

Stapleford Town Deal

Bid 2021



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Executive summary



We have a big ambition for Stapleford, a small town with a big heart and even bigger potential. We are proud of our heritage, our ambition and our community spirit. Today, we have an exciting, once-in-a-generation opportunity to forge a prosperous and inclusive new future and build a lasting legacy for everyone.



With your investment, we will:

- Create a reinvigorated, reimagined town centre
- Encourage an influx of new businesses, local skills development and sustainable job creation tied to the green economy
- Build new sports and recreational facilities that enhance standards of living
- Provide an improved cycle network and better public transport with stronger connections powered by HS2

Together, Stapleford will stand as a model for what a small town can achieve. **It's our time to shine.**



Stapleford stands equidistant between Nottingham and Derby city centres, on the eastern edge of Nottinghamshire.

Rich in history and heritage with a number of notable figures born and bred in the area, the river Erewash canal runs along the western edge of the town. As a central point for trade in the late 18th century, Stapleford's economy benefited from its proximity to this large piece of economic infrastructure. Fast forward to the present day and Stapleford is once again experiencing high levels of population growth. This plan aims to ready Stapleford for this influx of people.

Up to 3,000 new residential dwellings across 5 development sites, along with a regional HS2 hub station and innovation campus are planned in and around Stapleford over the next 20 years. **With this increase in residential dwellings and connectivity infrastructure, we need to ensure services within Stapleford are able to meet this growing demand.**

This is an excellent opportunity to ready Stapleford for future private sector developments and the proposed HS2 station at Toton. To do this, public sector support is required to address some of the challenges Stapleford currently faces.



In a report commissioned by the Towns Deal Board, completed by Arup, a number of local challenges have been highlighted. These include the following:

- Walking, cycling and disabled access to green spaces, the town centre and wider services is inadequate
- It is home to Broxtowe's most underperforming town centre with occupancy consistently lower the national and regional averages
- Over reliance on the town centre to the south of Stapleford
- Unsuitable community buildings
- Declining availability of new affordable housing
- Bound by large transport infrastructure, limiting development space for new light industrial units and offices coupled with high office rental prices
- Low business productivity rates
- Low educational attainment levels
- Disconnected urban fabric
- Threat to largest employment site as a result of road infrastructure works
- Unfair access to good digital infrastructure as a result of a single digital exchange and partial roll out of full fibre broadband

This strategy aims to lay the ground works for private sector investment by addressing these challenges for Stapleford. We aim to kick start the High Street, increasing occupancy and footfall figures through a new enterprise hub, located centrally to the town centre. This facility will offer local businesses space to develop and grow through increased office space and an indoor/outdoor market facility.

Alongside this we are proposing updated traffic calming measures in the town centre to create a more attractive place to walk and cycle. In conjunction to this, to decrease overall reliance on cars, we are proposing to invest heavily in cycle infrastructure, connecting the north of Stapleford up with the south and our residential areas with key sites around Stapleford. Ultimately creating Stapleford's 'Cycling Super Highway'.

Alongside this we will be providing secure cycle parking and wayfinding signage to make it usable for residents. We will also be supporting residents to gain entry level qualifications, starting them on their lifelong learning journeys.

With low productivity partially attributed to low skilled jobs and low educational attainment rates, it is essential this plan supports residents in their skills and educational attainment. We propose to create additional space for existing adult education provision through an extension to Stapleford library. We also aim to increase overall participation in education and learning through a pavilion facility and outreach worker post; to ensure opportunity is afforded to all of our residents. All of the facilities we are proposing will be developed to ensure full accessibility to all of our residents.

These projects have been developed through consultations with a number of different partners, including; Towns Deal Executive board, Towns Deal Stakeholder board, two public consultations (respondents included both businesses and residents), ongoing social media and email bulletins and through the Government's MyTown portal. This feedback combined with a good understanding of the challenges Stapleford faces, has led to the development of a portfolio of projects we trust will support Stapleford to become a town for the future.



10 Join Sessions



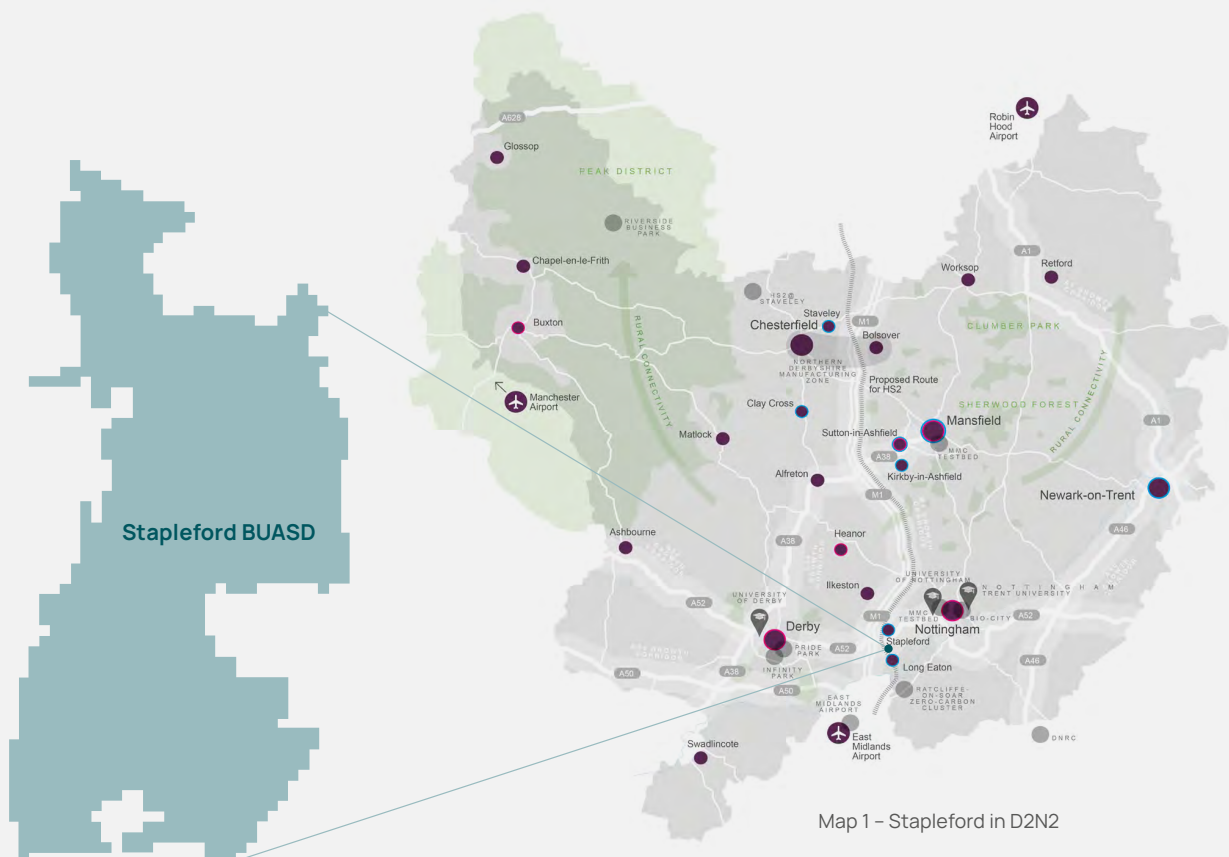
Our Town

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Our Town

1.0 Stapleford Now

Stapleford is a proud town, with a rich history and heritage, committed to forging a prosperous, inclusive future. With boundless opportunities arising our town is full of potential. We are committed to building the foundations for a strong local economy that will ultimately meet Stapleford's long-term needs.



Stapleford Overall:

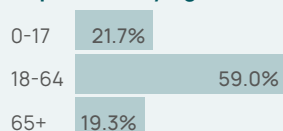
15,000

Population

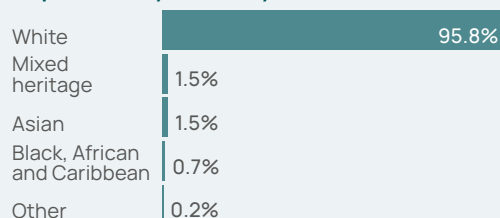
3 Wards

Stapleford North, Stapleford South East and Stapleford South West

Population by age:



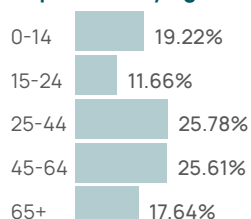
Population by Ethnicity:



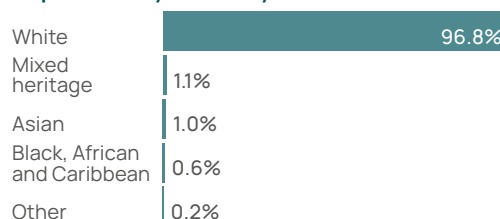
English is the main language

Stapleford North: Population: **4,772** | Households: **2,030** | Gender: **50.9% female, 49.1% male**

Population by age:



Population by Ethnicity:

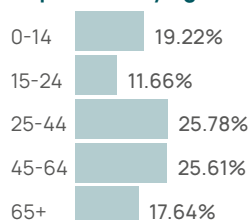


Local challenges:

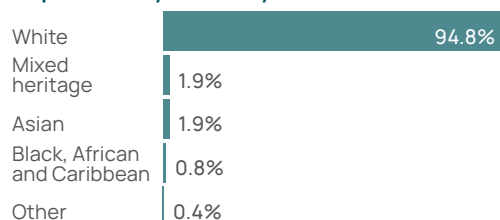
risk of crime, unemployment, health and disability, income, child poverty, fuel poverty.

Stapleford South East: Population: **4,998** | Households: **2,162** | Gender: **50.6% female, 49.4% male**

Population by age:



Population by Ethnicity:

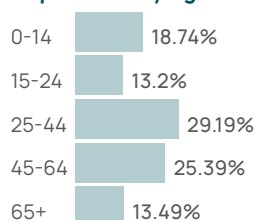


Local challenges:

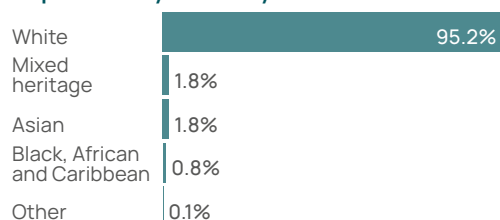
access to housing and services.

Stapleford South West: Population: **5,471** | Households: **2,327** | Gender: **51.1% female, 48.9% male**

Population by age:



Population by Ethnicity:



Local challenges:

risk of crime, living environment and fuel poverty.

1.1 Stapleford Town

Stapleford town sits on the eastern edge of Nottinghamshire to the south of the D2N2 area.

Located advantageously between Nottingham and Derby City Centres, strategically based to support growth across D2N2. It takes roughly 30 Minutes to walk from north to South, with the majority of residential areas being a 20-minute walk to the town centre. With the advent of the High Speed 2 station at Toton, to the south of Stapleford, this town has the, once in a generation opportunity of becoming the most connected town in the UK.

1.1.1. History and Heritage

Most historically Stapleford is home to the Hemlock Stone. Approximately 28 feet (8.5 m) high, it is an outcrop of New Red Sandstone, deposited more than 200 million years ago in the Triassic Period. It stands near the summit of Stapleford Hill. There is also evidence dating back to the Saxon era in the churchyard of St Helen's church.

Stapleford's origins can be traced to before the Norman Conquest, featuring in the Domesday book as a settlement of nine households. There is a conservation area just north of the Town Centre which includes a Norman

Church (St Helens), a Saxon Cross (600AD); believed to be the oldest Christian monument in the Midlands and the Arthur Mee Centre.

Stapleford owes its development in part to its closeness to the River Trent and the River Erewash as the town became a central point for trade. The area also expanded in the late 18th century when the stocking hose trade thrived in the Midlands. Evidence of this history can be found today with the original Stocking Knitters' Houses still standing alongside more modern properties on Nottingham Road. Following on from this, the Roach (La Roche) can be dated back to the 19th Century, Napoleonic era, with French prisoners cutting through the rocks to create local roads. The main one visible being Toton Lane towards the Roach junction.

Stapleford has been home to a number of notable persons including: Arthur Mee, Sir John Borlase Warren, Frederick Attenborough and Walter Parker VC. Either born or resided in Stapleford, each of these figures have contributed significantly to society.



1. Sir John Borlase Warren a Royal Naval Admiral was born in 1753 also a member of parliament for Great Marlow and Nottingham from 1774-1806.

2. Arthur Mee, born in 1875 in Stapleford, was an English writer, journalist and educator. He is best known for The Harmsworth Self-Educator, The Children's Encyclopedia The Children's Newspaper, and The King's England.

3. Frederick Levi Attenborough born in 1887 in Stapleford, was a British academic and principal of University College, Leicester. Farther of the well known David Attenborough.

4. Walter Richard Parker VC, was born in Grantham, however moved to Stapleford to work as a coremaker. Serving in the Royal Marine Light Infantry unit, he reached the rank of Lance Corporal and was awarded the Victoria Cross for actions at the battle of Gallipoli.



1.1.2. Connectivity and Infrastructure

Fast forward to the present day and Stapleford sits at the heart of England and the Midlands region. With convenient access to the M1 motorway, connectivity via road to the rest of the country is easily accessible as demonstrated in Map 2. National public transport links however are lacking with the need to access either Derby or Nottingham city centres for the national rail and bus networks; something that will be addressed through the plans for the HS2 station to be located just south of Stapleford and Toton Sidings.



Locally, southern parts of Stapleford boast good public transport links via the tram and buses to surrounding towns and cities. This provision is however lacking for the most northern parts of Stapleford, contributing to an isolated northern peripheral to the area. Journey times by car to either Nottingham or Derby city centre taking roughly 20 minutes, outside of peak journey times.



Map 3 – Stapleford's regional connectivity

Sitting on the area border between Nottinghamshire and Derbyshire, Stapleford is 10 minutes north of the Leicestershire border via the M1 motorway. In conjunction with this, Stapleford sits 10 miles north east of East Midlands Airport, 2 junctions and 15 minutes down the M1 motorway. This serves Stapleford with good international connections to key business destinations.

Stapleford is set directly 8 miles north of the coal-fired, Ratcliffe Power Station. Whilst currently being decommissioned, future plans for this site include an exemplar world class energy system and innovation hub. This site would be included in the wider plans to create an "innovative Free Trade Enterprise Zone", with potential for a low-carbon gigafactory. Stapleford is also situated less than 1-mile north of Toton Sidings, the planned development site for a major hub station on the HS2 Network.

The station at Toton will be serviced by up to 14 high speed trains per hour, including connections to London (within 52 minutes), Leeds (within 27 minutes) and Birmingham (within 20 minutes). This plan aims to 'get Stapleford ready' for this tremendous opportunity. With the alignment of these two plans and associated developments, Stapleford will be one of the best-connected places in the UK, with the infrastructure to support businesses and residents alike.

Owing to the presence of the new HS2 station, Toton is anticipated to become a major hub for economic growth

Map 4 – Stapleford and High Speed 2



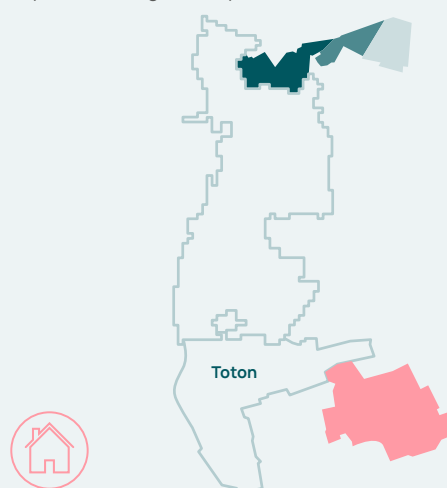
within the East Midlands and related development is set to include:

- 800 new dwellings
- An innovation centre
- An extension of the tram's service connecting the HS2 station
- Major road infrastructure updates

To maximise the benefits of this development, and mitigate against any risk of competition with Stapleford Town Centre, it is essential that this town investment plan is joined up with these proposals. This plan offers the vision for Stapleford for the next 10 to 15 years, with initial interventions laying the foundations for future inward investment. It aims to complement the HS2 development, enabling local residents to take advantage of future opportunities. This includes the surrounding housing developments Stapleford is set to receive.

The Local Plan Part Two, has allocated up to 3,000 new dwellings across 5 large housing sites. These include; Chetwynd Barracks development to the South East, Bramcote (east of Coventry lane) and Stapleford (west of Coventry Lane) to the North East and the Field Farm development to the North. As demonstrated in [map 5](#). There are a few developments within the allocated boundary, one offering 10 new dwellings, with two smaller unallocated developments located at Moults Yard and the Sandcliffe site, the number of dwellings is yet to be determined.

Map 5 – Housing Development areas



New housing (dwellings)

Field Farm	450
Bramcote ¹	500
Stapleford Site ²	240
The Chetwynd Barracks ³	1,500

¹ Including cycling routes, a redeveloped school and green infrastructure.

² Including enhanced bus routes.

³ Including walking and cycling routes, a bus route, green spaces, a new primary school, a medical centre and retail centre, retention of existing sports facilities.

1.1.3. Employment and Business

There are roughly 37,000 jobs within Stapleford split across a number of sectors and areas. Stapleford has five dedicated industrial sites quite evenly distributed throughout the area.

- Stapleford Road, Trowell: 12 businesses
- Hickings Lane: 4 businesses
- New Road Industrial Estate: 6 businesses
- Pasture Road and Silicone Altimex (split between two sites): 12 businesses
- Former Dye works Site, West End Street
- Palmer Drive and Bessell Lane (Stapleford's largest employment site): 17 businesses

Business:

Highest GVA contributor =
Manufacturing at a total of **£722m**

Overall GVA = **£2.5bn**

These sites are complemented by the Town Centre which sits to the southern end of Stapleford. It spans roughly ½ a mile in length, a liner high street that comprises a collection of businesses. These include a number of charity shops, home/interior businesses as well as an estate agents and a couple of supermarkets. Notably there is a lack of cafés and restaurants within the town centre as well as banks and building societies. For more information, please see the Arup SWOT analysis report commissioned in appendix 1.

With the recent restrictions implemented as a result of the covid-19 outbreak, businesses within Stapleford Town Centre have been adversely affected. We have seen a decrease in footfall rates by 41% on 2019 comparably. Occupancy levels have decreased by 0.9 percentage point from 88.2% to 87.3% from February to October 2020, with lower figures than national occupancy rates. Whilst some have benefited from local financial support schemes, many are still struggling to get back to pre-restriction operating levels. It is essential that projects proposed as part of this plan offers support to these businesses in the short, medium and long-term.

Map 6 – Stapleford's employment sites and Town Centre



Employment

Most regionally deprived **13.8%** in education

Claimant count **4.04%**

Employment growth

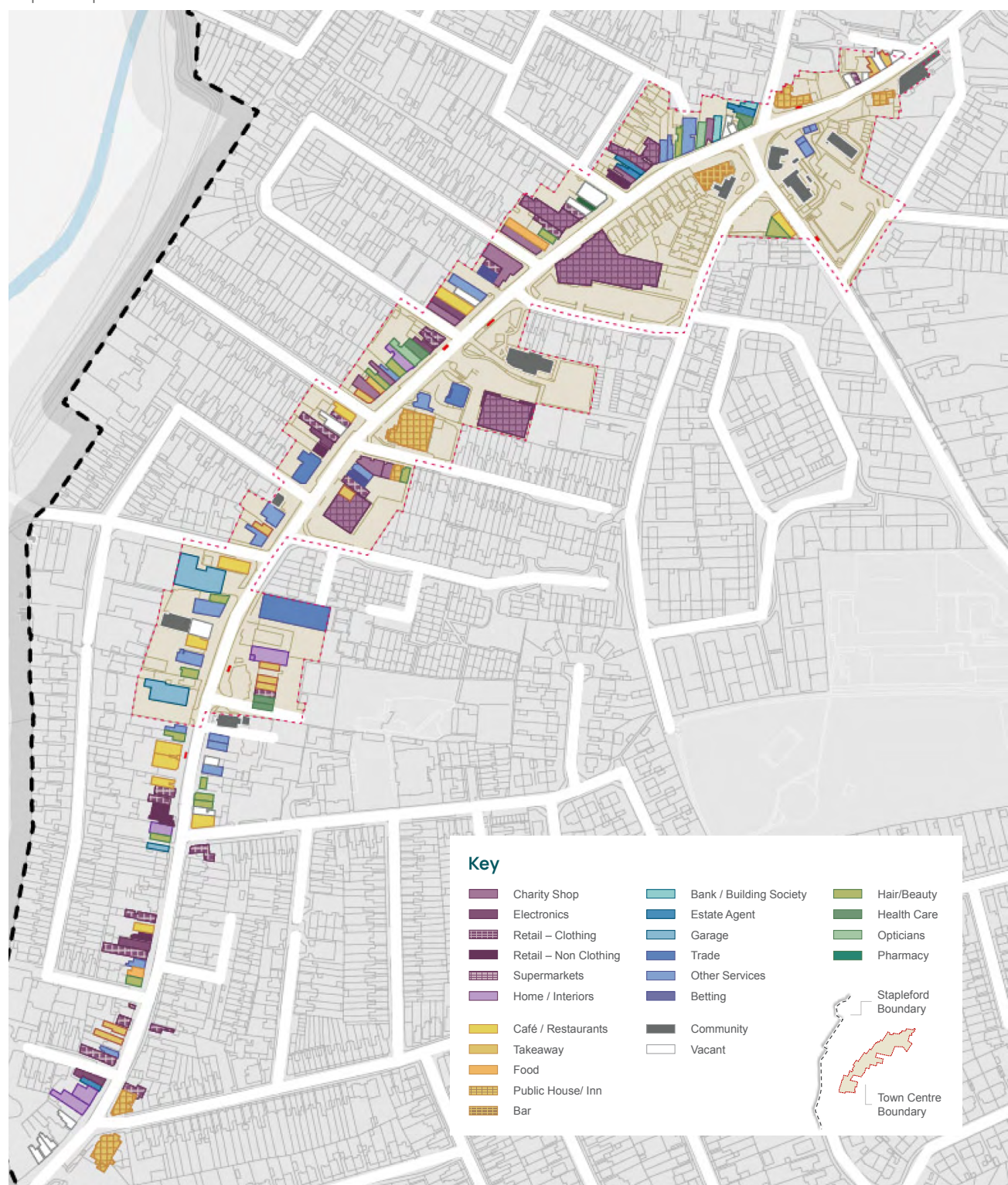
Stapleford	-16.7%
Regional Average	3.0%
National Average	3.7%

Median Salary **£25,024**

Highest employment sector;
Wholesale and retail trade;
repair of motor vehicle sector = 7,400

20% of total jobs (Development of sector)

Map 7 – Stapleford Town Centre



1.2 Strengths, Challenges and Opportunities for Stapleford

Broxtowe Borough Council commissioned a SWOT analysis from Arup to review Stapleford's strengths, weaknesses, opportunities and threats.

The headline findings from this report are outlined below. The full report can be viewed at appendix 1.

1.2.1. Built Place

Assets and Strengths

One of Stapleford's greatest assets is the sense of community and community spirit evident within the town. This is supported by a number of publicly owned assets:

- New Stapleford Community Centre
- Stapleford Community Centre
- Stapleford Young People's Centre

- Ilkeston Recreation ground
- Hickings Lane Recreation

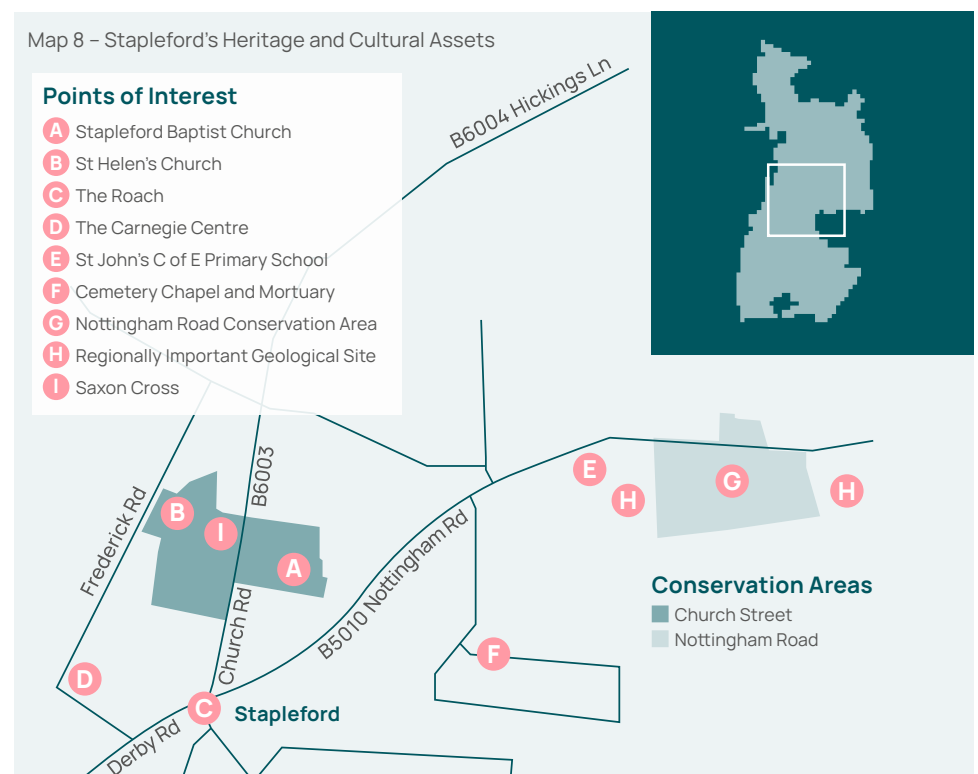
Alongside these there are a number of heritage and conservation assets, as demonstrated in Map 8, including:

- Stapleford Baptist Church
- St Helen's Church
- The Roach
- The Carnegie Centre
- St John's Primary School
- Cemetery Chapel and Mortuary
- A designated conservation area
- A regionally important geological site

Map 8 – Stapleford's Heritage and Cultural Assets

Points of Interest

- A** Stapleford Baptist Church
- B** St Helen's Church
- C** The Roach
- D** The Carnegie Centre
- E** St John's C of E Primary School
- F** Cemetery Chapel and Mortuary
- G** Nottingham Road Conservation Area
- H** Regionally Important Geological Site
- I** Saxon Cross



Section 1

Our Town

1.2. Strengths, Challenges and Opportunities for Stapleford

The town benefits from six parks, 3 allotment sites and community facilities that are well distributed around the town. The community facilities are currently well utilised, however the buildings are aging and expensive to run.

Stapleford is also surrounded by regionally large-scale green infrastructure, such as the River Erewash corridor to the west and Bramcote Hills Park to the east. Whilst the River Erewash can be accessed through a couple of gateways to the western edge of Stapleford, these are not easy points of access. Currently only accessible for pedestrians, accessibility could be improved for cyclists and people with physical disabilities.

There is a variety of residential offers reflected in different architectural typologies throughout the Town. With lower average house prices than Nottinghamshire and East Midlands, Stapleford could be an attractive area for those purchasing their first homes and families looking to move to the area.

Whilst Stapleford struggles with higher than average town centre vacancy rates and poor growth for start-up and up-scaling businesses, there is evidence that Stapleford has a lot of potential for success. Stapleford has:

- A good, sustained level of market demand for office space, which has seen an increase during the Covid-19 pandemic. This is evidenced through the number of enquiries received for the Stapleford Business Hub development.
- An assorted Town Centre with a range of businesses including charity shops, health care providers and super markets.

Arup, as part of their evaluation report highlighted the town's long and linear centre and lack of primary focus as contributing factors for lower occupancy rates. To address this, as part of Broxtowe Borough Council's Local Plan Part 2, the Town Centre has been consolidated. To further rectify these issues and future developments would need to create a focus, a different usage that would increase overall footfall figures.

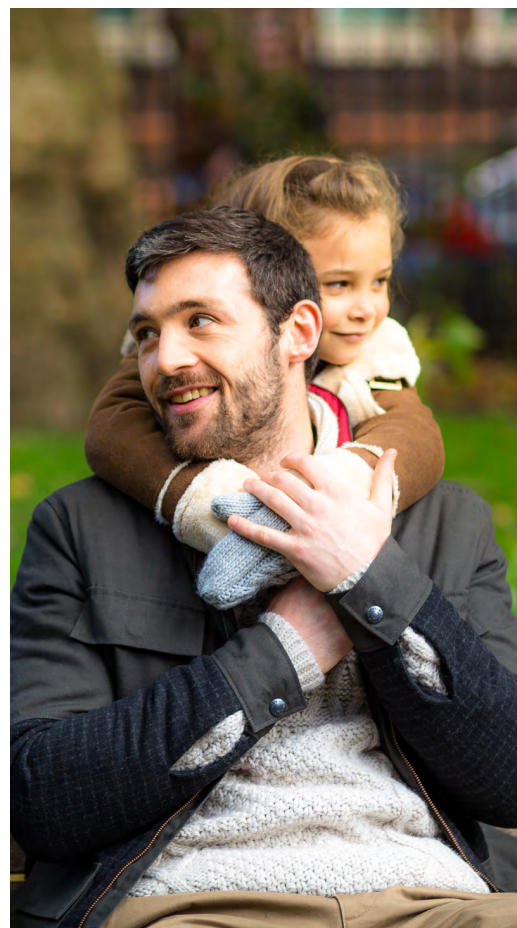
Map 9 – Stapleford's Green Infrastructure



Challenges

Stapleford, at present faces the following challenges, some of which have been exacerbated by the ongoing coronavirus pandemic:

1. **Limited opportunity to access green space:** Whilst in close proximity to large scale green infrastructure, due to Stapleford's urban environment, active travel and disabled access to the River Erewash is poor. Whilst there are 6 parks in the Town, connectivity routes are very urban, with streets seeing very little green infrastructure such as trees, plants and grassy areas. The absence of this means Stapleford does not 'feel green'.
2. **Broxtowe's most underperforming Town Centre:** Currently Stapleford has a long, linear Town Centre, lacking in a natural focus space. There are visible signs of vacancy, poor quality gateways and derelict sites which detract from the overall urban environment. Combined, these challenges have led to declining occupancy rates, consistently lower than borough and national averages.
3. **Unsuitable community buildings:** Whilst there is a strong sense of community in Stapleford, the current community facilities are no longer fit for purpose. In addition, Stapleford has a lack of leisure facilities locally for residents and businesses to utilise. Consequently, Stapleford's residents are required to travel outside of the district, directly and negatively impacting the town economically through movement of demand elsewhere as well as environmentally through increase in travel to other areas.
4. **Declining availability of new 'affordable housing':** Affordable housing includes social rented, affordable rented and intermediate housing, provided to specified eligible households whose needs are not met by the market. As a result, in the future, families in need of this housing may be forced to move outside of the area.
5. **Over-reliance on the Town Centre in the south:** Currently, there is concentration around a single, dwindling centre in the south of Stapleford with a lack of secondary centres around the area. Alone, this intensifies the isolated fringe to the north of Stapleford.
6. **Accessibility:** Less than 10 shops are disability-friendly with access provided for wheelchairs and pushchairs.

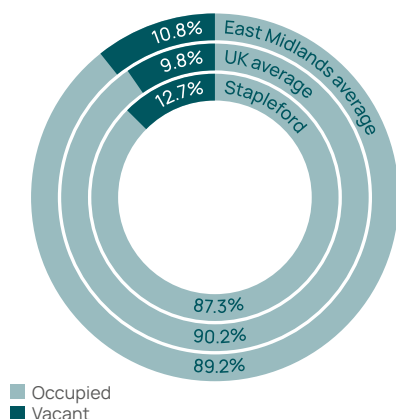


Evidence of Need

Town Centre Occupancy Rates:

Owing to Stapleford Town Centre's lack of prime retail area, accompanied by a lack of investment and poor-quality gateways, occupancy rates have declined to 87.3%: evidenced in figure 1. Stapleford has higher vacancy rates than the UK average and has the lowest occupancy rate of all the District Centres in Broxtowe compared to Beeston with 93.1% occupancy, Eastwood with 88.2% and Kimberley with 88.5%.

Figure 1 – Town Centre Occupancy Rates



Town Centre Footfall Figures:

Stapleford has seen a decline in footfall since measurements began in 2017. On average Stapleford has experienced 25,276 visits per week and 3,589 visits per day. For 2020 Stapleford Town centre has experienced a decrease of 41% in footfall from 2019. This demonstrates the impact corona virus societal restrictions have had on footfall in Stapleford town centre.

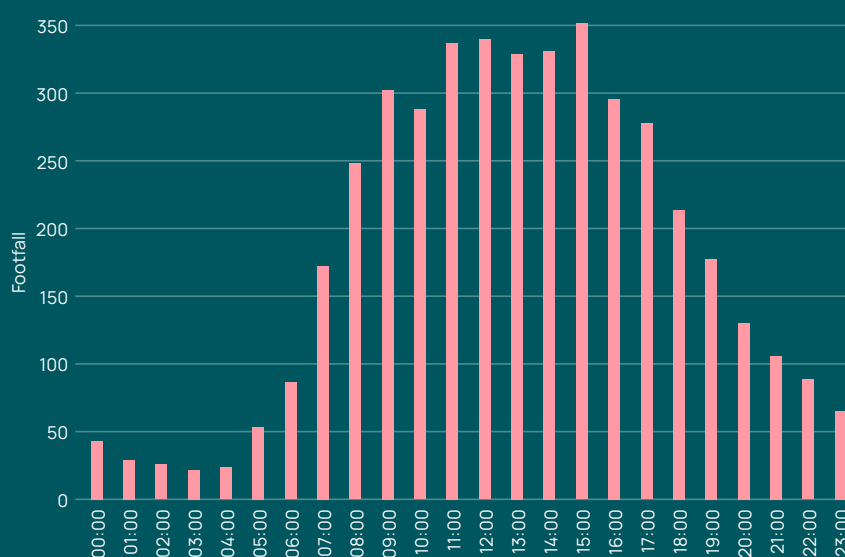
As evidenced by research completed by Arup, it is found that footfall declines over the weekend in Stapleford's town centre. This suggests that the town centre is not successfully attracting residents for leisure. As shown by Figure 2, the Town Centre needs to do more to attract residents outside of the hours 11am-3pm, such as provide a varied and inclusive evening/night-time economy.

Opportunities

The 'Once in a Generation' transformational opportunity unique to Stapleford, gifted by the forthcoming HS2 station at Toton, along with the large scale housing and commercial developments proposed, presents a great opportunity for Stapleford. These developments will provide increased regional and national rail connectivity, as well as increasing local population levels for Stapleford Town Centre to draw upon. Stapleford has a real opportunity to become a hive of activity.

Owing to the HS2 Network's proximity to Erewash River Canal corridor, there is opportunity to create a significant new regional green corridor. With the increase in people accessing green spaces as a result of corona virus restrictions, opening up access to this space offers a real opportunity to increase people's health and wellbeing in Stapleford.

Figure 2 – Average footfall per time of day – Stapleford



1.2.2. Skills and Enterprise Infrastructure

Assets and Strengths

Prior to the outbreak of Covid-19, Stapleford had higher levels of economic activity compared to the national average; with 72% of the population in Stapleford economically active in comparison to 70% in England. Stapleford also boasts economically active residents in full time employment at a rate of 42% compared to 39% on average across England (pre-corona virus).

Those economically active but unemployed in Stapleford (4.5%) mirror the England average (4.4%), as is the case for long term unemployment, Stapleford 1.8% compared with England 1.7%. Stapleford has a slightly lower level of economic inactivity (28%) than England as a whole (30%). Whilst unemployment numbers have risen during the pandemic, Stapleford experienced a lower than average percentage of the workforce becoming unemployed; 3.8% compared with national 6.5% and regional 5.7% averages. As demonstrated in figure 3.

In terms of business demographic, Stapleford benefits from its proximity to Derby and Derbyshire as it retains a better than average manufacturing sector. In line with this in terms of skills attainment, Stapleford has higher than national average numbers of apprenticeships for the area which suggests a more vocational workforce.

The area also has strengths in the specialist retail areas as well as sales of new cars and wholesale trading.

Anecdotally, investigation activity is the most concentrated industry, compared with the national average. See figure 4 for an overview. Stapleford as part of the wider Broxtowe area also boasts a higher than national average business survival rate: 51% of newly formed businesses survive more than 5 years, compared with, 48% across Nottinghamshire, and 42% regionally and nationally.

Figure 3 – Stapleford unemployment rates in comparison to Broxtowe, East Midlands and Great Britain as a percentage of the working age population.

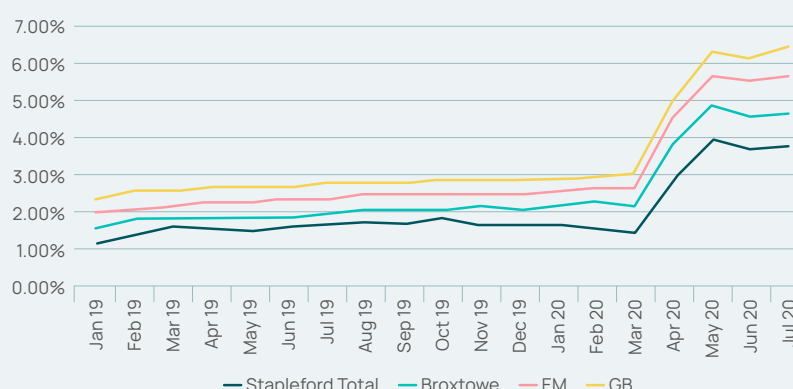
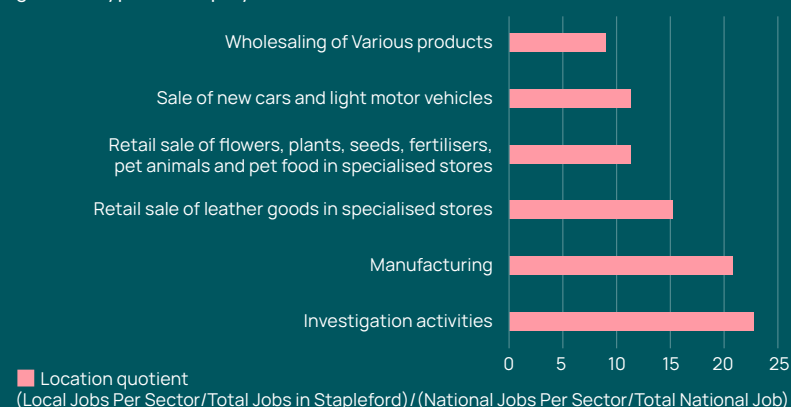


Figure 4 – Types of Employment

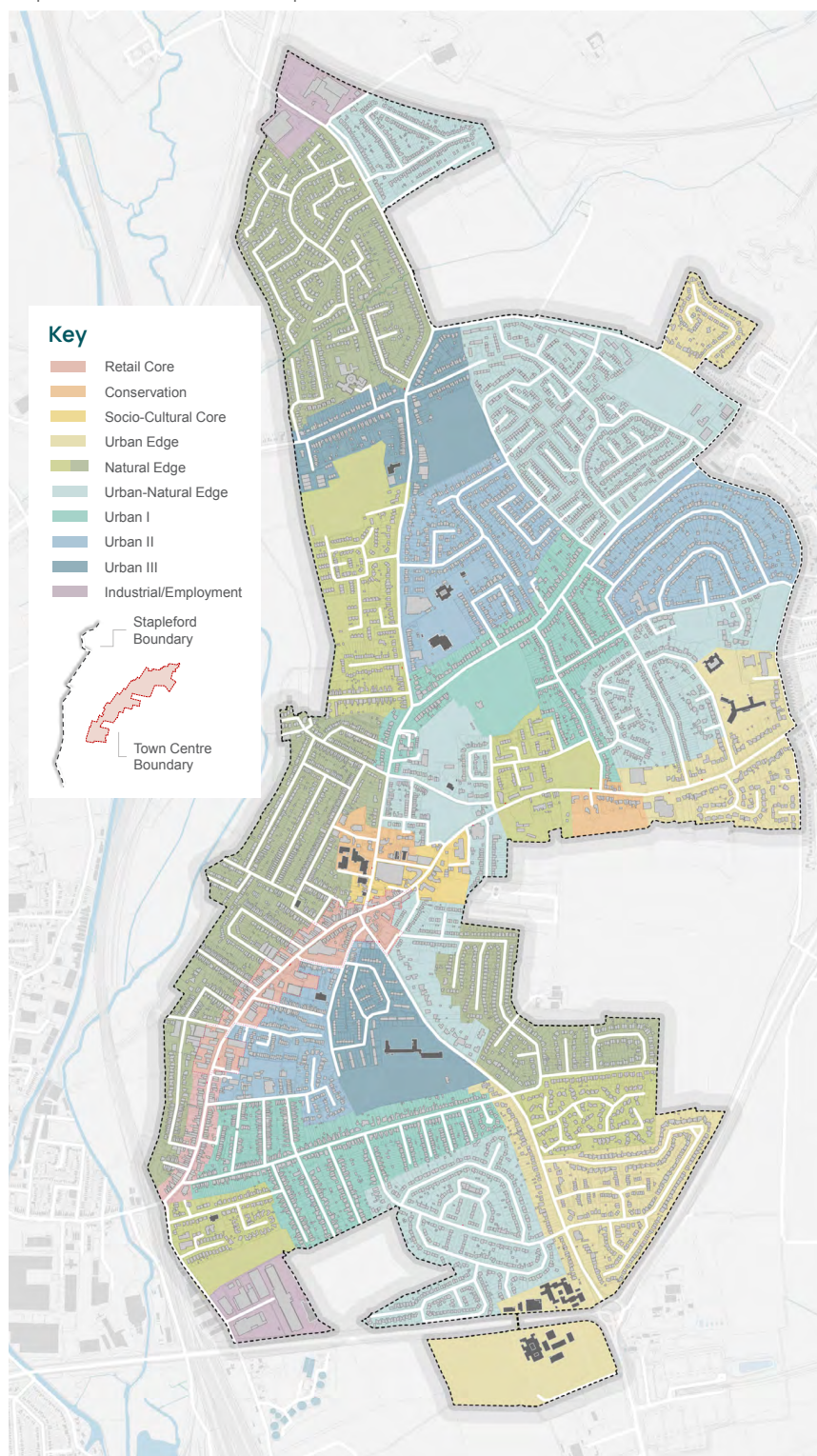


Challenges

Limited development space, combined with excessively high office rentals, dissuades businesses from establishing in Stapleford. In addition, Stapleford's large manufacturing industry needs more light industrial units, currently prevented by the limited space. As demonstrated in Map 10. As a result, local employment opportunities are limited, and the majority of residents commute outside of the area for work.

Whilst Stapleford is a more vocational workforce, overall educational attainment levels are low compared with borough, regional and national averages. Highlighted by the Arup report as a bad deprivation domain, 27% of residents have no qualifications in comparison to 22.5% in England with just over 20% of residents qualified to level 4 or above compared with 27.5% of people in England with level 4 or above.

Map 10 – Character areas of Stapleford



Evidence of Need

According to the Indices of Multiple deprivation evaluation carried out by Arup, Stapleford residents face high levels of deprivation regarding income, education and skills and crime. These can be partially attributed to the following challenges:

- Income levels are lower than borough, regional and national averages. The net annual household income for Stapleford is £28,500 while the National average is £33,412 as identified by the Arup report in appendix 1.
- Stapleford ranks 55 for social mobility, equating to the 30th worst performing areas.
- For the period 2016-2019, growth of micro businesses (0-9), medium businesses (50-249) and large businesses (250+) has not been as significant for Stapleford as it has for England. Small businesses (10-49) have declined in Stapleford where they have grown for England. As demonstrated in figure 5.
- Business productivity rates are the lowest in the region
- The highest proportion of Stapleford's residents hold no qualifications and just 20% hold a level 4 (undergraduate degree) qualification or above. Overall, Stapleford's residents are significantly less qualified than the national and regional average. As demonstrated in figure 6.
- Due to Covid-19, in line with national trends, Stapleford has experienced a rapid increase in unemployment as demonstrated in figure 3.

- In addition, Stapleford's comparative lack of employers means that residents are faced with limited local job vacancies and opportunities.

To address these challenges, we need to ensure that Stapleford continues to be well connected locally for residents to take advantage of employment opportunities. Residents also need to be given the opportunity to upskill to increase their educational attainment and take advantage of future opportunities.

Opportunities

As evidenced by the STF Office, Retail and Leisure Demand report in appendix 14, there is strong demand from serviced based businesses in the local market for office space.

Something that has increased with the impact of the corona virus restrictions. Increasingly, people want to live and work locally. This is a great opportunity to foster this employment sector in Stapleford, capitalising on current niche areas of business specialism. If correctly linked in with the HS2 development and the proposed Toton innovation campus, Stapleford could become a hive of business activity.

Building on the resilience of employment levels within Stapleford, the creation of a targeted, long-term approach to education and boosting skills levels could have knock-on benefits for income and overall deprivation levels within the area. Creating a better adult education offer will support against the impacts of covid restrictions, assisting residents back in to work. In addition to the opportunity to progress the local business demographic, Stapleford has to opportunity to transform in to a highly productive economy.

Figure 5 – Business Growth

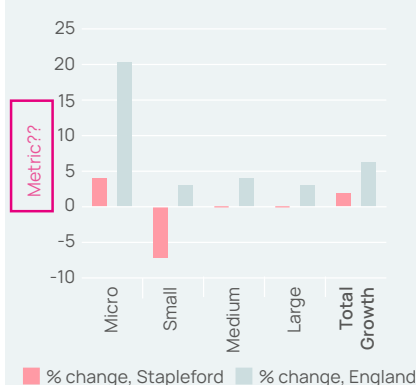
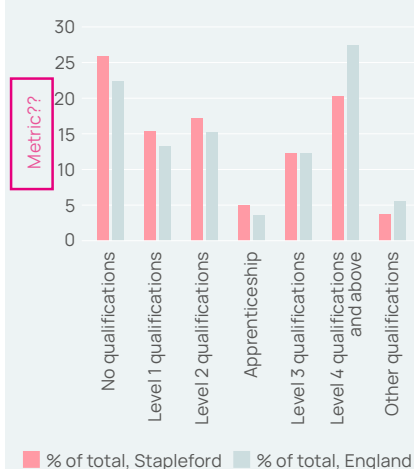


Figure 6 – Skills



1.2.3. Transport Connectivity

Assets and Strengths

Stapleford is surrounded by convenient transport connections including:

- Highway links including the M1 and A52, that connect residents and businesses to the surrounding regional and national areas. This includes two sites of significance including; East Midlands Airport and Ratcliffe-On-Soar Power Station
- Relatively good public transport within the southern areas of Stapleford including services provided by Trent Barton.
- Three quarters of Stapleford within 15 minutes' walking distance of the Town Centre as demonstrated on map 11.
- Close proximity to National Cycle Network 67 which links with local towns, Ilkeston and Long Eaton

Challenges

1. **The town is currently bound by large transport infrastructure:** Whilst highways links regionally and nationally are good, traffic flow at peak periods is congested. This infrastructure also acts as a physical boundary; consequently, development space and local transport links within Stapleford and to other neighbouring towns is limited.
2. **Disconnected urban fabric:** The prevalence of a number of cul-de-sacs, limits opportunities for the development of pedestrian and cycle lanes to the Town Centre. It also creates 'rat runs' on through routes, such as the high street between Sandiacre and Nottingham. This has led to negative discord between vehicles and cyclists/pedestrians within the town centre.

3. **Challenges posed by HS2:**

Current development plans cut through key infrastructure and employment sites for Stapleford including the Erewash River corridor and Bessel Lane industrial area. Without a joined-up approach to mitigate this development, there is risk that Stapleford will be negatively impacted. It is also essential that Stapleford is connected with the station and development area to ensure ease of access for residents and visitors.

Evidence of Need

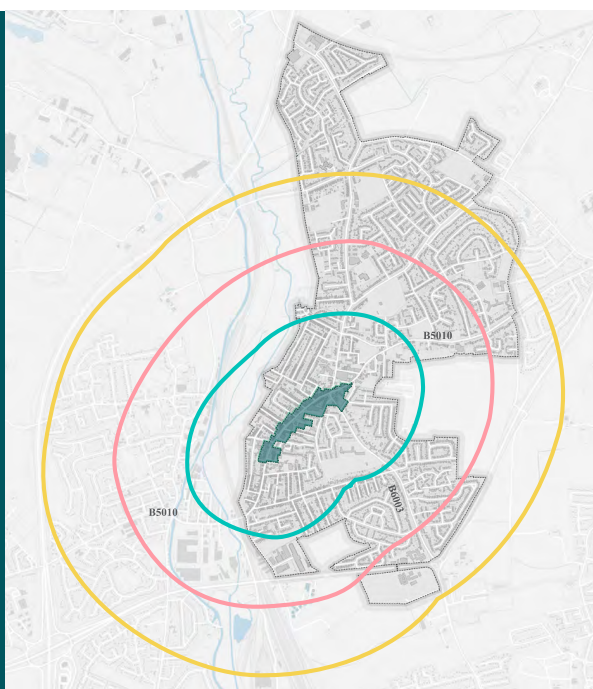
Stapleford faces a number of challenges in relation to transport connectivity, as highlighted in Arup's report:

- **Capacity issues:** Large traffic jams increase travel time at peak periods
- **Isolated areas:** Currently there are areas to the north of Stapleford that are not well served by buses or within walking distance of key services. Bus services to neighbouring towns, especially Beeston are lacking, making it difficult for residents reliant on public transport to get to work
- **No dedicated cycle lane provision to or from the centre of the town:** With limited road widths, the presence of bus stops and on-street parking, the current infrastructure is not conducive to cycling. This could limit future opportunities for sustainable transport

Map 11 –
15-Minute Walking
Radius

Key

- 5 minute walk
- 10 minute walk
- 15 minute walk



1.2. Strengths, Challenges and Opportunities for Stapleford

Opportunities

The HS2 Station at Toton will transform connectivity for Stapleford. With the right investment in transport infrastructure, as proposed by the East Midlands HS2 Growth Strategy 2017, Stapleford could become one of the best-connected towns in the country. There are a number of possible developments to ensure this opportunity is maximised for Stapleford:

- Expand and/or adjust existing bus services
- Enhance the public realm and increase walking and cycling facilities
- Link the National Cycle Network 67 into the fabric of Stapleford

In addition to this there are a number of opportunities within the town regarding transport infrastructure.

The current high street is dominated by the presence of cars often used as an aforementioned 'rat run' between Nottingham and Sandiacre, there is definitively an opportunity to change this, making the space safer for pedestrians and cyclists.

Currently residents are able to access most of Stapleford within a 20-minute walk or cycle. With a small amount of investment and planning, this poses a real opportunity to develop a 20-minute neighbourhood¹. This means residents will be able to access everything they need within a 20-minute walking or cycling radius with the exception of areas of work. This will ultimately enable residents to decrease their reliance on petrol and diesel cars and therefore decrease carbon emissions.

'20-minute neighbourhood:

A walkable, local neighbourhood in which people are able to access all of the services they require within a 20-minute active travel radius.

This includes:

- Local shopping centres
- Local health services
- Schools
- Lifelong learning
- Playgrounds and parks
- Green spaces
- Sport and Recreation
- Safe streets
- Affordable housing, diversity of housing
- Ability to age in a place
- Walkability
- Safe cycling networks
- Local public transport
- Good local connections to public transport, jobs and services within the wider region

20-minute neighbourhood

1.2.4 Digital Connectivity

Assets and Strengths

Providing good digital connectivity for businesses and residents, Stapleford is supported by:

- 5 principal operators providing broadband services
- Superfast broadband service as a minimum
- Good/very good 4G coverage as a minimum

Challenges

The benefits of Stapleford's digital infrastructure are distributed unfairly as all premises are connected to one digital exchange. This results in premises situated further away experiencing performance degradation.

At present some areas benefit from full fibre broadband (superfast or ultrafast services). However, this has not yet been rolled out across all of Stapleford. It is essential that any future plans ensure broadband and/or wireless infrastructure matches the community's needs and is rolled out across Stapleford as a whole.

Evidence of Need

All premises within Stapleford are connected to one telephone exchange. As a result, premises situated far away from the exchange will experience performance degradation, including slower speed, if the broadband service is delivered via copper telephone lines.

With the movement to home working as a result of the covid restrictions, people are relying on broadband connections more than ever. It is essential for business continuity therefore that the digital infrastructure within Stapleford (and the wider areas) is as reliable and high quality as possible.

Opportunities

Supporting businesses and households to achieve greater bandwidth and faster connection speed, improvement can be achieved by installing full fibre broadband. To meet the increase in demand as a direct result of Covid-19 and the establishment of remote workers, this will support businesses to seamlessly manage communication and implement cloud-based solutions.

Additionally, Nottingham and the surrounding areas is currently experiencing the roll-out of 5G which will provide new and innovative connectivity solutions for Stapleford residents. There is an opportunity here to work with both public and private sector partners for funding, to support development in this area.



1.2.5. Sustainability

Assets and Strengths

Stapleford is surrounded by large areas of greenspace with many green spaces located within the town area. Additionally, the majority of residential properties have sizeable garden spaces. There are 3 allotments throughout Stapleford that can be used as places for local food production. In addition, all of Stapleford's car parks have electric vehicle (EV) charging facilities, albeit limited. Useful for those charging cars whilst they are visiting the town centre.

Challenges

Climate change represents a real threat to quality of life, with the potential to disrupt businesses, residents and communities as a whole. As evidence of Stapleford's reliance on carbon usage, according to the 2011 census, 46% residents travel by car or van to work. It will become an increasingly important challenge in the future to increase usage of sustainable forms of energy.

The increase in electrification however will increase the demands to current electrical infrastructure. As a result, upgrades to this will be required, including infrastructure such as EV points. Whilst Stapleford has these in all of its public car parks, this would not be sufficient to meet need as the number of people with cars move over to electric power vehicles. Evidently, this cannot be the only solution to decreasing the area's reliance on carbon usage for means of transport.

Evidence of Need

- **Overreliance on cars:** Predominant form of transport in Stapleford is by car and the Town Centre experiences high quantity of diesel and petrol run cars

- **Overreliance on fossil fuels:**

Currently, there is a low uptake from residents for renewable energy generation, including solar

Opportunities

Stapleford Town Council and Broxtowe Borough Council have declared climate emergencies with a 2027 net zero carbon target. This is a big opportunity to make a real impact to the local ecosystem with a number of different activities, for example:

- Implementing decentralised heating systems such as ground source, water source or mine water resources
- Link up surrounding green spaces to create wildlife corridors throughout town
- Good quality bus shelters/cycle storage facilities with flat roofs to create the opportunity for pocket habitat or solar panels
- Opportunities for Parklets incorporating electric charging points and mini ecosystems

Section 02



Strategy

- 2.0 Our Vision for Stapleford
- 2.1 Underpinning Themes
- 2.2 Strategic Objectives
- 2.3 Priorities for 2030 and Beyond
- 2.4 Theme 1: Excellent Connectivity: Locally, Regionally and Nationally
 - 2.4.1 Towns Deal Priorities
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- 2.7 Theory of Change

Strategy

2.0 Our Vision for Stapleford



Vision Statement: We have a big ambition for Stapleford, a small town with a big heart and even bigger potential. We are proud of our heritage, our ambition and our community spirit. Today, we have an exciting, once-in-a-generation opportunity to forge a prosperous and inclusive new future and build a lasting legacy for everyone.



With your investment, we will:

- Create a reinvigorated, reimagined town centre
- Encourage an influx of new businesses, local skills development and sustainable job creation tied to the green economy
- Build new sports and recreational facilities that enhance standards of living
- Provide an improved cycle network and better public transport with stronger connections powered by HS2

Together, Stapleford will stand as a model for what a small town can achieve. **It's our time to shine.**



Our Aspirations:

- Increased access to services locally. Residents will be able to access everything they need within a 20-minute walk or cycle ride
- Residents and visitors will be able to easily access Stapleford's green infrastructure through excellent walking and cycling facilities
- Local transport links will be excellent for all areas of Stapleford
- Stapleford residents will be highly skilled workers who are able to take advantage of high skilled, high wage jobs
- Stapleford will be an inclusive, thriving, low carbon economy
- Stapleford will have a thriving, diversified town centre

Overall, Stapleford will be one of the UK's most accessible towns, in every sense of the word.

With the development of HS2, and the local infrastructure networks proposed as part of this investment plan, local regional and national transport links will be second to none. Stapleford will welcome and facilitate access for people of all ages, backgrounds and abilities. Through physical infrastructure and skills development opportunities, everyone will be able to access everything that Stapleford has to offer.

2.1 Underpinning Themes

There are three themes that underpin our aspirations for Stapleford:



1. Excellent connectivity locally, regionally and nationally

- 1.1. Through the creation of a local cycle network, connecting up local key sites, surrounding towns and national cycle network route 67
- 1.2. The updating of the road infrastructure in preparation for the High Speed 2 station at Toton
- 1.3. The development of HS2 and the increased connectivity with the wider region and national cities and places
- 1.4. The rolling out of full fibre broadband for the whole of Stapleford

2. Sustainable and inclusive economic growth

- 2.1. Overall and specific support to local business sectors in their movement towards low carbon practices
- 2.2. Entry level skills and education provision, creating a pathway for skills development for local residents
- 2.3. Town centre regeneration to support local start-up businesses and small and medium sized businesses










3. Health and wellbeing improvement

- 3.1. Consolidate and update existing community facilities to support local groups
- 3.2. Enhance local recreational facilities to increase people's access to different sporting amenities







2.2 Strategic Objectives

In line with the themes, the strategic objectives for the short, medium and long term for Stapleford are as follows:


1. Short Term Priorities up to 3 years

- a. Support Stapleford's Covid-19 recovery through town centre regeneration, enterprise support and increased start-up infrastructure 
- b. Create a reinvigorated, reimagined town centre that supports a diverse range of businesses and community facilities 
- c. Safeguard Stapleford's green infrastructure, whilst improving local access routes  
- d. Develop Stapleford's strong connectivity further, with low carbon methods of transport including active travel means such as walking and cycling 
- d. Create a reinvigorated, reimagined town centre that supports a diverse range of businesses and community facilities  
- e. Expand the local business demographic by encouraging the arrival of new, environmentally sustainable inward investment 
- f. Progress local skills and educational attainment to enable Stapleford's residents to become more productive and increase overall economic participation 

2. Medium Term Priorities 4-9 years

- a. Build a new sport, recreational and community facility that enhances standards of living, offering residents a well-rounded town experience  
- b. Enhance local connectivity routes between communities, facilitating travel in to Stapleford for necessities, and to spend leisure time, converting Stapleford in to a destination town 
- c. Ensure all local facilities are fully accessible for residents and visitors alike  
- b. Through the expansion of the business demographic and increased educational attainment, residents will achieve good quality, sustainable employment 

3. Long Term 10+ years

- a. Build on the opportunities the HS2 Toton Station and Innovation campus will bring through up to 6,000 new jobs and supplier network development 

-  Excellent connectivity locally, regionally and nationally
-  Sustainable and inclusive economic growth
-  Health and wellbeing improvement

2.3 Priorities for 2030 and Beyond

Ensuring the **sustainable and effective regeneration of Stapleford**, is crucial to achieving long term growth and prosperity that will benefit Stapleford's residents.

01 Stapleford Central Quarter:

Supporting residents' access to learning and development opportunities as well as regional learning facilities, the National Skills Centre proposed as part of the Toton and Chilwell masterplan in line with the East Midlands Development Corporation priorities will be located in the Central Quarter. This will increase

qualification attainment, creating a more productive workforce locally as well as regionally. This area will offer easy and convenient access to public services required by residents, including health and wellbeing support. This will include further town centre development, centrally at the Roach area, reinforcing the central quarter.



02 HS2 Arrival Quarter: This local HS2 link is a unique opportunity for Stapleford and surrounding towns. Maximising the benefit for local businesses and residents we will invest heavily in connectivity between Stapleford, HS2 and the Innovation Centre through access to cycle networks, pedestrian access and excellent public transport links. In conjunction, support will be offered to businesses around this area to minimise disruption and ensure business continuity for all sectors. Further town centre development will take place at this end of Town to ensure a joined up approach and demand is met for the new hub station,

ultimately facilitating the development of the most south western point of Stapleford a key cornerstone area for the HS2 development.

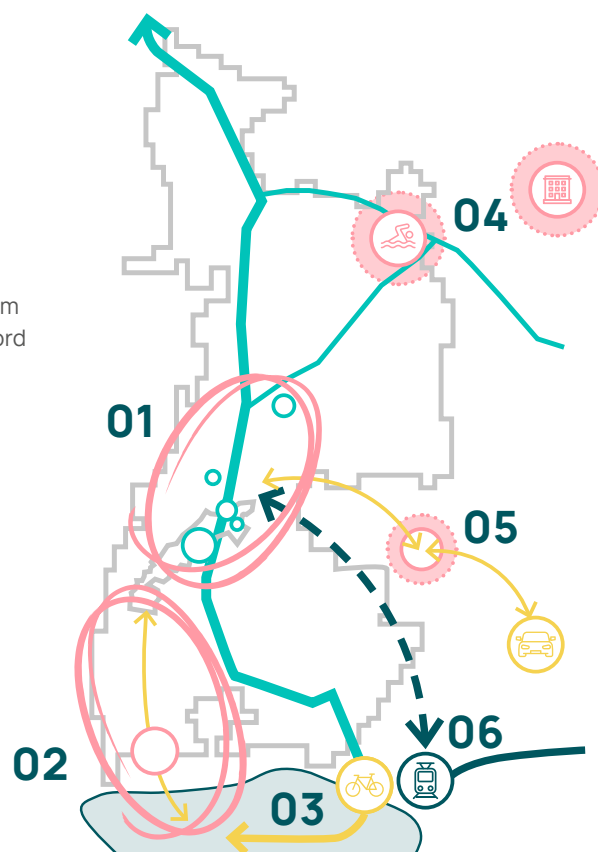
03 Cycle Connectivity: Encouraging increased sustainable travel, we will extend the proposed cycle route to connect with HS2 and other strategic sites including Beeston to the east, Long Eaton and Sandiacre to the west.

04 Local Leisure Offer: Develop the local leisure offer further in line with local need and the current Broxtowe Borough Council review of provision with potential for relocation in to Stapleford.

05 A52 Business Park: In line with local plan developments, open up this piece of land to create increased space for the development of the green economy, through sectors such as e-transport and low carbon manufacturing.

06 Express route to Toton: Increasing residents' uptake of sustainable Public Transport, we will implement greater connectivity between Stapleford and Toton through the extension of the public transport services and active travel facilities.

 **Map 12** – Long term vision for Stapleford





2.4 Theme 1: Excellent Connectivity: Locally, Regionally and Nationally

Stapleford currently has excellent national and regional road links including the M1 and A52 to larger conurbations and key sites around the area. This is complemented by good public transport links to the south of Stapleford and close proximity to some excellent national cycle networks.

Three quarters of Stapleford is within walking distance of the town centre, demonstrated in [Map 11](#). There are however connectivity challenges faced by the town.

Whilst road links are good, capacity at peak times for local commuting is low, creating traffic jams and increased travel times. This infrastructure currently bounds Stapleford in to a very densely populated urban area. In conjunction to this the prevalence of cul-de-sacs has created a disconnected urban fabric. Whilst three quarters of Stapleford are within walking distance of the town centre, there is the most northern quarter that remains isolated from necessary services.

In addition, with the HS2 station just south of Stapleford, it is essential transport links are created to ensure residents are able to easily access this new facility.

To address the challenges Stapleford currently faces, [it is our aim to increase Stapleford's local connectivity routes, through the creation of an active travel network.](#)

Stapleford's isolated northern most quarter will be within a 10-minute cycle ride of the town centre as well as other key sites such as the Toton tram stop and the future HS2 station as well as local employment areas. [This will also decrease the need for cars to travel locally, improving the local atmosphere, health and wellbeing of residents.](#)

¹**Active Travel:** Any mode of travel that include physical activity including but not limited to; the use of e-scooters, cycles of any kind and walking.



2.4.1 Towns Deal Priorities

Our priorities for Stapleford are to create:

Cycle 'Super High Way'

- Designed with local connectivity in mind the local cycling community have been invaluable in the creation of this network. This will include a north/south **super highway**, connecting the northern fringe with the business centre towards the south. Routes will also connect up with the significant green infrastructure to the west of Stapleford as well as recreational facilities to the east.

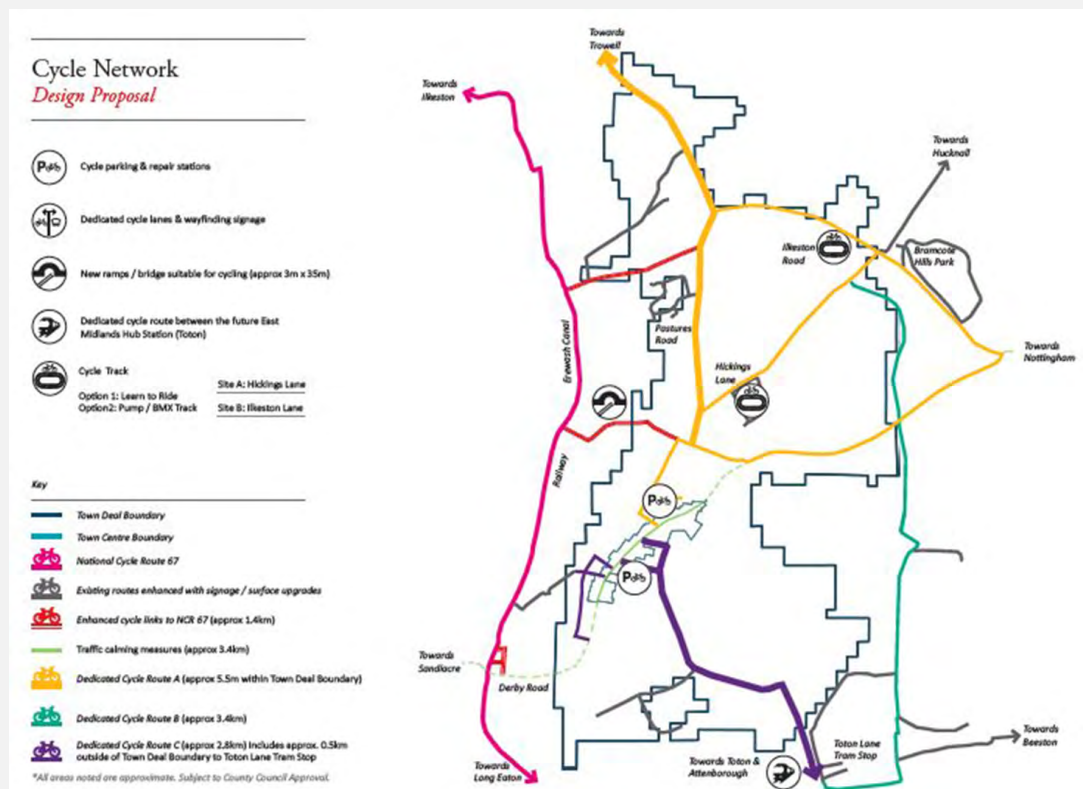
- This will also include the implementation of signage/wayfinding around the town to improve awareness of cycle routes

Secure cycle parking at key sites across Stapleford

- It is essential for cyclists to know that they are able to securely store their cycle whilst they are not using it. This was something fed back through the first Pushbike Broxtowe cycling forum held by the local MP. These will be located according to travel destinations around Stapleford including; the high street, key employment sites and neighbouring towns such as Long Eaton.



Map 13
– Cycle
network
proposal





Traffic calming measures in the Town Centre

- For pedestrians and cyclists to feel more welcome within the Town Centre we propose to introduce more effective traffic calming measures along Derby Road.

An active travel strategy

- For the proposed network to have a real impact on the way residents and workers travel, an active travel strategy is required. This will highlight current barriers to cycling for residents and positive actions to address these. It will look at

participation levels across the local demographics and how each group can be supported to increase their participation in active travel means.

The roll out of full fibre broadband

- The regeneration activity within Stapleford will stimulate the roll out of full fibre connectivity through investment from private sector partners.





Project 1 – Cycle Network, Secure parking facilities and Wayfinding Signage

Project Description	<p>This project is designed to support the implementation of cycle and pedestrian improvements in Stapleford.</p> <p>The scheme is consistent with the core aims of Broxtowe Borough Council by supporting a greener, healthier Stapleford and promoting sustainable economic growth, a safer and more secure transport system and providing good access to services. This opportunity explores the potential of altering the existing road network to allow for new cycle lanes. Mainly, along the B5010 (Derby Road & Nottingham Road), B6003 (Toton Lane and Pasture Road). The opportunity will identify key routes that will connect to existing cycle networks (NCN 67) that run around the western edge of Stapleford. The opportunity will further enhance and provide new cycle facilities in the town in key destinations identified throughout the town.</p> <p>We will also implement signage/wayfinding strategically around the town to improve the awareness of cycle routes. Additional secure cycle parking facilities will also be provided at key sites around the town.</p>					
Project Rationale	<p>Feedback from initial consultation with Stakeholders and the Executive board as well as findings from the SWOT analysis carried out pointed towards the need for increased, low carbon connectivity for the north of Stapleford with services in the south, including the new HS2 station and Toton development. The cycle network, suggested through the first public consultation, was reviewed and agreed as the best option to increase connectivity routes whilst also addressing congestion issues on the wider road network.</p>					
Outputs	<ul style="list-style-type: none"> • Increase connectivity and reduce congestion within the town; • Increase connectivity between Stapleford town centre and the proposed HS2 Station in Toton • Improve safety for users of active transportation modes. • Enhance/provide new cycle facilities in the town (secure bike parking etc.) • Implement signage/wayfinding around the town strategy to improve aware of cycle routes • Increase the number of journey's taken via active travel methods including walking and cycling. 					
Ask and Match Funding	<p>£4,729,091 £2,106,550 (Section 106 payments, DfT bids)</p>					
Major Interdependencies	<ol style="list-style-type: none"> 1. Sign-off is required from Nottinghamshire County Council 2. Land Purchase maybe required to deliver a small proportion of the Southern route. 					
Timescales	20/21	21/22	22/23	23/24	24/25	25/26
	Surveys, Modelling, initial Land purchase investigations & Design of priority route options	Surveys, Modelling & Land purchase investigations continue. Design of second stage routes, & Delivery of priority route options	Surveys complete. Modelling & Land purchase investigations moving to conclusion. Design & Delivery of routes	Design & Delivery of routes	Design & Delivery of routes	Design & Delivery of routes
Spend profile	20/21	21/22	22/23	23/24	24/25	25/26
	TBC					



Project 1 – Cycle Network, Secure parking facilities and Wayfinding Signage (continued)

Towns Fund Intervention Framework Theme	Local transport
Towns Fund Intervention Framework Output Indicators	<ul style="list-style-type: none"> • New or upgraded cycle or walking paths. • Wider cycling infrastructure such as cycle parking.
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • Improved affordability, convenience, reliability, and sustainability of travel options to and from places of work • Improved affordability, convenience, reliability, and sustainability of travel options to and from places of interest (especially shops and amenities) • Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians and cyclists • Reduced congestion within the town
Intervention Framework Outcome Indicators	<ul style="list-style-type: none"> • Average time taken to travel to work by usual method of travel • Number of trips by purpose and main mode • Vehicle flow
Wider Project Outcomes	<ul style="list-style-type: none"> • Decrease the presence of vehicles within the Town Centre and other strategic sites around Stapleford • Decrease the requirement for parking within the Town Centre and other strategic sites around Stapleford • Improve local connectivity to support the implementation of wider regional and national connectivity projects such as HS2 • Decrease journey times from the north of Stapleford to the Town Centre and other strategic employment sites. • Health and wellbeing improvement for users



Project 2 – Town Centre Traffic Management Proposal

Project Description	<p>The focus of the Town Centre Traffic Management Scheme is driven by a key finding from the Arup report that highlighted that connectivity within Stapleford is over-reliant on car usage. As a result, the roads in and around the Town Centre are often highly congested, producing high quantities of noise and carbon pollution, negatively impacting residents and the surrounding environment. Through the town centre traffic management scheme, we hope to dissuade people from using the route as a cut through and to lower vehicle presence within the centre.</p> <p>Bancroft Consulting were appointed by Broxtowe Borough Council to assist with identifying traffic management options for the Stapleford High Street, with a focus on improving conditions for pedestrians and cyclists. The study area has been taken as the high street (or Derby Road) as it extends between its junctions with Halls Road in the south up to the Church Street junction to the north, which is a distance of approximately 650 metres.</p>
Project Rationale	<p>Much of the public realm in the town centre is tired, dated and generally of poor quality and does little to encourage residents to linger or visitors to return. Particular issues for the town include difficulties of movement and navigation around the town centre, particularly for pedestrians.</p> <p>Amenity benefits associated with the Traffic Management Plan have been estimated by:</p> <ul style="list-style-type: none"> Calculating the area expected to benefit from improved public realm, amounting to 0.XX ha under this option Converting this area to a financial value using a method consistent with Annex F of the MHCLG Appraisal Guide. This amounts to a value of approximately £XX,XXX per annum under this option. This stream of benefits is assumed to occur over a 10-year period discounted at 3.5% p.a. <p>This category of benefit is estimated to be worth approximately £XXXX in PV terms.</p> <p>Crime and anti-social behaviour: A further source of benefit is an expected reduction in levels of crime and anti-social behaviour in the town centre. The justification for the anticipated reduction is from improved design of public realm, and enhanced town centre management.</p>
Alignment with Strategic Objectives	<p>Improvements to the public realm and street design will support Towns fund objectives, particularly improving experience as it would make the intervention area more attractive to visitors and easier to access. It will also entice the take-up of sustainable transport modes as improvements will provide better quality infrastructure for walking and cycling.</p> <ul style="list-style-type: none"> The target beneficiaries are: <ul style="list-style-type: none"> Those living, working and visiting Stapleford Businesses operating within the Stapleford area People looking to move within to Stapleford
Action	<p>The following activities will be undertaken as part of the project: (TBC)</p> <ul style="list-style-type: none"> The preliminary design was originally developed November 2020. Detailed design (TBC) The council will commission consultants to prepare the detailed design for Traffic Management Proposals during Full Business case stage. Planning Application (mid 2021): A planning application will be submitted mid-2021. Construction. Once the planning permission has been granted the Council will commission contractor to construct.
Ask and Match Funding	£3.2m



Project 2 – Town Centre Traffic Management Proposal (continued)

Major Interdependencies	<ol style="list-style-type: none"> 1. Sign-off is required from Nottinghamshire County Council 2. Further work is required to understand the impact of the displacement of vehicles through the proposals. 3. Planning consents 4. Confirmation of public funding (including TIF) 5. Delivery of infrastructure
Timescales	TBC
Spend profile	TBC
Towns Fund Intervention Framework Theme	Local transport
Towns Fund Intervention Framework Output Indicators	<ul style="list-style-type: none"> • New or upgraded cycle or walking paths. • New or upgraded road infrastructure
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • Improved affordability, convenience, reliability, and sustainability of travel options to and from places of interest (especially shops and amenities) • Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians and cyclists
Intervention Framework Outcome Indicators	<ul style="list-style-type: none"> • Number of trips by purpose and main mode • Vehicle flow
Wider Project Outcomes	



These priorities meet the aims set out under Theme 1.

The focus on these priorities is driven by a key finding from the Arup report that highlighted that transport connectivity within Stapleford is over-reliant on car usage. As a result, the roads in and around the Town Centre are often highly congested, producing high quantities of noise and carbon pollution, negatively impacting residents and the surrounding environment.

The board accordingly commissioned the report from Bancroft consulting attached at [appendix 12](#) and resolved to promote Option 1 – 'The comprehensive approach'. Through this town centre traffic management scheme we hope to

dissuade people from using the route as a cut through and to lower vehicle presence within the centre, thereby transferring overall priority and conditions back to pedestrians and cyclists.

The existing road infrastructure is not purpose-built to facilitate sustainable forms of transport and there are no designated walking/cycling routes within Stapleford. Cyclists, in particular, experience high risks to their safety due to limited road widths, bus stops and on-street parking.

This is highly unconducive for cyclists and, as a direct result, just 2% of residents cycle to work despite 36% of residents commuting less than 5km.

By analysing levels of deprivation within Stapleford, we can see that limited connectivity is acting as one of many barriers to some of Stapleford's most deprived areas. As evidence, the Northern fringe, home to some of the most deprived Lower Super Output Areas in the region, is isolated

from the Town Centre and the rest of Stapleford. Owing to an absence of safe/reliable, public/sustainable Transport links, most of the residents in this area are reliant on cars to travel around Stapleford.

To encourage usage of sustainable forms of transport and increase connectivity within the area, a dedicated cycle route that ensures safe and efficient access around Stapleford is required. Through the development of Stapleford's Cycle Super Highway, people will be able to access key sites across the area, easily and safely. In addition, secure cycle parking at these key sites along with the active travel strategy will increase uptake within the local population.



2%

of residents
cycle to work

despite

36%

of residents commuting
less than 5km





2.4.2 Targets

The targets for these projects are as follows:

- Increase the number of journey's taken via active travel methods including walking and cycling
- Decrease the presence of vehicles within the Town Centre and other strategic sites around Stapleford
- Decrease the requirement for parking within the Town Centre and other strategic sites around Stapleford
- Improve local connectivity to support the implementation of wider regional and national connectivity projects such as HS2
- Decrease journey times from the north of Stapleford to the Town Centre and other strategic employment sites

2.4.3 Outline Delivery Timeline

Our delivery timeline is proposed as follows:

Short term up to 3 years

- With support of active travel specialists as part of the Towns Fund hub support, an **active travel strategy and delivery plan** will be developed to encourage active travel amongst residents and workers.
- **Wayfinding signage** will be improved for existing routes to support the active travel strategy implementation.
- In partnership with Nottinghamshire County highways department and Via East Midlands implementation of Stapleford's **Cycle Super Highway** phase 1 proposed routes will commence.

Medium Term 4-9 years

- Completion of works on the **Cycle Super Highway** phase 1. This will include the proposed routes as well as secure cycle parking facilities and additional wayfinding signage.
- Commencement and completion of phase 2 of the **Cycle Super Highway**. With additional funding leveraged from the Department for Transport.
- Implementation of Stapleford's active travel strategy will continue. This will be reviewed and updated on a 2 yearly basis.

Long term 10+ years

- In line with the construction of the HS2 station at Toton and surrounding housing and road developments, phase 3 of the cycle network proposal will commence and complete; subject to additional funding.



2.4.4 Strategic Alignment

This project aligns with the following local, sub-regional, regional and national strategies:

- Nottinghamshire County Council's Place Strategy
- LCWIP
- D2N2 Green Growth Strategy
- D2N2 Energy Strategy
- East Midlands HS2 Growth Strategy
- Midlands Connect Strategy
- Midlands Engine Vision for Growth
- National Government's Cycling and Walking Investment Strategy

2.4.5 Delivery Partners

- Stapleford Town Council
- Nottinghamshire County Council
- Via East Midlands
- Local cycling groups

Additional information on the exact nature of the phasing will be provided at the December STF executive meeting



2.5 Theme 2: Sustainable and Inclusive Economic Growth

Stapleford has a number of areas for success regarding the local economy. Prior to the implementation of Covid-19 restrictions, Stapleford had higher levels of economic activity than England on average.

It also boasts higher than average economically active residents in full time employment. It experienced lower levels of economic inactivity in comparison to the England average. Each of these factors has also meant that unemployment rates as a result of the Covid-19 restrictions have had a lesser impact locally than regionally.

Due to the proximity to Derby and Derbyshire, Stapleford retains a better than average manufacturing sector, with strengths in other sectors including specialist retail areas as well as sales of new cars and wholesale trading as demonstrated in figure 4. Stapleford's workforce has a higher than national average figure for apprenticeship take ups, in line with the skills requirements of local industry. Overall a reasonably vocationally skilled workforce.

Stapleford however also faces a number of challenges, that if not addressed soon will have a greater detrimental effect.

Whilst apprenticeship take up is good, overall skills levels within Stapleford are low, with 27% of residents having no qualifications at all. Alongside this, there is limited development space for business premises, either office or industrial units. Combined with excessively high private office rentals, new businesses entering the area are often dissuaded. Whilst there are roughly 37,000 jobs within Stapleford, this is not expected to grow due to these limiting factors.

As a result of these challenges Stapleford residents experience lower than average income levels in comparison to regional and national averages. The area is currently ranked 55th for social mobility, equating to 30th worst performing areas in the country for social mobility. Business growth has been hampered, with small businesses declining in the area. Overall business productivity rates are the lowest in the region. Consequently, residents are faced with limited local jobs vacancies.



In addition to the challenges identified, Stapleford town centre currently has an occupancy rate of 87.3%. This is the lowest in Broxtowe Borough. Whilst there appears to be a diverse range of businesses on the high street, these have been negatively impacted as a result of the Covid-19 restrictions. With the potential for direct competition with the upcoming HS2 development to the south of Stapleford there is a need to make this town centre more resilient.

It is our aim through this Town Investment Plan to support Stapleford's Covid-19 recovery through the creation of increased business start-up space within the Town Centre. This will contribute to

the reinvigorated, reimagined space that encourages a diverse range of businesses to the area. We aspire to progress local skills and educational attainment through increased space to deliver jobs clubs and adult education provision, preparing residents for their lifelong learning journey.

In addition to this, our interventions will run alongside that of the private sector. In line with the recent movement towards increased residential dwelling within town centres, there is currently a proposal for a private residential development on a gateway site to Stapleford Town Centre, converting what was previously a public house in to a number of new residential dwellings.



87.3%

occupancy rate



2.5.1 Towns Deal Priorities

With this in mind, a number of priorities have been identified some of which will be supported through the Towns Deal funding. Others have been funded through private sector investment.

Reinvigorate the Town Centre

- A stepping stone to wider economic regeneration, the town centre enterprise development will create additional start-up and up-scaling space for businesses, whilst also offering a flexible space to start-up businesses through an indoor/outdoor market facility. Developed from a key finding from the initial public consultation held in February this diversified offer will increase footfall figures as well as dwell time in the town centre.
- The accommodation is proposed to be flexible to accommodate pop-up events and outdoor food and beverage space. Use of this area as a possible event space will support the objective of improving experience and could also drive growth as it may attract town centre visitors or tourists into the area.
- In providing flexible accommodation on the ground floor to introduce new business into Stapleford the first floor would similarly offer flexible office / creative workspace available for hourly / daily or weekly lettings to create a new vibrant all day, mixed-use destination in the Town Centre.

Covid-19 Support for Businesses

- Support for businesses during this uncertain time has been a priority for Broxtowe Borough Council. £967,553 has been made available to support businesses within Stapleford during the pandemic. Support is ongoing with signposting services to local business support organisations such as the D2N2 Growth Hub. Additional funding is required to support the wider business demographic as well as one of Broxtowe's worst performing town centres.

Skills and Education Facility Improvement

- In partnership with Inspire Libraries, this project increases capacity of the existing library facility to deliver courses to the local community. Offering entry level courses to the community in such a centrally placed facility is the first stepping stone in the skills progression programme for Stapleford.



Stapleford Business Hub

- In support of the local SME business demographic Broxtowe Borough Council has repurposed the former Police Station at 1 Toton Lane, Stapleford in to 9 new office spaces. These offices vary in size, supporting a wide variety of businesses in the local area. This whole development will create up to 14.5 new jobs for Stapleford.

Old Rock Pub Development

- This project, at an important gateway site on the northern edge of the town centre, looks to regenerate a currently underutilised Public House, in to residential flats within Stapleford Town Centre. Discussions have taken place with the owner and will be supported by Broxtowe's planning department to create a welcoming gateway to Stapleford Town Centre.



Project 3 – Town Centre Enterprise Development

Project Description	<p>A stepping stone to wider economic regeneration, the town centre enterprise development will create additional start-up and up-scaling space for businesses, whilst also offering a flexible space to start-up businesses through an indoor/outdoor market facility.</p> <p>Developed from a key finding from the initial public consultation held in February this diversified offer will increase footfall figures as well as dwell time in the town centre. In turn this will create an increase in overall demand that will support existing businesses and ultimately increase the demand for retail space; creating a vibrant, thriving high street scene.</p> <p>The new event space and Market Place include plans for the capital redevelopment of the 6-day covered market, focusing on local goods and creating incubator opportunities for new businesses.</p>
Project Rationale	<p>Stapleford currently lacks a readily identifiable heart to the town centre and a suitable space for public events</p> <ul style="list-style-type: none"> • The new market will significantly improve the experience of the town centre and surrounding areas. It is hoped over time that this will provide the basis for an improved retail offering in the surrounding retail spaces by connecting them to an enlivened central market space. • The market is intended to become a vibrant leisure destination with a rich variety of market stalls within a contemporary new building. The market also includes the wider Market Place and a new outdoor market square area to the West that will be able to host visiting markets, pop up events, cultural events and performances in an inviting and attractive setting. • The mixed-use solution offering both retail and flexible workspace to the upper floors will go some way to realise the potential of Stapleford as an "opportunity town" – building on its unique character and heritage to create a unique offer in terms of retail and night-time economy and create a destination that is attractive to local residents and those from further afield. • The flexible work space will enhance on the opportunity provided by the new proposed HS2 Station in Toton and create Stapleford's reputation as a place to live, work and visit. <p>The new market place and cultural co-working space will support the Towns Fund objective of driving growth as additional economic activity and employment within the area will be supported.</p>
Alignment with Strategic Objectives	<ul style="list-style-type: none"> • Support Stapleford's Covid-19 recovery through town centre regeneration, enterprise support and increased start-up infrastructure • Create a reinvigorated, reimagined town centre that supports a diverse range of businesses and community facilities • Expand the local business demographic by encouraging the arrival of new, environmentally sustainable inward investment.
Action	
Ask and Match Funding	<p>Ask: £5.6m Accelerated Funding Project: £500,000</p>
Major Interdependencies	<ul style="list-style-type: none"> • Planning consents • Confirmation of public funding (including TIF) • Delivery of infrastructure including Traffic Management Plan and improved public realm • Occupier demand including pre-lets • Operational management



Project 3 – Town Centre Enterprise Development (continued)

Timescales	Viability, design proposals & OBC	3 months
	Planning application	3-4 months
	Planning consent	4-6 months
	Tender drawings & specification	6 months*
	Contractor procurement	6 months**
	Site clearance & demolition	3 months
	Construction	9-12 months
	TOTAL	34 – 39 months
<p>(*) Could be reduced if design development continues in parallel with planning application being processed, albeit risk of abortive design.</p> <p>(**) Assuming a design & build contract. If traditional, additional design detail will be required.</p> <p>The foregoing assumes that the land, buildings and rights over any third party land required to undertake the project have been secured. Negotiation and processing such acquisition could easily add 6 months or more to the programme.</p>		
Spend profile	TBC	
Towns Fund Intervention Framework Theme	Urban regeneration, planning and land use Enterprise infrastructure	
Towns Fund Intervention Framework Output Indicators	<ul style="list-style-type: none"> • Remediation and/or development of abandoned or dilapidated sites • Delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites) • Delivery of new public spaces • Increase in the amount of shared workspace or innovation facilities • Other schemes to support enterprise and business productivity and growth 	
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors • Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces • Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces 	
Intervention Framework Outcome Indicators	<ul style="list-style-type: none"> • Perceptions of the place by residents/businesses/visitors • Land values • Business counts • Number of enterprises utilising high quality, affordable and sustainable commercial spaces • Number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces • Business births, deaths and survival rates 	
Wider Project Outcomes	<ul style="list-style-type: none"> • Green growth – energy efficient buildings and enhancement to EV charging network. • Enhance Stapleford's reputation as a place to invest and do business • Increased footfall in Stapleford Town Centre • Supporting and accelerating regeneration • Viable and sustainable reuse of vacant floor space 	



Project 4 – Town Centre Recovery Fund

Project Description	To supporting the recovery and growth of viable organisations in the Retail, Arts, Culture and Leisure sector in Stapleford.
Project Rationale	It is recognised nationally and locally that the retail, arts, culture and leisure sector have been hard hit by the impact of Covid 19 and this fund is to support their recovery and make a significant contribution to both local and town-wide economic growth. These industries are essential to the wellbeing of our community – participation and connectedness are fundamental to this and the leisure and creative industry play and essential part in this.
Alignment with Strategic Objectives	<ul style="list-style-type: none"> Support Stapleford's Covid-19 recovery through town centre regeneration, enterprise support and increased start-up infrastructure Create a reinvigorated, reimagined town centre that supports a diverse range of businesses and community facilities
Action	<ul style="list-style-type: none"> Infrastructure and Equipment Recovery Fund: grants of £10,000 up to £30,000 to purchase infrastructure and equipment including to support digital transformation of the business. A maximum of £200,000 will be available in this category. Buildings and Infrastructure Recovery Fund: grants of £500,000 to £100,000 to fund facility improvements and extensions, infrastructure and equipment to include digital and energy saving infrastructure. A maximum of £800,000 will be available in this category.
Ask and Match Funding	£1m
Major Interdependencies	
Timescales	TBC
Spend profile	TBC
Towns Fund Intervention Framework Theme	Enterprise infrastructure
Towns Fund Intervention Framework Output Indicators	<ul style="list-style-type: none"> Other schemes to support enterprise and business productivity and growth
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces
Intervention Framework Outcome Indicators	<ul style="list-style-type: none"> Business counts Number of enterprises utilising high quality, affordable and sustainable commercial spaces
Wider Project Outcomes	



Project 5 – Skills and Education Facility Improvement

Project Description	<p>The project comprises an extension to the existing County Council owned Library for the co-location of the existing Library and Inspire Libraries with an improved façade to the whole library.</p> <p>This project will be delivered in partnership with Inspire Libraries.</p>
Project Rationale	<p>The project will create additional facilities within the heart of Stapleford to deliver entry level skills. This will allow residents with little or no formal qualifications to take their first step, within their local community, on their lifelong learning journey. This facility will support residents on to further educational opportunities at one of the many surrounding educational establishments such as Nottingham or Derby college</p>
Alignment with Strategic Objectives	<ul style="list-style-type: none"> • Create a reinvigorated, reimagined town centre that supports a diverse range of businesses and community facilities • Ensure all local facilities are fully accessible for residents and visitors alike. • Progress local skills and educational attainment to enable Stapleford's residents to become more productive and increase overall economic participation
Action	
Ask and Match Funding	£1.54m
Major Interdependencies	<ol style="list-style-type: none"> 1. Sign-off is required from Nottinghamshire County Council 2. Planning consents 3. Confirmation of public funding (including TIF) delivery of infrastructure
Timescales	
Spend profile	
Towns Fund Intervention Framework Theme	Skills infrastructure
Towns Fund Intervention Framework Output Indicators	<ul style="list-style-type: none"> • Increase in capacity and accessibility to new or improved skills facilities • Increase in the breadth of the local skills offer that responds to local skills needs
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • Increased share of young people and adults who have relevant skills for employment and entrepreneurship
Intervention Framework Outcome Indicators	<ul style="list-style-type: none"> • Number of new learners assisted • % of working-age population with qualifications
Wider Project Outcomes	



Overall, these projects meet the aims of Theme 2, building on Stapleford's strengths and addressing and assisting to eradicate the weaknesses.

The initial Covid-19 recovery fund will support economic recovery through the creation of a safer more attractive place to spend leisure time. It will support town centre businesses in their recovery whilst also modernising the area to make it a more attractive place to spend time; reversing the down turn as a result of Covid-19 and associated restrictions. In addition to this, the development of the new enterprise facility will support the town centre further.

A stepping stone to wider economic regeneration, the town centre enterprise development will create additional start-up and up-scaling space for businesses through the first floor development, whilst also offering a flexible space to start-up businesses through an indoor/outdoor market facility on the ground floor. Developed from a key finding from the initial public consultation held in February this diversified offer will increase footfall figures as well as dwell time in the town centre. In turn this will create an increase in overall demand that will support new and existing businesses, ultimately increasing the demand for retail space; creating a vibrant, thriving high street scene throughout the day and in to the evening.



This enterprise space will also offer the opportunity to increase the business demographic within Stapleford. It will offer the much needed space to start-up and upscale businesses locally, creating employment opportunities. The space will support businesses in the service sector, creating high skilled employment opportunities for local people. To support residents to take advantage of these opportunities an increased space to deliver skills and education courses will be provided as part of the towns deal funding.

This project will be delivered in partnership with Inspire Libraries. It will create additional facilities within the heart of Stapleford to deliver entry level skills. This will allow residents with little or no formal qualifications to take their first step, within their local community, on their lifelong learning journey. This facility will support residents on to further educational opportunities at one of the many surrounding educational establishments in the Nottinghamshire and Derbyshire areas.



2.5.2 Targets

- Increase overall levels of footfall as well as the duration. Increasing footfall levels past 3pm
- Increase economic output through increased GVA levels
- Increase the number of dwellings in the Town centre
- Increase the number of serviced offices available
- Diversify the offer within the town centre

2.5.3 Outline Delivery Timeline

Short term up to 3 years

- Administer the Covid-19 recovery funding. This will support business on the road to recovery after the Covid-19 pandemic. It will create a good starting point for the following developments.
- Completion of the Stapleford Business Hub, with the space fully let to businesses. This project has been funded through the Local Growth Fund 3 funding, administered by the D2N2 Local Enterprise Partnership and is due for completion in January 2021.
- Commence the town centre Enterprise facility development
- Build the additional learning facilities

Medium Term 4-9 years

- Complete the delivery of the Enterprise facility.

Long term 10+ years

Long term aspirations for Stapleford include:

- Potential National Skills Academy located in Stapleford's central quarter as identified on [Map 12](#)
- A52 Sector Specific Business facility
- Further town centre regeneration

2.5.4 Strategic Alignment

These projects align with the following strategies:

- Broxtowe Borough Council Economic Regeneration Strategy
- Nottinghamshire County Council Place Strategy
- D2N2 Green Growth Strategy
- D2N2 Strategic Economic Plan

2.5.5 Delivery Partners

- Stapleford Town Council
- Nottinghamshire County Council
- Inspire
- Broxtowe Borough Council
- Private Developer
- D2N2 LEP





2.6 Theme 3: Health and Wellbeing Improvement

Stapleford has a great sense of community, supported through a number of existing facilities throughout the area, these include: Hickings Lane Recreation Ground, Ilkeston Recreation Ground, New Stapleford Community Centre, Stapleford Community Centre and Stapleford Young People's Centre.

These facilities are currently well utilised by the community, serving the town in different ways. There are however challenges around these facilities.

Both the Stapleford Community Centre and the New Stapleford Community Centre are in severe need of updating. Both facilities are over 50 years old, inefficient in terms of energy usage and unsustainable as they currently stand.

Under council ownership, two facilities bring two sets of running and administrative costs. In conjunction to this, Stapleford has a lack of local leisure and sporting facilities for local residents and workers to utilise. For example, Stapleford Young People's Centre currently offers very little in terms of sporting opportunities to their young people as they do not have access to these facilities.

This lacking local offer means that people have to travel outside of the area, often by car to spend leisure time. This directly and negatively impacts the town economically through movement of demand elsewhere, as well as environmentally through increase in travel to other areas.

A recent leisure needs assessment as seen in [appendix 14](#) identified that Stapleford lacked in providing a dedicated recreational offering. For instance, Hickings Lane and Ilkeston Road, the two main recreational grounds, do not provide residents with a diverse range of sports/activities.

The consultations carried out as part of this process also highlighted resident's feelings that there is a need to update the current facilities used for sporting and recreational purposes.



It is proposed that we address the challenges identified to both maintain and build on the strength of a good sense of community, through a new facility on Hickings Lane Recreation Ground. This facility would allow for the consolidation of both the Stapleford Community Centre and the New Stapleford Community Centre, as well as the Young People's Centre, in partnership with Nottinghamshire County Council. This new facility will meet the needs of the current community groups and will provide additional space for the development of a local jobs club as well as other employment support activities.

In partnership with Stapleford Town Council, it is proposed to employ an outreach worker at this facility to support engagement activity with the local community. This role would offer support and guidance to people seeking work or upskilling opportunities, with the aim of increasing educational attainment and employment levels. Moving the areas with high levels of deprivation in to a prosperous future.





Central Pavilion facility proposal.



2.6.1 Towns Deal Priorities

With the recommendations from this report and feedback from the local community in mind, the Executive board are pursuing the following projects as part of the Towns Deal:

Central Pavilion facility

- Providing up to date facilities to replace the Stapleford Community Centre and New Stapleford Community Centre.
- Supporting the local area, the Community Leisure Hub will facilitate a range of community activities such as fitness classes, yoga, dancing, club groups, elections, meetings and event hire.
- Space will also be provided for Stapleford Town Football Club's club house and Stapleford Young People's Centre relocation.
- Additional facilities will include multi-purpose rooms, bar/café, kitchen, offices, cycle storage, changing rooms, supporting ancillary spaces.

- This development will free up, up to three other sites in Stapleford for private sector development. These could be used for a range of things including: light industrial units, residential or commercial office space.

Support Stapleford Town FC¹ with the development of their football pitches

- Leveraging FA funding to develop a 4G football pitch on Ilkeston Road recreation ground. This will enhance their offer and create the space to facilitate the new pavilion facility on Hickings Lane Recreational Ground.

Community Outreach Worker

- This role will engage with the whole community, supporting individuals' progression through skills and educational attainment as well as linking in with local employment opportunities.

¹486 players are registered with STFC currently, with 30 different teams currently playing games throughout the season.

More information about the Football club.
Extremely important community facility



Project 6 – Community Pavilion

Project Description	<p>This project involves the enhancement of the existing leisure facility at Hickings Lane providing a central Pavilion facility Providing up to date facilities to replace the Stapleford Community Centre and New Stapleford Community centre.</p> <p>The Community Leisure Hub will facilitate a range of community activities such as fitness classes, yoga, dancing, club groups, elections, meetings and event hire.</p> <p>Space will also be provided for Stapleford Town Football Club's club house and Stapleford Young People's centre relocation.</p> <p>Additional facilities will include multi-purpose rooms, bar/café, kitchen, offices, cycle storage, changing rooms, supporting ancillary spaces whilst continuing support for Stapleford Town FC with the development of their football pitches leveraging FA funding to develop a 4G football pitch on Ilkeston Road recreation ground. This will enhance their offer and create the space to facilitate the new pavilion facility on Hickings lane recreational ground</p> <p>The proposal also includes a new Community Outreach Worker. This role will engage with the whole community, supporting individual's progression through skills and educational attainment as well as linking in with local employment opportunities.</p>
Project Rationale	
Alignment with Strategic Objectives	<ul style="list-style-type: none"> • Progress local skills and educational attainment to enable Stapleford's residents to become more productive and increase overall economic participation • Build a new sport, recreational and community facility that enhances standards of living, offering residents a well-rounded town experience
Action	
Ask and Match Funding	Towns Fund £6.8M
Major Interdependencies	<ol style="list-style-type: none"> 1. Sign-off is required from Nottinghamshire County Council 2. Planning consents 3. confirmation of public funding (including TIF) delivery of infrastructure
Timescales	TBC
Spend profile	TBC
Towns Fund Intervention Framework Theme	<ul style="list-style-type: none"> • Arts, culture and heritage • Urban regeneration, planning and land use
Towns Fund Intervention Framework Output Indicators	<ul style="list-style-type: none"> • New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens • New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth • Delivery of new public spaces
Towns Fund Intervention Framework Outcomes	<ul style="list-style-type: none"> • Improved arts, cultural and heritage offer that is more visible and easier for residents/ visitors to access • Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
Intervention Framework Outcome Indicators	<ul style="list-style-type: none"> • Perceptions of the place by residents/visitors
Wider Project Outcomes	TBC



Through the development of this facility and creation of the outreach worker post, Stapleford will meet Theme 3.

This facility will provide space for people from lower income backgrounds to develop the skills necessary to take their next employment steps. It will allow the Young People's Centre to expand their offer within Stapleford, ensuring progression and development of our young people. It will facilitate further Adult Education courses, providing the necessary facilities and space.



To read:

The consolidation of three key community facility sites; New Stapleford Community Centre, Stapleford Community Centre and Stapleford's Young People's Centre, generates land that can be utilised for other purposes.

In prime areas for development, a number of new uses could be developed, including office space, light industrial units and/or more residential dwellings, thereby stimulating further private sector urban regeneration.

2.6.2 Targets

- Improvements in mental health and well-being linked to participation in sports and recreation activities
- Increased access to sporting facilities for Stapleford's young people
- Decrease in crime and anti-social behaviour to the north of Stapleford
- Increase skills and educational attainment levels of residents
- Regeneration of brownfield areas through site consolidation

2.6.3 Outline Delivery Timeline

Short term up to 3 years

- Commence work on the pavilion facility on Hickings Lane Recreational Ground. This project should take up to **2 years** to complete

Medium Term 4-9 years

- Consolidate and repurpose existing community centres under Broxtowe Borough Council ownership

Long term 10+ years

- Continually review the leisure and recreational facility to ensure it continues to meet the needs of the increased population

2.6.4 Strategic Alignment

- Broxtowe Borough Council's Corporate Plan
- Nottinghamshire County Council Place Strategy
- D2N2 Strategic Economic Plan

2.6.5 Delivery Partners

- Stapleford Town Council
- Nottinghamshire County Council Young People's Service
- Stapleford Community Centre
- New Stapleford Community Centre
- Pegasus Football Club
- Stapleford Community Group
- Stapleford Town Football Club
- The Football Association

2.7 Theory of Change

Cells were a mixture of bullets and non-bullets - have tried to make consistent

NB. A3 page

























Overall Theory of Change – Stapleford Towns Deal

Issues Facing the Town	Reasons for these issues	Projects to address these issues	How – causal relationship	Outputs	Outcomes	Theme and Strategic objective met
01 Limited connectivity routes to green space	<ul style="list-style-type: none"> Old infrastructure Limited path width Steps on access routes Not easily signposted 	<ul style="list-style-type: none"> Cycle Super Highway and wayfinding signage. 	<ul style="list-style-type: none"> Investment to update current links to green infrastructure through the development of better cycling facilities, removing stepped access where possible and implementing wayfinding signage. 	<ul style="list-style-type: none"> Increase number of people accessing Stapleford's green spaces Decrease the presence of vehicles within the Town and other strategic sites around Stapleford 	<ul style="list-style-type: none"> Improved health and wellbeing of Stapleford's residents and visitors Decrease travel to other areas to access this facility, therefore decreasing travel carbon emissions 	Excellent connectivity locally, regionally and nationally <ul style="list-style-type: none"> Safeguard Stapleford's green infrastructure, whilst improving local access routes Enhance local connectivity routes between communities, facilitating travel in to Stapleford for necessities, and to spend leisure time, converting Stapleford in to a destination town Develop Stapleford's strong connectivity further, with low carbon methods of transport including active travel means such as walking and cycling
02 Broxtowe's most underperforming Town Centre in terms of occupancy and footfall	<ul style="list-style-type: none"> Long linear road Footfall concentrated between 11am-3pm and low at weekends Low occupancy levels Worsened as a result of Covid-19 restrictions 	<ul style="list-style-type: none"> Stapleford Market and Flexible Office Space <ul style="list-style-type: none"> Indoor/outdoor market facility Co-working office space with meeting room and office facility on the first floor Private sector housing development on a key gateway to Stapleford Traffic calming measures Town Centre Recovery Fund 	<ul style="list-style-type: none"> Diversify the Town Centre offer through increased serviced office space and residential dwellings Extend the footfall throughout the day with the presence of the market facility, increasing footfall levels outside 11am-3pm Encourage new retail start-up business through indoor/outdoor market facility creating a progression ladder to re-populate the business on the high street Make the town centre safer for cyclists and pedestrians, making the whole area a friendlier place to shop and spend time 	<ul style="list-style-type: none"> Increase overall levels of footfall as well as the duration. Increasing footfall levels past 3pm – measured through footfall counters Increase economic output through increased GVA levels Increase the number of dwellings in the Town centre Increase the number of serviced offices available Diversified offer within the town centre 	<ul style="list-style-type: none"> Create a welcoming, friendly town centre that offers access for all Increase occupancy rates through the diversified offer, including regional and national chains as well as small independent stores 	Sustainable and Inclusive Economic Growth <ul style="list-style-type: none"> Support Stapleford's Covid-19 recovery through town centre regeneration, enterprise support and increased start-up infrastructure Create a reinvigorated, reimagined town centre that supports a diverse range of businesses and community facilities
03 Unsuitable community buildings	<ul style="list-style-type: none"> Over 50 years' old Energy inefficient Costly to run 	<ul style="list-style-type: none"> New multi-purpose community pavilion facility on Hickings Lane Recreation Ground Outreach worker to engage residents in Stapleford with education and employment opportunities 	<ul style="list-style-type: none"> Create an up-to-date energy efficient building of the future to replace current, unsuitable community buildings. Engagement with community organisations to ensure facilities are replaced and improved 	<ul style="list-style-type: none"> Improvements in mental health and well-being linked to participation in sports and recreation activities Increased access to sporting facilities for Stapleford's young people Decrease in crime and anti-social behaviour to the north of Stapleford Increase skills and educational attainment levels of residents Regeneration of brownfield areas through site consolidation 	<ul style="list-style-type: none"> Improved health and wellbeing of Stapleford's residents and visitors Improved sense of community Increase in employment levels through increase in educational attainment and job application support 	Sustainable and Inclusive Economic Growth Health and wellbeing improvement <ul style="list-style-type: none"> Build a new sport, recreational and community facility that enhances standards of living, offering residents a well-rounded town experience Progress local skills and educational attainment to enable Stapleford's residents to become more productive and increase overall economic participation
04 Declining availability of new affordable housing	<ul style="list-style-type: none"> Limited residential development space 	<ul style="list-style-type: none"> Private sector housing development on a key gateway to Stapleford town centre Internal affordable housing strategy to repurpose brownfield sites, including potentially sites freed up as part of the Pavilion facility development 	<ul style="list-style-type: none"> Increased levels of housing within the Town Centre Delivery plan for more affordable housing from the borough council through a review of brownfield sites 	<ul style="list-style-type: none"> Increase the overall number of dwellings within Stapleford Increase the number of affordable housing delivered in Stapleford 	<ul style="list-style-type: none"> Decrease overall levels of deprivation amongst Stapleford's residents through access to good quality affordable housing 	Sustainable and Inclusive Economic Growth <ul style="list-style-type: none"> Create a reinvigorated, reimagined town centre that supports a diverse range of businesses and community facilities

Excellent connectivity locally, regionally and nationally Sustainable and inclusive economic growth Health and wellbeing improvement
























2.7 Theory of Change

Overall Theory of Change – Stapleford Towns Deal

 Issues Facing the Town	 Reasons for these issues	 Projects to address these issues	 How – causal relationship	 Outputs	 Outcomes	 Theme and Strategic objective met
05 Concentration around a single dwindling attraction to the south of the Town	<ul style="list-style-type: none"> Town Centre 	<ul style="list-style-type: none"> Pavilion facility development 	<ul style="list-style-type: none"> Creation of a secondary attraction towards the north of Stapleford through this facility. Note it is not a competing offer to the town centre regeneration proposed 	<ul style="list-style-type: none"> Increased access to sporting facilities for Stapleford's young people Decrease in crime and anti-social behaviour to the north of Stapleford Increase skills and educational attainment levels of residents Regeneration of brownfield areas through site consolidation 	<ul style="list-style-type: none"> Increase visitor numbers to Stapleford to utilise the new, better developed offers 	Sustainable and Inclusive Economic Growth  Health and wellbeing improvement  <ul style="list-style-type: none"> Build a new sport, recreational and community facility that enhances standards of living, offering residents a well-rounded town experience  
06 Disability access to town centre is poor	<ul style="list-style-type: none"> Most shops have steps Lack of accessible toilet facilities Busy pavements Lack of disabled on street parking facilities 	<ul style="list-style-type: none"> Covid-19 recovery fund Every construction project will have an accessibility appraisal to ensure everyone's needs are met 	<ul style="list-style-type: none"> Through the developments, consultation with various groups, all new buildings will be 100% accessible Covid-19 recovery fund will support retrospective accessibility updates to buildings 	<ul style="list-style-type: none"> Increase overall footfall figures within the town centre Increase the number of accessible shops to 90% 	<ul style="list-style-type: none"> Improve the health, wellbeing and access to local services for everyone 	Sustainable and Inclusive Economic Growth  <ul style="list-style-type: none"> Create a reinvigorated, reimagined town centre that supports a diverse range of businesses and community facilities  Ensure all local facilities are fully accessible for residents and visitors alike  
07 Lack of business growth across all local business sectors	<ul style="list-style-type: none"> Lack of commercial space to grow in to 	<ul style="list-style-type: none"> Stapleford Market and Flexible Office Space Indoor/outdoor market facility Co-working office space with meeting room and office facility on the first floor 	<ul style="list-style-type: none"> This space will offer the first step in progression routes for businesses on to the high street It will offer a range of space for start-up and upscaling businesses 	<ul style="list-style-type: none"> Increase economic output through increased GVA levels Increase the number of serviced offices available Diversify the offer within the town centre 	<ul style="list-style-type: none"> Foster a good start-up and upscaling business community within Stapleford Increase the number of local employment opportunities 	Sustainable and Inclusive Economic Growth  <ul style="list-style-type: none"> Create a reinvigorated, reimagined town centre that supports a diverse range of businesses and community facilities  Expand the local business demographic by encouraging the arrival of new, environmentally sustainable inward investment 
08 Low to no educational attainment for residents	<ul style="list-style-type: none"> Local, easy access to educational development opportunities Lack of local support for these people 	<ul style="list-style-type: none"> Library extension development Pavilion Facility development (outreach worker) 	<ul style="list-style-type: none"> Increasing facilities to offer adult education courses just outside the town centre to facilitate up/reskilling opportunities locally The presence of an Outreach worker will support people further from the workforce in to training, education and employment. Facilities at the new Pavilion will also enable this 	<ul style="list-style-type: none"> Increase entry level skills and educational attainment of residents 	<ul style="list-style-type: none"> Increase the number of Stapleford residents going on to further and higher education institutions Increase overall household income and disposable income through high skilled, better paid jobs 	Sustainable and Inclusive Economic Growth  Health and wellbeing improvement  <ul style="list-style-type: none"> Develop Stapleford's strong connectivity further, with low carbon methods of transport including active travel means such as walking and cycling  Build a new sport, recreational and community facility that enhances standards of living, offering residents a well-rounded town experience   Progress local skills and educational attainment to enable Stapleford's residents to become more productive and increase overall economic participation 

2.7 Theory of Change

Overall Theory of Change – Stapleford Towns Deal

 Issues Facing the Town	 Reasons for these issues	 Projects to address these issues	 How – causal relationship	 Outputs	 Outcomes	 Theme and Strategic objective met
09 Increasing unemployment rates as a result of Covid-19	<ul style="list-style-type: none"> Low educational attainment Low productivity jobs Lack of opportunity to upskill/reskill Lack of connectivity to educational facilities and employment support advice 	<ul style="list-style-type: none"> Library extension development Pavilion Facility development Cycle Super Highway 	<ul style="list-style-type: none"> Increasing facilities to offer adult education courses just outside the town centre to facilitate up/reskilling opportunities locally. Increased connectivity will increase the area in which people are able to access and therefore apply for jobs. 	<ul style="list-style-type: none"> Increase employment levels to at least that of pre-Covid-19 restrictions 	<ul style="list-style-type: none"> Increase health and wellbeing levels on residents Increase local demand for high street shops through increased disposable income levels 	Sustainable and Inclusive Economic Growth  <ul style="list-style-type: none"> Entry level skills and education provision, creating a pathway for skills development for local residents Excellent connectivity locally, regionally and nationally  Develop Stapleford's strong connectivity further, with low carbon methods of transport including active travel means such as walking and cycling 
10 Disconnected urban fabric for vehicles	<ul style="list-style-type: none"> Presence of cul-de-sacs Cycling facilities are not linked up with one another 	<ul style="list-style-type: none"> Cycle Super Highway 	<ul style="list-style-type: none"> This will connect up key sites, the north with the south and the HS2 Toton development when this happens. People will be able to travel easily locally via walking and cycling 	<ul style="list-style-type: none"> Increase the number of journey's taken via active travel methods including walking and cycling Decrease the presence of vehicles within the Town Centre and other strategic sites around Stapleford Decrease the requirement for parking within the Town Centre and other strategic sites around Stapleford Improve local connectivity to support the implementation of wider regional and national connectivity projects such as HS2 Decrease journey times from the north of Stapleford to the Town Centre and other strategic employment sites 	<ul style="list-style-type: none"> Increase health and wellbeing levels on residents Decrease reliance on and presence of vehicles Decrease air pollution levels Make a safer place for young people to play outside 	Excellent connectivity locally, regionally and nationally  <ul style="list-style-type: none"> Develop Stapleford's strong connectivity further, with low carbon methods of transport including active travel means such as walking and cycling  Safeguard Stapleford's green infrastructure, whilst improving local access routes   Ensure all local facilities are fully accessible for residents and visitors alike  
11 Unfair distribution of Digital infrastructure	<ul style="list-style-type: none"> One digital exchange 	<ul style="list-style-type: none"> Library extension development Pavilion Facility development Stapleford Market and Flexible Office Space Indoor/outdoor market facility Co-working office space with meeting room and office facility on the first floor 	<ul style="list-style-type: none"> Through this initial investment, demand for better digital infrastructure will increase, encouraging investment from private sector partners. 	<ul style="list-style-type: none"> Excellent access to full fibre broadband for all commercial and residential dwellings in Stapleford 	<ul style="list-style-type: none"> Increased productivity for businesses Increased access of online services for residents 	Excellent connectivity locally, regionally and nationally  <ul style="list-style-type: none"> Sustainable and inclusive economic growth 
12 Climate change	<ul style="list-style-type: none"> Dependence on car as primary mode of transport Inefficient publically owned buildings Lack of renewable energy infrastructure 	<ul style="list-style-type: none"> Cycle Super Highway Pavilion Facility development Library extension development Stapleford Market and Flexible Office Space Indoor/outdoor market facility Co-working office space with meeting room and office facility on the first floor 	<ul style="list-style-type: none"> Cycle Super Highway Decrease reliance on cars for local travel All building developments will be energy efficient and create renewable energy through various means 	<ul style="list-style-type: none"> Increase the number of journey's taken via active travel methods including walking and cycling Decrease the presence of vehicles within the Town Centre and other strategic sites around Stapleford Decrease the requirement for parking within the Town Centre and other strategic sites around Stapleford Meet the borough and town council's aim of becoming net zero carbon by 2027 	<ul style="list-style-type: none"> Improved health and wellbeing through lower air pollution levels around the town 	Excellent connectivity locally, regionally and nationally  <ul style="list-style-type: none"> Develop Stapleford's strong connectivity further, with low carbon methods of transport including active travel means such as walking and cycling  Sustainable and Inclusive Economic Growth  <ul style="list-style-type: none"> Expand the local business demographic by encouraging the arrival of new, environmentally sustainable inward investment  Health and wellbeing improvement 

Section 03



Engagement and Delivery

- 3.0 Engagement and Delivery
- 3.1 Consultations
- 3.2 Stakeholder Meetings
- 3.3 MyTown Campaign
- 3.4 Social Media Promotions, Press releases, Online content
- 3.5 Direct communications
- 3.6 Engagement Summary and Future Plans
- 3.7 Outline Delivery Plan

Engagement and delivery

3.0
Engagement
and Delivery

Central to the development of this Town Investment Plan has been the thoughts, views, comments and overall feedback from the stakeholders.



Our objectives and ambitions have been to ensure local businesses and communities are involved in the generation plans for the Town's future.

This has helped shape the individual interventions and funding ask to government. The overall Communications and Engagement Plan can be found in appendix 2.



Engagement Objectives	Outcome against objectives to date
<h1>01</h1> <p>Engage with at least 40% of the Stapleford population</p> <p>This will be measured through numbers of leaflets delivered, attendance at public events, web, email and social media statistics and number of consultation responses.</p>	<ul style="list-style-type: none"> a. Every household in Stapleford has received a leaflet outlining the Towns Deal and what it means for Stapleford. b. Email bulletins for Stapleford Town have been sent to over 4,000 recipients c. Promotion of, and engagement with the My Towns portal remains consistent d. Social media channels have been used extensively throughout the process, with posts on Facebook, Twitter and LinkedIn throughout
<h1>02</h1> <p>Engage with at least 75% of community, voluntary stakeholder groups based in Stapleford and surrounding areas</p> <p>This will be measured through the number of contacts made with the Stapleford based groups identified on the Council's stakeholder map.</p>	<ul style="list-style-type: none"> a. Contact has been made with all Stapleford based Community and voluntary groups that Broxtowe holds details for the masterplan consultation
<h1>03</h1> <p>Engage with at least 50% of private sector stakeholder groups/organisations based in Stapleford and surrounding areas</p> <p>This will be measured through those identified by the Economic Development Team (private sector) and their database of businesses.</p>	<ul style="list-style-type: none"> a. Social media posts via Broxtowe Borough Council's LinkedIn account have been tailored directly to businesses within the area. This channel has been used throughout the process b. Business Email Me updates have been sent, promoting the opportunities of the Towns Fund and project updates c. All Stakeholder meetings have been open to private sector businesses d. Extensive consultation has been done with the private sector members of the Executive Board and their Network of local businesses. See appendix 3 for more information about Executive Board Members.
<h1>04</h1> <p>Secure local support for Stapleford's Town Investment Plan</p> <p>This will be measured through the results of the final consultation on the plan.</p>	<div>  <p>236 Final consultation responses in total</p> </div> <div> <p>186 were residents</p> <p>5 were just business owners in the area</p> <p>15 from people that are both a business owner and resident</p> <p>30 from general project stakeholders (that do not fall under the other categories)</p> </div>

Engagement with stakeholders has been carried out through a comprehensive communication strategy, since the first Executive Board meeting in January 2020.

At the beginning of this process, we set clear objectives for local business and community engagement; recognising that different stakeholders prefer to communicate and engage in different ways.

With this in mind, a mixture of digital, print and face-to-face channels are being utilised, which is vital to ensure that all citizens and groups can directly contribute to the Stapleford Town Deal process.

With the restrictions that were implemented in March due to the outbreak of corona virus, this engagement plan was reviewed and updated accordingly. Throughout we have made additional effort to engage those who are not as able to access digital platforms, made more important through these increased restrictions on face-to-face meetings.



These activities included:

- Consultations; online and paper format
- Public meetings and other events; face-to-face and through video conferencing systems
- Newsletters; print and digital
- Press releases
- Online content
- Social media posts
- Direct communications – focus groups letters, emails and phone calls
- Town Council



3.1 Consultations

For the first phase of our consultation between 22nd January and 12th February 2020, residents, workers, local businesses and other stakeholders were asked to think about ways they think Stapleford could be improved.

Feedback was collated through a survey that was accessible online and in paper form. Promoted via social media channels, our email me bulletins and through a mail out; a platform of opportunity was provided, with respondents being asked to consider the whole of Stapleford as part of their feedback.

Residents were asked that any ideas submitted were aligned to at least one of the three Town Fund objectives, being:

1. Urban regeneration, planning and land use
2. Skills and enterprise infrastructure
3. Connectivity

Feedback from this consultation was collated and processed to understand respondent's priorities. Priorities identified included suggestions such as: New community hub, targeted education provision centre/local training facilities, better connectivity with tram/green corridors. More information can be found in a summary document in [appendix 4](#).

This consultation was supported with other activities including, a leaflet drop to every residential property, signposting to the government's MyTown portal and STF Stakeholder group meetings. [We received 210 responses, with some great feedback as to what residents wanted to see.](#)

The common themes included:

- New Community Hub
- Event Space
- Targeted Education provision centre/ new local training facilities
- Better connectivity with the tram at Toton

This feedback was summarised and fed through to our masterplanners, appointed to process all of the ongoing feedback from each of the different stakeholders and produce a masterplan for Stapleford. A visioning session was also held with both the Executive and Stakeholder Boards, to understand their aims for Stapleford. This included consultation with County, Borough and Town Councillors, Private Sector business people, local authority officers and community organisations.

Along with feedback from the MyTown portal, an initial masterplan was created for Stapleford based on this feedback. See appendix 5 for the Stakeholder engagement summary report.

The second phase of our consultation plans took place between 1st July and 17th July 2020, on the initial master plan proposals. With this consultation running during government Covid-19 restrictions, it was essential we supported residents and stakeholders to access these proposals. To do this, we displayed images of the proposed plans in the windows of retail shops in the Town Centre.

This included:

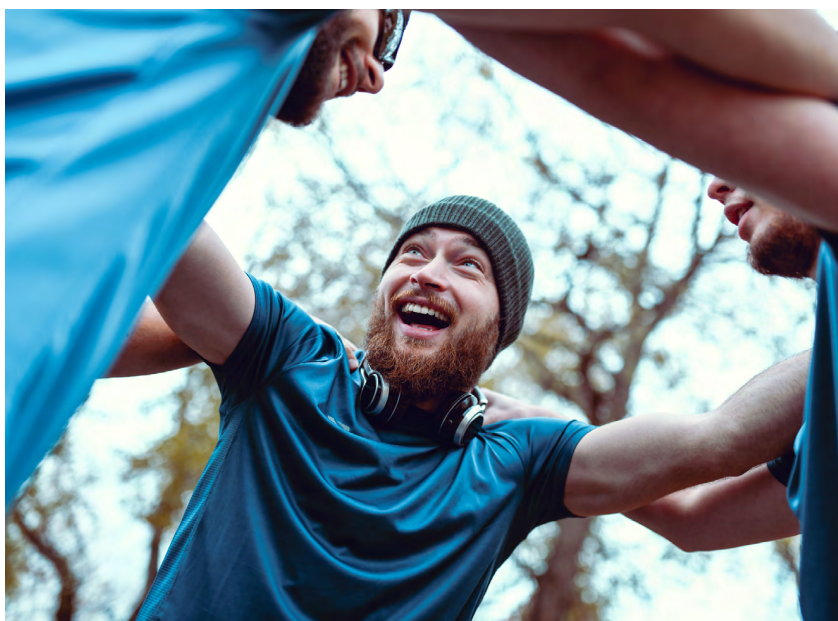
- Maps
- Overview of interventions
- Description of proposed plan
- Signposts to online form
- Contact details to request a hard copy of the form

In addition, the consultation was promoted on Broxtowe Borough Council's website, social media channels, email and through board members. 236 responses were received; 186 from residents, 5 business owners, 15 from both a business owner and resident, 30 from general project stakeholders.



Highlights include:

- Over half of respondents believed the plans addressed Stapleford Town Centre's challenges
- Respondents said they would be more likely to cycle in to the Town Centre if there was secure cycle parking
- Majority of respondents said that Stapleford would benefit from updated community facilities



Alongside these consultations, ongoing stakeholder engagement was also taking place.

3.2 Stakeholder Meetings

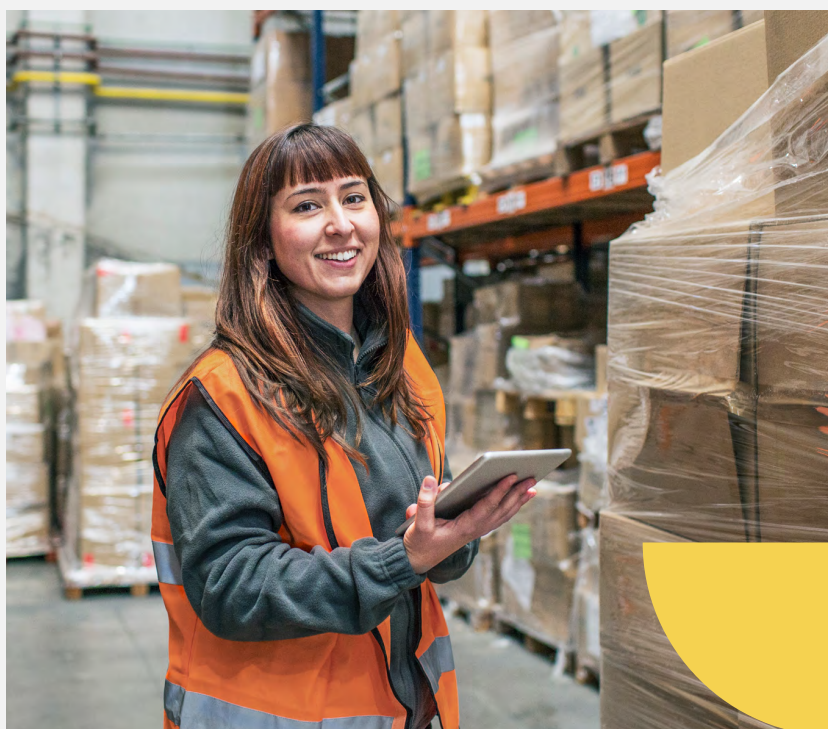
In addition to the wider Consultations, as part of our governance procedures, a Stakeholder group was formed.

Their role to review and feedback on the TIP process, acting as a critical friend to the Executive Board. See appendix 6 for the Terms of Reference for the group.

At these meetings a number of different topics were discussed including; the initial consultation, masterplan consultation, desired outcomes and the overall vision for Stapleford. Towards the latter stages of this process, the stakeholder board has become more of a working group, reviewing the ins and outs of each project.

This group has provided a strong platform for local businesses and community stakeholders to fully understand the objectives, enhance the vision with ideas, wants and needs and create a forum of transparency.

With a focus on ensuring that all stakeholders are heard, we have been able to gauge a wide net of opinion and options to complement the Town Fund objectives detailed above.



3.3 MyTown Campaign

To facilitate ideas generation and ensure people have the opportunity to continuously feed into the Town Deal process, the Government launched the #MyTown campaign, for all stakeholders to access and leave their feedback.

Broxtowe Council has utilised this service as an additional feedback method.

All comments and recommendations have been fed in to the masterplanning process for consideration.



3.4 Social Media Promotions, Press releases, Online content

To ensure residents and stakeholders were updated continually throughout the process, social media has been used extensively, namely, Facebook, Twitter and LinkedIn.

We carried this campaign out in collaboration with a Communications Consultant, who were tasked with ensuring that our social media plan was centred around the key objectives, enabling us to ensure a wide reach within the local communities and local businesses.

As an example of our social media reach, within the month of July, a total of 22 social posts were created throughout our twitter, Facebook and LinkedIn pages. As a result, 9,181 impressions were recorded for Twitter, 3,426 daily page engagement for Facebook and 336 organic impressions for LinkedIn. Email bulletins have also been sent with Towns Deal updates, to both the Stapleford Town Centre and business support topics. In total these have been sent to over 4,000 subscribers, demonstrating the reach we have had with our social media campaign and email bulletins.

We have also supplemented the social media posts with blog posts and press releases to update wider Nottinghamshire partners on progress and plans for Stapleford. Each of the press releases have announced a key stage of the process and have been well received by the media community. Stakeholder blogs have been published since June, summarising the stakeholder meetings activities and can be found on the Broxtowe Borough Council website. Engagement evaluation summaries for the months June to October (when additional support was sought) can be found in appendix 7 to 11.



22

social media posts

9,181

Twitter impressions

3,426

daily Facebook
engagement

336

LinkedIn organic
impressions

4,000

subscribers reached

3.5 Direct communications

In the latter part of this process a number of focus groups have taken place to gain a more in depth insight in to specific groups wants and needs.

Engagement regarding the Cycle Super highway has taken place in conjunction with the local MP and his Push Bike Broxtowe forum meeting. Feedback was gained as to the practicalities of the proposed routes and suggestions for improvement

These have been fed back through to colleagues working up the proposals. Feedback has also been sought regarding the accessibility of the proposals with a number of informal conversations taking place in these initial stages to ensure complete accessibility for each project.

To ensure everyone has had the opportunity to comment, support has been sought from Broxtowe's housing support colleagues who have been speaking to residents during the pandemic restrictions about a number of things, one of which has been the Towns Deal. This has provided a great opportunity to gain feedback from a wider range of residents who would not have otherwise engaged in this process.



3.6 Engagement Summary and Future Plans

To summarise our engagement activity since January 2020, we have implemented a variety of platforms to fully ensure that everyone's voice is heard.

Our approach has left no stone unturned; we have afforded the opportunity to all local residents, charities, young people's centres, businesses and other public sector organisations, taking comments on board for review by the Executive Board.

Engagement activity will continue in to the implementation stage of the TIP. During the creation of business cases for each project further consultation will be carried out to ensure continued involvement of the local community and wider stakeholders. The stakeholder group will continue to run alongside the executive board offering support for the initiatives identified in this plan.



More detail to follow
NB. A3 page

3.7
Outline Delivery Plan

Indicative Towns Fund Programme

Project	Start	Finish	2021												2022												2023												2024												2025	
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb												
Cycle Network																																																				
Phase 1																																																				
Phase 2																																																				
Phase 3																																																				
Town Centre Traffic Management Strategy																																																				
Phase 1																																																				
Phase 2																																																				
Phase 3																																																				
Phase 4																																																				
Town Centre Development																																																				
Phase 1																																																				
Phase 2																																																				
Phase 3																																																				
Phase 4 (JIC)																																																				
Library Extension																																																				
Phase 1																																																				
Phase 2																																																				
Phase 3																																																				
Phase 4																																																				
Pavilion Facility																																																				
Phase 1																																																				
Phase 2																																																				
Phase 3																																																				
Phase 4																																																				
Phase 5																																																				

Continued on following page



Indicative Towns Fund Programme (continued)

Project	Start	Finish	2025												2026												2027												2028											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cycle Network																																																		
Phase 1																																																		
Phase 2																																																		
Phase 3																																																		
Town Centre Traffic Management Strategy																																																		
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Phase 4																																																		
Town Centre Development																																																		
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Phase 3																																																		
Phase 4 (JIC)																																																		
Library Extension																																																		
Phase 1																																																		
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