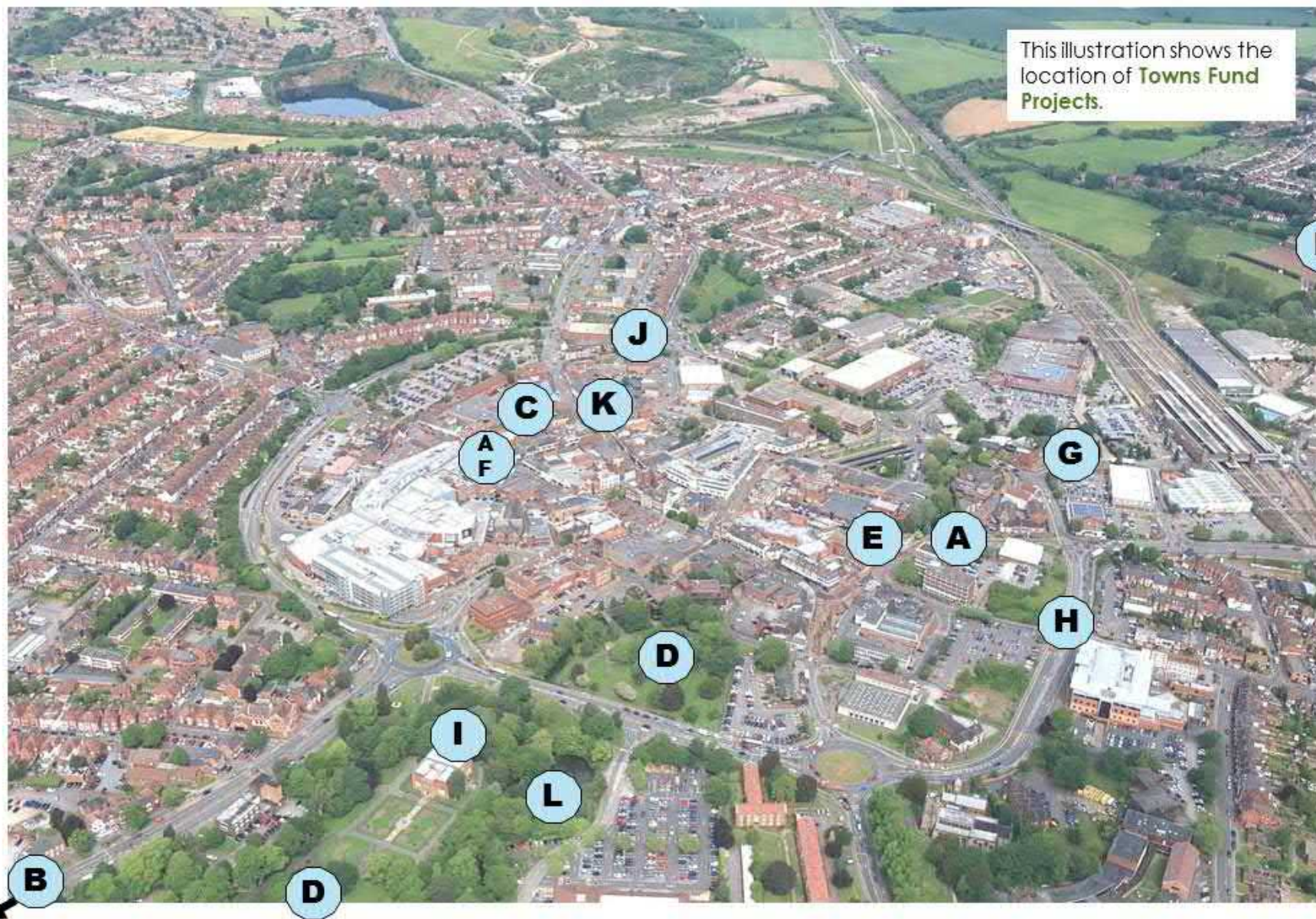


Figure 30: Programme Theory of Change





- AF Advanced Funding Queens Road Chamber
- A. Digital Evolution
- B. George Eliot Visitor Centre
- C. Digital Skills & Innovation Centre
- D. Park Revival
- E. The Saints
- F. Weddington Road Cycle Link
- G. Visiting Nuneaton – Changing Perspectives
- H. Wheat Street Junction
- I. Re-imagining Nuneaton Museum & Art Gallery
- J. Corporation Street & Queen Street Junction
- K. E Mobility Hub

Figure 31: Location of Towns Fund Projects



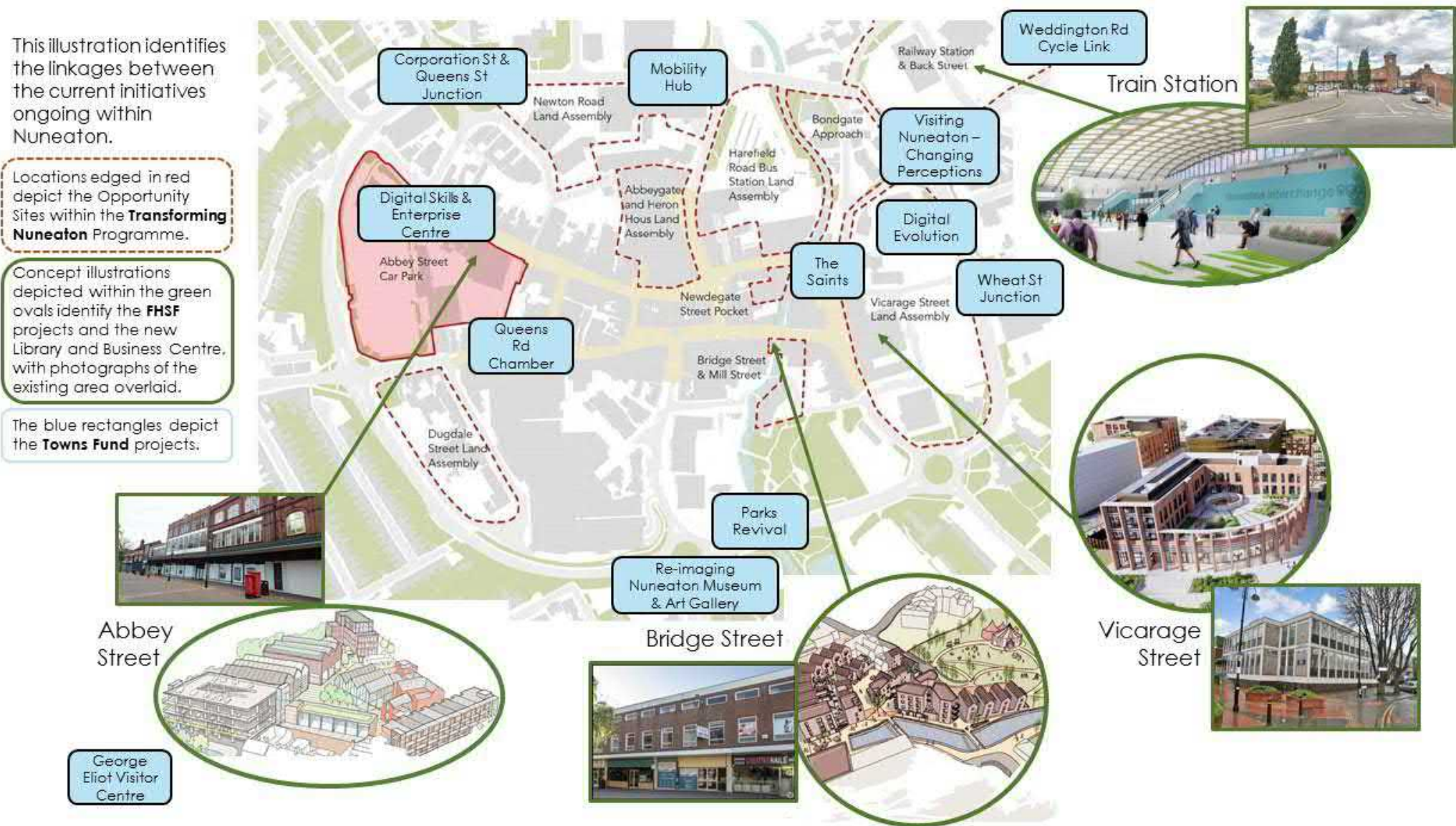


Figure 32: Current initiatives within Nuneaton





**Rationale:** At the present time, there is market failure within Nuneaton as the emphasis in relation to the installation and provision of Full Fibre/5G enabled technology is focused on Coventry City and to the south of Warwickshire. The lack of Full Fibre connectivity will limit the opportunities for Covid recovery, and the ability to train, retrain and upskill as the economy moves towards 'smart' technology and the associated innovations and new skill sets required. Full Fibre/5G is a step change in technology and communications - the project will act as an enabler to stimulate private sector investment from network providers and 'put Nuneaton on the map'.

**Description:** The project will act as an enabler for private sector investment by installing 750m of dark fibre cable, with a minimum of 6 small cells along the length of the run. The cable will cover the length of the town centre from West to East, providing connectivity across the town centre and immediate surrounding area.

**Deliverability:** The land is in Council ownership. No planning permission is required; however a Highways Licence will be applied for and in place, prior to contractor procurement.

**Towns Fund Objective(s):** Digitally Enabled Growth: Innovation & Growth: Skills & Employment

**Indicative BCR: 3.0+**

**Synergies:** Provides connectivity for The Saints, Digital Skills & Innovation Centre, Re-imagining Nuneaton Museum & Art Gallery. Aligned with FHSF – Abbey St Development, Bridge to Living. Aligned with TNP – Library & Business Centre, Diversification of Town Centre.

## Theory of Change

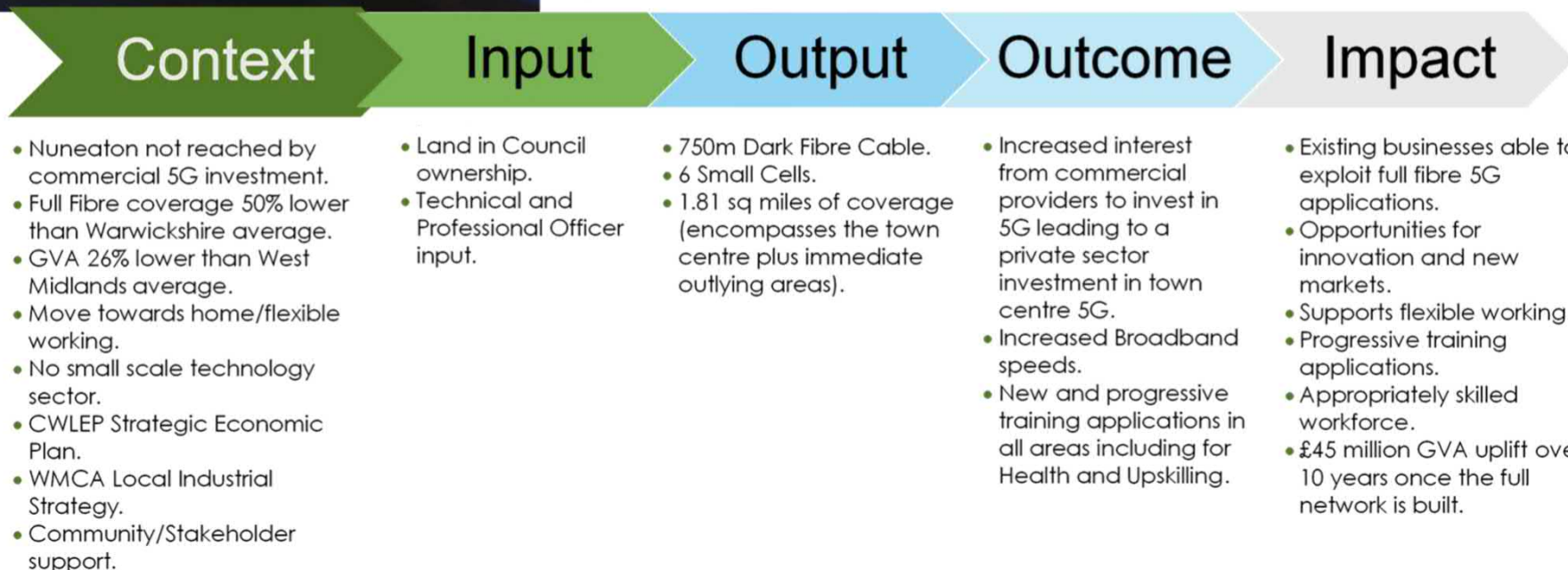
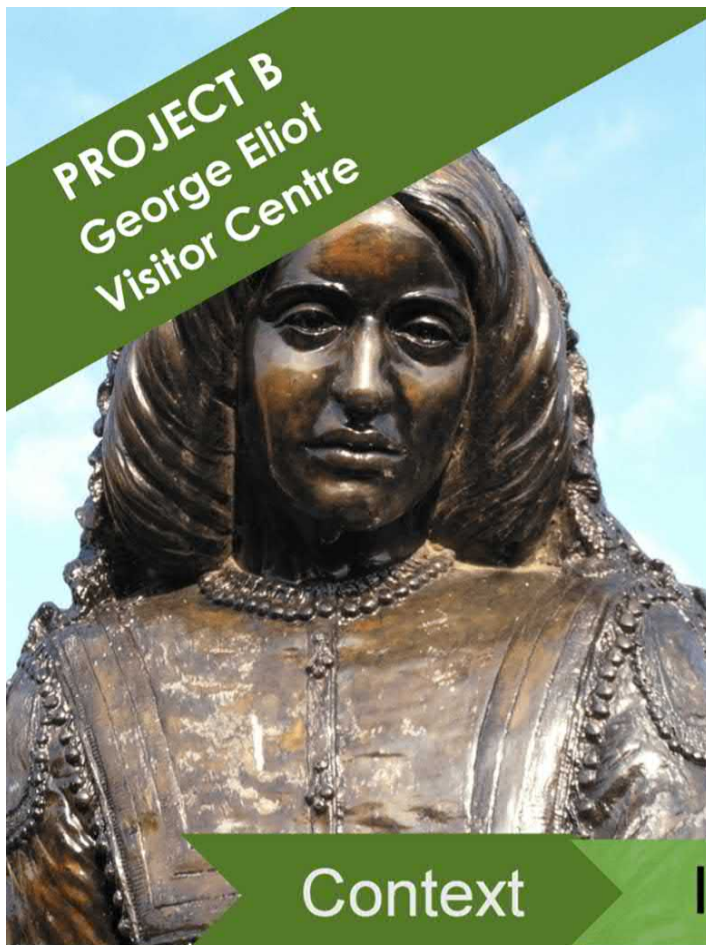


Figure 33: Project A - Digital Evolution





**Rationale:** There is a paucity of leisure, cultural and heritage provision within Nuneaton. Responses from the community survey identify a clear priority for increasing the profile of the local connection with George Eliot. The Nuneaton and Bedworth Destination Assessment 2016 identified that increasing the awareness of the George Eliot connection and providing an improved George Eliot 'offering' would create a compelling place to visit. This would attract a small but valuable niche market from across the country and abroad. Drawing in day visitors, overnight guests, and attracting new markets (e.g. literary tourists), an enhanced heritage offer would increase the spend per head in Nuneaton and support the growth of small, related businesses within the town.

**Description:** Driven by the Griff Preservation Trust, the Project re-purposes an outbuilding from the childhood home of George Eliot, Griff House. The barn will be deconstructed and rebuilt to current Building Regulations, restoring a local heritage asset to a modern energy efficient building that will provide a new exhibition and sales area along with a new meeting and learning space. The Indicative BCR scores highly based upon the low level of public funding request compared to the overall cost of the project.

**Deliverability:** Private sector funding is secured, as is Planning Permission and Listed Building Consent. Contractor procurement has been undertaken and a contractor is in place.

**Towns Fund Objective:** Arts, culture and heritage

**Indicative BCR:** 26.2

## Context

## Input

## Output

## Outcome

## Impact

### Theory of Change

- Poor leisure, cultural and heritage offer within the town.
- Significant Covid-19 impact upon this sector.
- Lack of sense of place.
- DCMS Heritage Statement.
- Nuneaton & Bedworth Destination Assessment.
- Birthplace of George Eliot.
- Community/Stakeholder support.
- Transforming Nuneaton Programme.

- Partnership Support
- Technical and Professional Officer input.

- Restored local heritage asset.
- Increased provision of community space.
- Energy efficient building.

- Increased number of visitors to the town.
- Increased leisure spend within the town.
- Over 10 years:
  - 4 new jobs
  - 20 volunteers
  - 300,000 visitors.

- Improved perception of Nuneaton.
- Improved leisure, cultural and heritage offer.
- Improved sense of place.
- New George Eliot related businesses.

Figure 34: Project B - George Eliot Visitor Centre





**Rationale:** Skill levels in Nuneaton are low compared with County and national averages. The pandemic has doubled unemployment with the highest levels of worklessness associated with the most deprived Wards within Nuneaton. Unemployment has also doubled across all areas of the town and it is particularly prevalent amongst young people. The pandemic has accelerated the importance of digital technologies which builds on the existing trend towards new technologies based on big data, artificial intelligence, superfast computing (Industry 4.0) and the use of 5G. In addition, the pandemic has caused major harm to the hospitality industry leading to business closures.

**Description:** The new Digital Skills and Innovation Centre (EIC) in the town centre will offer industry specific training to all ages but particularly young people, including teaching in a range of areas with an emphasis on digital subjects and hospitality, including the setting up of a training restaurant. The EIC will also provide enterprise training and workspaces with an emphasis on digital and hospitality start-ups. There will be an emphasis on widening access to learning, particularly among deprived Wards.

**Deliverability:** In May 2020, NBBC procured a Development Partner who will lead this project. Land is within the Council's ownership, planning permission has yet to be obtained, however, an Outline Planning Application will be submitted in December 2020.

**Towns Fund Objective:** Skills and employment; Digitally enabled growth; Promoting post Covid growth; Health and wellbeing.

**Indicative BCR:** 1.8

## Theory of Change

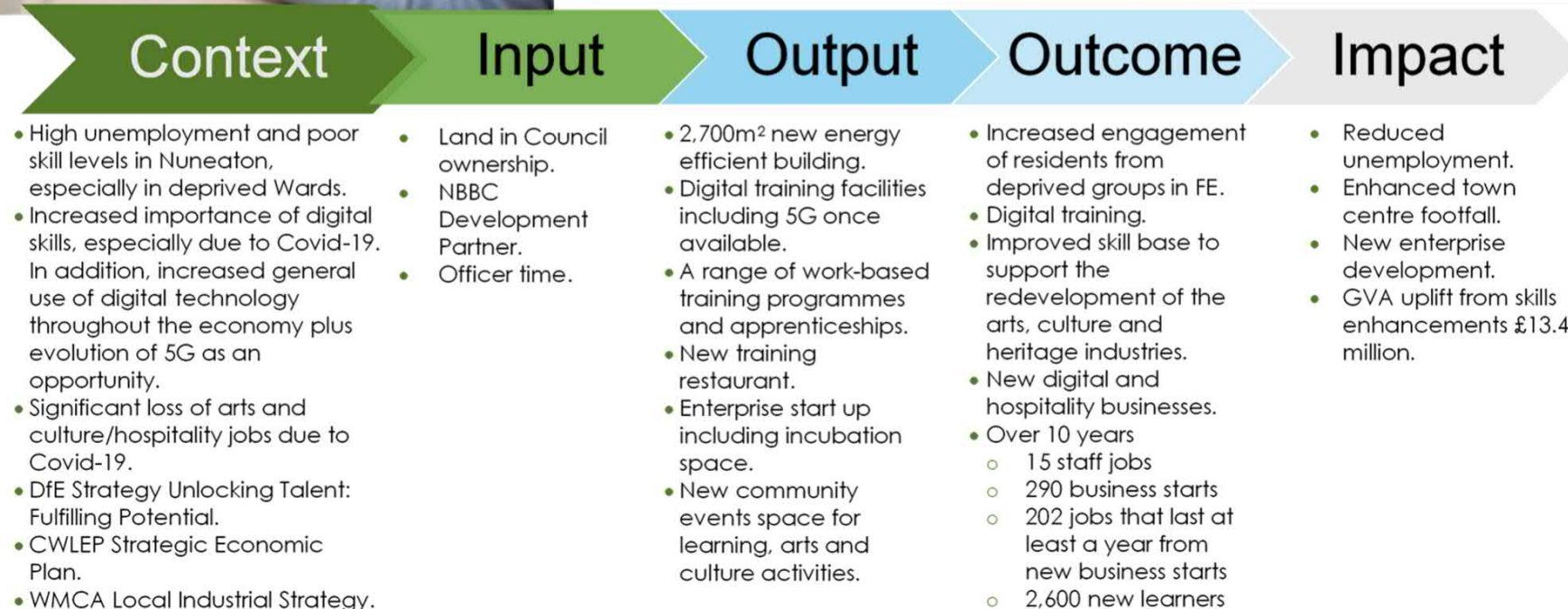
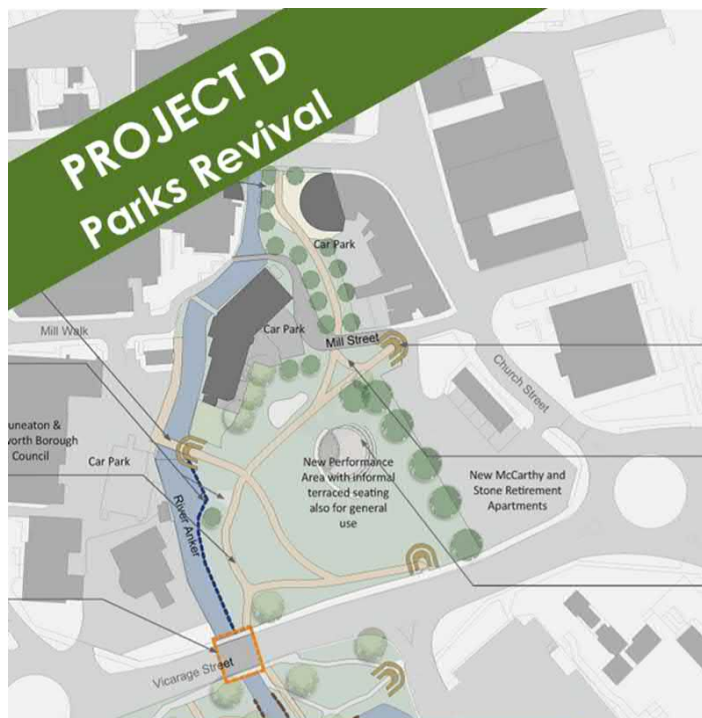


Figure 35: Project C - Digital Skills & Innovation Centre





**Rationale:** A significant proportion of the population experience lower levels of physical and mental health compared to the rest of Warwickshire and the UK and this is particularly the case within the 6 LSOAs that are amongst the 10% most deprived nationally. Pedestrian and cycle links are poor from the town centre to residential areas and the train station, and the general perception of the town is poor. The project will positively impact on the health and wellbeing of the population, improve the leisure offer and contribute towards sustainable modes of travel. In addition, there are few leisure, culture & heritage attractions in Nuneaton and few event spaces.

**Description:** Improvements to the Park are aimed at enhancing this space as a destination for both residents and tourists thus contributing to place making within the town and improving the attractiveness of Nuneaton to visitors. There will be a number of components: i) Improving and creating new cycle and pedestrian tracks; ii) Improving the appearance of the River Anker iii) Developing outdoor events spaces, and iv) Improving the signage to the Park.

**Deliverability:** The land is within the Council's ownership and no planning permission is required. Detailed design is required by external support, however, this will be completed prior to Business Case completion.

**Towns Fund Objective:** Green growth: Leisure, Culture & heritage: Sustainable transport: Diversify town centre offer: Health & wellbeing

**Indicative BCR: 3.1**

**Synergies:** Aligns with Visiting Nuneaton: Changing Perspectives, The Saints, Re-imagining Nuneaton Museum & Art Gallery, Flood Alleviation Measures. Aligns with FHSF – Greening the town centre. Aligns with TNP – Creation of high-quality public realm, easily accessible town centre with a strong and diverse leisure offer.

## Theory of Change

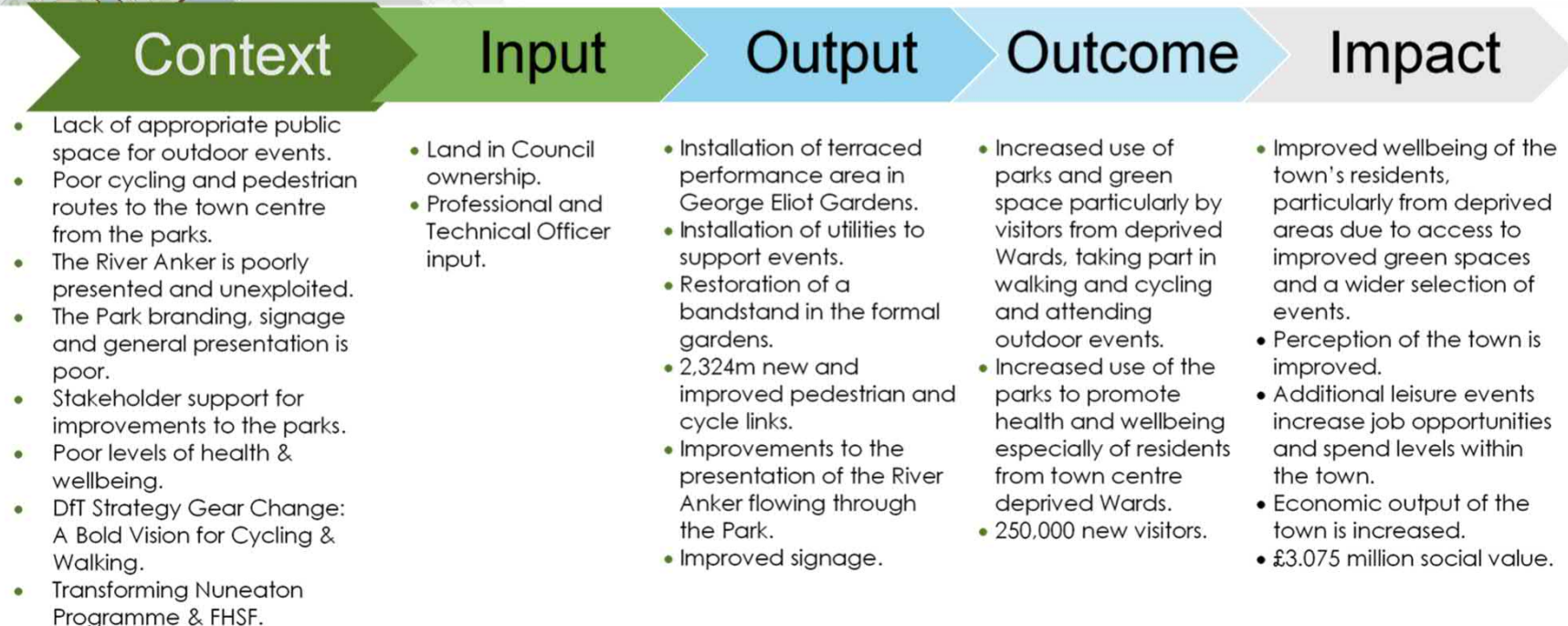


Figure 36: Project D - Parks Revival





**Rationale:** There are high levels of poor educational attainment and a proportion of the community has low aspirations. There is little support & training provision for those affected by these issues.

**Description:** The Council will purchase this existing heritage asset from the private owner and enter into a long lease with The Saints. The owner has confirmed a desire to sell to protect The Saints project in the longer term. It will provide additional refurbishment of the building, extending the existing Enterprise Zone, creating a start-up shared workspace for 4 businesses, a new training room, and a new space in the former ballroom for the community to learn about and engage in dance, drama, music, art and creative digital media. The project will utilise 5G when installed, providing learning and outreach opportunities for the community.

**Deliverability:** The existing owner has agreed to the sale. There will be no delay in relation to contractor procurement and start on site in relation to the works as The Saints' current lease allows for the refurbishment of the building.

**Towns Fund Objectives:** Enterprise infrastructure: Skills infrastructure: Urban regeneration, Planning and land use: Digital connectivity.

**Indicative BCR:** 3.8

**Synergies:** Aligns with Digital Evolution, Digital Skills & Innovation Centre, Parks Revival. Aligns with TNP – New economic base for business opportunities.

## Theory of Change

### Context

- Much of the community has low aspirations, education & skills.
- High levels of poor physical/mental health.
- Lack of business incubation space.
- Underutilised vacant and dilapidated buildings.
- Lack of quality community space.
- Levels of digital exclusion.
- Department for Education Strategy Unlocking Talent: Fulfilling Potential.
- Community/Stakeholder Support.
- Transforming Nuneaton Programme.

### Input

- Professional and technical officer input.

### Output

- Refurbishment of the dilapidated basement.
- Provision of 12m<sup>2</sup> incubation facilities and support to new and developing micro businesses.
- Refurbishment of the dilapidated former ballroom.
- Provision of 20m<sup>2</sup> communal space for skills training and arts based community events.

### Outcome

- New learners assisted.
- Increase in qualifications.
- Learners experiencing increased confidence and/or improved mental or physical health.
- 4 new start-ups utilising business incubation, acceleration and co-working spaces.
- Over 10 years:
  - 2 new staff jobs
  - 140 business starts
  - 100 volunteers
  - 20 Apprentices
  - 2,000 residents with improved confidence/employability.

### Impact

- Improved wellbeing of residents, particularly in deprived Wards.
- Individuals are equipped with skills to secure and retain employment.
- Increased earning opportunity.
- Reduction of unemployment levels.
- Improved aspirations of the community.
- Increased GVA.
- Increased employment.
- £8.6 million social value.

Figure 37: Project E - The Saints





**Rationale:** A significant proportion of the town's population experience lower levels of physical and mental health compared to the rest of Warwickshire and the UK. This is particularly the case in the six most deprived LSOAs. Pedestrian and cycle links are poor from the town centre to residential areas and the train station. Current cycling provision on the A444 Weddington Road is in the form of an advisory cycle lane delineated via road markings.

**Description:** This project proposes a segregated two-way cycle track between Leicester Road bridge and Brook Lane, over a distance of 0.9 km, separated from both traffic and pedestrians, thus providing safety to both. The new track will link to other key cycling routes. The project will positively impact on the health and wellbeing of the population, improve the leisure offer and contribute towards sustainable modes of travel.

**Deliverability:** No planning permission is required for this project to commence and it can be constructed within the highway extent and control of Warwickshire County Council, thus no land acquisition is required.

**Towns Fund Objective:** Green growth: Sustainable transport: Health & wellbeing

**Indicative BCR:** 3.32

**Synergies:** Aligns with Parks Revival, Wheat Street Junction, Corporation St & Queens Rd Junction, Visiting Nuneaton: Changing Perspectives. Aligns with TNP – Excellent transport connections, Easily accessible town centre.

## Theory of Change

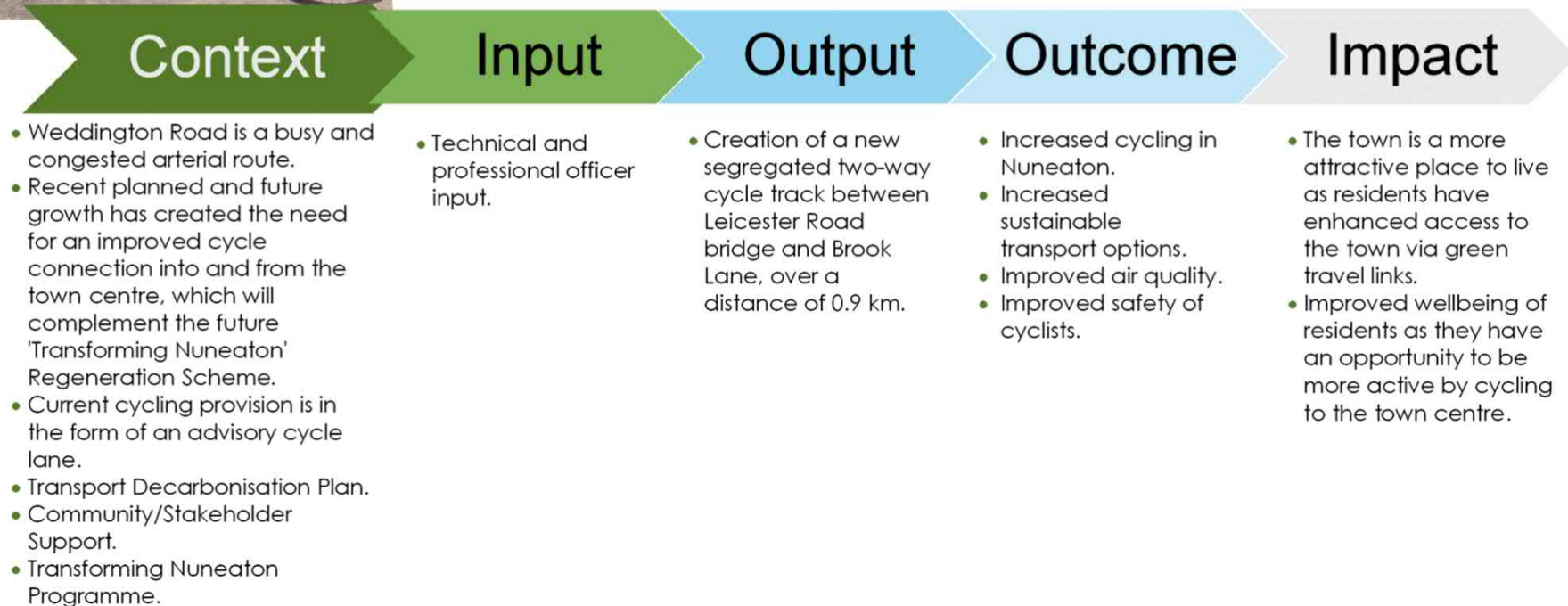


Figure 38: Project F - Weddington Road Cycle Link





**Rationale:** Nuneaton is often perceived to have a “nothing to offer,” rundown town centre. Leakage to other locations is high and presents a missed opportunity. People’s perceptions need to be changed in order to bring them back to Nuneaton town centre and support the local economy - local shops cafes and activities. By investing in the appearance of key entry points to the town it is hoped that this will improve perceptions, increase land values, growth in the economy and employment opportunities.

**Description:** The project will provide 6500m<sup>2</sup> of improved pedestrian and cycle access with accompanying improved lighting and wayfinding signage to assist residents and visitors alike to navigate to and from the train station, providing easier access to work, retail and leisure opportunities within Nuneaton. This project aims to change the perceptions of the town by Nuneaton residents, visitors and employers, and improve the connectivity between the train station, through the eastern end of the town centre and through to the green space provided by the George Elliot and Riversley Parks.

**Deliverability:** No planning permission is required for this project to commence and it can be constructed within the highway extent and control of Warwickshire County Council, thus no land acquisition is required.

**Towns Fund Objective:** Sustainable transport: Health & wellbeing

**Indicative BCR:** 1.5

**Synergies:** Wheat Street Junction, Parks Revival, Corporation Street and Queens Road junction. TNP – Easily accessible town centre, High Quality public realm.

## Theory of Change

### Context

- Poor perceptions of the town.
- Poor pedestrian and cycle links.
- Poor information on arrival to Nuneaton.
- DfT Strategy: Gear Change: A Bold Vision for Cycling and Walking.
- Community/Stakeholder support.
- Transforming Nuneaton Programme.

### Input

- Land in Council ownership.
- Professional and technical officer input.

### Output

- 6500m<sup>2</sup> improved pedestrian/cycling route.
- Improved lighting along the routes.

### Outcome

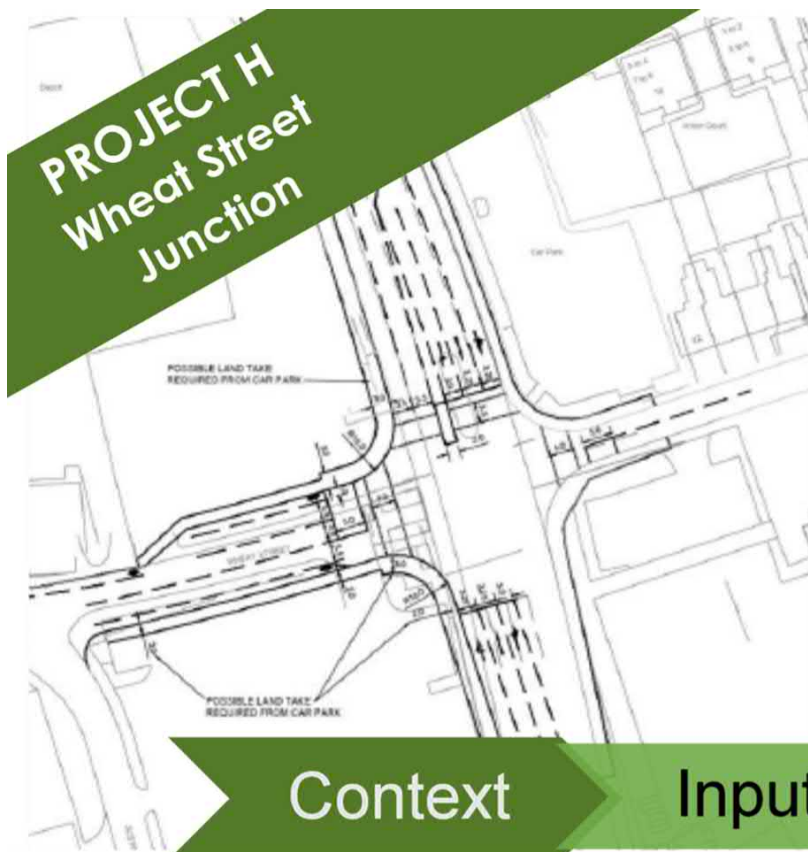
- 15% improved perception of the place by businesses.
- 15% improved perception of place by residents.

### Impact

- Increased land values.
- Improved sense of safety.
- £3.1 million social value.
- Improved connectivity across the town.

Figure 39: Project G - Visiting Nuneaton: Changing Perspectives





**Rationale:** A key development opportunity adjacent to the busy/congested A444 requires additional access to maximise the development potential of the site. Currently access to the site is limited and will affect the viability of the site.

**Description:** This project involves congestion and access improvements on the A444 Wheat Street junction, located on the eastern part of the A444 Ringway within Nuneaton town centre. It will provide improved access to the A444 ringway from a key locked development site to the east of the town centre.

**Deliverability:** No planning permission is required for this project to commence and it can be constructed within the highway extent and control of Warwickshire County Council, thus no land acquisition is required.

**Towns Fund Objective:** Sustainable transport

**Indicative BCR:** 2.0

**Synergies:** Aligns with Parks Revival, Weddington Road Cycle Lane, Corporation Street and Queens Road junction, Visiting Nuneaton: Changing Perspectives. Aligns with TNP – Excellent transport connections.

## Theory of Change

- Significant congestion on the A444 at peak hours leads to reduced accessibility to the town centre and development sites, unreliable travel times and poor air quality.
- Community/Stakeholder support.
- DfT Strategy Gear. Change: A bold vision for walking and cycling.
- Transforming Nuneaton Programme.

- Land in Council ownership.
- Professional and technical input from officers.

- Addition of a fourth arm to the A444 Wheat Street Junction providing access to the Wheat Street development site.
- Viable residential development site unlocked.
- Increased capacity of the junction to reduce congestion.
- Cycling layout re-aligned to improve safety for both pedestrians and cyclists and thereby promote modal shift to more sustainable forms of transport.

- Increased capacity of the junction to reduce congestion.
- Increase modal shift to more sustainable forms of transport.
- Increased levels of development.
- Diversification of the town centre.

- Improved public perceptions of the town centre.
- Nuneaton is a healthier place to visit, live and work due to improved air quality and increased shift to pedestrian and cycling modes.

Figure 40: Project H - Wheat Street Junction





**Rationale:** Nuneaton has a poor leisure and cultural offer presenting few reasons to visit the town. Nuneaton and Bedworth Destination Assessment 2016 identified the Museum & Art Gallery as a key cultural and arts facility in the town.

**Description:** This project will extend the Nuneaton Museum & Art Gallery in order to augment the existing offer by constructing a new glass extension to the local heritage building collection and transforming the venue into a multi-functional community space. This will be used for informal learning and business and community events and exhibitions, and will also include a café.

**Deliverability:** The land is in NBBC ownership however, planning permission will be required. External support will be required to complete the design and planning application.

**Towns Fund Objective:** Innovation & growth: Leisure culture & heritage: Diversify town centre offer: Skills & employment

**Indicative BCR: 3.1**

**Synergies:** Aligns with the George Eliot Visitor Centre, The Saints, Digital Evolution, Parks Revival, Flood Alleviation Measures. Aligns with TNP – Enhancing Heritage & Cultural opportunities, A Diverse Leisure offer.

## Theory of Change

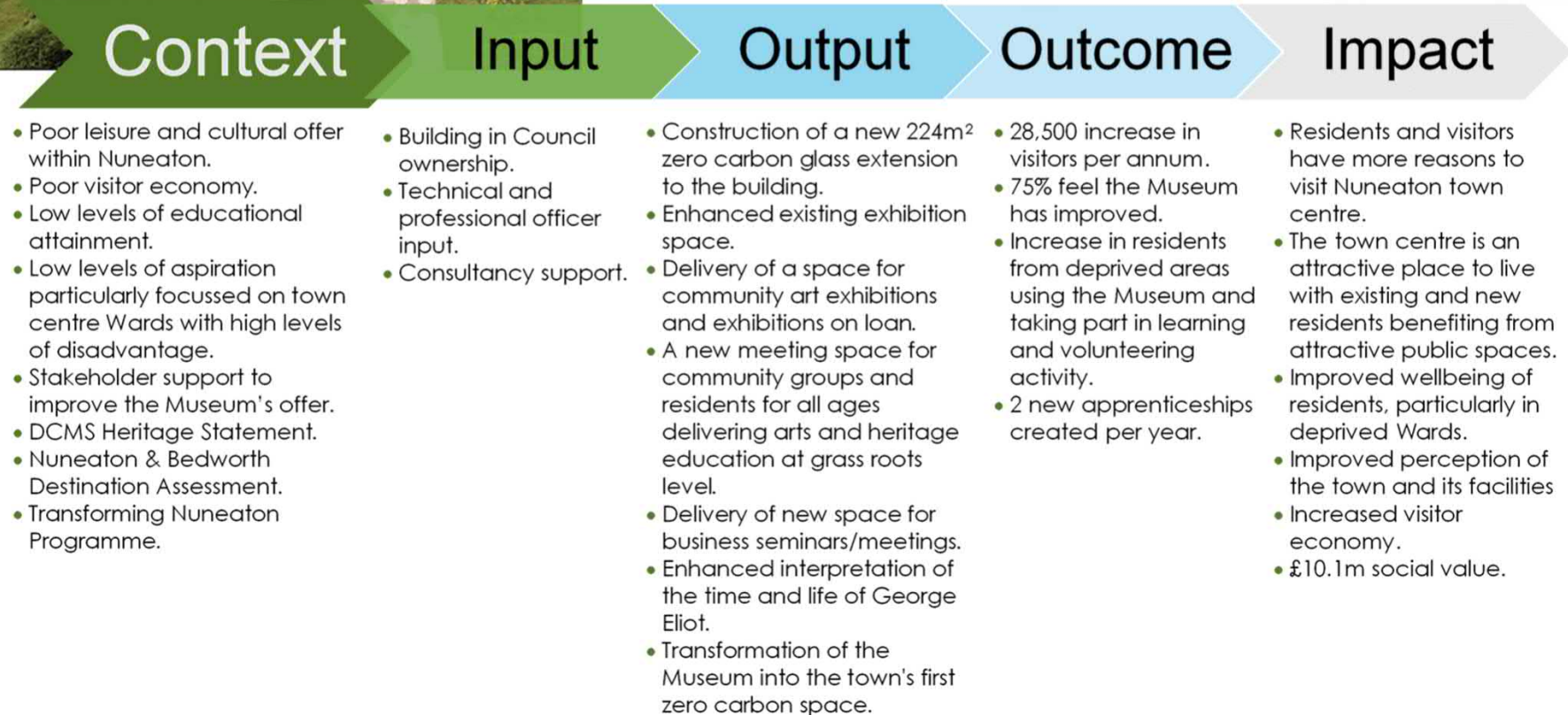
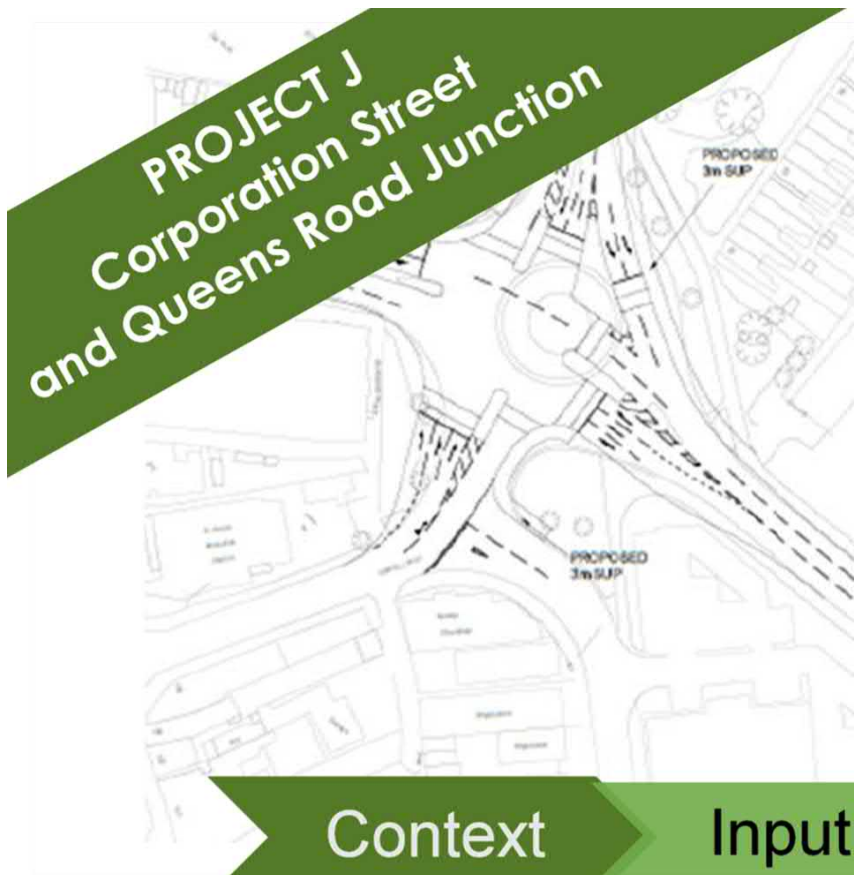


Figure 41: Project I - Re-imagining Nuneaton Museum & Art Gallery





**Rationale:** The A444 experiences significant levels of congestion so that speeds at peak periods average circa 14 mph. The junction layout could be improved to enhance the flow of traffic. This, with other junction enhancements laid out in the Town Centre Transport Strategy could lead to a 21% average speeds increase at peak times.

**Description:** This Project proposes highway and active travel improvements to the roundabout at the western part of the A444 Ringway at the A444/ Corporation Street, A444/Upper Abbey Street and A444/Queens Road junctions in Nuneaton town Centre. It also includes public transport and sustainable travel upgrades.

**Deliverability:** No planning permission is required for this project to commence and it can be constructed within the highway extent and control of Warwickshire County Council, thus no land acquisition is required.

**Towns Fund Objective:** Sustainable transport

**Indicative BCR:** 2.63

**Synergies:** Aligns with Wheat Street Junction, Weddington Road Cycle Track, Parks Revival, Visiting Nuneaton: Changing Perspectives. Aligns with TNP – Excellent transport connections.

## Theory of Change

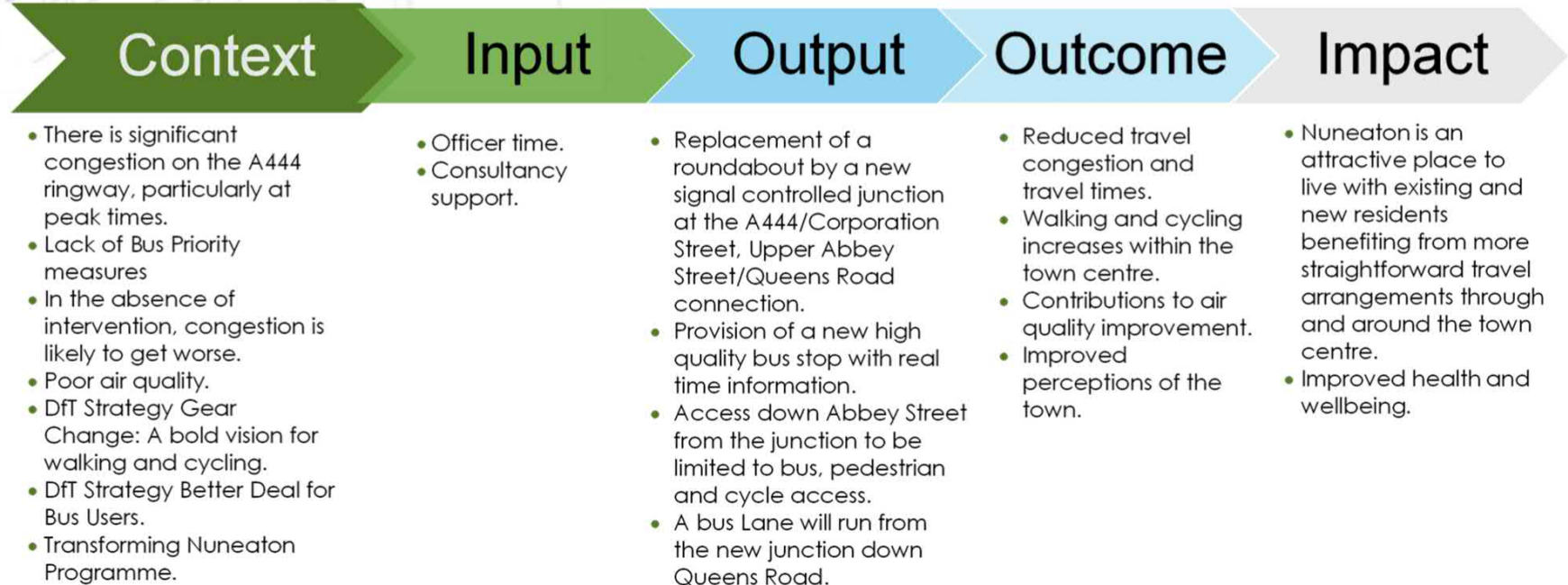
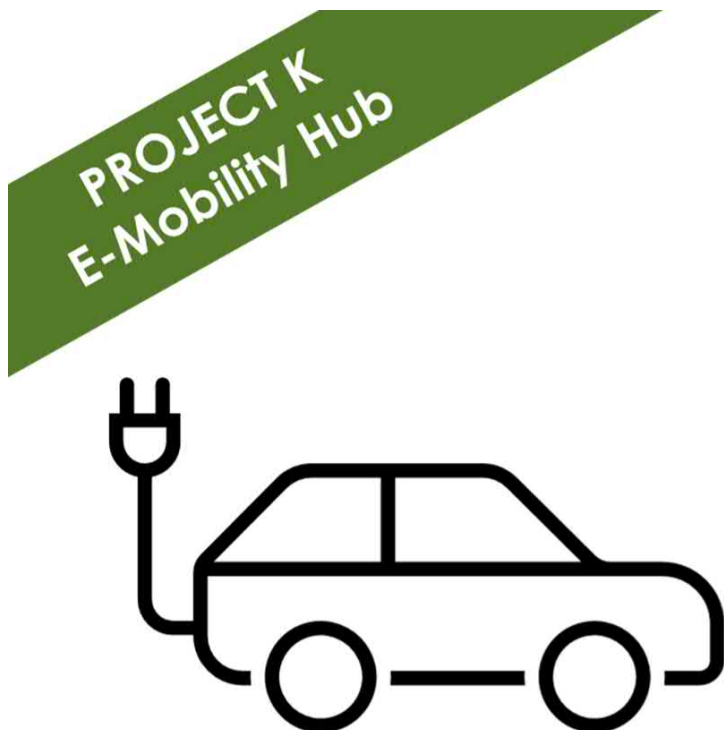


Figure 42: Project J - Corporation Street & Queens Road Junction



**Rationale:** There are 2 AQMA's within Nuneaton. The Government has set a target to end the sale of new combustion engine-powered cars and vans by 2035 (advanced from the previous target of 2040). The e-mobility hub within Nuneaton town centre will help encourage the take-up of electric vehicles by giving residents confidence that the infrastructure is available to support the charging needs of this mode of travel.

**Description:** An E-mobility hub will be installed which will provide an uplift in the number of electric vehicle charging points across the town centre through the provision of 10 twin headed fast charging points. An allowance has been made to upgrade the power supply to ensure it is adequate to meet the additional energy requirements.

**Deliverability:** The asset is within NBBC's ownership and costs have been identified based upon similar projects within the County. No planning permission is required.

**Towns Fund Objective:** Sustainable transport

**Indicative BCR:** 2.7

**Synergies:** Aligns with Wheat Street Junction, Corporation Street and Queens Road Junction, Parks Revival, Visiting Nuneaton; Changing Perspectives

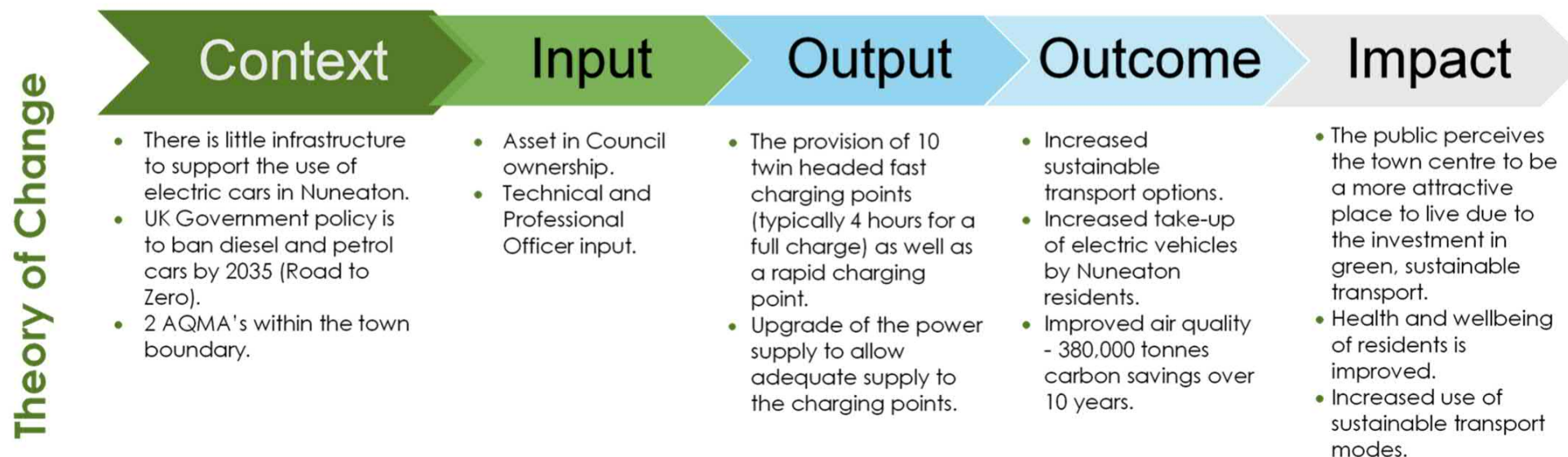


Figure 43: Project K - E-Mobility Hub

## Section 7: Developing the Business Case

### 7.1 Introduction

This section discusses the processes that will be undertaken to develop full business cases for each project and the assurance mechanisms that will be employed.

### 7.2 Business Case Development

A robust business case will be developed for each project included within the Heads of Terms. To ensure they fulfil the requirements of *HM Treasury's Green Book*, the business cases will be developed in line with the Five Case Model:



Figure 44: Five Case Model



The process will be overseen by the Council's Regeneration function. The development of each business case will be led by the project sponsor. The Council will draw upon the expertise of the Towns Fund Delivery Partner and procure external technical support/advice to assist with the formulation of all aspects of the business cases and ensure that they are in line with the *Five Case Model* and *HM Treasury's Green Book* requirements.

### 7.3 Business Case Appraisal

The Business Case Appraisal process will adopt the principles outlined within CWLEP's *Assurance Framework*<sup>45</sup>. This will provide surety to MHCLG and local partners that the appraisal and decision making process has been appropriate, is transparent and will deliver value for money.

For locally appraised cases, to provide independence and support and the robustness and transparency of approach, a Nuneaton Town Deal Assurance Panel (NTDAP) will be established. The Panel will provide scrutiny of the business case proposals and development and will be chaired by a suitably qualified and experienced representative of CWLEP. Additional panel members will be drawn from representatives from the Public, Private and Third Sectors and will be provided with training by the Towns Fund Delivery Partner to ensure they have the knowledge and ability to undertake appropriate scrutiny and make recommendations to the Board.

For locally appraised cases, the following process will be adopted:

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<sup>45</sup> <https://www.cwlep.com/document/assurance-framework-2019>

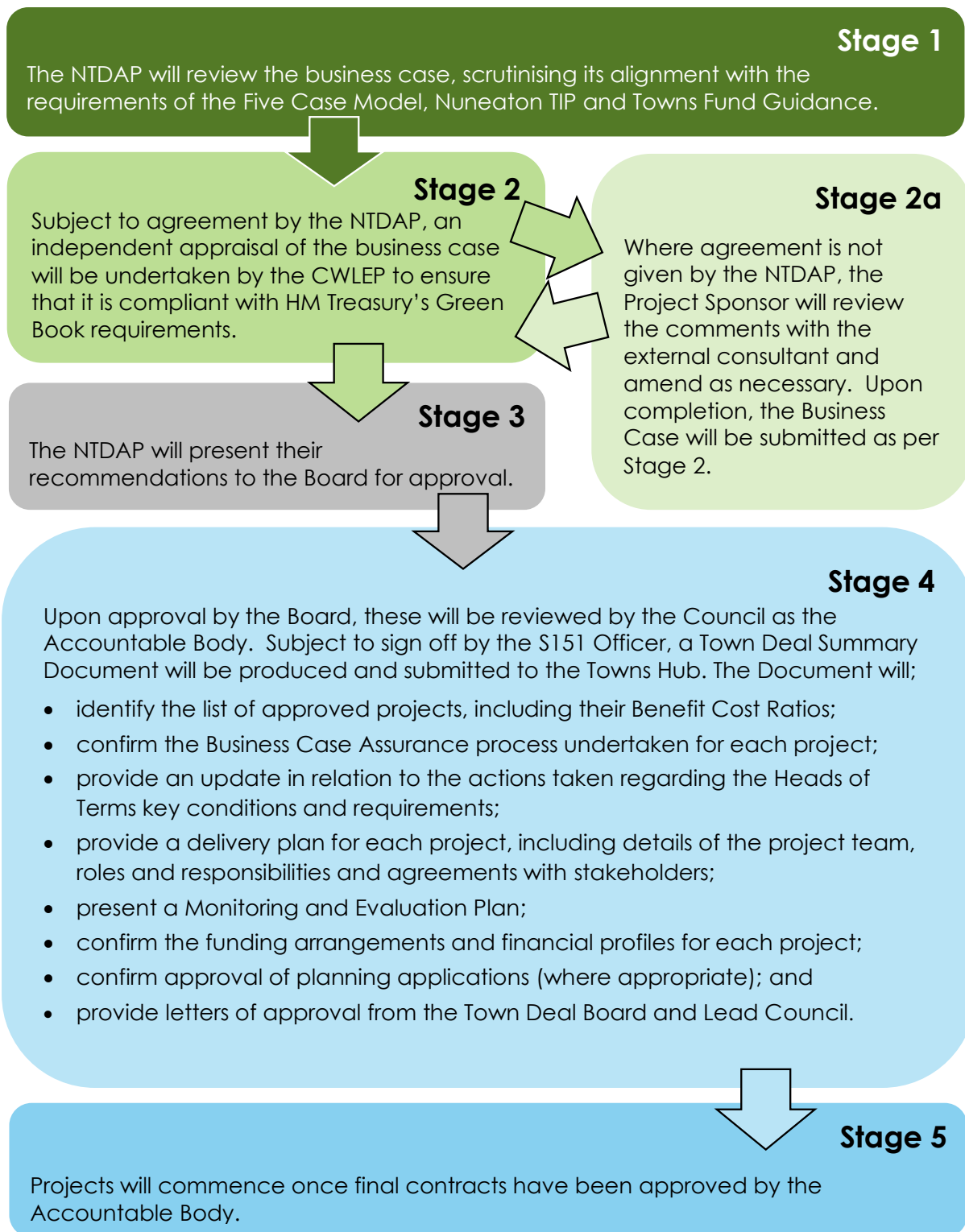


Figure 45: Business Case Appraisal Process

## Section 8: Delivery Plan

### 8.1 Introduction

This section identifies the governance, programme and project management systems that will be utilised to ensure delivery of the projects.

### 8.2 Governance

There is a clear governance structure in place, with the Board retaining oversight of the Programme. As the accountable body, NBBC has the overall responsibility for the delivery of the Programme.

In line with the Towns Fund Guidance, the Board will oversee each step of agreeing a Town Deal. Oversee compliance with the Heads of Terms Agreement with Government.

Bi-monthly progress and monitoring reports will be presented to the Board for scrutiny and relevant approvals.

### 8.3 Programme Management

NBBC has an established *Prince 2* approach to Project Management. The Corporate Asset Management Team (CAMT) comprises of senior officers and is NBBC's corporate vehicle which considers and authorises large scale capital investment proposals. CAMT is convened on a bi-monthly basis and acts as the strategic oversight for ongoing capital projects, ensuring that projects are on track and within budget. All projects will be reported to CAMT for additional robustness as the accountable body.

To ensure the alignment of all town centre activity, the remit of the existing TNP Programme Board was expanded to include the FHSF. Given the complementary nature of all these programmes, this Programme Board will also incorporate the Nuneaton Town Deal and meet on a bi-monthly basis.

The Programme Board has responsibility:

- to maintain a strategic overview, aligning activity between projects;
- to allocate and coordinate partners and stakeholder resources; and
- to deliver the programme on time and to budget.

This Board comprises senior leadership officers from WCC, NBBC and CWLEP.

The Senior Responsible Officer (SRO) will be the Director, Regeneration & Housing (NBBC). Responsible for the overall delivery of the Programme, the SRO will provide leadership, ensure resources are available and allocated appropriately, monitor the

overall progress against key milestones and take any necessary action to ensure the success of the programme.

The Programme Manager will be the Technical Specialist Regeneration Major Projects (WCC) for all Infrastructure Projects, and the Head of Regeneration and Estates (NBBC) for the remaining. Responsible for preparation and monitoring of the Programme Plan, monitoring the actions and progress of the varying work streams, providing day-to-day support and guidance for the varying work streams, escalating issues to the SRO and ensuring appropriate communication is maintained across work streams and all stakeholders

## 8.4 Project Management

Each project will have a Project Management Team, meeting on at least a monthly basis, responsible for project delivery. Each Project Team will have day-to-day responsibility for delivery, report directly to the relevant Programme Manager and will liaise with the Stakeholder Engagement Team to ensure co-ordination of engagement activity across all relevant projects.

NBBC and WCC have extensive and proven track records of delivering substantial programmes of work. These include:

- Camp Hill Regeneration Scheme: delivering 800 new homes, a new community centre, and retail space: value of £200m (lead by NBBC in partnership with WCC, with co-funding from AWM and ERDF);
- Coton Arches Highway Scheme (2018-2019): £3.7m externally funded transport project; and
- Bermuda Station, Nuneaton: £16m project (opened 2016) in conjunction with Network Rail.

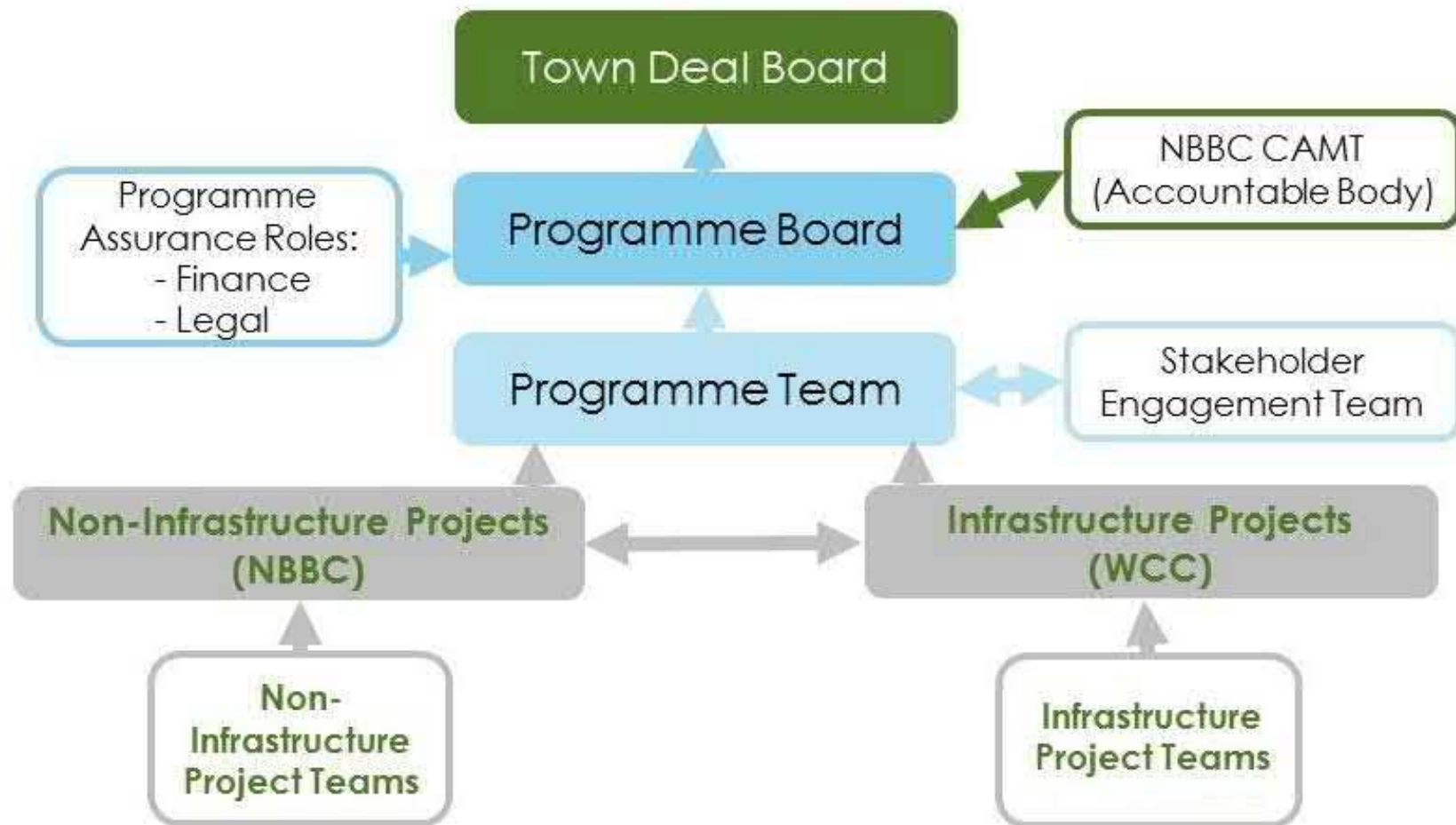


Figure 46: Delivery Plan Governance Structure



[www.nuneatonandbedworth.gov.uk](http://www.nuneatonandbedworth.gov.uk)